



Cambridge City Council  
**Strategy and Resources Scrutiny Committee**

**Date:** Monday, 27 March 2023

**Time:** 5.00 pm

**Venue:** Council Chamber, The Guildhall, Market Square, Cambridge, CB2 3QJ [access the building via Peashill entrance]

**Contact:** democratic.services@cambridge.gov.uk, tel:01223 457000

**Agenda**

- 1 Apologies for Absence
- 2 Declarations of Interest
- 3 Minutes (Pages 3 - 24)
- 4 Public Questions

**Decisions for the Executive Councillor for Finance, Resources and Transformation**

- 5 General Fund Revenue Carry Forwards (Pages 25 - 30)
- 6 Review of Asset Management Plan (Pages 31 - 82)
- 7 Update on the Four Day Week Trial in the Greater Cambridge Shared Planning Service (Pages 83 - 94)
- 8 Funding to Cambridge Investment Partnership  
PURCHASE OF LAND

The appendix to the report relates to information which following a public interest test the public is likely to be excluded by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 ie. Information relating to the financial or business affairs of any particular person (including the authority holding that information).

**Decisions for the Leader**

- 9 Update on the Work of Key External Partnerships, (Pages 95 -  
Incorporating Combined Authority Update 112)

**Strategy and Resources Scrutiny Committee Members:** Robertson (Chair), S. Smith (Vice-Chair), Bennett, Bick, Herbert, Payne, Scutt, Smart and Sweeney

**Alternates:** S. Davies, Carling, Flaubert, Gawthrope Wood and Nethsingha

**Executive Councillors:** Davey (Executive Councillor for Finance, Resources and Transformation), Gilderdale (Executive Councillor for Recovery, Employment and Community Safety) and A. Smith (Leader of the Council)

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**STRATEGY AND RESOURCES SCRUTINY COMMITTEE** 30 January 2023  
5.30 - 9.15 pm

**Present:** Councillors Robertson (Chair), S. Smith (Vice-Chair), Bennett, Bick, Payne, Scutt and Smart

**FOR THE INFORMATION OF THE COUNCIL**

**23/51/SR Apologies for Absence**

Apologies were received from Councillors Herbert and Sweeney.

**23/52/SR Declarations of Interest**

Item	Councillor	Interest
All	Cllr Davey	Personal: Board member of Cambridge Investment Partnership

**23/53/SR Minutes**

The minutes of the meeting held on 10 October 2022 were approved as a correct record and signed by the Chair.

**23/54/SR Public Questions**

A Public Speaker made a statement in regards to item 23/64/SR North East Cambridge Core Site:

- i. There was an Environmental Audit Committee report to the government last year regarding mandatory whole life carbon assessments for building projects.
- ii. Felt that the Council will be responsible for the carbon emissions related to the relocation of the sewage plant.
- iii. Felt that Cambridge City Council should factor into decision on this site the carbon emissions for the relocation of the sewage plant.

The Director of Enterprise and Sustainable Development said the following in response:

- i. There had been a long process of design and engagement for the relocation of the sewage plant.
- ii. The new development would address major housing needs within Cambridge. The design for the relocated plant in designed to the highest sustainability level. They have changed the design a result of consultations.
- iii. Had taken account of the specific life cycle carbon and embodied carbon in the construction of this site and the relocated plant. There figures will be included in the Development Consent Order (DCO) application.
- iv. In regard to proposals for the future development. The Council and Anglian Water were bringing forward proposals for key strategy and engagement around sustainability and quality of life.
- v. They were looking at the full life cycle and full embodied carbon for all of the construction on that site.

### **23/55/SR Review of Use of the Regulation of Investigatory Powers Act**

A Code of Practice introduced in April 2010 recommends that Councillors should review their authority's use of the Regulation of Investigatory Powers Act 2000 (RIPA) and set its general surveillance policy at least once a year. The Executive Councillor for Communities and Environment and Community Scrutiny Committee last considered these matters on the 27 January 2022. The City Council has not used surveillance or other investigatory powers regulated by RIPA since February 2010. This report sets out the Council's use of RIPA and the present surveillance policy.

Decision of the Executive Councillor for Recovery, Employment and Community Safety:

- Review the Council's use of RIPA set out in paragraph 3.5 of this report.
- Note and endorse the steps described in paragraph 3.7 and in Appendix 1 to ensure that surveillance is only authorised in accordance with RIPA.
- Approve the general surveillance policy in Appendix 1 to this report.

#### **Reason for the Decision**

As set out in the Officer's report.

#### **Any Alternative Options Considered and Rejected**

Not applicable.

#### **Scrutiny Considerations**

The Head of Practice introduced the report.

The scrutiny committee unanimously supported the recommendations.

The Executive Councillor for Recovery, Employment and Community Safety approved the recommendations.

### **Conflicts of interest declared by the Executive Councillor (and any dispensation granted)**

No conflicts of interest were declared by the Executive Councillor.

### **23/56/SR Procurement of Contract for Electricity Supply 2024-28**

The Council's current contract for electricity supply ends on 30 September 2024. A new supply contract is required to ensure continued supply at best possible rates.

Decision of the Executive Councillor for Finance, Resources and Transformation and Non-Statutory Deputy Leader:

- Approve continuing to purchase electricity via the Eastern Shires Purchasing Organisation (ESPO) energy framework.
- Recommend the next contract period for the provision of electricity should run for four years from 1st October 2024 to 30th September 2028. Cambridge City Council may terminate this agreement by providing at least twelve months' notice, prior to the anniversary date of 1 October each year, following the initial 2-year period.
- Authorize the Strategic Director or Head of Housing Maintenance and Assets to approve the actual electricity price tariff when the procurement is completed by ESPO.

### **Reason for the Decision**

As set out in the Officer's report.

### **Any Alternative Options Considered and Rejected**

Not applicable.

### **Scrutiny Considerations**

The Contract and Procurement Manager introduced the report.

The Contract and Procurement Manager said the following in response to Members' questions:

- i. The term of the contract was fixed but the price may fluctuate in accordance with the frameworks terms and conditions.
- ii. Using the buying power of the ESPO to try and reduce the volatility of inflation the current heating supply market.
- iii. The Council were locked into the dates that are set by ESPO. They have the buying power to get the best possible price.
- iv. The Council could go through an independent broker however the Council does not have the necessary expertise to get the best price and negotiate through a broker.
- v. If the Council did nothing now it would not stop us from participating with the framework. As whether we could extend the existing contract, the Contract and Procurement Manager would need to look into this as he was not party to the conversations with the Asset Manager and ESPO.
- vi. Confirmed that the Council will be using 100% renewable sources.
- vii. Confirmed that the contract could be terminated after two years, with a twelve month notice.

The scrutiny committee unanimously supported the recommendations.

The Executive Councillor for Finance, Resources and Transformation and Non-Statutory Deputy Leader approved the recommendations.

### **Conflicts of interest declared by the Executive Councillor (and any dispensation granted)**

No conflicts of interest were declared by the Executive Councillor.

### **23/57/SR Capital Strategy**

The council continues to develop and expand well-established, long term capital planning. This report presents the capital strategy of the council together with a summary capital programme for the General Fund (GF) and Housing Revenue Account (HRA). The previous capital strategy was approved by Council on 24 February 2022. The strategy is focused on providing a framework for delivery of capital expenditure plans over a 10-30 year period. These plans cover spending on operational assets to support service delivery

and on investments which provide an income for the council alongside meeting the council's objectives in relation to economic development and place-making, regeneration and climate change mitigation. Governance arrangements are also outlined in order to ensure the capital programme continues to deliver value for money.

Decision of the Executive Councillor for Finance, Resources and Transformation and Non-Statutory Deputy Leader recommended to Council:

- The capital strategy to Council
- Note the summary capital programme

### **Reason for the Decision**

As set out in the Officer's report.

### **Any Alternative Options Considered and Rejected**

Not applicable.

### **Scrutiny Considerations**

The Deputy Head of Finance introduced the report.

The Head of Finance and the Deputy Head of Finance said the following in response to Members' questions:

- i. How proportionality is measured was that it is an ongoing assessment. It was about risk. It was about the proportion of the Council's income that was reliant on commercial activities and the proportion that is council tax, business rates, government grants for example. There was a higher risk around commercial income.
- ii. Equality and Poverty implications are measured by complete equality impact assessments. There was an equality impact assessment attached to the budget setting report. There were specific indications when it comes to anti-poverty.
- iii. Had conversations with Lion Yards owner/operator in regards to the re-generation of this commercial area. The owner/operator decided to not involve the Council.
- iv. On Park Street there were three different tranches of borrowing which the Council would be drawing down. The drawdown of the £85 million loan is spread over 2-3 years. The interest rate was variable on the three tranches and it is between 1.6-1.7%. If the Council were to arrange Public Works Loan Board (PWLB) loans at this point in time, to draw down now interest rates would be 4.5-5%.
- v. When asked how much this would save the council over the life of the loan stated that could not give an exact number at this moment and would need to get back to Committee about that. However can say it would be in the millions of pounds.

The Director of Enterprise and Sustainable Development said the following in response to Members' questions:

- i. The Council needs to be clear about its social purpose. Many of the smaller commercial units have played a part in that. The overarching valuations of the investment plan over a longer term the values are going up and the rental income is going up. They were working to minimise voids and support business through a difficult period and an ongoing difficult period. Over the last two years they have been working on setting up payment plans to avoid voids.
- ii. The re-letting of smaller spaces, there are a wide range of uses that can meet the rental income within the city.
- iii. Overall, the value of the commercial portfolio is rising over a long-term basis.
- iv. The asset management plan will be published in the spring.

The scrutiny committee unanimously approved the recommendations.

