

# ASSETS AND PROCUREMENT COMMITTEE



**Wednesday, 22 January 2025**

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

**10:00**

New Shire Hall  
Alconbury Weald  
Huntingdon  
PE28 4YE

**Red Kite Room**

**New Shire Hall, Alconbury Weald, Huntingdon, PE28 4YE**

## **AGENDA**

**Open to Public and Press**

### **CONSTITUTIONAL MATTERS**

- 1 Apologies for Absence and Declarations of Interest**  
*Guidance on declaring interests is available in [Chapter 6 of the Council's Constitution \(Members' Code of Conduct\)](#)*

- 2 Minutes - 15 October 2024** **5 - 20**

- 3 Public Questions and Petitions**

### **KEY DECISIONS**

- 4 Mill Road Library Update** **21 - 24**

- 5 Disposal of Stibbington** **25 - 32**

<b>6</b>	<b>DfE Capital Investment Bid</b>	<b>33 - 38</b>
<b>7</b>	<b>Cresset Centre</b>	<b>39 - 42</b>

**OTHER DECISIONS**

<b>8</b>	<b>Business Plan and Budget 2025-2030</b>	<b>43 - 76</b>
<b>9</b>	<b>Corporate Performance Report Q2 2024-25</b>	<b>77 - 94</b>
<b>10</b>	<b>Agenda Plan, Committee Appointments, Outside Bodies, Internal Advisory Panels and Groups</b>	<b>95 - 98</b>

**Date of Next Meeting**

7 March 2025

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The Assets and Procurement Committee comprises the following members:

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

Clerk Name:	Jenna Harron
Clerk Telephone:	01945482685
Clerk Email:	jenna.harron@cambridgeshire.gov.uk



## Assets and Procurement Committee: Minutes

Date: 15 October 2024

Time: 10.00a.m. – 12.29p.m.

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

Present: Councillors Ambrose Smith, Boden, Bywater, Connor, Count, Dupré, Ferguson, Goldsack, Gough, Hathorn (Chair), M King, Meschini, Nethsingha and Rae (Vice-Chair)

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

Apologies were received from Councillor McDonald (substituted by Cllr M King), as well as Councillors Dupré, Beckett, and Connor.

Councillor Boden declared a non-statutory disclosable interest in relation to Item 5: Accommodation Improvement Programme: Tranche 1 Update specifically regarding Hereward Hall and chose not to partake in voting.

Councillor Count advised that Hereward Hall fell within his division. Furthermore, Fenland District Council had expressed an interest to purchase Hereward Hall. However, it was confirmed that as the decision was to progress the sale rather than a decision about agreeing a sale, this would not exclude the Councillor from partaking in discussion and voting.

### 65. Minutes of the meeting held 17 September 2024 and Action Log

The minutes of the meeting held 17 September were agreed as a correct record and signed by the Chair.

An update was provided on the Old Shire Hall site. The exclusivity period to conclude sale on the preferred bidder ended on 9 October 2024. The next steps would be considered with previously shortlisted bidders in the aim of finding a resolution. It was agreed to bring the matter back to Committee in the coming months.

An updated Action Log was circulated to the Committee and updates were noted at the meeting.

### 66. Petitions and Public Questions

The Committee was informed that three public questions had been accepted in relation to Agenda Item 4: Disposal of Mill Road Library.

### 67. Disposal of Mill Road Library

The Committee received a report on the bids received for the disposal of the former Mill Road Library in Cambridge, a Grade II listed building designated as an asset of community value. Members were informed of its history having been built in 1892, started on a 25-year

lease in 1999 to a community group, then repossessed in 2020 due to its deteriorated state, after which £500k was invested to bring the building back into good condition. The building was declared surplus and marketed for sale in August 2022. A preferred bidder was approved at the Strategy and Resources Committee in March 2023 however was unable to complete and withdrew their offer in November 2023, following which the Council commenced remarketing in February 2024.

The marketing period coincided with the administration of the Asset of Community Value (ACV) process which lasted six months, ending on 12 August 2024. During this time, it was marketed as suitable for a variety of community uses with scope for conversion subject to planning permissions. It was marketed to nearly 1,000 different parties including local and national agents, educational groups, and community bidders, as well as informing the City Council of the intention to sell.

The Council had followed the requirements of property disposal to meet the best consideration requirements under Section 123 of the Local Government Act 1972. Seven bids were received including a mix of freehold and leasehold, as well as commercial and private bidders. Each was measured on a scoring matrix with a weighted evaluation criterion: deliverability (50%), financial offer (20%), economic impact (10%), social impact (10%), and environmental impact (10%). Bidder 1 scored highest in all categories, provided evidence of available funding as an unconditional freehold bid, expressed motivation to preserve the architectural features, evidenced a successful track record of operating similar community-based models elsewhere, had ties to the local community, and indicated a desire to work with and listen to the local community and react to its needs. It was thus deemed the preferred bidder. It was agreed to include a deed covenant within the Heads of Terms to restrict the future use of the building for residential purposes, and for this to be legally binding as part of the contractual negotiations.

It was clarified that the Local Member had not commented on the specificities of the report, however he had made active representations regarding the sale prior to and following publication of the report.

The Chair invited three members of the public to address the Committee.

As a resident of Mill Road and a fine artist, Ms de Blois emphasised the importance of preserving the architectural integrity of the building, both inside and outside. She wanted the library to be used for arts events to reflect the cultural experience of the local residents and boost hospitality. She queried whether officers had worked with the community in their decision-making, and how many officers had viewed the property in person.

Mrs Preston was a resident of the Mill Road area. She highlighted a petition for the building to be saved for the wider community which had gathered over 2,000 signatures. The community bid sought to work cooperatively with the adjacent community centre rather than compete with it. The preferred bidder, referenced as Bidder 1, was not a community bidder. Ms Preston felt that Bidder 1 was seeking a quick sale with the desire to profit from the local community. She emphasised that the community bid was grounded in, and had the support of the local community, and that it was fully aware of the buildings constraints with plans to address them.

Ms Collins introduced herself as the former Chair of the Mill Road Winter Fair, lead of the Mill Road Fringe, co-founder of Love Mill Road charity, and a Mill Road resident. She described that Cambridge was proud of and benefitted from the Mill Road community which had demonstrated a strong work ethic, having annually organised one of the biggest

volunteer-led street fairs in the county. She queried why the County Council therefore did not trust the community to deliver on its bid. Ms Collins drew attention to the recently completed Mill Road community centre which sat adjacent to the library and offered community spaces for hire. She described that the proposal by the community bid would complement the community centre with a café and auditorium-style venue, whereas the proposal from Bidder 1 would compete in the same market. She questioned whether an impact report on the potential harm to the community centre had been undertaken. This sentiment was echoed by a quote she read out from the Petersfield Area Community Trust who had enabled the community centre, referencing the missed opportunity to enable a community hub between the community centre and historic library should the community bid not be chosen. It suggested that the alternative of Bidder 1 was to offer a library building that was restored but essentially closed to the public.

An officer responded by clarifying that Bidder 1 intended to provide a building for the creative arts and emphasised that it was in Bidder 1's interest to listen to the needs of the local community to make a sustainable outcome. It was clarified that though it was a commercial sale, all interested parties had been encouraged to come forward, including community bids.

The Chair invited the Local Member for Petersfield, Councillor Howitt to address the Committee, who identified five reasons for which he asked the Committee not to sell off the building. These included that the library was of great architectural and historical significance, the social value offered a long-term return to the Council, it had been used by local people for generations who wanted it to continue to serve them, it was originally bequeathed to the Council to stay in the public realm thus the Committee should view it as morally and ethically wrong to sell, and that a petition with over 2,000 signatures asked the Council not to sell the building.

The Councillor felt that community involvement ought to have been encouraged, however there had been no attempt at local consultation. The Council ought to have considered a leasehold or other partner relationship to pursue community use with the County Council retaining some influence. Should the sale proceed, he requested to input the strictest terms in the deed to allow the Council to retain power to enforce assurances regarding the building's future use.

The Local Member queried why the Council officers had visited the preferred bidder as part of its due diligence however did not meet with the second, credible bidder who requested a meeting to update officers on its fundraising progress, including a confirmed grant of £500k from the Archaeological Heritage Trust. He queried why the preferred bidder appeared to have been scored higher on lack of internal works needed when the property was a shell and required substantial works regardless of its use. He also requested that, if selected, Bidder 1 be invited to undertake public consultation so that local people could be involved in the process.

Arising from the report:

- Officers clarified that the existing ACV, administered by the City Council, would last five years from the time of implementation (25 January 2024), after which it could be renominated. This would not require the Local Authority to sell to the community bidder, rather would give the community the opportunity to raise funds to purchase the property.

- It was confirmed that the Council had followed its policy regarding disposal of assets. However, the Council had met with Bidder 1 to view his existing operation in London but had not met with other bidders. Members questioned whether this went against the established processes. Officers clarified that the purpose of the meeting was to assess the existing enterprise of Bidder 1. This meeting had been conducted after the bidders' scoring was carried out, therefore this meeting served the purpose of due diligence by the Council, allowable in accordance with the policy.
- A query was raised regarding the weighting criterion on this sale given past experiences. It was acknowledged that lessons had been learned from other sales, therefore the weighting for deliverability and finance had been swapped, with deliverability weighted highest at 50%, and financial offer lowered to 20%. The weighting was changed to reflect the aspirations of the sale, and the change was confirmed prior to bids being received. A Member, though supporting the adjusted weightings, identified that the Committee had not been involved in the decision to change them despite the existing policy on asset disposal.
- A Member queried the strength of covenants on a sale versus lease. Officers confirmed that the Council would work closely with solicitors to ensure the covenant would be as strong as possible but acknowledged that it could not be guaranteed in its entirety. However, it was highlighted that the preferred bidder was open to the proposals of the covenant.
- Officers expanded on the intentional use of the property by Bidder 1, explaining that he had existing enterprises elsewhere which he intended to replicate to some extent in Cambridge, the purpose of which was to champion creative arts such as dance, writing, and music. The bidder would work closely with the community to ascertain what elements in the arts would be of interest and in demand to be community-focused and thus create a viable enterprise.
- A Member addressed the significant challenge in making any decision about Council assets given the economic climate, emphasising that risk would have to be a crucial factor to consider, alongside the focus on community and social value. The Member acknowledged that due to the Council's financial circumstances, it could not afford to take any financial risks, and that should the Council take a foreseeable risk and then fail, it would not be in a position to help anyone, Mill Road included.
- A Member reminded the Committee that this building had been sitting empty and unkempt for many years. Whilst it would be ideal for communities, councils, and municipal authorities to have the amount of money required to refurbish and care for the building as it needed to retain it in community ownership, unfortunately the funds required to bring the building back into a state of good use could only be provided by private individuals. A Member noted that listed buildings required extensive and continuous maintenance, and that the £500k paid by the Council on the default of the lease would not be sufficient on its own to maintain the building. It was expressed that Bidder 1 provided the best possibility of returning the building to community use.

During the debate, the Chair adjourned the meeting for three minutes to receive advice on whether an issue included confidential information. It was confirmed it was not a confidential matter, and the meeting resumed.



- Members questioned whether the preferred bidder could be invited to support the reapplication of the ACV designation should this be raised when the existing ACV period would end in January 2029. Officers agreed to insert wording to this effect in the draft Head of Terms with Bidder 1. **Action Required**
- Members were disappointed that Cambridge City Council had not provided financial backing to the community bid, feeling this should have occurred considering the library sat firmly within the area governed by it.
- Members stressed the importance for Bidder 1, if selected, to work closely and engage actively with the community to ensure its enterprise was reflective of what the community wanted and needed.

It was resolved unanimously to:

- a) Receive the results of the marketing and invitation for bids and consider this fully, drawing on the assessment the Council has undertaken and officers' recommendation.
- b) Approve and accept the bid from bidder 1.
- c) Delegate authority to the Executive Director of Finance and Resources to agree terms, execute the documentation, and complete the disposal, in consultation with the Chair and Vice-Chair of Assets and Procurement Committee.

## 68. Accommodation Improvement Programme: Tranche 1 Update

Members were presented a report regarding Tranche 1 of the overall Accommodation Improvement Programme including asset rationalisation, adaptations, and employee moves. The proposal had been endorsed by the Accommodation Improvement Programme board, the Capital Programme board, and the Corporate Change board. The proposed revenue savings had been built into the Council's financial planning which was approved at Full Council in February 2024.

The underutilisation of Council buildings was addressed, with the highest recorded use at 25% capacity, which presented the opportunity to rationalise the Council's office portfolio, save on revenue running costs, deliver capital receipts on disposal, and invest in enhancing the retained buildings thus improving the Council's carbon net zero position. Included in the report was the capital funding request of approximately £1.85m to invest in retained buildings, included in the financial paper which would be presented for approval to Strategy, Resources and Performance Committee later in the month.

Tranche 1 focused on the Council's office portfolio, proposing a hub, spoke and satellite model which would enable flexible, cost efficient, and well utilised assets. The report proposed to dispose of five offices: Hereward Hall in March, Butts Grove in Huntingdon, Noble House in Ely, Speke House in St Ives, and Stanton House in Huntingdon.

The change would affect 791 full-time equivalent colleagues, and various methods of consultation and engagement had been conducted. These included service area mapping of teams, feedback requested from Executive Directors and Heads of Services, endorsement sought from the relevant boards as part of the Council's governance process, engagement with a public estate partner to consider impacts and opportunities,

engagement with trade unions, and a page on the Council's intranet site to welcome colleague queries and provide responses to frequently asked questions.

In response to the report:

- It was confirmed that this proposal reported only on Tranche 1 of the hub, spokes and satellite model programme, and that further updates as part of the business planning process would be brought to later Committee meetings.
- A Member expressed concern that the originally intended purpose of spaces in existing buildings, such as libraries and hospitals, would be lost should they be seized for County Council use. Officers confirmed that the proposed modifications would not degrade the services provided in those buildings, and that modification proposals were made in consultation with the services within them. In Ely Library, for example, an existing space containing approximately 10 desks was underutilised, therefore the intention was to construct and expand on the existing space to accommodate 20 desks. The two wings at the Princess of Wales Hospital underutilised by the Council would be maximised to accommodate the additional function being proposed. The upstairs section of Whittlesey Library would be used as training facilities and touch-down provision for the Learning and Development Team.
- A Member identified that the closure of Butts Grove would bring Huntingdon from two contact centres down to one, the remaining being at Scott House, and queried the effects of this on the service and the children it served. It was acknowledged the buildings were different, however officers confirmed they had done due diligence with colleagues working at Butts Grove and would make minor modifications at Scott House to improve the service's deliverability for children and families.
- Concern was raised over the asbestos within the upstairs of Whittlesey Library. Officers acknowledged awareness and that this topic had been raised in negotiations. Furthermore, it was clarified that only cosmetic modifications were planned to make the building adequate for the intended short-term use. The Leader of the Council agreed to take an interest and follow up on the appropriateness of the matter. **Action Required**
- A Member sought confirmation that the investment into the annex of the March Community Centre would not result in a loss of community activities in the centre, to which officers agreed that the community would remain at the forefront of plans.
- As the proposal stated that 109 members of staff would move their base to Awdry House, a Member queried the limited parking available at the building. Officers stated that the car parking at the site would not change, however identified that building use was higher on Tuesdays, Wednesdays and Thursdays, and the Council would work with the teams based at Awdry House to spread office working days more evenly throughout the week. Members expressed concerns over the poor public transport options to Awdry House. The Council agreed to carry out travel plans to the site to consider alternative forms of travel. **Action Required**
- Officers confirmed that the two remaining buildings in Cambridge city that were not part of Tranche 1 would be covered in Tranche 2 which would consider the Cambridge area more closely.

- Members sought reassurance on the market value of assets, suggesting the value would be dependent on their saleability and time of sale, making the total savings forecast ambiguous. Officers stated the valuations were prepared by in-house registered valuers and agents were ready on some of the properties, which would ideally accelerate the process of sale.
- A Member addressed the loss of Noble House as one of few buildings in the East of Cambridgeshire, suggesting that it would create a loss of serviceable bases for Members in that area. It was clarified that Noble House was a leased property, nevertheless Ely Library remained available and accessible within the town centre.
- The Council's proposal to dispose of its oversupply of assets was commended by Members, however it was noted that these actions were taken at a slower pace following Covid in comparison with the private sector. A Member requested that Tranche 2 should follow closely given the commercial sense in taking these actions.

It was resolved to:

- a) Endorse the Tranche 1 proposal of the rationalisation of our office estate, including the closure or lease termination as applicable of Hereward Hall March, Butts Grove Huntingdon, Noble House Ely, Speke House St Ives, and Stanton House Huntingdon, while retaining Marshland House, Victoria Road in Wisbech for Supervised Family Time and Scott House in Huntingdon.
- b) Endorse the level of expenditure as set out at Appendix 2 (£1.85million capital) required to deliver the proposal and investment in retained accommodation to facilitate moves.

## 69. Employee Benefits Contract

The Committee considered a report on the re-procurement of the Council's employee benefits contract with the intention to execute the contract from November 2025 for three years, with a clause to extend for a further two years. The existing contract was awarded in November 2019 for three years, then subsequently extended for two years. It was extended for a further year to November 2025 to provide sufficient time for Committee approval and the appropriate procurement activity to take place.

The existing contract with Terryberry was a cost-neutral arrangement, where they earned on commission through the providers with whom the Council signed: Tusker, Halfords and Salary Finance. It was a concession contract where the Council met the costs upfront which were later recouped through the salary sacrifice arrangement. This presented a low financial risk. As the initial expenditure would be over £500k, this would be a key decision, therefore Committee approval was required for the Council to seek the best value cost-neutral contract to deliver maximum benefit to the workforce and to support recruitment and retention.

Resulting from the presentation of the report:

- Officers clarified the process of going out to market to reprocure the contract, explaining that soft market testing had been conducted to ascertain what provision was available in the market, however there were no providers which could offer all the specifications being sought. As a result, the proposal to re-tender the contract as part of the ESPO

framework would provide clear specifications and score potential providers against the Council's needs. These would include a provider for lease cars, cycle to work scheme, salary finance arrangements for loans and savings, a managed service provider offering an online benefits portal, and more local offers so employees could access local benefits and discounts.

- It was confirmed that Tusker covered electric vehicles under their lease car scheme which provided individuals the option to purchase their car at the end of the lease term.
  - Officers clarified that none of the benefits provided under the contract would come from the County Council itself, rather everything would be covered under the contract.
  - A Member expressed concern that purchases which went against HMRC requirements could be made through Salary Finance for loans and savings, however it was clarified that Tusker and Halfords were under the salary sacrifice arrangement, but Salary Finance was not as it was done through net deductions from salary.
  - Officers confirmed that the existing supplier, Terryberry would be invited to re-supply the package.
  - A Member acknowledged that the existing package was cost-neutral but queried whether work had been conducted to find suppliers that offered packages which were cost-beneficial to the Council. Officers suggested there could be the potential of such an arrangement being reached with the cycle provider and agreed to look into it further.
- Action Required**

- Concerns were raised that initial costs to the Council would not be covered in the budget should there be a rush of loans or purchases which would then be recouped through the salary sacrifice scheme. Reassurance was provided in the context of Halfords bike purchases made in the financial year 2023/24 which totalled £44,000 (39 bikes), and a purchase order of £450,000 placed with Tusker at the beginning of the year, all of which was later reclaimed through the salary sacrifice arrangement.

It was resolved unanimously to:

- a) Approve the re-procurement of the Council's Employee Benefits Contract.
- b) Delegate authority for awarding and executing a contract for the provision of employee benefits starting 1 November 2025 for a period of 3 years, with a clause to extend for two further years, to the Executive Director of Strategy and Partnerships in consultation with the Chair and Vice Chair of this Committee.

