

# COMMERCIAL AND INVESTMENT COMMITTEE



**Date: Friday, 20 October 2017**

**Democratic and Members' Services**

Quentin Baker

LGSS Director: Lawand Governance

**10:00hr**

Shire Hall

Castle Hill

Cambridge

CB3 0AP

**Room 128**

**Shire Hall, Castle Hill, Cambridge, CB3 0AP**

## AGENDA

Open to Public and Press

### CONSTITUTIONAL MATTERS

1. **Apologies for absence and declarations of interest**

*Guidance on declaring interests is available at*  
<http://tinyurl.com/ccc-conduct-code>

2. **Minutes and Action Log of the Commercial and Investment Committee held 15th September 2017** **5 - 18**

### KEY DECISIONS

3. **Sale of Milton Road Library Site, Cambridge to Cambridgeshire Housing & Investment Company** **19 - 24**
4. **Sale of bare land, Dubbs Knoll Road, Guilden Morden, to Cambridgeshire Housing & Investment Company** **25 - 30**

### OTHER DECISIONS

<b>5.</b>	<b>Ely Archives Centre Update</b>	<b>31 - 36</b>
<b>6.</b>	<b>Capital project - CREATE (Centre for Research and Engagement in Arts, Technology and Education)</b>	<b>37 - 76</b>
<b>7.</b>	<b>Service Committee Review Draft Revenue Business Plan proposals 2018-19 to 2022-2023</b>	<b>77 - 108</b>
<b>8.</b>	<b>Exempt Information</b>	<b>109 - 118</b>
<b>9.</b>	<b>Finance and Performance report - August 2017</b>	<b>119 - 134</b>
<b>10.</b>	<b>Committee agenda plan</b>	<b>135 - 140</b>
<b>11.</b>	<b>Exclusion of Press and Public</b>	
	<i>To resolve that the press and public be excluded from the meeting on the grounds that the agenda contains exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed information relating to any individual, and information relating to the financial or business affairs of any particular person (including the authority holding that information)</i>	
<b>12.</b>	<b>Programme Highlight Report</b>	<b>141 - 142</b>

The Commercial and Investment Committee comprises the following members:

Councillor Josh Schumann (Chairman) Councillor Anne Hay (Vice-Chairwoman)

Councillor Ian Bates Councillor David Jenkins Councillor Linda Jones Councillor Lucy Nethsingha Councillor Paul Raynes Councillor Terence Rogers Councillor Mike Shellens and Councillor Tim Wotherspoon

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

Clerk Name: Dawn Cave

Clerk Telephone: 01223 699178

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

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

Public speaking on the agenda items above is encouraged. Speakers must register their intention to speak by contacting the Democratic Services Officer no later than 12.00 noon three working days before the meeting. Full details of arrangements for public speaking are set out in Part 4, Part 4.4 of the Council's Constitution <https://tinyurl.com/CCCprocedure>.

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



**COMMERCIAL AND INVESTMENT COMMITTEE: MINUTES**

Date: Friday 15<sup>th</sup> September 2017

Venue: Room 128, Shire Hall, Cambridge

Time: 10.00am – 12:15pm

Present: Councillors D Jenkins, L Jones, L Joseph (substituting for I Bates), L Nethsingha P Raynes, T Rogers, J Schumann (Chairman), M Shellens, D Wells (substituting for A Hay), and T Wotherspoon

Apologies: Councillors A Hay and I Bates.

**32. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**33. MINUTES AND ACTION LOG OF THE ASSETS AND INVESTMENT COMMITTEE HELD 28<sup>TH</sup> JULY 2017**

The Committee resolved to approve the minutes of the Committee meeting held on 28<sup>th</sup> July 2017, and note the Action Log and the following oral updates that were provided to Members.

Minute 86 – A workshop regarding financial reporting would be organised for Members to attend.

Minute 89 – There was no update regarding the work of the Cambridgeshire and Peterborough Combined Authority regarding Community Land Trusts. Therefore officers would prepare a report on the subject for the Committee.

Minute 17 – Officers agreed to ascertain the position regarding the proposal.

Minute 17a – Advice had been sought from the Monitoring Officer regarding commercially sensitive information and items featured within the Programme Highlight report.

Minute 22 – Energy costs were received on a single invoice that was allocated based on smart meter readings received from Council buildings.

**34. GROUNDS MAINTENANCE CLEANING AND ARBOROCULTURAL CONTRACTS**

A report was presented a report that requested the Committee to consider a proposal for the re-procurement of the Council's cleaning, grounds maintenance and aboricultural service contracts. Members noted that the expiration date of the current aboricultural contract was 2019 and not 2018 as mentioned in the officer report.

During discussion Members:

- Expressed disappointment that the process had commenced as it would have been advantageous to have received a presentation on why there would be a move from individual contracts.
- Welcomed the opportunity for local companies within the tender process. However, there was a risk that larger companies, sub-contracting services to smaller local companies could exert pressure regarding costs.
- Highlighted that the risks associated with the proposed approach within the officer report.
- Drew attention to the current contracts that were held with Cambridge City Council and the importance of the management of trees within the city that required sensitivity given the balance that needed to be struck between conservation and road users. Members noted that there would be further opportunity to comment when the report returned to the Committee and that there was greater flexibility with regard to the aborocultural function of the contract as the current contract did not expire until 2019.
- Highlighted that paragraph 4.1 of the officer report required greater evidence including the risks. It would have been advantageous for the potential savings of the re-procurement to have been set out within the report. Officers explained that it would have been difficult to illustrate potential savings as it was dependent on the outcome of the tendering process. There would be some operational efficiencies from the potential move to 1 contract, however these were insignificant.
- Confirmed that it was possible to bid on the contract as a whole or individual elements.
- Clarified the relationship of LGSS Law to the Council noting that effectively it was a directorate of the Council, albeit shared across 3 Councils. There

were no additional costs incurred regarding procurement unless specialist services were required. LGSS Law charged on a competitive fee basis.

- Questioned how the contracts were weighted regarding quality versus cost. The specification of the contracts, officers explained were broadly the same as the current contracts but reflected changes in the Council's asset base. The quality/cost weighting was 60/40 which was a standard approach. A report would be presented in November for a final decision to be taken by the Committee.
- Clarified the Alcatel 10 day standstill period. Officers explained that it was a mandatory standstill period of at least ten calendar days following the notification of an award decision in a contract tendered before the contract was signed with the successful supplier. Its purpose was to allow unsuccessful bidders to challenge the decision before the contract was signed.
- The Chairman with the agreement of the Committee proposed the amendment of the recommendation that removed the words 'single supplier'.

It was resolved unanimously to agree to the retendering of the three contracts for cleaning, grounds maintenance and arboricultural services via an OJEU compliant competitive procurement process resulting in a framework agreement covering all service allowing CCC, other LGSS clients and local districts and boroughs the option to call off individual contracts as required over the 4 year framework term.

**35. SALE OF 35 AND 37 RUSSELL STREET CAMBRIDGE, TO  
CAMBRIDGESHIRE HOUSING AND INVESTMENT COMPANY**

The Committee received a report that sought to declare 35 and 37 Russell Street surplus and agree the sale of the properties to Cambridgeshire Housing and Investment Company (CHIC).

The addresses were semi-detached premises of which one was currently vacant and the current housing operator of the second property was seeking to end its involvement.

The proposed development would be for 6, 2 bedroom flats over 2 floors. The application was due to be determined by the City Council by the 27<sup>th</sup> October.

During discussion:

- Local Member for Petersfield, Councillor Jones drew attention to local residents concern regarding car parking as the streets suffered from congestion due to the proximity of local schools. There were also issues regarding the management of parking permits in the area.
- A Member reminded the Committee that parking would be considered as part of the planning application presented to Cambridge City Council's Planning Committee.
- A Member highlighted car parking issues in Huntingdon and that the Committee should not make the problem worse.
- Drew attention to the relationship between CHIC and the Council. Officers explained that CHIC would be operating independently of the Council and that Chinese Walls were being built between the organisations.
- It was queried the outcome of a situation where CHIC disputed the land valuation obtained by the Council. It was confirmed that if there was disagreement a report would be presented to the Committee.
- It was questioned whether the income generated from the sale of land was ring-fenced for further land purchases that replaced land sold. Officers explained that receipts were invested in the best value assets that were available including commercial acquisitions.
- Members confirmed that land valuations were undertaken on the basis that planning permission had been granted.

It was resolved to:

- a) Approve the disposal of land and property at 35 and 37 Russell Street, Cambridge to CHIC at 'best consideration';
- b) Delegate the final terms of the disposal to the Deputy Chief Executive in consultation with the Chair of the Committee;
- c) To receive feedback on the effectiveness of the disposal process at the next meeting;



- d) Ratify the disposal of land and property at 35 and 37 Russell Street to CHIC at 'best consideration' following the grant of planning consent of six flats.

**36. SALE OF MARCH FORMER HIGHWAYS DEPOT, QUEEN STREET, MARCH, PE15 8SL TO CAMBRIDGESHIRE HOUSING AND INVESTMENT COMPANY**

The Committee considered a report which sought to declare the March former depot as surplus and agree the disposal sale to Cambridgeshire Housing and Investment Company (CHIC).

Members were informed that it was anticipated that there would be a level of contamination at the site owing to its previous use as a depot. A detailed inspection was scheduled to take place and it was anticipated that the report would be available by 9<sup>th</sup> October 2017. which will influence value of the site.

The proposal had received support from Fenland District Council due to its location and proximity to the railway station.

During discussion Members:

- Noted the assumptions made when valuing the land and the ability to adjust accordingly following the inspection of the site to determine contamination, if any.
- Requested that the wording regarding the appointment of LGSS Law within future reports be amended to read that they had been instructed to handle the sale.
- Noted that the land had much reduced value without the proposed development and although there was likely to be a delay in the signing of the S106 agreement, it was in the land owner's interest to sign.

It was resolved unanimously to:

- a) Approve the disposal of land at the former Highways Depot to CHIC at 'best consideration' (subject to signed S106 and contamination assessment);
- b) Delegate the final terms of the disposal to the Deputy Chief Executive in consultation with the Chair of the Committee;

- c) Receive feedback on the effectiveness of the disposal process at the next meeting.

**37. SMART ENERGY GRID – UPDATE ON EUROPEAN REGIONAL DEVELOPMENT FUNDING AND RISKS**

The Committee considered a report which provided an update on a pilot Smart Energy Grid project. The Grid would combine solar panels installed on canopies over the car parking spaces at the St Ives Park and Ride site with battery storage to power the site after dark or when there was insufficient sunlight.

An application was made to the European Regional Development Fund and in November 2016 it was confirmed that the application had passed the selection process. Since then progress had been slow as the Department for Communities and Local Government (DCLG) had requested a number of clarifications highlighted in section 2 of the officer report. Planning permission for the site was granted in July 2017 and a contractor was involved in the design stage of the project. All compliance checks had been passed as assessed by DCLG however they required all planning conditions be discharged before completing the agreement.

During discussion Members:

- Praised the project and suggested that Members contact DCLG and MPs to assist in expediting the grant application and also recommend discussions took place with the Greater Cambridge Partnership regarding the project and its implantation at other sites. Officers confirmed that they would seek the support of Members in approaching DCLG if progress continued to stall.
- Clarified paragraph 3.1 of the officer report. Officers explained that the work related to the Local Enterprise Partnership (LEP) who were involved in the funding of the project and part of the arrangement was the Business Support Programme.
- Noted that DCLG were inexperienced in projects of this kind and therefore their normal processes were challenged and not easily applied. Without the ERDF grant it was questionable whether the project was viable.
- Commented that the risks associated with the project were not adequately articulated within the report.

It was resolved unanimously to:

- a) Note the revised status of the European Regional Development Fund bid for the Smart Energy Grid demonstrator project at the St Ives Park and Ride site;
- b) Support the continued development of the project, to secure the ERDF grant funding.

### **38. SERVICE COMMITTEE REVIEW OF THE DRAFT 2018-19 CAPITAL PROGRAMME**

The Committee considered the draft 2018/19 Capital Programme for the Commercial and Investments Committee.

Members noted that reference within the report to the Shire Hall site was not related to the re-location of Shire Hall and there was no provision in the current plans as it would be introduced following formulation of the detailed business case.

During the course of discussion Members:

- Queried why the programme was reviewed by each Policy and Service Committee. It was explained that the report was provided to each Committee in order to provide context for each service area. To split the report would also be time consuming for officers.
- When questioned progress regarding the project to build a Council run care home noted that a report was presented to the Adults Committee at its meeting on 14<sup>th</sup> September which provided an update and timescales associated to the project.
- Clarified tables 4.3 and 4.4 of the report and confirmed the level of the increase in borrowing and questioned why if borrowing had increase the financing of the debt had decreased. It was explained that previous years' information was not included where borrowing was not as great due to slippage in the capital programme.
- Noted that repairs associated with the guided busway were not included within the Economy, Transport and the Environment line of the report as

there was an assumption made that the Council would not incur any liability for the repairs.

- Noted that the revenue costs of capital would be presented to the General Purposes Committee.

It was resolved to:

- a) note the overview and context provided for the 2018/19 Capital Programme for Commercial and Investments Committee;
- b) Comment on the draft proposals for Commercial and Investments Committee's 2018/19 Capital Programme and endorse their development.

### **39. FINANCE AND PERFORMANCE REPORT – JULY 2017**

The Committee considered a report on the financial and performance information relating to the areas within the Commercial and Investment Committee's remit. Not a huge amount of movement. 101k underspend.

During discussion Members:

- Questioned whether there was a financial cost to property services returning from LGSS to the Council which took place in October 2016. Officers explained that CCC property functions were less resourced than Northamptonshire's and the savings were split equally which could have resulted in smaller savings being realised.
- Noted that Betty's Nose was a small farm near Benwick that the Council was receiving a revenue from
- Were informed that K2 was the Council's asset management system
- Questioned the significant costs of the Sawston Community Hub Officer informed Members that there had been delays in the progression of the scheme following changes that arose from the detailed design stage. A briefing note would be provided to Members regarding the issues.

#### **ACTION**

- Noted the transfer of Cambridgeshire Catering Services from the remit of the Children and Young People's Committee to the Commercial and Investment Committee at the next cycle.

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

**40. COUNTY FARMS ESTATE WORKING GROUP**

Members considered a report that sought to formalise a working group that would review issues that related to the County Farms Estate.

The Chairman proposed with the agreement of Members that the membership of the Working Group be increased to 6 Members and that the appointment of a Member Champion for the County Farms Estate would be made by the Working Group.

Paragraph 4.1 of the terms of reference was amended with the agreement of the Committee to replace the word 'decisions' with 'proposals'.

Appointed to the Working Group were Councillors J Schumann, A Hay, R Hickford, T Rogers, L Nethsingha and L Jones.

It was resolved unanimously to:

- a) Agree the Working Group's Terms of Reference;
- b) Agree the Working Group's membership;
- c) Consider whether it appropriate to nominate a Member Champion for the County Farms Estate

**41. APPOINTMENTS TO OUTSIDE BODIES, INTERNAL ADVISORY GROUPS AND PANELS AND PARTNERSHIP LIAISON AND ADVISORY GROUPS**

It was proposed by the Chairman to appoint Councillor Wotherspoon to the Mobilising Local Energy Investment (MLEI) in Cambridgeshire and Peterborough – Project Advisory Board.

It was resolved to:

- a) Review and agree the appointments to the partnership liaison and advisory group
- b) Delegate on a permanent basis between meetings, the appointment of representatives to any outstanding outside bodies, groups, panels and partnership liaison and advisory groups, within the remit of the Commercial

and Investment Committee, to the Deputy Chief Executive in consultation with the Chairman of the Commercial and Investment Committee

**42. COMMERCIAL AND INVESTMENT COMMITTEE AGENDA PLAN**

Members were presented the Committee Agenda Plan. It was noted that an update on the CREATE project would be presented at the October meeting. The Chairman requested that future agenda items would be discussed in a workshop that would result in the formation of the Committee's forward plan.

It was resolved to note the agenda plan.

**43. EXCLUSION OF PRESS AND PUBLIC**

A Member expressed a view that there was information contained within the Programme Highlight Report that was not commercially sensitive and should therefore be discussed in public. The Chairman noted the concerns raised and reminded Members that advice on the matter had been sought from the Council's Monitoring Officer and a report would be presented to the Committee.

On being put to the vote it was resolved that the press and public be excluded from the meeting during the consideration of the following reports on the grounds that it is likely to involve the disclosure of exempt information under paragraph 3 of Schedule 12A of the Local Government Act 1972 as it refers to information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

**44. PROGRAMME HIGHLIGHT REPORT**

Members were presented the Programme Highlight Report.

It was resolved to note the Programme Highlight report.

# COMMERCIAL & INVESTMENT COMMITTEE

## Minutes-Action Log



**Agenda Item no. 2**

Cambridgeshire  
County Council

### Introduction:

This is the updated action log as at **12<sup>th</sup> October 2017** and captures the actions arising from the most recent Assets & Investment Committee meeting and updates Members on the progress on compliance in delivering the necessary actions.

### Minutes of 11<sup>th</sup> November 2016

Item No.	Item	Action to be taken by	Action	Comments	Completed
56.	Programme Highlight Report	John Macmillan	County Farms Estate Strategic Review Working Group  <b>(Updated 30/06/17): invites/ documents to be forwarded to Cllr Nethsingha.</b>	Dates to be agreed for December/January.  New membership appointed in May 2017. Invitations sent to Cllr Nethsingha.  Terms of Reference paper on 15/09/17 agenda.	Ongoing.

### Minutes of 31<sup>st</sup> March 2017

86.	Finance and Performance report	Chris Malyon	Requested work be carried out to improve the presentation of the figures and improve the relationship between the narrative of the report and the figures provided.	Officers will be working with Members to try and develop the information they need to support their decision making.	
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89.	<b>Programme Highlight Report</b>	Chris Malyon/ John Macmillan	Requested a report for a future meeting regarding the financial implications of the Community Land Trust model and provision of affordable housing.	The Combined Authority has commissioned a piece of work on the same subject so it is suggested that this report is deferred until the CA report has been prepared.	Ongoing
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### Minutes of 30<sup>th</sup> June 2017

17.	<b>Committee Agenda Plan</b>	Chris Malyon	Chris to look at how confidential items are dealt with, particularly with regard to the Programme Highlight Report.	Items on the Programme Highlight Report to be dealt with by exception.	Ongoing.
19.	<b>Programme Highlight Report</b>	Chris Malyon	Delays in payments from Rural Payments Agency – Chris to look to ask a question in parliament, given the problems that this had caused both farmers and the Council.	Payments have suffered from delays in the past, however tenants have been paid within the legal timeframe for the latest quarter. Tenants have been asked to inform CCC if any further problems are experienced.	Completed

### Minutes of 28<sup>th</sup> July 2017

22.	<b>Energy Efficiency, Invest to Save Fund for Council non-school buildings</b>	Chris Malyon	Circulate to Members background info on how energy and related costs had been apportioned historically, the issues with that decentralised function, etc.		
28.	<b>Committee Agenda Plan</b>	Dawn Cave	Add dates for reports on schemes identified in the Programme Highlight Report.		Completed



## Minutes of 15<sup>th</sup> September 2017

39.	Finance & Performance Report	Chris Malyon/ David Parcell	Officers to prepare briefing note for Members on reasons for increase in costs for Sawston Community Hub.		
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**SALE OF MILTON ROAD LIBRARY SITE, CAMBRIDGE TO CAMBRIDGESHIRE  
HOUSING & INVESTMENT COMPANY**

**To:** Commercial & Investment Committee

**Meeting Date:** 20<sup>th</sup> October 2017

**From:** Chris Malyon, Deputy Chief Executive

**Electoral division(s):** Arbury

**Forward Plan ref:** 2017/055      **Key decision:** Yes

**Purpose:** To declare Milton Road Library Site surplus and agree the sale to Cambridgeshire Housing & Investment Company (CHIC).

**Recommendation:** It is recommended that:-

- (1) The Committee approve the disposal of land and property at Milton Road Library, Cambridge to CHIC at 'best consideration'
- (2) The final terms of the disposal be delegated to the Deputy Chief Executive in consultation with the Chair of the Committee

To ratify the disposal of Milton Road Library Site to CHIC at 'best consideration'

<b>Officer contact:</b>	<b>Member contact:</b>
Name: John Macmillan Post: Group Asset Manager Email: <a href="mailto:John.Macmillan@cambridgeshire.gov.uk">John.Macmillan@cambridgeshire.gov.uk</a> Tel: 01223 699092	Name: Councillor Josh Schumann Post: Committee Chairman Email: <a href="mailto:joshua.schumann@hotmail.co.uk">joshua.schumann@hotmail.co.uk</a>

## 1. BACKGROUND

- 1.1 The Council owns the freehold of Milton Road Library Site (0.08 ha) located on the corner of Ascham Road and Milton Road, Cambridge.



- 1.2 The Council has obtained planning consent (Ref: 16/2060/FUL) to redevelop the existing library to provide a new ground floor Library and Community Area and seven residential flats (2x2 bed, 5x1 bed) on the first and second floors. The County is proposing to dispose of the freehold site at best consideration and lease back the ground floor community and library areas.

## 2. MAIN ISSUES

- 2.1 CHIC has been set up to generate income for the County Council through its borrowing and all its profits benefit the County as its only shareholder.
- 2.2 The mixed use redevelopment of this site by CHIC, at a higher density, offers significant gains for the County and the Company in a highly sustainable location.
- 2.3 CHIC are well placed to take on the redevelopment of this central Cambridge asset. CHIC will be acquiring the land at 'best consideration' established through an independent valuation by a RICS Registered Valuer.
- 2.4 The main Heads of Terms for the lease back of the Library and Community Areas have been agreed as follows:-

Term:	25 year business lease
Demise:	Ground Floor Library and Community Rooms (Constructed to shell only) and main garden
Basis:	FRI Lease via a service charge
Rent:	Market Rent to be determined by independent valuation
Use:	Local authority library purposes and ancillary community use and other uses in class D1/B1 in line with planning consent and statutory requirements
Rent Review:	Every Five Years to higher of the annual rent or market rent/RPI.
Break Option:	Tenant only break option every five years on twelve months notice and subject to vacant possession
Alienation:	CCC is permitted to sublet part or whole of the premises at less than Market Rent for a term of five years with an option to renew for a further five years.
Other:	Assignment of part or whole is permitted. CCC are required to guarantee any shortfall between the underlease rent and Headlease rent, in the event of forfeiture of the Headlease by the County Council, for the remainder of the term of any continuing underlease.

2.6 The best consideration purchase price, to be agreed with CHIC, will be based on the independent valuation commissioned by The County inline with The County's Disposal Process of Property Assets that was agreed at Commercial & Investment Committee's meeting on 30th June 2017.

2.7 LGSS Legal have been appointed to handle the sale with work on the draft contracts progressing with the aim to move to exchange and completion within a set time after planning consent.

2.8 The scale of the development does not meet the City Council's threshold for affordable housing which is 10.

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

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

The following bullet points set out details of the positive implications identified by officers in the redevelopment of this mixed use site:

- Redevelopment of this prime central site will generate construction jobs for the duration of the demolition and build
- More residents will be living in the area spending money at local shops, bars restaurants etc.
- Provides new modern library and community facilities.

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

The site is in a highly sustainable location close to the centre of Cambridge with the benefit of public transport systems and bikes.

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

There are no identified implications.

## **4. SIGNIFICANT IMPLICATIONS**

### **4.1 Resource Implications**

The sales to CHIC are important in generating important revenue to support County Council services and have been built into the Council's budget plans.

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

There are no significant implications within this category.

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

The following bullet point sets out details of significant implications identified by officers:

Refers to the Disposal Process of Property Assets that was agreed at the Committee's meeting on 30th June this document sets out all the legal considerations for disposing of council land to the CHIC.

### **4.4 Equality and Diversity Implications**

None identified

### **4.5 Engagement and Communications Implications**

The planning application has been subject to full consultation.

### **4.6 Localism and Local Member Involvement**

Local Member and Community Group have been involved and consulted during the development of these redevelopment proposals.

## 4.7 Public Health Implications

There are no significant implications within this category.

