

## STRATEGY AND RESOURCES COMMITTEE: MINUTES

Date: 11 July 2023

Time: 10.00a.m. to 2.26p.m.

Venue: Red Kite Room, New Shire Hall, Alconbury Weald

Present: Councillors Boden, Corney, Count, Criswell, Dupré, Goldsack, Howitt, J King, McDonald, Meschini (Vice-Chair), Murphy, Nethsingha (Chair), Sharp, Taylor (substituting for Councillor Sanderson) and Wilson

### 148. Notification of Chair and Vice-Chair

It was resolved to note that the Council had appointed Councillor Nethsingha as the Chair and Councillor Meschini as the Vice-Chair for the municipal year 2023-24.

### 149. Apologies for Absence and Declarations of Interest

Apologies were received from Councillor Sanderson.

### 150. Minutes – 28th March and 6th June 2023 and Action Log

The minutes of the meetings held on 28th March and 6th June 2023 were agreed as a correct record and signed by the Chair. The action log was noted.

### 151. Petitions and Public Questions

No petitions or public questions were received.

### 152. Integrated Finance Monitoring Report for the Period Ending 31 March 2023

The Committee received a report detailing the financial performance of the Council for the 2022/23 financial year. The overall revenue budget position was an overspend of £748k at year-end. Members had been alerted previously to the reasons for this overspend and were informed of the mitigations to address the in-year budget pressures. Attention was drawn to one key variable at year-end relating to bad debt provision. The increase in the level and age of Adult Social Care debt was a national trend primarily due to delays in Court protection and the cost-of-living crisis. It was noted that the capital budget position showed an underspend of £27m, which was lower than expected and primarily due to timing issues.

The Chief Executive recognised the exceptional work of the Finance Team and budget managers for accurate forecasting through the year. The Chair thanked the Service Director: Finance and Procurement and the Head of Finance and his Team.

Councillor Count proposed an amendment, seconded by Councillor Boden, to include an additional recommendation as follows:

- c) include for future years all pre-planned movements from reserves so that they can be authorised through appropriate governance, as part of the business planning process or at the earliest possible appropriate meeting. Movements after calendar year end should be reserved for unplanned movements of reserves only.

He suggested that the Council had achieved a £748k overspend because it had included £4.586m allocated from earmarked reserves, which had disguised an overspend of £5.334m as the transfer was occurring in 2023/24 rather than the actual budget year. The report stated that numbers were presented assuming that transfers were agreed, which prevented the committee from scrutinising them in detail. He suggested that all pre-planned movements should be authorised as part of the business planning process in future so that the expenditure could be monitored.

In response, one Member expressed caution about accepting piecemeal changes to financial protocols particularly as they could be misinterpreted. It was noted that work was being undertaken to review how financial information was presented. The Executive Director of Finance and Resources acknowledged the need to continue the improvement journey in this area which would include the reporting of reserve movements. Councillor Count agreed to withdraw his amendment as the Chair agreed to report on how financial information was presented to the next meeting. **Action Required.**

Individual members then raised the following issues in relation to the report:

- expressed continued disappointment that the ringfenced Public Health Grant had not been spent in year. Given this underspend had been anticipated, it was felt that plans should have been discussed 12 months ago as to how it could be utilised. Adults and Health Committee had been informed that the outturn would be accurate for 2023/24. The Chair of Adults and Health Committee reported that there was a trade-off between managing the deficit and spending the money well, which often meant that Public Health had multi-year programmes to use the funding effectively.
- highlighted the fact that 14% of undisputed commercial supplier invoices had not been paid within terms, which would have a detrimental impact on small suppliers. The Head of Finance explained that as part of the financial information improvement journey some context would be provided in future where targets were not being met. This target was impacted by the ability to meet the immediate payment terms of some suppliers.
- queried how five taxis could replace a 53-seater bus which could not be procured to take children to school. The Head of Finance agreed to provide a written response. **Action Required.**
- reiterated concerns about the lack of transparency regarding the £4.586m allocated from earmarked reserves and expressed disappointment at the lack of flexibility of the total £291m in reserves. The Chair commented that earmarked reserves had been used correctly.
- highlighted the lack of reference to the cost of the Joint Administration's political priorities in the report, and also expressed concern that the disaggregation of

services from Peterborough City Council had cost another £328k. The Chair acknowledged that political priorities were choices but felt the decision to disaggregate had been a wise one. She thanked the Chief Executives of both councils for the way it had been managed. Although there would be some costs, the Council's residents would be better served by senior staff with a focus purely on Cambridgeshire.

