

GENERAL PURPOSES COMMITTEE: MINUTES

Date: Tuesday, 21st March 2017

Time: 10.00a.m. – 1.10p.m.

Present: Councillors Bailey, Bates, D Brown, Bullen, Cearns, Count (Chairman), Criswell, Dent, Hickford, Hipkin, Jenkins, McGuire, Nethsingha, Reeve, Walsh and Whitehead

Apologies: Councillor Orgee

316. DECLARATIONS OF INTEREST

There were no declarations of interest.

317. MINUTES – 24TH JANUARY 2017 AND ACTION LOG

The minutes of the meeting held on 24th January 2017 were agreed as a correct record and signed by the Chairman. The Action Log and following updates were noted:

- the Chief Executive had raised the issue of partnership contributions to transformation proposals at the Cambridgeshire Public Service Board on 8th February. Unfortunately, health colleagues had not been present so it would be considered again at a future meeting. She acknowledged the need for a methodology to capture this information. The Chairman also suggested the need to raise the possibility of creating a transformation funding pot by each public service contributing 1% of its budget. It was acknowledged that this should involve all partners and not just Health. **Action Required.**
- the Chief Finance Officer (CFO) reported that officers were continuing to communicate the impact and importance of the decisions made as part of the Transformation Fund. Staff briefings had been held around the County and examples of transformation projects had been video recorded.
- the CFO reported that information was still awaited from central government on the details of what the £6m funding for East Cambridgeshire and Fenland schools could or could not be used for. **Action Required.**

318. PETITIONS

No petitions were received.

319. FINANCE AND PERFORMANCE REPORT – JANUARY 2017

The Committee was presented with the January 2017 Finance and Performance report for Corporate Services and LGSS Cambridge Office. A year-end underspend on revenue of £519k was being forecast.

It was resolved unanimously to review, note and comment upon the report.

320. INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING 31ST JANUARY 2017

The Committee received a report detailing the financial and performance information to assess progress in delivering the Council's Business Plan. Attention was drawn to the forecast year-end overspend of £1.7m, which was of considerable concern and ran counter to the trend of previous years. It reflected the demand on Children, Families and Adults (CFA), and in particular Older People's Localities where there had been an issue regarding the volume and price of care home packages. It was noted that this situation had now stabilised. There were also continuing pressures in Children's Services. In considering the report, some Members commented as follows:

- queried, as requested at Adults Committee, how many sudden additional nursing home places in Fenland had been needed. The Strategic Finance Manager reported that he believed it was in the low teens. The situation had been caused by an increase in price. It was noted that there was now better monitoring of the unit price. One Member requested the need for more background information. **Action Required.**
- queried the impact on the fourth phase of Superfast Broadband rollout of the legal disentanglement of BT from Openreach. The Programme Director Connecting Cambridgeshire explained that it was a regulatory requirement which did not impact on the existing contract. The Chairman highlighted the fact that the latest rollout would result in access to high speed broadband connectivity for over 99% homes and businesses in the County by 2020.
- queried the impact of Brexit on the bid of up to £2.4m to the European Regional Development Fund. It was noted that this funding would be subject to guarantee by central government.
- the need to clarify how the funding would work in relation to recommendation c). The Programme Director reported that the overall investment decision had been taken by Council in 2011. Members were reminded that the gap funding contract with BT incorporated a "claw-back" clause. The gap had been smaller than anticipated which had enabled the establishment of an additional budget for further joint investment to be used as the mechanism for funding. It was noted that the proposal had received approval from Economy and Environment Committee.
- expressed concern about the level of debt outstanding over six months. The Strategic Finance Manager reported that Audit and Accounts Committee had received an update. The Chairman reminded Members that they had approved a new Debt Recovery Strategy which would take time to be fully effective. He requested information on how much debt would be written off. **Action Required.**
- highlighted the performance of Cambridgeshire Secondary schools judged good or outstanding by Ofsted which was now very close to target.

