

# ASSETS AND PROCUREMENT COMMITTEE



**Tuesday, 16 January 2024**

**Democratic and Members' Services**  
Emma Duncan  
Service Director: Legal and Governance

**10:00**

New Shire Hall  
Alconbury Weald  
Huntingdon  
PE28 4YE

**Red Kite Room**  
**New Shire Hall, Alconbury Weald, Huntingdon, PE28 4YE**

## **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 of the Assets and Procurement Committee meeting held 28th November 2023 and Action Log** **5 - 20**
3. **Petitions and Public Questions**

### **KEY DECISION**

4. **East Barnwell Community Centre and library redevelopment – update on the development being led by Cambridge City Council** **21 - 30**

### **OTHER DECISIONS**

<b>5.</b>	<b>Business and Financial Plan 2024-2029</b>	<b>31 - 52</b>
<b>6.</b>	<b>Asset Management and the Maintained Schools Estate</b>	<b>53 - 64</b>
<b>7.</b>	<b>Committee Agenda Plan, Training Plan and Appointments to Outside Bodies</b>	<b>65 - 66</b>

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The Assets and Procurement Committee comprises the following members:

Councillor Ros Hathorn (Chair) Councillor Catherine Rae (Vice-Chair) Councillor David Ambrose Smith Councillor Alex Beckett Councillor Chris Boden Councillor Simon Bywater Councillor David Connor Councillor Steve Count Councillor Douglas Dew Councillor Lorna Dupre Councillor Stephen Ferguson Councillor Mark Goldsack Councillor Peter McDonald Councillor Elisa Meschini Councillor Lucy Nethsingha

Clerk Name:	Dawn Cave
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# Assets and Procurement Committee

Date: 28 November 2023

Time: 10.00am-1.09pm

Venue: New Shire Hall

Present: Councillors Ambrose Smith, Beckett, Boden, Bywater, Connor, Dupré, Ferguson, Goldsack (substituting for Cllr Hunt), Hathorn (Chair), Hunt, McDonald, Meschini, Murphy (substituting for Cllr Dew), Nethsingha and Rae (Vice Chair)

## 15. Apologies for Absence and Declarations of Interest

Apologies were presented on behalf of Councillors Count, Dew (Councillor Murphy substituting) and Hunt (Councillor Goldsack substituting).

Councillor Murphy declared a non-statutory disclosable interest in relation to item 19 as she had a contract of employment with the University of Cambridge.

## 16. Minutes of the meeting held 18 October and Action Log

The minutes of the meeting held 18 October were agreed as a correct record.

The Action Log was noted.

## 17. Petitions and Public Questions

There was one Public Question, and this would be considered under the relevant item (item 25).

*(Due to availability of report presenters, the following two items were taken out of sequence)*

## 18. Land and Property Performance Report

The Committee considered an update on the activity and performance of the Property Team.

Members noted:

- a breakdown of the composition of the Property team, including vacancies;
- a detailed explanation of Indicator 171, *Rent per acre obtained from Rural Estates*, which had been queried at the last Committee meeting;
- good progress with the valuation process.

A Member noted that the annual forecast target of gross income from the Council's commercial investments as a percentage of initial investment was 6%, and the actual expected figure was 5.79%, reflecting the uncertain national economic position. He suggested that the 6% target was low. Officers commented that they believed that figure was an acceptable target. Other Members observed that farming communities were struggling, especially as subsidies were below expectations, and that the 6% target had probably been set pre-pandemic. **Officers agreed to provide a written response on this issue. Action required.** Another Member observed that many Councils were experiencing real difficulties due to ambitious commercial projects pre-pandemic.

A Member asked about the retrospective audit, and asked how this would be resourced, given that the team was fully staffed. It was confirmed that staffing in the relevant team would be reprofiled to ensure this work was completed by year end.

In response to a Member query, it was confirmed that a report on Reinforced Autoclaved Aerated Concrete (RAAC) had been considered at the last Assets and Procurement Committee meeting, and that there were no RAAC issues in any of the County Council's buildings or schools.

It was unanimously resolved to note the contents of the report and highlight any further details to be presented and considered to show the transformation change, improvements, and current position at future meetings of this Committee.

## 19. Appointment of Light Blue Fibre Shareholder Representative

The Committee considered a report which sought approval to appoint the Council's Shareholder Representative for the Light Blue Fibre Joint Venture Company. This joint venture between the County Council and the University of Cambridge enabled fibre assets to be marketed and developed on a commercial basis, whilst simultaneously facilitating digital connectivity, especially in rural areas where high speed connectivity was not otherwise available.

Due to changes at a senior management level within the County Council, the Committee's approval was sought to appoint the Executive Director of Place and Sustainability as the Council's Shareholder representative.

Whilst not objecting to this appointment, a Member noted that for similar third party appointments, Councillors had been appointed. Officers advised that for the This Land shareholder representative, there was a constitutional provision that this Committee (as a whole) was the shareholder with a delegation to the Section 151 Officer for minor matters or urgent issues arising between Committee meetings. It was confirmed that there was no direct Member involvement in the Light Blue Fibre joint venture. Another Member highlighted the difference between shareholder representatives, such as Pathfinder, and Board Members, and commented that the issue was with This Land, not Light Blue Fibre.

It was resolved unanimously to:

appoint the Executive Director of Place and Sustainability as the Council's Shareholder Representative for Light Blue Fibre Joint Venture Company.

## 20. This Land – publication of Shareholders Agreement

The Committee received a report on the governance of This Land. Members were reminded that the County Council was the sole shareholder, owning 100% of the This Land equity, and the Council was also the company's only lender. However, the report related to the Council's relationship as shareholder. An action had been agreed at the July Strategy and Resources Committee to publish the This Land Shareholder Agreement in the public domain. Minor changes had been made to the Shareholder Agreement following a review, strengthening the role of the shareholder by creating the Shareholder Review Group, including formal sharing of This Land Board papers. There was also the provision for additional meetings so that there was closer liaison between Council and This Land officers. Members also noted the personal assurance statements requirement and Risk Register, and closer alignment of the This Land Business Plan with the County Council's Business Plan timescales.

In response to a Member question, officers outlined the structure of the This Land Board, which comprised both Executive and Non Executive Directors. The Council was the sole shareholder, and the Assets and Procurement Committee was the shareholder Committee. Within the Council's Constitution, the Section 151 Officer was designated as the shareholder representative to take urgent decisions between Committees, although to date, such decisions had been considered by the relevant Committee. It was also noted that part of the consideration was the different type of company arrangements, specifically the guidance that came from CIPFA and DLUHC, so there were slightly different arrangements given the size and nature of the company compared to other companies the Council had partial ownership of.

It was noted that with Pathfinder Legal, the Council was not the only shareholder, that company having emerged from Joint Committee arrangements. Pathfinder Legal was also a direct provider of a Local Authority service, whereas This Land and Light Blue Fibre delivered activities that were additional to usual LA functions. A Member commented that this did not address the issues of appropriate governance. He observed that there was a "Red line" between representing the interests of the shareholder, and being a director of a Board. For Councillors, he stressed that the position was different to professional officers, and their fiduciary duty as a Director was more difficult to separate out between the company and Council. For that reason, and because Councillor appointments were not made on the basis of professional expertise, he did not believe it was good governance for a Councillor to be a Director of a company such as This Land. He asked officers to carefully consider the governance issues and potential conflict of responsibility that existed as a result of having a Councillor as a Director. **The Executive Director for Finance and Resources agreed to discuss this matter with the Director of Legal Services and Chief Executive. Action required.**

Arising from the report:

- a Member queried the inclusion in Schedule 2 Reserved Matters of "*Making or agreeing to make any political donation to a political party or other political organisation, or to an independent election candidate, or incurring or agreeing to incur any political expenditure*" and asked why this was included. **Officers advised that they were unaware of any such circumstances where this would be an issue, but agreed to check. Action required;**

- a Member stressed the importance of continually reviewing the governance arrangements of This Land, especially as the current economic climate was very different to how it was 5-6 years ago when the company was formed. She acknowledged that these were challenging times for This Land, but hoped that they would continue to help achieve the Council's objectives;
- a Member welcomed the Shareholder Agreement being made public, and hoped that there would be further openness from This Land, especially given the misinformation about the company in the public arena;
- a Member commented that the difficulties a number of local authorities found themselves in could invariably be traced back to poor governance arrangements, and whilst feeling that there was good governance within the Council, agreed that such governance arrangements needed to be kept under constant review.

It was resolved unanimously to:

note the Shareholders Agreement for This Land Limited

## 21. Provider Selection Regime

The Committee considered a report on the proposed implementation of the Provider Selection Regime, a new set of national rules to be followed when the Council procured health care services. A correction to the report was noted: the Act had not yet received Royal Assent, but was currently scheduled to do so on 19<sup>th</sup> December.

The scope of the new rules was set out, including the five key criteria which must be considered when using the direct award process. Existing health care contracts would need to be managed under the new rules with effect from January 2024. Members noted the speed of introduction and implementation of the new rules, the challenges this created and how this would be dealt with.

In response to a Member question, it was confirmed that Public Health was included under Health Care services, i.e. all core Public Health contracts came under the Provider Selection Regime.

Arising from the report:

- in response to a question on the intention behind the legislation, officers explained that there had long been a debate on how effectively health services could be procured under standard public sector procurement legislation, given the overriding issue of patient choice. The Provider Selection Regime was aimed at enabling more patient led choices. In terms of key risks, the Council was unaccustomed to making direct award decisions without running a competition, and there was also likely to be take up from providers of the challenge process initially;
- a Member welcomed the intention behind this change, and the move away from competitive tendering in health care provision, and enabling greater collaboration;
- a Member suggested that the recommendation should be to “note” rather than “agree”;



- in response to a Member question, it was confirmed that existing contracts would need to be managed under the new guidance. There would be some minor changes in terms of modifications that could be made without having to reprocure, and the Provider Selection Regime's definition of those modifications were slightly different;
- a Member welcomed the intent behind the legislation, commenting that it was primarily targeted at the NHS, where the patient led nature of care was central, and the involvement of local authorities was almost incidental. He felt it was important to have a balance when considering how these new arrangements were going to work, and the way in which the Council complied with the law. This would be particularly critical for the Adults and Health Committee, and he asked if that Committee would have a report on this issue. Officers agreed to check. Action required;
- noting the five key criteria, a Member asked what Social Value actually meant in this context, commenting that it was really important for Members to understand how terms like this were being used in procurement decisions. Officers advised that the definition of Social Value was as per the Social Value Act, and revolved around additionality, i.e. not core delivery of contract, e.g. training or apprenticeship offers, or volunteer hours in local communities. When procurement was carried out under public contract regulations, there was a specific weighting for social value.

It was resolved unanimously to:

agree the approach to implementing the Provider Selection Regime as set out in this report.

## 22. Major Energy Projects – Progress Update

Members considered an update on the delivery of large energy projects. The progress against each scheme was noted. Officers verbally updated the Committee on a number of corrections to the report, and these were set out in Appendix 1 to the report.

Arising from the report:

- a Member asked if the estimated generation figures for North Angle Solar Farm were conservative. Officers confirmed that estimates were based on the actual performance at Triangle Solar Farm, which had outperformed generation forecasts to date. Regarding carbon emission estimates, HM Treasury grid decarbonisation forecasts are used to provide estimates for carbon emissions savings. These forecasts would be updated annually;
- a Member asked whether there were benchmarks for the payback periods. Officers advised that Local Partnerships had reviewed the original Investment Grade Proposal for North Angle Solar Farm and benchmarked costs against other solar farms. Costs for 1 MW of installed capacity across equivalent solar farms can be provided as a benchmark. Action required;
- in response to a Member question, it was confirmed that NPV was Net Present Value (i.e. the time value of money), and ROI was Return on Investment (i.e. the total return over the asset's life). For ROI, an asset lifetime of 25 years was assumed, but for some assets such as Swaffham Prior Community Heat Project, business cases had longer

timescales . However, Officers noted that the ROI for Swaffham Prior looked wrong and it would be confirmed via email. Action required;

- a Member observed that the St Ives Smart Energy grid appeared to be out of line with the other solar generation schemes, in that the Payback period had increased. Officers advised that there had been a change to the project during 2022/23 to connect the project directly to the grid rather than via a local business. An . increased capital cost had been experienced on the St Ives scheme which resulted in the Payback period increasing.;
- a Member asked if it was possible to have figures of income per annum for the Council. Officers advised that they could show actuals for Triangle Farm, St Ives would not start generating until early 2024, but actual figures could be shared as soon as they were available. Action required;
- a Member noted that for Members in general, going forward it would be helpful if they knew the Business Plan, time/cost metrics, and the current position, as many of these projects were still to be completed. This would enable Members to understand some of the cost implications. Action required;
- a Member noted that construction projects can change when on-site and that it would be helpful to report project changes and their impacts on business planning;
- a Member queried the budget for undertaking the “*minor works to retain planning permission*” for one scheme. as there was no capital budget to deliver the scheme in the business plan. Officers explained that a development budget had been previously approved at Committee and it was this budget that would cover the costs of the minor works. The works were estimated at £20k including the relocation of great crested newts. In addition, this particular project is delayed due to transmission grid upgrades preventing connection to the grid until 2030, but the Autumn Statement identified positive action to reduce timescales for grid upgrades, and separately discussions with UKPN were underway looking at other mechanisms to speed up connections to the grid. If these can be realised the project may be able to progress.

It was resolved unanimously to:

note the current position regarding the delivery of the Council’s large energy project and planned actions to enable their successful completion.

## 23. Procurement Performance Report

The Committee considered a report on the performance of the Procurement and Commercial team and functions across the Council. The report contained information on procurement improvements, summarising improvements made since the last External Audit opinion was published.

Members noted the performance management framework and further service plan targets, and also actions undertaken as both directly and indirectly as a consequence of a BDO audit opinion. The Council now had a sustainable procurement strategy, and was undertaking risk assessments as part of its highest risk contracts, and expanding this to the lower risk contracts. The team was working hard in training and supporting contract managers. Other actions being undertaken and planned were outlined.

With regard to waivers, guidance had recently been issued to senior officers around the approval or rejection of waivers, and further clarity had been provided on who approves waivers and the relevant limits. Members noted the example given of the Cambridge Biomedical Campus.

The report also set out savings and cost reductions achieved by the team, and the Commercial team had realised considerable service level efficiencies.