## 70. Light Blue Fibre Annual Progress Report

The Committee was presented an annual update of Light Blue Fibre as joint shareholders together with the University of Cambridge. Light Blue Fibre's main purpose was to market the fibre ducting to providers of telecom connectivity. A key enabler in the digital connectivity strategy was the 'Dig Once' policy which would incorporate fibre ducting into new infrastructure project developments, thus improving connectivity, reducing disruption on highways, and creating significant benefits in carbon reductions. In its fourth year of trading, the company had made a modest return for the Council, presented a low risk to the Council with very low operating costs and cash requirements. It had delivered against its

objectives and was ahead of its business plan projections in 2023/24. The company was undertaking discussions to potentially appoint an additional partner to enhance its marketing. A formal annual meeting for the shareholder representatives from both the Council and University of Cambridge would be put in place to ensure the company would operate in line with expectations. At the meeting, two director vacancies from the University would be discussed. A director vacancy from the Council would be resolved by the end of the month.

In response to the report:

- Members expressed support for the report and the positive impact had on transport and congestion.
- A Member queried how many shares were owned by the Council and the joint venture partner, the University of Cambridge. Officers stated that in the first year when Light Blue Fibre was set up, there were 20,000 shares purchased by each, with an additional 20,000 shares purchased in the second year by each partner. Therefore, the Council and University each held 40,000 shares.

It was resolved unanimously to note the progress of the Light Blue Fibre over the last year.

#### 71. Agenda Plan, Training Plan and Appointments to Outside Bodies and Internal Advisory Groups and Panels

It was noted that Councillor Rae had been appointed to the internal advisory group, County Farms Working Group.

It was resolved unanimously to note the Agenda Plan and appointment to the internal advisory group.

Chair



## Assets and Procurement Committee – Minutes Action log

This is the updated action log, as of 14 January 2025, and it captures the actions arising from the most recent Assets and Procurement Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

### Assets and Procurement Committee minutes of 28 November 2023

Minute	Item	Officer	Action	Comments	Status
20.	This Land – publication of Shareholders Agreement	Michael Hudson	A Member asked officers to carefully consider the governance issues and potential conflict of responsibility that existed as a result of having a Councillor as a Director.	<p>Officers are meeting at the end of January to review the governance arrangements and Committee will be updated in one of the next two upcoming meetings with options.</p> <p>A review of the arrangements of This Land in 2022, followed by further Council and Board effectiveness reviews have identified this a possible, but a report to the July Committee looks at the role of the Shareholder through this Committee and ensuring strong governance.</p> <p>Further training will be provided to members in Autumn 2024.</p>	Ongoing
22.B	Major Energy Projects – Progress Update	Sheryl French	Actual income figures for Triangle Farm and St Ives to be provided once those schemes started generating.	<p>Triangle Farm/North Angle information circulated to Committee on 9 September. St Ives info to be circulated when available.</p> <p>Energisation of St Ives Smart Energy grid is scheduled for mid-November.</p>	In progress

				<p>The details of generation and income will be supplied when actuals are available in 2025.</p> <p>Summary table provided to Cllrs on 08/11.</p>	
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### Assets and Procurement Committee 17 July 2024

Minute	Item	Officer	Action	Comments	Status
50.B	Corporate Performance Report	John MacMillan	There was a discussion on whether farm buildings were included as part of the rental costs, and officers agreed to provide further detail, and investigate if there was a more useful target.	<p>Farm buildings are included in rental valuations.</p> <p>A more detailed report on how rents are agreed together with suggestions on benchmarking can be discussed at the next County Farms Member Working Group.</p>	In Progress
52.	Sale of Shire Hall, Cambridge	Tom Kelly	Briefing note to be provided (refer to confidential minute)	Ongoing	Ongoing

### Assets and Procurement Committee 17 September 2024

Minute	Item	Officer	Action	Comments	Status
60. A	Corporate Performance Report	Michael Hudson	Officers advised that a meeting of the County Farms Working Group was due to take place, the date of which would be emailed to all Members.		Ongoing



61. A	Procurement Compliance Report	Michael Hudson	Officers agreed to ask peer networks/authorities to compare breaches for benchmarking purposes.	Request for data issued, but no response as yet.	Ongoing
61. B	Procurement Compliance Report	Clare Ellis	A Member identified missing portions on the narrative of adequate mitigations in the report, particularly pertaining to the matter of Royal Mail being paid to provide postal services. The Head of Procurement agreed to provide more detail on mitigations in future reports.	Will be resolved in next Compliance Report	In Progress
62.	Contract Management Update	Clare Ellis	A Member queried the silver portfolio of contracts which was valued at £725m, with each contract valued at over £2m, yet the category was identified as low risk. The Officer explained that these contracts were routine, and though each was high value, integral mitigations in terms of risk management were in place. Officers agreed to provide further information at a future meeting.	Will be resolved in next Compliance Report	In Progress
63.	Agenda Plan, Training Plan and Appointments to Outside Bodies and Internal Advisory Groups and Panels	Michael Hudson	A Member sought an update on the disposal of Old Shire Hall. Officers confirmed the delegation to the Executive Director for Finance and Resources, in consultation with the Chair and Vice Chair, agreed at the previous Committee, subject to the exclusivity period of 9 October, that	Ongoing with update to be provided at Committee.	Ongoing

			there was a four-week extension if deemed reasonable. It was agreed that Members would be updated following that period.		
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### Assets and Procurement Committee 15 October 2024

Minute	Item	Officer	Action	Comments	Status
67.	Disposal of Mill Road Library	Michael Hudson	Members questioned whether the preferred bidder could be invited to support the reapplication of the ACV designation should this be raised when the existing ACV period would end in January 2029. Officers agreed to insert wording to this effect in the draft Head of Terms with Bidder 1.		In Progress
68.A	Accommodation Improvement Programme: Tranche 1 Update	Cllr Lucy Nethsingha	Concern was raised over the asbestos within the upstairs of Whittlesey Library. The Leader of the Council agreed to take an interest and follow up on the appropriateness of the matter.	18/11 – Cllr Nethsingha followed up with Chris Ramsbottom who provided a response advising that <i>the building has an asbestos management plan and is managed safely in line with law and the control of asbestos regulations. Therefore, where the safe removal of asbestos is required to enable the investment work, it will be done so adhering to the regulations and as part of the contract.</i>	Complete
68.B	Accommodation Improvement Programme: Tranche 1 Update	Chris Ramsbottom	Members expressed concerns over the poor public transport options to Awdry House. The		In Progress

			Council agreed to carry out travel plans to the site to consider alternative forms of travel.		
69.	Employee Benefits Contract	Anna Syson	A Member acknowledged that the existing package was cost-neutral but queried whether work had been conducted to find suppliers that offered packages which were cost-beneficial to the Council. Officers suggested there could be the potential of such an arrangement being reached with the cycle provider and agreed to look into it further.		In Progress



## Disposal of the former Mill Road Library, Cambridge

To: Assets and Procurement Committee

Meeting Date: 22 January 2025

From: Executive Director of Finance and Resources

Electoral division(s): Petersfield

Key decision: Yes

Forward Plan ref: 2025/008

Executive Summary: This report provides an update on the disposal of the former Mill Road library.

Recommendation: The Committee is recommended to:

- a) Note progress towards the sale of the former Mill Road library.
- b) Agree the revised terms.
- c) Delegate authority to the Executive Director of Finance and Resources to agree terms, execute the documentation, and complete the disposal, in consultation with the Chair and Vice-Chair of Assets and Procurement Committee.

Officer contact:  
Name: Jane Webster  
Post: Principal Surveyor  
Email: [jane.webster@cambridgeshire.gov.uk](mailto:jane.webster@cambridgeshire.gov.uk)

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

- 1.1 This proposal aims to support all the Council's ambitions by disposing of a surplus property to provide a financial receipt and support our wider service delivery.

## 2. Background

- 2.1 The disposal of this property was considered at the Assets and Procurement Committee on 15 October 2024. [15 October 2024 report on Mill Road Library disposal](#)

The Committee agreed to "*approve and accept the bid from bidder 1 and delegate authority to the Executive Director of Finance and Resources to agree terms, execute the documentation, and complete the disposal, in consultation with the Chair and Vice-Chair of Assets and Procurement Committee*". [Decision notice](#)

- 2.2 This report provides a progress update.

## 3. Update

- 3.1 Heads of Terms were agreed and signed by both parties on 3 December 2024.

The agreed timetable is to exchange contracts within four weeks of receipt by the purchaser's solicitors of the draft contract documentation and full legal pack. The draft contract was issued before Christmas 2024.

- 3.2 The building was opened to the public on Saturday, 7 December 2024. In the region of 60 local people attended. The purchaser also attended and was able to meet people informally. This is the third time the building has been opened to the public in addition to the organised view days during marketing.

- 3.3 The Heads of Terms and a confidential update are provided in Appendices 1 and 2.

## 4. Significant Implications

### 4.1 Finance Implications

The proposed sale of the property will reduce the Council's ongoing financial liability for an asset that is no longer required for service use, and result in a capital receipt to support service delivery and the capital programme.

### 4.2 Legal Implications

Pathfinder Legal are instructed and have carried out title checks, helped secure vacant possession from the previous tenant and dealt with different questions on ownership which have arisen since it was first marketed in 2022.

### 4.3 Risk Implications

The main risk to the Council is that the buyer varies their proposal before completion or does not complete. In addition, once sold, the buyer may change their proposal but has agreed in principle to a legal restriction in use.

### 4.4 Equality and Diversity Implications

The previous tenant was a community group who did not fulfil all their responsibilities as tenants.

The building is an Asset of Community Value. The property was first marketed in August 2022 and several community groups have looked to acquire the building and several community groups made bids which were considered.

A completed and approved Equality, Impact Assessment (EqIA) can be requested with the reference EQIA-02980.

### 4.5 Climate Change and Environment Implications

There are no significant climate change and environment implications.

## 5. Source Documents

5.1 The following have been referred to in the report and are available online:

- [15 October 2024 report on Mill Road Library disposal](#)
- Assets and Procurement Committee Meeting, 15 October 2024 [Decision notice](#)

5.2 Appendices

CONFIDENTIAL Appendix 1 – Agreed Heads of Terms

CONFIDENTIAL Appendix 2 – Confidential Update





## Disposal of Stibbington Outdoor Centre, Stibbington

To: Assets and Procurement Committee

Meeting Date: 22 January 2025

From: Executive Director of Finance and Resources

Electoral division(s): Sawtry and Stilton

Key decision: Yes

Forward Plan ref: 2025/018

Executive Summary: This report considers the disposal of the Grade II listed building and associated land at Church Lane, Stibbington, Peterborough, PE8 6LP.

The preferred bid for the freehold of the site on an unconditional basis is over £500,000, subject to contract.

The Council's disposal policy requires Committee approval for disposing of properties over £500,000.

Recommendations: The Committee is recommended to:

- a) Review and approve the recommended offer received after the recent marketing of the property, in accordance with Section 123 of the Local Government Act.
- b) Delegate authority to the Executive Director of Finance and Resources in consultation with the Chair and Vice Chair of the Asset and Procurement Committee to agree on terms, execute the necessary documentation, and complete the disposal of the site.
- c) Note the disposal to the Strategy, Resources and Performance Committee as requested by Children and Young People's Committee, noting the s151 advice as set out at Paragraph 3.1.

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

1.1 This report relates to the Council's following ambitions

Ambition 1: Net zero carbon emissions.

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

Ambition 7: Children and young people have opportunities to thrive.

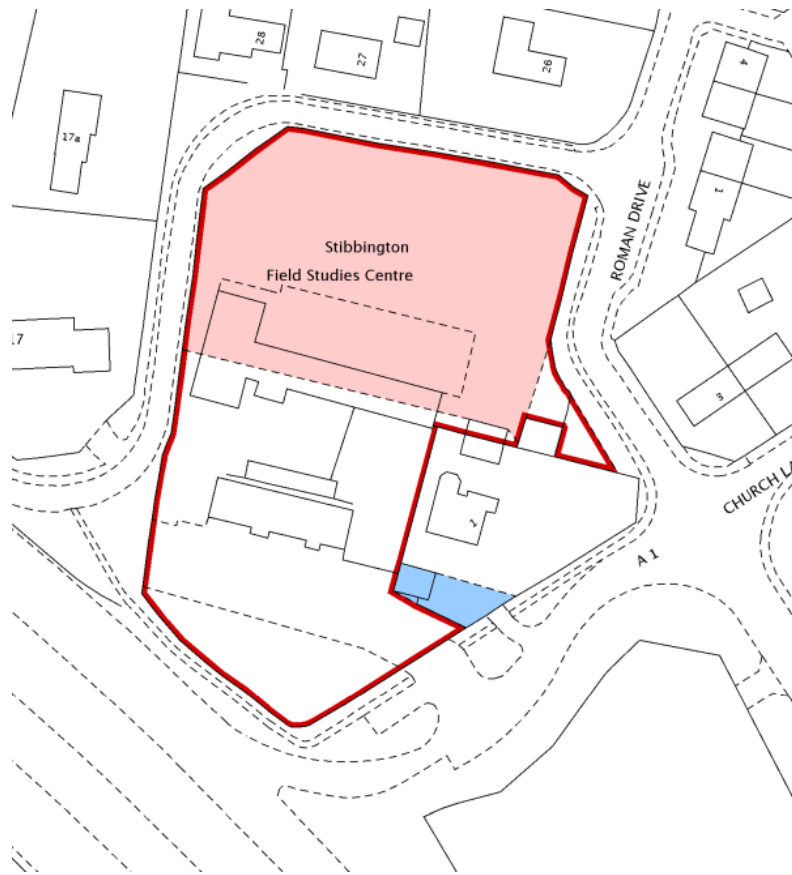
## 2. Background

2.1 The Committee is asked to approve the disposal of Stibbington Outdoor Centre for more than £500,000 which exceeds the threshold for officer delegation.

2.2 The Stibbington Outdoor Centre in Stibbington, owned by Cambridgeshire County Council (CCC), is a solid brick-built former school building constructed around 1871-1872 with a pitched slate roof. The total site area is 0.67 ha (1.6 acres). Please refer to the location plan and photograph below.



**Photo of The Old School House**



**Stibbington location plan**

- 2.3 Historic England awarded the property a Grade II Listing on 7 February 2024 (List entry number 1488090) for the Former Board School and outbuilding to the north.
- 2.4 The area shaded pink on the location plan above has the benefit of a right of way over adjoining land granted in a conveyance made in 1948. The area shaded blue is subject to various rights for the benefit of the property
- 2.5 The building has an Energy Performance Certificate of G.
- 2.6 The Stibbington Outdoor Centre, was previously operated by the Council's Outdoor Education service, using residential accommodation in a temporary single-storey modular building known as the Terrapin. The site has not functioned as a school for over 10 years.
- 2.7 Planning consent for the Terrapin expired on August 31, 2023 (planning ref18/05008/CCA). This consent can be renewed, or if not, the building must be removed. The Terrapin, erected in 1988 and extended in 1997, includes classrooms, a canteen and kitchen, and residential accommodation (13 bedrooms configured to sleep 34 children and 4 adults) and is now at the end of its operational life.
- 2.8 The site and surrounding area have significant archaeological interest, with extensive Roman activity, including a town, several forts, and pottery industries spread across Stibbington, Water Newton, and north into Peterborough but it is not a Scheduled Ancient Monument.

2.9 Any alternative use of the site would require planning permission, Listed Building Consent and most likely further archaeological investigations.

2.10 The property is not registered as an Asset of Community Value.

### 3. Main Issues

#### Disposal

- 3.1 Children and Young People's Committee on 17 January 2023 approved the closure of the centre. The Committee resolved that *"If the closure is agreed, a proposal to be made to Strategy and Resources Committee for the earmarking of the capital receipt to support the investment and sustainability of Burwell House and Grafham Water"*. The Director of Finance and Resources has since confirmed that in line with the Council's Capital Strategy, all capital receipts should first be applied to the overall funding and treasury management of the capital programme and should not be ring fenced to specific schemes.
- 3.2 The former Stibbington Outdoor Centre has not been in operational use by the County Council since 31 August 2023. Future service needs and potential uses for the building were evaluated according to the Council's procedures for surplus assets and the disposal Policy. The evaluation confirmed that there was no current or anticipated council service or operational need for the building. The Local Parish Councils and Huntingdon District Council were offered the opportunity to buy the building in line with the Council's disposal policy, but they expressed no interest in the property.
- 3.3 Leasing the property was considered, but it was considered too costly due to the recent Grade II listing and the expired planning permission for the temporary Terrapin buildings, which are at the end of their operational life and should be demolished as they require significant investment. The property currently has an Energy Performance Certificate (EPC) rating of G. Although the previous Government had planned to require leased commercial properties to have at least an EPC rating of B by 2030, this deadline was withdrawn. However, the requirement is likely to return as the current Government is consulting on similar changes and since April 2023, the minimum EPC rating for leasing remains at E. This limits the Council's options to retain and lease the property without incurring further costs to improve the asset or apply for an exemption. Therefore, the option to let the property was discounted.
- 3.4 Marketing the site with the benefit of a planning consent for development was also considered but obtaining planning would be costly with an uncertain outcome. This was discounted due to the nature and location of the site, with an open market freehold sale considered the best way to achieve best consideration. This approach allows the Council to reduce future liabilities across its overall estate while achieving best consideration more quickly.
- 3.5 The property was marketed in June 2024 by local agents Eddisons, who offered it in two lots. Lot 1 included the main building and car park area, guided at £250,000. Lot 2 invited offers for the rear land on a conditional or unconditional basis, including an overage agreement with a percentage of any future uplift in value. Please refer to the linked marketing particulars for more details. [Marketing particulars](#)

- 3.6 This attracted a total of 9 bids. Two separate parties made offers for the individual lots: one for Lot 1 at the asking price, and the other for Lot 2 on a less-than-best basis. Since all other offers were for both lots together, it was decided that pursuing the independent lots would not achieve the best consideration at this time.
- 3.7 Bids were assessed based on two categories of scoring 40:60:
- Deliverability and Funding – 40. Proof and availability of funding. Timing of funding. ie conditional on planning
  - Financial Value – 60. Financial offer.
- 3.8 Some of the bids were conditional, subject to obtaining planning consent and others had overage considerations, which affected their deliverability and best consideration compared to the unconditional offers received. To establish the best consideration, parties were contacted in September 2024 and invited to submit their best and final unconditional bids.
- 3.9 Please see **Confidential Appendix 1** for a summary and analysis of the bids received which are ranked in order of preference. All bids were assessed based on the financial receipt and deliverability in terms of planning risk, proof of funds, and timescales. The summary scoring is set out in the table below:

**Table 1: Summary of bids received and scored assessment**

Bidder	Scoring		
	Deliverability and Funding (40)	Value (60)	Total
1	25	35	60
2	35	48	83
3	35	42	77
4	10	59	69
5	15	20	35
6	20	5	25
7	34	50	84
8	35	45	80
9	38	58	96

- 3.10 The preferred bidder, (bidder 9), has made an unconditional offer which is over £500,000 and has provided proof of funding.
- 3.11 The bidder's proposal aligns with CCC's corporate priorities, particularly Ambitions 1, 6 and 7, by benefiting the community and positively impacting the area.

## 4. Alternative Options Considered

- 4.1 Several alternative options have been considered and dismissed.