- highlighted the problems with staff availability and expressed disappointment at the lack of a recruitment action plan. There was concern that the projects to improve buildings for staff following the pandemic had been delayed which could put staff at risk.
- suggested that the Communities, Social Mobility and Inclusion Committee (COSMIC) had failed to deliver on its savings target particularly in relation to decentralisation.
- expressed disappointment regarding the fact the failure to recruit qualified social workers in Children and Safeguarding was reported as an over achievement. Attention was also drawn to the outturn variance of -408% in Adults primarily due to vacant posts. The Chair acknowledged the inappropriate use of language and the need to recruit more staff. The Council now had fulltime staff in senior posts and had attracted new funding for its social worker academy.
- highlighted the fact that a reduction of £250k in the mental health budget had resulted in a £428k outturn variance due to increased demand. There had also been a reduction in winter gritting which had resulted in another outturn variance higher than budgeted. The Chair commented that winter gritting was extremely difficult to predict. There was concern about taking funding out of the revenue budget for something which might not be needed given the experience of previous years.
- expressed concern that a number of energy production projects had gone over time and budget. It was therefore important to have action plans to address these issues and to look closely as to how these projects were being managed. The Chair acknowledged the need to investigate how the timing of these projects had been estimated.
- expressed concern that only £221k had been spent out of budget of £1.4m on highway safety schemes.

It was resolved unanimously to:

- a) note and comment on the outturn position; and
- b) approve the transfers to and from earmarked reserves totalling a net -£4,586k, as set out in section 5.2.

## 153. Integrated Finance Monitoring Report for the Period Ending 31 May 2023

The Committee received the opening report of the new financial year forecasting at this point a challenging £4.5m overspend. Attention was drawn to the detail behind each of the recommendations. Members noted the financial challenge of Looked After Children placement costs, which was also a national issue, and the delay in energy scheme income projections. The focus would therefore be on mitigating these overspends.

The Chief Executive highlighted the need to recognise that the Council had a challenge with the most complex placements for children with higher acuity needs. This was a pressure across health and social care where high needs cases for children and young people had increased post pandemic. The Council's new Executive Director for Children, Education and Families was looking at all the highest need cases to ensure the placements were robust, sustainable and where possible local. However, there was a national sufficiency failure in children's placements which had been highlighted by the MacAlister Review into Children's Social Care and the County's independent safeguarding board. The Council therefore needed to manage the situation carefully in order to maintain the focus of the needs of young people.

One Member expressed concern that there was an overspend forecast of £1.892m in the Place and Sustainability capital budget in a budget of £5.3m. It was therefore important to investigate the delay in the energy generation schemes and produce an action plan. The Chief Executive reported that the Executive Director of Place and Sustainability was reviewing the delivery of the energy projects. Members would receive more information at their next meeting with the relevant officers in attendance. **Action Required.** The Environment and Green Investment (E&GI) Committee would also be providing further scrutiny and working to expedite the projects. The Chair of E&GI Committee acknowledged the concerns and the risk to the authority. The cross-party Green Investment and Utilities Advisory Group was also monitoring the issue closely.

Attention was drawn to the £8m increase in earmarked reserves, and the scale of total reserves. It was acknowledged that some reserves were earmarked or ringfenced, but it was felt by one Member that they were not at the right level and should be reduced to alleviate the pressure on the Council Tax payer.

It was resolved unanimously to:

- a) approve the budget virements proposed in the tables at 3.1, redistributing £5.8m of budget permanently;
- b) approve draw-down of £260k from Cambridgeshire Skills earmarked reserve as funding to the Business & IP Centre Cambridgeshire, as set out in section 3.3; and
- c) note changes in grants, and to approve the budget movements reflecting the annual roll-forward and re-phasing process set out in table 4.5.1.