Arising from the report:

- a Member was pleased to note the recognition of waivers as an issue, but was puzzled by the example given, where the waivers for the Cambridge Biomedical Campus had been granted due to the “compatibility” reason. Officers explained that this related to the VFM reason, and gave examples. Whilst understanding that point, the Member suggested that those type of compatibility issues would have been known about far in advance, and asked why waivers were required in this instance. Officers explained that more guidance was being issued, as often the first phase of consultancy was procured in relation to a project, but subsequent phases were not scoped into the original specification, so waivers were required to continue to use the same consultant. The Consultants policy gave special focus to that area, and the relevant legal, audit and procurement lead officers were targeting the relevant officer groups. **Officers agreed to respond to the Member with more detail on the Cambridge Biomedical Campus example. Action required;**
- noting the estimate of £1M in non cashable savings, a Member suggested that speculative, inflated bids could skew this leading to an inflated average figure. Officers advised that they were happy to provide a breakdown, and that they did not often receive inflated bids. **The Member asked for an explanation of how the £1M figure had been calculated. Action required;**
- a Member commented on the attitude to risk in terms of contract management, as set out in the report. He noted that quite correctly, the report considered the life cycle of a contract, with a greater emphasis of contract management. The report advised that the Council has over 750 large contracts, and that risk assessments had been undertaken on around ten of those contracts, and that within a year the team hoped to have a comprehensive list of the highest risk contracts. The Member had raised a concern with the Chief Executive Officer that this information was not already in place. Officers advised that in terms of the highest value/highest risk contracts, these had already been assessed, and the report did not reflect some of the work already undertaken. The Council’s contract managers would already have a very good understanding of the risks within their own contracts, and the work taking place over the next twelve months would seek to coordinate existing data so that it was available in one place, to provide a better corporate overview. A lot of work had been undertaken by staff to correct legacy issues and strengthen the resilience of procurement across the Council. The next report would set out in more detail of the progress made to date across the Council. The Member accepted that progress was being made, but was concerned about timescales, specifically the aspiration to provide a list of highest risk contracts in the next 6-12 months. Officers commented that this related to the corporate oversight for contracts over £100K. **The Chair suggested that more information would be provided in a subsequent report to the Committee. Action required;**

- a Member observed that inflation was the greatest risk currently in procurement and contract management, with suppliers often only willing to engage in short term contracts. The proposed approach seemed sensible, and he noted that the team was on a journey, and he would rather time was taken to thoroughly compile the required information. The Chair agreed that thoroughness and scrutiny were key from a Committee perspective.

It was resolved unanimously to agree the actions contained within this report.

## 24. Assets and Procurement Committee Agenda Plan, Training Plan and Appointments to Outside Bodies

The Committee reviewed the Committee Agenda Plan, noting that a report on the Cambridge Biomedical Campus would be considered at the March meeting, and a report on Mill Road Library would be considered at the January meeting.

The following Member training sessions were noted:

- Procurement training for all Members on 29 November at 12.30 via Teams;
- In person training session at 9am on 16 January, before the next Committee meeting.

A Member queried the “Eastnet procurement” item – it was confirmed that this related to a Local Area Network Wifi contract connection, including schools, involving multiple local authorities across the East of England.

A Member suggested that it would be useful to have an item scheduled on lessons learned from the disposal of Old Shire Hall, possibly for next summer. Officers proposed a more general “lessons learned” report on assets and procurement issues, maybe annually, as being more useful. The Chair agreed, suggesting that any pressing individual cases would be dealt with on a case by case basis, and added to the agenda following consultation between the Chair and officers.

It was resolved to:

- a) note the agenda plan.

## 25. Shire Hall, Cambridge – Commercial Update

The Committee considered a report on the redevelopment of Shire Hall, which set out the next steps following non-completion of the redevelopment agreement by the agreed deadline.

The developer Brookgate, had contacted the Council just before the 14<sup>th</sup> August 2023 deadline to advise they were unable to proceed, mainly due to the general economic situation (pandemic, inflation, etc.) having significantly changed their position. Other options were being assessed, and nothing was being classed as abortive costs at this stage. The options were set out in detail in the confidential appendix, including sale and long lease, and the report outlined why those alternatives were not favoured, and officers outlined why the “Income strip” deal remained the preferred option. Whilst a “managed agreement” would give the greatest return, this did carry a higher degree of risk, and was not the Council’s core business, so the lease option was the preferred option from officers.

It was recommended that Old Shire Hall was marketed early in the new year, with the hope of attracting and completing with a new developer, to move forward before summer 2024, with updates and decisions to be presented to future Committee meetings.

A public question was presented on behalf of Mr Antony Carpen (see appendix). The Chair advised that Mr Carpen would receive a full written response within ten working days.

Arising from the report:

- a Member asked if an in depth review of the student accommodation was being considered. Officers advised that this was one of the alternative options that had been considered, but it gave a far lower rate of return based on present assumptions, which was why that option was not favoured;
- a Member noted the Town Green status would take a number of months to complete, and he asked if this would introduce uncertainty into any type of arrangement with third parties. Officers confirmed that this had not been flagged up as a risk in soft market discussions;
- a Member commented that the sale of Old Shire Hall and move was not something the Joint Administration had supported, but it had been too late when Joint Administration had taken over to reverse that decision. Whilst having significant regrets, there were many ways in which the move to New Shire Hall had been very successful. The Member had always had concerns about the Brookgate deal, but commented that no one could have predicted the sequence of events, starting with the pandemic, that contributed to the Brookgate withdrawal. She asked if there had been discussions with Brookgate about their proposals? Officers highlighted the specific advice around procurement in confidential Appendix 3, outlining both Brookgate's case and legal advice around procurement in relation to marketing the asset. This included how the "memory banks" were dealt with. There had been considerable learning for officers that would be of benefit moving forward;
- a Member challenged the idea that the income strip proposal should score so highly, given that most successful income strip deals derived from considerable synergies being achieved. The Member did not see the explicit synergy in the arrangement between the Council and developing a hotel. Officers explained that comparing outright sale to the NPV of the income strip model, on a financial basis or long lease, was much more attractive. Maximising the social value of the site in an income strip model would also be explored with potential developers, which would not be an option with outright disposal;
- a Member asked that for future reports, NPV should be adjusted to reflect the "present" for different time periods. Officers agreed to review this but stressed that the focus would always be on the current NPV. The Chair observed that the request was effectively for a numerical adjuster, and suggested that prices should be kept the same but contextualised e.g. recognising changes due to inflation;
- a Member expressed concern that there was insufficient information available to the Committee to make a decision, and asked if more information had been made available. Officers advised that they briefed Spokes on the issues around the disposal of old Shire Hall, including the alternatives available. The officer advice was largely based on the confidential appendices, and the Committee was reassured that

the figures provided were robust. The Leader of the Council confirmed that there was no separate, private information that had not been shared with the opposition;

- praising the report, a Member commented that there had been lessons learned, and the issues encountered demonstrated how unpredictable market forces could be. He observed that assumptions were being made on the type of bids that would be received. His only concern was the timelines that had been set, as he felt they were hugely optimistic, and for that reason he could not support recommendation 'b'. Another Member suggested that the words "*with defined deadlines*" could be removed from recommendation 'b' to remove those stringent deadlines and make that recommendation acceptable;
- a Member commented that he had always had reservations regarding the proposed figures for this transaction, and the Council was now in a significantly different environment. He was disappointed that there had not been a more challenging process on these issues before now. He was further concerned that issues such as the Town Green impacted on the terms and price that could be achieved. He also felt that the deadline for legal completion in Summer 2024 was unrealistic, especially given the current state of property markets. Another Member highlighted that the risks were evaluated in detail in the confidential appendices. Officers commented that bids/offers would be evaluated on their merits when they were received. Whilst Income Strip remained the favoured option, the Council was open to offers. It was agreed that the timescales were challenging, and more would be known by the March Committee.

With regard to the issues raised in the public question, especially regarding public access, a Member observed that these had been dealt with previously.

A number of Members expressed concerns regarding the defined deadlines, feeling they were unachievable and may be counterproductive, deterring potential buyers who may feel there was insufficient time for due diligence.

Noting that amendments to recommendations needed to be made in advance of the meeting, but could be taken at the meeting at the Chair's discretion, a Member requested that the words "*with defined deadlines*" be removed from recommendation 'b'. The Chair advised that she would not take the proposed amendment. A Member noted that the Leader of the Council had indicated her support for the Chair's decision to not take the amendment. The Leader of the Council commented that it was the Chair's decision, and that Members had had plenty of time to submit an amendment to the recommendations, in line with the Council's rules of procedure.

It was resolved unanimously to:

a) note the Commercial update and withdrawal of Brookgate prior to the deadline approved by the July Strategy & Resources Committee;

It was resolved by a majority to:

b) approve the instruction of advisers and commence the marketing of the Shire Hall site at the earliest opportunity with defined deadlines for exchange and completion of contracts;

It was resolved unanimously to:

c) bring an update report to the March Assets and Procurement Committee on market engagement and a preferred bidder for approval, or next steps to move to that stage of appointment at the following Committee.

Public Question from Mr Antony Carpen

*Re my public question under the previous administration of 17 October 2017*

*(<https://www.youtube.com/watch?v=tetzbzaAH84>) please could I urge the council to pause any existing actions until after the next general election, when a new government may wish to take a very different view on the finances of local government across England, and also may wish to take a different view on heritage assets from the current incumbents in Whitehall.*

*As the video shows, the then Cllr Raynes promised that my suggestion regarding the use of part of the site for an expanded Museum of Cambridge would be considered. Yet there is *\*nothing\** in the meeting papers that demonstrates that such a consideration was made by either the current or the previous administration. Please could ask the Council to request that Officers go back and undertake an assessment of a potential heritage attraction, involving a comprehensive consultation with the extensive local history communities, young people, and potential corporate and personal philanthropists who may be willing to support such a project as part of the re-use.*

*Furthermore, you should have received notice from the Chief Executive of Cambridge City Council of the motion passed at their full council on Thurs 19 Oct 2023 (See printed minutes at <https://democracy.cambridge.gov.uk/ieListDocuments.aspx?CId=116&MId=4259>)*

*"Council renews its call on asks the Leader and Chief Executive to participate in initiate discussions with other Authorities in the region and then central Government to identify options for a less fragmented and more cohesive model of Government for Cambridge, that best serves the needs of its residents. These discussions should involve and engage with the people of the city in a meaningful way, thereby recognising the need for our governance structures to reflect the wishes of the people we serve."*

*Again I urge the County Council to pause on any further negotiations until there is greater clarity for any moves towards a Unitary Council set up for Cambridgeshire and Peterborough, should a future Cambridgeshire Unitary Council wish to base itself back at the old Shire Hall.*



# Assets and Procurement Committee Minutes - Action log

This is the updated action log as at 8<sup>th</sup> January 2024 and captures the actions arising from the most recent Assets and Procurement Committee meeting and updates Members on the progress on compliance in delivering the necessary actions.

## Assets and Procurement Committee minutes of 18<sup>th</sup> October 2023

Minute	Item	Officer	Action	Comments	Status
6.	Reinforced Autoclaved Aerated Concrete (RAAC) school buildings	Chris Ramsbottom	It was suggested that it may be worth lobbying central government, possibly through CCN, on the additional burden the RAAC surveys of Academies had placed on Councils.	Service Director Education has approached DfE to ask if they would fund the academy school surveys. We are awaiting a definitive response and will furnish the DfE with costs of this work.	Ongoing
9.	Procurement Governance and Performance Report	Clare Ellis	Waivers: Member asked if a list could be provided by quarter, to cover the previous eight quarters, so any trends could be monitored, and that information was provided on (i) number of waivers as a percentage of contracts let in the period, and (ii) the value of contracts subject to waiver, grouped in bands.	The waiver information will be provided to the March meeting.	In progress

## Assets and Procurement Committee minutes of 28<sup>th</sup> November 2023

Minute	Item	Officer	Action	Comments	Status
18.	Land and Property Performance Report	Chris Ramsbottom	Query on the 6% target gross income for the Council's commercial investments.	Email sent to Committee 19/12/23.	Complete
20.	This Land – publication of Shareholders Agreement	Michael Hudson	A Member asked officers to carefully consider the governance issues and potential conflict of responsibility that existed as a result of having a Councillor as a Director.	Officers are meeting at the end of January to review the governance arrangements and Committee will be updated in one of the next two upcoming meetings with options.	Ongoing

20.	This Land – publication of Shareholders Agreement	Michael Hudson/ Tom Kelly	A Member queried the inclusion in Schedule 2 Reserved Matters of “ <i>Making or agreeing to make any political donation to a political party or other political organisation, or to an independent election candidate, or incurring or agreeing to incur any political expenditure</i> ” and asked why this was included.	Agreement was reached with This Land to exclude this clause from the final shareholder agreement, so as to prohibit political donations in all circumstances	Complete
21.	Provider Selection Regime	Clare Ellis	Officers to check whether Adults & Health Committee would receive a report on this issues.	Scheduled for January Adults & Health Committee meeting.	Complete
22.	Major Energy Projects – Progress Update	Sheryl French	A Member asked if there were benchmarks for payback periods. Officers advised costs for 1 MW of installed capacity across equivalent solar farms could be provided as a benchmark.		
22.	Major Energy Projects – Progress Update	Sheryl French	Officers noted that the ROI for Swaffham Prior looked wrong and it would be confirmed via email.	Info circulated to Committee 08/01/24.	Complete
22.	Major Energy Projects – Progress Update	Sheryl French	Request to provide the Business Plan, time/cost metrics and current position of energy projects for Members.	Annual forecasts for income for each of the large projects could be provided. Forecasts for 2024/25 for the large energy projects will be sent through by the end of February 2024. However, please note, figures will go up and down according to the market and global pressures on energy supplies. We will provide updates annually at year end, comparing forecast to actuals.	In progress
22.	Major Energy Projects – Progress Update	Sheryl French	Actual income figures for Triangle Farm and St Ives to be provided once those schemes started generating.	Triangle Farm/North Angle information circulated to Committee on 08/01/24. St Ives info to be circulated when available.	In progress

23.	Procurement Performance Report	Clare Ellis	Officers to provide Cllr Boden with more detail on the Cambridge Biomedical Campus example.		Ongoing
23.	Procurement Performance Report	Clare Ellis	Member asked for an explanation of how the £1m (estimate of non-cashable savings) had been calculated.	Update to be provided at January Committee meeting.	In progress
23.	Procurement Performance Report	Clare Ellis	Update on review of risk management of the Council's largest/highest risk contract to be provided in a future Committee report.		Ongoing



## East Barnwell Community Centre and library redevelopment – update on the development being led by Cambridge City Council

To:	Assets & Procurement Committee
Meeting Date:	16 January 2024
From:	Executive Director Finance & Resources
Electoral division(s):	Abbey
Key decision:	Yes
Forward Plan ref:	2024/015
Executive Summary:	Proactive estate management decisions that bring forward regeneration and redevelopment of community facilities in East Barnwell
Recommendations:	<p>a) To note that that the viability of the redevelopment scheme is dependent on approx. £9m funding from Homes England</p> <p>b) To approve the freehold disposal of East Barnwell Community Site; the surrender of its freehold interest in Barnwell Library and an area of highway land if grant funding is secured, on a 'less than best' basis (insofar as that is the case) on the grounds that the scheme, as a whole, will deliver significant social and economic wellbeing improvement to the local area.</p> <p>c) To delegate to agreement to the final lease terms for the new Preschool and Library to the Executive Director of Finance &amp; Resources if grant funding is secured.</p>


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## 1. Creating a greener, fairer and more caring Cambridgeshire

1.1 See below how the evaluation of the proposal in light of their alignment with the following seven ambitions  [Strategic Framework 2023-28](#).