The Executive Councillor for Finance, Resources and Transformation and Non-Statutory Deputy Leader approved the recommendations.

### **Conflicts of interest declared by the Executive Councillor (and any dispensation granted)**

No conflicts of interest were declared by the Executive Councillor.

### **23/58/SR Cambridge City Housing Company Update**

This report presents an update on the council's wholly owned housing company, Cambridge City Housing Company Limited (CCHC). The updated business plan for CCHC for the period 2022/23 – 2031/32 is attached. CCHC performed well over the past year in terms of letting its own stock, with low void levels, minimal arrears, and low levels of antisocial behaviour over the past year. The Annual General Meeting will be on 8 March 2023. Since Covid-19, CCHC leased 5 properties from the council to re-let to rough sleepers to help meet their needs, providing accommodation to help keep them safe and provide support. However, this model has proved to be unsuitable for this cohort and as tenancies are brought to an end, at the request of the council these leases are being collapsed prematurely.



Decision of the Executive Councillor for Finance, Resources and Transformation and Non-Statutory Deputy Leader:

- Note the comments of the Strategy and Resources Scrutiny Committee on the draft business plan; and
- To inform the board of directors of Cambridge City Housing Company of the comments of the Strategy & Resources Scrutiny Committee for consideration in finalising the Business Plan

### **Reason for the Decision**

As set out in the Officer's report.

### **Any Alternative Options Considered and Rejected**

Not applicable.

### **Scrutiny Considerations**

The Head of Finance introduced the report.

The Head of Finance said the following in response to Members' questions:

- i. Would enquire what happens to people whose leases were closed.
- ii. Financial implications of bringing HRA leases to a premature close were that any losses that came from damage, failure to collect rent, leases themselves, the Council would bore the cost.
- iii. The Council had a relatively small number of properties (23), they are managed by Townhall Lettings. They keep in touch with tenants and signpost to help when needed. By doing so they have been able to keep the voids quite low.
- iv. Have not had a problem with large amount of void works.
- v. Always keep loan under review.

The scrutiny committee approved the recommendations 7-0 (1 abstention)

The Executive Councillor for Finance, Resources and Transformation and Non-Statutory Deputy Leader approved the recommendations.

### **Conflicts of interest declared by the Executive Councillor (and any dispensation granted)**

No conflicts of interest were declared by the Executive Councillor.

**23/59/SR Treasury Management Strategy Statement 2023/24 to 2025/26**

The Council is required to receive and approve, as a minimum, three main treasury management reports each year. The first and most important is the Treasury Management Strategy (this report), which covers:

- capital plans (including prudential indicators);
- a Minimum Revenue Provision policy which explains how unfinanced capital expenditure will be charged to revenue over time;
- the Treasury Management Strategy (how investments and borrowings are to be organised) including treasury indicators; and
- a Treasury Management Investment Strategy (the parameters on how investments are to be managed).

A mid-year treasury management report is produced to update Members on the progress of the capital position, amending prudential indicators as necessary, and advising if any policies require revision.

The Outturn or Annual Report compares actual performance to the estimates in the Strategy. The statutory framework for the prudential system under which local government operates is set out in the Local Government Act 2003 and Capital Financing and Accounting Statutory Instruments. The framework incorporates four statutory codes. These are:

- the Prudential Code (2021 edition) prepared by CIPFA;
- the Treasury Management Code (2021 edition) prepared by CIPFA;
- the Statutory Guidance on Local Government Investments prepared by the Department for Levelling Up, Housing and Communities (DLUHC) (effective 1 April 2018); and
- the Statutory Guidance on Minimum Revenue Provision prepared by DLUHC (effective 1 April 2019).

The Council's S151 Officer has considered the deliverability, affordability and risk associated with the Council's capital expenditure plans and treasury management activities. The plans are affordable. Where there are risks such as the slippage of capital expenditure, or reductions in investment values or income, these have been reviewed and mitigated at an acceptable level. The Council has access to specialist advice where appropriate. Treasury Management Reports are required to be adequately scrutinised before being recommended to the Council. This role is undertaken by the Strategy and Resources Scrutiny Committee.

Decision of the Executive Councillor for Finance, Resources and Transformation and Non-Statutory Deputy Leader recommended to Council:

- That this report, including the estimated Prudential and Treasury Indicators for 2023/24 to 2026/27 (inclusive) as set out in Appendix C, be approved.

**Reason for the Decision**

As set out in the Officer's report.

**Any Alternative Options Considered and Rejected**

Not applicable.

**Scrutiny Considerations**

The Deputy Head of Finance introduced the report.

The scrutiny committee unanimously approved the recommendations.

The Executive Councillor for Finance, Resources and Transformation and Non-Statutory Deputy Leader approved the recommendations.

**Conflicts of interest declared by the Executive Councillor (and any dispensation granted)**

No conflicts of interest were declared by the Executive Councillor.

**23/60/SR Scrutiny of the General Fund (GF) Draft Budget 2023/24**

This report presents the GF draft budget for 2023/24 and a summary of the responses to the associated public consultation. The draft budget is balanced using £2.9m of reserves and reduces the overall five-year savings requirement by £0.4m.

A briefing note covering the provisional local government finance settlement, council tax and business rates calculations and other proposed updates to the draft budget is included at Appendix B.

Following scrutiny, a final GF budget setting report (BSR) will be produced for presentation to The Executive on 9 February 2023, for recommendation to Council on 23 February 2023. Comments from the Scrutiny Committee will be reported to the Executive and Full Council.

Decision of the Executive Councillor for Finance, Resources and Transformation and Non-Statutory Deputy Leader recommended to Council:

- That this report, including the estimated Prudential and Treasury Indicators for 2023/24 to 2026/27 (inclusive) as set out in Appendix C, be approved.

### **Reason for the Decision**

As set out in the Officer's report.

### **Any Alternative Options Considered and Rejected**

Not applicable.

### **Scrutiny Considerations**

The Scrutiny Committee received an introduction from the Head of Finance, who updated on the final Local Government Settlement being more than expected which in turn will result in less use of Reserves than forecast dependent on consideration by the Executive on 9 February of the final position. The Section 25 report from the Head of Finance will accompany the updated Budget Setting Report to the Executive.

Cllr Bick proposed an amendment:

### **“Add new recommendation (3):**

“Invite the Executive to reconsider the following budget items:

- **S5118 - Closing some Public Conveniences**  
Until the council has agreed an overall public toilet strategy, identifying logical locations where needs should be met, necessary investment in ongoing facilities and future coinless access options
- **S5143 - Environmental Services – reductions In staffing**  
On the basis that this would reduce capacity for one of the council's primary activities at a point when the need is for more, rather than less coverage across the city to support increasing regulation and increasing population
- **S5102 – Cancel Big Weekend City Event**  
Until alternative models for funding and mounting this or a similar event have been examined

- **S5110 – Remove remaining subsidy for last 3 bus routes (from 2024/25)**

And revisit when the budget for 2023/24 is considered, when we know what the GCP strategy would be and how this would affect bus services”

The Chair proposed that the amendment be passported to the Executive for consideration with no debate. This was agreed by the Scrutiny Committee.

There was then some debate on whether the amendment had in fact been supported by the Scrutiny Committee. The meeting was adjourned whilst advice was sought from the Monitoring Officer on the process for presenting the amendment to the Executive.

Once re-convened the Chair proposed the amendment be altered to refer to invite the Executive to consider (ie. not re-consider). Cllr Bick requested the amendment be voted on as submitted.

The amendment was lost by 3 votes to 5.

The Chair then proposed the amendment be altered as above which was approved by 5 votes to 0.

Scrutiny Committee unanimously supported the recommendations for the Executive Councillor for Finance, Resources and Transformation:

- Agree the proposed updates to the draft budget set out in Appendix B
- Note and consider the outcomes of the public consultation presented in Appendix C
- That the Executive is requested to consider the budget items listed above.

The Executive Councillor for Finance, Resources and Transformation approved the recommendations and re-iterated that a review of the new budget process should be undertaken by the scrutiny committee at the conclusion of this year’s process.

**Conflicts of interest declared by the Executive Councillor (and any dispensation granted)**

No conflicts of interest were declared by the Executive Councillor.

## **23/61/SR Update on the Four Day Week Trial in the Greater Cambridge Shared Planning Service**

By the time this report is received by the Strategy and Resources Committee on Monday 30th January, the 4DW trial will have started for nearly all desk-based roles in South Cambridgeshire, including the Shared Planning Service.

This report provides a brief summary of the planning process that took place to prepare for the trial and gives a brief insight into the first two weeks of the trial in practice (up to the report deadline date of 13 January 2023). A further verbal update will be provided at the committee meeting, by which time a full month of the trial will have taken place.

Decision of The Executive Councillor for Finance, Resources and Transformation and Non-Statutory Deputy Leader:

- Note the report.
- Provide any feedback thought relevant to the Chief Executive of South Cambridgeshire District Council.

### **Reason for the Decision**

As set out in the Officer's report.

### **Any Alternative Options Considered and Rejected**

Not applicable.

### **Scrutiny Considerations**

The Chief Executive of South Cambridgeshire District Council introduced the report.

The Chief Executive of South Cambridgeshire District Council said the following in response to Members' questions:

- i. The first KPI data would be collected in February. Would be taken to South Cambridgeshire Staffing Committee in person and sent to the Scrutiny Committee.
- ii. The pulse survey was a temperature check, the more detailed survey is the health and wellbeing survey which was undertaken in August and will run again in April. This will be run by an external company. It would contain much more detail.
- iii. The three-month trial was testing whether it is possible to run services over a four-day week. If it appears possible, they will extend the trial for a year.
- iv. The four-day week may assist in tackling the problem of recruitment and retention.