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: C Malyon.
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?</b>	Yes Name of Officer: Paul White
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Yes or No Name of Legal Officer: Comments/Approval yet to be received.
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Yes Name of Officer: John MacMillan.
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes Name of Officer: Christine Birchall
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Yes Name of Officer: Christine May Interim Service Director.
<b>Have any Public Health implications been cleared by Public Health</b>	Yes Name of Officer: Tessa Campbell

<b>Source Documents</b>	<b>Location</b>
None	





**SALE OF BARE LAND DUBBS KNOLL ROAD GILDEN MORDEN TO  
CAMBRIDGESHIRE HOUSING & INVESTMENT COMPANY**

**To:** Commercial and Investment Committee

**Meeting Date:** 20<sup>th</sup> October 2017

**From:** Chris Malyon, Deputy Chief Executive

**Electoral division(s):** Gamlingay

**Forward Plan ref:** 2017/053      **Key decision:** Yes

**Purpose:** To declare 1.2ha of bare agricultural land fronting Dubbs Knoll Rd Guilden Morden surplus and agree the sale at Open Market Value to Cambridgeshire Housing & Investment Company following the grant of planning permission.

**Recommendation:** It is recommended that:-

- (1) The Committee approve the disposal of land at Dubbs Knoll Rd Guilden Morden to CHIC at 'best consideration' following the grant of planning consent ref S/0937/17/OL
- (2) The final terms of the disposal be delegated to the Deputy Chief Executive in consultation with the Chair of the Committee

<b><i>Officer contact:</i></b>		<b><i>Member contact:</i></b>	
Name:	<b>John Macmillan</b>	Name:	Councillor Joshua Schumann
Post:	Group Asset Manager	Post:	Chairman, Commercial & Investment Committee
Email:	<a href="mailto:John.macmillan@cambridgeshire.gov.uk">John.macmillan@cambridgeshire.gov.uk</a>	Email:	<a href="mailto:joshua.schumann@hotmail.co.uk">joshua.schumann@hotmail.co.uk</a>
Tel:	07808 861360		

## **1. BACKGROUND**

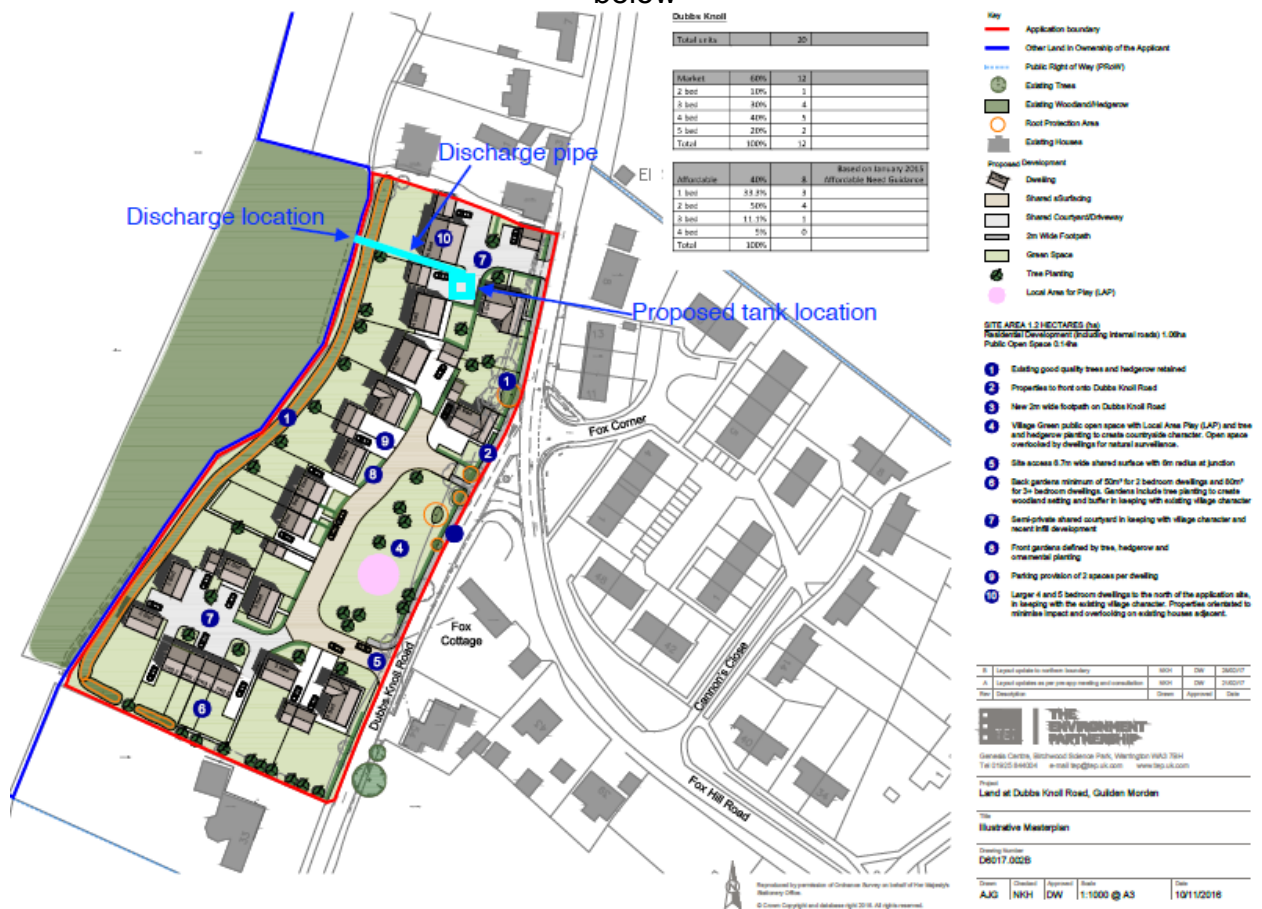
- 1.1 This bare land parcel of agricultural land extending to 1.2ha is shown below and backed by settlement line woodland has been unsuccessfully promoted in previous Local Plans but a planning application ref S/0937/17/OL for 20 houses was submitted and was expected to be determined at Planning Committee on 1<sup>st</sup> November.



- 1.2 Early indication from planning officers were that the application would be supported. The planning team leader is now expected to give a delegated refusal and the application will not now go to committee. The main reason given is that Guilden Morden in policy terms is a group village where new housing schemes are a maximum of 8 houses although there can be exceptions up to 15 on brownfield sites although a written response has not yet been received.
- 1.3 CHIC has been set up as an investment company to generate revenue for CCC through its borrowing arrangement as well as capital receipts and all its profits benefit the CCC as its only shareholder.
- 1.4 CHIC will now consider how to respond.

## **2. MAIN ISSUES**

- 2.1 The site is to be sold unconditionally once planning consent (ref S0937/17/OL) has been determined- see layout below



- 2.3 A Registered Valuer is to be appointed to value the site in accord with the pending planning application
- 2.4 CHIC are well placed to undertake a successful development of this highly attractive South Cambridgeshire village site close to Royston.
- 2.5 The 'best consideration' purchase price will be at the independent valuation.
- 2.6 LGSS Legal have been appointed to handle the sale with work on the draft contracts progressing with the aim to move to exchange and completion within a set time after planning consent.

### 3. ALIGNMENT WITH CORPORATE PRIORITIES

- 3.1 Developing the local economy for the benefit of all

The following points set out details of the positive implications identified by officers in the development of this site for six flats:

- The building of the 20 houses will generate local employment and support the local economy.
- Once completed more residents will be living in the area spending money locally and supporting local facilities like schools doctors surgeries etc.

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

The site is in a very popular south Cambridgeshire village and there are opportunities for cycling and walking to local facilities

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

There are no identified implications.

## **4. SIGNIFICANT IMPLICATIONS**

### **4.1 Resource Implications**

*The sales to CHIC are important in generating important revenue to support County Council services and have been built into the Council's budget plans.*

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

*There are no significant implications within this category*

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

The following bullet point sets out details of significant implications identified by officers:

*Refer to the Disposal Process of Property Assets that was agreed at the Committee's meeting on 30th June this document sets out all the legal considerations for disposing of council land to the CHIC.*

### **4.4 Equality and Diversity Implications**

*None identified*

### **4.5 Engagement and Communications Implications**

*The planning application has been subject to full consultation.*

### **4.6 Localism and Local Member Involvement**

*The local member is Sebastian Kindersley.*

**4.7 Public Health Implications***No comments received to date.*

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Chris Malyon
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?</b>	Yes No implications raised. Name of Officer: Paul White
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Yes Reference made to the Disposal Process of Property Assets that was agreed at the Committee's meeting on 30th June Name of Legal Officer: Fiona Macmillan
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Yes Name of Officer: John MacMillan
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes Name of Officer: Christine Birchall Head of Communications and Information
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Yes Name of Officer: John Macmillan
<b>Have any Public Health implications been cleared by Public Health</b>	No response yet received Name of Officer: Tessa Campbell



**ELY ARCHIVES CENTRE UPDATE**

**To:** Commercial & Investment Committee

**Meeting Date:** 20 October 2017

**From:** Christine May, Interim Service Director Infrastructure Management & Operations

**Electoral division(s):** All

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

**Purpose:** The Committee is asked to note the rise in construction costs for the new Cambridgeshire Archives Centre at Ely and the work done by Officers to bring the project within budget.

**Recommendation:** The Committee is recommended to:

- a) note the increase in construction costs and the work done by officers and contractors to bring the project back within budget
- b) agree to a change in project scope to exclude the photographic nitrate store
- c) agree to a change in the project scope to include improvements to the car park, making it fit for purpose as a pay and display facility
- d) agree to reinstate an element of external landscaping in order to enhance the building, particularly for the purposes of registration
- e) agree to support the additional expenditure of £66k for c) and d) above, and refer it to General Purposes Committee for approval
- f) note the remaining risks to the project budget

<b><i>Officer contact:</i></b>	
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## 1. BACKGROUND

- 1.1 This paper provides the Committee with information on the potential for an increase in project costs for the new Cambridgeshire Archives Centre at Ely at Milestone (MS) 4, and the work that officers and contractors have undertaken to bring the project back within budget. Sign-off of MS 4 is required to fix prices and for MS 5 (construction) to commence during May 2018 in order for construction completion by April 2019.

## 2. MAIN ISSUES

- 2.1 The agreed budget for this project stands at £5.180 million. In July 2017 CCC officers were verbally informed by Faithful and Gould/Atkins (F&G), who are project managing the project, that costs from Coulsons' subcontractors were coming out higher than expected. Coulsons' subcontractor tender processes were not at that time complete but CCC officers nevertheless notified Members of this development and scheduled a report for C & I Committee. In August Coulson's submitted a final figure to F&G which indicated a forecast outturn for the entire project of £5.607 million, which exceeded the agreed budget by £427,000.
- 2.2 Initial checks completed by F&G indicated that the budget overrun was due to higher than expected costs for the ground floor slab, archive vault structural frame and external works, and to the limited number of competitive quotes received for the project. In F&G's opinion, this is indicative of the difficulty in obtaining interest from subcontractors in a current busy Cambridge market. Sub-contractors had the added concern that some of the pricing being requested was to be undertaken up to 12 months in the future, and as such were reluctant to be tied to prices so far in advance. F&G carried out their normal due diligence on Coulsons' tender, identifying items where costs can be reduced through use of alternative suppliers or alternative design, and notified CCC officers that such reductions amount to a total cost saving of £104,200, reducing the overrun to £322,800. F&G have also indicated that some risks can be reduced on the risk register, which results in a further saving of £88,900, and have informed us of a reduction in fees by £1,900. This reduces the overrun further to £232,000 (£5.412m)
- 2.3 CCC Officers have met with F&G and Coulsons to identify areas of further value engineering the design in order to bring the project within budget, summarised below:

Works related to the dedicated nitrate negative store	-£66,005
Landscaping and car park works	-£108,583
Internal works	-£71,742
Other charges and fees	-£26,847
Total saving	-£273,177

The above savings mean that the overall cost of the archive centre project is now projected at £5.139m, or £41,000 under budget, although some risks still remain (see 2.5 – 2.7 below).

- 2.4 No concessions have been made on the original specification of the archive centre, with one exception, which is the dedicated nitrate negative store. This is an unusual requirement for an Archive, but the County Council holds a very large number (c 250,000) of flammable



nitrate photographic negatives. The original specification included a dedicated store for these negatives outside of the main archive store. CCC Officers propose instead to rent storage for these negatives at the National Conservation Service (NCS) in Oxfordshire, which already provides secure nitrate storage and can also carry out digitisation of the negatives. NCS have estimated an annual rent of £500 to store our nitrates. By removing the requirement to have a dedicated nitrate store at Ely a saving of £66,005 can be made. The Archives Manager has discussed the proposal to store the nitrate negatives at NCS with the National Archives (TNA); TNA have indicated that they would be happy with this approach and that it will not affect their view on the rest of the archive centre.

- 2.5 Construction, including necessary strip-out and demolition work within the current structure, is expected to begin in May 2018 following receipt of planning permission. This permission will be sought for (1) the construction of a water storage tank for the fire suppression sprinkler system, (2) changes to the layout of the car park, partly to link it with the adjacent East Cambridgeshire District Council (ECDC) Pay & Display (P&D) car park, and (3) permission to use the building as a venue for wedding ceremonies (see 2.6 below).
- 2.6 Members are advised that the outcome of this proposed planning application is not yet known, and there is a potential project risk that planning/pre construction conditions could be applied to the project which would have an adverse impact on budget. This position will be clearer in early 2018, when a decision from planners would be expected.
- 2.7 Members are also advised that a further budget risk remains in relation to the shelving required for the archive centre. The archive centre will contain a great deal of shelving (at least six linear kilometres) and the budget allocation is currently £245,000. A full tender exercise will be carried out this year to award the shelving contract, at which point the exact shelving cost will be known.
- 2.8 Other remaining risks are contained in the revised risk budget of £68,100, which is already included within the overall project budget of £5.139m. These specific risks are around planning amendments (£50,000), poor ground conditions and contaminations (£16,500) and asbestos removal (£1,600).
- 2.9 Members are advised to note that although the project is now within budget, there are certain items that officers strongly recommend should be added to the project which are additional to the original project scope.
- 2.10 Members had previously requested that the project team work closely with East Cambridgeshire District Council in order to provide additional pay and display car parking, to that currently being constructed by ECDC on Cawdle Fen (adjacent land to the archive centre building). This request was not scoped in the original specification or budget. The project team therefore recommends that an additional budget of £87,200 is allocated to the project to ensure that the car park is refurbished to an acceptable standard, to that similar to the new car park being constructed by ECDC. The P&D car park is currently estimated to have a potential income of £12,000 p.a., which would contribute towards the running costs of the centre.
- 2.11 This £87,200 includes an allowance of £77,200 for car park resurfacing, drainage, line marking and lighting, and £10,000 to provide a vehicle link between the existing car park and the ECDC car park. Members should note that the £10,000 figure is at this stage an estimate only, as firm prices have not yet been received for this additional element of work.

- 2.12 Members are also requested to make a further amount of £20,000 available in order to provide suitable landscaping as a result of the proposal to relocate the Registration service to the Archive building. This is primarily to provide a pleasant external area for registration guests. A report recommending that the archive centre be used as a ceremony venue, in order to maximise use of County Council assets, is being taken to the October H & CI Committee. The use of the centre for ceremonies would save £23,000 p.a. from ceasing to lease the current building, and would therefore pay for the landscaping costs within its first year of operation.
- 2.13 The request for additional funding totalling £107,200, when added to the above construction figure of £5.139m would provide a total project budget of £5.246m, which would be an overspend on the budget of £66,000.
- 2.14 The Committee is asked to note that officers from the National Archives (TNA) inspected the current archives storage in Shire Hall basement on 24 July 2017. The post-inspection letter from TNA (available from the Archives Manager) confirms that the basement of Shire Hall remains unsuitable for the long-term preservation of records, and that appointment as a place of deposit is only being temporarily maintained due to progress with the Ely project.
- 2.15 The deadline for all places of deposit for public records to be awarded TNA's Accredited Archive status is the end of 2017. TNA have generously extended this deadline for Cambridgeshire County Council until the spring of 2019, in order for the move of the records to Ely to be carried out. Cambridgeshire will therefore be the very last County Council in the country to apply for Accredited Archive status.

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

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

The principle of converting the former bowling alley building to archives accommodation for the county's Archive Service has already been agreed by Members of H&CI, GP and A&I Committees. The following bullet points set out details of implications identified by officers for earlier reports to Members:

- Archive services draw visitors from a wide distance; around 50% of visitors come from beyond the county and some from overseas, so convenient access by public transport and to a range of other services is important.
- Studies have shown that archive users make an important contribution to the economy of the local area (using restaurants and local accommodation) and this is even more likely in an area that is attractive to tourists.
- Use at Huntingdonshire Archives and Local Studies has increased significantly since the services were combined in fit for purpose new accommodation in 2009; the same can be expected in Ely.

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

The principle of converting the former bowling alley building to archives accommodation for the county's Archive Service has already been agreed by Members of H&CI and GP

Committees. The following bullet points set out details of implications identified by officers for earlier reports to Members:

- Archives make an important contribution to achieving sustainable local communities. Archives help people to develop their personal identities and collective memories; they are used as tools to develop community identity, engagement and cohesion through a wider understanding of the history and values of others; they offer a way for citizens to "give back" to the wider community and to future generations of their own community, through the deposit of their own records and photographs, or through the cataloguing and indexing of other historical documents; and they act as a source of inspiration for new ideas and activities.
- Nationally some 99% of visitors agree that archives contribute to society by preserving written heritage and culture, and the same proportion strongly agree that archives strengthen family and community identity. [Source: National Council on Archives survey of visitors to British Archives 2006]

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

There are no significant implications for this priority.

## **4. SIGNIFICANT IMPLICATIONS**

### **4.1 Resource Implications**

Section 2.3 outlines the savings made by value engineering the design to bring the project £41K under budget. Section 2.6 describes the request for £107,200 additional funding for improvements to the car park and external landscaping. If supported by C&I Committee, the proposed increase will go to General Purposes Committee for approval.

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

There are no significant implications within this category. The shelving procurement will shortly be underway (see paragraph 2.5).

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

Storage public records by Cambridgeshire County Council is subject to inspection by officers of the National Archives (TNA) who may decide to withdraw the Council's public records licence. Current storage of records within the basement is only temporarily acceptable to TNA because the Ely project is on stream (see paragraph 2.7). The value engineering work carried out by CCC officers and officers of F&G/Atkins does not affect the design of the archive storage areas at Ely, the design of which TNA has already expressed satisfaction with.

### **4.4 Equality and Diversity Implications**

There are no significant implications within this category.

### **4.5 Engagement and Communications Implications**

There are no significant implications within this category.

#### 4.6 Localism and Local Member Involvement

There are no significant implications within this category.

#### 4.7 Public Health

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Sarah Heywood
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Fiona McMillan
Are there any Equality and Diversity implications?	Yes Name of Officer: Tamar Oviatt-Ham
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Eleanor Bell
Are there any Localism and Local Member involvement issues?	Yes Name of Officer: Tamar Oviatt-Ham
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Tess Campbell

Source Documents	Location
Post-inspection letter from TNA dated 4/10/17	Available from Alan Akeroyd, Archives Manager alan.akeroyd@cambridgeshire.gov.uk

**CAPITAL PROJECT – CREATE**

*To:* **Commercial and Investment Committee**

*Meeting Date:* **20<sup>th</sup> October 2017**

*From:* **Wendi Ogle-Welbourn, Executive Director – People and Communities**

*Electoral division(s):* **All (and specific to Arbury Ward)**

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

*Purpose:* **To advise Commercial and Investment committee on recent progress for the 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.**

*Recommendation:* **a) Consider the two options proposed in the paper and determine whether to designate the site as “surplus to requirements” and pursue a negotiated cash purchase of the site or support the ongoing CREATE project development, releasing the site for this purpose in order to enable planning and income generation to continue.**

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## 1.0 BACKGROUND

- 1.1 This project will convert the St Luke's Barn, a Cambridgeshire County Council (CCC) owned (formerly Cambridge City Council managed) community centre on the site of St Luke's Primary School, French's Road, Cambridge, into a National Centre for Research and Engagement in Arts, Technology and Education. Children and Young People's Committee (CYP) and General Purposes Committee (GPC) have given their support for the project in principle. GPC has requested Commercial and Investments Committee (C&I) approval for the site to be used for this purpose as part of its approval in principle to invest up to £500K in the project and provide a £500K repayable loan. **No funding is committed by CCC until all funding is secured for the project.** The project has secured a further £1million investment from the Arts Council of England as one of eleven awards for large-scale capital projects, and the first to a music education hub. Additional funding is being sought from multiple income streams listed in 4.1.3.
- 1.2 C&I (formerly Assets and Investment Committee) requested officers to explore the potential for a joint venture with the developer of the neighbouring site as well as continue work on the original proposal where possible, bringing forward recommendations for the most advantageous development option to committee at the earliest opportunity.
- 1.3 Meetings have taken place with the developer of the Chesterton Mill site to explore the possibilities for joint working. Three design options have been considered with their architects:
- Incorporation of the elements required for the CREATE project into a combined site, utilising different spaces in existing buildings.
  - Developing the space requirements in a new building within a combined site
  - Working jointly but on the original schemes in their original situation

In all of the above options, there is the potential for a joint approach to resolving the access requirements to the site.

- 1.4 Meetings have also taken place with the Arts Council of England in order to check what constraints may exist in relation to the awarded grant for the existing project if a joint venture is possible. The key areas that are necessary to ensure that the grant is still possible to draw down are:
- The project must still deliver the outcomes that were intended in any original proposal and must not be lessened or altered to the detriment of the deliverable programme once completed. Any new design will require approval by the capital team as the funding comes from the National Lottery through a competitive process and agreement is needed that proposals are in line with their legal requirements.
  - Any project processes will require the public standards for procurement required by the Arts Council Capital Team to be met. These will be broadly similar to the requirements on a local authority but there may be less room for dispensation.
  - There will be a charge on the elements of any final building for which the grant funding has been used to ensure that it is used for that purpose for a minimum specified length of time.

These requirements were shared with the developer of the Chesterton Mill site.

1.5 An access appraisal was commissioned to report on the expected concerns in relation to highways options for access to the original proposal. This report is attached. A further report will be required should a new joint development be proposed as part of pre-planning process. Officers are considering the identified constraints or potential issues and how these might be mitigated or if they may prevent development at a meeting on 25<sup>th</sup> October.

1.6 Progression of income generation for the original proposal has reached a point where further sources of further funds from corporate and trusts will need assurance in the release of the site for the project. Currently with the commitment in principle from CCC plus the investment from the Arts Council of England, 55% of capital funding is confirmed. In addition Cambridgeshire Music has reserved from trading 80K towards the project.

## **2.0 MAIN ISSUES**

### **2.1 Joint Development**

2.1.1 Following the exploratory work with the developer over the last 2 months, the developer has indicated that he feels it will be difficult to create a financially viable joint development that can meet the requirements of both the project and their own scheme.

### **2.2 Cash Purchase**

2.2.1 The developer has made a cash offer for the site and has been advised that CCC believes the value of the site is significantly higher. A process of negotiation will be required to determine a price that is acceptable to both parties should members wish to pursue a cash sale of the site.

2.2.2 The site will need to be designated as “surplus to requirements” as part of such a process and consideration given through a community impact assessment as to the needs of the many current users of the site and how they may be provided. This obligation might be transferred to the purchaser to form part of their application process for planning consent.

### **2.3 CREATE project**

2.3.1 The CREATE project has reached a point where expenditure will be required to both obtain further financial investment through applications to charitable trusts and corporate support and for the pre-planning process to complete. It has been agreed with the Arts Council of England that the income generation timeline can be extended to December 2018.

2.3.2 Applications to achieve a return of £350K are being made to charitable trusts by the Cambridgeshire Culture Foundation, working in partnership with Cambridgeshire Music. In order for applications to be successful, legal view for the charity is that there will need to be some formal agreement between CCC and the charity over the usage of the site, in a similar way to the Arts Council of England investment.

2.3.3 Should members prefer, it may be possible to flex the income generation model for the project to reduce the £500K investment currently approved for the project. It should be noted that, as required by General Purposes

Committee, there will be no investment from CCC until all the remaining funding is in place for the project in order to minimise financial risk. Clearly as the financial environment for the authority remains challenging it would be an option to consider and the chances of sourcing the income elsewhere will be increased by confirming the release of the site.

- 2.3.4 If members agree to continue with the CREATE project proposal it will be possible to restart discussions with corporate bodies to determine a level of investment that can be secured.
- 2.3.5 Should members choose to negotiate for a cash sale, it will not be possible to draw down the £1 million grant from Arts Council of England, repayment maybe required of funds used to date and there will be an impact of the loss of the current revenue from the site to Cambridgeshire Music budget..

### **3.0 ALIGNMENT WITH CORPORATE PRIORITIES**

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

- 3.1.1 The cash sale will provide a receipt towards other capital investments.
- 3.1.2 The CREATE project will provide a cash surplus from year 5 of a minimum of £80K per year from a site currently providing no surplus plus the social return on investment value of contribution to council outcomes through activities, projects and provision for an expected 20 year period. The current Outcomes Framework Review for Cambridgeshire Music has identified the match between CCC outcomes and its work.