1. *Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes*

- This regeneration scheme will deliver a cohesive design across the regeneration area – consistent high quality, low carbon approach.

2. *Travel across the county is safer and more environmentally sustainable*

- This regeneration scheme has been designed to align with the Greater Cambridge Partnership proposals for Newmarket Road.

3. *People are helped out of poverty and income inequality*

- The report above sets out the implications for this ambition in paragraph 2.3.

4. *Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised.*

- This regeneration scheme combines community, library, preschool and commercial uses into a central hub, making them accessible and inviting to the wider community.
- The regeneration scheme prioritises delivery of new community centre, library and pre-school without the need to close existing facilities.
- This regeneration scheme will deliver significant new public open spaces delivered for wider community, directly accessible from new community centre, library, preschool and commercial uses.

5. *Children and young people have opportunities to thrive*

- The new community centre is part funded by s106 funding which requires more opportunities for youth,
- The new library will have better facilities for young families.
- Both Childrens and the Libraries Teams have been engaged and support this proposal.

## 2. Background

2.1 There have for several years been different proposals to replace the East Barnwell Community Centre and the nearby library in Cambridge.

2.2 The site is allocated in the current Local Plan for “mixed use development” and the proposal widened from, replacement of the community centre, to include housing, which involved

This Land Ltd, and in time expanded to include the adjacent church site. The church site subsequently dropped out as did This Land Ltd. There was a multi-stakeholder consultation funded by One Public Estate, which responded to advice from the Planning Authority to ensure that the County's site, if developed, would integrate with the sites on either side, which were also allocated in the Local Plan. This led to the County Council received a proposal from Cambridge Investment Partnership (a Joint Venture between Cambridge City Council and Hill Residential) who offered to develop the site. There were discussions about the Pre School location (on or off site) which involved Members. The challenge throughout has been to create a financially viable development and this remains difficult.

- 2.3 Strategy & Resources Committee on the 29th of March 2022 agreed to revise the scope of the scheme to include early years provision, following a recommendation from the Children & Young People Committee, reversing an earlier 2021 decision for the preschool to remain off site. It had been located off site in readiness for the redevelopment. This committed the County Council to the re-provision of a library, a preschool, and community space as well as new housing accommodation. The Committee also resolved that there should be further development of the plans and highlighted the opportunity to collaborate with Cambridge City Council, who own adjoining land and bring forward a much larger development.
- 2.4 In September 2022, Officers reported to Strategy & Resources Committee that County and City Council had progressed the development collaboration. Through a combined approach there are clear benefits for the local community, through a wider and more comprehensive regeneration of the area, improved financial viability and a clear delivery path and timeframes. It was highlighted to Strategy & Resources Committee in September 2022 that there would be further decisions for the Council at the right time through Business Planning to revise the capital budget (reducing the amount of prudential borrowing) and to agree to the land transactions, once heads of terms were in place and further development of the commercial arrangements. Strategy & Resources Committee approved the collaboration with Cambridge Investment Partnership for the promotion and negotiation of a combined scheme at East Barnwell, including the re-provision of community space, a library, and preschool provision, delegating authority to agree land transactions to this effect to the section 151 Officer.
- 2.5 This report is to update Members on the latest position on the collaborative proposals, and financial and service implications.

### 3. Main Issues

- 3.1 As reported to Strategy & Resources Committee in September 2022, the original proposition put by Cambridge City Council was that the County would dispose of its freehold interests in the East Barnwell Community Centre site, surrender its legal interest in Barnwell Library and some highways land, together with a fixed capital contribution of £500k (foregoing any profit-share from the scheme, but at the same time transferring development risk) and in return would receive long-leasehold interests in a new library and an early years building (on long leases at a peppercorn) within the new development. The new community centre would be owned and run by the City Council. By delivering 100% residential provision on the current county council site, and the re-provision of a library, the preschool building, and community facilities (on the City Council's land) it was suggested the £500k contribution plus further capital costs could therefore reduce the total cost below the £0.8m approved remaining budget.

- 3.2 Since then, further financial viability work has been undertaken and the original scheme proposals amended because of ongoing viability issues. The City Council has recently submitted a planning application which provides, across the whole scheme (Appendix 1: Layout Plan), 129 new homes (120 affordable flats on Site 1 & 2 and 9 market houses on Site 3, the County Council land), a new community centre, the preschool provision, library, and commercial space. The County Council here is the landlord moving to tenant and as such Children's and Libraries are supportive of the proposals, whilst the City Council is carrying out its own consultations as part of planning and development.
- 3.3 The scheme will be delivered in three phases: Site 1, Site 2, and Site 3 sequentially. Site 3 will be delivered separately by Cambridge Investment Partnership. Cambridge City Council will directly deliver site 1 & 2. The business case for this scheme was approved by Cambridge City Council Housing Scrutiny Committee on 21<sup>st</sup> November 2023. ([Cambridge City Council Housing Scrutiny Committee on 21<sup>st</sup> November 2023](#)). As Site 1 and Site 2 provides 100% affordable housing, a Homes England grant of £9,192,000 will be required to make this scheme financially viable to deliver. Discussions between the City Council and Homes England are positive and ongoing, but the grant has not yet been formally secured.
- 3.4 In line with Section 123 of the Local Government Act, the County must obtain best consideration reasonably obtained in the disposal of its property assets. Best consideration is not defined but it accepted as Market Rent or Market Value. The Secretary of State issued a Consent for General Disposal in 2003 ("The General Consent") that clarified when Local Authorities can dispose of assets 'at less than Best Consideration' without reference to the Secretary of State provided the difference between the unrestricted value of the land to be disposed of and the consideration for the disposal does not exceed £2m and is to support economic, social, or environmental well-being. Lambert Smith Hampton, acting on behalf of the County, has valued the County's assets in relation to the proposed scheme. The County property assets required to deliver this scheme are now:
- the freehold interest in the existing Community Centre Site,
  - surrender of its legal interest of Barnwell Library,
  - an area of freehold highways land (Appendix 2: CCC land ownership).
- 3.5 This RICS Red Book valuation has determined that the Market Value of these assets plus the £500k capital contribution is marginally greater than the assets received in return even though the County will be obtaining two 125 yearlong-leasehold interests for the preschool and library. The value of the new assets is £5k less than the market value of the old assets, £745k, plus the proposed £500k contribution. However, the proposal brings significant social well-being to the Community through a purpose-built pre-school, a modern library with improved facilities for young families and people who want to work or study there and a new community centre at the heart East Barnwell. As such the legal view from Pathfinder is that (a) the difference is marginal at best and it is, therefore, arguable the best consideration reasonably obtainable is being achieved: and (b) insofar as there is any shortfall in value., CCC can lawfully determine that the transaction can be pursued on the basis of The General Consent.
- 3.6 The negotiations on detailed Heads of Terms for both the leasehold interests are on-going. The City Council proposed timetable sets out that construction is due to commence, subject to planning in Sept 2024.



- 3.7 The leasehold demises will be to shell and core fit-out standard. The cost of fitting out the Library by CCC will be between £170k to £200k, of which approximately £88k can be funded through Section 106 contributions. The preschool fit out is between £122,000 of which £78,570 can be funded through Section 106 contributions.
- 3.8 An approved capital budget of £798k is available towards the delivery of this projects. The County is waiting for more details from the City Council about service charge apportionment to establish the revenue implications for the proposals.
- 3.9 Bevan Brittan has been appointed to act on behalf of the County to review and agree the deal structure. This will include sale documentation, agreement to lease, lease, licence to alters and licence to build. Bevan Britan was procured through Pathfinder Law, using EM Lawshare Framework. Formal review by Bevan Brittan is yet to commence as negotiation of the Heads of Terms has not been concluded.
- 3.10 Service representatives from Children, Education and Families, and Strategy and Partnerships have approved the design of the new Preschool and Library spaces. One area of risk which needs further analysis by Children, Education and Families is the revenue implications for any third-party Preschool provider occupying the new premises. The affordability of the premises needs to be considered in more detail, but this is dependent on the service charge information yet to be supplied by the City Council.
- 3.11 From September 2024, 15 hours childcare support will be extended to eligible working parents of children from the age of 9 months to 3-year-olds. From September 2025, eligible working parents of children under the age of 5 will be entitled to 30 hours of childcare a week. The proposed preschool will not be able to expand further on that site.
- 3.12 The existing Barnwell Community Centre was listed as an Asset of Community Value on the 26<sup>th</sup> March 2021. If an asset on the register comes up for sale, community organisations may have up to six months in which to raise capital and bid to buy the asset, before it can be sold on the open market.

#### 4. Alternative Options Considered

- 4.1 The alternative options that have been considered in formulating the recommendations contained in the report are:
- (a) do nothing;
- The existing community centre is run down and requires replacement at what would be significantly more cost. The existing library does not have good facilities for young families.
- (b) Dispose of the site;
- The Council's intention is to retain facilities and services for the community and as such this option is not being considered.
- 4.2 These options have been discarded due to the cost and strategic intent. Developing the CCC site in partnership with Cambridge City Council, who have a much larger site, allows the cost of the community facilities to be spread across a much larger site. It also allows

CCC to benefit from the well-established and successful City Council JV with Hill Residential, who have a proven track record of building similar facilities.

## 5. Conclusion and reasons for recommendations

- 5.1 This recommendation is the culmination of many years work beginning with CCC trying to redevelop its own site and now joining with Cambridge City Council to redevelop a much larger site. This is a more viable option, albeit requiring substantial Homes England funding. It is also better for the local community as a larger more cohesive master planned site can be developed. The County Council will benefit from a new purpose built pre school and a library which has better facilities for families.

## 6. Significant Implications

### 6.1 Finance Implications

- 6.1.1 The report above sets out details of significant implications in 3.4, 3.5, 3.6 and 3.7.

### 6.2 Legal Implications

- 6.2.1 CCC have the necessary statutory power to dispose and acquire the interest in land which will arise from this scheme under Part VII of the Local Government Act 1972 and, in addition, the general power of competence provided by the Localism Act 2011.

- 6.2.2 There is a minor question mark as to whether the final assets received from the deal equate in value to those put in but the difference is very marginal. The Council's obligation under s123 of the Local Government Act 1972 is to obtain the best consideration 'reasonably' obtainable. In the light of the surrounding circumstances, it is unlikely that the Council could obtain significantly higher value by looking to dispose of the relevant assets outside of this scheme (even if this was, in practice, possible). In any event, given the social and economic benefits of the project as a whole, it would be reasonable for the Council to decide to accept any marginal shortfall (which would fall well below the relevant threshold of £2M) under the terms of the General Consent.

### 6.3 Risk Implications

- 6.3.1 The report above sets out details of significant implications in 3.2 - 3.9

### 6.4 Equality and Diversity Implications

- 6.4.1 A completed Equality, Impact Assessment (EqIA) form is attached in the Source Documents.

## 6.5 Climate Change and Environment Implications (Key decisions only)

- 6.5.1 The proposed scheme will remove energy inefficient buildings in poor condition; utilising traditional heating sources and replace with modern built energy efficient buildings.
- 6.5.2 Design and construction of new buildings will be in line with modern building regulations in relation to water usage.