- a) **Retain for Council use:** The property has been declared surplus to requirements due to a lack of service demand and is unsuitable for modern council service needs.
- b) **Consideration of other bids:** See confidential appendix 1.
- c) **CCC could try to obtain detailed planning for the site.** Due to local land values, the site's proximity to the A1, its Listed Building status, and nearby archaeological sites, significant planning gains are unlikely. Additional holding costs and the expired planning consent for the Terrapin building, which would need renewal or demolition, were also considered.

## 5. Conclusion and reasons for recommendations

- 5.1 It is recommended to accept the offer from the preferred bidder, as it is the highest deliverable bid. The bidder is credible, has available funds and their bid is unconditional. They plan to use the building in a manner that respects the location and will bring employment opportunities to the local area.

## 6. Significant Implications

### 6.1 Finance Implications

The terrapin building is at the end of its economic life. The main building now Grade II listed and associated costs to maintain and upgrade not within the current capital programme. Holding costs are £30,000 per annum. There would potentially be a capital receipt (the value is outlined in Appendix 1), in 3 months from acceptance.

### 6.2 Legal Implications

Pathfinder Legal has been instructed and has completed title checks. Selling both lots together will reduce legal fees. Unconditional contracts are expected to incur fewer legal fees than conditional contracts and will likely take less time to complete.

### 6.3 Risk Implications

The main risk to the Council is that the bidder may change their proposal before completion or do not complete the transaction. Additionally, the Council will have no control over any change of use after the sale. Although overage provisions were explored with earlier bidders, these bids were not considered the best option due to their conditional nature, relying on planning approval and market conditions. Therefore, an unconditional bid is considered the most reliable way forward.

### 6.4 Equality and Diversity Implications

As a public sector organisation, we must remove unlawful discrimination, advance equal opportunities, and promote good relations between people. The proposal provides for training of all ages within the community that would benefit the local community positively in line with Ambition 6 and 7.

A completed and approved Equality, Impact Assessment (EqIA) can be requested with the reference EQIA-00796.

## 6.5 Climate Change and Environment Implications

By reusing an existing building in a manner sympathetic to the surrounding area and utilising existing transport links, the property can be maintained with its embedded carbon.

The property has an EPC level G and requires significant investment and updating to align with the Council's net zero objectives. Selling the property to be used in a sympathetic manner to the historic layout would support embedded carbon.

## 7. Source Documents

### 7.1 CONFIDENTIAL Appendix 1- Table of Offers





## Department for Education capital investment bid: Children in Care residential property

To: Assets and Procurement Committee

Meeting Date: 22 January 2025

From: Executive Director of Finance and Resources

Electoral division(s): Whittlesey South

Key decision: Yes

Forward Plan ref: 2025/026

Executive Summary: The Committee is asked to agree to the use of a Council owned asset at Richley Farm Whittlesey as part of the Department for Education (DfE) open application round for capital match funding to deliver additional provision for children with complex needs and challenging behaviour.

Recommendation: Subject to the approval of the DfE bid, and agreement of the business case by the Children and Young People Committee, and funding allocation through the Strategy, Resources and Performance Committee, the Committee is being recommended to:

- a) Agree to demolish a failing farm bungalow and to re-build a new house on the site for use as a Children in Care residence.
- b) Agree to the lease of the new house to an external service provider for a period of up to 10 years.
- c) Delegate authority for awarding and executing construction contracts starting in 2025 and extension periods to the Executive Director of Finance and Resources in consultation with the Chairs and Vice Chairs of the following Committees: Children and Young People, Assets and Procurement.

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

- 1.1 The recommendation from this report supports the following Strategic Framework ambitions:
- **Ambition 1:** Net Zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes.
  - **Ambition 4:** People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs.
  - **Ambition 7:** Children and young people have opportunities to thrive.

## 2. Background

- 2.1 Cambridgeshire County Council will be applying to the Department for Education (DfE) open application round for capital match funding, to deliver additional provision for children with complex needs and challenging behaviour, recognised to be a response to complex and ongoing trauma. These children may have been, or are at risk of being, deprived of their liberty.
- 2.2 The DfE will aim to support projects which are designed to meet the specific needs of the target cohort and that create additional provision by:
- Extending or adapting existing provision to provide additional capacity i.e. an annex or pod.
  - Refurbishing a current Local Authority owned asset that is not currently being used as a children's home.
  - Purchasing or building a new property / asset.
- 2.3 The Council does not currently have any existing Council owned Children in Care residential homes to extend or adapt to create additional provision. All Cambridgeshire Children in Care within this cohort are currently placed out of county, at considerable financial cost to the Council.
- 2.4 The Council has already established plans to refurbish two assets for a Cambridgeshire Children in Care Residential Service for children with high needs, to deliver the Children in Care savings. The Assets and Procurement Committee approved the use of two Soham properties on 17 September 2024. [Sept 24 A&P report](#)
- 2.5 The Council will not be purchasing a building, as we will not be able to commit to a property purchase before the deadline of the DfE bid at the end of February 2025.
- 2.6 A proposal for the DfE application bid has been agreed by the Cambridgeshire Corporate Leadership Team to build a new bespoke children's residential home on the site of a current Council asset. If the bid is successful, the business case will then go to Capital Board, Children's and Young People's Committee and Strategy, Resources and Performance Committee for approval.
- 2.7 If successful, the DfE match funding will help create accommodation which will:
- ensure that there is sufficient provision in the right places for children with complex needs;

- ensure local health and social care teams work together to provide care which meets all of a child's needs; and
- reduce the number of children and young people with complex needs and behaviours being accommodated in unregistered provision.

### 3. Property proposal

- 3.1 A bespoke children's residential home is proposed on the Council's County Farms Estate at Richley Farm, south of Whittlesey. An existing bungalow, which is no longer required for farm use because of farm amalgamation and would otherwise have been sold, has been recommended for demolition by a structural engineer due to structural issues. The site has been assessed as a suitable location by relevant Social Care colleagues.
- 3.2 The design, build, and management of the home will be overseen by the County Council's Education Capital team and will be undertaken using the Minor Works Framework. The Education Capital team will procure a property consultant who will be able to prepare designs and consents to RIBA Stage 2 in time to make a bid in February 2025. Consideration is currently being given to a single dwelling, split into two, to accommodate two solo children placements with carers.

### 4. Service proposal

- 4.1 The service will be delivered by an externally commissioned provider either through a call-off contract tendered through a mini competition via the pseudo-Dynamic Purchasing System (p-DPS), if the p-DPS is extended beyond March 2026, or with the absence of the p-DPS, a competitive flexible procedure (compliant with the Procurement Act 2023) will be followed.
- 4.2 Market engagement has taken place with children's care home providers on the p-DPS to determine the appetite of providers to deliver a solo provision within Cambridgeshire, to meet the need cohort of children as specified within the DfE bid. The market engagement demonstrates a significant interest in the opportunity, and proposed costings for the delivery of the service are in line with service cost avoidance proposals.

### 5. Capital match fund proposal for the property re-build

- 5.1 The County Council will use the site value at Richley Farm as its share of the DfE match funding, together with additional capital borrowing reallocated from other budgeted schemes.
- 5.2 The estimated re-build cost does not include additional charges such as the costs for reports, advice, and re-charges from consultants and professionals who specialise in the works required for both the bid assembly and the ongoing works if the bid is successful. This will be included within the capital request to the DfE.

### 6. Planning permission

- 6.1 The Whittlesey property does not have an agricultural occupancy restriction as far as can be established, but a planning consent will be required to demolish and rebuild a new purpose-built dwelling.

- 6.2 Pre-planning application advice will be sought to understand any potential issues before the DfE bid is submitted.

## 7. Property lease implications

- 7.1 The houses will be let on a commercial business tenancy to the externally commissioned provider, at a market rent for a maximum 10-year term.
- 7.2 The tenancy will be on Full Repairing and Insuring terms, which means that the provider will be responsible for insurance and maintenance as well as running costs for both properties. Any damages to the property would also be the responsibility of the provider. The refurbishment work will be covered by the builder for an initial defects period.

## 8. Timescales

- 8.1 The deadline for the DfE bid is 28 February 2025. Applicants will be notified of the outcome of their bid from 24 April 2025, and grant letters will be issued to successful bidders in May 2025.
- 8.2 If the County Council is successfully granted match funding for the bid, work will commence thereafter with the planning application and construction works. It is estimated that the re-build will be complete and suitable for service delivery by early 2027.

## 9. Alternative Options Considered

- 9.1.1 Do nothing; This is not sustainable given the current capacity position, the needs of our children and young people in care, the increasing use of unregistered settings for placing children in care, and the financial and budgetary impact of the current arrangements.
- 9.1.2 Please see section 2 of this report for the other options considered in relation to the requirements of the DfE bid.

## 10. Conclusion and reasons for recommendations

- 10.1 Cambridgeshire County Council will be applying to the Department for Education (DfE) open application round for capital match funding, to deliver additional provision for children with complex needs and challenging behaviour, recognised to be a response to complex and ongoing trauma. These children may have been, or are at risk of being, deprived of their liberty. As part of the bid proposal, the Council wishes to demolish and re-build a new house on the Council's County Farms Estate at Richley Farm south of Whittlesey for the delivery of the service. The provision would reduce the number of children with complex needs and behaviours being accommodated in unregistered provision and would be built to meet the specific needs of the children placed.

## 11. Significant Implications

- 11.1 Finance Implications

Capital investment for the DfE bid will consist of CCC capital and DfE match funding. CCC capital will consist of the value of the Whittlesey site as well as CCC capital borrowing reallocated from other projects.

- 11.1.2 Service delivery: the cost for the delivery of the service will be managed by the call-off or contract that will be in place with any successful provider. A price cap will be agreed for the tender exercise for the submission of provider bids to ensure value for money.
- 11.1.3 Rental income would be taken from the provider for the property, and the provision will create a cost avoidance for children's external placements budget.
- 11.1.4 If the DfE bid is unsuccessful, and the proposal does not go ahead, there will be abortive costs of £10-£20k which would need to be picked up by a revenue budget. This will cover the consultants' fees for getting property plans to the required RIBA Stage 2, as required by DfE as part of the application.
- 11.1.5 If the Council is successful with the bid, the proposal will be developed into a capital Business Case for review by Capital Programme Board, before being recommended to Children and Young People's Committee and Strategy, Resources and Performance Committee to be added to the capital plan as an in-year addition.

## 11.2 Legal Implications

Pathfinder Legal have reviewed and signed off this paper. Title checks will be carried out if the project proceeds. Similarly, advice may be required from the Pathfinder planning team. The works to refurbish the properties will be procured in compliance with procurement law by competitive tender from the Council's Minor Works Framework.

## 11.3 Risk Implications

The financial risks will be mitigated by competitively procuring a successful provider for the renovation work.

There are risks associated with the planning of the change in use of the site. Consultants will be engaged with the pre-application work to ensure any issues that are raised can be known prior to the full application is submitted and mitigated as appropriate.

## 11.4 Equality and Diversity Implications

There are no negative implications for equality and diversity. The service will provide positive outcomes for children and young people with care experience. A completed and approved Equality, Impact Assessment (EqIA) can be requested with the reference CCC670041721.

## 11.5 Climate Change and Environment Implications

- Implication 1: Energy efficient, low carbon buildings.
  - Status: Positive
  - Explanation: Any changes to the Council property used for the service will take into consideration the Council's net zero ambitions.

- Implication 2: Low carbon transport.
  - Status: Positive
  - Explanation: Transport use from Social Care will reduce due to complex needs children being placed in Cambridgeshire.
- Implication 3: Green spaces, peatland, afforestation, habitats, and land management.
  - Status: Neutral
  - Explanation: This will be explored as part of the full planning application.
- Implication 4: Waste Management and Tackling Plastic Pollution.
  - Status: Neutral
  - Explanation: There is limited opportunity to make a significant difference.
- Implication 5: Water use, availability, and management:
  - Status: Neutral
  - Explanation: There is limited opportunity to make a significant difference.
- Implication 6: Air Pollution.
  - Status: Neutral
  - Explanation: There is limited opportunity to make a significant difference.
- Implication 7: Resilience of our services and infrastructure and supporting vulnerable people to cope with climate change.
  - Status: Neutral
  - Explanation: There is limited opportunity to make a significant difference.
  -

## 12. Source Documents

12.1 The following have been referred to in the report and are available online:

- [Assets and Procurement Committee Report, Children in Care Residential Service – Property Usage, September 2024](#)

## Proposal to approve the legal transfer of a property to Peterborough City Council

To: Assets and Procurement Committee

Meeting Date: 22 January 2025

From: Executive Director of Finance and Resources

Electoral division(s): Bretton Peterborough

Key decision: Yes

Forward Plan ref: 2025/029

Executive Summary: Peterborough City Council (PCC) currently operates Bretton Library in the Cresset Centre at Peterborough. Originally, the lease was between the Cresset Centre and Cambridgeshire County Council (CCC) but is pursuant to an Order made under the Local Government Act (LGA) 1992 for agreement to be reached over the transfer of the asset on reorganisation. Despite PCC taking responsibility for the building and lease, the legal transfer never happened. This paper is therefore seeking approval to complete the transfer of the leasehold interest to PCC so that the lease can be registered in PCC's name at the Land Registry.

Recommendation: The Committee is recommended to agree to legally formalise the transfer of the Cresset Centre leasehold interest to Peterborough City Council from Cambridgeshire County Council.

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

1.1 This proposal does not directly affect Cambridgeshire County Council.

## 2. Background

- 2.1 This paper proposes to transfer a lease from Cambridgeshire County Council (CCC) to Peterborough City Council (PCC), a process which should have completed in 1998 when PCC became a Unitary Authority. The lease remains registered under CCC at the Land Registry which is now causing delays in PCC subletting and allowing the building to be used as a Dementia Resource Centre.
- 2.2 The freehold of the Cresset Centre is registered in the ownership of Peterborough City Council (PCC). Prior to the freehold transfer from Peterborough Development Corporation (the Corporation) to PCC, the Corporation granted a 999-year lease with effect from 1 January 1978 to the Cresset Peterborough Limited. The Cresset is completely self-funding but in 2014 it merged with what is now YMCA Trinity Group.
- 2.3 The Corporation also granted a 99-year underlease with effect from 1 January 1978 to Cambridgeshire County Council (CCC) Title number CB33493 and CB189379.
- 2.4 In accordance with the Cambridgeshire (City of Peterborough) Structural, Boundary and Electoral Changes Order 1996, the reorganisation of the Peterborough City boundaries meant that property interests, which fell into certain boundary areas, would be transferred from CCC to PCC.
- 2.5 The Order however doesn't, itself, transfer property (there isn't a 'transfer and vest' provision – unlike the 1974 reorganisation). The Order was made under the Local Government Act 1992, which instead provides for the relevant councils to reach an agreement over transfer of assets on reorganisation.
- 2.6 In practice, PCC has responsibility and is acting as the leasehold owner of the lease granted to CCC. They are seeking to obtain consent from YMCA Trinity Group to enter a licence to alter, and licences to underlet and change of use to a Dementia Resource Centre.

## 3. Main Issues

- 3.1 Due to the lapse in time, there is no evidence of what was agreed or any officers delegated authority to agree the scheme for the property transfer. The Monitoring Officer's advice is that as there isn't an existing delegated authority it is a key decision and will require Assets and Procurement Committee approval.
- 3.2 PCC has been managing the Cresset as their leasehold, but it is still registered to CCC at the Land Registry, and PCC is looking for the devolution of title to PCC.
- 3.3 To do so, PCC will need to apply to HM Land Registry either by providing the evidence that the title changed to PCC (if HM Land Registry will accept it) or by a legally documented transfer of the leasehold from CCC to PCC.



3.4 PCC is due to start a project at Bretton Library, which is part of the Cresset, to incorporate a Dementia Resource Centre into some of the space. To allow this to happen, the lease needs to be varied to allow the change of use and a licence to alter to be signed. The draft documents have been agreed with the Cresset Centre but cannot complete until the transfer has taken place which is being held up because the lease is still in CCC's name.

## 4. Conclusion and reasons for recommendations

4.1 Both CCC and PCC have acted on the basis that the intention for the sublease should have transferred to PCC in 1998. Therefore conclusion is to Agree to legally formalise the transfer of the underlease from CCC to PCC.

## 5. Significant Implications

### 5.1 Finance Implications

This property is not reported in the finance statements or for any budgeting purposes. Transferring the title removes any possible legal obligation to CCC for the property. Both sides are meeting their own legal costs which will be in the region of £1,500 each.

### 5.2 Legal Implications

Pathfinder Legal has advised that a transfer is the simplest way to rectify this oversight.

### 5.3 Risk Implications

Delaying the rectification will impact on the establishment of the Dementia Resource Centre in the property PCC is planning.

### 5.4 Equality and Diversity Implications

Proposal is for PCC to incorporate a Dementia Resource Centre into part of the library space at the Cresset Centre.

There are no negative implications for equality and diversity.

A completed and approved Equality, Impact Assessment (EqIA) can be requested with the reference EQIA-05398.

### 5.5 Climate Change and Environment Implications

Not applicable

## 6. Source Documents

6.1 None.



## Business Plan and Budget 2025/26-2029/30

To: Assets and Procurement Committee

Meeting Date: 22 January 2025

From: Executive Director of Finance and Resources

Electoral division(s): All

Key decision: No

Forward Plan ref: N/A

Executive Summary: This report summarises the draft 2025-30 Business Plan and Budget, as presented to the Strategy, Resources and Performance Committee on 17 December 2024, related to this Committee including progress updates on the Council's Strategic Framework and seven ambitions.

Recommendations: The Committee is recommended to:

- a) Consider and scrutinise the proposals relevant to this Committee within the Business Plan and Budget 2025-26 to 2029-30 put forward by the Strategy, Resources and Performance Committee, 17 December 2024.
- b) Recommend changes and / or actions for consideration by the Strategy, Resources and Performance Committee at its meeting on 28 January 2025 to enable a Business Plan and Budget to be proposed to Full Council on 11 February 2025.
- c) Receive the fees and charges schedule for this Committee included at Appendix 2.

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

1.1. The Strategic Framework 2023-28 sets out the Council's high-level approach for achieving the vision of a greener, fairer and more caring Cambridgeshire through seven 'ambitions':

- **Ambition 1:** Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes
- **Ambition 2:** Travel across the county is safer and more environmentally sustainable
- **Ambition 3:** Health inequalities are reduced
- **Ambition 4:** People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs
- **Ambition 5:** People are helped out of poverty and income inequality
- **Ambition 6:** Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised
- **Ambition 7: Children and young people have opportunities to thrive**

1.2. As the primary statement of the Council's strategic direction, the Strategic Framework is the main reference point for everything the Council plans and delivers for local communities. The refreshed Strategic Framework, approved at Strategy, Resources and Performance Committee in October 2024, sets out the progress the Council has made towards delivering the seven ambitions since they were launched in April 2023.

1.3. The Council aims to achieve these ambitions by becoming 'Closer to Communities', working with residents and partner organisations to make services more responsive to the diversity of people and places in Cambridgeshire. Doing this effectively requires the Council to be an evidence-led, listening organisation that is responsive to resident priorities. The annual Quality-of-Life Survey enables the Council to have an ongoing dialogue with residents so it can understand what matters most to Cambridgeshire's people and communities. The insights generated from this annual survey, together with resident feedback from the Council's budget engagement and consultation exercises, inform the development of Council's business planning priorities and allows it track delivery progress of the seven ambitions.