## 154. Digital Strategy for Cambridgeshire County Council

The Committee considered the Digital Strategy for the Council, and action plan, and the related Data, Technology and Cyber Strategies. It was important to bear in mind that nationally there was an increased focus on digital in relation to the use of data, and emerging technologies such as Artificial Intelligence (AI). Attention was drawn to the background to the new Digital Strategy, which sat within the wider Strategic Framework of the Council. Members were advised of the five themes which made up the strategy and the four 'golden threads' running through these themes. There had been engagement and feedback from staff and Members on the development of the revised strategy.

The Chair and other Members thanked the Service Director: Customer and Digital Services who was attending her last meeting for her services to the Council. Individual members then raised the following issues in relation to the report:

- welcomed the Digital Strategy which had an action plan and outcomes. The same Member also reminded other Members of the investment history of Connecting Cambridgeshire.
- welcomed the customer focus of the strategies. However, there was a need to see the contribution of Members reflected. The Chair reported that the strategies would not be amended before Council instead the points raised at the meeting would be addressed via the action plan. The Service Director: Customer and Digital Services added that the action plan was a living document which would be updated to reflect Member contributions.
- welcomed digital by default but there needed to be more emphasis on the digital divide. There was concern that broadband coverage was still not sufficient in some rural areas. Members were informed that the Place and Sustainability Directorate would be creating a comprehensive infrastructure plan. Concern was also expressed regarding mobile connectivity. It was suggested that an update on the provision of broadband and mobile connectivity should be presented to the relevant committee. **Action Required.**
- suggested that people had the right to choose not to access services through digital means and to talk to a person. Members were informed that the Council was not seeking to remove non-digital channels. Instead, it was proposing to utilise fully digital tools to ensure the public who wished to use digital received the best services.
- highlighted the need for the Council's skills function to offer more digital training to the public, and to place more computers in different places in the community for the public to access. The Service Director: Customer and Digital Services confirmed that there were some actions in place to address these points.
- highlighted the need to do more in relation to providing computers for schools.

- welcomed the sustainability objectives in the strategy and the identification that digital also cost carbon as well as saved it.; it was important to quantify and identify actions to address this.
- highlighted the need to lead on safeguards in relation to AI. There was also the need to identify the impact of AI on employment in the strategy. It was acknowledged that AI provided an opportunity for the Cambridgeshire as a whole and the Council to improve life and services. The Council had a draft AI policy and it was proposed to set up a Data, AI and Ethics Board with representatives of the community.
- highlighted the importance of cyber security and queried whether one of the five themes should be safety and security of data. Members were informed that cyber security had its own strategy because it was so critical. Each of the themes and threads had cyber security as a principle. The Chair proposed that a briefing or seminar be held on the impact of a cyber-attack on Council services as part of its emergency planning arrangements. **Action Required.**

The Chief Executive thanked the Service Director: Customer and Digital Services and her Team for their leadership in delivering a strong well-articulated strategy, which had been actively co-produced with staff, Members via a workshop, and professional groups. The two themes of communities and inclusion addressed some of the issues highlighted by Members. It was important to note that this was the Digital Strategy for the Council and not the county. The Digital Strategy worked in a complementary way with the Digital Connectivity Strategy for Cambridgeshire, which reported to E&GI Committee, and with the Customer Contact Strategy. He added that Cambridgeshire Skills actively promoted digital literacy. The Chief Executive thanked the Service Director: Customer and Digital Services for her contribution and reported that she had been appointed as the first Director of the new Institute established by the Society for Innovation Technology and Modernisation (SOCITM).

It was resolved unanimously to approve:

- a) the approval of the Digital Strategy for the Council and the related Data, Technology and Cyber Strategies for Cambridgeshire County Council; and
- b) the funding of the strategy through the business planning process.