- v. The key is sustainability. The vast majority of business that have gone to a four day work week have not gone back.

The scrutiny committee unanimously approved the recommendations.

The Executive Councillor for Finance, Resources and Transformation and Non-Statutory Deputy Leader approved the recommendations.

### **Conflicts of interest declared by the Executive Councillor (and any dispensation granted)**

No conflicts of interest were declared by the Executive Councillor.

### **23/62/SR Senior Management Structure Proposals**

The Chief Executive is reorganising the senior management of the Council and has been consulting staff. The Senior Management Review proposals are integral to the Council's transformation programme - Our Cambridge. This report provides the scrutiny committee with an overview of the consultation feedback and revisions to the proposals.

The foreword to the consultation is at Annex A. The consultation document is a separate attachment. The key elements of the proposals include:

- Re-arranging the management of council teams into five groups to create a flatter structure, improve collaboration, and increase efficiency.
- Reducing the cost of senior management by 20 per cent through a reduction in the number of posts.
- Achieving around £0.3m net savings per annum once the new structure is fully implemented.

The Civic Affairs Committee will consider changes to the senior officer pay structure on 8 Feb 2023 which implement aspects of the proposals. The Employment (Senior Officer) Committee is responsible for recommending severance packages over £100k to Council.

Decision of the Leader of the Council recommended to Council:

- That the Council approves the restructuring proposals set out in this report:

- a) the deletion of the following posts at Director level: Director of Communities and Neighbourhoods; and Director Enterprise and Sustainable Development; and
- b) the creation of the following new posts at Director level: Director, Communities; Director, City Services; Chief Operating Officer.
- c) the deletion of the following posts at Head of Service level:
- Head of Commercial Services
  - Head of Community Services
  - Head of Corporate Strategy / Assistant Chief Executive
  - Head of Environmental Services
  - Head of Housing Maintenance and Assets
  - Head of Housing Services
  - Head of Human Resources
  - Head of Property Services
  - Head of Transformation
- d) the creation of the following new posts at Assistant Director level, which will be composed of 2 levels:
- Assets and Property (AD2)
  - Assistant Chief Executive (AD2)
  - Housing and Homelessness (AD1)
- e) to note that the following posts will be subject to slotting-in arrangements with new post titles:
- Head of Finance to Chief Finance Officer (AD1)
  - Head of Housing Development Agency to Assistant Director, Development (AD1)
- f) the creation of a new Head of People and a Head of Transformation on 2-year Fixed Term contracts at Band 11, while future leadership arrangements for 'Transformation, Digital and HR' are considered.
- g) that the Chief Executive is given delegated powers to take all steps necessary to implement the new structure (other than those delegated to the ESOC) including final determination of the Council's staffing structure below Director level, and
- H) where specific changes to the Constitution are required the Chief Executive and Monitoring Officer should make such changes.

That the Council notes:

- h) the Head of 3C Shared Legal Services (Head of Service) and Council's Monitoring Officer becomes an Assistant Director grade (AD1) in the new grade structure.



- i) the Head of Building Control (Head of Service) post will be reviewed once the Greater Cambridge Shared Planning Service management restructure has been fully implemented.
- j) changes proposed to the senior officer Leadership Behaviours following feedback from the consultation (see Annex B).
- k) that the transitional Group structure will provide staff with certainty about line management arrangements and are a starting point for each Group organisational redesign (Annex C).

### **Reason for the Decision**

As set out in the Officer's report.

### **Any Alternative Options Considered and Rejected**

Not applicable.

### **Scrutiny Considerations**

The Chief Executive introduced the report.

The Chief Executive said the following in response to Members' questions:

- i. Portfolio division is a decision for Members.
- ii. There had been compromises made in regard to the naming of groups, however there will be more work done on the group structure over time.
- iii. It will be possible to reduce to four groups if this was something that needs to be done in future.
- iv. The Head of HR is proposing some changes to pay for recruitment and retention. A report was going to the Civic Affairs Committee on the 8<sup>th</sup> of February about this.

The scrutiny committee unanimously approved the recommendations.

The Leader of the Council approved the recommendations.

### **Conflicts of interest declared by the Executive Councillor (and any dispensation granted)**

No conflicts of interest were declared by the Executive Councillor.

This is a regular report to the Scrutiny Committee each cycle providing an update on the activities of the Cambridgeshire and Peterborough Combined Authority (CPCA) Board since the last meeting on 10 October 2022 of the Scrutiny Committee.

Decision of the Leader of the Council:

- Provide an update on the Board issues and considered at the meetings of the Combined Authority Board held on 19 October, 30 November 2022 and 25 January 2023.

### **Reason for the Decision**

As set out in the Officer's report.

### **Any Alternative Options Considered and Rejected**

Not applicable.

### **Scrutiny Considerations**

The Assistant Chief Executive introduced the report.

The Leader of the Council provided a verbal report.

- i. It was noted that there had been a Combined Authority (CA) board meeting last week and there was a budget debate, as well as the Mayor's budget. Including a suggestion for a precept of £1.00 per month for council tax for Band D properties to ensure that the 23 bus services saved last year can continue.

The Committee noted the report.

The Leader of the Council agreed to note the report.

## **23/64/SR North East Cambridge Core Site**

This report provides an update on progress to date and next steps for the North East Cambridge (NEC) Core Site project, and the Housing Infrastructure Fund programme delivery.

The whole NEC area encompasses around one square kilometre within the City and South Cambridgeshire geographies.

The North East Cambridge (NEC) Core Site, situated south of the A14, west of the science park and north of the Cambridge business park, is one of the last large scale brownfield development regeneration sites suitable for housing development in Cambridge. The location beside the A14, Cambridge North Station, the guided bus way and the Chisholm Trail, make this a highly accessible and sustainable location. The Core Site of around 49ha is owned by Anglian Water Authority and Cambridge City Council and is located within Cambridge City Council's boundary. It currently houses the Cambridge Waste Water Treatment Plant (CwwTP). The relocation of this plant is key to unlocking the potential both for this site and for the wider area.

There are three key projects associated with the Council and relating to the proposed Core Site development which include:

1. Planning Framework North East Cambridge Area Action plan (NEC AAP or AAP) and the emerging Greater Cambridge Local Plan (GCLP)– led by Greater Cambridge Shared Planning Service.
2. Cambridge Waste Water Treatment Plant Relocation - Cambridge Waste Water Treatment Plant Relocation Project (CwwTP) – led by Anglian Water and funded through HIF. Cambridge City Council is the grant recipient from Homes England for the HIF funding. Grant Monitoring meetings occur monthly.
3. NEC Core Site Development – led by Cambridge 4 LLP, a joint venture between Anglian Water and Cambridge City Council (with reserved matters to Cambridge City Council and Anglian Water), with master developers U&I and TOWN. The project board, comprising members from U&I, Anglian Water and the City Council, meets quarterly and reports to the LLP Board. The LLP Board, comprising members from Anglian Water and the City Council, meets quarterly and is administered by Anglian Water. All reserved matters are referred for decision to the Anglian Water Board and to Executive Cllr/scrutiny committee at the Council. Quarterly reports are also submitted to the Executive Members.

It should also be noted that other key landowners are also progressing development proposals and consented plans within the wider NEC area. Whilst the Core site project team are actively engaged with other landowners, this report does not focus on progress other than for the Core Site. The Planning framework and the CwwTP projects are only covered in very high level summary owing to the Core site project's interdependency with them.

Key progress has been mainly focussed this year on the Development Consent Order application, which is due to be submitted in early 2023. For the

Core Site, 2022, like 2021, has been focussed on the widest possible engagement programme, focussed on the vision, values and very early master planning stages. Key elements include:

- Appointment of new master planners and confirmation of main team
- Progress towards a final DCO application and Approval of the Draft Regulation 19 North East Cambridge Area Action Plan
- Review of the Master Development Agreement
- Engagement programme for the Core Site including launch in February 2022
- Establishment of the Ideas Exchange
- Schools Programme with Cambridge Curiosity and Imagination
- People, City and Planet Festival October 2022
- Implementation of the Core Site Branding exercise
- Establishment of the AAP wide draft transport strategy, to be completed in 2023
- Progress on proposals for Meanwhile site activation and Early phase development, in compliance with current site constraints
- Planning 2023 refresh of the landowner group with independent chair, and submission of capacity bid to Homes England

The outcome of the engagement programme is being fed back into the workstreams on an ongoing basis. Emerging themes include:

- General support for the promises and values and for the early engagement
- Prioritisation of the values based around Openness to all and Living within Environmental means followed by Integration with nature
- Focus on the practical implications of low or no car use
- A truly mixed-use urban place
- A balance of homes and jobs
- Successful public realm with vibrant animated streets and close amenities
- A range of new types of homes & ownership models

Key risks for the Core site remain within the planning and transport arenas, with the added risk this year of the inflationary rises, which are currently impacting on both the Relocation project and Core Site development. The longer-term timelines of the project may provide some mitigation on this basis, but reviewing the business cases and working closely with Homes England and DHLUC will be key during 2023.

Decision of the Leader of the Council:

- Note the progress and next steps reports for the project workstreams.

- Note the increased risks arising as a result of the inflationary pressures and delegate authority to the Director to work on further risk mitigation to assure the Council that the programme remains on track for delivery.

**Reason for the Decision**

As set out in the Officer's report.

**Any Alternative Options Considered and Rejected**

Not applicable.

**Scrutiny Considerations**

A Public Speaker made a statement.

The Director of Enterprise and Sustainable Development introduced the report.