## 2. Background

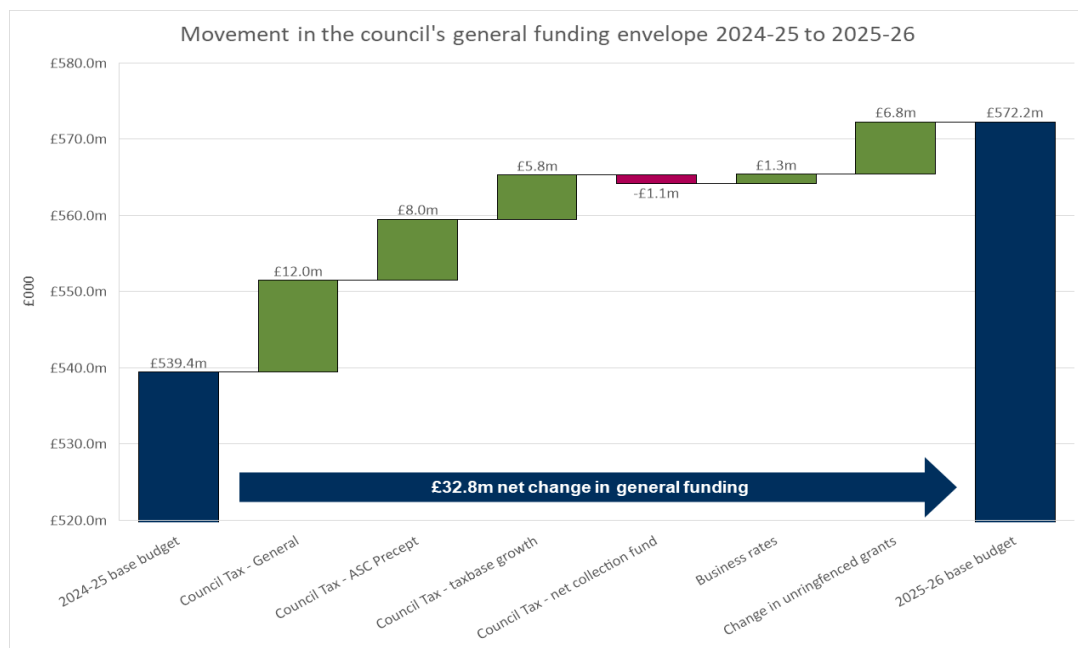
2.1 The draft 2025-30 Business Plan and Budget presented at Strategy, Resources and Performance Committee at its meeting on 17 December 2024, details how the Council will continue delivering against its seven ambitions, respond to resident feedback and set a legal budget.

2.2 This Committee, alongside other policy and service committees will consider the draft business plan and budget proposals, and any feedback will be

presented to Strategy, Resources and Performance Committee at its next meeting 28 January 2025 for consideration of recommending budget proposals to Full Council on 11 February 2025

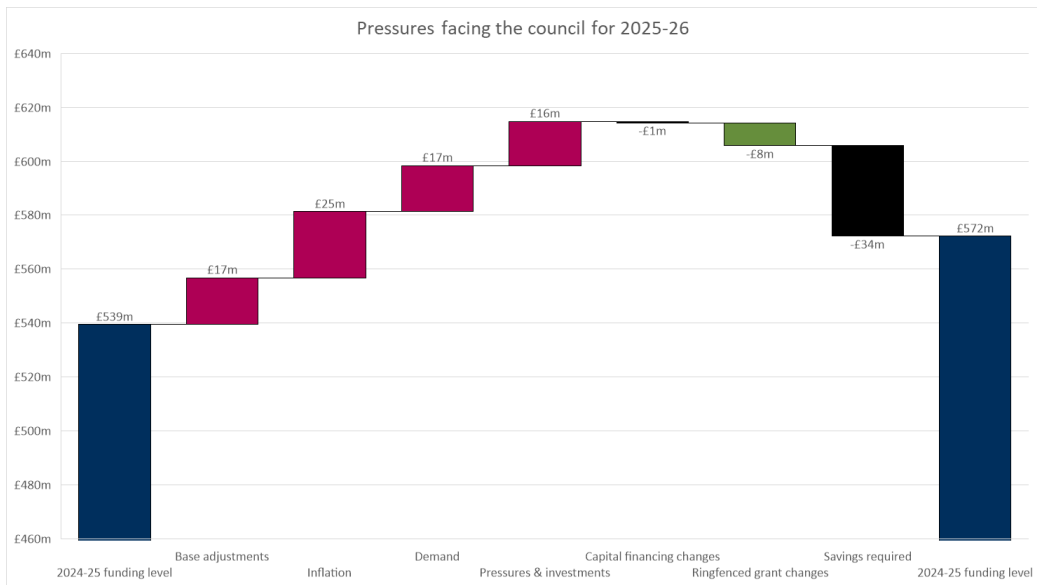
2.3 At this stage, the Council is projecting to see a net increase of general funding of £32.8 million. This comprises a 4.99% increase in Council Tax, changes to the taxbase for Council Tax, increased business rates income and a net increase in general government grants.

**Chart 1 – Movement in funding envelope 2024-25 to 2025-26**



2.4 Following updates to pressure projections, we reported a projected budget gap of £39 million for 2025-26 in an update to Strategy, Resources and Performance Committee on 31 October 2024, an increase of £16 million from the previous business plan forecasts. Whilst the budget of the Council is increasing year on year, allowing it to continue investing in important local services, the budget is not growing fast enough to keep pace with the pressures arising from the issues described at 2.7. Latest estimates now show over £75 million of cost pressures, offset by a £32.8 million increase in our general funding and £8.5 million increase in ring-fenced grants, giving a gap to find of £34.2 million for 2025-26.

**Chart 2 - Pressures facing the Council for 2025-26**



2.5 The overall impact of the additional investments the Council is making and the compound pressures set out in the table above, means that to secure a legal budget, the Council is required to find efficiencies/savings, or additional income, of £34 million for 2025-26.

2.6 To achieve this sustainably, the Council will need to change the way it operates at an organisation-wide level so that it can drive maximum economic, social and environmental value from the services it provides and commissions. 'Our Future Council' change strategy, approved at Strategy, Resources and Performance Committee in October 2024, sets out a long-term vision for reshaping the way the Council operates. The strategy will help enable the Council to remain financially sustainable over the medium to long term and retain the capability and capacity to deliver its ambitions. In addition, each of the Council's five directorates have developed proposals for the coming years that will allow the Council to continue investing in priorities that will deliver its ambitions, whilst making savings through careful recalibration of the way services are provided.

**Table 1 - How the balanced budget is arrived at**

	£m	£m
Pressures, investments and adjustments	75.5	
<b>Budget Changes</b>		<b>75.5</b>
Less funding changes:		
Change in ringfenced grants		-8.5
Change in general grants	-6.8	
Proposed Council Tax increase	-20.1	
Council Tax taxbase and collection fund	-4.6	
Business rates income	-1.3	
<b>General funding increase</b>		<b>-32.8</b>
<b>Funding envelope changes</b>		<b>-41.3</b>
Total gap to find		34.2
Savings identified	-32.6	
Changes in income, excluding schools	-1.3	
Add: reverse out previous year reserves budget	11.8	
Less: reserves use	-12.1	
<b>Total Gap remaining</b>		<b>0.0</b>

2.7 Against that context, the report includes a further forecast for 2026-27 to 2029-30. This brings into focus key change programmes that have begun or will begin in 2025 to help determine the future shape and funding of the Council to achieve a balanced budget in each of the years remaining of the current Strategic Framework. Nevertheless, the Council continues to have a budget gap in the remaining years of the medium-term:

Table 2 - Revised medium-term budget gaps

Year	2026/27	2027/28	2028/29	2029/30
Latest unidentified savings gap	£17.7 million	£10.2 million	£21.8 million	£23.6 million

2.8 The Council is continuing to invest capital funding in the county's infrastructure, such as schools, roads and social care facilities. The full capital programme for 2025-30 (and onwards to 2035) is set out in tables 4 and 5 of Appendix 1b, along with indicative sources of funding available. The programme for 2025-26 proposes a total budget of £140 million for capital expenditure, and a medium-term programme of £881 million

**Table 3 - Capital Programme by Directorate 2025-30**

	Prev Years £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	Later Yrs £000	Total £000
Children, Education and Families	168,424	44,495	85,083	40,072	16,076	9,644	11,487	375,281
Adults, Health and Commissioning	462	8,544	19,857	18,683	15,451	15,653	29,650	108,300
Place and Sustainability	153,188	73,215	44,486	20,949	19,367	1,592	12,460	339,257
Finance and Resources	13,813	11,768	6,874	3,411	3,432	2,643	9,288	51,229
Strategy and Partnerships	4,753	1,189	170	30	-	-	-	7,117
<b>Total Budget</b>	<b>340,640</b>	<b>139,211</b>	<b>156,470</b>	<b>83,145</b>	<b>54,326</b>	<b>29,532</b>	<b>62,885</b>	<b>881,184</b>

- 2.9 The total programme for 2025-26 as it currently stands requires £139.2 million of funding which includes £56 million from borrowing. The cost of capital is expected to continue rising over the medium-term, exceeding £46 million by 2027-28. Although the capital programme has been prioritised to ensure that the expected cost of capital is within the prudential limit set by the capital strategy for 2025-26, we are very close to the limit in all years of the medium-term and so re-prioritisation may be required if there are any further capital spend requirements.
- 2.10 Subsequent to these projections made in early December 2024, the provisional local government finance settlement was announced on 18 December 2024. This confirmed several grant allocations for the Council for 2025-26, with them broadly in line with our expectations. In particular, an increase in the social care grant of nearly £6.5 million (ringfenced to both children’s and adults care) provides funding to underpin our inflationary and demand pressures, and a new £1.5 million children’s prevention grant is likely to fund commitments in the business plan. The provisional settlement had several gaps that are awaiting the final settlement in February 2025, particularly confirming how much funding councils would get to offset the increase in employers’ national insurance, and ultimately it isn’t until the final settlement that our funding numbers can be fully confirmed. Broadly speaking though, notwithstanding that, the provisional settlement was in line with expectations and estimates made in this draft business plan.
- 2.11 At the same time, we are receiving updated taxbase and business rates estimates from district councils, and therefore a full update of the draft business plan will be presented to Strategy, Resources and Performance Committee in January.



### 3. Assets and Procurement - directorate overview

- 3.1 Proposals set out by the directorate for the coming years will support the Council to address several legacy issues. These include action to address the financial risks associated with the Council's directly owned companies and commercial ventures, which will be placed on a stronger financial footing with strengthened governance. Whilst these actions create cost pressures in the immediate term, they will improve the Council's financial position over the medium term and ensure that a service supporting critical infrastructure is more responsive to the needs of Cambridgeshire County Council and is able to accelerate change.
- 3.2 The directorate will continue to ensure that its estate is 'right sized' for operations, with carbon neutrality and flexible use built into the approach. Whilst there are cost pressures arising from building maintenance to ensure the safety of the Council's complex property estate, a review of the Council's estate was started in 2024 and revenue savings of £985k will be achieved from estate consolidation in 2025-26. This work will continue over the coming years with an increased scope that takes account of more Council-owned property assets and is responsive to the principles of 'Our Future Council' by facilitating the move towards enhanced place-based models of service delivery.
- 3.3 The Council has continued to strengthen its controls, processes and operations around procurement and particular focus will be made on the digital and technology contracts as part of the 'Our Future Council' work.

**Table 4.1 – Highlights of proposed Finance and Resources investments and savings 2025/26 – 2027/28**

Proposal and Table reference number	2025/26 £000	2026/27 £000	2027/28 £000	Detail
Property Rationalisation (Table 3 – D/R.7.004)	-1,512			A number of corporate office accommodation buildings around the county which have low levels of use. As part of the Assets Change Programme, the Council is reviewing the number and types of building within the portfolio. This will increase the use of buildings that are retained and deliver revenue savings through the release of building no longer required. At this stage given uncertainties over timing and need for buildings there is an element of this saving proposal that remains a target for delivery.

<b>Proposal and Table reference number</b>	<b>2025/26 £000</b>	<b>2026/27 £000</b>	<b>2027/28 £000</b>	<b>Detail</b>
This Land – income from loan interest (Table 3 – D/R.8c.002)	3,973	462	900	The Council's wholly owned company, This Land, is funded from loans provided by the Council on which interest is due. These maturity loans are currently scheduled for repayment between 2026-29 and in the later years this line reflects the income from this source reducing following this profile. More immediately the Council is due to consider the company's latest business plan which is likely to request cash flow support and therefore the 2025-26 represents our current best estimate of reduced income for next year.
Digital Contracts Review (Table 3 – D/R.7.007)	-480	-50	-300	Reductions in software and hardware costs from re-procurement and making efficiencies with the use of technology

The medium-term financial plan for services within the remit of this Committee is:

**Table 4.2 – medium-term financial plan**

<b>£000</b>	<b>2025-26 gross to net</b>		<b>Net budget</b>				
	<b>Spend</b>	<b>Income</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>	<b>2028-29</b>	<b>2029-30</b>
Procurement	1,099	-45	1,054	1,028	1,027	1,025	1,024
Property Services	11,315	-8,242	3,073	3,462	3,703	3,953	4,218
Investment Activity	4,218	-16,103	-11,886	-10,407	-10,134	-9,455	-7,709
<b>Total</b>	<b>16,632</b>	<b>-24,390</b>	<b>-7,759</b>	<b>-5,917</b>	<b>-5,404</b>	<b>-4,477</b>	<b>-2,467</b>

## 4. Funding

- 4.1 The Council draws its funding from two main sources – government grants and locally generated revenue. For this Committee, revenue comes from fees and charges income and investment returns.
- 4.2 The total income budget for services in the remit of this Committee is £24.4m. Examples of this income includes county farm tenancies, investment income from properties or Council-owned companies, and income from one operational solar farm managed by the Property service.
- 4.3 In accordance with the Council's scheme of financial management, Executive Directors are responsible for reviewing annually the levels of fees and charges, in consultation with the section 151 officer and presenting a schedule of fees and charges to the relevant service committee. The planned fees and charges within the remit of this Committee are included as Appendix 2.

## 5. Capital

- 5.1 The capital programme for this Committee comprises £14.3m of expenditure in 2025-26 and a further £34m up to 2030, and £54.3m over the lifetime of the programme so far established. Full details are appended to this report. These include:
- £8.6m in 2025-26 for council buildings, both in terms of keeping them fit for purpose, contributing to community needs and decarbonising them.
  - £1m to continue the work on the East Barnwell community hub
  - £6m over three years for improvements to rationalise the Council's office estate to deliver nearly £2m of recurrent revenue savings and generate over £9m of capital receipts.
  - £1.4m over the business plan on the Council's farm estate to ensure the ongoing viability of income (just under £5m per annum) from the largest local authority farm estate in the country

**Table 5.1 – Directorate Capital programme**

	Prev Years £m	2025-26 £m	2026-27 £m	2027-28 £m	2028-29 £m	2029-30 £m	Later Yrs £m	Total £m
Property services	1.0	8.6	3.7	3.8	4.0	3.1	10.5	34.8
Strategic Assets	5.2	5.6	3.9	1.0	0.8	0.6	2.4	19.5
<b>Totals</b>	<b>6.2</b>	<b>14.2</b>	<b>7.6</b>	<b>4.8</b>	<b>4.8</b>	<b>3.7</b>	<b>12.9</b>	<b>54.3</b>

5.2 Funding for the programme is set out as follows:

**Table 5.2 – Capital funding**

<b>Funding</b>	<b>Total funding £000</b>	<b>Previous Years £000</b>	<b>2025-26 £000</b>	<b>2026-27 £000</b>	<b>2027-28 £000</b>	<b>2028-29 £000</b>	<b>2029-30 £000</b>	<b>Later Years £000</b>
<b>Government Approved Funding</b>								
Specific Grants	<b>4,308</b>	530	2,219	1,559				
<b>Total – Government Approved Funding</b>	<b>4,308</b>	<b>530</b>	<b>2,219</b>	<b>1,559</b>				
<b>Locally Generated Funding</b>								
Agreed Developer Contributions	<b>177</b>	-	177	-	-	-	-	-
Capital Receipts	-	-	-	-	-	-	-	-
Prudential Borrowing	<b>49,759</b>	5,727	11,858	6,100	4,737	4,766	3,671	12,900
Prudential Borrowing (Repayable)	<b>-119,751</b>	-	-5,900	-27,879	-36,846	-49,126	-	-
Other Contributions	<b>119,751</b>	-	5,900	27,879	36,846	49,126	-	-
<b>Total – Locally Generated Funding</b>	<b>49,936</b>	<b>5,727</b>	<b>12,035</b>	<b>6,100</b>	<b>4,737</b>	<b>4,766</b>	<b>3,671</b>	<b>12,900</b>
<b>TOTAL FUNDING</b>	<b>54,244</b>	<b>6,257</b>	<b>14,254</b>	<b>7,659</b>	<b>4,737</b>	<b>4,766</b>	<b>3,671</b>	<b>12,900</b>

## 6. Significant Implications

### 6.1 Finance implications

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

### 6.2 Legal implications

The proposals set out in this report respond to the statutory duty on the Local Authority to deliver a balanced budget.

### 6.3 Risk implications

Services have considered risk in developing the proposals for investment and savings shown in the financial plan and these will be reflected in their usual risk management arrangements. There is a risk that budget proposals will impact on delivery of the Council's Strategic Framework, but this will be monitored, and appropriate action taken.

#### 6.4 Equality and Diversity implications

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

### 6. Source Documents

#### 6.1 [Our Future Council - Change Strategy \(October SR&P 2024\)](#)

[Business Planning and Budget Setting 2025-26 \(December SR&P 2024\)](#)

#### 6.2 Appendices:

Appendix 1 – Indicative budget tables

Appendix 2 – A&P Proposed Fees and charges





# Section 3: Detailed Finance Tables

Revenue: 2025-30

Capital: 2025-35



# Detailed Finance Tables

## Introduction

There are five types of finance tables in our Business Plan. Tables 1-3 relate to all directorates for revenue, while only some directorates have tables 4 & 5 showing the capital programme. Tables 1, 2 & 3 show a directorate's revenue budget in different presentations.

- Table 1 shows the combined impact of budget changes on directorates and service budget lines over the five year medium-term.
- Table 2 shows the impact of changes in the first year on each directorate and service budget line.
- Table 3 shows the detailed changes, line-by-line, to each directorate's budget

Tables 4 and 5 outline directorates' capital budget, with Table 4 detailing capital expenditure for individual proposals, and Table 5 showing how individual capital proposals are funded.

## Table 1

This presents the net budget split by service budget line for each of the five years of the Business Plan. It also shows the revised opening budget and the gross budget, together with fees, charges and ring-fenced grant income, for 2025-26 split by service budget line. The purpose of this table is to show how the budget for a directorate changes over the period of the Business Plan.

## Table 2

This presents additional detail on the net budget for 2025-26 split by service budget line. The purpose of the table is to show how the budget for each line has been constructed: inflation, demography and demand, pressures, investments, savings and income are added to the opening budget to give the closing budget.



## Table 3

Table 3 explains in detail the changes to the previous year's budget over the period of the Business Plan, in the form of individual proposals.

The numbers for proposals in table 3 need to be read recurrently – in other words a budget increase in a given year is taken to be permanent (because it adds to the closing budget, which becomes the next year's opening budget). A one-off or temporary budget change is shown with a number that contrasts the original entry. For example a one-off saving of £500k in 2025-26 would show as a -£500k in 2025-26 and a reversing entry of +£500k in 2026-27.

At the top Table 3 takes the previous year's gross budget and then adjusts for proposals, grouped together in sections, covering inflation, demography and demand, pressures, investments and savings to give the new gross budget. The gross budget is reconciled to the net budget in Section 8. Finally, the sources of funding are listed in Section 9. An explanation of each section is given below:

- **Opening Gross Expenditure:**

The amount of money available to spend at the start of the financial year and before any adjustments are made. This reflects the final budget for the previous year.