#### 155. General Security Re-tender of Contract for Cambridgeshire County Offices, Buildings, Land Assets and Employee Safety

The Committee received a report detailing the proposed procurement exercise for the re-tender of the general security contract for the Council's non-school buildings. Attention was drawn to the background which included the reasons and timeframe for the proposed retender. The value of the contract was currently approximately £330k per annum, which could be funded from existing budgets. However, it could fluctuate as buildings were added or removed from the estate. Attention was drawn to the methodology of specification and the risks associated with not re-tendering. The contract was for an initial period with an option to extend for a further two years, which was attractive to bidders and provided greater flexibility for the Council.

One Member congratulated officers for starting the retender process in plenty of time. The same Member proposed the following alteration to recommendation b) to improve accuracy, which was agreed by the Chair, “to extend for two further years”. Another Member raised the need to alter, which was also agreed by the Chair, “responsibility” to authority in recommendation c).

It was noted that almost a third of the contract value covered security at Shire Hall in Cambridge. As the contract was due to start on 1 April 2024, it was queried whether the Shire Hall Campus would be handed over to the developer by 31 March 2023. The Chair reminded Members that there was a confidential item on Shire Hall on the agenda. However, she advised that it would be unwise not to make contingency in case the scheme did not go as planned. One Member raised concern that everything connected with Shire Hall was in confidential session and reported that the Monitoring Officer had confirmed when it could be made public.

It was resolved unanimously to:

- a) authorise the re-tender of the security contract for Authority buildings and land assets, which is due to expire on 31st March 2024;
- b) approve the commencement of the re-procurement of the security Facilities Management Framework Contract for a term of 3 years from 1 April 2024 to 31 March 2027 with the option to extend for two further years which equates to a 3 + 1 + 1 year term; and
- c) delegate authority for awarding and executing a contract for the provision of general security for Cambridgeshire County offices, building, land assets and employee safety, starting 1st April 2024 for a 3 year term plus two annual extensions, to the Executive Director of Finance and Resources and, in accordance with Council procedures, in consultation with the Chair and Vice-Chair of Strategy and Resources Committee.

## 156. Retender of Asbestos Removal Service

The Committee received a report on the proposed retender of the current Asbestos Removal Services framework. This contract complemented the current contract for Asbestos Consultancy. The Council still had a large property portfolio, particularly in schools, which had asbestos containing material. It was an essential contract to ensure the Council met its obligations of the Control of Asbestos Regulations (2012). The Council had been subject to and passed a review by the Health and Safety Executive, which dictated that it should manage all asbestos in house to ensure risk was managed correctly.

One Member proposed the following alteration to recommendation a) to improve accuracy, which was agreed by the Chair, (1st January 2024 to 31st December 2026 or 2027 if extended). In response to a query, the Compliance Manager confirmed that the Council had the opportunity to attract income by selling the framework to other authorities such as the Police, Fire and Rescue Service, Central Bedfordshire Council and Huntingdonshire District Council at a charge of 1.5% which helped to cover the legal costs associated with procurement.

It was resolved unanimously to:

- a) agree re-procurement of the Asbestos Removal Services Framework (1st January 2024 to 31st December 2026 or 2027 if extended); and
- b) delegate authority to the Executive Director of Finance and Resources to appoint a contractor after a competitive procurement process and complete all necessary contractual documents in accordance with Council procedures in consultation with the Chair and Vice-Chair of Strategy and Resources Committee.

## 157. This Land Annual Business Plan and progress monitoring

The Committee received an update on the latest strategic position of This Land exercising the Council's role as shareholder and lender. Attention was drawn to the business plan which provided a detailed account and pathway to demonstrate how the financial obligations of the company to the Council were achievable over the long-term. In considering the self-sufficiency of This Land, two national financial factors were acknowledged relating to the economic downturn and its impact on the housing market, and a more measured approach in local government across the sector to commercial investment. Members noted the revised reduced revenue expectations set out in the report and the confidential appendix, and the company's plan in relation to new homes particularly new affordable homes. The forward projections of net assets and profit were set out in Section 2.9 of the report, which were underpinned by individual site appraisals. This Land exercised due diligence via an internal audit function and third-party specialist consultancy, and the Council had also committed to a further economic assurance review.