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

- 3.2.1 The cash sale will provide a receipt towards other capital investments.
- 3.2.2 The CREATE project will support the development of healthy activities involving creativity and self-expression, confidence and working with others, through physical dance and drama and music activities, working with people with disabilities, disadvantaged communities and the education sector over a 20 year period, attracting financial support for projects targeting particular needs.

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

- 3.3.1 The cash sale will provide a receipt towards other capital investments.
- 3.3.2 The CREATE project will carry out targeted activities through music and drama therapy, with NEET and early years groups, disadvantaged communities and disengaged young people for 20 years, seeking grant support for a range of projects and joint working with other internal council teams.

### **4.0 SIGNIFICANT IMPLICATIONS**

#### **4.1 Resource Implications**

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



- 4.1.2 The capital costs of the conversion project are £3.6 million of which up to £500K is requested as a non-returnable investment from the County Council after the remainder of funding has been raised from a range of sources. It may be possible to reduce or remove this investment should other fundraising exceed expected targets. A further loan may be requested from the Council which will be repaid through income generated from the site. Alternatively it may be possible to source the loan from alternative providers, reducing the risk further for Council.
- 4.1.3 The fundraising strategy spreads the financial risk across different sources; overachieving in any of these areas will reduce the income generation pressures in other areas:
- Public Income (CCC) £500k – approved in principle
  - Loan Finance: £500k – approved in principle from CCC or potentially an alternative arts development loan provider.
  - Contributions from Cambridgeshire Music year-end Reserves during the build period not used toward activity delivery. £80K – reserve build up approved per year for 5 years.
  - Public Income (ACE) £1 million – awarded June 2017
  - Public Income (Cambridge City Council) £100k – under discussion
  - Corporate Sponsorship: £700k – under discussion
  - Grants and Donations: £350k - under preparation
  - Founder Partners' Investment (from arts organisation stakeholders): £200k – under discussion
  - Individual donations: £200K
- 4.1.5 Cambridgeshire Music currently operates on a zero budget basis as it is predominantly grant funded and has for the last two years provided a small return from trading to the Council. It is developing approved reserves to assist with the transition to operation of this project. It is being reviewed currently under the outcomes focused review process with the transformation team. Consideration needs to be given to any impact on this project should changes to the operation, governance or externalisation be proposed following this process.
- 4.1.6 Other implications have been presented in previous papers or summarised in the background and issues part of the document above.

## **4.2 Statutory, Legal and Risk**

- 4.2.1 The following bullet points set out details of significant implications identified by officers:
- 4.2.2 There is no statutory driver behind this project.
- 4.2.3 A Legal agreement will be needed to manage the asset, in order to secure some external funding, to protect the access rights to the facility and maintenance of access, to change land usage if required and ensure the project is not affected adversely by any future change in school status. The school and Church Schools Trust have already indicated support for this project and the agreements required

- 4.2.4 There is a need to ensure that consideration is given to existing community access and alternatives supported should usage not be possible as a result of the upgrade of the building.
- 4.2.5 Risks to the project are:
- a) Capital build risks – mitigated by design and build process in line with Milestone schemes
  - b) Programme funding and grants – mitigated by cautious business modelling spread across different activity areas. Should there be lower annual grant funding for the service from Arts Council of England, Cambridgeshire Music will alter its delivery of activities and target spare capacity to generate income from lettings and partnership working.
  - c) Gaining planning approval by managing considerations such as highways, site access agreements with the school and parking and in particular any national approvals required for land use to enable access improvements (Sport England and Secretary of State)
  - d) Capital fundraising not reaching expected levels in which case the project will not proceed to build and there will be no investment from CCC
- 4.2.6 Community safety implications rest with the need to ensure no adverse impact on residential surrounding areas with regard to people and vehicle movements. Improvements to the grounds, access, lighting and visibility and security mechanisms will result in a net improvement in safety overall. Proximity of the school site will require safeguarding review.
- 4.2.7 Health and Safety risks are higher with the building in its current state of repair. The project will provide a safer and more appropriate building suitable for all people including those who are disabled. The improvements to the school site that are being discussed as part of the development will increase pedestrian safety and provide more controlled access to the site.
- 4.2.8 The project supports the rights of the child to cultural engagement and education.

### **4.3 Equality and Diversity**

- 4.3.1 The following bullet points set out details of significant implications identified by officers:
- 4.3.2 The project will improve access to the services and cultural resources in the County by developing the digital infrastructure to connect people beyond the City. It has been designed taking into account the Council's responsibilities under the Equality Act 2010.
- 4.3.3 Programmes created in the new facility are provided by a service that operates the same provision for all users and staff, under the equality guidance for the Council. Support is provided to enable access for those who are unable to afford or engage for some reason. The development will increase diversity of the workforce as the diversity of activities are increased requiring specialist skills and cultural knowledge. Targeted activities will also enable a more diverse participatory programme..

### **4.4 Engagement and Communications**

- 4.4.1 The following bullet points set out details of significant implications identified by officers:
- 4.4.3 A Community Impact Assessment will be required as part of the process to reach planning application.
- 4.4.4 A further local community consultation is planned as part of the design stage once decision for joint venture or original plans are agreed.
- 4.4.5 There will need to be a clear communications plan in place to raise the profile of the cross-county digital dissemination part of the CREATE scheme.
- 4.4.6 Other elements have been raised in previous papers.

#### **4.5 Localism and Local Member Involvement**

- 4.5.1 The following bullet points set out details of significant implications identified by officers:
- 4.5.2 The project will create a facility that connects local people in Arbury ward, through a space to meet and exchange ideas, and interests and through this encourage support for each other. For example, targeting programmed activity to support the work of the youth employment team and young people at risk of being Not in Education Employment or Training (NEET) or developing regular creative classes for older people in conjunction with the adult social care team will enable those teams to bring their client groups into contact with a wider group of people from the community. The project will develop a production team that will include local community members to shape the provision of activities for their community and address identified need.

#### **4.6 Public Health**

- 4.6.1 The following bullet points set out details of significant implications identified by officers:
- 4.6.2 Quality of life benefits individual health directly and cultural engagement therefore plays an important part in supporting social, physical and mental activity.
- 4.6.3 By connecting people who cannot travel to locations digitally we can bring them together with positive experiences and connect them with other people that have similar interests or learning requirements, reducing isolation. This can enable better access for older people and those in residential settings and improve the engagement for people with long term activity limiting illness. Or for example young people isolated in small villages will be able to interact with their peers on joint creative projects, building a positive social network.
- 4.6.4 By providing blended learning programmes people can develop themselves and be empowered to make positive choices for their work as well as leisure, benefiting their economic situation and health.

- 4.6.5 Our programmes in arts therapy provide evidenced opportunities to support improvements in mental health (higher prevalence in Cambridge City and Fenland), autism, emotional and behavioural conditions, alongside social development as part of participatory activities generally.
- 4.6.6 The provision of a community based cultural hub will attract a range of local visitors that can be connected to support mechanisms within the community and targeted where necessary supporting the resilience strategy.
- 4.6.7 Targeted projects using cultural engagement as a medium for work with specific groups of people (e.g. young carers, adults with long-term conditions) will help us to provide positive experiences for their wellbeing and ensure connection with relevant support benefiting individuals and their families.
- 4.6.8 Reducing the reliance on transportation to access cultural education will contribute positively to air quality.
- 4.6.9 Improvements in attainment and social development for children and young people through cross-county engagement will benefit their long-term health.
- 4.6.10 Opportunities to encourage physical activity and nutrition through digitally communicated dance, health and well-being programmes will support the agenda for improving healthy behaviours.

Implications	Officer Clearance
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: M Wade (CYP)
<b>Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?</b>	No Name of Legal Officer: Lynne Owen
<b>Are there any Equality and Diversity implications?</b>	No Name of Officer: Keith Grimwade CFA Service Director
<b>Have any engagement and communication implications been cleared by Communications?</b>	No Name of Officer: Christine Birchall
<b>Are there any Localism and Local Member involvement issues?</b>	No Name of Officer: Keith Grimwade CFA Service Director
<b>Have any Public Health implications been cleared by Public Health</b>	No Name of Officer: Tess Campbell

Source Documents	Location
<i>Access Appraisal</i>	<i>Attached at Appendix 1</i>

# St Luke's Barn Redevelopment

Access Appraisal Report  
Cambridgeshire County Council

September 2017

# Notice

This document and its contents have been prepared and are intended solely for Cambridgeshire County Council's information and use in relation to St Luke's Barn Redevelopment

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# 1. Introduction

## 1.1. Background and Purpose

Atkins has been commissioned by Cambridgeshire County Council (CCC) to produce an Access Appraisal Report assessing the feasibility of potential access routes to St Luke's Barn, Cambridge. It is proposed that St Luke's Barn will be subject to a change of use from a community sports facility and community centre to a creative arts centre. St Luke's Barn seeks to accommodate a new arts centre known as the Centre for Research and Engagement for Arts and Technology in Education (CREATE).

This report assesses the existing and potential accessibility arrangements of the proposed site by all modes of transport including, walking, cycling, public transport and private motor car. In addition, this report appraises three options that are currently being considered by CCC which will be commented on. This report is intended to guide feasibility design of the site and inform CCC of any transport and access issues which may affect the feasibility of the development of CREATE.

## 1.2. Milestone 1 Report

The Milestone 1 (MS1) report was published in March 2015 by Atkins and Faithful and Gould to test the feasibility of St Luke's Barn accommodation of CREATE by investigating several options including:

- Renovating and converting the existing property; and
- Demolishing the existing site and providing a new build structure.

Furthermore, the report found that the facility would need:

- *'Additional car parking on the site (Including options on the School part of the site'<sup>1</sup>; and*
- *'Consideration of highway agency (Highways England) issues in terms of access and congestion and alternative access options.'<sup>2</sup>*

Following initial consultation with CCC it was recommended that transport and access arrangements are appraised in more detail to ensure that the proposed change in use of the existing site can accommodate a potential increase in usage with respect to the proposed St Luke's Barn.

## 1.3. Structure

The remainder of this report is structured as follows:

- Section 2 identifies relevant existing policies in relation to parking standards and accessibility;
- Section 3 highlights the existing conditions within the site location including parking and access arrangements and identifying any existing constraints;
- Section 4 comments on existing site proposals including parking and access arrangements;
- Section 5 appraises the accessibility arrangement options; and
- Section 6 provides a summary and conclusion of this report.

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<sup>1</sup> CCC (March 2015) MS1 Report. Page 22.

<sup>2</sup> CCC (March 2015) MS1 Report. Page 22.



## 2. Policy Guidance

This section of the report identifies current relevant policy in relation to the St Luke's Barn use conversion from a community centre to CREATE, including accessibility and car/cycle parking standards as mentioned below.

### 2.1. Cambridge City Local Plan (2006)

#### 2.1.1. Policy 8/1 Spatial Location of Development

The policy states that for non-residential proposals (such as public halls/community centres) the site should be suitable regarding access by public transport, cycling and walking. In this case, there should be a good footway network surrounding the site; enough cycle parking which would meet local cycle parking standards (see below) and follow the Institute of Highways and Transportation (IHT) guidelines regarding proximity to bus stops, in this case 400m.

#### 2.1.2. Policy 8/7 Public Transport Accessibility

The policy states that all developments within the urban extensions must be served by a high quality public transport service within a 400m walk from the site which echoes IHT's guidance.

#### 2.1.3. Car Parking Standards

The Cambridge City Local Plan sets out parking standards for public spaces such as CREATE. In this case, public halls and/or community centres require one space per 20m<sup>2</sup> of public space including disabled car parking for sites is outside of the Controlled Parking Zone (CPZ). These levels are maximum levels and should not be exceeded.

Disabled parking should account for at least 5% of the total number of car parking spaces, as given by the standards for sites that are outside of the CPZ boundary (in this case one space per 20m<sup>2</sup> of public space).

#### 2.1.4. Cycle Parking Standards

Cycle parking standards stated in the Cambridge City Local Plan are a minimum as the document seeks to encourage cycling around the City. Although the Local Plan sets out standards for new developments, St Luke's Barn should seek to adhere to these cycle parking standards to relieve traffic congestion during peak times (event times). The document states that for short stay cycle parking (for visitors to the site) the facilities should be located as near as possible to the main entrance of the site. The location of the cycle parking should also minimise conflict between cycles and motor vehicles. Public halls/and or community centres require a minimum of one space per 15m<sup>2</sup> of public floor space.

These policies and exceptions will be considered when appraising access options that have an impact on the existing playing field.

### 2.2. Summary

This Access Appraisal Report has been prepared with reference to the policies and parking standards stated above and uses the policy to identify potential issues with each option.

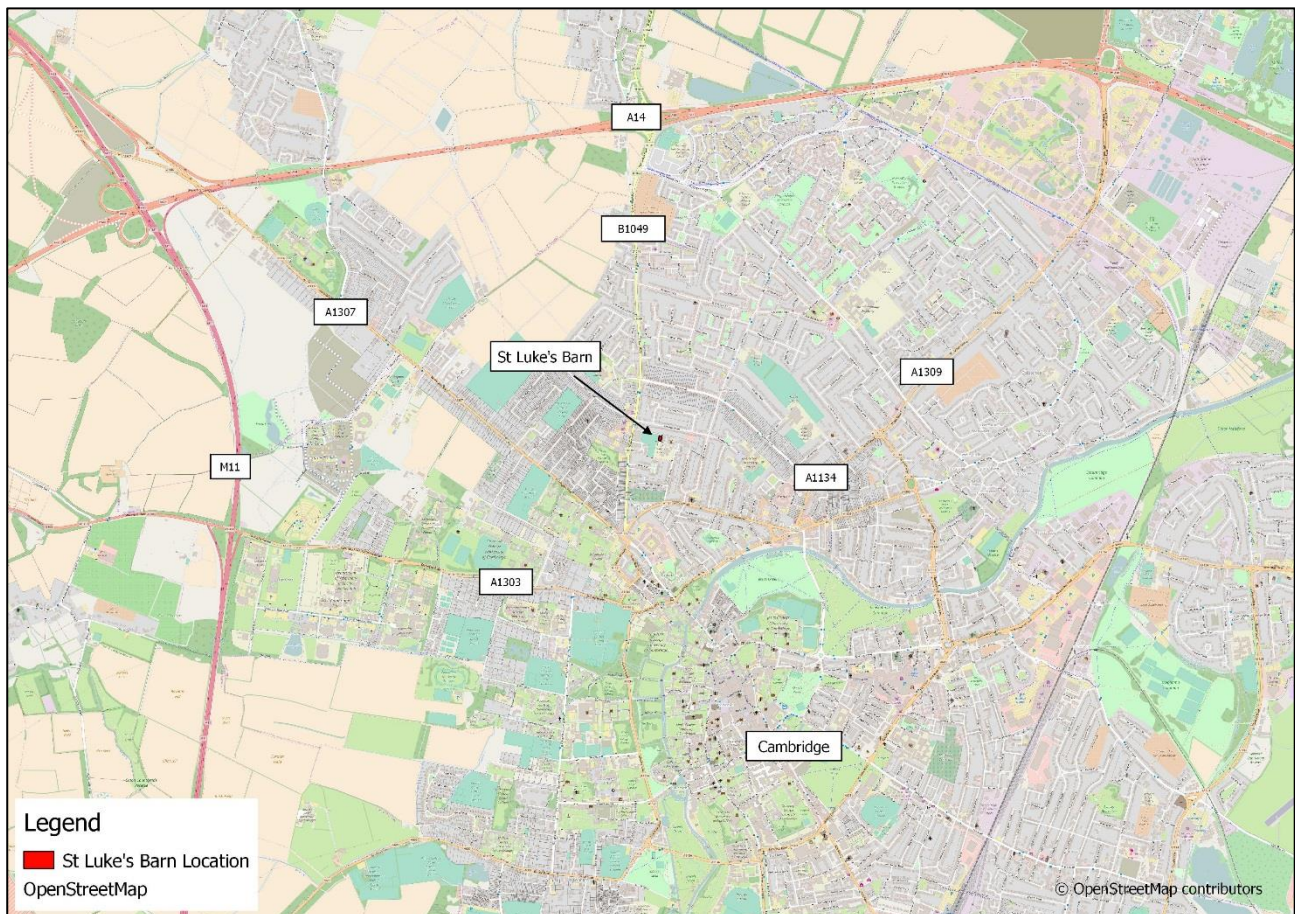
## 3. Baseline Conditions

This section identifies the baseline conditions of the site, its surrounding area and current access and parking arrangements associated with St Luke's Barn. This section also provides commentary on existing constraints as identified in a site visit conducted on 08/09/2017.

### 3.1. St Luke's Barn Location and Site Use

St Luke's Barn is located in Arbury, North Cambridge. The site is located approximately 1.5km north of Cambridge City Centre. Existing access to the site is through the adjacent St Luke's CofE Primary School car park which is accessed from French's Road. French's Road is currently outside the CPZ but due to its narrow nature has double yellow lines for approximately 130m at its southern end with some intermittent on-street parking on its eastern side for local residents. There are zigzag markings on the western side of French's Road in the immediate vicinity of the School. Figure 3-1 and Figure 3-2 highlights the location of the existing site in relation to Cambridge and the local area.

**Figure 3-1 St Luke's Barn Location – Cambridge Context**





**Figure 3-2 St Luke's Barn Location – Local Context**



St Luke's Barn is currently used as a community centre and a community sports facility that hosts a number of groups including the following:

- University Badminton Club;
- Bottisham Badminton Club;
- Toy Swap Group;
- Cambridge Islamic Youth Project; and
- St Luke's CofE Primary School Pupils.

The Barn is also used for events in the evenings and School holidays but is not typically used during the School day by external groups. The facilities regularly have multiple users at any one time due to the layout of the Barn, which has multiple rooms used for differing activities, including the main hall which is used for sports and a first-floor meeting room.

The Barn shares the same site with St Luke's CofE Primary School. The School currently has 198 pupils on roll with a maximum capacity of 210 pupils ranging from Reception to Year 6. There are up to 25 staff employed at the School. On a typical School day, the gates open at 08:45 with registration at 08:50 and the first lesson at 09:05. The School day ends at 15:15.

## 3.2. Existing Site Access Arrangements

### 3.2.1. Cycle and Pedestrian Access

There are four pedestrian access points to the site with two pedestrian access points on French's Road. The north-east entrance is predominantly used by parents and children entering the site from the alleyway leading to Harvey Goodwin Avenue. The south-east access is predominantly used by parents and children entering the south from French's Road from Victoria Road. This access is also a gated vehicular access

which is likely to be for emergency access only. There is also one access from Linden Close (a residential road off Histon Road) and another from Rackham Close.

The site has cycle links to Cambridge City Centre with on-road signed primary network routes on Histon Road which can be accessed via the south-east pedestrian access and Stretton Avenue leading to Victoria Road.

There are three national cycle paths near the site which have been outlined below:

- **Cycle path 11:** *"National Route 11 of the National Cycle Network will connect Harlow in Essex with Wigginhall St Germans (south of King's Lynn) in Norfolk via Cambridge and Ely. Harlow to Stansted Mountfitchet and Waterbeach to Wicken are still under development, along with a link to Saffron Walden."*<sup>3</sup>;
- **Cycle path 24:** *"National Route 24 of the National Cycle Network runs from Bath through Radstock, Frome, Warminster and Salisbury to join with National Route 23 at Eastleigh in Hampshire. Route 24 includes the Colliers Way, which connects Dundas Aquaduct and Frome."*<sup>4</sup>; and
- **Cycle path 51:** *"National Route 51 passes through Oxfordshire, Buckinghamshire, Bedfordshire, Cambridgeshire, Suffolk and Essex. The section between Harwich and Colchester forms part of the North Sea Cycle Route, also known as EuroVelo 12."*<sup>5</sup>

### 3.2.2. Local Highway Network and Access

Vehicular access to the site is via the St Luke's CofE Primary School car park and as such, the land is owned by the Trustees of the Church Schools of Cambridge. There is a vehicular access from French's Road which is via the main School gates (northeast access) on French's Road and is approximately 6m wide. The main vehicular access into the School runs between parts of the playground and the caretaker's property, where there is sufficient space for vehicles, pedestrians and cyclists to access to the School car park and St Luke's Barn.

French's Road is a narrow single carriageway no-through road connecting to Victoria Road to the south and provides access to the adjacent residential areas of Bermuda Road, Bermuda Terrace and Harvey Goodwin Court. French's Road is approximately 3.5m wide at the junction with Victoria Road then expands to 5.5m approximately 130m from the junction, with a speed limit of 20mph throughout.

Victoria Road (A1134) is part of the Cambridge Ring Road that runs east/west at the point it crosses French's Road. Victoria Road leads on to Huntingdon Road which is the most direct route onto the A14 westbound which is approximately 5km from St Luke's Barn. The site is approximately 3.5km from the M11 southbound via Madingley Road.

There is a private access road that runs adjacent to the St Luke's School site on its northern boundary which serves as an access to the Chesterton Mill site. The Chesterton Mill site can also be accessed from French's Road. On-site observations have noted that pedestrians use this private road as a through route to Histon Road.

Service vehicles (including refuse vehicles) currently reverse into the site via the north east vehicular access on French's Road to enter the site which can cause issues for vehicles entering the site at this time according to a staff member at the School. It is assumed that emergency vehicles enter the site at the south-east access point on French's Road as the pinch point is too narrow to accommodate emergency vehicles (the pinch point is 3m wide but emergency vehicles require a 3.7m wide access route).

### 3.2.3. Public Transport Network and Access

#### 3.2.3.1. Bus Access

The nearest bus stop to the site is approximately 350m to the west on Histon Road to the south of the junction with Akeman Street. This stop is served by Citi 8 and X8 services, which serves Central Cambridge,

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<sup>3</sup> <https://www.sustrans.org.uk/ncn/map/route/route-11>

<sup>4</sup> <https://www.sustrans.org.uk/ncn/map/route/route-24>

<sup>5</sup> <https://www.sustrans.org.uk/ncn/map/route/route-51>

Histon, Cottenham, Chatteris and March. The IHT guidance states that an acceptable walking distance to a bus stop is 400m which means that the Histon Road stop will provide adequate service to the site should pedestrians have access through the Chesterton Mill private road. Additional stops within the vicinity and the services serving these stops are included in Table 3-1.

**Table 3-1 Existing Bus Services that are walking distance of St Luke's Barn**

Service	Bus Stop Location (Metres from St Luke's Barn)	Key Stops Along Route
1A	Huntingdon Road (650m); Shire Hall (800m); Carlton Way (650m).	Cambridge City Centre, Bar Hill and St Ives.
Citi 1	Gilbert Road (800m).	Cambridge City Centre, Addenbrooke's Hospital and Fulbourn.
Citi 5	Huntingdon Road (650m); Shire Hall (800m).	Cambridge City Centre, Bar Hill, Longstanton and Swavesey.
Citi 6	Huntingdon Road (650m); Shire Hall (800m).	Cambridge City Centre, Girton and Oakington.
Citi 8	Histon Road (350m, with private access); Histon Road (600m without private access); Victoria Road (500m).	Cambridge City Centre, Histon, Cottenham, Chatteris and March.
X8	Histon Road (350m, with private access); Histon Road (600m without private access); Shire Hall (800m).	Cambridge City Centre, Histon and Cottenham

### 3.2.3.1.1. Rail Access

There are two railway stations in Cambridge. Cambridge North is approximately a 4km walk from the site whilst the Central Cambridge railway station is approximately a 3.5km walk from the site. Both stations are included within the primary cycle network which extends to St Luke's Barn Site. The Citi 8 service that stops at Histon Road and Victoria Road also stops at Central Cambridge station. Both stations accommodate services that travel to and from destinations including but not limited to Ely, Peterborough and London.