- queried whether there was an action plan in place to address the worsening situation in relation to the proportion of Delayed Transfers of Care (DToC) from hospital. The Chairman reported that the Government had provided some additional funding for Adult Social Care (ASC), some of which would be allocated to the Council. Officers were currently working on an action plan. He highlighted the need to utilise the Overview and Scrutiny work carried out in this area as a priority. The Executive Director: CFA reminded the Committee of the investment the Council had put in to new initiatives to support people coming out of hospital. Conversations were taking place with Health colleagues to join up resources in order to address the increasing demand from the greater number of over 85 year olds.
- the need to consider whether redundant Council buildings could be set up as convalescent homes to address the issue of DToC. The Service Director: Older People and Mental Health Services reported that short term private/public provision was already in place funded by Social Care or jointly with Health. It was noted that the Council together with its partners had developed an Accommodation Strategy which identified current gaps in all types of capacity, and was monitored by Adults Committee. In addition, it was also important to influence District Council planning to make sure the right provision was in place.
- queried the action taking place to improve LGSS IT. The Chief Executive reported that there was a Platform Stability Plan which involved the rebuilding of all systems. It was expected that all systems would be migrated to the new stable platform by the end of April. Staff were being briefed on the timetable, which might involve some failures before that date. The Chairman reported that, together with the Vice-Chairman, he had received a briefing on what was a complex matter. It was noted that LGSS would cover the bill for the works. One Member highlighted the problem of mailboxes getting full very quickly. The Chief Executive agreed to investigate.
Action Required.
- queried the capital programme variance for ETE on page 77. The CFO reported that the Project Board had reviewed the numbers and asked some questions. He expected the variation to be much reduced by the end of the financial year as work was undertaken to refine the underspend. For example, it was noted that the land acquisition for the Ely Bypass had not yet been paid for. The Chairman requested that the Project Board should report to the next Committee meeting. **Action Required.**
- requested a report back on any grants such as the Education Services Grant or additional funding received after budget sign off by Council. It was important that the Committee was aware of the current financial situation. Therefore once end of year was substantially known, GPC should consider the differences since the budget was passed by the council. **Action Required.**
- expressed concern that there were missing interviews in relation to the Child Sexual Exploitation Return. The Executive Director: CFA reported that the work was being undertaken by social workers but this could not be sustained in the future. The plan was to use the funding to set up an internal unit to conduct return interviews.

- requested a briefing note on what the £200k for the development of LED was being used for. **Action Required.**
- queried whether the early stage feasibility studies for Strategic Transport should be undertaken by the Combined Authority. The CFO highlighted the need to look at roles in relation to this work. **Action Required.**

It was resolved unanimously to:

- Analyse resources and performance information and note any remedial action currently being taken and consider if any further remedial action was required.
- Approve the allocation of £0.5m additional capital funding to CFA and note the recommendation to Assets & Investment Committee to approve the rephasing of £0.734m capital funding, both set out in Section 6.7.
- Approve the proposed funding mechanism to borrow up to £5m against the Broadband Investment Fund and bid for up to £2.4m European Regional Development Funds (ERDF) to support the procurement and delivery of a fourth phase of Superfast Broadband rollout, as set out in Section 6.8.
- Approve the allocation of £267k High Needs Strategic Planning Funding to CFA, as set out in Section 7.1.
- Approve virements of previously allocated funding totalling £650k that would not be used in 2016/17 back to reserves, and approve the carryforward of this earmarked reserves funding to 2017/18, as set out in Section 7.2.