## 7. Source Documents

[Cambridge City Council Housing Scrutiny Committee on 21<sup>st</sup> November 2023](#)

EQIA carried out by Cambridge City Council – *to follow*

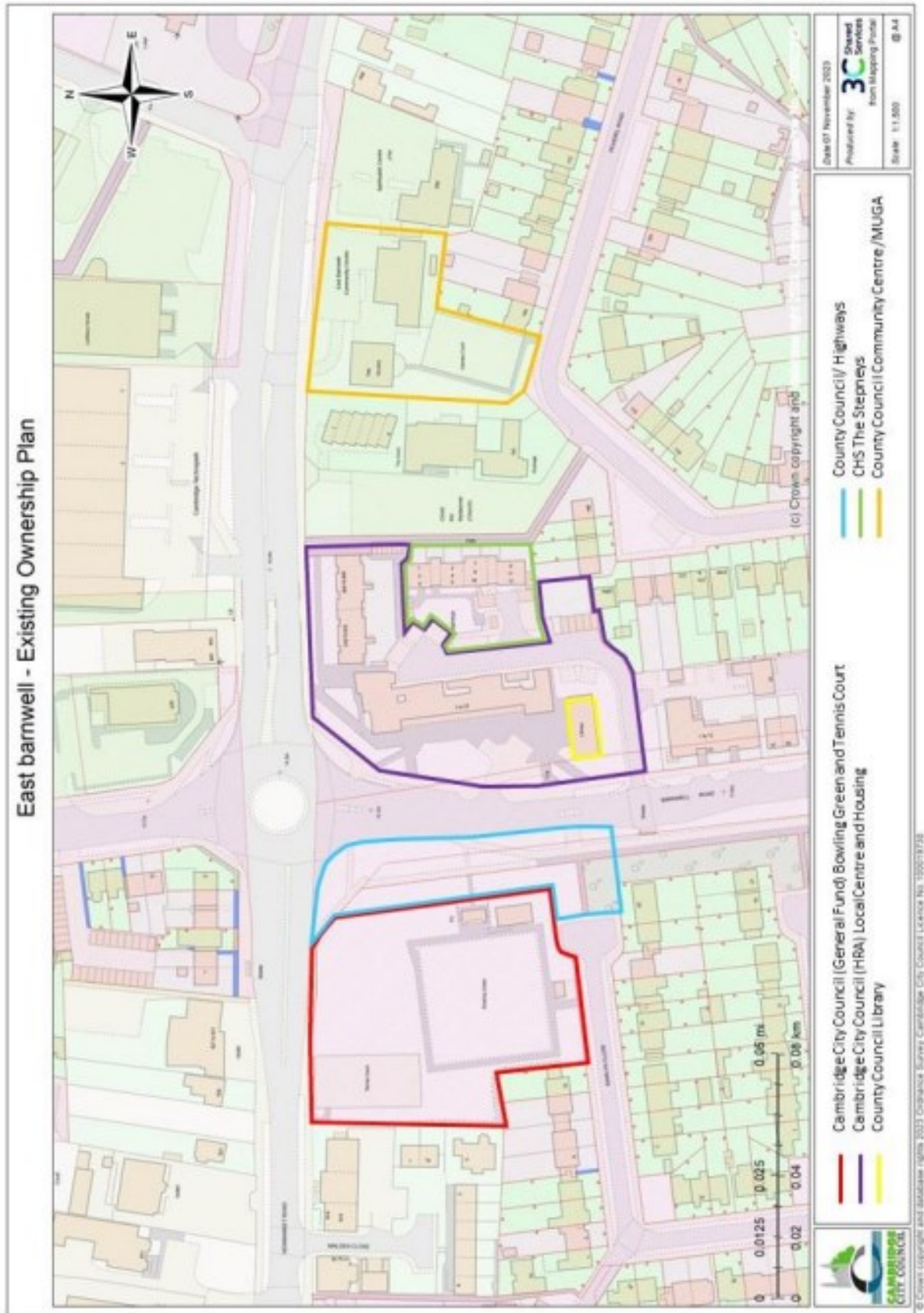
## Appendix 1 Regeneration scheme overview







## Appendix 3 - Existing ownership plan



## Business and Financial Plan 2024-2029

To: Asset and Procurement Committee

Meeting Date: 16 January 2024

From: Executive Director Finance and Resources

Electoral division(s): all

Key decision: No

Executive Summary: This report summarises the proposals in relation to the terms of reference of this Committee noted at the Strategy, Resources and Performance Committee 19 December 2023. In particular the:

- Proposal to rationalise the Council's office estate.
- Proposal to develop Libraries Plus.
- Governance of the Council's capital programme
- Continuous improvement in our procurement process and saving opportunities as a key part of the Council's longer term financial planning.

Recommendations: The Committee is asked to

a) consider and scrutinise the proposals relevant to this Committee within the Business and Financial plan put forward by the Strategy, Resources and Performance Committee 19 December 2023.

b) recommend changes and /or actions for consideration by the Strategy, Resources and Performance Committee at its meeting on 30 January 2024 to enable a budget to be proposed to Full Council on 13 February 2024.

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# 1. Creating a greener, fairer and more caring Cambridgeshire

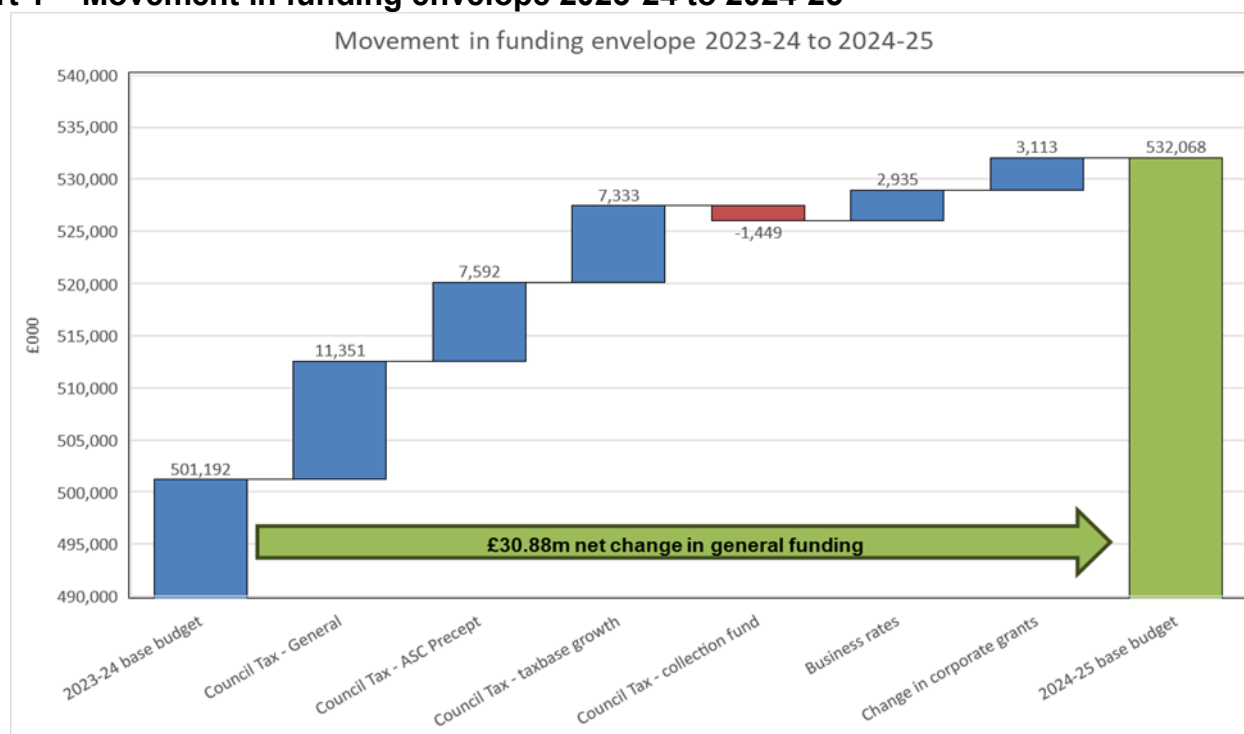
- 1.1 The proposals presented to the Strategy, Resources and Performance Committee 19 December set out the Council's delivery and plans against its seven ambitions [Strategic Framework 2023-28](#).
- 1.2 The Capital Programme proposed at Tables 4 and 5 - [Strategy, Resources & Performance Committee - Item 6 Appendix 1B](#) supports deliver of all seven ambitions. Proposals around rationalising the Council's office estate specifically set out how the Council will meet its ambitions relating to:
- **Ambition 1** - Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes.
  - **Ambition 2** - Travel across the county is safer and more environmentally sustainable.
  - **Ambition 4** - People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs.
  - **Ambition 6** - Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised.

## 2. Background

- 2.1 The Strategy, Resources and Performance Committee considered draft proposals in order to balance the 2024-25 budget as well as longer term business and financial planning. Papers are available at the following link - [Strategy, Resources and Performance Committee - Item 6: Business and Financial Plan 2024-29](#)
- 2.2 The proposals cover a range of services provided by the Council. Each of the service and policy committees have been asked to provide scrutiny and feedback on proposals within their remit in order to inform the Strategy, Resources and Performance Committee 30 January 2024 in its consideration of recommending budget proposals to Full Council 13 February 2024.
- 2.3 The Council draws its funding from two main sources – Council Tax and government grants. The Council's government funding allocated for 2024-25 comprises of three elements; the first two make up what is referred to as Cambridgeshire's Settlement Funding Allocation (SFA), which is the Department for Levelling Up, Housing and Communities (DLUHC) calculation of what the Council's spending should be compared with other councils across the country. A third element of government funding is from additional grants, such as the social care support grant. The other main source of funding is from Council Tax. For 2024-25 it is forecast this will mean £30.9 million more income in 2024-25. This funding and the impact for Cambridgeshire are set out in more detail in the following Chart 1 and represents the current assumptions from DLUHC, a 2% Adult Social Care Precept and a 2.99% Council Tax increase:



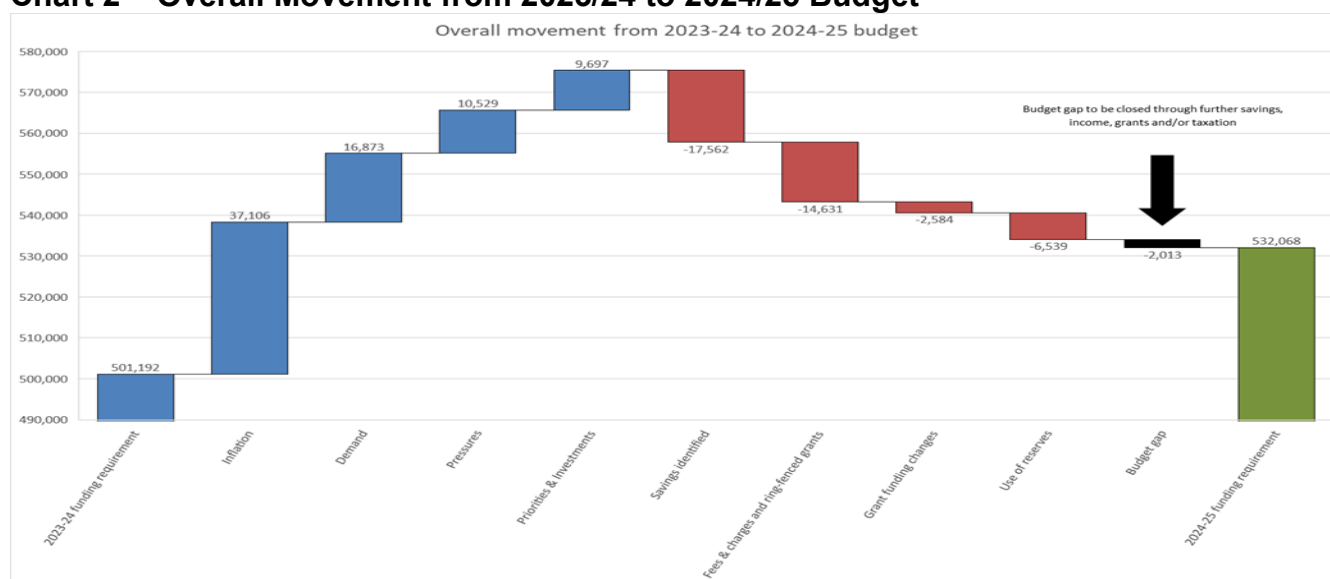
**Chart 1 – Movement in funding envelope 2023-24 to 2024-25**



2.4 In total, the Council is facing gross pressures, alongside the prioritisation being proposed and costs of borrowing of £74.2 million. That means that after accounting for the funding envelope noted above (£30.88 million as shown in Chart 1), there is a net financial gap to bridge of £43.3 million.

2.5 It is proposed that this financial gap is closed by £6.5 million of reserves to support the bottom-line position; £17.6 million of savings proposals identified to date and which are outlined at Section 9 and Appendix 1C of the Strategy, Resources and Procurement Committee 19 December 2023; plus, £17.2 million of other income through grant, fees and charges. That leaves a remaining gap of £2 million to still be addressed to achieve a balanced position. This is summarised in Chart 2:

**Chart 2 – Overall Movement from 2023/24 to 2024/25 Budget**



2.6 Against that context, the report includes a further forecast for 2025-26 to 2028-29. This brings into focus key change programmes that have begun or will begin in 2024 to help

determine the future shape and funding of the Council to achieve a balanced budget in each of the years remaining of the current Strategic Framework.

- 2.7 The Council is continuing to invest capital spend in the County's infrastructure, such as schools, roads and social care facilities. We are proposing a capital programme for 2024-25 of £217.9 million, and a further £306 million across the following nine years and beyond, giving a total programme of £523.9 million. The capital programme will be funded from grants, capital receipts and borrowing, with £102.1 million of borrowing forecast for 2024-25, at a revenue cost in 2024-25 of £42 million. The total capital programme is summarised in the table 1 below.

**Table 1: Capital Programme by Directorate 2024-29**

Directorate	2024-25 £,000	2025-26 £,000	2026-27 £,000	2027-28 £,000	2028-29 £,000	Later years £,000	Total 2024-2029 £,000
CEF	95,885	83,227	34,128	12,725	4,836	26,487	<b>230,801</b>
AHC	14,481	20,205	10,670	15,005	15,005	30,188	<b>75,366</b>
P&S	100,176	46,027	19,534	9,561	19,584	17,361	<b>204,382</b>
F&R	5,547	2,288	1,116	1,116	1,008	4,320	<b>11,075</b>
S&P	1,810	7	-	-	-	-	<b>1,817</b>
<b>Total</b>	<b>217,899</b>	<b>151,754</b>	<b>65,448</b>	<b>48,407</b>	<b>40,433</b>	<b>78,356</b>	<b>523,941</b>

- 2.8 The total programme for 2024-25 as it currently stands requires £217.9 million of funding which includes £102.1 million from borrowing. The cost of capital is expected to continue rising for the next two years with increases exceeding £2.5m in both 2025-26 and 2026-27. Although the capital programme has been prioritised to ensure that the expected cost of capital is within the prudential limit set by the capital strategy for 2024-25 and in the later years of the plan, it can be seen that in 2025-28 the budgeted cost is currently in excess of the prudential limit. Assuming costs of borrowing remain as currently projected, this will mean further prioritisation of investment may be necessary in future planning rounds.