## 3.3. Existing Data and Travel Patterns

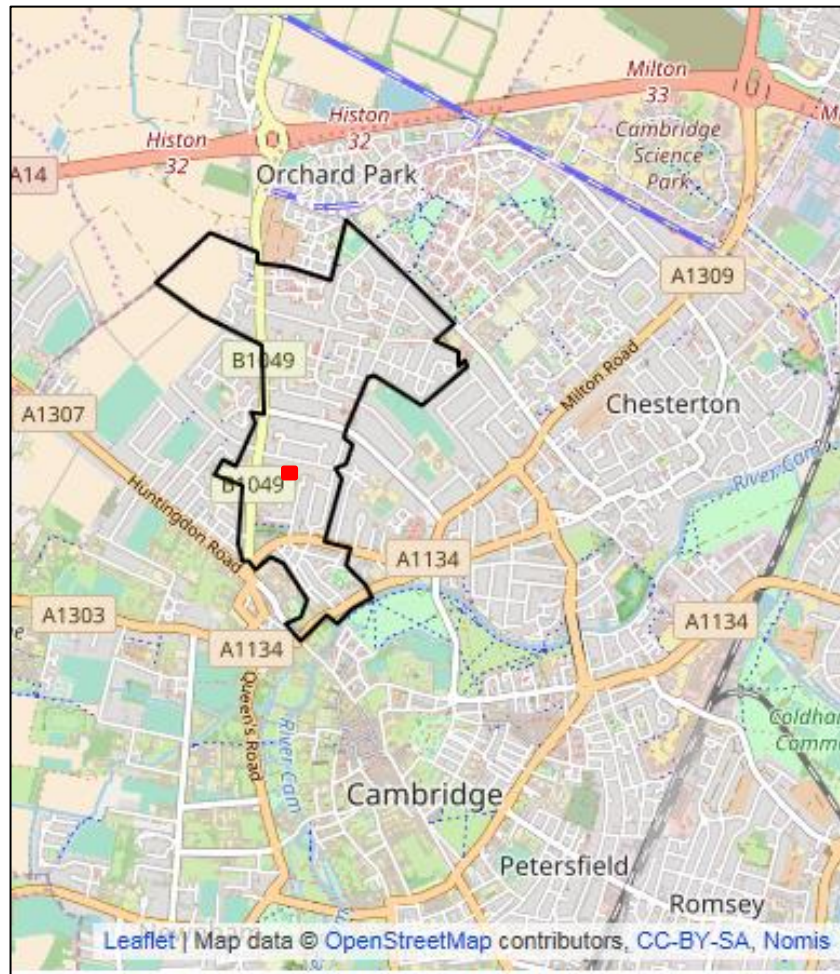
### 3.3.1. 2011 Census Travel to Work

The MS1 report states that there will be multiple users there at any one time working within the site throughout the day. Therefore, it is appropriate to identify how individuals travel into the area and identify travel patterns to and from the site.

Table 3-2 shows how individuals travel to work within the Middle Super Output Area (MSOA) that covers St Luke's Barn site from three key areas within Cambridgeshire including Cambridge City Centre, South Cambridgeshire and East Cambridgeshire. The MSOA level that contains St Luke's Barn is E02003720: Cambridge 002 and is shown in Figure 3-3 below with the site highlighted in red.



**Figure 3-3 MSOA Containing St Luke's Barn**



This MSOA contains local businesses, free houses, convenience stores, a mechanic in addition to two supermarkets and a petrol station which would account for the majority of employment in the area. St Luke's CofE Primary School is the only School within this MSOA.

A 2011 Census search on travel to work found the following presented in Table 3-2 below.

**Table 3-2 Travel to Work Characteristics from Local Areas to St Luke's Barn MSOA Level**

Travel Method	Usual Residence			
	Cambridge	East Cambridgeshire	South Cambridgeshire	Total
On Foot	97	1	3	<b>101</b> (15%)
Bicycle	114	1	27	<b>142</b> (21%)
Bus	14	2	15	<b>31</b> (4%)
Car/Van Driver	105	61	191	<b>357</b> (52%)
Car/Van Passenger	16	3	7	<b>26</b> (4%)
Motorcycle	12	1	5	<b>18</b> (3%)
Other	3	0	2	<b>5</b> (1%)
<b>Total</b>	<b>361</b>	<b>69</b>	<b>250</b>	<b>680</b> (100%)

Source: 2011 Census Data - WU03EW

The table shows that over half (56%) of the people travelling into the MSOA travel by private vehicles whereas 40% of people travel to work by sustainable modes (foot, bicycle and bus). It should be noted that in 2011 there were more people travelling to the area by bicycle than car from within Cambridge City and there were a comparable number travelling on foot and car.

The results suggest that people living in the area have a high propensity to walk and cycle.

### 3.4. Existing Parking Arrangements

The School currently provides 17 standard and marked car parking spaces and four marked Blue Badge parking spaces<sup>6</sup> which is in a long linear arrangement. On-site observations found that staff were also parking in other informal spaces within the School and Barn car parks. Within the School car park there are no designated parking spaces for staff with the parking operating on a 'first come, first served' basis.

There are six standard parking spaces and one Blue Badge space adjacent to St Luke's Barn which are situated either side of the entrance to the Barn.

From on-site observations, it is considered that the car park provides enough room for vehicles to manoeuvre in and out of the spaces.

Cycle parking is located within the School site behind the main reception adjacent to the building. There is no cycle parking adjacent to St Luke's Barn. The School site contains total of 125 cycle parking spaces in three separate locations. It should be noted that each cycle rack can hold two cycles. There are 11 cycle racks (22 spaces) situated behind the reception adjacent to the car parking. There are another two cycle shelters along the southern edge of the site. One shelter is in the south-east corner next to the pedestrian access which has 17 single racks and 20 standards racks (57 spaces) and the other is on the southern edge of the site which contains 23 racks (46 spaces).

### 3.5. Existing Site Constraints

It is considered that there are constraints associated with the existing site with regards to highway access, pedestrian access and public transport access.

#### Highway Access

It was noted in the MS1 Report that there is a pinch point in between the School and the caretaker's property where only one vehicle can pass at any one time. The pinch point is approximately 3m wide and 5m long (running east/west) which means two-way traffic is not possible at this point in the road. This route is the only vehicular access point to the School and Barn sites.

French's Road is a narrow two-way road with 'School Keep Clear' zigzag markings immediately south of the School access road which extends for approximately 65m on the western side of French's Road. French's Road has a number of sections of on-street parking on its eastern side which are well-used by local residents and parents during pick-up/drop-off periods which should be monitored if St Luke's Barn was to change use.

#### Pedestrian Access

To access St Luke's Barn, pedestrians need to walk on the road through the car park from the School to the Barn as there are no designated footways.

#### Public Transport Access

The site has a bus stop within 400m walking distance (Histon Road) should Chesterton Mill private road be available for pedestrian use. If the owner of the road does not agree to public use, then public transport access becomes more restricted and would need to be considered as part of a Transport Assessment.

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<sup>6</sup> On-site observations.

### 3.6. Site Visit Observations (08/09/2017)

A site visit was conducted on 08/09/2017 during the AM Peak period (08:00-09:15). The site visit was undertaken to appraise the existing site access arrangements and carry out a traffic count on the site access to understand any existing issues. The key observations are as follows:

#### Site Access

- Access to French's Road from Victoria Road is narrow although two-way traffic is possible beyond the junction;
- Pedestrian access is well used in particular the alleyway leading from Harvey Goodwin Avenue;
- Pedestrian access to the south of the site (leading from Linden Close and Rackham Close) were used throughout the site visit by parents and pupils of the School; and
- The access point becomes an issue when vehicles are exiting and arriving at the same time (one-way traffic only).

#### Parking and Drop-off Arrangements

- Parking on French's Road is currently at capacity with little free space on the eastern side of the street. This is exacerbated by double yellow lines at the southern end of the road and 'School Keep Clear' markings outside of the School;
- A drop-off count was conducted between 08:45 and 09:10. There were 30 drop-offs in total. 20 cars dropped-off outside of the School site on French's Road on Harvey Goodwin Court (which are situated across the road from the School) whilst 10 cars went into the site. Further assessment on drop-offs and traffic counts should be conducted as part of a Transport Assessment /Statement for St Luke's Barn; and
- There was a high number of cycles entering the site and using the cycle parking facilities.

#### Chesterton Mill Arrangements

- Chesterton Mill access has a 3m wide tarmacked track with a 1m wide grass-verge either side (5m width in total); and
- This route is used by pedestrians and cyclists although there is a sign saying 'No Public Right of Way.'

#### Rackham Close Arrangements

- The road has residential parking for the flats on the southern and eastern side of the road although it is used as a drop-off area (witnessed on site visit) as there is a section of the road that is not double yellow (i.e. unrestricted parking);
- Residential properties are set on the opposite side of the road; and
- There is a suspected third party ownership of the strip of land between the site and highway network. It was noted that there were informal parking bays owned by Cambridge Chiropractic and Podiatry which were being used.



## 4. Proposed Development

This section commentates on the proposals for the site detailing parking provision and identifying preliminary options for new access arrangements.

### 4.1. Overview of Proposed Development

St Luke's Barn is currently used as a community centre and sports hall. It is proposed that the site is redeveloped and a use change to a creative arts centre which would be known as CREATE. The proposals assume that there could be an increase in use in terms of individuals using the site noting:

*"the facility will have multiple attendees at any one time, with a normal usage expected of 100 and a possible maximum of 200."*<sup>7</sup>

Updated information suggests that there will be a maximum of 150 users with the usual usage being much less.

In addition, opening times for staff would be 08:30 to 19:00 but options to extend to 22:00 for overnight recording use with code access for doors would be available. Remote monitoring and opening of site is also incorporated in the design of the site.

It is proposed that, as part of a robust assessment the Gross Internal Area (GIA) would be approximately 1,500m<sup>2</sup> over three floors although the options may change. Typical areas include but are not limited to the Main Hall, two Large Studios, eight Small Studios, three Offices, two Toilets, a Music Library and Instrument Store. The Barn would also include rehearsal rooms for dance, drama, music with digital dissemination and professional level facilities that include recording.

With regards to access which is further detailed in the following sections it is understood and appreciated that *'Facilities should be sufficient to cater for this in terms of... access'*<sup>8</sup>. Therefore, there have been three preliminary options that are to be taken forward which have been summarised below:

- **Option 1:** retain and widen existing access off French's Road;
- **Option 2:** provide a new access off Rackham Close; and
- **Option 3:** provide a new access off Chesterton Mill.

### 4.2. Preliminary Access Options

There are three possible access arrangements that this access appraisal report considers. These have been identified in Table 4-1. For indicative plans for Option 1, Option 2 and Option 3 (variation A) see Appendix A.

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<sup>7</sup> CCC (2015) MS1 Report. Page 22.

<sup>8</sup> CCC (2015) MS1 Report. Page 22.

**Table 4-1 Access Option Details**

Option	Details
<b>Option 1:</b> retain and widen existing access off French's Road. (Appendix A.1)	<p><b>Highway Access Proposal:</b> To retain current access arrangements off French's Road and to widen existing infrastructure to allow for two-way traffic entering and exiting the School car park although the pinch point would remain the same due to the proximity to the Caretaker's property and the School building.</p> <p><b>Pedestrian Access Proposal:</b> The main pedestrian footpath would be relocated to provide a safer access route to the School but not onto the CREATE site.</p> <p><b>Impact on Existing Landscape and Infrastructure:</b> This arrangement would have minimal impact on the sports pitches to the west of the Barn. A small portion of the School playground would be used to make the entrance route wider. The existing Basketball Court would be used as an overflow car park so would not have an impact on the playing field.</p>
<b>Option 2:</b> provide a new access off Rackham Close. (Appendix A.2)	<p><b>Highway Access Proposal:</b> To provide a new route from Rackham Close from the west to the entrance of St Luke's Barn in the east via the perimeter of the School playing fields as this would provide access to Histon Road. The proposals would also include widening the existing entrance as in Option 1.</p> <p><b>Pedestrian Access Proposal:</b> The main pedestrian footpath would be relocated to provide a wider access route to the School but not onto the CREATE site.</p> <p><b>Impact on Existing Landscape and Infrastructure:</b> This arrangement could cause minimal disruption to the sports pitches, however this is not compliant with Sport England guidance as there could be loss of playing fields. The site access directly off Rackham Close would be a maximum of 4m wide. This may cause some disruption to Rackham Close during events. The existing Basketball Court would be used as an overflow car park so would not have an impact on the playing field.</p>
<b>Option 3:</b> provide a new access off Chesterton Mill. (Appendix A.3)	<p><b>Highway Access Proposal:</b> In addition to the proposals mentioned in Option 1. Option 3 would provide a new route from Chesterton Mill private road from the north to the entrance of St Luke's Barn. This option has three variations:  <b>Variation A:</b> A controlled entrance at the start of the private road (e.g. nearest Histon Road) with an internal road inside the School boundary;  <b>Variation B:</b> A controlled entrance to the western side of the Barn along the edge of the field; and  <b>Variation C:</b> This variation would encompass moving the Chesterton Mill site boundaries in such a way as to incorporate the footprint of the Barn into the Mill site and this would allow a mixture of options with regard to the access and flow of any traffic (including limiting it). In discussion with the developer, CCC confirm the developer's intention currently would be to retain the "one-way" flow of any traffic movements on site rather than trying to enable two-way access from Histon Road.</p> <p><b>Pedestrian Access Proposal:</b> The main pedestrian footpath would be relocated to provide a safer access route to the School but not onto the CREATE site.</p> <p><b>Impact on Existing Landscape and Infrastructure:</b> This arrangement would cause minimal disruption to the sports pitches, however Variations A and B are not compliant with Sport England guidance as there could be loss of playing fields. The site access off Chesterton Mill would require an easement from the owner of the road. This may cause some disruption to Chesterton Mill before and after events at the Barn, however, these are likely to be during evenings and weekends. The existing Basketball Court would be used as an overflow car park so would not have an impact on the playing field.</p>

After discussions with the CCC client team it is considered that all options will need to be considered within this report. CCC have not yet held discussions with Sport England to discuss construction over the existing playing fields within the site. CCC have held discussions with the owner of Chesterton Mill private access road which concluded that all options will be considered and that further liaison with statutory and non-statutory stakeholders will take place.

### 4.3. Car and Cycle Parking Provision

Due to the potential for extended usage of the site it is recognised that car parking should also be extended where possible. The MS1 report stated that:

*'The parking will be limited due to location and available spaces but it is expected that up to 40 spaces might be possible on site, more if feasible. Cycle racks will be used and pedestrian and cycling access encouraged. Disability access will need to meet national standards.'*<sup>9</sup>

Cambridge City Council maximum parking standards for public halls (as stated in Section 2.1), for sites outside of the CPZ require one parking space for every 20m<sup>2</sup> of GIA, of which 5% should be Blue Badge parking. There are several options for a potential layout of St Luke's Barn, for the purposes of reviewing car parking requirements, a robust assessment assumes a maximum of three floors of 500m<sup>2</sup> GIA to allow for variations in design. In this case the site could provide a maximum of 75 spaces (71 standard spaces and 4 Blue Badge spaces). The maximum amount of car parking spaces may vary with further design work and confirmation of the site layout.

The MS1 report stated that there could be 37 standard spaces and 4 Blue Badge Spaces within the main car park with 22 spaces being available in an overflow car park which is situated on the existing concrete area south of St Luke's Barn adjacent to the playing fields. Therefore, it is proposed that a total of 59 standard spaces and 4 Blue Badge spaces are provided, which would be within the City Council maximum standards.

Cambridge City Council minimum cycle parking standards for public hall (as stated in Section 2.1), require one cycle parking space for every 15m<sup>2</sup> of GIA. There are several options for a potential layout of St Luke's Barn, for the purposes of reviewing cycle parking requirements, a robust assessment assumes a maximum of three floors of 500m<sup>2</sup> GIA to allow for variations in design. In this case the site has a minimum of 100 cycle spaces are required (based on a total floor area of 1,500m<sup>2</sup> GIA approximately). The minimum amount cycle parking spaces may vary with further design work and confirmation of the site layout.

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<sup>9</sup> CCC (March 2015) MS1 Report. Page 22.

## 5. Access Feasibility

This section of the report appraises the feasibility of three access options as defined in the MS1 Report based on transport considerations stated below.

The access arrangements are appraised in terms of the associated opportunities and constraints and how it may impact the operation of the proposed CREATE site and St Luke's CofE Primary School. The options are assessed in the following categories:

- **Vehicle Access:** It is proposed that CREATE can accommodate a maximum of 200 individuals at a single time therefore the arrangements should seek to reduce the impacts during events;
- **Pedestrian and Cycle Access:** Pedestrians and cyclists should have safe and secure access to the site where possible;
- **Impact on Local Highway Network:** The change in use should not have a negative impact on the local highway network;
- **Servicing:** Access arrangements should be able to accommodate service and emergency vehicles;
- **Construction Cost:** Construction costs should be kept to a minimum where possible;
- **Planning:** Any planning issues should be addressed as part of future design and consultation stages; and
- **Car and Cycle Parking:** Both car and cycle parking should comply with Cambridge City Local Plan standards.

The following sections appraise each option and how each category can be optimised whilst highlighting any constraints and potential issues.

### 5.1. Access Feasibility Appraisal

To assess each option Table 5-1, Table 5-2 and Table 5-3 sets out the assessment criteria identified above. The table does not compare or rank options. The aim of the table is to understand the feasibility of each option and to highlight any constraints associated with it. The constraints identified in Table 5-1, Table 5-2 and Table 5-3 should seek to be mitigated where possible and should the constraint be deemed as substantial that option would not be considered as 'feasible'. Potential mitigation measures have been suggested where applicable. These measures would be further assessed and considered in further design and assessment work. Opportunities and constraints may be repeated within the table as there are some aspects that are the same or similar throughout each option. The assessment is based on current proposals which may change throughout the design period.

**Table 5-1 Option 1 Opportunities and Constraints**

Option	Category	Opportunities	Constraints
<b>Option 1:</b> retain and widen existing access off French's Road.	Vehicle Access	<ul style="list-style-type: none"> <li>A widened vehicular access allowing flow of traffic into and out of the site which would mitigate issues associated with the pinch point in the existing arrangements; and</li> <li>The bend towards St Luke's Barn would be widened to accommodate increased traffic levels.</li> </ul>	<ul style="list-style-type: none"> <li>The pinch point between the School and the caretaker's property allows one vehicle only to pass at this point;</li> </ul>
	Pedestrian and Cycle Access	<ul style="list-style-type: none"> <li>The proposals include a footway that runs adjacent to the road providing access to the St Luke's Barn site; and</li> <li>The proposal suggests widening the footpath at the entrance adjacent to French's Road.</li> </ul>	<ul style="list-style-type: none"> <li>Potential safety issues when pedestrians use shared space passing the School building which could be mitigated by installing a permanent footway around the building.</li> </ul>
	Public Transport Access	<ul style="list-style-type: none"> <li>Histon Road bus stop is within 400m guideline distance with other stops providing the site with good access to the local public transport network.</li> </ul>	<ul style="list-style-type: none"> <li>Access to Histon Road stop (only stop within 400m boundary) is dependent on third party agreement and approval.</li> </ul>
	Impact on Local Highway Network	<ul style="list-style-type: none"> <li>Minimal impact on traffic on Histon Road.</li> </ul>	<ul style="list-style-type: none"> <li>Potential congestion on French's Road during peak periods due to additional traffic using single access route.</li> </ul>
	Servicing	<ul style="list-style-type: none"> <li>Grasscrete would be installed adjacent to St Luke's Barn to facilitate servicing of the site.</li> </ul>	<ul style="list-style-type: none"> <li>The proposed Grasscrete encroaches on the playing field which may be opposed by Sport England (although this area currently has a large storage contained adjacent to the Barn which already covers part of the playing field); and</li> <li>The service area is narrow so vehicles would need to reverse in or out.</li> </ul>
	Construction Cost	<ul style="list-style-type: none"> <li>Option 1 entails simple construction work by widening an existing footway and an off-road highway and installing Grasscrete on an existing playing field.</li> </ul>	
	Car and Cycle Parking	<ul style="list-style-type: none"> <li>Additional car parking on site including an overflow car park for peak periods (event times); and</li> <li>Potential for an additional 50 cycle spaces within the site.</li> </ul>	<ul style="list-style-type: none"> <li>No formal drop-off area for either the School or the Barn. The drop-off area will continue to be from French's Road and within the School site.</li> </ul>

Option	Category	Opportunities	Constraints
	Planning	<ul style="list-style-type: none"> <li>The proposals are not reliant on third party land owners (Chesterton Mill); and</li> <li>Access is only over highways controlled land.</li> </ul>	<ul style="list-style-type: none"> <li>Sport England may oppose proposal due to loss of small section of playing field, however this is minimal.</li> </ul>
	Impact on Existing Site	<ul style="list-style-type: none"> <li>Minimal impact on Chesterton Mill and Histon Road as there are no planned changes to the access arrangements to the west; and</li> <li>There would be minimal impact to the playing field. Grasscrete may be laid for servicing vehicles which runs adjacent to the site; however, there is already a storage container present where the area would be.</li> </ul>	<ul style="list-style-type: none"> <li>Loss of trees for widening bend towards St Luke's Barn; and</li> <li>Loss of playing fields for servicing area from the overflow car park to St Luke's Barn.</li> </ul>

**Table 5-2 Option 2 Opportunities and Constraints**

Option	Category	Opportunities	Constraints
<b>Option 2:</b> provide a new access off Rackham Close (maximum 4m width)	Traffic and Vehicle Access	<ul style="list-style-type: none"> <li>A widened vehicular access allowing flow of traffic into and out of the site which would mitigate issues associated with the pinch point in the existing arrangements;</li> <li>Bend towards St Luke's Barn would be widened to accommodate increased traffic levels;</li> <li>Rackham Close would be used as the main access to the venue alleviating traffic pressure from French's Road access. It is considered that CCC prefer more access points within a site; and</li> <li>Additional access could enter the site from the west and enter the car park adjacent to the overflow parking. This would reduce reliance on the French's Road vehicular access.</li> </ul>	<ul style="list-style-type: none"> <li>The pinch point between the School and the caretaker's property allows one vehicle to pass at any one point;</li> <li>Road layout becomes convoluted to avoid severing playing fields; and</li> <li>Maximum width of new road potentially resulting in issues with two-way traffic if it is too narrow. This can be mitigated with further design work.</li> </ul>
	Pedestrian and Cycle Access	<ul style="list-style-type: none"> <li>The proposals suggest a footway that runs adjacent to the road which can access the St Luke's Barn site; and</li> <li>The proposal suggests widening the footpath at the entrance adjacent to French's Road.</li> </ul>	<ul style="list-style-type: none"> <li>Potential safety issues when pedestrians use shared space passing the School building; and</li> <li>Potential safety issues where individuals cross the road where traffic would enter the car parking area from the Rackham Close access route due to a tight bend although this can be mitigated by pedestrian crossings and low speed limits.</li> </ul>
	Public Transport Access	<ul style="list-style-type: none"> <li>Histon Road stop is within 400m guideline distance with other stops providing the site with a good public transport network; and</li> <li>Improved access to Histon Road to access bus stop that is not reliant on private access.</li> </ul>	
	Impact on Local Highway Network	<ul style="list-style-type: none"> <li>Traffic can dissipate from both east (French's Road) and west (Histon Road);</li> <li>Reduced impact on French's Road due to additional access point; and</li> <li>This option may remove some traffic from Victoria Road/Histon Road junction.</li> </ul>	<ul style="list-style-type: none"> <li>Due to the layout of car park there may be congestion issues associated with entry/exit of car park; and</li> <li>May cause some congestion to Histon Road during events; and</li> <li>Increased traffic flow in to and out of Rackham Close.</li> </ul>

Option	Category	Opportunities	Constraints
	Servicing	<ul style="list-style-type: none"> <li>Service vehicle may enter from either side and exit from the other without the need for reversing.</li> </ul>	<ul style="list-style-type: none"> <li>No dedicated servicing area; and</li> <li>There may not be enough space to for service vehicle to manoeuvre past an oncoming vehicle. This can be mitigated as part of a service management strategy that seeks to inform service vehicles when to enter the site and how; and</li> </ul>
	Construction Cost		<ul style="list-style-type: none"> <li>Additional cost would be required to lay road down along the field perimeter. In addition to widening the access route and re-aligning the footway</li> </ul>
	Car and Cycle Parking	<ul style="list-style-type: none"> <li>Additional car parking on site including an overflow car park for peak periods (event times); and</li> <li>Potential for an additional 50 cycle spaces within the site.</li> </ul>	<ul style="list-style-type: none"> <li>No formal drop-off area.</li> </ul>
	Planning		<ul style="list-style-type: none"> <li>Sport England may oppose proposal due to loss of significant area of playing field;</li> <li>Potential issues with ownership of land in between the School site and Rackham Close; and</li> <li>Potential third-party land ownership on Rackham Close which may be used as a 'ransom strip'.</li> </ul>
	Impact on Existing Site	<ul style="list-style-type: none"> <li>Reduction in safety risk with traffic near the School;</li> <li>Reduction of dependence on French's Road access; and</li> <li>Direct access from site from Histon Road.</li> </ul>	<ul style="list-style-type: none"> <li>Loss of trees for widening bend towards St Luke's Barn; and</li> <li>Loss of playing fields for access route from Rackham Close to St Luke's Barn.</li> </ul>