- **Revised Opening Gross Expenditure:**

Adjustments that are made to the base budget to reflect permanent changes in a directorate. This is often to reflect a transfer of services from one area to another, or budget changes made in-year in the previous year.

- **Inflation:**

Additional budget provided to allow for pressures created by inflation. These inflationary pressures are particular to the activities covered by the directorate, and also cover staffing inflation.

- **Demography and Demand:**

Additional budget provided to allow for pressures created by demography and increased demand. These demographic pressures are particular to the activities covered by the directorate. Demographic changes are backed up by a robust programme to challenge and verify requests for additional budget.

- **Pressures:**

These are specific additional pressures identified that require further budget to support.

- **Priorities & Investments:**

These are proposals where additional budget is provided to support the ambitions and priorities of the council

- **Use of reserves:**

This shows the change in budget for reserves draw-downs, used to fund specific service lines in the main directorate tables, or used to contribute to overall funding in the corporate table (section H). For directorates, these numbers are not necessarily the absolute value of reserves being used, just the budget changes. A list of actual reserves uses can be found in section 2 of the business plan (the medium-term financial strategy).

- **Savings:**

These are savings proposals that indicate services that will be reduced, stopped or delivered differently to reduce the costs of the service. They could be one-off entries or span several years.

- **Total Gross Expenditure:**

The newly calculated gross budget allocated to the directorate after allowing for all the changes indicated above. This becomes the Opening Gross Expenditure for the following year.

- **Income:**

This lists the fees, charges and grants that offset the directorate's gross budget. The section starts with the carried forward figure from the previous year and then lists changes applicable in the current year.

- **Total Net Expenditure:**

The net budget for the directorate after deducting fees, charges and ring-fenced grants from the gross budget.

- **Funding Sources:**

How the gross budget is funded – funding sources include cash limit funding (central funding from Council Tax, business rates and government grants), fees and charges, and individually listed ring-fenced grants.

## Table 4

This presents a directorate's capital schemes, across the ten-year period of the capital programme. The schemes are summarised by start year in the first table and listed individually, grouped together by category, in the second table. The third table identifies the funding sources used to fund the programme. These sources include prudential borrowing, which has a revenue impact for the Council.

## Table 5

Table 5 lists a capital scheme and shows how each scheme is funded. The schemes are summarised by start year in the first table and listed individually, grouped together by category, in the second table.

Note that there may be small rounding differences between tables that show the same gross, income and net budget information.

## Section 3 - D: Finance and Resources

Table 1: Revenue - Summary of Net Budget by Service Line

Budget Period: 2025-26 to 2029-30

Net Revised Opening Budget 2024-25 £000	Policy Line	Gross Budget 2025-26 £000	Income Budget 2025-26 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000	Net Budget 2029-30 £000
25	<b>Executive Director of Finance and Resources</b>							
273	Executive Director: Finance and Resources	27	-	27	-223	-323	-323	-323
	Staffing Inflation - F&R	611	-	611	1,243	1,897	2,573	3,272
<b>297</b>	<b>Subtotal Executive Director of Finance and Resources</b>	<b>638</b>	<b>-</b>	<b>638</b>	<b>1,020</b>	<b>1,574</b>	<b>2,250</b>	<b>2,949</b>
	<b>Customer and Digital Services</b>							
2,437	Customer Services	2,604	-256	2,348	2,210	1,953	1,947	1,943
11,909	IT Services	13,031	-993	12,038	11,825	11,524	11,522	11,521
<b>14,346</b>	<b>Subtotal Customer and Digital Services</b>	<b>15,636</b>	<b>-1,249</b>	<b>14,386</b>	<b>14,035</b>	<b>13,477</b>	<b>13,469</b>	<b>13,464</b>
	<b>Finance and Procurement</b>							
336	Service Director of Finance and Procurement	340	-	340	340	340	340	340
2,679	Professional Finance	3,034	-312	2,722	2,715	2,706	2,696	2,687
1,037	Procurement	1,099	-45	1,054	1,028	1,027	1,025	1,024
80	CCC Finance Operations	230	-148	82	78	74	69	65
2,544	Insurance Fund	2,094	-	2,094	2,194	2,594	2,594	2,594
2,487	Lead Authority Services	4,526	-2,002	2,525	2,521	2,517	2,512	2,508
202	External Audit	302	-	302	309	316	323	330
<b>9,364</b>	<b>Subtotal Finance and Procurement</b>	<b>11,625</b>	<b>-2,507</b>	<b>9,118</b>	<b>9,184</b>	<b>9,572</b>	<b>9,559</b>	<b>9,546</b>
	<b>Property Services</b>							
6,671	Facilities Management	7,681	-2,399	5,282	5,668	5,909	6,160	6,421
1,105	Property Services	1,130	-	1,130	1,130	1,130	1,130	1,130
390	Property Compliance	418	-19	399	403	407	411	416
-4,763	County Farms	1,003	-5,798	-4,795	-4,797	-4,801	-4,805	-4,807
1,031	Strategic Assets	1,083	-25	1,058	1,058	1,058	1,058	1,058
<b>4,435</b>	<b>Subtotal Property Services</b>	<b>11,315</b>	<b>-8,242</b>	<b>3,073</b>	<b>3,462</b>	<b>3,703</b>	<b>3,953</b>	<b>4,218</b>
	<b>Investment Activity</b>							
-5,182	Property Investments	4,401	-9,349	-4,948	-5,588	-5,843	-6,100	-4,983
-627	Company Dividends and Fees	-	-657	-657	-657	-657	-657	-657
-6,191	This Land	361	-4,592	-4,231	-2,022	-1,494	-558	71

### Section 3 - D: Finance and Resources

**Table 1: Revenue - Summary of Net Budget by Service Line**

Budget Period: 2025-26 to 2029-30

Net Revised Opening Budget 2024-25 £000	Policy Line	Gross Budget 2025-26 £000	Income Budget 2025-26 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000	Net Budget 2029-30 £000
-191	Contract Efficiencies and Other Income	-251	-	-251	-341	-341	-341	-341
-1,178	Collective Investment Funds	-1,178	-250	-1,428	-1,428	-1,428	-1,428	-1,428
-425	Renewable Energy Investments	885	-1,255	-370	-370	-370	-370	-370
<b>-13,795</b>	<b>Subtotal Investment Activity</b>	<b>4,218</b>	<b>-16,103</b>	<b>-11,886</b>	<b>-10,407</b>	<b>-10,134</b>	<b>-9,455</b>	<b>-7,709</b>
<b>14,648</b>	<b>Finance and Resources Budget Total</b>	<b>43,432</b>	<b>-28,101</b>	<b>15,330</b>	<b>17,294</b>	<b>18,192</b>	<b>19,778</b>	<b>22,469</b>

### Section 3 - D: Finance and Resources

**Table 2: Revenue - Net Budget Changes by Service Line**

Budget Period: 2025-26

Policy Line	Net Revised Opening Budget	Net Inflation	Demography & Demand	Pressures	Priorities & Investments	Use of Reserves	Savings	Income Changes	Net Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Executive Director of Finance and Resources</b>									
Executive Director: Finance and Resources	25	-	-	3	-	-	-	-	27
Staffing Inflation - F&R	273	338	-	-	-	-	-	-	611
<b>Subtotal Executive Director of Finance and Resources</b>	<b>297</b>	<b>338</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>638</b>
<b>Customer and Digital Services</b>									
Customer Services	2,437	-3	-	54	-100	-	-40	-	2,348
IT Services	11,909	-1	-	562	100	-	-532	-	12,038
<b>Subtotal Customer and Digital Services</b>	<b>14,346</b>	<b>-4</b>	<b>-</b>	<b>616</b>	<b>-</b>	<b>-</b>	<b>-572</b>	<b>-</b>	<b>14,386</b>
<b>Finance and Procurement</b>									
Service Director of Finance and Procurement	336	0	-	4	-	-	-	-	340
Professional Finance	2,679	-7	-	50	-	-	-	-	2,722
Procurement	1,037	-1	-	18	-	-	-	-	1,054
CCC Finance Operations	80	-3	-	5	-	-	-	-	82
Insurance Fund	2,544	-	-	-	-	-	-450	-	2,094
Lead Authority Services	2,487	-3	-	59	-	-	-19	-	2,525
External Audit	202	19	-	81	-	-	-	-	302
<b>Subtotal Finance and Procurement</b>	<b>9,364</b>	<b>5</b>	<b>-</b>	<b>218</b>	<b>-</b>	<b>-</b>	<b>-469</b>	<b>-</b>	<b>9,118</b>
<b>Property Services</b>									
Facilities Management	6,671	9	-	821	-	-221	-1,998	-	5,282
Property Services	1,105	-	-	25	-	-	-	-	1,130
Property Compliance	390	4	-	5	-	-	-	-	399
County Farms	-4,763	2	-	-	-	-	-9	-25	-4,795
Strategic Assets	1,031	0	-	66	-40	-	-	-	1,058
<b>Subtotal Property Services</b>	<b>4,435</b>	<b>14</b>	<b>-</b>	<b>917</b>	<b>-40</b>	<b>-221</b>	<b>-2,007</b>	<b>-25</b>	<b>3,073</b>
<b>Investment Activity</b>									
Property Investments	-5,182	-	-	-	-35	-	-	269	-4,948
Company Dividends and Fees	-627	-	-	-	-	-	-	-30	-657
This Land	-6,191	-	-	-	-13	-2,000	-	3,973	-4,231
Contract Efficiencies and Other Income	-191	-	-	-	-	-	-60	-	-251
Collective Investment Funds	-1,178	-	-	-	-	-	-	-250	-1,428
Renewable Energy Investments	-425	-	-	-	-	-	-	55	-370
<b>Subtotal Investment Activity</b>	<b>-13,795</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-48</b>	<b>-2,000</b>	<b>-60</b>	<b>4,017</b>	<b>-11,886</b>
<b>Finance and Resources Budget Total</b>	<b>14,648</b>	<b>353</b>	<b>-</b>	<b>1,754</b>	<b>-88</b>	<b>-2,221</b>	<b>-3,108</b>	<b>3,992</b>	<b>15,330</b>

## Section 3 - D: Finance and Resources

**Table 3: Revenue - Overview**

Budget Period: 2025-26 to 2029-30

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>47,753</b>	<b>43,432</b>	<b>45,730</b>	<b>45,995</b>	<b>45,748</b>	
D/R.1.001	Base Adjustments	-1,012	-	-	-	-	Adjustments made to the expenditure budget as part of budget preparation for 2024-25, in line with officer delegations
D/R.1.002	Permanent Virements - PVs	-33	-	-	-	-	Permanent changes to expenditure budgets made in 2024-25 reflected in the base, in line with officer delegations and/or committee decisions in 2024-25
<b>1.99</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>46,708</b>	<b>43,432</b>	<b>45,730</b>	<b>45,995</b>	<b>45,748</b>	
<b>2</b>	<b>INFLATION</b>						
D/R.2.001	General inflation F&R	317	248	259	270	281	The total non-staffing expenditure inflation allocation is based on different inflation indicators for each budget type. This is largely made up of contractual terms.
D/R.2.002	Staffing inflation	611	632	654	676	699	Staff inflation estimated as 3.5% per annum.
D/R.2.003	Gas & Electricity inflation	-268	165	9	10	10	Future expectations for gas and electricity inflation: Year1: -5.3%, Year 2: -20%, Year 3: -4.3%, Year 4: -1.6%, Year5: -2.5%
D/R.2.004	2024-25 Staff pay inflation upside	-273	-	-	-	-	Reduction in inflation due to 2024-25 budgeted F&R staff pay inflation being more than the agreed pay award.
<b>2.99</b>	<b>Subtotal Inflation</b>	<b>387</b>	<b>1,045</b>	<b>922</b>	<b>956</b>	<b>990</b>	
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>						
<b>3.99</b>	<b>Subtotal Demography and Demand</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>4</b>	<b>PRESSURES</b>						
D/R.4.002	Customer & Digital Service Review	450	-	-	-	-	Costs in year one have arisen from Peterborough City Council ending the shared IT service. As a result of this and to reflect the important role this service plays in underpinning and enabling the Change Strategy we will review the Customer and Digital Services with the view to reduce future cost, ensuring that resources are deployed in the most efficient manner, aligned to the council's operating model and organisational design principles

## Section 3 - D: Finance and Resources

**Table 3: Revenue - Overview**

Budget Period: 2025-26 to 2029-30

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
D/R.4.004	Corporate Property	50	-	-	-	-	Under the "Our Future Council" Change Strategy, the council will be undertaking significant consolidation and improvement in its whole estate. As a result there will be additional capacity needed to facilitate the generation of capital receipts and delivery of improvements.
D/R.4.007	External Audit	81	-	-	-	-	External audit fees are set nationally by Public Sector Audit Appointments and have risen significantly as part of attempts to reset and improve the local audit position across England.
D/R.4.008	Whole Estate Building Maintenance	600	-	-	-	-	The Council manages a complex estate from offices to depots, libraries and care facilities. Whilst there is a programme to consolidate and improve this will be over the next 5 years. In the meantime, due to the current age and condition of our estate there is a need to prioritise works so that it is safe, enables collaboration with communities, sustainable where appropriate, maximises value for any future disposal or repurposing and reduces or carbon footprint.
D/R.4.009	Accommodation Improvement Programme	221	-221	-	-	-	One off costs related to removals and costs to support the Accommodation Improvement Programme.
D/R.4.010	National Insurance changes	352	-	-	-	-	Expected F&R staffing cost increase due to planned NI rate and threshold changes.
<b>4.99</b>	<b>Subtotal Pressures</b>	<b>1,754</b>	<b>-221</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>5</b>	<b>PRIORITIES AND INVESTMENTS</b>						
D/R.5.001	Corporate Procurement	-	-25	-	-	-	Additional temporary funding was allocated in 2023 to enable greater focus on governance and efficiency. Alongside the expected improvements from the Commercial Change Programme, embedding changes arising from the Procurement Act 2023 processes and the continued improvement in practices and capability within services this investment will be withdrawn in year 2.
D/R.5.002	Customer Services	-100	-32	-	-	-	Improvements in technology and efficiencies in processes have enabled the Contact Centre to manage within a reduced establishment following natural turnover of staffing without recruitment. The ongoing Customer Engagement and Experience Change Programme will continue the focus of efficiencies. As such vacant posts within the establishment will be removed and we will continue to review how our communities engage with us through the contact centre and other front doors to ensure that resources are deployed in the most efficient manner, aligned to the council's operating model and organisational design principles.



## Section 3 - D: Finance and Resources

**Table 3: Revenue - Overview**

Budget Period: 2025-26 to 2029-30

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
D/R.5.003	Enhancing the new property database	-40	-	-	-	-	The Council agreed to a short-term investment in capacity to redesign and develop its property system to better capture data and to make more informed and effective decision making. The system is now live and the temporary funding ended.
D/R.5.004	Digital Services Capital to Revenue Funding accounting treatment	100	200	-	-	-	Accounting rules require that costs for provision of systems to be hosted in the 'cloud' must be treated as revenue, whereas previously these on-site server costs were capitalised. This is thus a new pressure on the revenue budget.
D/R.5.005	Commercial Investments - Interest Costs	-35	-35	-35	-35	-35	The Council has a portfolio of commercial property investments. This change is required in order to amend the associated borrowing costs to be repaid using rental income generated from the leases of these properties.
D/R.5.005	This Land	-13	-253	-372	-1,168	-498	Adjustments required for commitments related This Land, including monitoring, fees and debt charges associated to the loan schedules.
<b>5.99</b>	<b>Subtotal Priorities &amp; Investments</b>	<b>-88</b>	<b>-145</b>	<b>-407</b>	<b>-1,203</b>	<b>-533</b>	
<b>6</b>	<b>USE OF RESERVES</b>						
D/R.6.001	Reserves draw-down for Commercial Investments	-2,000	2,000	-	-	-	Following the pandemic and global economic slowdown the Council's wholly owned company (This Land) has, like all development companies, faced changes in projections. As part of the ongoing strategic planning and direction of the company we have been working with the Board to check the robustness and adaptability of Companies business plan and commercial investment. The Strategy, Resources and Performance Committee agreed in July 2024 to review interest repayment to support the Companies position. A similar request could be needed for 2025/26 depending on a number of commercial factors and timings. The Council agreed in February 2024 to set aside earmarked reserves to facilitate the ongoing support for the Company to protect its investment as such this would be drawn down from this dedicated reserve to mitigate any in year pressure. The total drawn down in 2025-26 is £2,000k and this will be fully unwound in 2026-27.
D/R.6.002	Accommodation Improvement Programme	-221	221	-	-	-	Use of reserves agreed for costs associated with Tranche 1 of the Accommodation Improvement Programme. The total drawn down in 2025-26 is £221k and this will be fully unwound in 2026-27.
<b>6.99</b>	<b>Subtotal Use of Reserves</b>	<b>-2,221</b>	<b>2,221</b>	<b>-</b>	<b>-</b>	<b>-</b>	

## Section 3 - D: Finance and Resources

**Table 3: Revenue - Overview**

Budget Period: 2025-26 to 2029-30

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
7	<b>SAVINGS</b>						
D/R.7.001	Customer & Digital staffing review	-52	-362	-	-	-	We will review the Customer & Digital service to reduce cost, ensuring that resources are deployed in the most efficient manner, aligned to the council's operating model and organisational design principles.
D/R.7.002	Insurance provision adjustment	-450	100	400	-	-	The actuarial assessment of our Insurance Fund against expected liability allows a temporary adjustment, with the expectation it will be increased in later years. This forecast relies on the Council maintaining a satisfactory and well managed claims history with its insurers.
D/R.7.003	Shared services - automation and system benefits	-19	-	-	-	-	Process efficiency savings have been achieved through implementation of a new income management system during 2024.
D/R.7.004	Property rationalisation	-1,512	-	-	-	-	We have a number of corporate office accommodation buildings around the county which have low levels of use. As part of the Assets Change Programme, we are reviewing the number and types of buildings within our portfolio. This will increase the use of the buildings that we retain and deliver revenue savings through the release of buildings no longer required.
D/R.7.005	Contract Savings	-60	-90	-	-	-	The ability to renegotiate or procure to achieve contractual savings is expected. This line increases the central target for achievement of cost rebates, procurement savings or contract management price gains resulting from focused input by the Finance and Procurement teams.
D/R.7.007	Digital Contracts Review	-480	-50	-300	-	-	Reductions in software and hardware costs from re-procurement and making efficiencies with the use of technology.
D/R.7.013	Customer Services Review	-40	-50	-250	-	-	Making changes within the organisation to aid savings related to customer services support.
D/R.7.018	Finance and Resources Staffing Review	-	-150	-100	-	-	We will review Finance and Procurement and Property Services to reduce cost, ensuring that resources are deployed in the most efficient manner, aligned to the council's operating model and organisational design principles.