The Director of Enterprise and Sustainable Development said the following in response to Members' questions:

- i. The Area Action Plan cannot come forward until the final determination of the Development Consent Order (DCO).
- ii. The DCO would be subject to inspection.
- iii. The North East Cambridge landowner group were seeking to appoint an independent chair. There were a number of independent task groups. One of those is the general infrastructure. They were re-engaging with utilities, water management, connectivity. They were re-engaging in regard to energy. Early evidence raised some risks in regard to an AAP wide energy provision. They were looking at key sites and neighbourhoods, whichever is more efficient. However this will all be reviewed.

The Committee noted the report.

The Leader of the Council agreed to note the report.

**Any Alternative Options Considered and Rejected**

Not applicable.

**23/65/SR To note Urgency Action taken by Officer**

Record of Officer Urgent Decision:

Cambridgeshire and Peterborough Combined Authority- Appointment of the Council's Board member and substitute member

Decision taken: To appoint the Board member and substitute member for the City Council on the Combined Authority.

Decision of: Chief Executive

Reference: 22/OfficerUrgent/SR/02

Date of decision: 4 November 2022

Matter for Decision: To appoint Councillor Anna Smith as the City Council's member and Councillor Lewis Herbert as substitute member on the Cambridgeshire and Peterborough Combined Authority.

Any alternative options considered and rejected: None

Reason for the decision including any background papers considered: Normally an appointment by Full Council (which next meets on 23 February 2023), an urgent decision under paragraph 2 of section 9, Council Procedure Rules was necessary to give the required 14 days' notice by the Combined Authority of a change to the city council's Board membership.

Conflict of interest and dispensation granted by Chief Executive: None.

Comments: None

### **23/66/SR To Note Record of Urgent Decision Taken by Executive Councillor**

Record of Executive Decision:

Approval of funding to Cambridge Investment Partnership for a land purchase.

Decision of: Councillor Davey, Executive Councillor for Finance Resources and Transformation

Reference: 22/URGENCY/S&R/17

Date of decision: 9/12/22 Date Published on website: 12/12/22

Decision Type: Key

Matter for Decision: Approval of funding to Cambridge Investment Partnership for a land purchase.

**23/67/SR Committee Decisions**

The meeting ended at 9.15 pm

**CHAIR**

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Item

## **2022/23 GENERAL FUND PROVISIONAL REVENUE CARRY FORWARDS**

**To:**

Councillor Mike Davey, Executive Councillor for Finance and Resources Portfolio

Strategy & Resources Scrutiny Committee 27 March 2023

**Report by:**

Caroline Ryba, Head of Finance

Tel: 01223 - 457248

Email: [caroline.ryba@cambridge.gov.uk](mailto:caroline.ryba@cambridge.gov.uk)

**Wards affected:**

Abbey, Arbury, Castle, Cherry Hinton, Coleridge, East Chesterton, King's Hedges, Market, Newnham, Petersfield, Queen Edith's, Romsey, Trumpington, West Chesterton

### **Key Decision**

#### **1. Executive Summary**

- 1.1 This report presents details of any anticipated variances from budgets, where resources are requested to be carried forward into the 2023/24 financial year in order to undertake or complete activities which were originally intended to take place in 2022/23.

## **2. Recommendations**

The Executive Councillor, is recommended, following scrutiny and debate at Strategy & Resources Scrutiny Committee:

- a) To agree the provisional carry forward requests, totalling £351,070 as detailed in Appendix A, are recommended to Council to approve, subject to the final outturn position.

## **3. Background**

- 3.1 Approval in principle is sought to carry forward unspent budget from 2022/23 into the next financial year, 2023/24. Provisional carry forward requests which have been assessed for reasonableness by the Council's Head of Finance are being presented to the March 2023 Strategy & Resources Committee for approval at Council 25 May 2023, to ensure that officers have the appropriate authority to continue uninterrupted to deliver services and projects that have been delayed for the reasons specified in the appendix to this report .
- 3.2 Final carry forward requests will be presented to the Strategy & Resources Committee 3 July 2023, where the sums involved may differ from the estimates provided in March 2023, which have been provided for approval in principle.
- 3.3 Appendix A sets out the provisional list of items, for the General Fund, for which approval is sought to carry forward unspent budget from 2022/23 to the next financial year, 2023/24.

## **4. Implications**

### **(a) Financial Implications**

- 4.1 The financial implications of approving the provisional carry forwards of £351,070 budget from the current year into 2023/24, will result in a

reduced budgeted contribution from General Fund reserves for the current financial year, from £3,975k to £3,624k, with a corresponding decrease in the contribution to reserves in 2023/24.

- 4.2 A decision not to approve a carry forward request will impact on officers' ability to deliver the service or scheme in question and this could have staffing, equal opportunities, environmental and / or community safety implications.

### **(b) Staffing Implications**

Any direct staffing implications arising from the delay in delivery of workstreams, or the carry forward of resource, will be considered and addressed by officers as part of each individual carry forward approval.

### **(c) Equality and Poverty Implications**

There are no direct equality and poverty implications associated with this report.

### **(d) Net Zero Carbon, Climate Change and Environmental Implications**

There are no direct environmental implications associated with this report.

### **(e) Procurement Implications**

Any procurement implications arising from the delay in delivery of workstreams will be considered and addressed by officers as part of each individual carry forward approval.

### **(f) Community Safety**

There are no direct community safety implications associated with this report.

## **5. Consultation and Communication considerations**

There are no direct consultation and communication implications associated with this report.

## **6. Background papers**

Background papers used in the preparation of this report:

Background information is held in the Council's financial management system.

## **7. Appendices**

- Appendix A – Provisional General Fund Carry Forward Requests

## **8. Inspection of papers**

To inspect the background papers or if you have a query on the report please contact:

Karen Whyatt, Senior Accountant (Services)

Telephone: 01223 – 458145 or email: [karen.whyatt@cambridge.gov.uk](mailto:karen.whyatt@cambridge.gov.uk).

Cost Centre	Portfolio	Provisional forecast variance position of cost centre (underspend)/overspend at January month end. Prior to carry forward	Cost Centre Description	Carry Forward Budget £	Cost Centre Contact	Comments
1050	Recovery, Employment and Community Safety	(33,026)	Community Safety	31,910	Keryn Jalli	This 2 year bid to fund the post of Community Youth Liaison Officer was delayed due to Covid-19. The post holder delivers a contextual safeguarding approach to managing behaviours of young people known for crime and anti-social behaviour in the city; this includes knife crime, child exploitation, criminal damage and anti-social behaviour. The post holder's work enables the council to reduce harm that young people are exposed to and reduce the risk to the community. A carry forward of the remainder of this budget is requested to enable us to continue covering the costs of the fixed term contracted post.
1424	Environment, Climate, and Biodiversity	(193,058)	Environmental Health Salaries	50,000	Yvonne O'Donnell	During Covid food inspections were put on hold and team diverted to doing covid work. Following the reopening of businesses, the Food Standards Agency (FSA) set out a recovery plan to inspect all high risk food businesses by certain deadlines which we achieved for 2022/23 by using contractors from a carry forward of salaries from 2021/22. Due to issues with contractors we were unable to fully catch up and only met our recovery plan target, hence the reason we did not spend the total carry forward for 22/23. The FSA have now stated that we are required to complete all our programme of food inspections including low risk in 2023/24, this equates to over 1000 inspections (this includes the back log since April 2020) to be completed for 2023/24. The current staffing resource will not enable us to fulfil our statutory obligation as set by the FSA, therefore I am requesting a carry forward to appoint contractors to carry out food inspections to support the team in order to meet this requirement. The remaining underspend will be able to offer back up as a one off saving.
1758	Finance, Resources and Transformation	(129,616)	Other Commercial Properties	100,000	Philip Doggett	The carry forward request of £100k is in respect of an unspent one-off budget that has been ringfenced to be paid as a leasing incentive to the proposed new tenant of 23 Market Street. The terms of the letting and agreement for lease provide for the Council to pay the tenant an incentive towards fit out costs upon opening for business. As the leasing incentive payment will not now be paid in the 2022/23 financial year, a budget of £100k is requested to be carried forward to the 2023/24 financial year.
1758	Finance, Resources and Transformation	(129,616)	Other Commercial Properties	20,000	Philip Doggett	Mill Lane Boathouse is one of 10 development schemes identified and approved at Strategy and Resources Scrutiny Committee in February 2021. This request is to carry over the prior approved feasibility funding, for architectural services, cost consultancy, planning services and valuation advice. The Boathouse and river frontage is included in the footprint of the wider planned Mill Lane redevelopment proposed by the University and forms part of the Mill Lane Supplementary Planning Document. There have been delays by the University bringing this forward. The Council's land holding includes a significant part of the river frontage in this location and as such, is considered to be an important element to any re-development proposals by the University. The proposal is to explore redevelopment of the site to create a new boathouse with associated office for punt operations, possibly a café and/or small residential scheme, either single or two storey. This is an opportunity to undertake a redevelopment to generate new revenue streams and improve the public realm.
1454	The Leader	(112,160)	Cambridge Northern Fringe East (CNFE)	112,160	Fiona Bryant	The refined programme to enable the Area Action Plan to be better aligned to the Development Consent Order and Local plan processes and resource capacity has meant a delay to the progress on the Core site development to 2023/4. The funding carried over is for project management, legal costs and community engagement.
8006	Finance, Resources and Transformation	(199,014)	Accountancy and Support Services	17,000	Caroline Ryba	Required to fund business partner training for accountants to provide strategic support for the Groups established following the senior management restructure. Amount reflects expected inflation of these training costs.
1057	Open Spaces, Food Justice and Community Development	(84,628)	Community Development Voluntary Support	10,000	Julie Cornwell	The carry forward will allow grants to be awarded as part of the King Charles III Coronation Celebration Grant Fund. £10,000 will allow support to be provided to a minimum of 20 community groups. Funding will be prioritised to those groups able to demonstrate how they will ensure their activity is inclusive to people on low incomes or those that are socially isolated. Funded groups must ensure that entry to events is free for Cambridge City residents.
1425	Environment, Climate, and Biodiversity	(40,197)	Tascomi - Env Health Software	10,000	Yvonne O'Donnell	This was a previous carry forward for the Tascomi implementation for consultancy work. The work in 2022/23 was carried out within existing resources and hence resulted in a significant underspend. As the project moves into phase 2 of the project to implement online forms, integration between IDOX (Tascomi) and Capita for online payments for licensing applications, online EH service requests and the progression of mobile working, there will be a requirement for further consultancy costs to implement the next phase of the project.
<b>351,070</b>				<b>Total Carry forwards</b>		