321. TRANSFORMATION FUND INVESTMENT PROPOSALS

The Committee received a report setting out requests for investments from the Transformation Fund that were required to deliver transformational improvements in service delivery and associated savings within the 2017-22 business plan. The Chairman reported that LGSS Law had now signed off the Statutory, Legal and Risk Implications. It was noted that there were two proposals, the first relating to the development of a transformation programme for all adult social care client groups, and the second sustaining budgetary performance in the older people budget. In considering the report, some Members commented on the requests as follows:

- expressed surprise that the report did not reflect the views of the Adults Committee as both the requests had been scrutinised heavily at the Committee. Members were informed that Adults Committee had asked for C/R.5.319 to be aligned better with the Neighbourhood Cares Programme, as the same research could be used to accelerate the programme. It was noted that Adults Committee would receive an update report in the autumn, which should include some indication of the return on investment. The Chairman reported that if an item had been considered by a Policy and Service Committee before GPC, an extract of the minutes should be included in future reports. **Action Required.**

- expressed frustration regarding proposals relating to Continuing Healthcare as it was work that should be happening without the need for additional funding. However, it was acknowledged that it would bring a return on investment and deliver efficiencies. One Member highlighted the need for the support package to be paid for by the right organisation and not the user, if appropriate. She hoped that this investment would reduce the waiting lists for home care and avoid the need for the Reablement Team to deliver normal home care instead of demand management and cost avoidance work. She also stressed the importance of aligning this work with the Sustainability and Transformation Plan process.
- expressed concern regarding the pending waiting list for care and the financial pressure that would result from the waiting list for care being reduced. One Member was particularly concerned that there was a risk that reducing the waiting list could result in increasing costs however, a failure to provide care at an early stage could lead to preventable higher care costs later.
- expressed concern that the C/R.5.320 could just move the problem around the system. One Member highlighted the need to recognise people as individuals. The CFO explained that the bid was about transforming services. However, it was important that the costs were shown in the right place.
- highlighted the need to link up with Peterborough City Council. There was also scope to include the NHS and Public Health.
- highlighted the fact that there was no investment total for both projects in the table on page 98. It was noted that the original estimate for C/R.5.319 was no more than £500k but it was hoped that this figure could be reduced. One Member drew attention to the savings of £1,861m for 2017/18. The Chairman reported that this information was contained within the Council's Business Plan.
- highlighted the additional Government funding for ASC of £8.33m. The Chairman asked for General Purposes Committee and Adults Committee to receive a briefing on the limits attached to this funding. **Action Required.**
- acknowledged that C/R.5.319 would effectively result in a complete step change with a redesigned service. The CFO explained that it needed an external perspective on whether a different approach was required. However, the Council would retain the intellectual rights which could be marketed commercially. Another Member raised the need to also consider how other authorities were addressing this area of work.
- highlighted reference to the Innovation Fund on pages 104-105 and the involvement of voluntary and community groups. The Chairman requested more information on the benefits and savings associated with community interventions. Another Member commented on the need to indicate to groups bidding to the Innovation Fund that they were more likely to receive funding if they matched the Council's outcomes. **Action Required.**
- highlighted the need to rebalance the Minimum Revenue Provision.

It was resolved unanimously to approve the following business cases and associated investment from the Transformation Fund:

- a) C/R.5.319 (Adult social care services investment to develop a transformation programme for all adult social care client groups), delegating authority to the Chief Finance Officer in conjunction with the Chairman of the Committee to approve the final amount following a competitive tendering process; and
- b) C/R.5.320 (Adult social care services delivery – sustaining budgetary performance in the older people budget).

322. CAPITAL PROJECT - CREATE

The Committee was advised on work to date on a project to convert a Council-owned community arts building in North Cambridge into a state-of-the-art National Centre for Research and Engagement in Arts, Technology and Education (CREATE) facility from which to develop and promote innovation in arts education, arts therapy, talent development, research and community participation. Attention was drawn to the background which was part of a long-term facilities project to establish bases in areas of disadvantage. Digital technology and distributed blended learning programmes would be used to enable children and young people across the county to benefit. It was noted that there were constraints relating to alternative uses for the building in North Cambridge. Attention was drawn to the proposed investment in the Centre of £3.6m of which 93% was being sought from outside the Council. A non-repayable investment of £250,000 - £500,000 was being requested from the Council towards the project.