### 3. Assets and Procurement Committee: Revenue and Capital Proposals

- 3.1 The proposals within the papers considered by the Strategy, Resources and Performance Committee on 19 December 2023 raised the following matters directly under the remit of the Asset and Procurement Committee:

- *Overall directorate draft budget*

- 3.2 The key functions within the remit of this Committee – Property and Procurement, are within the Finance and Resources Directorate. The revenue budget proposals for this Directorate are contained within the Strategy, Resources and Performance Committee Appendix 1B Finance Tables 1 to 3. The Strategy, Resources and Performance Committee will consider the other service areas of Finance at its meeting on 30 January 2024. The following Table summarises the draft budget for the services relating to this Committee as proposed:

**Table 2: Finance and Resources Directorate draft proposed Medium Term Financial Plan 2024-29**

	2024-25 Gross to Net		Net Budget				
	Spend £000	Income £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000
<b>Finance &amp; Procurement</b>							
Finance & Procurement Central	329	-	329	329	329	329	329
Professional Finance	2,910	-323	2,587	2,666	2,745	2,823	2,907
Procurement	1,053	-44	1,009	1,039	1,045	1,076	1,109
CCC Finance Operations	173	-107	66	71	76	79	84
Insurance Fund	2,544	-	2,544	2,140	2,288	2,736	2,786
Lead Authority Services	4,469	-2,197	2,272	2,345	2,441	2,542	2,644
<b>Subtotal Finance &amp; Procurement</b>	<b>11,680</b>	<b>-2,671</b>	<b>9,009</b>	<b>8,794</b>	<b>9,126</b>	<b>9,788</b>	<b>10,061</b>
<b>Property Services</b>							
Facilities Management	9,392	-2,599	6,793	4,804	3,978	4,027	4,066
Property Services	1,051	-	1,051	1,086	1,123	1,161	1,201
Property Compliance	392	-14	378	386	394	403	412
County Farms	786	-5,509	-4,723	-4,736	-4,801	-4,870	-4,935
Strategic Assets	1,027	-18	1,009	986	1,013	1,042	1,071
<b>Subtotal Property Services</b>	<b>12,647</b>	<b>-8,140</b>	<b>4,508</b>	<b>2,526</b>	<b>1,707</b>	<b>1,763</b>	<b>1,814</b>

3.3 The proposed draft movement in the net directorate budget between 2023-24 and 2024-25 is set out in Table 3:

**Table 3: Finance and Resources Directorate draft proposed net budget movement 2023-24 to 2024-25**

	Net Revised Opening Budget £000	Net Inflation £000	Demog-raphy & Demand £000	Pressures £000	Priori-tisation £000	Savings £000	Income Adjust-ments £000	Net Budget £000
<b>Finance &amp; Procurement</b>								
Finance & Procurement Central	329	0	-	-	-	-	-	<b>329</b>
Professional Finance	2,396	93	-	98	-	-	-	<b>2,587</b>
Procurement	879	39	-	-	69	22	-	<b>1,009</b>
CCC Finance Operations	63	3	-	-	-	-	-	<b>66</b>
Insurance Fund	2,421	173	-	-	-	-50	-	<b>2,544</b>
Lead Authority Services	2,138	126	-	38	-	-30	-	<b>2,272</b>

	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Prioritisation £000	Savings £000	Income Adjustments £000	Net Budget £000
<b>Subtotal Finance &amp; Procurement</b>	<b>8,429</b>	<b>433</b>	<b>-</b>	<b>136</b>	<b>69</b>	<b>-58</b>	<b>-</b>	<b>9,009</b>
<b>Property Services</b>								
Facilities Management	7,291	108	-	208	-	-514	-300	<b>6,793</b>
Property Services	1,010	41	-	-	-	-	-	<b>1,051</b>
Property Compliance	360	18	-	-	-	-	-	<b>378</b>
County Farms	-5,010	45	-	-	-	-	242	<b>-4,723</b>
Strategic Assets	873	36	-	-	100	-	-	<b>1,009</b>
<b>Subtotal Property Services</b>	<b>4,524</b>	<b>248</b>	<b>-</b>	<b>208</b>	<b>100</b>	<b>-514</b>	<b>-58</b>	<b>4,508</b>

- *Inflation, Demand, Pressures and prioritisation facing Property and Procurement*

3.4 The following in Table 4 have been identified as requiring growth in the Council's baseline budgets to maintain the asset and procurement functions:

**Table 4: Inflation, Demand, Pressures and prioritisation proposals 2024-25**

Ref.	Title	2024-25 £,000	2025-29 £,000	Comments
<b>Inflation:</b>				
D/R.2.001	General inflation F&R	826	916	This is the total general inflation for Finance and Resources, the element relating to Property includes £0.462m of pressures faced through contract inflation in Property services. This is in part offset by the reduction in the gas and electricity identified in reference D/R.2.003 to mean a £0.248m inflation growth in property. This is forecast to continue over 2025-29 but will in part be managed by asset management and rationalisation.
D/R.2.002	Staffing inflation	737	2,281	This applies the council-wide assumptions about cost-of-living uplifts in staff pay for future years. It is assumed there will be a 5% pressure in 2024-25 but the finalisation is not expected until part way through 2024. In addition, future years are forecast to increase by a general 3.5%.
D/R.2.003	Gas & Electricity inflation	-214	-615	A reduction is expected due to the fall in prices.
<b>Demand:</b>				
D/R.4.003	New Shire Hall electricity re-basing	208	0	The original budget for Alconbury New Shire Hall had to be estimated as it was a new build. The base budget

Ref.	Title	2024-25 £,000	2025-29 £,000	Comments
				needs to be amended to reflect the actual costs. (Note: there is no gas supply to the building).
<b>Prioritisation:</b>				
D/R.5.001	Procurement Capacity	69	-25	This is an investment in further procurement staffing to help deliver further commercial focus and drive future savings, and in view of the major legislative changes impacting public procurement in 2024.
D/R.5.006	Commercial Investments - Interest Costs	-35	-140	The Council has a portfolio of commercial property investments. This change is required in order to amend the associated borrowing costs to be repaid using rental income generated from the leases of these properties (the costs of borrowing decreases over time, as the principal is repaid).
D/R.5.007	Property data functions	50	0	Recurrent licence fee and one-off investment in enhancing the property data systems to enhance reporting and monitoring to yield efficiencies in practice.
D/R.5.008	Enhancing the new property database	50	-50	

3.5 The following Table 5 savings, fees and reserves have been identified in the Council's baseline budgets to maintain the asset and procurement functions:

**Table 5: Savings, income and reserves proposals 2024/25**

Ref.	Title	2024-25 £,000	2025-29 £,000	Comments
<b>Savings:</b>				
D/R.6.011	Property rationalisation	-414	-1,787	Savings expected in property services following the review of office accommodation. A more detailed paper is attached to this paper at Appendix 1.
D/R.6.014	Contract Savings	0	-150	The ability to renegotiate or procure to achieve contractual savings is expected over the medium term.
D/R.6.016	Property - facilities management	-100	100	There will be a one-off reduction of planned maintenance in 2024-25. Whilst this is a risk it is felt that the reduction can be managed with a risk-based approach to allocation of work based on retention, condition and whole life data.
<b>Income:</b>				
D/R.7.008	Castle Court car park income	-300	100	It has been possible to make available an expanded number of public car parking spaces on Castle Hill, for an additional period. Increase in income for 2024-25 is due to increase of charges in line with inflation. There is a reduction of that at this stage in later years due to rebasing of the budget for expected development of the site in 2025-26.
D/R.7.105	Renewable Energy Soham - Income Generation	-176	79	Increased activity assumed
D/R.7.115	Student Accommodation - Income Generation	-62	-260	Increase rental charge in line with inflation
D/R.7.116	Leisure Park - Income Generation	-146	0	Increase rental charge in line with inflation
D/R.7.117	Supermarket Site - Income Generation	-71	-493	Increase rental charge in line with inflation
D/R.7.118	Business Park - Income Generation	-40	-63	Increase rental charge in line with inflation

Ref.	Title	2024-25 £,000	2025-29 £,000	Comments
D/R.7.119	Independent Living Service: East Cambridgeshire	0	-730	Future year charges as service becomes available. See Appendix 2 for more detailed business case.
D/R.7.155	Kingsbridge - Income Generation	0	-24	Increase rental charge in line with inflation
D/R.7.156	Biodiversity Net Gain Offset	242	-250	Delay in income arising from legislative delay, with income gain expected now in 2025.

- *Capital*

3.6 The draft proposed capital programme contains the following items relating to the management of the Council's estate at Tables 6 and 7. Other specific proposals will be considered through other committees, and paragraph 3.7 below discusses the management of that programme.

**Table 6: Finance and Resources Property draft proposed Capital Items**

Ref	Scheme	Description	Total Cost £,000	Previous Years £,000	2024-25 £,000	2025-26 £,000	2026-27 £,000	2027-28 £,000	2028-29 £,000	Later years £,000
D/C.3.003	Building Maintenance	Used to carry out replacement of failed elements and maintenance refurbishments.	6,000	-	600	600	600	600	600	3,000
D/C.3.004	Condition Survey Works	To make the necessary repairs to bring buildings back to a decent standard (with respect to the structural, mechanical & electrical and internal finishes) taking into account statutory requirements, property health & safety and compliance.	2,836	1,686	1,150	-	-	-	-	-
D/C.3.013	Wisbech Adventure Playground	Funding received from the Youth Investment Fund Pilot Grant for costs associated with site preparation and construction of a youth and community centre.	915	150	765	-	-	-	-	-
	<b>Total – Property Services</b>		<b>9,751</b>	<b>1,836</b>	<b>2,515</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>3,000</b>

**Table 7 Strategic Capital Assets items**

Ref	Scheme	Description	Total Cost £,000	Previous Years £,000	2024-25 £,000	2025-26 £,000	2026-27 £,000	2027-28 £,000	2028-29 £,000	Later years £,000
D/C.4.001	Lower Portland Farm	To replenish the rural portfolio with agricultural land that has the opportunity for diversification in renewable energy projects, commercial and residential development whilst receiving regular income from agricultural land to tenant farmers. Long term plan to obtain planning permissions for development leading to a significant increase in value across 68 acres of agricultural land.	3,741	3,646	-	97	-	-	-	-
D/C.4.006	County Farms Investment (Viability)	To invest in projects and improve the County Farms' Estate revenue potential, asset value and long-term viability.	5,000	-	500	500	500	500	500	2,500
D/C.4.008	Community Hubs – East Barnwell	Provision of a replacement community centre, children's nursery and library on a site owned by Cambridge City Council in the Abbey Ward as part of a regeneration project led by the City Council.	1,259	481	778	-	-	-	-	-
D/C.4.013	Local Plans & Development	Promotion of sites through the Local Development Framework process, investigating site options. Including feasibilities, option appraisals and obtaining planning permissions where appropriate to maximise value.	3,137	537	450	450	450	450	300	500
D/C.4.014 - 16	Confidential schemes	Schemes being developed of a commercial nature	1,163	27	1,336	-	-	-	-	-
		<b>Total Strategic assets</b>	<b>14,500</b>	<b>4,691</b>	<b>3,064</b>	<b>1,047</b>	<b>950</b>	<b>950</b>	<b>800</b>	<b>3,000</b>



- *Other matters*

- 3.7 Alongside the above the papers set out a broad £213 million 2024-25 Capital Programme as detailed in Tables 4 and 5 of Appendix 1B of the papers considered by the Strategy, Resources and Performance Committee. This Committee's remit includes the Council's controls to deliver the capital programme.
- 3.5 In addition, there is clearly a need for strong governance and monitoring of the Council's commissioning, procurement and contract management to both deliver savings, as well as delivering savings, cash and cost / pressure avoidance, in future years. This Committee has received previous updates on the improvements within procurement. This will continue in 2024-25 as well as deeper dives and going forward for 2025-29 with commercial challenge to all commissioning and contracts, especially as they are due for re-tender.
- 3.6 In addition, the report does identify a number of proposals being considered by other committees relating to procurement and will be considered by those committees. As examples, in Adults, Health and Commissioning, this includes activity to improve utilisation of respite and block booked accommodation; for Highways the focus is on scrutiny of works orders and in Children's Services, there is focus is on contract monitoring and invoice verification as well as strategic relationship building with suppliers.

## 4. Alternative Options Considered

- 4.1 The Strategy, Resources and Performance Committee will consider feedback from all Committees at its 30 January 2024 meeting, and Full Council will hear any proposed amendments.

## 5. Conclusion and reasons for recommendations

- 5.1 Conclusion and the reasons why the recommendations are being proposed.

## 6. Significant Implications

- 6.1 Resource Implications

The proposals set out the response to the financial context and the need to review our service offer and model to maintain a sustainable budget. The full detail of the financial proposals and impact on budget will be described in the financial tables of the business plan. Proposals will seek to ensure that we make the most effective use of available resources and are delivering the best possible services with the money allocated.

- 5.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications for the proposals set out in this report. Details for specific proposals will be set out in the business cases. All required procurement activity will be fully compliant with the Council's Contract Procedure Rules.

- 5.3 Statutory, Legal and Risk Implications

The proposals set out in this report respond to the statutory duty on the Local Authority to deliver a balanced budget. Cambridgeshire County Council will continue to meet the range of statutory duties for supporting our residents.

#### 5.4 Equality and Diversity Implications

Each of the proposals will be developed alongside an Equality Impact Assessment, where required, to ensure we have discharged our duties in line with the Equality Act 2010, including the Public Sector Equality Duty, as well as met our commitment to implementing the Socio-economic Inequalities Duty.

#### 5.5 Engagement and Communications Implications

Our Business Planning proposals are informed by the CCC public consultation and will be discussed with a wide range of partners throughout the process. In the case of the office rationalisation this will include Trade Unions and staff. The feedback from consultation will continue to inform the refinement of proposals. Where this leads to significant amendments to the recommendations a report would be provided to the Committee.

#### 5.6 Localism and Local Member Involvement

As the proposals develop, we will have detailed conversations with Members about the impact of the proposals on their localities. We are working with members on materials which will help them have conversations with Parish Councils, local residents, the voluntary sector and other groups about where they can make an impact and support us to mitigate the impact of budget reductions.

#### 5.7 Public Health Implications

Any public health implications will vary depending on the detail of each of the proposals. Any positive or negative impacts will have been considered for each proposal as part of its development. The Quality-of-Life Survey provides some useful information on physical and mental health outcomes that could usefully inform ongoing business planning.

#### 5.8 Climate Change and Environment Implications on Priority Areas

The climate and environment implications will vary depending on the detail of each of the proposals. Any positive or negative impacts will have been considered for each proposal as part of its development.

In relation to the office rationalisation the planned reduction in buildings will positively reduce our Carbon footprint and contribute to our net carbon zero targets. (The footprint of those disposed of is reduced from current council total.)

Also the positive Investment in the buildings we retain to decarbonise them to become net zero assets. Greater flexibility and more options in how and where staff can work across the county will enable better decision making, planning and reduction in unnecessary travel. All buildings being a consistent standard and offer regarding IT provision, meeting room availability for connecting teams etc will enable better choices in regard to travel.