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## Review of General Fund Asset Management Plan

**To:**

Executive Councillor for Finance, Resources and Transformation  
Strategy & Resources Scrutiny Committee 27/3/2023

**Report by:**

Dave Prinsep, Head of Property Services

Tel: 01223 457318 Email: [dave.prinsep@cambridge.gov.uk](mailto:dave.prinsep@cambridge.gov.uk)

Lynn Bradley, Head of Housing Maintenance and Assets

Tel: 01223 457831 Email: [lynn.bradley@cambridge.gov.uk](mailto:lynn.bradley@cambridge.gov.uk)

**Wards affected:**

All

### 1. Executive Summary

- 1.1 The Council has an existing General Fund Asset Management Plan approved in 2019. It is good practice to review such Plans every 5 years or so to reflect changes that have occurred since.
- 1.2 There have been changes to property owned, how assets will be utilised post Covid and how they will be used in future as part of the Council's wider 'Our Cambridge' business transformation programme so a review is timely.
- 1.3 The Council's Climate Change Strategy 2021-26 has set a net zero carbon target for its buildings included in its Greenhouse Gas report. The government's Minimum Energy Efficiency Standards also requires that leased out/commercial property achieve an Energy Performance Certificate of at least 'B' by 2030.
- 1.4 The Asset Management Plan sets out how the Council will manage its General Fund assets, is updated to reflect the current environmental performance of properties and how this will be improved to meet the targets as set out above.

- 1.5 This will require significant staff, time and financial resource to achieve improvement and the report sets out a phased, prioritised approach to this. A high-level timeline for undertaking further reports and works from 2023/24 to 2029/30 is set out in 3.17 below.
- 1.6 Proposed group and team structures as part of the senior management review brings responsibility for asset management, maintenance and decarbonisation under a single group and leadership. This will also enable better optimisation of assets and resources as well as more engagement with services using property.

## **2. Recommendations**

- 2.1 The Executive Councillor is recommended to:
  - 2.1.1 Approve the Asset Management Plan as attached at Appendix A; and
  - 2.1.2 Agree the proposed approach to identifying works, seeking funding and delivery to meet environmental targets by 2030 as set out in the Asset Management Plan and this report.

## **3. Background**

- 3.1 The Council has a General Fund (GF) Asset Management Plan (AMP), approved in July 2019. Its purpose is to set out the background, objectives and governance of ownership and management of GF property. It reflects the Corporate Plan “One Cambridge – Fair for All” vision in which economic dynamism and prosperity are combined with social justice, equality and action to address climate change and environmental impacts.
- 3.2 It is good practice to review AMPs every 5 years so that they remain relevant, reflect changes that may have happened with regard to the property portfolio, legislation or Council policy.

### **Changes since last AMP**

- 3.3 There have been property changes since the last AMP such as several redevelopments incorporating community centres, the Park Street Car Park redevelopment, the acquisition of Nuffield Close Industrial Estate, the disposal of some smaller commercial properties and the proposed new Operational Hub to replace the Depot. The impact of working through the Pandemic led to a significant shift in how we now work and use our administrative office space resulting in a substantial overprovision.
- 3.4 ‘Our Cambridge’, the Council’s business transformation programme, is reviewing how we deliver services. This is likely to see a shift in property requirements as the programme progresses in terms of amount of space

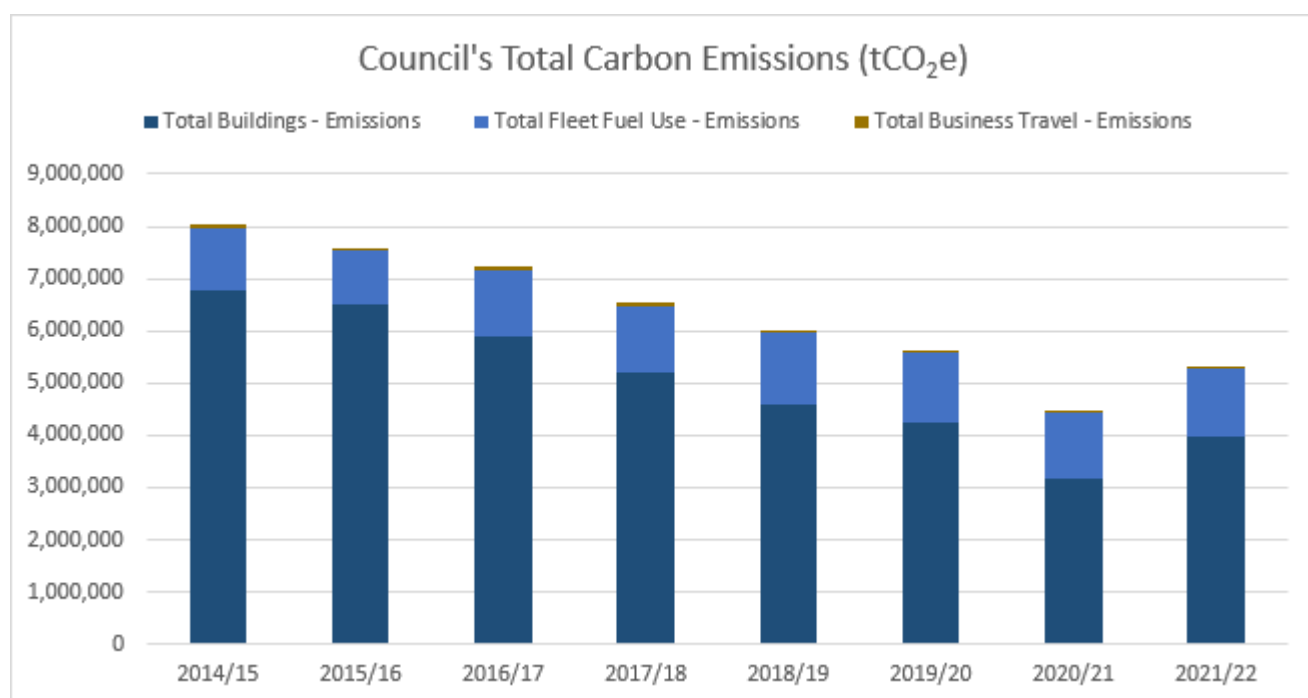


needed, where this is and how it is used. Outcomes from this work will become clearer over the next 6-12 months.

- 3.5 New regulations have also been introduced regarding borrowing from the Public Works Loan Board for acquiring commercial assets purely for income generation purposes. Key performance indicators are also suggested for ensuring a prudent approach to commercial property investment.
- 3.6 Officers have reviewed the previous asset management plan and updated this as per appendix A to reflect the above changes and the Council's approach to climate change.

### Climate Change, Net Zero Carbon and Minimum Energy Efficiency Standards

- 3.7 The Council's Climate Change Strategy 2021-26 has set a target to reduce direct carbon emissions from our corporate buildings, fleet vehicles (including vans, trucks and refuse vehicles), and business travel, to net zero by 2030. Specifically, the net zero carbon target applies to all the buildings that are included in the Greenhouse Gas report.
- 3.8 The Council's total Greenhouse Gas emissions have reduced by 34.7% between 2014/15 to 2021/22, from 8,041 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) to 5,248 tCO<sub>2</sub>e. This reduction was partly due to steps that the Council has taken, including investing in energy efficiency and renewable energy measures in its buildings, rationalising its office accommodation, and reducing carbon emissions from its fleet vehicles.



- 3.9 However, a significant proportion of this reduction was also due to the decarbonisation of electricity generation at a national level, through the progressive closure of coal-fired power stations and increasing renewable

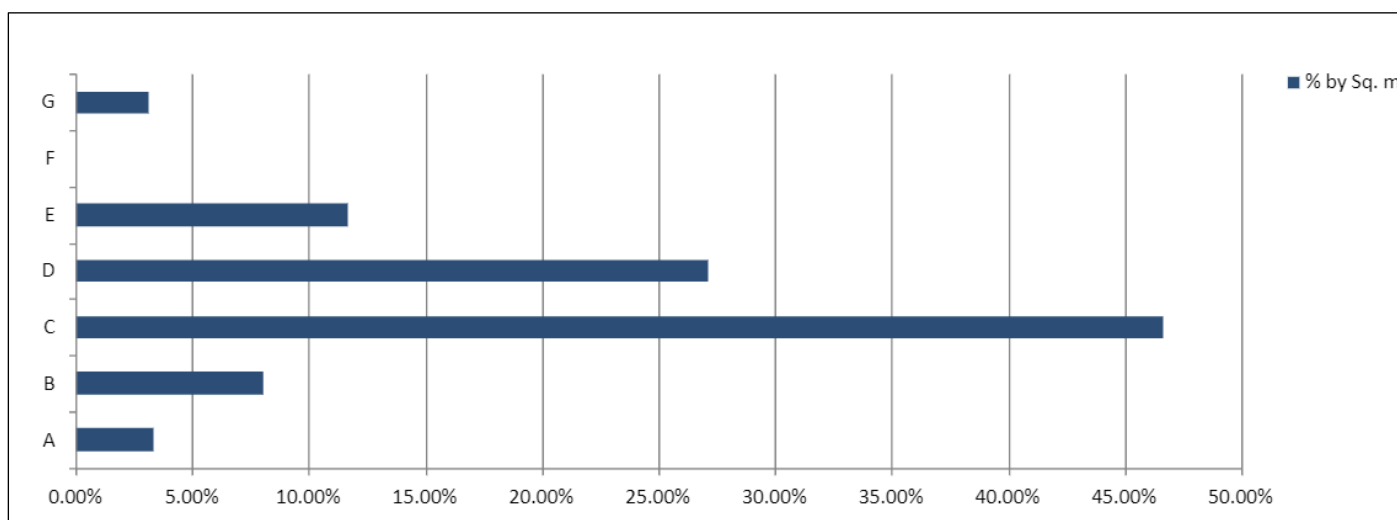
electricity generation through sources such as off-shore wind generation. Further work is needed to significantly reduce the Council's emissions from its property.