The Chief Executive of This Land reported that the housing market was currently challenging but was likely to improve once inflation was under control. Reservations were still being secured at Over with only a small number of properties remaining, and three land disposals had exceeded business plan estimates. The company continued to be in a strong cash position, which meant that it could benefit from a slightly negative market.

Individual members then raised the following issues in relation to the report:

- queried the small residual cash balance of £0.7m in 2029 for a company the size of This Land. It was noted that the business plan was focused on paying off the principal loans and interest payments. There was a reduction in the overall cash position from the previous year due to increased build costs and the reduction in revenue at one site. Further work was being undertaken as part of the next business plan to consider the longer term.
- requested that the Chief Executive of This Land communicate with Soham Town Council and any other town or parish council where a significant development was planned. It was noted that a further update would be presented to the Town Council.
- queried whether This Land had been consulted on the Government's plan to build 250,000 new homes in Cambridge and the surrounding area as part of a document called "Cambridge 2040". The Chief Executive of This Land confirmed that he had



received no prior knowledge of this plan. This Land had no large-scale sites that it was promoting for development in Cambridgeshire. The Council's Chief Executive reported that there had been no announcement by the Secretary of State and Ministers who had attended the recent Local Government Conference.

- welcomed the greater focus on affordable housing but it was less than what was needed in terms of local housing need. It was requested that future reports should include a more substantial section on affordable housing with a comparison of housing need, and analysis against other local authority areas. The Service Director: Finance and Procurement acknowledged that officers would reflect on this feedback. There was a balance regarding the lowest risk way the Council received its money back against the company delivering fully on the Council's strategic ambitions. Affordable housing was usually a net nil position in terms of profitability with an additional cash flow exposure potentially at a slight loss. This Land was therefore working to minimise this risk whilst pushing affordable housing delivery further. In future years, the Council would need to consider what exposure it wanted in terms of further lending. The Chief Executive of This Land confirmed that it would be creating This Land Partnerships to support the delivery of affordable homes. It was noted that This Land would deliver a significantly higher number of affordable homes than the Greater Cambridge average.
- queried when the Council's values in relation to social value and contracting would be included, and when questions regarding the Real Living Wage would be reflected. The Service Director: Finance and Procurement acknowledged that officers would reflect on this feedback. However, it was important to note that This Land had its own economic character and a different procurement regime. The Council was always careful therefore not to directly instruct. The establishment of an Environment, Social and Governance Committee by This Land was therefore welcomed.
- noted that that this year's This Land business plan had shown a delay in capital receipt payable to the Council of £2m compared to the figure in the previous plan and the deficit was increasing, which was primarily linked to market conditions. The Service Director: Finance and Procurement acknowledged the relatively modest changes and variances, in the context of the long term plan, which related to specific site changes rather than overall strategy or returns. The £2m overage figure was an estimate, so the Council would see this benefit but not to its previously expected timing.
- highlighted the change of direction of This Land, which was originally set up to provide funding for social services, and the fact that the financial impact of this decision was not quantified in the report. The interest receivable had decreased from £75m to £72m., and the residual cash balance in 2029 was £0.7m rather than £16.3m (compared to the 2022 plan). There was concern that the Council was asset stripping This Land because it wanted its funding back earlier. The Executive Director of Finance and Resources explained that since This Land was established there had been changes to what local authorities could borrow from the Public Works Loan Board in relation to commercial ventures, which meant that any future borrowing would be at higher rate than previously. Further changes to the capital regulations were also expected as a result of a number of commercial failures at

other local authorities. The Council would be conducting a further economic review of This Land, which would pick up these changes.