Have the resource implications been cleared by Finance? No/Yes

Name of Financial Officer: Ellie Tod

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement and Commercial? No/Yes

Name of Officer: Clare Ellis

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal? No/Yes  
Name of Legal Officer: Emma Duncan

Have the equality and diversity implications been cleared by your EqIA Super User? No/Yes  
Name of Officer: Faye McCarthy

Have any engagement and communication implications been cleared by Communications? No/Yes  
Name of Officer: Christine Birchall

Have any localism and Local Member involvement issues been cleared by your Service Contact? No/Yes  
Name of Officer: Joe Lacey-Holland

Have any Public Health implications been cleared by Public Health? No/Yes  
Name of Officer: Jyoti Atri

If a Key decision, have any Climate Change and Environment implications been cleared by the Climate Change Officer? No/Yes  
Name of Officer: Emily Bolton

## 7. Source Documents

### **Appendices:**

Appendix 1 – Assets and Procurement draft business cases

Appendix 2 – Independent Living Services Income 2025 onwards business case

## Office Rationalisation Business Case

<b>Proposal Title (Business Plan Description):</b>	Property Rationalisation Savings		
<b><u>Relevant Ambition(s)</u></b>	Ambitions 1, 2, 3, 4, 5, 6, 7		
<b>Directorate:</b>	Finance & Resource		
<b>Service:</b>	Property		
<b>Type:</b>	Saving		
<b>Recurrent or One Off:</b>	Recurrent		
<b>Directorate Ref No:</b>	D/R.6.011		
<b>Date:</b>	27.12.2023	<b>Version</b>	0.1

## Section B: Proposal Summary

<b>Summary / details of Proposal:</b>
<p>The Council is developing a new Corporate Strategy alongside embedding a Corporate Landlord model of asset management. As part of this strategy, it is intended an asset rationalisation programme will be formulated to release savings, and as a result the current operational office property portfolio will reduce in number.</p> <p>A beneficial consequence of this will be a reduction in revenue from running costs and a potential capital receipt if the property is duly disposed of.</p> <p>Assessment of office utilisation carried out during 2023, looked at the actual flexible use being seen in a post pandemic way of working. This identified that the majority of our buildings are running at less than 25% occupancy across the working week, and thus there is scope for significant reduction in the office estate. Some of our office accommodation has dual use, particularly supervised contact, however alternative options are possible and these are being explored to support moves. We will work with staff and managers to facilitate moves and continuation of agile working and the move to hubs and satellites can give more staff access to working closer to home / clients.</p> <p>We are currently working on an office portfolio rationalisation programme and basing the new model on a hub, spoke and satellite model, an illustrative map is attached at Appendix A. This is linked to working closer with and in our communities through the expansion and improvement in our library facilities as satellite buildings for our staff and partners. This is being driven on financial savings and the fact that as we continue to operate an agile hybrid way of working the present utilisation rates of our office buildings is extremely low.</p> <p>We are aware of the running cost data and potential site valuation for those office sites however we are still working through which of these buildings will be retained and which may be released. Details of each property are attached at Appendix B.</p> <p>The sums to be achieved will be phased over 2024-2026 and as such a lower value of £0.414 million has been set out in the 2024/25 savings. This lower figure also reflects that investment will also be needed in securing and marketing assets to dispose of; running the change programme; as well as investment in retained assets / buildings, including a corporate and possibly wider public sector training facility.</p>

**Proposed Office Properties for Retention.**

- New Shire Hall, Alconbury Huntingdonshire
- Amundsen House, St Ives
- Vantage House, Huntingdon
- Sackville House, Cambourne
- Sunley House, Papworth
- Cambridge Central Library (third floor)
- Awdry House, Wisbech

**Proposed Office Properties for Disposal.**

- See Appendix A. These would be phased for disposal / none renewal of leases across 2024-26.

Has an [EqIA](#) been completed?

This will be completed on a building by building basis as moves are planned.

**Proposed Start Date:**

01/4/2024

### Summary Business Plan Revenue Financial Information

(Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Saving		-414	-1,787			
<b>Total</b>		<b>-414</b>	<b>-1,787</b>			

**Capital link**

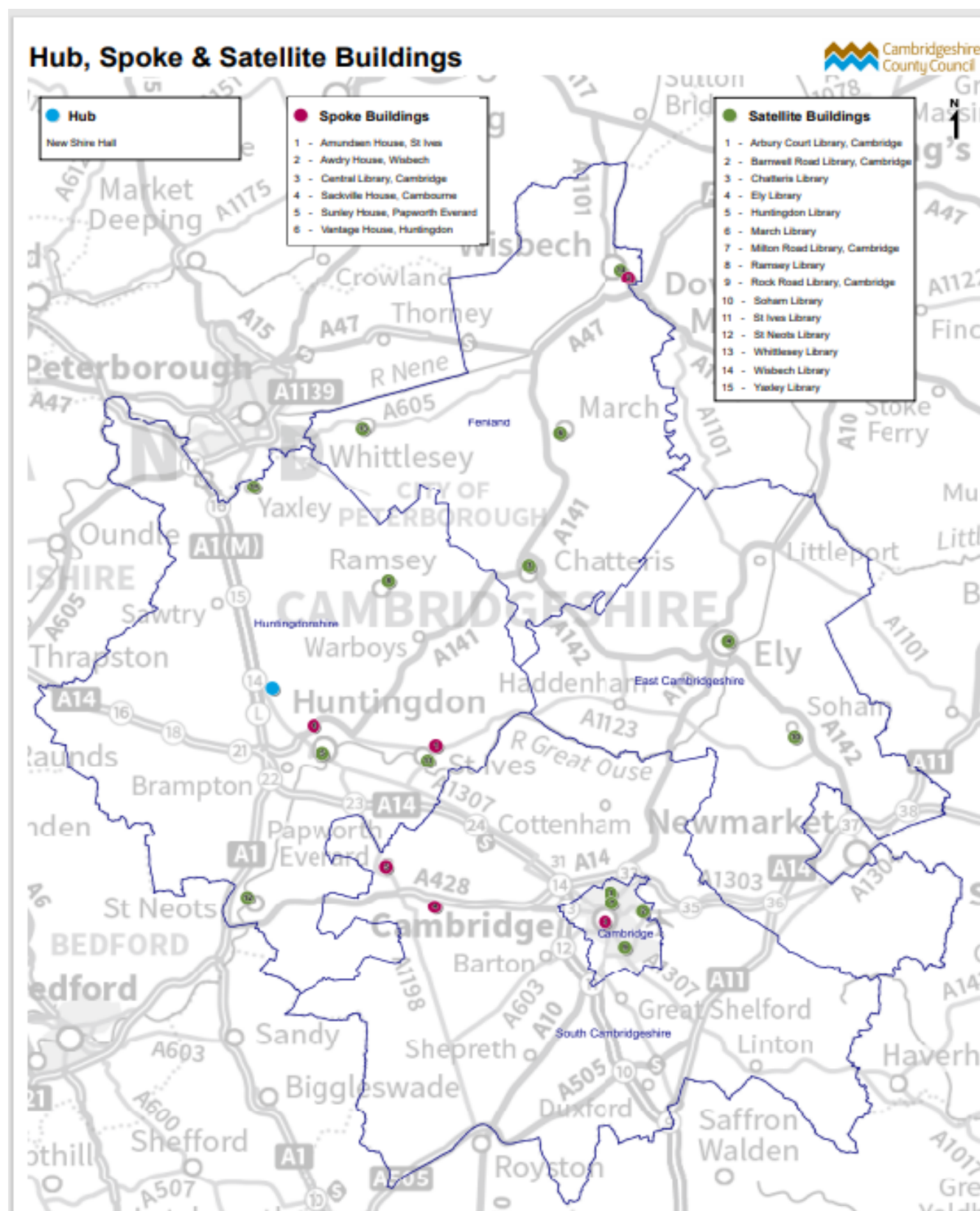
<b>Is there a linked capital proposal?</b>	<p>Potential capital receipt realisation which could fund capital work and reduce the requirement for the council to borrow to fund capital programme.</p> <p>We also need to assess the ability for funding for investment in remaining sites (outside of Just Transition Fund Reserves below), as well as investment in a corporate training facility.</p>
<b>If so, what is the reference no.?</b>	N/A
<b>Investment year(s)</b>	There is a separate Just Transition Fund Reserves allocation to enable work in Libraries Plus to further the decentralised agenda to support working in local communities and satellite offices.
<b>Investment Amount</b>	N/A
<b>Funding Source</b>	N/A

## Section C: Proposal benefits and impacts

Benefit	Ambitions impacted	Measurement & Evaluation
Potential £1.7m Revenue operating cost savings from those assets disposed of identified out of a target across the next few years of £2.2m. Further sites will need to be identified and this process will begin in 2024.	Ambition 1 Ambition 6	Reduction in required revenue budget for Facilities Management.
Potential £11.4m of Capital receipts from those assets disposed of from the portfolio.	Ambition 1	Capital receipts received over a two-to-four-year period as the assets are marketed and disposed of on the open market in line with policy.
By applying Strategic Asset Management principles, the remaining asset portfolio will be fit for purpose, the right size, highly utilised and of good quality.	Ambition 1,6	Smaller portfolio of assets which compliment the agile hybrid way of working and are of a high quality, safe and maintained to a high standard.
Ability to focus on a reduced office portfolio and improve compliance, and maintenance of the assets under a Corporate Landlord model	Ambition 1,2, 3,4, 5, 6,7	Manage a planned and dedicated maintenance budget.
Contribute to net zero targets by reducing our building numbers and investing on the decarbonisation of retained assets.	Ambition 1	Measure carbon reduction for those buildings disposed of. Invest in assets retained to decarbonise them. Work with carbon programme to facilitate investment opportunities.
Better quality office buildings to facilitate both agile working and connectivity of individuals and teams in an excellent environment.	Ambition 1,6	Measure utilisation and staff feedback.
This will deliver Hub and Spokes, we will expand into utilisation of satellites via library buildings and potential of shared space with OPE partners.	Ambition 1,3,4,6	Further flexibility for staff to work in a truly hybrid agile way with options to suit their own work needs to enable better outcomes.
Opportunity to reframe where other services are currently operating from and include within the new portfolio which will reduce need to lease buildings from third parties.		Potential opportunity to work with public and voluntary sector partners across our and their estates.

Type of impact	Details
Environmental Impact	<p>Reduction in buildings will positively reduce our Carbon footprint and contribute to our net carbon zero targets. (The footprint of those disposed of is reduced from current council total.)</p> <p>Positive Investment in the buildings we retain to decarbonise them to become net zero assets.</p> <p>Greater flexibility and more options in how and where staff can work across the county will enable better decision making, planning and reduction in unnecessary travel.</p> <p>All buildings being a consistent standard and offer regarding IT provision, meeting room availability for connecting teams etc will enable better choices in regard to travel.</p>
Social Impact	<p>Reduction in number but more options and flexibility of office buildings will mean those buildings retained will be used more, with a higher utilisation rate which gives the working environment vibrancy and energy, enabling staff to connect, and feel part of a council team, which is a benefit to staff wellbeing and mental health.</p> <p>More flexibility regarding if staff work from a Hub, spoke or satellite office means staff are having that control to best fit their own work pattern and will be able to plan how they work more productively which will give them a better work life balance.</p>
Health Impact	<p>We will have a reduced number of built office assets and those retained will have greater focus on ensuring they are kept to a very high level of quality in terms of maintenance, cleaning and compliance work which will ensure a healthy and safe environment to work from.</p>

## Illustrative Hub and Spoke Map for Office Rationalisation





## Appendix B

Name of Proposed Office Properties for Disposal	Planned Property Maintenance (£)	Reactive Help Desk Works (£)	Utilities (water, gas, electricity, oil) (£)	Business Rates (£)	Cleaning & Waste (£)	Security (£)	Rents & Leases (£)	Grounds Maintenance (£)	Total Revenue saving from disposal	Market Rent (£) pa if investment rather than sale	Market Valuation (£) Potential Capital Receipt	initial Recommendation
Signet Court (units 18-20) Cambridge	£1,743.00	£8,500.00	£45,201.00	£47,821.00	£18,453.00	£8,313.00	£12,700.00	£0.00	<b>£142,731.00</b>	£82,000.00	£900,000.00	Release unless alternative Cambridge base, reprovion is not found. Market in 24/25
Fawcett House (CPDC) Cambridge	£5,355.00	£5,000.00	£55,328.00	0	26,641.00	9,896.00	0	17,559.00	<b>£119,779.00</b>	n/a	£5,000,000.00	Release. Market in 24/25 Identified for sale to This Land.
Noble House (Part Ground Floor and 1st Floor) Ely	£3,220.00	£1,300.00	£34,578.00	£46,728.00	£15,499.00	£10,629.00	£92,700.00	£0.00	<b>£204,654.00</b>	<b>£88,500.00</b>	n/a	Release. Do not renew lease expires Oct 24.
Butts Grove Huntingdon	£3,809.00	£8,000.00	£55,812.00	£53,013.00	£30,446.00	£10,556.00	£1,700.00	£5,252.00	<b>£168,588.00</b>	£35,000.00	£575,000.00	Release depending on what will need to be re-provided and the required location for service delivery. Market 24/25.
Stanton House (Part of wider site including Depot, Villas, Fedex Building) Huntingdon	£3,200.00	£6,000.00	£85,935.00	£51,109.00	£26,014.00	£10,167.00	£0.00	£4,569.00	<b>£186,994.00</b>	£30,000.00	£425,000.00	Disposal and release as part of redevelopment of the wider site master plan (Stanton Highways Depot/ Stanton Villas/Stanton House & Fedex Building). Linked to Swavesey Highways Depot. Market 25/26
Scott House Huntingdon	£30,990.00	£30,000.00	£171,581.00	£115,864.00	£67,672.00	£14,292.00	£7,000.00	£0.00	<b>£437,399.00</b>	£190,000.00	£2,100,000.00	Release. Leasehold title issues to work through market 26/27
Hereward Hall March	£6,007.00	£15,000.00	£78,141.00	£54,106.00	£31,194.00	£12,583.00	£0.00	£5,252.00	<b>£202,283.00</b>	£112,500.00	£1,075,000.00	Fenland DC have shown interest following OPE conversation. Market 24/25
Speke House St Ives	£22,336.00	£15,000.00	£89,606.00	£39,077.00	£15,070.00	£11,071.00	<b>-£68,100.00</b>	£1,576.00	<b>£125,636.00</b>	£50,000.00	£575,000.00	Potential disposal or Investment Property for CCC if not required for operational purposes. Market 24/25
Broad Leas St Ives	£1,744.00	£5,500.00	£15,346.00	£4,848.00	£14,794.00	£726.00	£0.00	£4,202.00	<b>£47,160.00</b>	£12,500.00	£400,000.00	Redevelop/rebuild. Market 24/25
Victoria Road (Marshland) Wisbech	£3,387.00	£1,000.00	£12,268.00	0	16,715.00	8,996.00	0	4,178.00	<b>£46,544.00</b>	n/a	£350,000.00	Release but will need specialist contact elsewhere. Market 24/25
<b>£1,681,768.00</b>										<b>£11.4m</b>		