3.10 Government consultations propose changing legislation for energy efficiency for commercial/leased out property to achieve a minimum Environmental Performance Certificate (EPC) of 'B' by 2030 (and possibly 'C' by 2027).

3.11 For commercial/leased out property, the following energy efficiency target applies:

- All commercial properties owned and let out by the Council must have an Energy Performance Certificate (EPC) rating of B or higher by 2030

3.12 The current commercial property performance in this respect is as shown below:-



## Achieving Environmental Improvement

3.13 For the GF properties it has been considered how environmental performance improvements (net zero) will most likely be achieved in respect of individual properties, how each property should be prioritised and what further information will be required. The options for achieving targets are likely to be one of the following or a combination:-

- Retrofit of existing buildings (including potential connection to a District Heat Network, should the concept currently being considered for feasibility prove viable and is delivered);
- Redevelopment or new build
- Disposal or rationalisation

3.14 Proposals for improvement are based on likely asset management actions between now and 2030 and this assessment will inform further information required to be collected. This will cover over 200 properties of different sizes,

types and construction so needs to be phased over time (as well as to reflect technological change over time).

3.15 Information on some properties is held but significant work is needed to assess how each property can meet the required targets and the estimated costs. Once this further information is collected, budget proposals for future years can be assessed and sources of funding considered (for both staffing and works).

3.16 Properties are prioritised generally as follows but other factors may affect prioritisation in some cases:-

Priority	1	2	3
<b>Greenhouse Gas Report properties</b>	Total CO2 emissions (tonnes)		
	100 and higher	Between 10 & 99	Less than 10
<b>Non- Greenhouse Gas Report properties</b>	Environmental Performance Certificate Rating		
	E or higher	D	C

3.17 It is proposed to take a phased approach with initial reports prepared in one financial year to identify works and cost estimates to feed into the subsequent years Budget Setting Report. The suggested target dates are as follows:-

Priority	Reports undertaken	Target BSR Inclusion	Target work date
<b>1</b>	2023/24	2024/25 - 2025/26	2024/25 - 2026/27
<b>2</b>	2024/25 – 2025/26	2025/26 - 2026/27	2026/27 - 2027/28
<b>3</b>	2026/27 – 2027/28	2027/28 – 2028/29	2028/29 – 2029/30

3.18 In addition to the above reports and retrofit works, significant work needs to be undertaken to bring forward properties identified as meeting requirements through redevelopment. These will need to be picked up through either the Cambridge Investment Partnership or delivered through alternative routes (most redevelopments were identified in the General Fund Property Review in July 2019).

3.19 The AMP appendices show the performance of GF properties and the further work required which in most cases will initially be seeking specialist advice as to how to achieve these targets. There are some challenging properties in the portfolio due to age, Listed status, location and construction.

### **Environmental improvement reports and work undertaken to date**

3.20 Several reports have been commissioned to identify how the Council's administrative buildings can be decarbonised and the estimated cost of doing this:

1. Report by Bouygues (Energies and Services UK) – Cambridge City Council Net Zero Carbon Assessment 2021- decarbonisation measures only

2. Reports by Potter Raper Ltd. in 2022– building condition surveys and thirty-year investment plans plus decarbonisation measures
3. Estates and Facilities – mechanical and electrical plant surveys and condition reports

3.21 The reports by Bouygues and Potter Raper both make some recommendations for measures that could be used to achieve net zero carbon in the Council's existing buildings and include high-level cost estimates.

3.22 The Bouygues report includes specific proposals for decarbonisation measures and the details of these are referred to in the Council's Climate Change Strategy and are listed on the Council's website. Proposed measures include:

- Improved building energy management systems (BEMS)
- Additional LED lighting
- Heat pumps (where appropriate) to replace gas boilers
- Solar panels
- Connection to district heating systems

3.23 The Bouygues report does not cover any works to the building fabric (walls, roofs, doors, windows etc) and a fabric first approach is advocated along with other measures. The Potter Raper report looks at total planned building maintenance requirements over a thirty-year period (including building fabric improvements) and how net zero carbon measures could be integrated with this by 2030.

3.24 The Council is currently undertaking, with the University of Cambridge, a feasibility study into a city centre district heat network. If this proves technically and financially feasible, and if it is ultimately delivered, connection to such a network (powered by renewable energy) would make a significant contribution to decarbonising some of the council's city centre buildings, including some of our hardest-to-treat assets. This work will complete in summer 2023.

3.25 To date more than 60 carbon reduction projects have been delivered at the Council's corporate buildings through the current Carbon Management Plan, and previous plans covering the periods from 2012-2021. Carbon reduction measures that have been implemented to date have included:

- Installing solar photovoltaic (PV) panels at 11 buildings
- Installing LED lighting at 10 buildings
- A package of energy efficiency works at the Guildhall, including a Combined Heat and Power plant (CHP), a new Building Energy Management System (BEMS), mechanical works to improve the efficiency of the heating and hot water system, roof insulation and secondary glazing.

- Air-Source Heat Pumps (ASHP) at Parkside Pool and Abbey Pool, together with a range of energy efficiency improvements including pools covers, BEMS and Variable Speed Drives.

The above examples undertaken since 2020/21 should save the Council c750 tCO<sub>2</sub>e per annum.

## **Wider asset management and environmental improvement approach**

- 3.26 The Council's GF property asset management and environmental improvement has historically been undertaken by either services/establishments directly, or the Estates & Facilities (administrative buildings, commercial property).
- 3.27 The 'Our Cambridge' programme and senior management restructure give opportunity to implement a more coherent and integrated approach, with leadership and responsibility for coherent planning and delivery expected to reside in the new Place directorate. Asset management and environmental improvement resource, skills and experience have been spread across the Council. Further review is needed but there will be benefits in ensuring that these are utilised in a more coordinated way to meet the Council's wider objectives.
- 3.28 Neither repair/maintenance or environmental improvement should be viewed in isolation: as the Council looks to repair and replace through lifecycle replacement and investment, it should look to consider environmental improvement. This might be smaller, incremental improvement over time or the best approach may be significant investment at that point in time.

## **4. Implications**

### **a) Financial Implications**

There are already existing annual revenue and capital budgets for repair, maintenance and improvements to the Council's properties as well as the Climate Change Fund but these do not currently reflect future investment to achieve the Council's targets. These existing funding streams are and will continue to be used where possible to help improve environmental performance and any repair or maintenance investment will aim to deliver enhanced environmental performance.

The total costs to achieve environmental improvement are not known at this stage but initial work undertaken by Potter Raper on the properties reviewed suggest costs will be in excess of £10-15m. As set out in 3.17 above, costs will become clearer as detailed reports are undertaken and reported through the subsequent Budget Setting Report.

It is anticipated that these works will be undertaken using Reserves, borrowing or through redevelopment/ disposal/ rationalisation. The BSR adopted at Council on 23 February indicates the level of reserves anticipated in the coming years, also identifying building maintenance and decarbonisation as one of the primary uses of

these reserves. Further government and external funding will also be considered as and when this becomes available.

Some of the improvements to environmental performance and asset management activity, such as rationalisation, should see revenue savings as a result of works or changes made. These will be considered at the time that reviews are undertaken.

### **b) Staffing Implications**

The scale and specialist nature of this work will require additional staff resource. It is likely that this will include a dedicated project manager, design surveyor/team, cost consultant capacity, CDM Principal Designer and possibly a Clerk of Works to oversee quality. Consideration will also be given to alternative such as existing and new frameworks or specific procurement of packages of work.

The Council's approach to environment and sustainability has to date been developed and delivered by:-

- Climate Change Team within Corporate Strategy – responsible for co-ordinating the development and reporting of the Council's Strategy, Promotion of environmental improvements internally and externally, and partnership working
- Asset Manager and Corporate Energy Manager within Housing Maintenance & Assets – Planning and managing energy efficiency projects initiatives to administrative and housing buildings, managing the council's energy contracts, Monitoring performance of these matters and delivery of improvements for both the General Fund and Housing Revenue Account
- Property Services – Overall GF asset management with specific focus on commercial property portfolio
- Individual Services – Understanding and implementing policies for environmental and sustainability matters within their service and commissioning ad-hoc works in this respect, some at scale relating to major assets in their services

The proposed 'Our Cambridge' Senior Management review, ongoing business improvement works and subsequent restructuring of teams post senior management restructure will bring responsibility for asset management, maintenance and decarbonisation (across the whole council estate) into a single Group and leadership.

### **c) Equality and Poverty Implications**

There are no equality and poverty implications arising directly from this report.

### **d) Net Zero Carbon, Climate Change and Environmental Implications**

This will achieve a High Positive outcome.

## **e) Procurement Implications**

External consultancy support and works will be procured in accordance with the Council's contract procurement rules. This may involve the Council's investment partnership, planned maintenance contractors or using frameworks as the most efficient way to deliver these improvements.