The Chairman reported that the Local Member, Councillor Sales, had confirmed his continuing support for the project which, as far as he was concerned, was an essential cultural activity for the whole of the county. In considering the report, some Members commented as follows:

- welcomed this initiative particularly as a large portion of the investment was attached to the Arts Council. It was noted that the Council needed to commit funding if it wanted the Arts Council to invest in the project. The Head of Cambridgeshire Music reported that the Arts Council valued co-investment and this was the only hub which had been allowed to bid.
- queried whether this project was an Arts Centre or Music Hub. The Committee was informed that the Centre would focus on all art forms. However, it was important to note that it was an education centre which would support Cambridgeshire Schools. The Head of Cambridgeshire Music was aware that Headteachers required additional support to deliver the curriculum relating to music, art and drama. It was noted that visual arts would be delivered by Kettle's Yard.
- queried what arrangements had been made to enable the residents of Arbury where the Centre was located to use the building. The Head of Cambridgeshire Music reported that it was very much the intention, working with colleagues, to engage the local community, which would involve working with Cambridge City Council to build and shape community programming.

- acknowledged that the site was located in the grounds of St Luke's Primary School, and the access was limited, both of which would act as an inhibitor in relation to any proposed housing use. It was noted that market value would depend on the use given to the site in the local plan, and access. The site had a classification for community education.
- queried how people from remote rural areas would use the site given the accessibility issues. It was noted that the programme was based on digital education as well as community access. Digital technology would be used to export opportunities to engage, discover, learn and interact across the county. It was therefore not expected that large numbers of school children would attend the site. However, there was provision for coaches to be parked on Histon Road. It was further noted that the digital nature of the project would provide an opportunity to bring inspirational individuals who might not wish to travel into all schools. The project included three centres with the other two in Huntingdon at Hayfield Road in the old Pupil Referral Unit, and Wisbech (location to be identified). One Member acknowledged the importance of locating centres in areas of deprivation but highlighted the need to identify in more detail the proposed outcomes which would be achieved. Another stressed the need to identify a site in Wisbech, as soon as possible. In relation to Wisbech, the Head of Cambridgeshire Music reported that he might have to seek investment from outside the Council or it might be possible to fund without additional funding.
- queried what would happen at the end of the five year financial projection period. The Head of Cambridgeshire Music reported that this period was based on the Business Plan. He had been cautious in planning for a take up rate of 10% moving to 25%. It was noted that most activity would come from collaboration with partners, and the funding would be used to support overheads and provide a contingency at the end of the five year period. An annual surplus of £80,000 was planned but it was hoped that this would be exceeded. The CFO confirmed that Finance had reviewed the numbers which were predicated on activity levels. The Head of Cambridgeshire Music reported that his service had made a £2.1m turnover over the last two years returning a surplus to the Council.
- queried the involvement of Members in the project. The Chairman reported that there had not been sufficient engagement with Group Leaders and limited involvement with Children and Young People Committee (CYPC). He commented that Members should have been involved a lot earlier in the process. The Head of Cambridgeshire Music welcomed Member involvement. He drew attention to the timescales set by the Arts Council which had been out of the Council's control. In response to a question regarding when the site had been identified for such a project, the Head of Cambridgeshire Music reported that he had been informed of this site three years ago. The Chairwoman of CYPC in acknowledging that the project should have been considered by Members sooner highlighted the support of CYPC.
- queried whether the site which was a Council asset had been considered by Assets and Investments Committee. The Head of Cambridgeshire Music reported that it had not. The Chairman commented that there had therefore been a breakdown in the process. He stressed the need to ensure that all assets were considered by this

Committee first before being identified for other uses. One Member commented that he felt he did not have sufficient information to take a decision and that it should be considered by Assets and Investments Committee.