## Section 3 - D: Finance and Resources

**Table 3: Revenue - Overview**

Budget Period: 2025-26 to 2029-30

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
D/R.7.019	Electricity Budget Re-baselining	-495	-	-	-	-	The consolidation of our operational estate alongside the investment in carbon efficient technology has led to a reduction in energy consumption in our corporate buildings which is forecast to result in a saving.
<b>7.99</b>	<b>Subtotal Savings</b>	<b>-3,108</b>	<b>-602</b>	<b>-250</b>	<b>-</b>	<b>-</b>	
<b>TOTAL GROSS EXPENDITURE</b>		<b>43,432</b>	<b>45,730</b>	<b>45,995</b>	<b>45,748</b>	<b>46,205</b>	
<b>8</b>	<b>INCOME</b>						
	<b>Opening Income Budget</b>	<b>-33,006</b>	<b>-28,101</b>	<b>-28,435</b>	<b>-27,802</b>	<b>-25,969</b>	
D/R.8a.001	Income Base Adjustments	905	-	-	-	-	Adjustments made to income budgets in the previous year during the budget preparation period, in line with officer delegations
D/R.8a.002	Permanent Income Virements - PVs	42	-	-	-	-	Permanent changes to the income budgets made in 2024-25 reflected in the base, in line with officer delegations and/or committee decisions in 2024-25
<b>8a.99</b>	<b>Revised opening income budget</b>	<b>-32,059</b>	<b>-28,101</b>	<b>-28,435</b>	<b>-27,802</b>	<b>-25,969</b>	
D/R.8b.002	Fees and charges inflation	-34	-38	-45	-47	-45	Increase in external charges for contractual services to reflect inflationary increases.
<b>8b.99</b>	<b>Subtotal Income - inflation</b>	<b>-34</b>	<b>-38</b>	<b>-45</b>	<b>-47</b>	<b>-45</b>	
D/R.8c.001	Blue Badge scheme	-	-53	-2	-2	-	Additional income received to reflect an increase in the number of Blue Badges processed by Customer Services.
D/R.8c.002	This Land - income from loan interest	3,973	462	900	2,104	1,127	The Council's wholly owned company This Land is funded from loans granted by the Council at commercial rates of interest. Alongside the delivery of homes and development of land through the company, the projected receipts from that interest across the next four years will contribute over £8 million of additional commercial income.

## Section 3 - D: Finance and Resources

**Table 3: Revenue - Overview**

Budget Period: 2025-26 to 2029-30

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
D/R.8c.003	Commercial Income Changes	269	-605	-220	-222	1,152	The Council has a number of commercial investments across the county, ranging from the entertainment to retail and research industries. The Council receives income from these investments in the form of rents which after capital repayments generates commercial return from this capital investments. There has been a reset of a number of these investments in the last 12 months reflected in 2025/26 with then an expected to increase in the next three years. A number of these investments are due for further assessment towards the end of the decade and therefore for prudence at this stage we are reflecting a cost position. Overall though the schemes remain within the capital return expectations.
D/R.8c.012	Collective Investment Funds	-250	-	-	-	-	Based on the current treasury management trend, increased income is expected from our current investments. This will be monitored by the Strategy, Resources and Performance Committee in 2025-26.
D/R.8c.015	Fees & charges increases	-	-100	-	-	-	As part of the Commissioning and Commercial Change Programme a review of all charging across the directorate will take place to ensure we are fully recovering our costs.
<b>8c.99</b>	<b>Subtotal Income - generation</b>	<b>3,992</b>	<b>-296</b>	<b>678</b>	<b>1,880</b>	<b>2,279</b>	
<b>8d.99</b>	<b>Subtotal Income - grant changes</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
	<b>Closing Income Budget</b>	<b>-28,101</b>	<b>-28,435</b>	<b>-27,802</b>	<b>-25,969</b>	<b>-23,735</b>	
	<b>TOTAL NET EXPENDITURE</b>	<b>15,331</b>	<b>17,295</b>	<b>18,193</b>	<b>19,779</b>	<b>22,470</b>	

FUNDING SOURCES							
<b>9</b>	<b>FUNDING OF GROSS EXPENDITURE</b>						
D/R.9.001	Budget Allocation	-15,331	-17,295	-18,193	-19,779	-22,470	Net spend funded from general grants, business rates and Council Tax.
D/R.9.002	Fees & Charges	-28,101	-28,435	-27,802	-25,969	-23,735	Fees and charges for the provision of services.
<b>9.99</b>	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-43,432</b>	<b>-45,730</b>	<b>-45,995</b>	<b>-45,748</b>	<b>-46,205</b>	

## Section 3 - D: Finance and Resources

**Table 4: Capital Programme**

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing Committed Schemes	14,482 36,747	500 13,313	-733 12,501	465 6,409	1,724 1,687	1,566 1,866	1,672 971	9,288 -
<b>TOTAL BUDGET</b>	<b>51,229</b>	<b>13,813</b>	<b>11,768</b>	<b>6,874</b>	<b>3,411</b>	<b>3,432</b>	<b>2,643</b>	<b>9,288</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
D/C.1 D/C.1.007	<b>Information Technology</b> IT Strategy	Implementation of the IT Strategy to support services across Cambridgeshire. To include - Operations - Business Systems - Digital Engagement	Committed	5,672	5,507	165	-	-	-	-	-
D/C.1.008	IT Digital Service	Funding for IT and Digital capital projects. The list of projects include those for Operations, Digital and Business Systems (DBS), and Customer Optimisation and Digital Engagement (CODE). Each project is required to have a business case which outlines what will be delivered, estimated cost, anticipated resource requirements, and timescale. The projects are presented to the ITDS Gating meeting for approval to proceed once SRO approval is gained.	Committed	4,700	1,000	1,900	1,800	-	-	-	-
D/C.2.010	IT Infrastructure Refresh	Upgrades/refresh of the core CCC IT systems that underpin use of IT across the Council. This essential work will ensure that the critical IT Infrastructure continues to be fit for purpose and supports changes in technology and business requirements.	Committed	1,074	1,049	25	-	-	-	-	-
	<b>Total - Information Technology</b>			<b>11,446</b>	<b>7,556</b>	<b>2,090</b>	<b>1,800</b>	-	-	-	-

## Section 3 - D: Finance and Resources

**Table 4: Capital Programme**

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing	14,482	500	-733	465	1,724	1,566	1,672	9,288
Committed Schemes	36,747	13,313	12,501	6,409	1,687	1,866	971	-
<b>TOTAL BUDGET</b>	<b>51,229</b>	<b>13,813</b>	<b>11,768</b>	<b>6,874</b>	<b>3,411</b>	<b>3,432</b>	<b>2,643</b>	<b>9,288</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
<b>D/C.3</b>	<b>Property Services</b>										
D/C.3.004	Condition Survey Works	Condition surveys have reviewed the structural, mechanical & electrical and internal finishes of corporate buildings. The surveys are reviewed by the Property Services team to determine priority and criticality. Indicative costs are applied to each element of work. The scheme intends to make the necessary repairs to bring buildings back to a decent standard, taking into account statutory requirements, property health & safety and compliance.	Ongoing	21,793	-	2,893	2,100	2,100	2,100	2,100	10,500
D/C.3.006	Decarbonisation Fund- Council Buildings	An investment in the decarbonisation of Council owned and occupied buildings. All Council buildings will be taken off fossil fuels (primarily oil and gas) and will be replaced with low carbon heating solutions such as Air or Ground Source Heat Pumps.	Committed	11,458	829	4,462	1,643	1,687	1,866	971	-
D/C.3.013	Wisbech Adventure Playground	Funding received from the Youth Investment Fund Pilot Grant (DCMS) for costs associated with site preparation and construction of a youth & community centre.	Committed	1,505	211	1,294	-	-	-	-	-
	<b>Total - Property Services</b>			<b>34,756</b>	<b>1,040</b>	<b>8,649</b>	<b>3,743</b>	<b>3,787</b>	<b>3,966</b>	<b>3,071</b>	<b>10,500</b>

## Section 3 - D: Finance and Resources

**Table 4: Capital Programme**

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing	14,482	500	-733	465	1,724	1,566	1,672	9,288
Committed Schemes	36,747	13,313	12,501	6,409	1,687	1,866	971	-
<b>TOTAL BUDGET</b>	<b>51,229</b>	<b>13,813</b>	<b>11,768</b>	<b>6,874</b>	<b>3,411</b>	<b>3,432</b>	<b>2,643</b>	<b>9,288</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
D/C.4	<b>Strategic Assets</b>										
D/C.4.001	Lower Portland Farm	To replenish the rural portfolio with agricultural land that has the opportunity for diversification in renewable energy projects, commercial and residential development whilst receiving regular income from agricultural land let to tenant farmers. Long term (10 years) plan to obtain planning permissions for development leading to a significant increase in value across 68 acres of agricultural land.	Committed	3,741	3,644	97	-	-	-	-	-
D/C.4.006	County Farms investment (Viability)	To invest in projects which protect and improve the County Farms Estate's revenue potential, asset value and long term viability.	Ongoing	5,000	500	500	500	500	500	500	2,000
D/C.4.008	Community Hubs - East Barnwell	Provision of a replacement community centre, children's nursery and library on a site owned by Cambridge City Council in the Abbey ward as part of a regeneration project led by the City Council which includes the existing community centre and library.	Committed	1,436	463	973	-	-	-	-	-
D/C.4.013	Local Plans & Development	Promotion of sites through the Local Development Framework process: investigating site options including feasibilities, option appraisals and obtain outline planning permission (where appropriate) as part of maximising the value of a property asset prior to disposal.	Ongoing	2,150	-	450	450	450	300	100	400
D/C.4.014	Confidential Scheme - County Farms	Investment in infrastructure - to erect two grain stores in order to improve the infrastructure on the holdings of two farms.	Committed	450	100	350	-	-	-	-	-
D/C.4.015	Confidential Scheme - County Farms	The proposal is demolition of the existing house that has been deemed structurally beyond economical repair and to replace it with a new dwelling.	Committed	563	75	488	-	-	-	-	-

## Section 3 - D: Finance and Resources

**Table 4: Capital Programme**

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing	14,482	500	-733	465	1,724	1,566	1,672	9,288
Committed Schemes	36,747	13,313	12,501	6,409	1,687	1,866	971	-
<b>TOTAL BUDGET</b>	<b>51,229</b>	<b>13,813</b>	<b>11,768</b>	<b>6,874</b>	<b>3,411</b>	<b>3,432</b>	<b>2,643</b>	<b>9,288</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
D/C.4.017	Accommodation Improvement Programme	The Accommodation Improvement Programme is looking to rationalise the Council's office assets, improve our retained assets and redefine our library offer to utilise them for more service delivery closer to communities.	Committed	6,148	435	2,747	2,966	-	-	-	-
	<b>Total - Strategic Assets</b>			<b>19,488</b>	<b>5,217</b>	<b>5,605</b>	<b>3,916</b>	<b>950</b>	<b>800</b>	<b>600</b>	<b>2,400</b>
D/C.6	<b>Capital Programme Variation</b>										
D/C.6.001	Variation Budget	The Council includes a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.	Ongoing	-14,525	-	-4,576	-2,649	-1,326	-1,334	-1,028	-3,612
D/C.6.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.	Ongoing	64	-	-	64	-	-	-	-
	<b>Total - Capital Programme Variation</b>			<b>-14,461</b>	<b>-</b>	<b>-4,576</b>	<b>-2,585</b>	<b>-1,326</b>	<b>-1,334</b>	<b>-1,028</b>	<b>-3,612</b>
	<b>TOTAL BUDGET</b>			<b>51,229</b>	<b>13,813</b>	<b>11,768</b>	<b>6,874</b>	<b>3,411</b>	<b>3,432</b>	<b>2,643</b>	<b>9,288</b>



## Section 3 - D: Finance and Resources

**Table 4: Capital Programme**

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date		Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing		14,482	500	-733	465	1,724	1,566	1,672	9,288
Committed Schemes		36,747	13,313	12,501	6,409	1,687	1,866	971	-
<b>TOTAL BUDGET</b>		<b>51,229</b>	<b>13,813</b>	<b>11,768</b>	<b>6,874</b>	<b>3,411</b>	<b>3,432</b>	<b>2,643</b>	<b>9,288</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
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Funding		Total Funding £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
<b>Government Approved Funding</b>									
	Specific Grants	4,308	530	2,219	1,559	-	-	-	-
<b>Total - Government Approved Funding</b>		<b>4,308</b>	<b>530</b>	<b>2,219</b>	<b>1,559</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Locally Generated Funding</b>									
	Agreed Developer Contributions	131	-	131	-	-	-	-	-
	Capital Receipts	40,000	-	3,000	10,000	8,000	6,000	3,000	10,000
	Prudential Borrowing	6,390	12,908	6,393	-4,685	-4,589	-2,568	-357	-712
	Prudential Borrowing (Repayable)	-119,751	-	-5,900	-27,879	-36,846	-49,126	-	-
	Other Contributions	120,151	375	5,925	27,879	36,846	49,126	-	-
<b>Total - Locally Generated Funding</b>		<b>46,921</b>	<b>13,283</b>	<b>9,549</b>	<b>5,315</b>	<b>3,411</b>	<b>3,432</b>	<b>2,643</b>	<b>9,288</b>
<b>TOTAL FUNDING</b>		<b>51,229</b>	<b>13,813</b>	<b>11,768</b>	<b>6,874</b>	<b>3,411</b>	<b>3,432</b>	<b>2,643</b>	<b>9,288</b>



**F&R Schedule of Fees & Charges: Proposed rates for 2025-26**

Unless otherwise specified, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rates for non-stat rates 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Finance and Resources	Strategy, Resources and Performance	Customer Services	Blue Badges Parking Permits	Cost of new badge	Statutory	£10	£10	Statutory limit	No change - in line with DfT guidance
Finance and Resources	Strategy, Resources and Performance	Customer Services	Blue Badges Parking Permits	Cost of replacement badge	Statutory	£10	£10	Statutory limit	No change - in line with DfT guidance
Finance and Resources	Strategy, Resources and Performance	Property	Workplace EV Chargepoints	Use of Electric Vehicle chargers	non-statutory	40p/kWh	30p/kWh	Full cost recovery	Charges are aligned to CCC's corporate electricity contract pricing.



## Corporate Performance Report 2024-25 Quarter 2

To: Assets and Procurement Committee

Meeting Date: 22 January 2025

From: Executive Director of Finance and Resources

Electoral division(s): All

Key decision: No

Forward Plan ref: Not Applicable

Executive Summary: This report provides an update to the Committee on the performance monitoring information for the 2024/25 quarter two period, covering 1 July to 30 September.

Recommendation: The Committee is asked to note performance information and act, as necessary.

Officer contact:

Name: Richard Springbett  
Post: Governance and Performance Manager, Strategy and Partnerships  
Email: [Richard.Springbett@cambridgeshire.gov.uk](mailto:Richard.Springbett@cambridgeshire.gov.uk)

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

- 1.1 This report analyses the key performance indicators (KPIs) which link to Ambition 6: Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised. Due to the complex nature of KPIs, some indicators may also impact other ambitions.

## 2. Background

- 2.1 The Performance Management Framework sets out that Policy and Service Committees should:
- Set outcomes and strategy in the areas they oversee.
  - Select and approve the addition and removal of Key Performance Indicators (KPIs) for the committee performance report.
  - Track progress quarterly.
  - Consider whether performance is at an acceptable level.
  - Seek to understand the reasons behind the level of performance.
  - Identify remedial action.
- 2.2 This report, delivered quarterly, continues to support the Committee with its performance management role. It provides an update on the status of the selected Key Performance Indicators (KPIs) which track the performance of the services the Committee oversees.
- 2.3 The report covers the period of quarter 2 in 2024/25, up to the end of September 2024.
- 2.4 The most recent data for indicators for this Committee can be found in the dashboard at Appendix 1. The dashboard includes the following information for each KPI:
- Current and previous performance and the projected linear trend.
  - Current and previous targets. Please note that not all KPIs have targets, this may be because they are being developed or the indicator is being monitored for context.
  - Red / Amber / Green (RAG) status.
  - Direction for improvement to show whether an increase or decrease is good.
  - Change in performance which shows whether performance is improving (up) or deteriorating (down).
  - The performance of our statistical neighbours. This is only available, and therefore included, where there is a standard national definition of the indicator.
  - KPI description.
  - Commentary on the KPI.
- 2.5 The following RAG criteria are being used:
- Red – current performance is 10% or more from target.
  - Amber – current performance is off target by less than 10%.
  - Green – current performance is on target or better by up to 5%.
  - Baseline – indicates performance is currently being tracked to inform the target setting process.
  - Contextual – these KPIs track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target.
  - In development - KPI has been agreed, but data collection and target setting are in development.

### 3. Main Issues

3.1 Current performance of available indicators monitored by the Committee is as follows:

Status	Number of KPIs	Percentage of KPIs*
Red	2	18%
Amber	1	9%
Green	7	64%
Baseline	0	0%
Contextual	1	9%
In Development	0	0%
Suspended	0	0%

\*Figures may not add to one hundred due to rounding.

3.2 The following indicator is an annual indicator, and the data will be updated in March 2025

- Indicator 171: Rent per acre obtained from the agricultural estate.

Rent per acre has been measured against DEFRA's East Anglia dataset. This lags by a few years and also includes land that is not directly comparable with the Cambridgeshire estate and as a result the benchmark rent is significantly lower than Cambridgeshire, although trends are likely to be the same.

It is proposed to trial the Farm Business Survey farm profitability data as a benchmark in 2025. This also lags but will provide better comparable data, it is expected that the latest benchmark data will be available for reporting in quarter 3 performance report.

3.3 There are two red indicators for commentary this quarter.

Indicator 169: % of contract waivers submitted less than 5 days before their proposed start date.

A recent Internal Audit of waivers suggested that this KPI should be adjusted to remove the waivers submitted within 5 days of the start date that are due to an emergency or urgency. These are now 2 sets of figures available in the dashboard, showing the total number of waivers, the performance of all waivers and the newly adjusted figure. Performance will now be monitored against the adjusted figure.

Actions from the recent Internal Audit report into waivers are in the process of being delivered. The Chief Executive has also restarted his monthly review of late waivers thereby increasing the scrutiny.

Indicator 204: Annual forecast of the gross income from our commercial investment as a percentage of initial investment.

The income received across all commercial investments in 2023-24 was £19.2m with a net income of £12.7m after financing costs. Within this indicator, the Collective Investment Funds are forecasting to perform well again this year, with additional income of £371k estimated. However, the This Land budget is forecasting a pressure. The Strategy,

Resources and Performance Committee received a detailed monitoring update on This Land in July 2024 alongside an advisor's report. There is site specific short-term cashflow timing delays currently which have increased uncertainty to the Council about timing of interest payments and level of risk, leading to a more prudent forecast. This Committee will have received the annual business report from This Land in November, which would have provided a detailed overview of the company's outlook and performance.

Triangle Solar Farm performed well in 2023-24 under the new contract and overachieved by £200k. The 2024-25 Business Plan has been updated to reflect this additional income. After a positive start during April - July, we are now forecasting to overachieve. Evolution Business Park and Kingsbridge are currently fully occupied. The student accommodation bookings for the academic year 2024-25 was a success with 100% occupancy. There is a need for continued investment in the property with updates to kitchens and other areas which took place over the summer. Two units remain unlet at Cromwell Leisure Park; a revised marketing approach is underway and has attracted some new interest (one of the units has been empty since the investment was made).

Please note: the return percentages for the prior year quarters have been restated to include the additional investment in relation to Evolution Business Park (the additional income had been included, but not the investment). This has reduced the overall return very slightly for those quarters compared to what had been reported previously.

Detailed commentary and summary of each indicator can be found in Appendix 1. To be noted however, the way in which the Council delivers social value through procurement is changing, which will impact Indicator 205: Amount of social value achieved. The Council has a new arrangement with Match My Project to be launched in April 2025. This arrangement moves away from the monetarisation towards a tool to deliver place based social value. Match My Project provides a platform for business and communities to come together and improve their local area. It matches the resources of business with the local know-how of community organisations to get things done. Community organisation can use the site to upload projects and accept help from businesses offering to support you. Officers will explore suitable alternative indicators that can be reported to this Committee.