- queried the timescales for the Foxton development. It was noted that best and final bids had been received in relation to disposal so it was anticipated that sales would take place over the next twelve months.
- queried whether the revised shareholder agreement with This Land would be a public document. It was noted that the Articles of Association was a public document but to date the shareholder agreement had not been published. It was agreed that it should be considered, for publication, as an agenda item by the new Assets and Procurement Committee. **Action Required.**

It was resolved unanimously to:

- a) receive the latest business plan from This Land and note the latest financial appraisal of the Council's risk relating to its loan to and equity in This Land.
- b) note rephrasing of the Council's expected capital receipt from possible overage entitlements to align with This Land's submission as set out in section 2.6 .
- c) delegate authority to the section 151 officer to enter into parent company guarantee(s) or bond deeds in relation to This Land, as set out in section 3.3.
- d) permit the land transactions proposed by This Land at Foxton, as set out in section 3.2 and in accordance with the latest business plan, delegating authority to the Section 151 officer to release the Council's pre-emptions, overage and legal charge.
- e) delegate authority to the section 151 officer acting pursuant to the Council's constitution and in consultation with the Chair & Vice Chair, to enter into a shareholder agreement with This Land, and agree updates to the articles of association, further to the good practice review described at section 3.6.

## 158. Equality, Diversity and Inclusion Strategy

The Committee considered a new Equality, Diversity and Inclusion (EDI) Strategy which had been developed as an additional enabler alongside the new People Strategy before submission to full Council on 18 July. Attention was drawn to the fresh approach which had been taken to the strategy given the many changes in this arena. The strategy referenced the decisions taken by Council in relation to adopting the Public Sector Duty regarding Social-economic Inequalities and adding care experience as a protected characteristic. Attention was drawn to the three key themes supported by three guiding principles and the twelve equality objectives. Once the strategy had been approved by council, an action plan would be developed in consultation with stakeholders across the organisation, and monitored by the COSMIC, which had already considered and commented on the strategy.

Individual members then raised the following issues in relation to the report:

- highlighted the lack of reference to the Council's employment policies with regard to neurodiversity in relation to adults and young adults coming into the workforce with learning disabilities. The Chair of Adults and Health Committee reported that the Council did provide support for people with learning disabilities, but this could be improved. The strategy referred to physical access for people with physical disabilities, but it was hoped that it would apply to people with all disabilities and to council services as well as employment. Members were informed that neurodiversity would be a key part of the actions including considering how to make the recruitment process more accessible for candidates who were neurodivergent. There was currently a working group looking at how to make work and the recruitment process more accessible and support people better and that included current colleagues with lived experience who were sharing their views to help with improvement in this area. Neurodiversity had also recently been the topic of a well-attended EDI Conversation.
- welcomed the fact that COSMIC had considered the strategy and it would be progressing the Council's EDI policies.
- welcomed the statement that the Council was taking an anti-racist approach, the reference to psychological safety, the inclusion of the Public Sector Duty regarding Social-economic Inequalities, the recently established dedicated EDI Team, the reference to Care Together, the Armed Forces Covenant and the highlighting of work on migration.
- suggested that some Equality Impact Assessments were not really effective in relation to council reports and did not lead to a difference in decision making particularly regarding procurement.
- queried whether the Council could do work with transgender people in its employment and women's groups to try and get some understanding about the ways of working which respected everyone.
- welcomed the strategy but expressed disappointment at the lack of an action plan. There was concern that the action plan was not scheduled to be approved by a committee. The Chair reminded Members that the action plan would be drawn up by a wider group of stakeholders. The Service Director: HR reported that the action plan would be agreed and monitored by COSMIC.

It was resolved unanimously to recommend the EDI Strategy for approval to Full Council.

## 159. Annual Risk Management Report

The Committee was responsible for the development and oversight of the Council's risk management and strategy. It therefore received the Annual Risk Management Report summarising activity for 2022-23, the current Corporate Risk Register, an updated Risk Management policy, and the Risk Strategy. These documents would also be considered

by the Audit and Accounts Committee with its different remit to consider the effectiveness of the Council's risk management arrangements. In relation to the report, attention was drawn to developments to risk management systems, such as the introduction of Corporate Leadership Team (CLT) risk assurance meetings, and a new system of risk assurance reviews. The Internal Audit and Risk Management Team had undertaken an assessment of the Council's risk maturity against an established risk maturity model, and an action plan to address the different parts of the Council that had been assessed as risk defined and risk aware was being progressed.