- expressed concern about increasing borrowing costs and the resulting revenue implications. One Member questioned whether the site would be where investment should be prioritised. She queried what a remote village such as Pymoor would get from the project. The Head of Cambridgeshire Music reported that it would provide children in the village with connectivity to enable them to learn a musical instrument using Skype. It would also enable them to progress as part of a musical group as well as an individual. It was important to note that Cambridgeshire Music would continue to hold concerts in schools. However, whilst it had held 100 concerts in schools, there had been no opportunity for 150 other schools. Broadband infrastructure in a secure location would enable a concert to be broadcast to all schools.
- queried whether it was better to demolish the building and build a purpose built centre.
- queried whether any allowance had been for technical equipment in the cost summary on page 197. The Head of Cambridgeshire Music reported that this was included in the infrastructure costs. Any additional cameras, if needed, would be extra.
- highlighted the impact of the project which could result in famous orchestras such as the Britten Sinfonia using this space to conduct workshops.

The Chairman proposed an amendment (detailed in italics below), seconded by Councillor Bullen, which was carried unanimously.

It was resolved unanimously to:

- a) Support a non-repayable commitment of capital investment of between £250,000 and £500,000, to support and unlock other application processes to trusts and national funding, subject to ongoing scrutiny on business case and the securing of the external funding.
- b) Support a request for an additional 10 year repayable Council loan of £500,000 as part of the £3.6 million fundraising from multiple streams. This might not be required if external sources of funding were able to support the development to the level expected.
- c) Agree the use of a traded reserves by Cambridgeshire Music towards the project at £80K per year for up to 5 years.
- d) Agree no draw down unless full funding identified from external sources.*
- e) Agree finances as a), b) and c) above which reflected the maximum commitment from the County Council.*

f) Report back progress to General Purposes Committee in September.

g) Agree to establish a Member Working Group to oversee progress and act as a steering group driving outcomes.

h) Agree subject to approval of release of site by Assets and Investments Committee.

323. A CORPORATE ENERGY STRATEGY FOR CAMBRIDGESHIRE COUNTY COUNCIL

The Committee considered a report detailing the results from the external consultation on the Council's draft Corporate Energy Strategy. Attention was drawn to the results summary, feedback on aspects on the strategy and proposed changes, and the draft strategy. Group Leaders had suggested an amendment to the last paragraph of the "Foreword". It was proposed to add two additional sentences to highlight the successes associated with the strategy. Six priorities had been identified in the strategy but following the consultation it was proposed to have energy efficiency as an overarching priority. It was noted that an action plan with targets would be developed to implement and monitor the strategy. In considering the report, some Members commented as follows:

- the need for the Strategy to be reviewed more regularly than 3 to 4 years. It was suggested that there should be Member steer in relation to delivery with the Strategic Asset Management Board involving the relevant spokes. It was noted that progress against actions would be reported to Group Leaders.
- the need to take the opportunity to consider renewable energy in relation to community, church and Parish Council assets. It was noted that there was reference to providing funding and advice to Town and Parish Councils on how to access funding and support community projects on parish land in section 2.3 of the report, and signposting grants and funding opportunities was included in section 3.3 of the strategy.
- queried the strategy's relationship with the Combined Authority in relation to managing energy efficiency. It was noted that officers worked closely with Peterborough City Council and the District Councils.
- the need to investigate why Impington Parish Council had not responded to the consultation. **Action Required.**
- requested information on how the Council's Solar Farm Project at Soham was performing. **Action Required.**
- highlighted the need to make sure that Committee Members that delegated powers to an officer in consultation with a chair were updated by email on how and when those powers had been exercised. **Action Required.**

It was resolved unanimously to:

- a) Note Appendices A & B, the results of the external consultation on the draft Corporate Energy Strategy
- b) Approve the additions to the strategy set out in section 2.3
- c) Adopt Appendix C as the Council's Corporate Energy Strategy

324. COMMUNITY RESILIENCE STRATEGY AND DELIVERY PLAN

The Committee received the first six-monthly update on progress with the delivery of Council's Community Resilience Strategy. It was noted that staff from across the Council who worked in roles relating to supporting resilient communities had been brought into one team which would now take responsibility for delivering the strategy and action plan. The Innovation Panel had recently considered stage 2 applications and would meet again in the near future. Attention was drawn to other achievements in Section 4, which included a single contract for voluntary and community partnership activity. Finally a desk top analysis had been undertaken in relation to Community Hubs and Children's Centres; a final business case would be considered later in the year.