- 3.4 In addition to the indicators that can be found within Appendix 1, included below are indicators related to property compliance and safety. Officers have completed a deep dive whilst transferring and validating the property asset data from existing spreadsheets into the new Concerto FM System, this work is now complete. Officers have reviewed the measures we are collating to ensure that they are relevant and can be used to drive improvement and change where required and give a true outcome and provide comparison with others similar local authorities in complying with statutory legislation. The reconciliation of site numbers through the population of concerto have been completed as of end of Q2 and as such, where there are new targets (notably water temperature checking), these are being carried out and shown from Q3.

#### 3.4.1 Water Management

The water hygiene indicator monitors the completion of the **Water Hygiene Risk Assessments** across a total of 100 operational sites for which we have responsibility (three sites not required as dealt with by owner of multi occupied premises). The risk assessments are reviewed every two years aligned with Code of Practise L8 recommendations.



Depending on workload and other work priorities, the number of sites per quarter may alter, however the key measure is that the 50 sites are carried out within each financial year.

KPI: Water Hygiene Risk Assessment Review	Target number of sites reviewed per Quarter	Outcome	Performance	RAG Rating
Water Hygiene – Q1 2024/25	11	11	Achieved	Green
Water Hygiene – Q2 2024/25	12	12	Achieved	Green
Water Hygiene – Q3 2024/25	13			
Water Hygiene – Q4 2024/25	14			

The water temperature monitoring is coordinated by the Council Compliance team and is carried out to check that the water temperature within the buildings is aligned within safe parameters as per ACOP L8. This is required to be carried out monthly to all 100 operational sites. Therefore, our target is 300 each quarter.

KPI: Water temperature monitoring	Target Number of sites per Q	Outcome	Performance	RAG Rating
Water Temperature Monitoring – Q1 2024/25	291	288	No access to a few sites (v low risk sites) those sites prioritised in Q2	Amber
Water Temperature Monitoring – Q2 2024/25	291	287	No access to a few sites (v low risk sites) Those sites prioritised in Q3	Amber
Water Temperature Monitoring – Q3 2024/25	300			
Water Temperature Monitoring – Q4 2024/25	300			

### 3.4.2 Asbestos Management

The Asbestos Management Plan reviews are carried out annually to a total of 103 operational sites. The reviews have been prioritised this year and have all been completed within Q1 for 2024/25.

KPI: Asbestos Management Plan review	Target Number of sites	Outcome	Performance	RAG Rating
Asbestos Management – Q1 2024/25	103	103	Completed all sites within Q1	Green
Asbestos Management – Q2 2024/25	103	103	Completed all sites within Q1	Green
Asbestos Management – Q3 2024/25	0			
Asbestos Management – Q4 2024/25	0			

### 3.4.3 Fire Safety

A Fire Risk Assessment is a statutory requirement (Regulatory Reform (Fire Safety) Order 2005) and is required at 103 operational sites. These require reviewing every three years (CCC policy), apart from in the respite / residential homes which are deemed higher risk, we have 6 of these buildings and reviews are completed annually at these sites. The reviews are managed on a rolling three-year programme. Due to the previous way we have reviewed these, a large majority of the FRAs are due this financial year and have been programmed across the whole year (75 are required to be completed this financial year).

KPI; Fire Risk Assessment Review	Target Number of sites	Outcome	Performance	RAG Rating
Fire Risk Assessments – Q1 2024/25	17	17	Completed as requested	Green
Fire Risk Assessments – Q2 2024/25	25	25	Completed as requested	Green
Fire Risk Assessments – Q3 2024/25	23			
Fire Risk Assessments – Q4 2024/25	10			

The maintenance and servicing of fire equipment (extinguishers and fire blankets) at 103 sites annually (these are required to be maintained annually, but there is one month's tolerance, i.e. all equipment must be serviced within any 13-month period).

KPI: Servicing of Fire Equipment	Target	Outcome	Performance	RAG Rating
Annual Fire Extinguisher Maintenance – Q1 2024/25	19	19	Completed	Green
Annual Fire Extinguisher Maintenance – Q2 2024/25	33	33	Completed	Green
Annual Fire Extinguisher Maintenance – Q3 2024/25	29			
Annual Fire Extinguisher Maintenance – Q4 2024/25	22			

#### 3.4.4 Control of Contractors

This measures the checking of whether contractors adhere to the 5C's control of contractor protocol (Co-operation, Coordination, Communication, Competent People, and Control of Risk) when visiting our operational sites to carry out both reactive and planned maintenance. This covers 103 individual sites, and each site is programmed to have an annual check.

KPI: Control of Contractors	Target Number of sites checked.	Outcome	Performance	RAG Rating
Reviews & Audits of 5C's System – Q1 2024/25	26	30	Overachieved within Q1 Completed.	Green
Reviews & Audits of 5C's System – Q2 2024/25	26	22	Underachieved within Q2, to still achieve Q1/Q2 target. Overall, Q1 and Q2 target was achieved	Green
Reviews & Audits of 5C's System – Q3 2024/25	26			
Reviews & Audits of 5C's System – Q4 2024/25	25			

## 4. Refreshed Performance Management Framework

- 4.1 A refreshed Performance Management Framework was approved at the Strategy, Resources and Performance Committee on 31 October 2024. The refreshed framework looks to build a clear performance process that links individual services' performance all the way through to strategic decision-making, supporting the Council to embed performance at the heart of everything it does.
- 4.2 Creating a clearly defined hierarchy for performance allows the right stakeholders to see the right information at the right time. This will be achieved through having a clear golden thread for performance, as well as consistency across the organisation in how performance is approached.
- 4.3 Having a consistent approach across the organisation not only provides structure to how the Council manages performance as an organisation, but also provides transparency in how it works, and the results achieved across all services and directorates.
- 4.4 Strategic Key Performance Indicators (SKPIs) have been identified that will feed up to an organisation-wide balanced scorecard. SKPIs link directly to the corporate ambitions set out within the Strategic Framework. They help elected members to understand performance across the entire Council. SKPIs aim to tell the story of the Council as well as giving a clear position on performance against the Council's strategic ambitions.
- 4.5 In the context of this Committee, there will be a refinement of indicators that will be presented compared to previous iterations of the Corporate Performance Report. However, the focus on SKPIs alongside reviewing papers on risk, finance and change together will result in an increase in scrutiny and understanding of overall performance. Furthermore, quarterly performance scorecards can be supplemented with reporting on specific areas of interest as and when required to support this Committee.
- 4.6 These indicators will be communicated with members ahead of the quarter 3 Corporate Performance report but will be selected to enable members of this Committee to have the best overview of performance in line with our strategic ambitions. These indicators will, where possible, be benchmarked against national and regional performance and set appropriate targets to allow fair scrutiny.

## 5. Conclusion and recommendations

- 5.1 Of the indicators that have been updated this quarter, two have seen an improvement in performance:
- Indicator 169: % of contract waivers submitted less than 5 days before their proposed start date.
  - Indicator 205: Amount of social value achieved.

Section 3.1 shows the breakdown of RAG status for this Committee's indicator set. Of the indicators updated this quarter, no indicators have seen a decline in performance from the quarter 1 paper, reported to Committee in September 2024.

## 6. Significant Implications

6.1 This report monitors quarterly performance. There are no significant implications within this report.

## 7. Source Documents

7.1 Appendix 1: Assets and Procurement Corporate Performance Report Q2 2024-25



Produced on: 07 January 2025



# Performance Report

## Quarter 2

### 2024/25 financial year

#### Assets and Procurement Committee

Governance & Performance  
Cambridgeshire County Council  
[governanceandperformance@cambridgeshire.gov.uk](mailto:governanceandperformance@cambridgeshire.gov.uk)

## Key



Data Item	Explanation
<b>Target / Pro Rata Target</b>	The target that has been set for the indicator, relevant for the reporting period
<b>Current Month / Current Period</b>	The latest performance figure relevant to the reporting period
<b>Previous Month / previous period</b>	The previously reported performance figure
<b>Direction for Improvement</b>	Indicates whether 'good' performance is a higher or a lower figure
<b>Change in Performance</b>	Indicates whether performance is 'improving' or 'declining' by comparing the latest performance figure with that of the previous reporting period
<b>Statistical Neighbours Mean</b>	Provided as a point of comparison, based on the most recently available data from identified statistical neighbours.
<b>England Mean</b>	Provided as a point of comparison, based on the most recent nationally available data
<b>RAG Rating</b>	<ul style="list-style-type: none"> <li>• <b>Red</b> – current performance is off target by more than 10%</li> <li>• <b>Amber</b> – current performance is off target by 10% or less</li> <li>• <b>Green</b> – current performance is on target</li> <li>• <b>Baseline</b> – indicates performance is currently being tracked in order to inform the target setting process</li> <li>• <b>Contextual</b> – these measures track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target.</li> <li>• <b>In Development</b> - measure has been agreed, but data collection and target setting are in development</li> </ul>
<b>Indicator Description</b>	Provides an overview of how a measure is calculated. Where possible, this is based on a nationally agreed definition to assist benchmarking with statistically comparable authorities
<b>Commentary</b>	Provides a narrative to explain the changes in performance within the reporting period
<b>Actions</b>	Actions undertaken to address under-performance. Populated for 'red' indicators only
<b>Useful Links</b>	Provides links to relevant documentation, such as nationally available data and definitions



Indicator 169: % of contract waivers submitted less than 5 days before their proposed start date

[Return to Index](#)

January 2025

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
20.0%	↓	27.0%	58.0%	Improving

**RAG Rating**

Red

**Indicator Description**

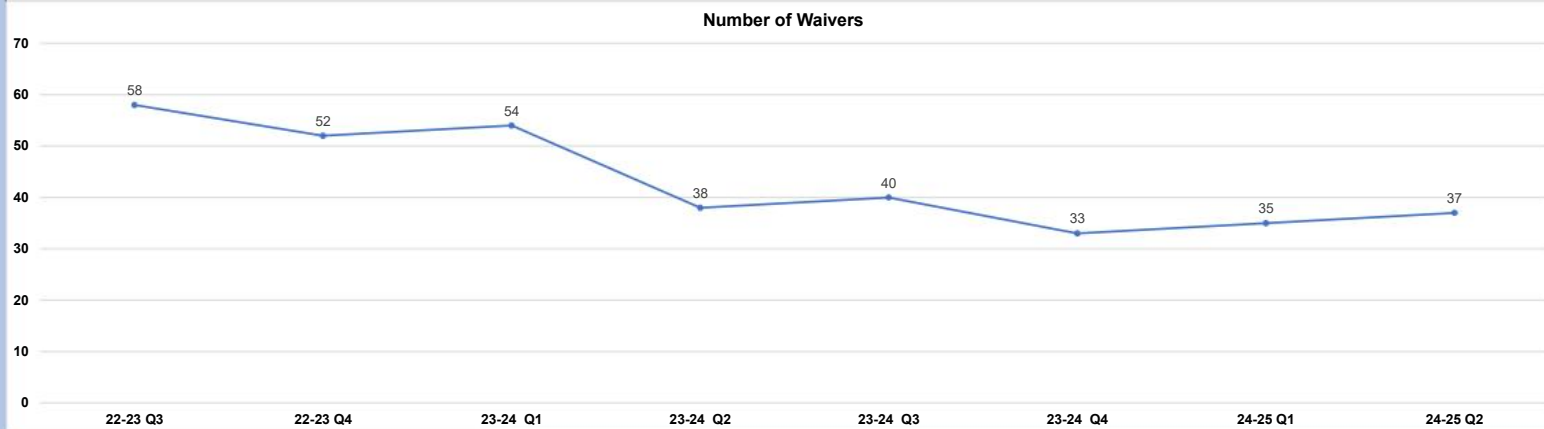
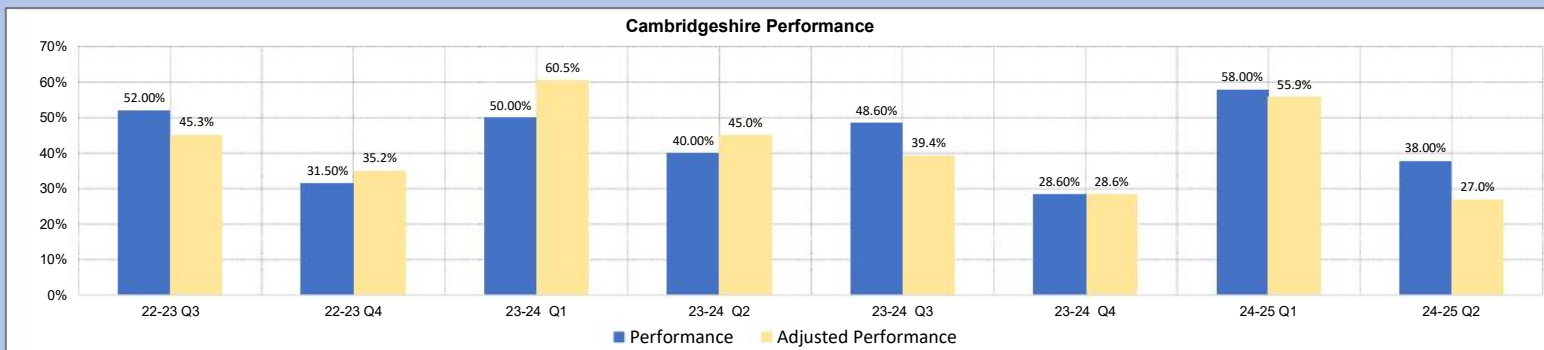
Public Contract Regulations (2015) require all contracts valued over £25,000 to be advertised and to follow a competitive process. External audit findings mean that there is a cross Council drive to promote and enable effective and compliant procurement practice.

The Council's Contract Procedure Rules allow for exceptions/waivers to be applied for in specific circumstances where the contract is valued either below the relevant UK Procurement Threshold or below the Key Decision Threshold of £500,000. Waiver requests are submitted via the Council's online system and approval needs to be obtained from various officers dependent on the value of the waiver. There are occasions where, by their very nature, waivers will be requested with short timescales to the contract start date – for examples in cases of emergency or extreme urgency. However, it is important that apart from these circumstances, waiver submission leaves enough time for a procurement should a waiver request be denied.

Tracking this indicator allows the Council to identify the number, type and value of waivers being submitted in such a way as to prevent non-compliant procurement practice and so develop communications, training and other initiatives to reduce this risk to the Council.

The KPI takes the date the waiver was submitted and the date the contract is due to start and calculates the time difference between the two dates. It is designed to provide an understanding of whether waivers are submitted in sufficient time to allow for alternative action should the waiver request be denied.

A recent Internal Audit of waivers suggested that the KPI should be adjusted to remove the waivers submitted within 5 days of the start date that are due to an emergency or urgency. These are the 2 sets of figures now available in the chart. Performance will now be monitored against the adjusted figure.



**Commentary**

Actions from the recent Internal Audit report into waivers are in the process of being delivered. The Chief Executive has also re-started his monthly review of late waivers thereby increasing the scrutiny.

**Path to Green**

The Internal Audit actions will continue to be delivered and the Chief Executive will continue his scrutiny of late waivers.

**Useful Links**

[National TOMs Framework 2019 Guidance](#)

[Social Value Portal](#)

Target	Current Year	Previous Year	Direction for Improvement	Change in Performance
£94	£155	£146	↑	Improving

**RAG Rating**

**Green**

**Indicator Description**

Data source:  
DEFRA data records market rent for East of England Region. Base data is tenancy agreements with new rents recorded by the parties (Landlord & Tenant) on a signed and dated rent memorandum attached to the agreement and recorded.

This KPI records annual change in rental income measured against the previous year's recorded rent. Reported as a % change on previous year for the total rural portfolio as rent (£) per acre for the agricultural tenancies. The rent per acre figure enables some comparison with regional market rents in the agricultural sector which are published annually by DEFRA and other commentators. For a new letting Market Rent is defined by The Royal Institution of Chartered Surveyors (RICS) as 'The estimated amount for which an interest in real property should be leased on the valuation date between a willing lessor and a willing lessee on appropriate lease terms in an arm's length transaction, after proper marketing and where the parties had acted knowledgeably, prudently and without compulsion.' Rent Review (mid tenancy) of agricultural rent (per acre) is impacted by a number of complex factors - soil type, crop type, type of tenancy & external influences such as input costs and world commodity markets.

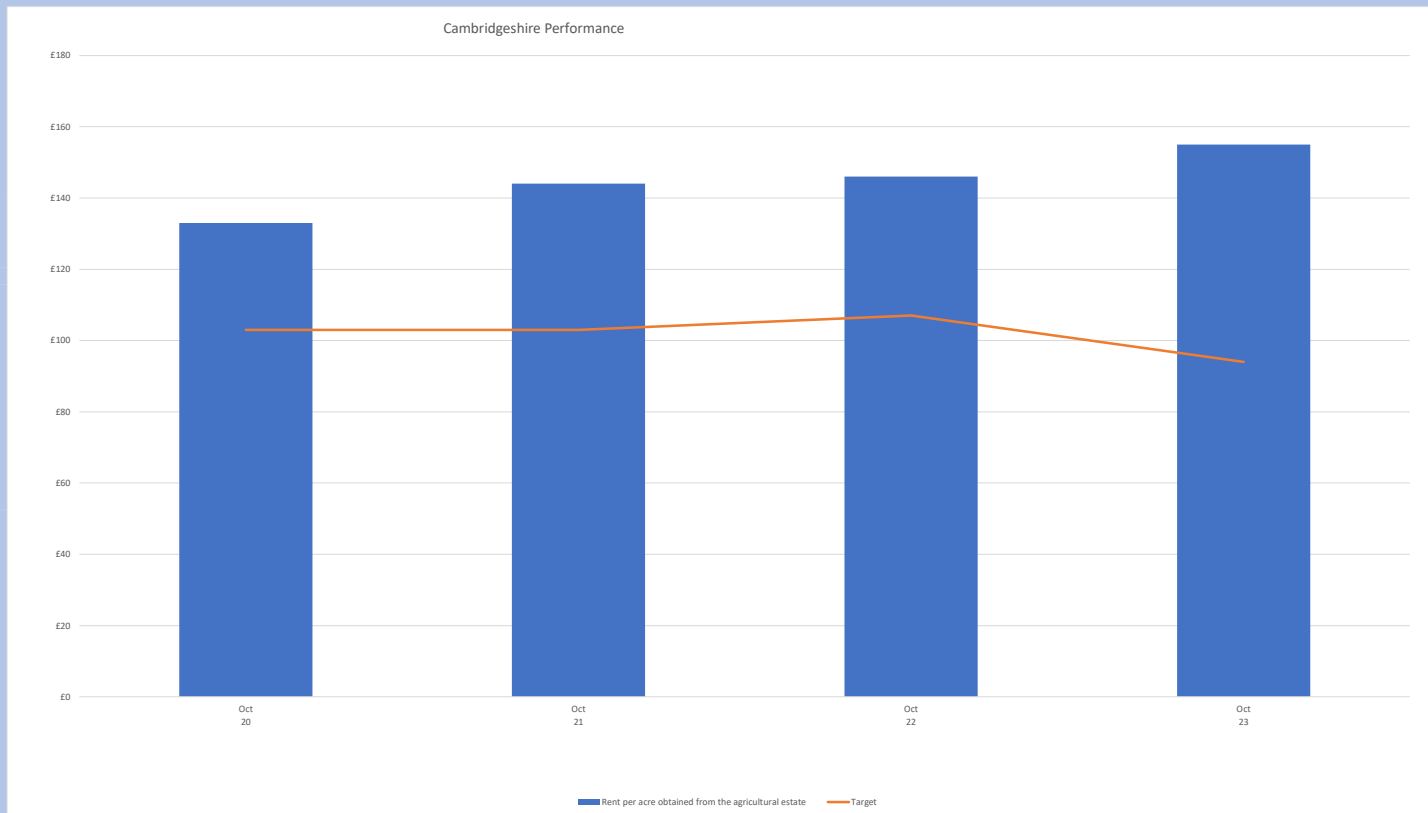
Comparator:  
Market Rents (£ per hectare/acre) for the East of England reported annually by DEFRA in January for the previous year. Most up to date figures are for 2023.