Individual members then raised the following issues in relation to the report:

- highlighted the fact that the risk matrices were still calculated on a linear 1 to 5 basis. It was therefore important to explore a mechanism outside the current system to differentiate the severity of the importance of the five ranking. The Head of Internal Audit and Risk Management reported that CLT had expressed an interest in progressing this issue in the future. There was further guidance to officers on how to interpret the risk matrices in order to provide more differentiation.
- suggested again that it was not appropriate to have a target for risk management reports and that consideration should be given to changing the wording to projection. The Head of Internal Audit and Risk Management reported that a software change was required, which would take time to progress.
- highlighted the table in Section 8.3 of the report and queried what areas the Council was failing in and how they would be addressed. The Chair agreed that Members should receive a written response with the issues discussed further at the Audit and Accounts Committee. **Action Required.**
- welcomed the work carried out on the Risk Register but queried why it was very internally focused. It was agreed a written response should be provided. **Action Required.**

It was resolved unanimously to:

- note and comment on the Annual Risk Management Report (Appendix 1) and Corporate Risk Register (Annex A); and
- endorse the updated Risk Management Policy (Annex B), and Risk Strategy (Annex C).

## 160. Cambridge Biomedical Campus Update

The Committee received a report detailing the latest position of the Cambridge Biomedical Campus (CBC). The Council was working with the landowners and CBC Limited, as well as a number of advisers, to continue the development of the campus including the future phased development on council land. The expansion of land known as Phase 4, which was jointly owned by a third party and the Council, had been included in the Greater Cambridge Shared Planning (GCSP) Authority's preferred option list. As part of the preparation for submissions to the GCSP in its consideration

and adoption of the new local plan, the landowners across the various phases were proposing that a Memorandum of Understanding be signed by each party to reflect the commitment to the delivery and future development of all phases. It was noted that the land was in the Green Belt so further justification of the case for its release needed to be established.

Speaking as a Local Member, Councillor Slatter reminded the committee of the history of the previous local plan in relation to the shortage of affordable housing in the area. She had supported the Addenbrooke's 2020 vision and looked forward to the creation of the Children's and Cancer hospitals. Whilst she was proud of the progress which had been made in relation to biodiversity and community infrastructure locally, she was seriously concerned about the sustainability of future growth in this area beyond the 2020 vision. The NHS Trust had raised concerns about workforce recruitment and retention. There were also serious concerns about the ability of water supply to meet demand. The new campus buildings and residential developments had successfully incorporated urban drainage, so it was possible to collect reliable data about the consumption of water and power before contemplating new development on public land. Local residents were alarmed about building the 2050 vision when the 2020 vision had not been completed.

Individual members then raised the following issues in relation to the report:

- requested clarity on how the 2020 vision matched the 2050 vision. It was noted that former incorporated phases 1 and 2 which was primarily the Addenbrooke's campus. Phase 3 was an additional piece of land allocated in the 2018 Local Plan, and phase 4 was part of the 2050 vision. GCSP had asked for a masterplan to be produced incorporating all the phases at this stage. It was expected that phase 4 would be used for new hospital buildings allowing the old ones, which were not fit for purpose, to be remodelled or demolished. A symposium would be held on 12 July by CBC Limited with local politicians making the case for this development.
- highlighted the need to make better use of the limited amount of land by increasing building density. The Chair acknowledged that this comment was beyond the remit of the report.
- expressed concern that this local plan like others for the area attracted a workforce from outside the area with habitation built many miles away. There were currently no solutions to address the existing similar problems. It was suggested that the Science Park should be located in South Cambridgeshire with the housing nearby. The Chair reminded the committee that the Children's Hospital would need to be located on the campus. It was acknowledged that transport and water were two big issues which needed to be addressed in the local plan. The CBC campus had featured prominently in the announcement of the East West Rail link, and Cambridge South Railway Station was being built to support the campus. It was noted that Addenbrooke's was a block to the free flow of transport in Cambridge so any expansion would have to contribute some of the solutions including a new road to the railway station.
- welcomed the new Cambridge South Railway Station but highlighted the importance of the infrastructure set up. The new Soham Station only allowed one

train every two hours, which would make it difficult for the public to access the station on the CBC campus.