## **f) Community Safety Implications**

There are no specific community safety implications as a result of this report but some of the individual proposals may have implications and opportunities to improve community safety through improved assets.

## **5. Consultation and communication considerations**

No consultation has been undertaken specifically in respect of this report but the Council's Climate Change Strategy and Carbon Management Plan that inform the report have been consulted upon. The government has undertaken consultation on the Minimum Energy Efficiency Standards that will apply to all commercial property that is let.

## **6. Background papers**

Background papers used in the preparation of this report:

Corporate plan 2022-27: our priorities for Cambridge  
Climate Change Strategy 2021-2026  
Carbon Management Plan 2021-2026  
General Fund Asset Management Plan 2019

## **7. Appendices**

A: Asset Management Plan General Fund - 2023/24 to 2033/34

## **8. Inspection of papers**

To inspect the background papers or if you have a query on the report please contact:

Dave Prinsep, Head of Property Services, tel: 01223 457318  
Email: [dave.prinsep@cambridge.gov.uk](mailto:dave.prinsep@cambridge.gov.uk)

Or

Lynn Bradley, Head of Housing Maintenance and Assets, tel: 01223 457831  
Email: [lynn.bradley@cambridge.gov.uk](mailto:lynn.bradley@cambridge.gov.uk)







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# **Asset Management Plan General Fund**

**2023/24 to 2033/34**

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# 1 Introduction

## Background

The Council owns significant property assets of a wide-ranging nature. The purpose of this Asset Management Plan (AMP) is to set out how the Council will manage these properties efficiently and effectively so that they are fit for the purpose for which they are held, meeting requirements in terms of function, size, environmental performance, cost, financial return and location now and in the future.

It is also to inform future investment decisions about such properties so that expenditure is prioritised and focused on delivering the Council's wider corporate objectives. The Council recognises that it has to ensure it is making the best use of its assets in terms of service delivery, income generation and cost. To achieve this, it needs to have clear plans and processes so that its property assets contribute to the relevant Council policies and objectives.

Understanding the property assets, their condition, and the associated repair and maintenance investment needed are key components of managing the Council's property into the future. Our ability to make strategic investment, re-development and disposal decisions in a timely manner is crucial if we are to manage a successful property portfolio to meet the Council's objectives. Ownership has delivered significant income and capital receipts for the Council as well as redevelopment opportunities for wider purposes.

The AMP also sets out how the Council will meet key carbon emissions and energy efficiency commitments for its assets, including the target of achieving net zero carbon emissions by 2030 from its corporate 'Greenhouse Gas Report' buildings and meeting energy efficiency standards for Council-owned leased properties to comply with legislation.

For the Operational Estate, best practice and general financial pressures demand efficient and effective use of the Council's assets and the proactive identification of opportunities to improve income and reduce costs. Cost reduction will primarily result from reducing the size of the administrative space occupied and improving environmental performance. Opportunities for income generation for property held for operational purposes should also be considered.

Income generation comes from improving the commercial property portfolio, identifying and executing opportunities through reviews, reinvestment, redevelopment and re-gearing of leases. Further investment in commercial property through either capital being made available or reinvestment of disposal proceeds to improve the asset or portfolio are also considered. Opportunities for income generation for property held for operational purposes should also be considered.

The AMP will cover the following aspects of property ownership of the Council:

- Section 2, the Asset Management Approach sets out the guiding principles of efficient management, the components and tools available to enable delivery of results
- Section 3 provides a brief overview of the General Fund Portfolio Assets
- Section 4 outlines the portfolio objectives and the various reviews undertaken in relation not only directly to property but also the other Council activities and services where property is an integral aspect

- Section 5 provides an overview of the approach to sustainability and carbon reduction
- Section 6 covers the Operational Portfolio
- Section 7 covers matters relating to commercial property investments. It sets out the KPIs and the objectives, principles and process of acquisition, property reviews, asset management and development and disposals
- Section 8 covers portfolio wide matters relating to repair and maintenance, health & safety, statutory compliance, property data management.

## **Reasons to Own Property**

Properties are held for a variety of reasons, both financial and non-financial including:

- Providing the platform for delivery of front-line services
- Used for back-office support functions to enable front-line service delivery
- Providing facilities to the community to bring them together and provide space for a wide variety of community activities
- Stimulating and influencing the wider environment and economy leading to improved economic well-being
- Providing opportunities for start-up businesses which may not be available through the private sector
- Improving the quality of the public realm
- Generating income and capital receipts to be reinvested in delivering the Council's wider priorities.

Because of the wide variety of properties and their multiple functions and objectives, not all parts of the AMP or the reasons for holding above will be relevant in every instance.

## **Role of Asset Management Plan**

The role of the AMP is to set out the background, objectives and governance of ownership and management of all General Fund property owned by the Council. It reflects the Corporate Plan "One Cambridge – Fair for All" vision in which economic dynamism and prosperity are combined with social justice, equality and action to address climate change and environmental impacts.

The AMP reflects core policies and strategies of the Council and its chosen service delivery methodology which may include outsourcing and partnerships. It will also be influenced by wider public policies and initiatives and property market impacts.

The actions in the AMP promote the management and use of assets in a way that positively assists the Council to deliver its Corporate Plan 2022-2027, with particular reference to the following priorities identified in the plan:

- Transforming the council so we can continue delivering our priorities and provide quality services despite reduced funding and income
- Leading a sustainable and inclusive recovery
- Leading Cambridge's response to the climate change and biodiversity emergencies

The plan aims to balance the competing needs for investment in order to:

- Reduce carbon emissions from buildings through improved energy efficiency or renewable energy generation
- Keep properties fit for purpose be it an operational, community or investment property
- Bring obsolete properties up to date, or re-develop to comply with current regulations
- Balance expenditure on responsive, cyclical and planned works
- Respond to and pre-empt changing demand patterns for both operational and commercial properties
- Anticipate decline in desirability and value in the commercial portfolio, taking positive action to avoid this decline
- Increase the desirability and sustainability of the Council's General Fund property portfolio
- Deliver an investment programme in a cost-effective manner in accordance with sound procurement principles
- Maintain the value of the assets, including maximisation of the utilisation and income of the operational, administrative and commercial portfolio

Regarding the Council's commercial properties, it seeks to manage these efficiently and effectively in accordance with the objectives of holding property investments. In terms of this Asset Management Plan, the focus is on maximising the financial returns within the acceptable level of risk for the Council.

#### **New asset management initiatives to be developed 2023/24 – 2026/27**

- Identify resources required and implement a new rolling programme of asset stock condition surveys all properties are inspected every five years
- Develop 30-year maintenance plans for all asset types and submit budget proposals to establish programme of planned maintenance work.
- Implement programme of work for retrofitting Commercial property to reach MEES standard EPC B by 2030
- Develop proposal to achieve net zero carbon by 2030 in selected assets
- Complete Implementation of MRI Asset and Technology Forge asset management software – including development of compliance and servicing modules
- Establish a programme of re-inspection of asbestos containing materials following implementation of a new asbestos register based within MRI Asset
- Review external cyclical decoration arrangements and implement a new programme for all building types.
- Review facilities management arrangements and review procurement arrangements for facilities services including building security, cleaning, vending machines.



## **2 ASSET MANAGEMENT APPROACH**

### **Approach**

The Asset Management Plan sets the strategy for the Council's property portfolio to meet the operational requirements of the Council, its vision and objectives. This asset management plan covers the 10 year period from 2023/24 to 2033/2034.

The vision is set out at a high level, consisting of the service plans or strategies for the constitutional elements of the Council that collectively deliver that vision. These service plans and strategies inform the asset level plans required to deliver the individual service plans and collective vision. This is not a static process, but one that should be under regular review to capture changes in corporate objectives or priorities as well as changing business and market circumstances.

The plan is for the Council's General Fund property assets including administrative buildings, operational property and the commercial investment property portfolio. Operational property includes community centres, car parks, pavilions, public toilets, street lighting, street furniture, parks and open spaces, and recreational facilities such as swimming pools.

This plan uses existing condition survey information, where available, to inform the strategic framework within which decisions on investment, or divestment, can be made. It also sets out the Council's priorities and the pressures that will shape the pattern of future investment. Finally, it identifies some of the decisions that will need to be made during the coming years in order to ensure that investment is prioritised in the most cost-effective manner and that the organisation makes the best use of its assets.

The asset management plan will be reviewed every five years to ensure that the Council responds appropriately to the changing environment, where financial, external and other factors may affect decisions made.

### **Asset Management Components and Tools**

The Council has at its disposal a range of tools to assist in the process of delivering its plan. These include:

- Condition Survey data
- Property portfolio/asset reviews by property type
- Energy Performance data and Energy Management Software
- KPIs to monitor performance of Commercial and Operational Properties
- Technology Forge and MRI Asset Property Management Systems (manages repairs, compliance, asbestos, servicing, planned works)
- Property Valuation Data
- Experienced team of in-house surveyors to manage the portfolio
- Access to specialist surveying expertise when required
- Contractor agreements in place for planned maintenance, repairs and servicing
- Industry agency and marketing platforms for marketing property

These tools are the basic equipment required to enable the Council to take informed decisions. Once the strategic decisions have been taken in line with the Asset Management Plan, the Council is able to use the various and more tactical implementation components of its plan to deliver results.