## ILS East Cambs

<b>Proposal Title (Business Plan Description):</b>	Independent Living Service - East Cambridgeshire		
<b><u>Relevant Ambition(s)</u></b>	Ambition 4 & 6		
<b>Directorate:</b>	Adults, Health & Commissioning Place & Sustainability		
<b>Service:</b>	Independent Living Service East Cambridgeshire (proposed)		
<b>Type:</b>	Income Generation		
<b>Recurrent or One Off:</b>	One off capital investment to deliver recurrent savings		
<b>BP Reference No:</b>	B/R.6.026 D/R.7.119		
<b>Date:</b>	08/12/2023	<b>Version</b>	0.1

## Proposal Summary

<b>Summary / details of Proposal:</b>
<p>This business case supports the following Adult Social Care Priority:</p> <ul style="list-style-type: none"> <li>We will maximise people's opportunities and independence</li> </ul> <p>This proposal is in relation to commissioning and opening a number of new tenancy-based flats within Cambridgeshire, to increase residential and nursing care capacity for older people wishing to remain living independently.</p> <p>Specifically, this supports people being able to stay in their own tenancy for longer, given care can be stepped up as needs increase, unlike residential care where they may need to move to get increased care needs met. Stimulating development of new services in this way will generate the much-needed provision to meet population growth forecasts and do so at a cost affordable to the local authority.</p> <p>We will receive income from renting the ILS (Independent Living Service) building to a registered social landlord, plus income from the NHS for their use of part of the building. In addition to the income, there should be a saving in care placement costs to the Council due to a change in model. The savings have been calculated as the difference between the anticipated net cost of care for people living in an Independent Living Service compared to standard residential or nursing care. An Independent Living Service is a tenancy-based model, so the care costs do not include the "hotel costs" of a residential or nursing placement.</p> <p>It is assumed that the service will open at the beginning of November 2025.</p>

Has an <a href="#">EqlA</a> been completed?	Yes
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<b>Proposed Start Date:</b>	November 2025
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## Summary Business Plan Revenue Financial Information (Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Saving – Adults & Commissioning			-50	-69		
Income Generation – Assets & Procurement			-438	-292		
Choose an item.						
Choose an item.						
<b>Total for A&amp;P</b>			<b>-438</b>	<b>-292</b>		

### Capital link

<b>Is there a linked capital proposal?</b>	Yes
<b>If so, what is the reference no.?</b>	A/C.12.007
<b>Investment year(s)</b>	4 years
<b>Investment Amount</b>	£22.2m
<b>Funding Source</b>	Prudential borrowing

### Proposal benefits and impacts

<b>Benefit</b> < List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.>	<b>Which ambition does it contribute towards?</b> Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4	<b>Measurement &amp; Evaluation</b> <How will you measure the benefits? Will there be internal or external evaluation – by who and when>
Reduced average expenditure on care placement costs for tenants moving to an independent living service.	Ambition 4	The reduction in care budget. Income generated from rent.
Greater choice and control for tenants, who will have greater independence over their care options in an independent living service.	Ambition 4	Individual outcomes for people. Feedback from people using services. Compliments and complaints. Contract and performance monitoring of providers.
Secure employment for local care workers	Ambition 6	Number of jobs created.

Type of impact	<b>Details</b> <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	Reduction of carbon footprint, contributing to the net-zero ambition of the Council through the designing and implementation of reduced carbon emitting features in building.
Social Impact	Provides more choice and control for older people over their care options, enabling more older people to be supported to remain living independently in a tenancy-based model of care as an alternative to a traditional residential or nursing home. Specifically, this enables people to remain in their own tenancy and local community longer as care can be stepped up as needs increased, unlike residential care where they may need to move to get increased care needs.
Health Impact	This model supports people to remain in their own tenancy for longer and have their care stepped up as their needs increase, rather than having to move into a residential or nursing care setting for instance.

## Asset Management and the Maintained Schools Estate

To; Assets and Procurement Committee

Meeting Date: 16<sup>th</sup> January 2024

From: Jonathan Lewis – Service Director Education

Electoral division(s): All

Key decision: No

Forward Plan ref: N/A

Outcome: A better understanding of the current arrangements for the management of the maintained schools' estate and its overall condition.

Arrangements for ensuring schools are compliant with property regulations in the fields of Fire Safety, Asbestos Management, and the testing of building systems.

The current arrangements and limitations on green investment to decarbonise the existing maintained schools' estate.

How the School Organisation Plan and the need to provide a sufficient number of places across Cambridgeshire informs the Council's Land and Property Strategy 2024-29.

Recommendation: The Committee is asked to:

Acknowledge the implications of sufficiency planning and statutory restrictions on the use of the schools' estate for the Council's Land and Property Strategy 2024-29

Officer contact:

Name: Ian Trafford

Post: Strategic Education Capital and Place Planning Manager

Email: [ian.trafford@cambridgeshire.gov.uk](mailto:ian.trafford@cambridgeshire.gov.uk)

Tel: 01223 699803

# 1. Creating a greener, fairer and more caring Cambridgeshire

## 1.1 This report relates to the Council's following ambitions:

Ambition 1: Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes through the management of our schools estate.

Ambition 7: Children and young people have opportunities to thrive through the provision of good education facilities.

Ambition 6: Places and communities prosper because the education facilities ensure they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised

# 2. Background

## 2.1 The report was requested by this Committee at a previous meeting. Officers have identified the following as the key issues for this report:

- The structural condition and maintenance programme for our maintained schools
- The devolved arrangements for routine maintenance and property compliance
- Decarbonisation of the schools' estate
- The relationship between the School Organisation Plan and the Council's Land and Property Strategy

## 2.2 The Council has 112 remaining maintained schools. These are exclusively in the primary sector except for 2 area special schools. Current Government policy envisages that all schools will either be academies by 2030 or made significant progress towards academisation by that date. The number of schools maintained by the Council is, therefore, expected to decline over this 6-year period but there is uncertainty about how quickly. This is a significant issue when considering any proposals regarding the provision of services to support maintained schools and how we invest capital resources in them.

## 2.3 Academy schools and their sponsoring Trust become the responsible body for maintaining the sites and buildings they occupy under a 125-year (standard) academy lease. The lease is a full repairing lease. The Academy or Trust receive direct from Department for Education (DfE) capital funding to maintain their buildings. No similar allocation is made to the Council to maintain academy schools. The Council's school condition capital grant allocation is expressly for use on maintained schools and this is stated in the conditions attached to the grant award. These arrangements were confirmed again recently on the high profile Reinforced Autoclaved Aerated Concrete (RAAC) issue where the DfE identified academies and Trusts, and not local authorities, as the responsible body for the buildings that they occupied.

## 2.4 The Council retains the freehold for academy school sites and buildings under the terms of the 125-year academy lease. Therefore, some residual responsibilities are retained by the Council. Whilst the 125 year lease stipulates that the Academy Trust as tenant is

responsible for the upkeep of the school site which includes repairs to prevent deterioration of the property. The Council as landlord has a vested interest in ensuring that the property is maintained for number of reasons including ensuring compliance and health and safety. The Council can serve a repair notice on the Trust and where they fail to complete the works without good reason step in to rectify the problem. Equally if the Council does not monitor the condition of the property then if they are handed back there may be large cost implications to bring the property up to the required condition. The Council also remains responsible for placing children in schools and ensuring there are adequate numbers of places around the County.

- 2.5 The focus for the Council and the capital programme is the provision of a sufficient number of places, with limited funding to do much beyond that in terms of capital funding to support school reorganisations, area reviews and remodelling or modernisation of schools that go beyond maintaining them in a good state of repair. The provision of additional places is likely to have less of an impact in terms of land acquisition in the future than it has in the more recent past.
- 2.6 The outcomes of this report will be:
- A more accurate picture of the impact of the CCC condition and maintenance programme on the schools estate.
  - Identification of some steps towards a more direct management role and providing greater certainty on effective use of devolved funds and statutory compliance.
  - an understanding of academisation and how that might impact resource allocation.
  - how future sufficiency is considered as part of the CCC land and buildings strategy and the limitations that apply to the use of school/education assets.

### 3. Main Issues

#### 3.1 School Condition and Maintenance Programme

- 3.1.1 Maintenance funding for our maintained schools is split between the school and CCC. The school receive a revenue budget and a small level of capital grant from the DfE (Devolved Formula Capital – DFC). Schools also undertake a number of capital improvements from their revenue funding. Between the revenue and capital funding which the school receives, they are to directly manage the annual servicing and maintenance of plant, fixtures, and fittings and to plan for cyclical replacement of low-cost items e.g., decoration, floor coverings etc. using the DFC funding. It is expected by the DfE that schools should buy in professional support to assist them with this management arrangement by the appointment of a property advisor.
- 3.1.2 The Council also receives a yearly grant from the DfE which is called the Schools Condition Allocation (SCA). This grant is based upon the number of maintained schools and is received around the start of April each year. The DfE make public the grant allocation in February/March of each year, and this is then finalised in April/May.
- 3.1.3 The Education Capital and Place Planning Team manage this budget and utilise it to undertake higher value condition and maintenance schemes across the maintained estate.

The basic premise is to ensure schools remain “warm, safe and dry” but also to avoid any school closures and lost teaching days due to maintenance issues e.g. leaking roofs, flooding, and boiler plant failures.

- 3.1.4 Condition is primarily assessed via condition surveys, using national guidance around condition ratings. The Council commissioned and funded its own surveys in 2019/20. Due to COVID, this process took longer than expected, and surveys were completed by early 2021. These surveys are the basis for the maintained schools condition programme, as it is using the data collected over the same period by the same professional surveying company. It is expected that this data will be used until at least 2026.
- 3.1.5 The DfE are also running a programme of condition surveys called the “condition data collection programme”. They are now in phase 2 of this programme, phase 1 having been undertaken nationally between 2017-19. The data from the DfE surveys, are in our opinion, not as detailed as the CCC commissioned surveys, being more high level, but they are sent to schools, and schools should utilise these to help them manage the condition of their schools.
- 3.1.6 In general terms, the current state of the LA’s maintained school estate could be assessed as good. There are no major issues deemed to exist in CCC’s schools and the Education Capital Team have striven to put forward a planned maintenance programme of works utilising the SCA grant it receives to keep schools in a decent state of repair for the past decade. There is a continued responsibility to keep doing this, even as the pace of academisation increases up to 2030.
- 3.1.7 This is borne out when trying to access DfE centrally run Priority School Building Programme which aims to replace 500 schools in the worst condition over a period of 10 years (50 schools per year). The Council has put schemes forward for inclusion in the programme, but without success as they do not meet the criteria for buildings being life expired, redundant or a significant health and safety risk. In addition, when the DfE allocates its condition SCA funding to local authorities, it does so by rating the condition need of our schools and places them in bands. The DfE rates 60.5% of our schools in the condition bands covering good to average. It rates only 11% of our schools in a condition category where an enhanced funding rate is applied and then reflected in our overall SCA condition allocation. Officer will use the information in future SCA allocation rounds to assess how the maintenance programme impacts on the overall condition of the estate.

#### 4.2 Devolved Maintenance and Statutory Compliance

- 4.2.1 There are, however, issues and concerns around how schools manage their own sites under the current “devolved maintenance” responsibilities. Some concerns come down to the fact that the level of funding schools receive is small, and arguably does not keep up with inflationary pressures around maintaining a building. The costs of undertaking repairs and planning small scale improvements have increased over the past 5 years, and, since COVID, costs in construction have increased by around 30%.
- 4.2.2 Schools are advised to engage with a professional property advisor to help them maintain their schools (as mentioned previously). Some schools do, others choose not to, primarily due to budgetary pressures. It might cost a school between £2,000-£4,000/year to utilise an advisor, some schools see this as a cost they cannot afford, and thus manage the servicing



and maintenance themselves. With this knowledge that schools choose to do this (and under devolved budgets which they manage, they can make that decision) there are concerns that some schools do not have as robust a system in place as they could have. Council officers advise schools on best practice, and signpost schools to national guidance. The DfE for example have over the past few years developed a guide for schools called GEMS – Good Estate Management for Schools. When training governors, GEMS is signposted in the training events, but there is an argument for the Council to have stronger oversight, and a potentially more interventionist role in the servicing/maintenance and compliance issues in schools. This was confirmed by schools themselves in a maintenance and compliance survey undertaken by the Council in 2021.

- 4.2.3 The main factor to consider in that debate though is academisation. It could take some time to bring schools into the Councils sphere of operation. One mechanism, for example, could be that schools buy in to the Councils corporate helpdesk provision, run and managed by Property Services/FM. However, this might require that team taking on additional staff to cope with the increased numbers of properties, and this might only be for a short period depending on when schools academise. This would be a financial risk to the Council and one which is not funded from other sources. This system however could replace the need for schools to buy in external property advisors (for cyclical servicing and maintenance) and could arguably reduce the cost to individual schools due to economies of scale. The Council would then have direct control around annual servicing and compliance issues, and where improvements are required which outstrip the school's annual revenue budget (or DFC) then the process that currently happens would kick in, in that the Education Capital Team would look to pick up a project to improve condition utilising the SCA capital budget. The Council will continue to explore this option but it will ultimately depend on the funding provided by schools buying into this service.
- 4.2.4 It should also be noted that corporate staff within Property Services do have a current role in overseeing and advising schools when it comes to asbestos management and training, fire awareness and advice and legionella. It is not proposed to change this, but the above approach could have the potential to strengthen that role due to the close working relationships already in existence between corporate property and the H&S compliance team.
- 4.2.5 In terms of statutory compliance, while this function is devolved to individual schools with the budget, the responsibility in maintained schools ultimately sits with the Council to ensure statutory requirements are met. This includes Fire Safety, Legionella and Contractor Control and some areas of maintenance. The Property Compliance Team had an audit KPI of 5% of the maintained school property portfolio this has now been increased to 75% after inspections and surveys suggested an in-consistent approach to property management. Along with a higher audit percentage, training is being provided to Governors, Head teachers and Site Staff on property management and property health and safety.
- 4.2.6 Asbestos management falls under the Authority and is managed direct by the Property Compliance Team as per the current Asbestos Management Policy which maintained schools are required to follow. The reduction of risk would entail that Fire Safety and Legionella management is treated the same as Asbestos Management plus Contractor Control and come under the direct control of the authority who have legal responsibility.