**Table 5-3 Option 3 Opportunities and Constraints**

Option	Category	Opportunities	Constraints
<b>Option 3:</b> provide a new access off Chesterton Mill.	Traffic and Vehicle Access	<p><b>Applicable for All Variations</b></p> <ul style="list-style-type: none"> <li>A widened entrance allowing flow of traffic into and out of the site which would mitigate issues associated with the pinch point in the existing arrangements;</li> <li>Bend towards St Luke's Barn would be widened to accommodate for increase traffic levels; and</li> <li>Route does not sever playing fields.</li> </ul> <p><b>Variation A:</b></p> <ul style="list-style-type: none"> <li>Route is on site meaning less of the route is dependent on third party co-operation; and</li> <li>One-way traffic into the site would minimise conflict on Chesterton Mill private road.</li> </ul> <p><b>Variation B:</b></p> <ul style="list-style-type: none"> <li>Route is not convoluted.</li> </ul> <p><b>Variation C:</b></p> <ul style="list-style-type: none"> <li>Chesterton Mill access route would be incorporated within the access arrangements so any traffic impacts can be managed.</li> </ul>	<p><b>Applicable for All Variations</b></p> <ul style="list-style-type: none"> <li>The pinch point between the School and the caretaker's property allows one vehicle to pass at any one point;</li> <li>Potentially more cost for little benefits should there remain a single access point;</li> <li>Chesterton Mill access has a pinch point which could result in one-way traffic on the access point to Histon Road;</li> </ul> <p><b>Variation A:</b></p> <ul style="list-style-type: none"> <li>Right turners into the site may disrupt westbound traffic on Histon Road and westbound traffic should Chesterton Mill become two-way traffic.</li> </ul> <p><b>Variation B:</b></p> <ul style="list-style-type: none"> <li>Chesterton Mill is not wide enough for two-way traffic although this could potentially be mitigated by passing places; and</li> <li>Right turners into the site may disrupt westbound traffic.</li> </ul> <p><b>Variation C:</b></p> <ul style="list-style-type: none"> <li>No further constraints.</li> </ul>
	Pedestrian and Cycle Access	<p><b>Applicable for All Variations</b></p> <ul style="list-style-type: none"> <li>The proposals suggest a footway that runs adjacent to the road which can access the St Luke's Barn site;</li> <li>The proposal suggests widening the footpath at the entrance adjacent to French's Road;</li> <li>Additional pedestrian access from Chesterton Mill may reduce dependency on French's Road access; and</li> <li>This proposal would enhance the pedestrian and cycle network by providing more routes into and out of the site.</li> </ul>	<p><b>Applicable for All Variations</b></p> <ul style="list-style-type: none"> <li>Potential safety issues when pedestrians use shared space passing the School building; and</li> <li>Potential safety issues where individuals cross the road where traffic would enter the car parking area from the Chesterton Mill access route due to a tight bend although this can be mitigated by pedestrian crossings and low speed limits.</li> </ul>
	Public Transport Access	<p><b>Applicable for All Variations</b></p> <ul style="list-style-type: none"> <li>Histon Road stop is within 400m boundary with other stops providing the site with a good public transport network</li> </ul>	<p><b>Applicable for All Variations</b></p> <ul style="list-style-type: none"> <li>Public transport access is dependent on access from Chesterton Mill.</li> </ul>

Option	Category	Opportunities	Constraints
	Impact on Local Highway Network	<b>Applicable for All Variations</b> <ul style="list-style-type: none"> <li>Traffic could dissipate from both east (French's Road) and west (Histon Road);</li> <li>Chesterton Mill would be used as the main access to the venue relieving traffic pressure from French's Road. One-way route only from Histon Road to the site to simplify access arrangements; and</li> <li>Reduces traffic at Victoria Road/Histon Road junction.</li> </ul>	<b>Applicable for All Variations</b> <ul style="list-style-type: none"> <li>Increased levels of traffic on Histon Road;</li> <li>This option would require signal controls on Chesterton Mill which could lead to 'blocking back' onto Histon Road at peak times;</li> <li>Increased levels of traffic using Chesterton Mill access; and</li> <li>Access is not owned by CCC.</li> </ul>
	Servicing	<b>Applicable for All Variations</b> <ul style="list-style-type: none"> <li>Service vehicle may enter from either side and exit from the other without the need for reversing.</li> </ul>	<b>Applicable for All Variations</b> <ul style="list-style-type: none"> <li>No dedicated servicing area; and</li> <li>May not be enough space to for service vehicle to manoeuvre past an oncoming vehicle on Chesterton Mill.</li> </ul>
	Construction Cost	<b>Applicable for All Variations</b> <ul style="list-style-type: none"> <li>Chesterton Mill private road and site infrastructure existing.</li> </ul>	<b>Variation A:</b> <ul style="list-style-type: none"> <li>Additional cost incurred by creation of new highway within site.</li> </ul>
	Car and Cycle Parking	<b>Applicable for All Variations</b> <ul style="list-style-type: none"> <li>Additional car parking on site including an overflow car park for peak periods (event times); and</li> <li>Potential for an additional 50 cycle spaces within the site.</li> </ul>	<b>Applicable for All Variations</b> <ul style="list-style-type: none"> <li>No formal drop-off area.</li> </ul>
	Planning	<b>Applicable for All Variations</b> <ul style="list-style-type: none"> <li>Constraints can be mitigated upon liaison with stakeholders.</li> </ul>	<b>Applicable for All Variations</b> <ul style="list-style-type: none"> <li>Sport England may oppose proposal due to loss of area of existing playing field; and</li> <li>Access not owned by CCC and would require a legal easement agreement of use.</li> </ul>
	Impact on Existing Site	<b>Applicable for All Variations</b> <ul style="list-style-type: none"> <li>Reduction in safety risk with traffic near the School; and</li> <li>Reduction of dependence on French's Road access.</li> </ul>	<b>Applicable for All Variations</b> <ul style="list-style-type: none"> <li>Use of Chesterton Mill private road would need to be managed to avoid major impact on existing users of the site (Chesterton Mill)</li> <li>Loss of trees to account for widening bend towards St Luke's Barn; and</li> <li>Loss of playing fields for access route from Chesterton Mill to St Luke's Barn.</li> </ul>

## 6. Summary and Conclusions

### 6.1. Summary

This report has appraised potential access arrangements to St Luke's Barn, Cambridge to accommodate change of use from a community centre to a creative arts centre (CREATE). The results of the assessment were informed by a site visit and discussions with CCC to understand the existing and future site usage and potential access options.

#### 6.1.1. Existing Access

St Luke's Barn shares the site and a single vehicular site access with St Luke's CofE Primary School. Access to the existing site is via French's Road, Cambridge. French's Road is a quiet residential road accessed via Victoria Road.

Pedestrian and cycle access is currently taken from four points, French's Road, an alley through to east onto Harvey Goodwin Avenue which leads onto Stretton Avenue, and two accesses from Rackham Close and Linden Close. It is considered that there is a good pedestrian footway and cycle network within the vicinity of the site.

#### 6.1.2. Parking Provision

It is proposed that approximately 59 standard car parking spaces and 4 Blue Badge spaces could be provided in line with Cambridge City car parking standards. An additional 50 cycle spaces are likely to be included within the proposals.

There are currently 125 cycle spaces available on the site. These spaces are used by pupils and staff at the School. The proposals seek to install an additional 50 cycle spaces (25 racks) adjacent to the overflow parking area to adhere to Cambridge City cycle parking standards that parking for short stay sites should be situated as close to the main entrance as possible. For the size of the site (approximately 1,500m<sup>2</sup> GIA<sup>10</sup>), a minimum of 100 spaces should be available. It is considered that there will be enough cycle parking spaces within St Luke's Barn to accommodate the proposed change of use.

#### 6.1.3. Potential Access

Each option is summarised below:

- **Option 1:** This option seeks to widen and re-align the existing access point on French's Road to allow for safer access meaning that a two-way system in and out of the site become possible. This option offers additional safety measures for cyclists and pedestrians with additional footway and highway width upon accessing the School site. In terms of the local highway network there would be very little change in traffic to Histon Road, although this option may cause congestion on French's Road during event times. It is considered that this option is feasible although parking and traffic management strategies should be considered for peak times and during events;
- **Option 2:** This option seeks to provide an additional vehicular access off Rackham Close to the west of the Barn. In addition to the changes mentioned in the above option, an access point off Rackham Close could relieve congestion on French's Road during peak times. This option provides several benefits including an additional access to the School. Option 2 has an impact on the playing field but does not cause severance. This would require further talks with the organisation who are statutory stakeholder. It is considered that this option is feasible from a transport perspective although further liaison with Sport England will be required; also, potential issues with access over third party land (Rackham Close) would need to be discussed; and
- **Option 3:** This option seeks to provide an additional access off Chesterton Mill to the west of the Barn. In addition to the changes mentioned in Option 1, an access point off Chesterton Mill could relieve congestion on French's Road during peak times as this forms two access points. This would also need an easement agreement with the land owner for access. Option 3 has three variations which have been summarised below:

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<sup>10</sup> CCC (March 2015) MS1 Report. Page 22.

- **Variation A:** A controlled entrance at the start of the private road (e.g. nearest Histon Road) with an internal road inside the School boundary which could relieve traffic congestion on French's Road although it could cause issues elsewhere (Histon Road). This variation would also have an impact on the playing field;
- **Variation B:** A controlled entrance that comes off at the western side of the Barn along the edge of the field could relieve traffic congestion on French's Road but increase traffic movements on Histon Road, furthermore it could relieve some traffic movement at the Victoria Road/ Histon Road junction. This variation would have a minimal impact on the playing field. There are potential issues with the width of the private road as it is currently too narrow for two-way traffic, this would need to be mitigated by traffic signals which may cause delay and congestion; and
- **Variation C:** This variation would encompass moving the Chesterton Mill site boundaries in such a way as to incorporate the footprint of the Barn into the Mill site. This would allow a mixture of options with regard to the access and flow of any traffic (including limiting it). In discussion with the developer CCC can confirm the developer's intention currently would be to retain the 'one-way' flow of any traffic movements on site rather than trying to enable two-way access from Histon Road. A controlled entrance onto Histon Road could relieve traffic from French's Road but increase traffic movements, furthermore it could relieve some traffic movement on the Victoria Road/Histon Road junction. This variation has a dependency on the co-operation of the private landowner and developer of Chesterton Mill. If an access is placed to the west of the Barn it could relieve traffic congestion on French's Road.

## 6.2. Conclusions

Having reviewed the current proposals and having appraised each option it is considered that all options are feasible from an access and transport point of view. Option 2 and Option 3, Variations A and B will require discussion with the private drive land owner and Sport England due to impact on/loss of part of the playing field and Variation C will require more planning due to the nature of the proposals. Whilst it may be agreed with the land owner to use the access further legal work is required to ensure the long-term access of the site is available. Whilst each option has associated constraints, there should be further investigation during later design stages and assessments.

### 6.2.1. Option 1

Option 1 is the simplest and cheapest option, however would not address existing issues with site related congestion on French's Road.

### 6.2.2. Option 2

Option 2 would require discussion with the private landowner on Rackham Close which could potentially be a 'ransom strip' as access would be required to cross an area of private land. This option would also require discussions with Sport England who would oppose the development as there would be impact on the playing field within the site.

### 6.2.3. Option 3

All of Option 3 variations are dependent on third party co-operation and an easement to allow use of the private access. All variations are considered feasible from a highways and transport perspective providing that an easement for the use of Chesterton Mill is accepted. All variation should consider the impact on Histon Road due to the width of the highway although this could be mitigated by having an 'one-way' system where vehicles enter the site on French's Road and exit the site via Chesterton Mill (or vice versa).

# Appendices

# Appendix A. Proposed Development Option Plans

## A.1. Option 1



# 6.4 Option 1 - Current Access Option

- Outer building footprint represent renovation and extension of existing building. Inner building footprint represent to new building. Footpaths and plaza area to be extended as appropriate.
- Existing trees at the back of the building removed and replaced with dense hedge to provide new screening and allow improved, separate pedestrian access with double gates where appropriate
- Potential coach drop-off point
- Grasscrete for service access (subject to Sport England approval)
- Large entrance plaza highlights the main building entrance and provides high quality, impressive setting to the building. Area to include seating and planting.
- Additional gate onto field
- Minimal impact on the existing playing fields
- Refuse store relocated and increased in size to allow additional parking spaces to be proposed.
- New car parking spaces provided to increase the existing provision
- New cycle storage for minimum 50no. cycles
- New trees planted to mitigate the loss of existing trees felled for the implementation of additional parking / access facilities
- Entrance area improved to provide safe and secure access
- Entrance road widened to allow two cars to pass (with the exception of narrowing between School entrance area and the existing caretakers driveway)
- Main pedestrian footpath relocated to provide safe access route to the main school entrance



**A.2. Option 2**



# 6.5 Option 2 - New Rackham Close Access

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Outer building footprint represent renovation and extension of existing building. Inner building footprint represent to new building. Footpaths and plaza area to be extended as appropriate.

Additional access road follows playing field perimeter. The route is restricted by Tree root protection areas and playing field pitch markings.

(Note: Access route does not comply with Sport England guidance on playing fields)

Existing trees at the back of the building removed and replaced with dense hedge to provide new screening and allow improved, separate pedestrian access with double gates where appropriate.

Potential coach drop-off point

Large entrance plaza highlights the main building entrance and provides high quality impressive setting to the building. Area to include seating and planting.

Access road leading direct from Rackham Close (max 4m road width)

Minimal impact on the existing playing fields

Additional access road joins existing car park. New route reduces the amount of space for additional parking

Refuse store relocated and increased in size to allow additional parking spaces to be proposed.

New car parking spaces provided to increase the existing provision

New cycle storage for minimum 50no. cycles

New trees planted to mitigate the loss of existing trees felled for the implementation of additional parking / access facilities

Entrance area improved to provide safe and secure access

Entrance road widened to allow two cars to pass (with the exception of narrowing between School entrance area and the existing caretakers driveway)

Main pedestrian footpath relocated to provide safe access route to the main school entrance



### A.3. Option 3 (Variation A)



## 6.6 Option 3 - New Chesterton Mill Access

Outer building footprint represent renovation and extension of existing building. Inner building footprint represent to new building. Footpaths and plaza area to be extended as appropriate.

Access off Chesterton Mill private access road (subject to agreement)

Potential coach drop-off point

Existing trees at the back of the building removed and replaced with dense hedge to provide new screening and allow improved, separate pedestrian access with double gates where appropriate.

Large entrance plaza highlights the main building entrance and provides high quality, impressive setting to the building. Area to include seating and planting.

Additional access road follows playing field perimeter. The route is restricted by Tree root protection areas and playing field pitch markings)

(Note: Access route does not comply with Sport England guidance on playing fields)

Additional access road joins existing car park. New route reduces the amount of space for additional parking

Refuse store relocated and increased in size to allow additional parking spaces to be proposed.

New car parking spaces provided to increase the existing provision

New cycle storage for minimum 50no. cycles

New trees planted to mitigate the loss of existing trees felled for the implementation of additional parking / access facilities

Entrance area improved to provide safe and secure access

Entrance road widened to allow two cars to pass (with the exception of narrowing between School entrance area and the existing caretakers driveway)

Main pedestrian footpath relocated to provide safe access route to the main school entrance



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**SERVICE COMMITTEE REVIEW OF DRAFT REVENUE BUSINESS PLANNING  
PROPOSALS FOR 2018-19 TO 2022-23**

*To:* **Commercial and Investment Committee**

*Meeting Date:* **20<sup>th</sup> October 2017**

*From:* **Chris Malyon: Chief Finance Officer**

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

*Forward Plan ref:* **Not applicable**      *Key decision:* **No**

*Purpose:* **This report provides the Committee with an overview of the draft Business Plan Revenue Proposals that are within the remit of the Commercial and Investment Committee.**

*Recommendation:* **a) It is requested that the Committee note the overview and context provided for the 2018-19 to 2022-23 Business Plan revenue proposals for the Committee.**

**b) It is requested that the Committee comment on the draft revenue proposals that are within the remit of the Commercial and Investment Committee for 2018-19 to 2022-23.**

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## 1. OVERVIEW

- 1.1 The Council's Business Plan sets out how we will spend the resources we have at our disposal to achieve our vision and priorities for Cambridgeshire, and the outcomes we want for people.



- 1.2 To ensure we deliver this agenda, our focus is always on getting the maximum possible value for residents from every pound of public money we spend and doing things differently to respond to changing needs and new opportunities. The Business Plan therefore sets out how we aim to provide better public services and achieve better results for communities whilst responding to the challenge of reducing resources.
- 1.3 Like all Councils across the country, we are facing a major challenge. Demand is increasing and funding is reducing at a time when the cost of providing services continues to rise significantly due to inflationary and demographic pressures. Through our FairDeal4Cambs campaign we are currently linking with the 39 Shire County areas who make up membership of the County Council's Network and who are raising the issue of historic underfunding of Shire Counties with our MPs and through them with Government. As the fastest growing County in the country this financial challenge is greater in Cambridgeshire than elsewhere. We have already delivered £186m of savings over the last 5 years and have a strong track record of value for money improvements which protect front line services to the greatest possible extent. However we know that there will be diminishing returns from existing improvement schemes and that the substantial pressure on public finances remains. It is therefore clear that we need to work more closely with local communities to help them help themselves as well as going further and faster in redesigning the way we commission and deliver services.
- 1.4 As such our Business Plan recognises the scale of change needed and proposes a significant programme of change across our services, with our partners and, crucially, with our communities. To support this we have a dedicated transformation fund, providing the resource needed in the short term to drive the change we need for the future.

- 1.5 As the scope for traditional efficiencies diminishes our plan is increasingly focused on a range of more fundamental changes to the way we work. Some of the key themes driving our thinking are;
- Income and Commercialisation - identifying opportunities to bring in new sources of income which can fund crucial public services without raising taxes significantly and to take a more business-like approach to the way we do things in the council. (it might be too late to change this as other reports have gone but would have preferred the focus on commercialism being to mitigate the implications of the financial pressures facing the Council rather than reference to avoiding the need to raise taxes – partly because we are and partly because I want them to raise them more!
  - Strategic Partnerships – acting as ‘one public service’ with our partner organisations in the public sector and forming new and deeper partnerships with communities, the voluntary sector and businesses. The aim being to cut out duplication and make sure every contact with people in Cambridgeshire delivers what they need now and might need in the future.
  - Demand Management – working with people to help them help themselves or the person they care for e.g. access to advice and information about local support and access to assistive technology. Where public services are needed ensuring support is made available early so that people’s needs don’t escalate to the point where they need to rely heavily on public sector support in the long term– this is about supporting people to remain as healthy and independent as possible for as long as possible.
  - Commissioning – ensuring all services that are commissioned to deliver the outcomes people want at the best possible price – getting value for money in every instance.
  - Modernisation – ensuring the organisation is as efficient as possible and as much of the Council’s budget as possible is spent on front line services and not back office functions taking advantage of the latest technologies and most creative and dynamic ways of working to deliver the most value for the least cost.
- 1.6 The Council continues to undertake financial planning of its revenue budget over a five year period which creates links with its longer term financial modelling and planning for growth. This paper presents an overview of the proposals being put forward as part of the Council’s draft revenue budget, with a focus on those which are relevant to this Committee. Increasingly the emerging proposals reflect joint proposals between different directorate areas and more creative joined up thinking that recognise children live in families and families live in communities, so many proposals will go before multiple Committees to ensure appropriate oversight from all perspectives.
- 1.7 Funding projections have been updated based on the latest available information to provide a current picture of the total resource available to the Council. At this stage in the year, however, projections remain fluid and will be reviewed as more accurate data becomes available.

- 1.8 Equally as our proposals become more ambitious and innovative, in many instances they become less certain. Some proposals will deliver more or less than anticipated, equally some may encounter issues and delays and others might be accelerated if early results are promising. To manage this we need to incorporate some changes to our business planning approach, specifically;
- We want to develop proposals which exceed the total savings/income requirement – so that where some schemes fall short they can be mitigated by others and we can manage the whole programme against a bottom-line position
  - We aim to establish a continual flow of new proposals into the change programme – moving away from a fixed cycle to a more dynamic view of new thinking coming in and existing schemes and estimates being refined
  - A managed approach to risk – with clarity for members about which proposals have high confidence and certainty and which represent a more uncertain impact
- 1.9 The Committee is asked to comment on these initial proposals for consideration as part of the Council's development of the Business Plan for the next five years. Draft proposals across all Committees will continue to be developed over the next few months to ensure a robust plan and to allow as much mitigation as possible against the impact of these savings. Therefore these proposals may change as they are developed or alternatives found.
- 1.10 Committees will receive an update to the revenue business planning proposals in December at which point they will be asked to endorse the proposals to GPC as part of the consideration for the Council's overall Business Plan.

## **2. BUILDING THE REVENUE BUDGET**

- 2.1 Changes to the previous year's budget are put forward as individual proposals for consideration by committees, General Purposes Committee and ultimately Full Council. Proposals are classified according to their type, as outlined in the attached Table 3, accounting for the forecasts of inflation, demand pressures and service pressures, such as new legislative requirements that have resource implications, as well as savings.
- 2.2 The process of building the budget begins by identifying the cost of providing a similar level of service to the previous year. The previous year's budget is adjusted for the Council's best forecasts of the cost of inflation, the cost of changes in the number and level of need of service users (demand) and proposed investments. Should services have pressures, these are expected to be managed within that service where possible, if necessary being met through the achievement of additional savings or income. If it is not possible, particularly if the pressure is caused by legislative change, pressures are considered corporately. It should be noted, however, that there are no additional resources and therefore this results in an increase in the level of savings that are required to be found across all Council Services. The total expenditure level is compared to the available funding and, where this is insufficient to cover expenditure, the difference is the savings/income



requirement to be met through transformational change, and or, savings projects in order to achieve a set of balanced proposals.