- expressed concern about continual development of the Green Belt.

It was resolved by a majority to note the update on progress, support and delegate the signing of a Memorandum of Understanding with the other landowners on the site in further support of the campus development to the Executive Director of Finance and Resources in consultation with the Chair of this Committee and the Monitoring Officer.

## 161. Corporate Performance Report – Quarter 4 2022-23

The committee considered performance information for corporate services for quarter four, which included progress against the council's Joint Agreement Action Plan. Attention was drawn to the performance information set out in Appendix 1. The following KPIs were off target by more than 10%: Indicator 169: % of contract waivers submitted less than 5 days before their proposed start date; Indicator 183: Proportion of Subject Access requests responded to within statutory timescale (year to date), and Indicator 184: Statutory returns completed on time. This was the first time Indicator 184 had dropped below its target of 100% and was due to the need to provide child level data so an extension had been granted.

Individual members then raised the following issues in relation to the report:

- acknowledged that the number of short notice contract waivers was moving and hopefully would continue to move in the right direction.
- queried in relation to Indicator 171: Rent per acre obtained from the agricultural estate why the target was only £107 when the current rent was £146 and the previous rent had been £144. It was also queried why there was £45k pressure when the target was being exceeded. The Chair asked for a written response to be provided. Action Required.

It was resolved unanimously to:

- a) monitor progress of Corporate Services and identify remedial action as required.
- b) scrutinise performance information for the Council's Joint Agreement Action Plan.

## 162. Treasury Management Report – Quarter Four Update and Annual Report 2022-23

The Committee considered the quarterly update on the Treasury Management Strategy 2022/23, approved by Council in February 2022.

One Member expressed concern, given the current challenging financial situation, regarding the proposed increase in the counterparty limit for the deposits outlined in 4.13 from £10m to £20m. It was therefore queried whether the Council was looking rigorously at the credit rating limits attached to these institutions. The Head of Finance

reported that the Council had very strong regard to the credit rating of institutions it banked with and in every case these institutions were highly rated in terms of credit worthiness. The Chair welcomed the proposed training session on Treasury Management.

It was resolved unanimously to:

- a) note the Treasury Management Quarter Four Update and Annual Report for 2022/23 and endorse it for consideration at Full Council;
- b) recommend to Full Council to increase the counterparty limit for the deposits outlined in 4.13 from £10m to £20m; and
- c) add training on Treasury Management to the Committee's training plan.

#### 163. Strategy and Resources Committee Agenda Plan, Training Plan, Appointments to Outside Bodies and Internal Advisory Groups

The Committee was asked to review its agenda plan and training plan, appointments to Outside Bodies and Internal Advisory Groups and Panels, and the appointment of Member Champions to lead on specific subject areas. In considering the appointments to Outside Bodies, it was proposed that Councillor Howitt replace Councillor Bird on the Cambridge BID Board.

The committee resolved unanimously to:

- (i) review its agenda plan attached at Appendix 1.
- (ii) review its training plan attached at Appendix 2.
- (iii) review the appointments to outside bodies as detailed in Appendix 3, and appoint:
  - Councillor McDonald to replace Councillor Murphy on Pathfinder Legal Services Limited.
  - Councillor Shailer to replace Councillor Goodliffe on all the ESPO bodies.
  - Councillor Howitt to replace Councillor Bird on the Cambridge BID Board.
- (iv) review the appointments to Internal Advisory Groups and Panels as detailed in Appendix 4.
- (v) review the appointment of Member Champions as detailed in Appendix 5.

#### 164. Exclusion of Press and Public

It was resolved unanimously that the press and public be excluded from the meeting on the grounds that the agenda contained 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, as it referred to information relating to the financial or business affairs of any particular person (including the authority holding that information).

165. Shire Hall, Cambridge – Commercial update

The Committee received a commercial update on Shire Hall, Cambridge.

It was resolved unanimously to approve the recommendations set out in the report.

Chair