### 4.3 Investment in Decarbonisation of the Schools Estate

- 4.3.1 In terms of decarbonisation projects, there is a national funding pot, managed by Salix on behalf of the Government – the Public Sector Decarbonisation Scheme – PSDS. All public bodies (including academy trusts) can apply/bid to this fund to assist them in undertaking heating decarbonisation schemes. To be eligible for PSDS grant funding, projects must include replacement of end-of-life boilers with low carbon heating (typically Air Source Heat Pumps). Funding is limited, heavily over-subscribed and allocated on a first come, first served basis. Under PSDS, the Council would, as a minimum, be responsible for funding the relevant cost of replacing old, inefficient boilers for new boilers (the like-for-like replacement costs in other words). In principle the PSDS grant can cover the additional costs that one would face when installing heat pumps (installing Solar PV and LED lighting to help offset electrical demand from the heat pumps, increasing electrical capacity to the site, radiator upgrades etc.) However, PSDS grants are capped in terms of grant per tonne of carbon saving projected and, in practice, the cap limits PSDS funding to around 40% of the total capital cost (on average).
- 4.3.2 Funding arrangements for decarbonisation (of heating) projects were agreed by the Environment & Green Investment Committee in July 2021. After grant funding and SCA funding for boiler like for like costs, the balance of funding for projects comes from the Council's Decarbonisation Fund and (a smaller contribution from) loan funding to the schools. The decision on whether to proceed with projects sits with the schools and they enter into contract for the works, with support from the Council's Climate Change & Environment Services team. Projects are designed to generate annual bill savings to enable repayment of the loan funding and generate a small net cashflow benefit to the school.
- 4.3.3 Nine school decarbonisation projects have been delivered with PSDS funding to date at a total capital cost of £2.7m. The funding package for these consisted of £1.2m of PSDS grant funding, £339k of SCA (boiler like for like cost) funding, £719k from the Decarbonisation Fund and £429k of loans to the schools. Grant funding has been secured for a further 13 schools next year (six Diocese of Ely and seven Council maintained). Estimated capital cost for the seven Council maintained schools is £3.0m and the funding breakdown for these is £1.2m of PSDS grant funding, £1.3m capital contribution from SCA and Decarbonisation Funds and £451k loan funding. Grant applications have been submitted (outcomes awaited) for a further 5 schools for implementation in 2025.
- 4.3.4 Academisation is also a factor in how the Council looks to address the lowering of greenhouse gas emissions across its estate in the future and whether schools will continue to be assessed for decarbonisation projects. Due to how these schemes are currently funded with a mix of funding which is both grant funding and Council borrowing, further consideration is needed by the Council about whether it continues to put funding into schools to decarbonise the heating systems when there is a potential/likelihood that schools will be academies by 2030. The opportunity to consider this issue will come forward in the next business planning round as part of the corporate workstream on meeting the Council's net zero carbon targets for 2030 and 2045. Funding has been used to prepare Heat Decarbonisation Plans (HDPs) for our maintained schools and will indicate the overall levels of investment required to decarbonise the schools' estate and provide the basis for future bids for any available government funding streams.

#### 4.4 School Organisation Plan and the Council's Land and Property Strategy

- 4.4.1 In a rapidly growing area such as Cambridgeshire the focus is on providing sufficient school places to meet the rising demand. The detail of how this is to be achieved is set out in Cambridgeshire's Education Organisation Plan 0-25 for 2023/4 and which is updated annually.
- 4.4.2 Cambridgeshire is facing a period of significant new housing development, with the prospect of around 48,000 new homes in total across its five districts between 2021 and 2031. The largest developments include Northstowe, a new town to the north of Cambridge, and Waterbeach New Town, with a total of 10,000 and 11,000 homes respectively when they are complete. Alconbury Weald will eventually provide 6,500 new homes. The district councils' development plans include many other sites with over 600 homes, including urban extensions to Cambridge City and many of the County's market towns (e.g., St Neots, Huntingdon, Ely, March, Littleport and Wisbech)
- 4.4.3 The size of these developments and the associated school aged populations, new developments tend to attract younger people and families, does mean that most of these developments will require their own new schools and early years and childcare facilities.
- 4.4.4 The Council seeks to secure through a negotiated section 106 agreement both the land and the capital costs of construction for the new education infrastructure in line with national planning guidance which expects major development to mitigate its impacts. The land secured in this way transfers to the Council under the terms of the s106 agreement for the period of construction and then to the Trust sponsor of the new school on opening under the standard terms of a 125-year academy lease (all new schools are Free Schools or Academies).
- 4.4.5 This type of concentrated growth pattern is unlikely to have a significant impact upon the Council's Land and Property Strategy, particularly as the 125 academy lease places full responsibility for repair and maintenance of the site and buildings with the sponsoring Trust for which it receives allocations of capital and maintenance funding direct from the DfE to enable full discharge of this responsibility.
- 4.4.6 In line with the underlying national trend, there has been a general decrease in birth rates (the number of live births per 1,000 population of all ages) across Cambridgeshire since 2016. There were almost 6,400 total births in 2021, compared to the peak of 7,700 births in 2012. There is clear evidence that in some areas of Cambridgeshire there will be increasing surplus capacity/places in some schools, albeit not of the scale or in the right location to meet the needs of the growing school aged populations in new developments. There is unlikely to be the same pressure to open new schools and expand existing schools to meet the needs of mature communities in Cambridgeshire as there has been in the recent past. This will remove some pressure from the Council where it has had to acquire land (at a cost) to expand sites or identify its own assets, such as land forming part of the County Farms Estate, to provide for some of the new or expanded schools.
- 4.4.7 In a situation of falling rolls and surplus capacity it might be expected that this would present an opportunity to generate capital receipts and use the Council's estate to support the Council's under pressure revenue and capital budgets by reducing borrowing. However, education/school assets have a high level of statutory protection afforded by the School

Standards and Framework Act 1998 where any local authority application for disposal or change of use requires the consent of the Secretary of State for Education. There is a very strong policy presumption against the disposal of school playing field land.

- 4.4.8 The disposal of school playing fields is subject to section 77 of the Act with the term playing field being a broadly based definition when applied to school sites as being “land in the open air which is provided for the purposes of physical education or recreation, other than any prescribed description of land”. This will include substantial areas of any school site other than the buildings such as grass pitches and artificial surfaces, habitat areas, playgrounds and other hard-court surfaces and informal recreation and social spaces. Therefore, a substantial part of any school site.
- 4.4.9 It is also possible under s77 to apply for a change of use for playing fields rather than disposal. The application process remains onerous, but approvals are more often given if the land is required for another education use (school expansions, early years, SEND and other specialist provision) or the funds or value of any land disposed or appropriated are reinvested in alternative sports provision which also benefit from community use (a sports hall, swimming pool, all-weather pitch). This can be to the benefit of the individual project but not the Council’s overall financial position.
- 4.5. The use of available capacity in schools will benefit the Council if that capacity is aligned with the areas where there is a need to expand early years provision in response to the national expansion of the early years offer to parents or expand SEND provision in response to this urgent need. If new provision is made in this way less capital spend/borrowing will be required on new sites and buildings.

## 5. Alternative Options Considered

- 5.1 It is proposed to re-prioritise existing staffing resource to provide more direct support to maintained schools where that can generate efficiencies. An alternative would be for the Council to provide a direct service to its maintained schools in the maintenance and compliance fields described in this report. However, the funding required to establish and run such a service would be considerable. It would require all schools to either buy into such a service or CCC top-slicing maintained school budgets that are presently devolved to cover these responsibilities. This approach is not considered appropriate as:
- it is removing a choice or freedom that schools currently have and there are many schools who undertake this responsibility very well and employ professional property advisors to support them
  - school budgets are under significant stress and the removal of funds at school level where schools can decide its own priorities may be unpopular.

## 6. Significant Implications

### 6.1 Resource Implications

- 6.1.1 The report has outlined how the overall condition of the maintained schools’ estate can be

sustained at current levels assuming continued levels of school condition grant funding from the DfE properly invested on priorities identified in condition reports.

- 6.1.2 There are actions being taken at the operational level in terms of officer resource and the better use of existing framework contracts (e.g., the Property Helpdesk function) so that there is more of a direct role in managing and supporting schools with their devolved responsibilities. This is being done by redeploying existing resource within Teams, but ultimately additional staff may be required if a different risk appetite and approach is sought.
- 6.1.3 The issue of investment in the maintained schools sector generally is blighted by national government policy that requires all maintained schools to become academies by 2030. The number of maintained schools can be expected to fall over this period. Members of the Green Investment Committee expressed some reluctance to commit funds from the Council's Environment Fund for school decarbonisation schemes because of this.
- 6.1.4 As part of the corporate programme it is anticipated that in the 2024/25 business planning round a proposal will come forward to fund decarbonisation schemes in schools linked to the current work to prepare Heat Decarbonisation Plans (HDPs) for our maintained schools. The issue of academisation will remain part of the consideration.

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

There are existing framework contracts in place providing access to the range of professional services and contractors that the Council needs to access to deliver across the areas set out in the report. These have been procured in accordance with the Council's contract procedure rules and in the case of external frameworks (e.g., ESPO) procured under public sector procurement rules. This would also include the FM helpdesk function if this was extended and accessed by schools.

Training and advice to governors and senior leaders in schools covers procurement arrangements and where property advisers are engaged by schools, they can lead this process on their behalf.

## 6.3 Statutory, Legal and Risk Implications

The devolved nature of the routine maintenance and statutory compliance functions to schools does carry some risk which the Council seeks to mitigate as described in section 2.2 of the report.

## 6.4 Equality and Diversity Implications

No significant implications

## 6.5 Engagement and Communications Implications

No significant implications

## 6.6 Localism and Local Member Involvement

No significant implications

## 6.7 Public Health Implications

The maintenance of a warm, dry, and safe environment in our schools will have a positive impact on child health. Decarbonisation of schools and consequent mitigation against climate change will have significant health benefits:

[Climate change: health effects in the UK - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/climate-change-health-effects-in-the-uk)

## 6.8 Climate Change and Environment Implications on Priority Areas

### 6.8.1 Implication 1: Energy efficient, low carbon buildings.

Positive:

Explanation: Progress will be made towards decarbonisation of school buildings, but the pace of progress will be dependent on levels of capital investment.

### 6.8.2 Implication 2: Low carbon transport.

Neutral: Although keeping schools operational will avoid the need to make alternative arrangements that may involve additional travel.

### 6.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.

Neutral:

Explanation: There are no implications under this heading

### 6.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.

Negative Status:

Explanation: All construction works produce waste, but every effort is made to mitigate this by reuse and recycling of materials where possible.

### 6.8.5 Implication 5: Water use, availability and management:

Neutral:

Explanation: There are no implications under this heading

### 6.8.6 Implication 6: Air Pollution.

Positive:

Explanation: Decarbonisation of the Estate will be accompanied by the increasing use of non-carbon heating sources over time

### 6.8.7 Implication 7: Resilience of our services and infrastructure and supporting vulnerable people to cope with climate change.

Positive:

Explanation: It is anticipated that design and building control standards will develop over time to ensure greater resilience of buildings to extreme weather events that are occurring more regularly. Future works will be required to adhere to evolving national standards.

## 7. Source documents

### 7.1 Source documents

DfE Non-Statutory Guidance on Disposal of Playing Field Land –  
[Advice template \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/644444/Advice-template.pdf)

School Condition Report Data – 2021  
School Compliance Survey Data – 2021  
Education Organisation Plan 2023  
Climate-change-and-environment-strategy

## 7.2 Location

Floor 1, New Shire Hall, Alconbury Weald







## Assets and Procurement Committee Agenda Plan

Published on 2 January 2024

Updated on 8 January 2024

### Notes

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.

+ indicates items expected to be confidential, which would exclude the press and public.

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

- Minutes of previous meeting and Action Log
- Agenda Plan, Training Plan and Appointments to Outside Bodies and Internal Advisory Groups and Panels

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
16/01/24	Schools Condition and Estate	J Lewis/ I Trafford	Not applicable	04/01/24	08/01/24
	East Barnwell Community Centre and Library redevelopment	M Hudson/ C Ramsbottom	2024/015		
	Business Planning - Scrutiny and overview of Assets and Procurement Committee proposals	M Hudson	Not applicable		
21/03/24	Draft Land and Property Strategy	C Ramsbottom	Not applicable	11/01/24	13/01/24
	Procurement Performance	C Ellis	Not applicable		
	Cyber Security – Revenue Budget Proposal	J Patmore	2024/039		
	Commercial, Commissioning & Contract Management Framework	C Ellis/D Sage	Not applicable		
	Cambridge Biomedical Campus	J Macmillan	2024/032		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Heads of terms for an option and lease agreement for a potential battery energy storage system at Whitehall Farm, Littleport	J Macmillan	2024/031		
	Procurement of water and wastewater services for Council sites	S Wilkinson	2024/040		
	Mill Road Library Update	J Macmillan	Not applicable		
18/06/24				06/06/24	10/06/24
17/09/24				05/09/24	09/09/24
15/10/24				03/10/24	07/10/24
22/01/25	Business Planning - Scrutiny and overview of Assets and Procurement Committee proposals	M Hudson	Not applicable	10/01/25	14/01/25
07/03/25				25/02/25	27/02/25

Please contact Democratic Services [democraticservices@cambridgeshire.gov.uk](mailto:democraticservices@cambridgeshire.gov.uk) if you require this information in a more accessible format

Future items to be programmed:  
Eastnet procurement - 2025