- 2.3 The budget proposals being put forward include revised forecasts of the expected cost of inflation following a detailed review of inflation across all services at an individual budget line level. Inflation indices have been updated using the latest available forecasts and applied to the appropriate budget lines. Inflation can be broadly split into pay, which accounts for inflationary costs applied to employee salary budgets, and non-pay, which covers a range of budgets, such as energy, waste, etc. as well as a standard level of inflation based on government Consumer Price Index (CPI) forecasts. All inflationary uplifts require robust justification and as such general inflation was assumed to be 0%. Key inflation indices applied to budgets are outlined in the following table:

<b>Inflation Range</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
Standard non-pay inflation (CPI)	2.2%	2.0%	2.0%	2.0%	2.0%
Other non-pay inflation (average of multiple rates)	3.5%	2.3%	1.7%	1.7%	1.7%
Pay (admin band)	1.0%	1.0%	1.0%	1.0%	1.0%
Pay (management band)	1.0%	1.0%	1.0%	1.0%	1.0%
Employer pension contribution (average of admin and management band)	-1.3%	-0.2%	0.8%	0.8%	0.8%

- 2.4 Forecast inflation, based on the above indices, is as follows:

<b>Service Block</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
People and Communities (P&C)	2,197	2,659	2,673	2,673	2,673
Economy, Transport and Environment (ETE)	1,086	1,267	849	874	853
ETE (Waste Private Finance Initiative)	856	918	971	953	945
Public Health	16	19	24	24	24
Corporate and Managed Services	279	128	138	138	138
LGSS Operational	72	88	114	114	114
<b>Total</b>	<b>4,506</b>	<b>5,079</b>	<b>4,769</b>	<b>4,776</b>	<b>4,747</b>

- 2.5 A review of demand pressures facing the Council has been undertaken. The term demand is used to describe all anticipated demand changes arising from increased numbers (e.g. as a result of an ageing population, or due to increased road kilometres) and increased complexity (e.g. more intensive packages of care as clients age). The demand pressures calculated are:

<b>Service Block</b>	<b>2018-19 £'000</b>	<b>2019-20 £'000</b>	<b>2020-21 £'000</b>	<b>2021-22 £'000</b>	<b>2022-23 £'000</b>
People and Communities (P&C)	6,693	7,115	7,583	7,626	8,415
Economy, Transport and Environment (ETE)	269	265	267	265	271
<b>Total</b>	<b>6,962</b>	<b>7,380</b>	<b>7,850</b>	<b>7,891</b>	<b>8,686</b>

- 2.6 The Council is facing some cost pressures that cannot be absorbed within the base funding of services. Some of the pressures relate to costs that are associated with the introduction of new legislation and others as a direct result of contractual commitments. These costs are included within the revenue tables considered by service committees alongside other savings proposals and priorities:

Service Block / Description	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000
<b>New Pressures forecast for 18-19</b>					
P&C: Children's Change Programme	886	0	0	0	0
P&C: Legal	400	0	0	0	0
P&C: Adoption	367	0	0	0	0
P&C: DSG Contribution to Combined Budgets	3,612	0	0	0	0
ETE: Cambridgeshire and Peterborough Minerals and Waste Local Plan	108	0	-54	-54	0
ETE: Waste PFI	1,175	0	0	0	0
ETE: Removal of P&R charges	1,200	0	0	0	0
ETE: Ely Archives Centre	0	78	0	0	0
ETE: Norwich Tech Partnership Contribution	25	0	0	0	0
ETE: Guided Busway Defects	1,100	200	-1,300	0	0
ETE: Coroner Service	95	0	0	0	0
CS: Commercial approach to contract management	340	0	0	0	0
<b>Existing Pressures Brought Forward</b>					
P&C: Fair Cost of Care and Placement Costs	0	1,500	2,500	1,000	0
P&C: Impact of National Living Wage on Contracts	3,770	3,761	3,277	0	0
P&C: Local Housing	0	412	595	199	0

Allowance limits - impact on supported accommodation					
P&C: Children Innovation and Development Service	50	0	0	0	0
P&C: Multi Systemic Therapy (MST)	63		0	0	0
ETE: Libraries to serve new developments	0	0	49	0	0
CS: Contract mitigation	0	2,000	0	0	0
A&I: Renewable energy - Soham	4	5	4	5	0
Professional and Management Pay Structure - combined	84	0	0	0	0
Impact of National Living Wage on CCC employee costs (combined)	18	74	174	174	174
<b>Total</b>	-	-	-	-	-

### 3. SUMMARY OF THE DRAFT REVENUE BUDGET

- 3.1 In order to balance the budget in light of the cost increases set out in the previous section and reduced Government funding, savings or additional income of £37.2m are required for 2018-19, and a total of £85m across the full five years of the Business Plan. The following table shows the total level of savings necessary for each of the next five years, the amount of savings attributed from identified savings and the residual gap for which saving or income has still to be found:

Service Block	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000
Total Saving Requirement	37,169	23,614	14,221	3,862	5,951
Identified Savings	-25,433	-3,961	-2,304	-581	-278
Identified additional Income Generation	-6,196	-1,712	542	-201	-13
<b>Residual Savings to be identified</b>	<b>5,540</b>	<b>17,941</b>	<b>12,459</b>	<b>3,080</b>	<b>5,660</b>

- 3.2 As the table above shows there is still a significant level of savings or income to be found in order to produce a balanced budget for 2018-19. While actions are being taken to close the funding gap, as detailed below, it must be acknowledged that the proposals already identified are those with the lower risk and impact profiles and the further options being considered are those considered less certain, or with greater impact.

3.3 The actions currently being undertaken to close the gap are:

- Reviewing all the existing proposals to identify any which could be pushed further – in particular where additional investment could unlock additional savings
- Identifying whether any longer-term savings can be brought forward
- Reviewing the full list of in-year and 2018-19 pressures – developing mitigation plans wherever possible to reduce the impact of pressures on the savings requirement
- Bringing more ideas into the pipeline – this work will continue to be led across service areas - recognising that it is the responsibility of all areas of the Council to keep generating new proposals which help meet this challenge. This ongoing focus on finding new ways of working includes the new programme of 'outcomes focused reviews' which have been commissioned in priority areas; this means looking in-depth at services where it is considered further savings or opportunities for creating additional income may be possible

3.4 There are also a number of risks or assumptions which are not included in the numbers above, or accompanying tables. These will be incorporated (as required) as the Business Plan is developed and the figures can be confirmed:

- While the Business Plan includes a pressure relating to the increase in the National Living Wage, the phasing of this increase has not been confirmed. Once this is known the pressure will be updated to reflect this.
- The result of schools funding reforms, in particular the control of the Dedicated Schools Grant shifting further toward individual schools, is still under discussion and the significant current pressure will be updated as the outcome of this discussion becomes clear.
- Movement in current year pressures – Work is ongoing to manage our in-year pressures downwards however any change to the out-turn position of the Council will impact the savings requirement in 2018-19. This is particularly relevant to demand led budgets such as children in care or adult social care provision.
- Due to the level of reduction in Government grants in later years the Council did not take the multi-year settlement offered as part of the 2015 Spending Review. As such there is some uncertainty around the accuracy of our funding assumptions which will become clearer after the Government's Autumn Budget is announced on November 22<sup>nd</sup> and the Local Government Finance settlement due in mid-December.

3.5 In some cases services have planned to increase income to prevent a reduction in service delivery. For the purpose of balancing the budget these two approaches have the same effect and are treated in the same way.

- 3.6 This report forms part of the process set out in the Medium Term Financial Strategy whereby the Council updates, alters and refines its revenue and capital proposals in line with new savings targets. New proposals are developed across Council to meet any additional savings requirement and all existing schemes are reviewed and updated before being presented to service committees for further review during December.
- 3.7 The level of savings required is based on a 2% increase in Council Tax, through levying the Adults Social Care precept in, but a 0% general Council Tax increase. It should be noted that the Government has only confirmed that ASC precept will be available up to and including 2019-20. For each 1% more or less that Council Tax is changed, the level of savings required will change by approximately +/-£2.5m.
- 3.8 There is currently a limit on the increase of Council Tax to 1.99%, above which approval must be sought from residents through a positive vote in a local referendum. It is estimated that the cost of holding such a referendum would be around £100k, rising to as much as £500k should the public reject the proposed tax increase (as new bills would need to be issued).
- 3.9 Following October and December service committees, GPC will review the overall programme in December, before recommending the programme in January as part of the overarching Business Plan for Full Council to consider in February

#### **4. OVERVIEW OF DRAFT REVENUE PROGRAMME UNDER THE REMIT OF THE COMMERCIAL AND INVESTMENT COMMITTEE**

- 4.1 Through business planning we work to drive maximum value from the Cambridgeshire pound and ensure we can continue to provide good services to communities despite cost and funding pressures. To deliver this we are committed to;
- investing in our services to transform them, delivering better outcomes and reduced demand
  - Investing in commercial opportunities which bring in a good financial return to the council whilst balancing risk and rewards
  - transforming the way we work – making improvements to how we manage our business, our people and our money
  - getting better at managing the contracts we have with suppliers and external providers
  - developing new and deeper partnerships – bringing benefits for all
  - only considering reducing services as a last resort
- 4.2 The inclusion of a discrete focus on commercial opportunities is a comparatively recent and emerging element of our strategy. It is something that more and more local authorities are paying close attention to as they respond to their financial challenges, recognising that the scope for further financial efficiency is potentially now reaching the point of diminishing returns. A recent survey undertaken by Localis showed that entrepreneurial activities currently make up 6% of council budgets. However respondents indicated that

by 2020 this figure will rise to 18% - a sum potentially worth upwards of £27bn. It was estimated that this would generate up to £2bn of additional income each year; a sum equivalent to £100 off each 2019/20 council tax bill. The work of the Commercial and Investment Committee has highlighted the scope for further commercial opportunities for the County Council and has expressed the view that we could, and should, push this agenda with greater ambition. So for 2018/19 and beyond we are anticipating that commercial and income generating proposals will form a significant part of our response to the funding gap – with our ability to create a commercial return underpinning our ability to continue to invest in the services which our communities need.

- 4.3 The paragraphs below provide an overview of the emerging proposals for 2018/19 within the remit of the Commercial and Investment Committee. At this stage they represent draft figures and the business cases (attached as an appendix) will be updated further – with revised figures and information due to be presented again to the December meeting of the Committee.

4.4 F/R 7.110 COMMERCIAL INVESTMENTS (income target £3000k)

This is the most significant new scheme for 2018/19. The proposal is to develop an appropriately balanced commercial investment portfolio across a range of opportunities. The local authority is currently able to take advantage of attractive borrowing rates allowing it to invest in going concerns, new ventures, property, trading markets and a range of other areas and still deliver a return over and above the borrowing costs incurred. As well as providing finance, the local authority can offer prospective commercial partners access to a range of potential markets, links to existing business networks, the use of our asset base and our skills and capacity. An initial working estimate of £3m net benefit has been identified as the target for 2018/19. To secure this kind of return will entail a significant initial borrowing outlay – in the region of £80m - £100m and the development of a portfolio of investments which includes schemes offering a prompt return. It is recognised that the level of potential return is directly linked to the organisation's appetite for risk. This will be best managed by developing a portfolio with a mix of types and sizes of investment and a range of different levels of risk within the total – however, by its nature, the actual return will be somewhat uncertain. The final target figure will need to be determined once the work has progressed further and we have a set of potential investments to consider. Recognising the uncertainty, it is proposed that the total target value for business planning is set at the more prudent end of the likely range – so as not to create an over-reliance within the total budget on this approach. The current estimate of £3m is judged to be a realistic and achievable target at this point.

We will need to bring in additional commercial investment expertise to deliver on this work and help us identify the appropriate portfolio. We will shortly be going out to the market to seek an investment partner with strong experience in this area and the Committee has established a working group to oversee the identification of the partner and then the work to develop the portfolio of investments. By the time of the December Committee we should be in a position to provide a more detailed assessment of the size of the opportunity through this work, the options available and the associated benefits and risks. We would look to identify a commercial partner who was willing to work to

upskill our current staff cohort – offering us knowledge transfer as part of the process.

4.5 A/R 7.107 Optimising Existing Traded Services (income target £500K in 2018/19)

Over the next year, we have committed to reviewing our portfolio of services so that we are clear about the outcomes we are aiming for, clear about every services' contribution to these outcomes and clear that we are delivering these outcomes in the most cost effective and commercially advantageous ways. This will be delivered through a programme of Outcome Focused Reviews. A number of Outcome Focused Reviews have been commissioned for existing traded services to explore their potential for generating additional income and improving their impact on outcomes. The reviews cover Cambridgeshire Catering and Cleaning Services (CCS), Outdoor Centres, Professional Service Centres, Education ICT and Cambridgeshire Music. The aim of the reviews is to identify improved benefits including but not limited to:

- cost recovery
- increased surplus
- alternative delivery models
- sustainability
- increasing market share

At this stage the £500k figure is an estimated total from all of the reviews rather than a confirmed business case assessment of the potential opportunity. Our judgement is that there will be strong potential for additional income generation through this work, but the reviews are at an early stage and we do not yet know what the recommended final model and outcome of each review will be. As the reviews progress we will provide further updates to the committee on each individually and in the final business plan these schemes will be reflected separately.

4.6 C/R 7.101 External Funding (18/19 income target £200K)

There is evidence to suggest that we can achieve more income through a range of approaches which generate additional external funding. This includes advertising, sponsorship, crowdfunding, social finance, private investors and time-banking. A Cambridgeshire lottery could possibly generate significant funding towards local good causes that may offset some of our existing grants to local charities who help us to achieve our strategic outcomes. We also know that our business partners, are keen to invest in Cambridgeshire. The most significant external funding income opportunities for 2018/2019 are likely to be through advertising, sponsorship and private investors at a likely maximum total income of £200k. There are a number of opportunities for both advertising and sponsorship/private investment where the potential income has not yet been fully scoped out, but work is underway to fully realise this. This scheme is being managed as a discrete programme of work across the

organisation – with the £200k being made up of individual smaller amounts form across a range of services.

#### 4.7 F/R.7.109 Maximising Returns on the Farms Estate (income target £500K)

We will invest further in our farms estates to achieve additional income from commercial opportunities.

Cambridgeshire County Council has the largest county farms estate in the UK. In the past year we have launched successful schemes such as the Soham solar farm and this proposal considers more income generating schemes along these lines to increase our returns in the coming years. The total benefit may come from a range of approaches including:

- using land assets for renewable energy initiatives (i.e. solar or wind farms)
- providing waste management services
- increasing income from rent by investing in the estate
- selling part of their portfolio to existing tenants so that the funds generated can contribute towards council savings targets

The Commercial Board has agreed to form a dedicated working group to explore this business case further and that we will also use the Outcome Focused Review approach to consider our model. Initial workshops to scope the review will be completed in early October with a proposal going to the Commercial and Investment Committee in early 2018.

#### 4.8 G/R 7.002 Housing Schemes – Cambridgeshire Housing and Investment Company (CHIC)

Last year we established the Cambridgeshire Housing and Investment Company as our vehicle to develop sites into commercial housing developments – returning regular capital receipts and an ongoing revenue benefit to the local authority. The net revenue benefit to the local authority for 2018/19 is expected to be £5922k, based on £7.223k of loan repayments from CHIC, against the repayment cost of borrowing from Public Works to the local authority of £1301k. This assumption is built into the base of the budget model (rather than appearing as a new saving/income line in the tables) – but if the programme to develop sites proceeds at greater scale or pace than originally envisaged then there may be an opportunity to improve the total benefit – and so contribute to the Council's funding challenge for 2018/19. Recently initial discussions have begun with CHIC about whether there is the potential to accelerate the development pipeline and so as these discussions progress further updates will be provided to the Committee.

## 5. **NEXT STEPS**

December	Service Committees will review draft proposals again, for recommendation to General Purposes Committee
December	General Purposes Committee will consider the whole draft Business Plan for the first time



January	General Purposes Committee will review the whole draft Business Plan for recommendation to Full Council
February	Full Council will consider the draft Business Plan

## **6. ALIGNMENT WITH CORPORATE PRIORITIES**

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

By maximising income through commercial activities, the council will form close relationships with local businesses which sustain local jobs in and around Cambridgeshire.

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

*There are no significant implications for this priority*

### **6.3 Supporting and protecting vulnerable people**

There are no direct implications for vulnerable people, however the strategy to secure additional income mitigates the need for service reductions – which could otherwise have an impact on vulnerable groups.

## **7. SIGNIFICANT IMPLICATIONS**

### **7.1 Resource Implications**

The proposals set out the response to the financial context described in section 4 and the need to change our service offer and model to maintain a sustainable budget. The full detail of the financial proposals and impact on budget is described in the financial tables of the business plan, attached as an appendix. The proposals seek to ensure that we make the most effective use of available resources and are delivering the best possible services given the reduced funding.

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

The implications will be set out fully in the business cases associated with each of the proposals - fuller business cases will be provided to the December Committee meeting. The legal and risk implications of developing a commercial acquisitions strategy are set out within the Strategy which was considered by the Committee at its July meeting 2017

### **7.3 Equality and Diversity Implications**

No significant implications

### **7.4 Engagement and Communications Implications**

No significant implications

### **7.5 Localism and Local Member Involvement**

No significant implications

### **7.6 Public Health Implications**

No significant implications

## **SOURCE DOCUMENTS GUIDANCE**

<b>Source Documents</b>	<b>Location</b>
Strategic Framework	<a href="https://cmis.cambridgeshire.gov.uk/ccc_live/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/182/Committee/2/Default.aspx">https://cmis.cambridgeshire.gov.uk/ccc_live/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/182/Committee/2/Default.aspx</a>

## Section 4 - F: Commercial and Investments

October Committee

**Table 3: Revenue - Overview**

Budget Period: 2018-19 to 2022-23

Detailed Plans	Outline Plans
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Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>10,505</b>	<b>10,678</b>	<b>10,805</b>	<b>10,393</b>	<b>10,543</b>	
F/R.1.001	Base adjustments	-	-	-	-	-	Adjustment for permanent changes to base budget from decisions made in 2016-17.
<b>1.999</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>10,505</b>	<b>10,678</b>	<b>10,805</b>	<b>10,393</b>	<b>10,543</b>	
<b>2</b>	<b>INFLATION</b>						
F/R.2.001	Inflation	188	141	145	143	143	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.
<b>2.999</b>	<b>Subtotal Inflation</b>	<b>188</b>	<b>141</b>	<b>145</b>	<b>143</b>	<b>143</b>	
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>						
<b>3.999</b>	<b>Subtotal Demography and Demand</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>4</b>	<b>PRESSURES</b>						
F/R.4.903	Renewable Energy - Soham	4	5	4	5	40	Operating costs associated with the capital investment in Renewable Energy, at the Soham Solar Farm. Links to capital proposal C/C.2.102 in BP 2016-17.
<b>4.999</b>	<b>Subtotal Pressures</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>40</b>	
<b>5</b>	<b>INVESTMENTS</b>						
<b>5.999</b>	<b>Subtotal Investments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>6</b>	<b>SAVINGS C&amp;I</b>						
F/R.6.107	Rationalisation of Property Portfolio	-	-	-553	-	-	Savings generated by the more efficient use of Council properties.
F/R.6.108	Energy Efficiency Fund - Repayment of Financing Costs	-19	-19	-8	2	2	Savings to be generated from Energy Efficiency Fund capital investment. Element to repay financing costs. Links to capital proposal F/C.2.119
<b>6.999</b>	<b>Subtotal Savings</b>	<b>-19</b>	<b>-19</b>	<b>-561</b>	<b>2</b>	<b>2</b>	
	<b>TOTAL GROSS EXPENDITURE</b>	<b>10,678</b>	<b>10,805</b>	<b>10,393</b>	<b>10,543</b>	<b>10,728</b>	

## Section 4 - F: Commercial and Investments

October Committee

**Table 3: Revenue - Overview**

**Budget Period: 2018-19 to 2022-23**

		Detailed Plans	Outline Plans				
Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
<b>7</b>	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>						
F/R.7.001	Previous year's fees, charges & ring-fenced grants	-7,803	-11,508	-11,521	-11,534	-11,547	Previous year's fees and charges for the provision of services and ring-fenced grant funded rolled forward.
F/R.7.002	Decrease in fees, charges & ring-fenced grants	-	-	-	-	-	- Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2016-17.
F/R.7.003	Fees and charges inflation	-	-	-	-	-	- Uplift in external charges to reflect inflation pressures on the cost of services.
	<b>Changes to fees &amp; charges</b>						
F/R.7.103	County Farms Investment (Viability) - Surplus to Repayment of Financing Costs	37	16	-4	-	-	- Increase in County Farms rental income resulting from capital investment. Element surplus to repaying financing costs.
F/R.7.104	County Farms Investment (Viability) - Repayment of Financing Costs	-37	-16	4	-	-	- Increase in County Farms rental income resulting from capital investment. Links to capital proposal F/C.2.101.
F/R.7.105	Renewable Energy Soham - Repayment of Financing Costs	-1	-8	100	70	16	Income generation resulting from capital investment in solar farm at Soham. Element to repay financing costs. Links to capital proposal C/C.2.102 in BP 2016-17.
F/R.7.106	Renewable Energy Soham - Surplus to Repayment of Financing Costs	-4	-5	-113	-83	-29	Income generation resulting from capital investment in solar farm at Soham. Element to surplus to repaying financing costs.
F/R.7.107	Solar PV - Repayment of Financing Costs	1	-	-	1	-	- Income generation resulting from installation of solar PV at a further 5 CCC non-school sites. Element to repay financing costs.
F/R.7.108	Solar PV - Surplus to Repayment of Financing Costs	-1	-	-	-1	-	- Income generation resulting from installation of solar PV at a further 5 CCC non-school sites. Element surplus to repayment of financing costs.
F/R.7.109	Additional commercial return on the Farms Estate	-500	-	-	-	-	- We will Invest further in our farms estates to achieve additional income from commercial opportunities
F/R.7.110	Commercial Investments	-3,000	-	-	-	-	- Develop a portfolio of strategic investments which able to provide an income return. Will be developed through commercial research into options available, appropriate balanced portfolio and the extent of risk
F/R.7.111	External Funding	-200	-	-	-	-	- Identifying and leveraging in new external funding to support CCC initiatives. This might come from a range of approaches, e.g. - Advertising - Sponsorship - Lottery - Crowdfunding - Social Finance - Private Investors - Timebanking  We also know that our business partners, and especially the Cambridge Ahead group, are keen to invest in Cambridgeshire. They are particularly interested in initiatives which support families (i.e. their staff) or which increase the range of skills in the local workforce, or which have demonstrable social value.

Section 4 - F: Commercial and Investments

October Committee

Table 3: Revenue - Overview  
Budget Period: 2018-19 to 2022-23

		Detailed Plans	Outline Plans				
Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-11,508	-11,521	-11,534	-11,547	-11,560	
	TOTAL NET EXPENDITURE	-830	-716	-1,141	-1,004	-832	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
F/R.8.001	Budget Allocation	830	716	1,141	1,004	832	Net spend funded from general grants, business rates and Council Tax.
F/R.8.003	Fees & Charges	-11,508	-11,521	-11,534	-11,547	-11,560	Fees and charges for the provision of services.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-10,678	-10,805	-10,393	-10,543	-10,728	



# Business Case

## Commercial Income - Maximising Return on the County Farms Estate F/R.7.109

### Project Overview

Project Title	Commercial Income - Maximising Return on the County Farms Estate F/R.7.109		
Income	£500,000	Business Planning Reference	F/R.7.109
Business Planning Brief Description	We will invest further in our farms estates to achieve additional income from commercial opportunities. Cambridgeshire County Council has the largest county farms estate in the UK. In the past year we have launched successful schemes such as the Soham solar farm and this proposal considers more income generating schemes along these lines to increase our return in the coming years. A plan looking for more commercial opportunities has been agreed by the Commercial Board.		
Senior Responsible Officer	Chris Malyon		

### Project Approach

#### Background

##### Why do we need to undertake this project?

Requirement to maximise our asset portfolio to generate additional income from our Farms Estates.

##### What would happen if we did not complete this project?

Income generated will contribute to revenue budgets in other areas. If we cannot generate additional income, we will have to make income or savings elsewhere.

#### Approach

##### Aims / Objectives

Additional income generation

##### Project Overview - What are we doing

We will invest further in our farms estates to achieve additional income from commercial opportunities. Cambridgeshire County Council has the largest county farms estate in the UK. In the past year we have launched successful schemes such as the Soham solar farm and this proposal considers more income generating schemes along these lines to increase our returns in the coming years. The total benefit may come from a range of approaches including:

- using land assets for renewable energy initiatives (i.e. solar or wind farms)
- providing waste management services
- increasing income from rent by investing in the estate
- selling part of their portfolio to existing tenants so that the funds generated can contribute towards council savings targets

##### What assumptions have you made?

That there is further scope for income generation across existing and new markets.

#### What constraints does the project face?

Significant income is already generated from the farms estate and all recommendations for maximising income from farm assets have already been carried forward following a review by industry experts Cheffins in 2016.

### Delivery Options

Has an options and feasibility study been undertaken?

### Scope / Interdependencies

#### Scope

What is within scope?

All existing County Farms plus potential for acquiring additional assets if supported by the business case.

What is outside of scope?

### Project Dependencies

Title

### Cost and Savings

See accompanying financial report

### Non Financial Benefits

Non Financial Benefits Summary

Title

### Risks

Title

### Project Impact

#### Community Impact Assessment

Who will be affected by this proposal?

This proposal will affect everyone in the local authority area, particularly businesses who would be keen to invest in these assets (which in turn generates income for CCC)

What positive impacts are anticipated from this proposal?

Greater use of our county farms assets  
CCC seen as a genuine commercial partner for businesses  
Income generation

What negative impacts are anticipated from this proposal?



None identified
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Are there other impacts which are more neutral?
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None identified
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Disproportionate impacts on specific groups with protected characteristics
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Details of Disproportionate Impacts on protected characteristics and how these will be addressed
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None identified
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# Business Case

## Commercial Investments (F/R.7.110)

### Project Overview

Project Title	Commercial Investments		
Income	£3,000,000	Business Planning Reference	F/R.7.110
Business Planning Brief Description	Maximise potential of the currently low interest rates to make strategic investments into going concerns which are quickly able to provide a return based on the margin between profit and interest rate. Will require a piece of commercial research into options available, appropriate balanced portfolio and the extent of risk		
Senior Responsible Officer	Chris Malyon		

### Project Approach

#### Background

##### Why do we need to undertake this project?

This project is being undertaken in order to drive a more commercial approach within the organisation. This will deliver better financial returns from its property and asset holdings as well as mitigating the implications of increasing budgetary pressures.

##### What would happen if we did not complete this project?

Without a mix of transformation and additional revenue sources there is a risk that service levels will need to be reduced.