One Member thanked officers involved for supporting the Innovation Fund which had identified some great projects and challenged the way the Council operated. Another Member commented that Histon and Impington Parish Council had set up a Health and Wellbeing Board.

There were mixed feelings expressed by one Member who although supportive of community hubs was concerned that they were linked to significant savings proposed for Children's Centres which was not reflected in the report. She drew attention to the fact that there were no firm proposals as yet for the location or number of community hubs or child and family centres. She highlighted the fact that proposals would go out to public consultation immediately after the election. She was concerned that the direction of travel would involve outcomes which could leave large parts of the county with no coverage.

The Interim Director: Children's Services reported that there was no plan to reduce provision. Instead the good work would be continued but delivered at other locational spaces to ensure people were provided with more access rather than less. In response, the Member highlighted the importance of buildings to many communities. The Committee was informed that a range of different locational spaces were being considered which might outstrip the current number of Children's Centres. One Member highlighted the success of the community hub in Barnwell. It was requested that communities be engaged before the draft proposals were put in front of the public.

One Member thanked the Council and, in particular, Councillor Criswell for the 'Councillors as Community Connectors' programme. He raised the need to consider the different situation in the City which did not have parish councils and had a softer infrastructure for more community involvement. The Chairman highlighted the fact that

the Strategy was focused on outcomes which was what the Council was interested in. He acknowledged that the Council wanted to get into communities more and it was important that the Council was considered as “our Council” rather than the Council.

It was resolved unanimously to:

- a) Note and comment upon progress with the Community Resilience delivery plan;
- b) Note the current status of applications received for the Cambridgeshire Communities Innovation Fund (“the Innovation Fund”).

325. TREASURY MANAGEMENT REPORT – QUARTER 3

The Committee considered the third quarterly update on the Treasury Management Strategy 2016-17, approved by Council in February 2016. The Chairman acknowledged frustration around how long it was taking the Municipal Bonds Agency to issue its first bond. However, it was important to get the first issue right.

It was resolved unanimously to note the Treasury Management Quarter Three Report 2016-17.

326. CORPORATE RISK REGISTER UPDATE

The Committee considered a report detailing the current status of corporate risk. The Risk Register had been reviewed by Strategic Management Team where a number of updates had been considered. Attention was drawn to the need to review the risk register in the next couple of months. It was noted that this would also enable the Authority to make use of its new IT system. Members were informed that it was proposed to hold workshops to design a risk register that was aligned with the Business Plan outcomes and monitoring.

The Chairman raised the need for the Key Performance Indicators (KPIs) to be outcome driven. He also raised the need to consider how to manage those KPIs which were reported on once a year. One Member drew attention to page 294 highlighting the fact that it was difficult to read and to identify which action points applied to which trigger, these to be separated and identified. **Action Required.** Members noted the worsening position in relation to Risk 1a Failure to produce a robust and secure Business Plan over the next 5 years. The CFO reported that the risk should have been adjusted because the review had been better than anticipated as the funding level had increased. The Chairman reminded the Committee that the transformation work in relation to ASC agreed earlier in the meeting could help provide a sustainable Business Plan.

It was resolved unanimously to note the position in respect of corporate risk.

**327. GENERAL PURPOSES COMMITTEE AGENDA PLAN, TRAINING PLAN
APPOINTMENTS TO OUTSIDE BODIES, PARTNERSHIP LIAISON AND ADVISORY
GROUPS AND INTERNAL ADVISORY GROUPS AND PANELS**

The Committee considered its agenda plan and training plan. It was noted that a new training plan would need to be prepared to assist new members of the Committee following the election on 4 May.

It was resolved unanimously to:

- a) review its Agenda Plan attached at Appendix 1;
- b) review and agree its Training Plan attached at Appendix 2.

Chairman