Target:  
Annual rent (£ per acre) achieved tracks defra rent per acre for East of England (variance +/- 10%).

**Useful Links**

[National TOMs Framework 2019 Guidance](#)

[Social Value Portal](#)



**Commentary**

Agricultural legislation enables review of rents every 3 years with 12 months notice required. 14 rent reviews on holdings were carried out in 2023 and Cambridgeshire County Council has increased the passing rent by 6% in October 2023. There were fewer big increases this year as most rents are at market value. Re-lets to existing tenants and new lettings have helped increase the total rent figure however these tendered rents are similar to the outgoing tenants rent, which shows that the rental levels are at market value. The rents achieved are good in the current climate of decreased Basic Payment Subsidy (BPS) payments, uncertainty in the industry due to the slow release of the Sustainable Farming Incentive which was intended to balance the loss of BPS. The DEFRA benchmark is recognised as not being challenging but alternative comparable benchmarks are not readily available.

**Actions**

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
6.0%	↑	4.98%	5.08%	Declining

**RAG Rating**

Red

**Indicator Description**

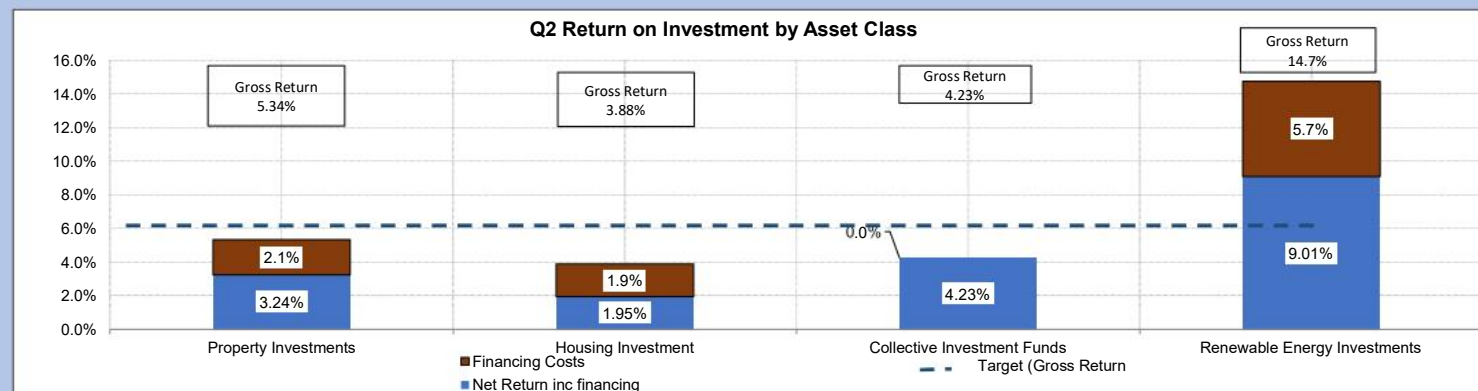
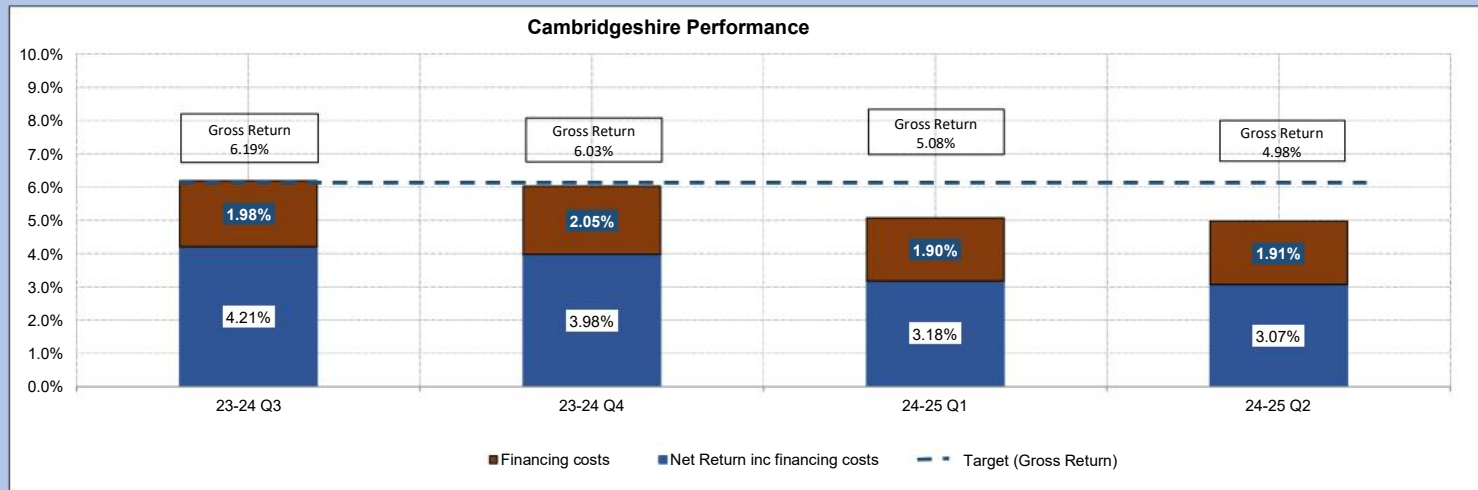
This indicator projects Cambridgeshire's expected gross income from the commercial investments that provide an income yield or interest receivable against a 6% target.

This indicator should be used to judge the performance of the council's commercial investment portfolio as a whole. It should not be used to predict any differences in actual income against budget. This is detailed within the Finance Monitoring Report.

The return figure includes investment that has already been made, as well as any additional investment expected within the financial year. The figures look at the full year effect, even where investments have not been held for the whole year.

The return is shown both gross (the total of the blue and orange blocks) and net (the blue blocks) of financing costs; the orange blocks therefore equate to the level of financing costs. The lower graph shows the return per asset class; different classes of asset are expected to deliver different levels of return.

This indicator reflects the income return from these assets, rather than the asset growth or total return (reflecting local government accounting regulations).



**Commentary**

The income received across all commercial investments in 2023-24 was £19.2m with a net income of £12.7m after financing costs. Within this indicator, the Collective Investment Funds are forecasting to perform well again this year, with additional income of £371k estimated. However, the This Land budget is forecasting a pressure. The Strategy, Resources and Performance Committee received a detailed monitoring update on This Land in July 2024 alongside an advisor's report. There are site specific short-term cashflow timing delays currently which have increased uncertainty to the Council about timing of interest payments and level of risk, leading to a more prudent forecast. This committee received the annual business report from This Land in November, which provided a detailed overview of the company's outlook and performance.

Triangle Solar Farm performed well in 2023-24 under the new contract and overachieved by £200k. The 2024-25 BP has been updated to reflect this additional income. After a positive start during April - July, we are now forecasting to overachieve.

Evolution Business park and Kingsbridge are currently full occupied. The student accommodation bookings for the academic year 2024-25 was a success with 100% occupancy. There is a need for continued investment in the property with updates to kitchens and other areas which took place over the summer. Two units remain unlet at Cromwell Leisure Park; a revised marketing approach is underway and has attracted some new interest (one of the units has been empty since the investment was made).

Please note: the return percentages for the prior year quarters have been restated to include the additional investment in relation to Evolution Business Park (the additional income had been included, but not the investment). This has reduced the overall return very slightly for those quarters compared to what had been reported previously.

**Useful Links**

[National TOMs Framework 2019 Guidance](#)

[Social Value Portal](#)

**Path to Green**

Consider relative allocation between different collective investment funds and in view of the updated CIPFA prudential code and inflation risks.

Consider outcome of new tenant negotiations at Cromwell Leisure Park. Increase marketing for 2 vacant units.

Additional support is being considered for This Land, as per the report that went to SRP committee in July 2024.

Indicator 205: Amount of social value achieved

[Return to Index](#)

January 2025

Target	Direction for Improvement	Current Quarter	Previous quarter	Change in Performance
£6,250	↑	£ 98,661.0	£ 9,237.0	Improving

RAG Rating

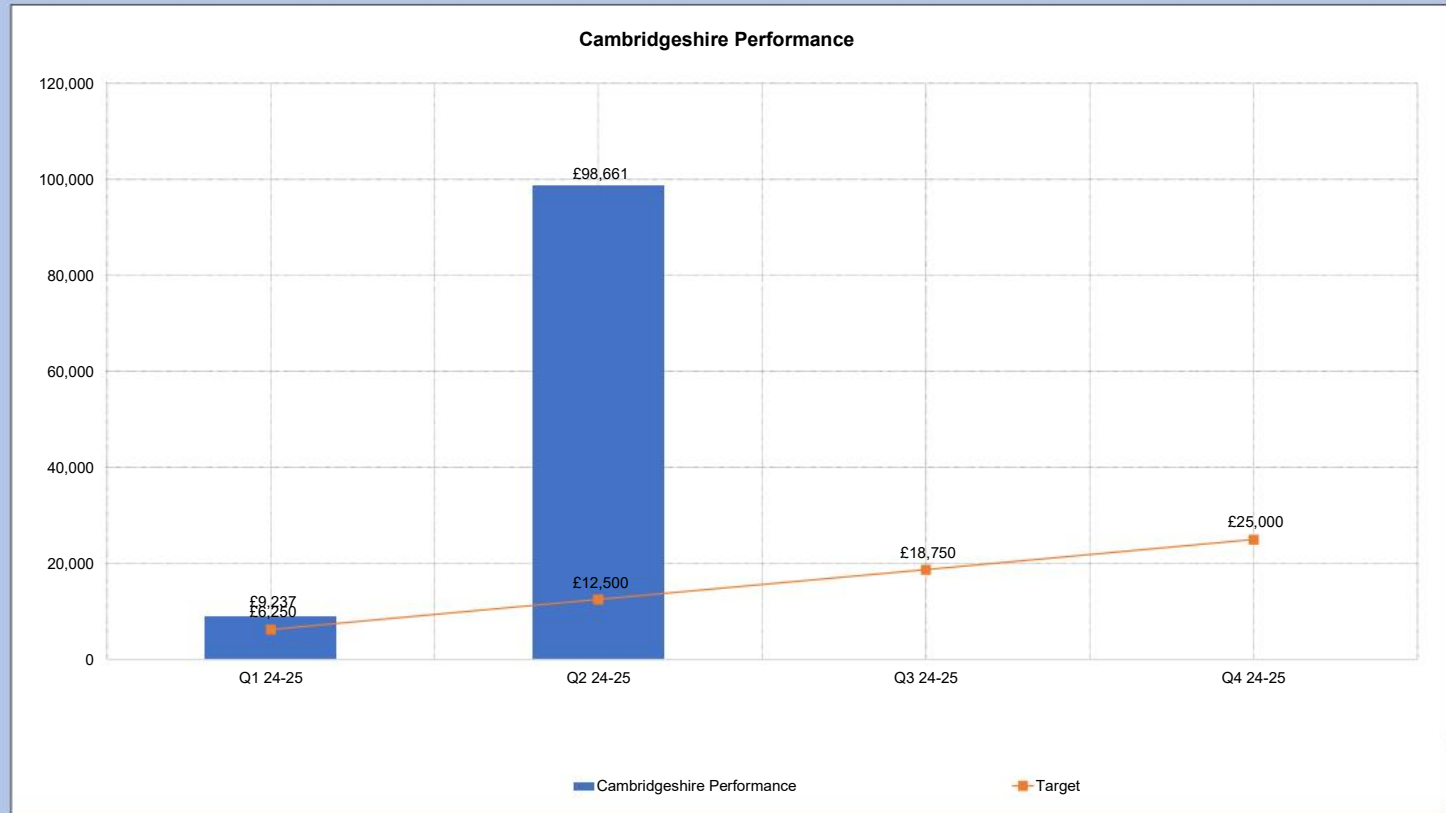
Green

**Indicator Description**

Social value achieved via purchasing and contractual arrangements.

Data will be collated via the Social Value Portal and internal mechanisms.

Target of £20,000 to be delivered during 2023/24, with that target rising by £5,000 in each of 2024/25 and 2025/26.



**Commentary**

There has been a large increase in social value achieved this quarter. This is for a number of reasons, a large number of areas of delivery have been validated by the Social Value Portal. A number of contracts have also now started to deliver their social value. Some headline delivery is 1 FTE hired on a contract who was previously long term unemployed and 2 disabled FTE hired. In addition, outside the use of the Social Value Portal, an example of delivery has been that 3 asylum seeker care leavers supported with training through the Climate Change consultancy project.

**Useful Links**

[National TOMs Framework 2019 Guidance](#)

[Social Value Portal](#)

**Path to Green**

N/A

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
Contextual	↑	58.00%	63.00%	Declining

**RAG Rating**

Contextual
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**Indicator Description**

% of overall contract value awarded to businesses and third sector organisations in the following areas:

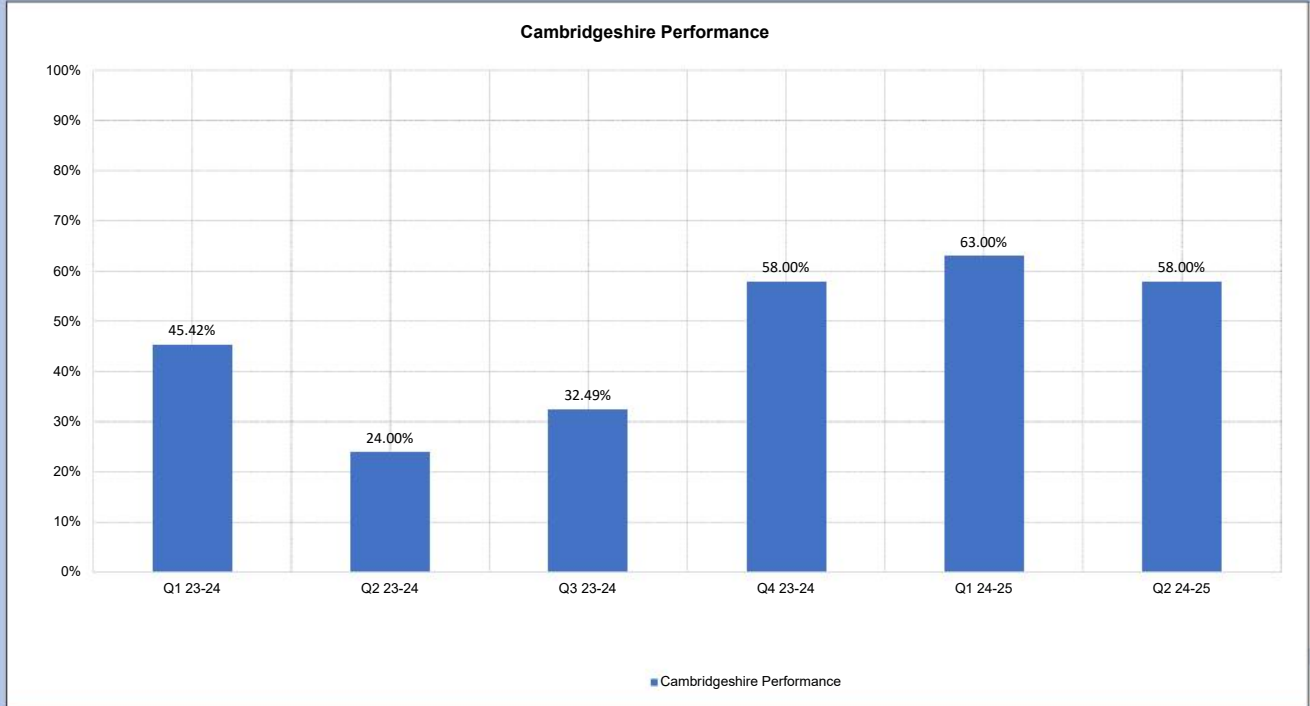
- CB Postcode Suppliers
- PE Postcode Suppliers
- Essex Postcodes (CM/CO)
- Hertfordshire Postcodes (AL/SG)
- Norfolk (NR)
- Suffolk(IP)
- Bedfordshire(LU/MK)

Please note: only contracts that are worth over £5,000 are tracked within this KPI.

The Council cannot directly influence local spending due to procurement rules but is active in market engagement. The Council has to judge each procurement fairly and equally, regardless of whether it is a local, regional or national organisation.

Given the restrictions of the above, this KPI is now a tracking measure to monitor how the Council is adhering to Ambition 6: Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised.

Data will be captured from the Contract Register using the supplier's registered address.



**Commentary**

The team continues to engage with SMEs, the latest webinar had 30 attendees. In addition, there are plans to attend 2 events in November supported by the Federation of Small Businesses and Chamber of Commerce to reach a wider audience of local businesses.

**Useful Links**

**Path to Green**

N/A



## Agenda Plan, Sub-Committee Chair and Vice-Chair Appointments and Appointments to Outside Bodies and Internal Advisory Groups and Panels

To: Assets and Procurement Committee

Meeting Date: 22 January 2025

From: Democratic Services Manager

Electoral division(s): All

Key decision: No

Forward Plan ref: Not applicable

Executive Summary: To review the Committee's agenda plan, appoint a Chair and Vice-Chair of the Shareholder Sub-Committee and appointments to Outside Bodies and Internal Advisory Groups and Panels.

Recommendation: It is recommended that the Committee:

- a) review its agenda plan attached at Appendix 1.
- b) appoint the Chair and Vice Chair of the Shareholder Sub-Committee for the remainder of the municipal year.
- c) note any appointments to Outside Bodies and Internal Advisory Groups and Panels, as necessary.

### Officer contact:

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

1.1 The arrangements set out in this report contribute to good quality public services as detailed in Ambition 6.

## 2. Background

2.1 The Committee agenda plan is reviewed at each meeting.

2.2 The Assets and Procurement Committee is responsible each year for selecting and appointing the Chair and Vice Chair of the Shareholder Sub-Committee from the Sub-Committee's membership. The current members are:

- Councillor David Ambrose Smith
- Councillor John Gowing
- Councillor Ros Hathorn
- Councillor Elisa Meschini
- Councillor Edna Murphy

2.3 The Constitution contains a standing delegation to all executive directors and directors, *'To approve nominations to outside bodies, in consultation with the chair of the relevant committee (or in their absence the vice-chair).'* Any appointments made under this delegation are reported to the Committee at its next meeting.

## 3. Significant Implications

3.1 There are no significant implications within these categories: Finance; Legal; Risk; and Equality and Diversity.

## 4. Source documents

4.1 [Council 22 October 2024 - Establishment of Shareholder Sub-Committee](#)



## Assets and Procurement Committee Agenda Plan

### Notes

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

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

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

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

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

Committee Date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
07/03/25	Cambridgeshire County Council's Disposal Policy	Sara Anderson	Not applicable	25/02/25	27/02/25
	Cambridgeshire Shire Hall Disposal	Chris Ramsbottom	2025/017		
10/06/25	Opus Cambridgeshire	Janet Atkin	Not applicable	29/05/25	02/06/25
16/09/25				04/09/25	08/09/25
15/10/25				03/10/25	07/10/25
18/11/25				06/11/25	10/11/25
13/01/26				31/12/25	05/01/26
11/03/26				27/02/26	03/03/26
09/06/26				28/05/26	01/06/26

Future items to be programmed:

Eastnet procurement - 2025