#### Approach

##### Aims / Objectives

The key objectives of this project are to:

- Commission external support to either advise on appropriate portfolio approach or to advise and manage an agreed fund
- Approve Commercial Acquisitions Strategy
- Finalise risk appetite and profile for investments
- Develop an investment portfolio / plans for the Cambridgeshire impact of the national examples

##### Project Overview - What are we doing

Exploring how the Local Authority can deliver financial returns through the acquisition of and/or investment in:

- Residential and Commercial properties (within and outside of Cambridgeshire)
- Businesses (going concerns and start-ups)
- Investment Companies

The local authority is currently able to take advantage of attractive borrowing rates allowing it to invest in going concerns, new ventures, property, trading markets and a range of other areas and still deliver a return over and above the borrowing costs incurred. As well as providing finance, the local authority can offer

prospective commercial partners access to a range of potential markets, links to existing business networks, the use of our asset base and our skills and capacity. An initial working estimate of £3m net benefit has been identified as the target for 2018/19. To secure this kind of return will entail a significant initial borrowing outlay – in the region of £80m - £100m and the development of a portfolio of investments which includes schemes offering a prompt return. It is recognised that the level of potential return is directly linked to the organisation's appetite for risk. This will be best managed by developing a portfolio with a mix of types and sizes of investment and a range of different levels of risk within the total – however, by its nature, the actual return will be somewhat uncertain. The final target figure will need to be determined once the work has progressed further and we have a set of potential investments to consider. The current estimate of £3m is judged to be a realistic and achievable target at this point.

We will need to bring in additional commercial investment expertise to deliver on this work and help us identify the appropriate portfolio. We will shortly be going out to the market to seek an investment partner with strong experience in this area and the Committee has established a working group to oversee the identification of the partner and then the work to develop the portfolio of investments. By the time of the December Committee we should be in a position to provide a more detailed assessment of the size of the opportunity through this work, the options available and the associated benefits and risks. We would look to identify a commercial partner who was willing to work to upskill our current staff cohort – offering us knowledge transfer as part of the process.

#### What assumptions have you made?

The following assumptions have been made;

- We want to develop a wide and mixed portfolio
- Have an average return of 6% across the portfolio
- CCC will be the preferred investment vehicle with CHIC will be used where CCC does not have the power to invest or to reduce risk

#### What constraints does the project face?

### Delivery Options

#### Has an options and feasibility study been undertaken?

To be determined

### Scope / Interdependencies

#### Scope

#### What is within scope?

To be determined before December

#### What is outside of scope?

### Project Dependencies

#### Title

### Cost and Savings

See accompanying financial report

## Non Financial Benefits

### Non Financial Benefits Summary

Title

## Risks

Title

## Project Impact

### Community Impact Assessment

Who will be affected by this proposal?

Everyone in the Local Authority area and potentially beyond

What positive impacts are anticipated from this proposal?

Increase in income generation for the Local Authority

What negative impacts are anticipated from this proposal?

Increased financial risk to the Local Authority although this will be mitigated through the development of a wide portfolio

Are there other impacts which are more neutral?

N/A

### Disproportionate impacts on specific groups with protected characteristics

Details of Disproportionate Impacts on protected characteristics and how these will be addressed

n/a

# Business Case

## F/R.7.111 - External Funding

### Project Overview

Project Title	F/R.7.111 - External Funding		
Income	£200,000	Business Planning Reference	F/R.7.111
Business Planning Brief Description	Identifying and leveraging in new external funding to support CCC initiatives. This might come from a range of approaches, e.g. advertising, sponsorship, lottery, crowdfunding, social finance, private investors, timebanking. We also know that our business partners are keen to invest in Cambridgeshire. They are particularly interested in initiatives which support families (i.e. their staff) and increase the range of skills in the local workforce.		
Senior Responsible Officer	Amanda Askham		

### Project Approach

#### Background

##### Why do we need to undertake this project?

To generate income to deliver Cambridgeshire County Council services or to fund services through other mechanisms and offset costs.

##### What would happen if we did not complete this project?

The Council would not generate additional income through external funding.

#### Approach

##### Aims / Objectives

The objectives are:

To generate income for local services and communities through the following means: advertising, sponsorship, a Cambridgeshire Lottery, donations and bequeathals, crowdfunding, grants and social finance.

To support Cambridgeshire County Council to become a more commercially astute organisation.

##### Project Overview - What are we doing

Further investigation will take place into the following potential sources of income, more detailed business cases will then be developed.

##### Advertising:

- Identify Cambridgeshire County Council assets which could be used for advertising.
- Undertake a review of those assets to understand their value for advertising; this will include a benchmarking exercise.
- Retender contracts that are not generating as much income as the asset is worth and tender for new contracts where there is potential for new assets.

##### Sponsorship:

- Undertake a review of County Council assets, services and projects which have the potential to be sponsored by organisations.

- Design sponsorship packages and develop a portfolio to present to businesses and other interested individuals.
- Add capability on the County Council website for individuals to sponsor council services and events.
- Undertake communications campaign to reach potential sponsors.

#### Cambridgeshire Lottery:

- Identify grants or funding the County Council gives to local charities which could be replaced by lottery funding.
- Design model of lottery for Cambridgeshire.
- Work with third party organisation to establish lottery for Cambridgeshire.

#### Donations / Bequeathals:

- Set up capability for individuals and businesses to sponsor online and through the contact centre.
- Undertake communication campaign to attract potential donors.

#### What assumptions have you made?

##### Advertising:

- Assets that are not currently used for advertising will be attractive to businesses for advertisements.
- Assets that are currently used for advertising can generate significantly more income if retendered.
- The council will have the capacity, knowledge and skills to set up and maintain advertising arrangements to generate more income.

##### Sponsorship:

- Businesses will be interested in sponsoring the council's services, assets and projects.
- The council will have the capacity, knowledge and skills required to set up and maintain sponsorship arrangements to generate income.

##### Lottery:

- Residents of Cambridgeshire will be interested in buying lottery tickets to support local causes.
- The Council will generate sufficient funding that it will be able to offset current spend.

##### Donations / Bequeathals:

- Individuals will be interested in donating or bequeathing money towards council services.

#### What constraints does the project face?

Staff capacity to undertake the work.

### Delivery Options

Has an options and feasibility study been undertaken?

### Scope / Interdependencies

#### Scope

##### What is within scope?

External funding refers to the following options for generating income:

- Advertising
- Sponsorship
- Donations and Bequeathals
- Cambridgeshire Lottery

- Crowdfunding
- Social Finance
- Grants
- "Rounding up" of wages for staff charitable donations

Only advertising, sponsorship, donations and bequethals and the lottery are expected to deliver income for 2018-19 at this stage. It is hoped that the other options will deliver further income in future years.

#### What is outside of scope?

Any external funding option that is not included in the list above.

### Project Dependencies

Title

### Cost and Savings

See accompanying financial report

### Non Financial Benefits

Non Financial Benefits Summary

Title

### Risks

Title

### Project Impact

#### Community Impact Assessment

Who will be affected by this proposal?

Individual CIA's will need to be undertaken for each element.

What positive impacts are anticipated from this proposal?

What negative impacts are anticipated from this proposal?

Are there other impacts which are more neutral?

#### Disproportionate impacts on specific groups with protected characteristics

Details of Disproportionate Impacts on protected characteristics and how these will be addressed

# Business Case

## A/R.7.107 - Traded Services (Learning)

### Project Overview

Project Title	A/R.7.107 - Traded Services (Learning)		
Income	£500,000	Business Planning Reference	A/R.7.107
Business Planning Brief Description	Reviewing and repositioning Learning 'traded' services		
Senior Responsible Officer	Amanda Askham		

### Project Approach

#### Background

##### Why do we need to undertake this project?

Over the next year, we have committed to reviewing our portfolio of services so that we are clear about the outcomes we are aiming for, clear about every services' contribution to these outcomes and clear that we are delivering these outcomes in the most cost effective and commercially advantageous ways. This will be delivered through a programme of Outcome Focused Reviews. A number of Outcome Focused Reviews have been commissioned for existing traded services to explore their potential for generating additional income and improving their impact on outcomes. The reviews cover Cambridgeshire Catering and Cleaning Services (CCS), Outdoor Centres, Professional Service Centres, Education ICT and Cambridgeshire Music. The aim of the reviews is to identify improved benefits including but not limited to:

- cost recovery
- increased surplus
- alternative delivery models
- sustainability
- increasing market share

At this stage the £500k figure is an estimated total from all of the reviews rather than a confirmed business case assessment of the potential opportunity. Our judgement is that there will be strong potential for additional income generation through this work, but the reviews are at an early stage and we do not yet know what the recommended final model and outcome of each review will be. As the reviews progress we will provide further updates to the committee on each individually and in the final business plan these schemes will be reflected separately.

##### What would happen if we did not complete this project?

We will not maximising the full potential for these traded services or cost recovery within the council.

#### Approach

##### Aims / Objectives

To review the current position of learning traded services with a view to identifying increased outcomes including but not limited to:

- cost recovery
- increased surplus
- alternative delivery models
- sustainability



- increasing market share
- Reviewing and Repositioning Learning 'traded' services

#### Project Overview - What are we doing

Outcome focused reviews will be undertaken for:

##### Outdoor Centres

- Review the existing options appraisal (dated Dec 2016)
- Research potential market possibilities, including customer, offer and capacity
- Update the options appraisal where appropriate to identify up to 3 clear proposals

##### Education ICT

- Review the existing options appraisal (dated Dec 2016)
- Research potential market possibilities, including customer, offer and capacity
- Produce clear costed options for developing the service to increase surplus.

Other traded services to be reviewed below to conclude whether savings can be made in 18/19 or beyond:

- Cambridgeshire Catering and Cleaning Services
- Cambridgeshire Music
- Professional Centre Services

#### What assumptions have you made?

Greater income is possible

#### What constraints does the project face?

### Delivery Options

#### Has an options and feasibility study been undertaken?

Option review will take place as part of the OFR process

### Scope / Interdependencies

#### Scope

##### What is within scope?

- Outdoor Centres
- Education ICT
- Cambridgeshire Catering and Cleaning Services
- Cambridgeshire Music
- Professional Centre Services

##### What is outside of scope?

Statutory learning services

### Project Dependencies

#### Title

### Cost and Savings

See accompanying financial report

## Non Financial Benefits

### Non Financial Benefits Summary

Title

## Risks

Title

## Project Impact

### Community Impact Assessment

#### Who will be affected by this proposal?

- Customers including: education settings, businesses, residents
- Staff

#### What positive impacts are anticipated from this proposal?

- CCC have increased market share
- Increased surplus
- Better outcomes for residents and education provision through improved offer
- Best use of CCC assets (physical and resources)

#### What negative impacts are anticipated from this proposal?

- Potential redundancies
- Reduction in CCC offer if best option financially

#### Are there other impacts which are more neutral?

None Identified

### Disproportionate impacts on specific groups with protected characteristics

#### Details of Disproportionate Impacts on protected characteristics and how these will be addressed

None Identified





**EXEMPT INFORMATION**

*To:* **Commercial and Investments Committee**

*Meeting Date:* **20 October 2017**

*From:* **Monitoring Officer**

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

*Forward Plan ref:* **Not applicable**      *Key decision:* **No**

*Purpose:* **To note the requirements and factors to consider for the exemption of information within Commercial and Investments Committee meetings under Schedule 12A Local Government Act 1972**

*Recommendation:* **a) to note the contents of this report**

<b><i>Officer contact:</i></b>	<b><i>Member contact:</i></b>
Name: Maria Damigos Post: Corporate Solicitor LGSSS Law Email: <a href="mailto:Maria.damigos@lgsslaw.co.uk">Maria.damigos@lgsslaw.co.uk</a> Tel: 01223 743853	Name: Councillor Josh Schumann Post: Committee Chairman Email: <a href="mailto:joshua.schumann@hotmail.co.uk">joshua.schumann@hotmail.co.uk</a>

## 1. BACKGROUND

- 1.1 The Local Government Act 1972 (the Act) requires all reports, deliberations and decisions made by committees to be public. However the press and public can be excluded from meetings and documents and information restricted where an exemption under Schedule 12A of the Act applies. Once an exemption is engaged it will only apply if and so long as the public interest in maintaining the exemption outweighs the public interest in disclosure.
- 1.2 In order to ensure that the exclusion of the press and public only takes place when necessary, guidance on the legal position has been requested.

## 2. LEGAL POSITION

### Exemptions

- 2.1 There are seven categories of exemption:
1. *Information relating to any individual.*
  2. *Information which is likely to reveal the identity of an individual.*
  3. *Information relating to the financial or business affairs of any particular person (including the authority holding that information).*
  4. *Information relating to any consultations or negotiations Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.*
  5. *Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.*
  6. *Information which reveals that the authority proposes—*
    - (a) *to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or*
    - (b) *to make an order or direction under any enactment.*
  7. *Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime*
- 2.2 An exemption will only apply if and so far as the public interest in maintaining the exemption outweighs the public interest in disclosure of the information.
- 2.3 For the purposes of the Commercial and Investments Committee the third exemption, information relating to the financial or business affairs of any particular person, would normally be the most relevant. This exemption is often termed the commercial sensitivity exemption.
- 2.4 The exemptions are detailed more fully together with further guidance in the Cambridgeshire County Council Access to Information Rules an extract of which (Rules 11 and 12) is attached as Appendix A.

### Public Interest Test

- 2.5 For the purposes of exemptions under the Local Government Act 1972 the public interest is taken to mean the public good or what is in the interests of the public to know.

- 2.6 In carrying out the public interest test, the arguments in favour of disclosing **and** those in favour of maintaining the exemption should be considered. This should be done objectively recognising that there are always arguments to be made on both sides.

#### Procedure

- 2.7 Before deciding to exclude the press and public the Committee needs to determine (i) that an exemption is engaged and (ii) that the public interest in maintaining the exemption outweighs the public interest in disclosure of the information to be considered during the item.
- 2.8 A number of factors will be relevant in this regard and they are detailed in the Protocol attached as Appendix B.

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

Ensuring the correct application of the legislative exemptions contributes to the smooth running of the Council and supports the development of the local economy for the benefit of all.

### **4. SIGNIFICANT IMPLICATIONS**

#### **4.1 Resource Implications**

There are no resource implications arising directly from this report.

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

There are no such implications arising directly from this report.

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

None save as detailed within the report.

#### **4.4 Equality and Diversity Implications**

Although the financial, business and commercial affairs exemption would not normally affect a group of people with a protected characteristic, if this were to occur, the public interest test would include consideration of such impact and would fully comply with the requirements of the Public Sector Equality Duty and current Council standards.

#### **4.5 Engagement and Communications Implications**

None save as detailed within the report.

#### **4.6 Localism and Local Member Involvement**

None arising directly from this report.

#### **4.7 Public Health Implications**

There are no public health implications arising directly from this report.

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	N/A
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?</b>	N/A
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Yes Name of Legal Officer: Maria Damigos
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	N/A
<b>Have any engagement and communication implications been cleared by Communications?</b>	Sent to Matthew Hall on 11 October 2017
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	N/A
<b>Have any Public Health implications been cleared by Public Health</b>	N/A



### **Protocol for Application of commercial sensitivity exemption**

The actual exemption covers information relating to the financial or business affairs of any particular person (including the authority holding that information)

#### **What does the Exemption cover**

1. This exemption is potentially wide-ranging and can cover the financial, business and commercial affairs of individuals, sole traders, companies or other organisations as well as the Council itself.
2. The exemption could apply to intended or actual procurement, supply, investment and property deals as well as planning or other matters which would or could adversely affect the financial, business or commercial affairs of a person, business or organisation.
3. It can include contemplated, past and current activities but does not cover information which is already in the public domain.

#### **The Public Interest**

4. Even if the exemption is engaged in order to be applied, the public interest in maintaining the exemption must outweigh the public interest in disclosure of the information.
5. The public interest is taken to mean the public good or what is in the interests of the public to know, not what is of interest to the public.
6. In carrying out the public interest test, the arguments in favour of disclosing **and** those in favour of maintaining the exemption should be considered and balanced against each other taking into account their relative weight.
7. The test must also be carried out in relation to the specific issue at the time.
8. The relative weight of arguments (on both sides) will be affected by other factors as detailed in d.(iii) below.

#### **Checklist**

- a. Does the information relate to the financial or business affairs of any person, business, company or organisation (including the Council)?
- b. If yes is the information already in the public domain?
- c. If yes the exemption will **not** apply.
- d. If no: is it in the interests of the public to know the information or not? (see below)

**(i) Factors in favour of not disclosing:**

*As regards the financial , business or commercial affairs, would or could disclosure of the information:*

- Cause significant damage to the business reputation of or confidence in the person/business/organisation?
- Have a significant detrimental impact on commercial revenue or threaten the ability to recruit or retain staff, obtain supplies or secure finance?
- Cause the person/organisation to be in breach of a contract or legislation?
- Significantly weaken its position in a competitive environment?
- Adversely affect a negotiation or negotiating position?
- Adversely affect the value of land, property interests or assets?
- Adversely affect consultation on a project?

*Would or could disclosure of the information:*

- Affect competition specifically or generally?
- Adversely affect the issue or decision being discussed or the outcome of the matter?

*Are there any other adverse consequences of disclosing the information?*

**(ii) Factors in favour of disclosing:**

*Would disclosure promote:*

- Transparency about the issue the information relates to?
- Accountability for decision making and the use of public funds?
- Safeguarding the democratic process?
- Ensuring justice and fair treatment for all?
- Securing the best use of public resources?
- Fair commercial competition in a mixed economy?
- Public understanding and how much will it do so?

*Are there any other factors which favour disclosure of the information?*

**(iii) Factors affecting the relative weight of the above:**

*What is the likelihood and severity of any adverse consequences?*

*What is the age of the information and when would it become public if not disclosed now?*

**FINANCE AND PERFORMANCE REPORT – AUGUST 2017**

*To:* **Commercial and Investment Committee**

*Meeting Date:* **20<sup>th</sup> October 2017**

*From:* **Head of Strategy and Assets  
Chief Finance Officer**

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

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

*Purpose:* **To present to Commercial and Investment Committee (C&IC) the August 2017 Finance and Performance Report for Commercial and Investment Committee.**

**The report is presented to provide C&IC with an opportunity to comment on the projected financial and performance outturn position, as at the end of August 2017.**

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

- **review, note and comment upon the report**

<b><i>Officer contact:</i></b>	
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Post:	Chief Finance Officer
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Tel:	01223 699796

## 1. BACKGROUND

- 1.1 Commercial and Investment Committee will receive the Commercial and Investment Finance and Performance Report at all of its meetings, where it will be asked to review, note and comment on the report and to consider and approve recommendations as necessary, to ensure that the budgets and performance indicators for which the Committee has responsibility remain on target.

## 2. MAIN ISSUES

- 2.1 Attached as appendix A, is the August 2017 Finance and Performance report.
- 2.2 **Revenue:** At the end of August, Commercial and Investment Committee is forecasting an overspend of £165k on revenue budgets. This is an adverse movement of £266k compared to the previous month, and reflects the transfer of CCS (Cambridgeshire Catering & Cleaning Services), which was previously managed within the People & Communities directorate. The Commercial & Investment Committee will oversee the service going forward.
- 2.3 **Capital:** Predicted in-year variances of £755k have been netted off against the Capital Programme Variations budget, and at the end of August Commercial and Investment Committee is forecasting that the capital programme budget will be in balance at year-end.

There is one significant variance (over £500k) to report for August.

- 2.4 There are no Commercial and Investment Committee **performance indicators** reported for August 2017.

## 3. ALIGNMENT WITH CORPORATE PRIORITIES

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

There are no significant implications for this priority.

### 3.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

### 3.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

## 4. SIGNIFICANT IMPLICATIONS

### 4.1 Resource Implications

This report sets out details of the overall financial position for Commercial and Investment for this Committee.

#### 4.2.1 Statutory, Risk and Legal Implications

There are no significant implications within this category.

#### 4.3 Equality and Diversity Implications

There are no significant implications within this category.

#### 4.4 Engagement and Consultation Implications

There are no significant implications within this category.

#### 4.5 Localism and Local Member Involvement

There are no significant implications within this category.

#### 4.6 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	N/A
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	N/A
Are there any Equality and Diversity implications?	N/A
Have any engagement and communication implications been cleared by Communications?	N/A
Are there any Localism and Local Member involvement issues?	N/A
Have any Public Health implications been cleared by Public Health	N/A

Source Documents	Location
C&I Finance & Performance Report (August 17)	1 <sup>st</sup> Floor, Octagon, Shire Hall, Cambridge



## **Commercial and Investment**

### **Finance and Performance Report – August 2017**

#### **1. SUMMARY**

##### **1.1 Finance**

<b>Previous Status</b>	<b>Category</b>	<b>Target</b>	<b>Current Status</b>	<b>Section Ref.</b>
<b>N/A</b>	Income and Expenditure	Balanced year end position	<b>Amber</b>	2.1 – 2.4
<b>N/A</b>	Capital Programme	Remain within overall resources	<b>Green</b>	3.2

#### **2. INCOME AND EXPENDITURE**

##### **2.1 Overall Position**

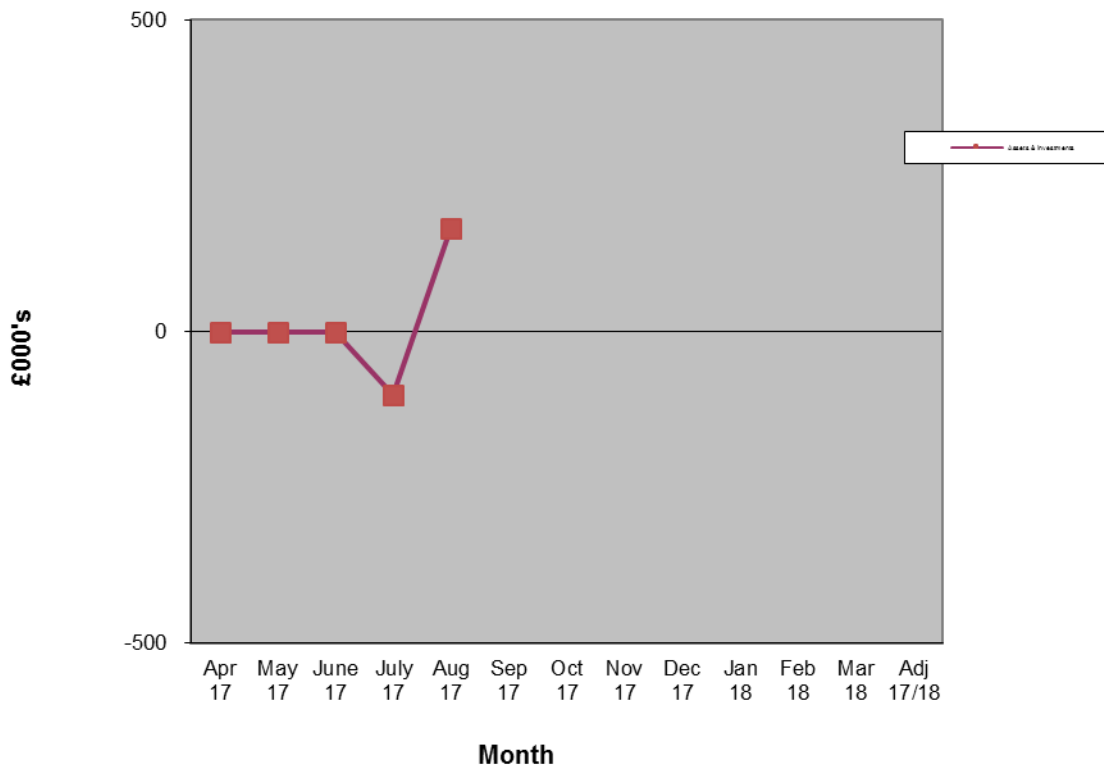
<b>Original Budget as per BP <sup>1</sup></b>	<b>Directorate</b>	<b>Current Budget</b>	<b>Forecast Variance - Outturn (July)</b>	<b>Forecast Variance - Outturn (August)</b>	<b>Forecast Variance - Outturn (August)</b>	<b>Current Status</b>	<b>DoT</b>
<b>£000</b>		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>		
2,702	Commercial & Investment	1,907	84	165	9	Amber	↓
<b>2,702</b>	<b>Total</b>	<b>1,907</b>	<b>84</b>	<b>165</b>	<b>9</b>		

<sup>1</sup> The budget figures in this table are net, with the 'Original Budget as per BP' representing the Net Budget column in Table 1 of the Business Plan.

The service level budgetary control report for Commercial and Investment Committee for August can be found in [C&I appendix 1](#).

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

## Commercial & Investment - Outturn 2017/18



## 2.2 Significant Issues – Commercial and Investment

Commercial and Investment Committee is currently predicting an overspend of £165k at year-end, an adverse movement of £266k compared to the position reported last month.

This movement is due to the transfer of CCS (Cambridgeshire Catering & Cleaning Services), which was previously managed within the People & Communities directorate with an interim head of service. As part of recent internal re-organisations within P&C and CCS, the service is currently being led by the Resources directorate, and the financial contribution this service makes to the Council, and associated variances, are now reflected within the above tables. The Commercial & Investment Committee will oversee the service going forward, and as part of the transformation underway to ensure alignment to the Council's commercial interests.

CCS continues to report a forecast surplus contribution of £183k. The service is currently forecasting an under recovery of £266k, which has increased from the £216k pressure identified at budget build, and £185k as reported in July.



The movement in month primarily relates to prior months' costs that weren't included in the July forecast, notably higher than expected variable staff hours from July paid in August.

Plans are being progressed with the Transformation Team to develop strategies in which the service can be competitive in price, make efficiencies to the service, and increase customer engagement. The Management Team are considering a number of additional actions for potential delivery in-year, alongside wider considerations for long term model and structure. As a result of support from the Transformation Team and the wider considerations, the Head of Service and Client Development posts are being held vacant, enabling an in-year saving of £70k to be held whilst appropriate structure and future model discussions take place. The mothballed C3 cook freeze unit has a potential £500k dilapidations cost (awaiting verification) to resolve before the lease can be ended, and £80k p.a. ongoing costs until then.

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

No items above the de minimis reporting limit were recorded during August 2017.

A full list of additional grant income for Commercial and Investment Committee can be found in [C&I appendix 3](#).

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

The following virements were recorded this month to reflect changes in responsibilities:

	£	Notes
Transfer of CCS budgets to C&I from P&C	-449,000	
Non material virements (+/- £30k)	0	

A full list of virements made in the year to date for Commercial and Investments can be found in [C&I appendix 4](#).

### **3. BALANCE SHEET**

#### **3.1 Reserves**

A schedule of the Commercial and Investment reserves can be found in [C&I appendix 5](#).

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

##### Expenditure

Commercial and Investment Committee has a capital budget of £116m in 2017/18 and there is £1.2m spend to date. Predicted in-year variances of £755k have been netted off against the Capital Programme Variations budget; therefore it is currently expected that the programme will be in balance at year-end 2017/18, and that there will be £140k total scheme variances over the lifetime of the schemes.

As previously reported, the Housing Scheme budgets reflect the proposals included in the Business Plan 2017/18. The CHIC financial model is under review and any changes to the forecasts will be reported when further information becomes available. Planning permission is being actively progressed on schemes in order to maximise asset values.

The Renewable Energy Soham scheme is currently predicted to underspend by £255k in 2017/18. Of this underspend, £140k represents a reduction in the expected final cost of the project, leading to a predicted underspend against the total scheme budget, and £116k budget will be required to meet retention costs in 2018/19.

The Sawston Community Hub scheme is forecasting an underspend of £500k in 2017/18. This is due to delays in the build start date which may push some works back into 2018/19 and retention costs which will now be due in 2018/19; the total scheme cost is not affected.

##### Funding

Commercial and Investment Committee has capital funding of £116m in 2017/18.

As reported above, projected in-year variances remain within the allowance made in the capital variation budget. The programme budget is therefore expected to be in balance at year-end, with the expectation that this funding will continue to be required in line with the revised budget proposals.

A detailed explanation of the position for Commercial and Investment Committee can be found in [C&I appendix 6](#).

### **4. PERFORMANCE**

#### **4.1 Performance data for Commercial and Investments is not currently available.**

## A&I APPENDIX 1 – Commercial and Investment Budgetary Control Report

The variances to the end of August 2017 for Commercial and Investment are as follows:

Original Budget as per BP £000	Service	Current Budget for 2017/18 £000	Forecast Variance - Outturn (July) £000	Forecast Variance - Outturn (August) £000	Forecast Variance - Outturn (August) %
	<u>Commercial &amp; Investment</u>				
1,111	Building Maintenance	1,111	0	0	0
-4,404	County Farms	-4,404	0	0	0
4,500	County Offices	4,568	-450	-450	-10
718	Property Services	521	0	0	0
22	Property Compliance	106	0	0	0
-11	Capital Team	0	0	0	0
766	Strategic Assets	713	349	349	49
	Cambridgeshire Catering & Cleaning	-449	185	266	59
0	Services				
0	Grant Income	-260	0	0	0
<b>2,702</b>		<b>1,907</b>	<b>84</b>	<b>165</b>	<b>9</b>
<b>2,702</b>	<b>COMMERCIAL &amp; INVESTMENT TOTAL</b>	<b>1,907</b>	<b>84</b>	<b>165</b>	<b>9</b>
	-				
	<b>MEMORANDUM - Grant Income</b>				
0	One Public Estate Grant	-260	0	0	0
<b>0</b>		<b>-260</b>	<b>0</b>	<b>0</b>	<b>0</b>

## C&I APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
<b>County Offices</b>	<b>4,568</b>	<b>-450</b>	<b>-10</b>
County Offices budgets are forecast to underspend by £450k at year-end. Members will be aware that the Council has increased public access to pay and display parking at the Shire Hall Campus and following successful implementation and marketing, this is now generating significant additional revenue income (£105k). The balance of the underspend is due to a rebate (£345k) for business rate costs following the leasing of the Castle Court office building to a student accommodation provider.			
<b>Strategic Assets</b>	<b>713</b>	<b>349</b>	<b>49</b>
Strategic assets budgets are predicting a £349k overspend at year end. This is due to the ending of shared service arrangements for Property and Asset services with LGSS. Whilst shared service arrangements applied the Council benefitted from savings made across partners. At the ending of the arrangements, budgets were disaggregated to the partners. As the equalisation between LGSS partners no longer applies for this service area, Cambridgeshire no longer receives the benefit of savings made at other partners and has a remaining deficit on the delivery of these services compared to the budget.			
<b>Cambridgeshire Catering &amp; Cleaning Services</b>	<b>-489</b>	<b>266</b>	<b>54</b>
<p>As part of recent internal re-organisations within P&amp;C and CCS, the service is currently being led by the Resources directorate, and the financial contribution this service makes to the Council, and associated variances, are now reflected within the C&amp;I tables. The Commercial &amp; Investment Committee will oversee the service going forward, and as part of the transformation underway to ensure alignment to the Council's commercial interests.</p> <p>CCS is currently forecasting an under recovery of £266k, which has increased from the £216k pressure identified at budget build, and the £185k reported in July. The movement in month primarily relates to prior months costs that weren't included in the July forecast, notably higher than expected variable staff hours from July paid in August. Plans are being progressed with the Transformation Team to develop strategies in which the service can be competitive in price, make efficiencies to the service, and increase customer engagement. The Management Team are considering a number of additional actions for potential delivery in-year, alongside wider considerations for long term model and structure. As a result of support from the Transformation Team and the wider considerations, the Head of Service and Client Development posts are being held vacant, enabling an in-year saving of £70k to be held whilst appropriate structure and future model discussions take place. The mothballed C3 cook freeze unit has a potential £500k dilapidations cost (awaiting verification) to resolve before the lease can be ended, and £80k p.a. ongoing costs until then.</p>			

### C&I APPENDIX 3 – Grant Income Analysis

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

Grant	Awarding Body	Expected Amount £000
<b>Grants as per Business Plan</b>		0
One Public Estate	Cabinet Office	260
<b>Total Grants 2017/18</b>		<b>260</b>

### C&I APPENDIX 4 – Virements and Budget Reconciliation

	£000	Notes
<b>Budget as per Business Plan</b>	<b>2,702</b>	
Business Plan adjustments	44	
Transfer of Apprenticeship Levy from CS to C&I	6	
Transfer of Energy Team from C&I to ETE	-58	
Transfer of LGSS savings from C&I to LGSS Cambridge Office	-349	
Transfer of CCS budgets to C&I from P&C	-449	
Non-material virements (+/- £30k)	11	
<b>Current Budget 2017/18</b>	<b>1,907</b>	

## C&I APPENDIX 5 – Reserve Schedule

### 1. Commercial and Investments Reserves

Fund Description	Balance at 31 March 2017	Movements in 2017/18	Balance as at 31 August 2017	Forecast Balance at 31 March 2018	Notes
	£'000	£'000	£'000	£'000	
<b>Other Earmarked Funds</b>					
Manor school site demolition costs	362	26	389	389	1
subtotal	362	26	389	389	
<b>Short Term Provisions</b>					
SPV provision	24	0	24	24	
subtotal	24	0	24	24	
<b>SUBTOTAL</b>	<b>386</b>	<b>26</b>	<b>413</b>	<b>413</b>	
<b>Capital Reserves</b>					
General Capital Receipts	0	3,076	3,076	0	2
subtotal	0	3,076	3,076	0	
<b>TOTAL</b>	<b>386</b>	<b>3,103</b>	<b>3,489</b>	<b>413</b>	

#### Notes

- 1 Rental income from Bellerbys buildings on Manor School site is being held to offset demolition costs when the lease expires in 2021.
- 2 Capital Receipts will be used to fund the capital programme at year-end.

## C&I APPENDIX 6 – Capital Expenditure and Funding

### Capital Expenditure

Commercial & Investment Capital Programme 2017/18						TOTAL SCHEME	
Original 2017/18 Budget as per BP £000	Scheme	Revised Budget for 2017/18 £000	Actual Spend 2017/18 £000	Forecast Spend - Outturn £000	Forecast Outturn Variance £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
550	Shire Hall Campus	550	202	550	-	5,502	-
350	Local Plans Representations	350	104	350	-	3,902	-
500	County Farms Viability	621	158	621	-	3,353	-
600	A&I - Building Maintenance	600	314	600	-	5,579	-
-	- Other Committed Projects	20	1	20	-	225	-
-	- Renewable Energy Soham	775	1	520	(255)	9,994	(140)
113,476	Housing Schemes	112,209	420	112,209	-	183,226	-
482	MAC Joint Highways Project	482	-	482	-	5,198	-
-	- Office Portfolio Rationalisation	200	6	200	-	345	-
1,068	Sawston Community Hub	1,401	9	901	(500)	1,502	-
(550)	Capital Programme Variations	(1,000)	-	(245)	755	(767)	-
<b>116,476</b>	<b>TOTAL</b>	<b>116,208</b>	<b>1,216</b>	<b>116,208</b>	<b>-</b>	<b>218,059</b>	<b>(140)</b>

### Previously Reported Exceptions

- As previously reported, the Commercial and Investment capital programme budget reduced by £250k due to the removal of the Energy Efficiency Fund budget, which transferred to Economy, Transport and Environment Committee.
- The Sawston Community Hub scheme transferred from LGSS Managed to Commercial & Investment with a budget of £1.4m; alongside this the capital programme variations budgets for Commercial & Investment and LGSS Managed were realigned, so the variations budget for Commercial & Investment returned to 20% of its budget (excluding housing schemes).

The Sawston Community Hub scheme was placed on hold in 2016/17, following delays arising from prolonged negotiations with the parish council and the village college, before the planning application could be submitted. The scheme has since been reviewed, and following market testing the total scheme costs have now been re-assessed at £1.502m. This represents an increase of £178k over the estimated total scheme costs at Milestone 3+ (£1.324m), and an increase of £193k in the total scheme budget as recorded in the Business Planning proposals for 2017/18 (£1.309m); the programme budget had previously remained at the original estimate of £1.309m pending further review of the scheme. This cost increase is due to the actual cost inflation of materials over the period the project was delayed and issues arising from detailed design work.

General Purposes Committee was asked to approve the revised budget of £1.502m at its meeting on 19th September. This revision required an increase of £193k to the Prudential Borrowing requirement.

- As previously reported the capital programme figures include a revised Capital Programme Variations target, which effectively reduces the programme budget. As forecast underspends start to be reported, these are netted off against the forecast outturn for the variation budget, resulting in a forecast balanced budget up until the point when slippage exceeds the variation budget.
- The Housing Scheme budgets reflect the proposals included in the Business Plan 2017/18. The CHIC financial model is currently under review and any changes will be reported when further information becomes available.



## Capital Funding

Commercial and Investment Capital Programme 2017/18				
Original 2017/18 Funding Allocation as per BP £000	Source of Funding	Revised Funding for 2017/18 £000	Forecast Outturn Spend (August) £000	Forecast Outturn Funding Variance (August) £000
81,583	Capital Receipts	81,583	81,583	-
33,825	Prudential Borrowing	34,625	34,625	-
<b>115,408</b>	<b>TOTAL</b>	<b>116,208</b>	<b>116,208</b>	-

## Previously Reported Exceptions

- As reported above, the Energy Efficiency Fund budget of £250k transferred to Economy, Transport and Environment Committee, therefore the Commercial and Investment Committee borrowing requirement reduced by this amount.
- The Sawston Community Hub scheme transferred to the Commercial & Investment Committee with an approved budget of £1.2m; General Purposes Committee was asked to approve an increase of £193k in budget for the scheme, resulting in an increased borrowing requirement of this amount.
- The capital programme budget incorporates the following funding adjustments:
  - £1.1m funding for schemes carried-forward from 2016/17.
  - A reduction of £1.3m in respect of Housing Scheme funding which was brought forward from 2017/18 to fund expenditure in 2016/17.
  - £133k increase in the Capital Variation budget.
- Commercial and Investment Committee was asked to approve the carry forward of funding from 2016/17 into 2017/18 for the following schemes:

Scheme	£000	Notes
County Farms Viability	121	Carry forward £121k re Bettys Nose & Whitehall farm shop.
OtherCommitted Projects - K2	20	Roll forward balance of K2 funding (£20k) to fund continuing work on CCC implementation
Soham Solar Farm	775	Final network and construction costs of £315k and a retention payment of £460k are due in 17/18. A scheme underspend of £340k is forecast.
Office Rationalisation	200	Ongoing work on office rationalisation, moves and co-location projects - including Sawtry, Hill Rise, Shire Hall, Hereward Hall, Butts Grove, Scott House/Stanton House and Meadows closure.
	1,116	

- The Capital Programme Variations target included in the Business Plan was updated based on 2016/17 slippage and to allow for other funding sources in addition to borrowing.

The Capital Programme variation target reduces the overall capital budget, resulting in a reduced funding requirement.

# COMMERCIAL AND INVESTMENT COMMITTEE AGENDA PLAN

Published on 2nd October 2017  
Updated 12<sup>th</sup> October 2017



Cambridgeshire  
County Council

## Notes

Committee dates shown in bold are confirmed.

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. Additional information about confidential items is given at the foot of this document.

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

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

Committee Date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
<b>20/10/17</b>	+ Programme Status Report	Chris Malyon/John Macmillan	Not applicable		
	Finance and Performance Report	Chris Malyon	Not applicable		
	Milton Road, Ascham Road, Cambridge CB4 2BD – to agree the sale of the freehold to CHIC and then leaseback the community and library facilities	Chris Malyon/John Macmillan	2017/055		
	Land fronting Dubbs Knoll Road, adjacent Number 33, Guilden Morden, Royston, SG8 0LA - to declare surplus and agree the disposal sale to CHIC (subject to planning)	Chris Malyon/John Macmillan	2017/053		
	CREATE Update	Matthew Gunn	Not applicable		
	Cambridgeshire Archives	Christine May/Alan Akeroyd	Not applicable		

<b>Committee Date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	Exempt Information	Quentin Baker/ Maria Damigos	Not applicable		
	Business Planning – Review of the draft Revenue Business Planning proposals	Chris Malyon	Not applicable		
	Agenda Plan	Dawn Cave	Not applicable		
<b>24/11/17</b>	+ Programme Status Report	Chris Malyon/John Macmillan	Not applicable		
	Finance and Performance Report	Chris Malyon	Not applicable		
	Old School House, Papworth Everard - to declare surplus and agree the disposal sale to CHIC (subject to planning)	Chris Malyon/John Macmillan	2017/021		
	Business Planning – Second draft of Capital Finance tables and prioritisation report	Chris Malyon	Not applicable		
	+ Shire Hall Re-location Project	Chris Malyon	2017/051		
	ESPO Trading Company	Gus de Silva	2017/048		
	Agenda Plan	Dawn Cave	Not applicable		
<b>15/12/17</b>	+ Programme Status Report	Chris Malyon/John Macmillan	Not applicable		
	Finance and Performance Report	Chris Malyon	Not applicable		
	34a Station Road, March- to declare surplus and agree the disposal sale to CHIC (subject to planning)	Chris Malyon/John Macmillan	2017/057		
	Parsonage Farm, Whittlesford - to declare surplus and agree the disposal sale to CHIC (subject to planning)	Chris Malyon/John Macmillan	2017/059		
	Business Planning – final draft of Full Business Plan tables for recommendation to General Purposes Committee	Chris Malyon	Not applicable		

Committee Date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Agenda Plan	Dawn Cave	Not applicable		
<b>26/01/18</b>	+ Programme Status Report	Chris Malyon/John Macmillan	Not applicable		
	Finance and Performance Report	Chris Malyon	Not applicable		
	Meadow View, Brampton - to declare surplus and agree the disposal sale to CHIC (subject to planning)	Chris Malyon/John Macmillan	2018/006		
	Fitzwilliam Road, Cambridge - to declare surplus and agree the disposal sale to CHIC (subject to planning)	Chris Malyon/John Macmillan	2018/007		
	<i>Business Planning</i>	<i>Chris Malyon</i>			
	Agenda Plan	Dawn Cave	Not applicable		
<b>23/02/18</b>	+ Programme Status Report	Chris Malyon/John Macmillan	Not applicable		
	Finance and Performance Report	Chris Malyon	Not applicable		
	Smart Energy Grid, Power Purchase Agreement	Sheryl French	2017/030		
	Clear Farm, Bassingbourn- to declare surplus and agree the disposal sale to CHIC (subject to planning)	Chris Malyon/John Macmillan	2018/009		
	Agenda Plan	Dawn Cave	Not applicable		
<b>23/03/18</b>	+ Programme Status Report	Chris Malyon/John Macmillan	Not applicable		
	Finance and Performance Report	Chris Malyon	Not applicable		
	Newmarket Road, Burwell	Chris Malyon/John Macmillan	2018/010		

Committee Date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Agenda Plan	Dawn Cave	Not applicable		
<b>27/04/18</b>	+ Programme Status Report	Chris Malyon/John Macmillan	Not applicable		
	Finance and Performance Report	Chris Malyon	Not applicable		
	Agenda Plan	Dawn Cave	Not applicable		
<b>25/05/18</b>	+ Programme Status Report	Chris Malyon/John Macmillan	Not applicable		
	Finance and Performance Report	Chris Malyon	Not applicable		
	Agenda Plan	Dawn Cave	Not applicable		

To be programmed: Acquisitions and Investment Policy Delegations, Green Spaces (Elaine Matthews), Oasis Centre, Wisbech (Hazel Belchamber)

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

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

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

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

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

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

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





# CONFIDENTIAL

## PPD Programme Status Report: September 2017

Date 12/10/2017

Project Information			Pre-disposal (CCC) indicative milestones							
Project	Scheme/Project Description	Indicative units	Planning Status			Declaring Surplus Status			Local Member	Scheme/Project Lead
			Planning app submitted	Planning app ref	Planning consent anticipated/granted	C&I Declare Surplus for Disposal	RAG Status	Exception update for C&I		
		1832-63								
Cambridge, 35 & 37 Russell Street	6 apartments	6	completed	17/1483/FUL	Nov-17	Sep-17	GREEN		Linda Jones	CHIC
March, Former Highways Depot Queen St	34 units	34	completed	F/YR16/0364/O	completed (subject to s106)	Sep-17	GREEN		Steve Count, Janet French	CHIC
Cambridge, Milton Rd Library	New library/community rooms with 7 appartments.	7	completed	16/2060/FUL	Aug-17	Oct-17	GREEN		Jocelynn Scutt	CHIC
Guilden Morden, Dubbs Knoll Rd	20 homes	20	completed	S/0937/17/OL	Dec-17	Oct-17	AMBER	SCDC planners have moved decision to committee a month later	Sebastian Kindersley	CHIC
Guilden Morden, Trap Rd	8 homes	8					GREEN			CHIC
Over, Willingham Rd	40 homes.	40	completed	S/2870/15/OL	done		GREEN		Peter Hudson	CHIC
Papworth Everard, The Old School House	6 units.	6	completed	S/1594/17/FL	Oct-17	Nov-17	AMBER	SCDC planners querying number of units.	Mandy Smith	CHIC
March, 34a Station Rd	12 apartments	12				Dec-17	GREEN		Steve Count, Janet French	CHIC
Ramsey St Mary's, Herne Road	10 homes	10	Nov-17		Feb-18	Dec-17	GREEN		Adela Costello	CHIC
Whittlesford, Parsonage Farm	2 homes	2	Oct-17		Jan-18	Dec-17	GREEN		Peter Topping	CHIC
Cambridge, East Barnwell Community Centre	New library, childrens nursery, Council offices, sports hall, church and circa 62 appartments and mews houses	62	Nov-17		Mar-18	Feb-18	AMBER	Planning application submission date moved after meetings with City planners to allow further finessing of design and parking.	Joan Whitehead	Stephen Conrad
Brampton, Meadow View	Provision of maximum 32 homes plus potential care facility	32	Oct-17		Jan-18	Jan-18	GREEN		Peter Downes, Tom Sanderson	CHIC
Cambridge, 1 Fitzwilliam Road Hostel	3 units	3				Feb-18	GREEN		Linda Jones	CHIC
Soham Eastern Gateway	553 homes, new allotments, school playing field, Medical Centre/extension	553	Jun-17	17/01167/ESO		Jan-18	RED	Withdrawn to allow further public consultation.	Paul Raynes (Bill Hunt)	CHIC
Bassingbourn, Clear Farm	circa 30 units	30	Nov-17		Feb-18	Feb-18	AMBER	Further archaeological assessment required by SCDC.	Susan van de Ven	CHIC
Burwell, Newmarket Rd	350 homes	350	completed	15/01175/OUM	Oct-17	Mar-18	GREEN		Josh Schumann	Stephen Conrad
Wicken, Land off Church Road	6 homes	6	Oct-17		Jan-18	May-18	GREEN		Bill Hunt	Sara Anderson
Cambridge, Former Police Station and Registrar's Office	6 units (police station); 11 units (registrar's office)	17	Apr-18		Oct-18	Nov-18	GREEN		Claire Richards	CHIC
Foxton, Foxton PRU	7 units.	7	Apr-18		Oct-18	Feb-18	GREEN		Peter Topping	CHIC
Hartford, Hartford PRU	5 units.	5	Apr-18		Oct-18	Feb-18	GREEN		Michael Shellens	CHIC
Horningsea, Northgate Farm	2 units.	2	Apr-18		Oct-18	Feb-18	GREEN		Anna Bradnam	Tom Sims
Landbeach, Beach Farm, Green End Rd	5 homes	5	Apr-18		Oct-18	Feb-18	GREEN		Anna Bradnam	CHIC
Cambridge, Camfields 137-139 Ditton Walk	25 units	25	Jun-18		Jan-19	Feb-18	GREEN		Joan Whitehead	CHIC
Soham Northern Gateway	20 units	20	Jul-18		Mar-19	Feb-18	GREEN		Paul Raynes (Bill Hunt)	Stephen Conrad
March, Hereward Hall & surrounding undeveloped land	Circa 60 units.	60	Apr-19		Oct-19	Feb-18	GREEN		Steve Count, Janet French	CHIC
Cambridge, Malta Road	10 units	10	Oct-17		Jan-18	Feb-18	GREEN		Noel Kavanagh	CHIC
Cambridge, Worts Causeway	Circa 230 homes	230	Sep-20		Jun-21	Jul-21	GREEN		Amanda Taylor	Stephen Conrad
Huntingdon, Hinchingbrooke	Circa 70 units.	70	Mar-21		Dec-21	Feb-18	GREEN		Peter Downes, Tom Sanderson	CHIC
March, Norwood Road land	25- 56 units + 60-bed care facility.	25-56	Apr-21		Dec-21	Feb-18	GREEN		Steve Count, Janet French	CHIC

# CONFIDENTIAL

Cottenham, Rampton Rd	154 homes	154	completed	S/2876/16/OL		TBC	RED	Planning consent refused. Reapplication in progress.	Tim Wotherspoon	Stephen Conrad
Willingham, Belsar Farm	25 homes	25	completed	S/3145/16/FL	Sep-17	Feb-18	GREEN		Tim Wotherspoon	Stephen Conrad / HDA
Shepreth, Meldreth Rd	25 homes	25	completed	S/3052/16/FL	Oct-17	Feb-18	GREEN		Peter Topping	Stephen Conrad / HDA
Litlington, Sheen Farm	22 homes	22	completed	S 2927/17/FUL	Dec-17	Feb-18	GREEN		Sebastian Kindersley	Stephen Conrad / HDA
Cottenham, Rampton Rd	134 homes	134	Oct-17		Jan-18	TBC	GREEN		Tim Wotherspoon	Stephen Conrad