These components include:

- Refurbishment and remodelling of office accommodation to ensure that it is made to be and remains attractive and meets modern requirements and expectations of tenants, the public and staff
- A planned maintenance programme based on whole building lifecycle, achieving economies by replacing components just before they would otherwise require response repairs, anticipating changes in minimum acceptable standards, and reducing future requirements for cyclical maintenance
- Planned cyclical maintenance to prevent deterioration in the physical condition of the properties
- A responsive maintenance service so that building occupiers, stakeholders and members of the public are satisfied with condition and function of buildings.
- Efficient and effective approach to empty properties to maintain property occupancy level to protect the Council's revenue
- Diary and case management of lease expiries, rent reviews and other property management issues
- Disposal of selected property, redevelopment and reinvestment to maintain a balanced portfolio that meets the needs of the Council, reflect changing requirements and represent a sounder economic and social investment

### 3 Overview Of Assets

#### General Fund Portfolio

The Council has a wide-ranging asset portfolio including housing estates, common land, community centres, car parks, swimming pools, commercial property, vehicles and equipment. Each asset needs to be fit for the purpose for which it is used and where appropriate make an appropriate return on investment made by the Council.

The current General Fund property portfolio currently comprises:

No. of Units	Operational Building / Land Type
4	Main Operational Office Buildings, [The Guildhall, Mandela House, 171 Arbury Road and 130 Cowley Road (leased in)].
1	Depot incorporating offices, parking, waste transfer facilities and building stores.
1	Vehicle repair garage facilities [Leased in]
16	Car Parks
1	Crematorium
2	Cemeteries
7	Community Centres
30+	Parks, Nature Reserves, Commons, Open Spaces
11	Swimming and Paddling Pools
2	Entertainment Venues
20	Public Conveniences
12	Pavilions

The Commercial Portfolio comprises the following:

No. of Units	Building / Land Type
163	Industrial Units (including multi-let estates)
76	Office Properties
92	Retail Properties
88	Other Properties (including long leasehold)
2	Areas of Development Land
1	Hotel (under construction)

The current value of the General Fund commercial property portfolio as at 31st March 2022 is c£160.7m and produces an income of c.£8.7m p.a.

The Council's investment portfolio is primarily in Cambridge, but it does own properties nearby in Haverhill, Royston, Huntingdon and Peterborough. It is a mixed portfolio of retail, offices, industrial units/estates, leisure and miscellaneous assets.

Investment assets are held and managed primarily for the purposes of providing a financial return, both revenue and capital. Many are valued annually to monitor their performance and for compliance with accounting standards for inclusion in the Council's statement of accounts. Some also have a social economic component in addition to the financial return such as the multi let office and industrial units which are let on short-term flexible leases favoured by start-ups.

The Investment Portfolio has been reviewed according to the following classification system as follows:

- Core Investments – prime investments either let on good institutional lease terms or with good demand potential.
- Secondary Investments – secondary locations, higher yielding, flexible leases and primarily held for socio/economic purposes.
- Strategic/Corporate Investments –holdings not generally held in an institutional portfolio with use by occupiers relating to the Council's non income generation objectives, but never-the-less providing an income source.

Based on the 2019 review, the investment portfolio is made up of 83.4% in Core, 13.4% in Secondary and 3.2% in Strategic/Corporate.

## 4 Property Reviews And Performance Measures

### Portfolio Objectives

The Council's Themes are set out in the Corporate Plan 2022-2027 as follows:

- Leading Cambridge's response to the climate and biodiversity emergencies and creating a net zero council by 2030
- Tackling poverty and inequality and helping people in the greatest need
- Building a new generation of council and affordable homes and reducing homelessness
- Modernising the council to lead a greener city that is fair for all

The Council's property objectives are to provide suitable accommodation to meet the needs of the citizens, employees and businesses and provide the services required as set out earlier in this document.

### Strategic Reviews

Services of the Council undertake strategic reviews of their service periodically. These should include reference to corporate property or property used and managed primarily by their service and to help maintain a holistic and strategic approach to any decision-making involving property. The Council's in-house property professionals should be included to advise on relevant property issues from a wider Council or professional perspective that may need to be considered.

Such reviews, although primarily concerned with specific service delivery, should also consider the property assets used and their:

- Ability to further the delivery of the Council's stated Themes
- Fitness for purpose and suitability
- Existing condition and future repair, maintenance and investment requirements
- Environmental performance and the impact on the Council's cumulative environmental impact, including the Council's target of net zero carbon emissions from its corporate buildings by 2030 and energy efficiency commitments for let properties
- Potential for working with, sharing accommodation with or transferring assets to partners/community to improve service delivery
- Potential to deliver or help meet other Council priorities such as housing, anti-poverty, income generation and savings

Examples of such reviews include:

- Community Centres Strategy – review and consideration of the property related aspects of 'Review of Community Provision' across Cambridge, including provision by partners
- Open Space and Recreation Strategy – covering parks, open spaces, sports facilities, allotments, cemeteries and church yards
- Office Accommodation Strategy – setting out the Council's strategy and plan in relation to use and occupation of the Council's administrative and operational buildings

- General Fund Development Programme – consideration of the development and investment opportunities across the General Fund
- Allotments Strategy – focused on the management of allotments, both directly and indirectly managed
- Sports and Physical Activity Action Plan – to provide excellent sports infrastructure including the use of Council property
- Indoor sport strategy
- Swimming Pool Strategy
- Cultural Strategy

The different reviews are led by the relevant service groups with frequency and timescales set by them. The key targets should be reviewed regularly with the Council's property professionals to assess progress.

### **Other Reviews**

The General Fund property portfolio will be reviewed on a regular basis, at least every five years, to re-assess why the Council holds each asset, how it is performing in the areas of fitness for purpose, suitability, environmental, financial and access. The review will also consider future investment required. The review will use a standard approach for each property type to ensure consistency. The relevant service responsible for a property will complete the review supported by the in-house property teams.

The reviews will draw data from other relevant, current work, such as condition surveys, Greenhouse Gas Reports and EPCs. These will be used to inform forecast revenue/capital budgets, an action plan for any proposed property changes, repair and maintenance programmes and capital programmes for each property.

### **Commercial Property Reviews**

The commercial property portfolio's performance will be reviewed on an individual property basis during the five-year, high-level review. The whole portfolio performance review will include measures such as:-

- Income Received (gross and net)
- Capital Value
- Rates of Return – Income, Capital and Total
- Income and Capital Value Change Year on Year

The Investment Portfolio will also be measured against the KPIs and the portfolio benchmarking by sector, lease type, geographical location and classification as set out in section 7.

The five-year reviews should assess how a property is performing in key areas and allow comparison between other properties within the same property type. Ad hoc or strategic reviews should consider how individual properties are performing relative to similar properties and the action plans should propose how to improve the performance of underperforming properties.

## **5 The Contribution Of The Asset Management Plan To Sustainability And Carbon Reduction**

### **Carbon Reduction, Climate Change and Biodiversity emergencies**

The Council's commitments to achieving net zero carbon (NZC) emissions, along with wider sustainability objectives, are a central driver for this revised Asset Management Plan. It has a key role to play in delivering these commitments. The Council declared a Climate Emergency in February 2019 and it declared a Biodiversity Emergency in May 2019.

To address the climate emergency, the Council is committed to reducing carbon emissions from both the Council and the city of Cambridge. One of the Council's four key priorities in its Corporate Plan 2022-2027 is "*leading Cambridge's response to the climate and biodiversity emergencies and creating a net zero council by 2030.*"

The Council's Climate Change Strategy 2021-26 shares a vision for the city of Cambridge as a whole to be net zero carbon by 2030, subject to Government, industry and regulators implementing the necessary changes to enable the city and the rest of the UK to achieve this.

The Council has set a target in its Climate Change Strategy to reduce direct carbon emissions from our corporate buildings, fleet vehicles (including vans, trucks and refuse vehicles), and business travel, to net zero by 2030.

### **Greenhouse Gas Report and Minimum Energy Efficiency Standards**

The Council produces an annual Greenhouse Gas (GHG) report, which sets out total carbon emissions from the Council's corporate buildings.

Buildings are included in the council's Greenhouse Gas reporting if they meet all of the following criteria<sup>[1]</sup>:

- They are owned or controlled by the Council, or they are used by another organisation to deliver a Council service;
- The Council is responsible for paying the energy bills for the building;
- The Council controls how much energy is used at the building.

The main types of buildings that meet the criteria for the Council's GHG report are:

- Swimming pools and leisure centres
- Office buildings (including the Guildhall, Mandela House, 130 Cowley Road and 171 Arbury Road)
- Car parks
- Crematorium (and other bereavement services sites)
- Community centres
- Commercial properties (landlord heating and lighting)
- Corn Exchange
- Toilets
- Pavilions
- Depot buildings

For properties not within the GHG report, those that are let are subject to the Minimum Energy Efficiency Standards (MEES) that were introduced as part of the Energy Act 2011. These set minimum standards to be achieved for properties that are let, assessed using Energy Performance Certificates (EPCs). The current standard to be met is an EPC of at least a 'B' by 2030.

The Council also owns buildings falling within the MEES legislation, mainly commercial properties. These properties are occupied by tenants who have control over energy usage and are responsible for paying the energy bills. These buildings are therefore not included in the Council's Greenhouse Gas reporting<sup>[2]</sup> and are not within the scope of the Council's net zero carbon emissions target.

<sup>[1]</sup> HM Government, 2019, Environmental Reporting Guidelines, including streamlined energy and carbon reporting guidance [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/850130/Env-reporting-guidance\\_inc\\_SECR\\_31March.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/850130/Env-reporting-guidance_inc_SECR_31March.pdf)

<sup>[2]</sup> Local Partnerships, Greenhouse Gas Accounting Tool, <https://localpartnerships.org.uk/greenhouse-gas-accounting-tool/>

## Environmental Performance Targets

The Council's net zero carbon target applies to all the buildings that are included in the GHG report.

For buildings that are not within the Council's net zero carbon emissions target, the following energy efficiency targets apply:

- All commercial properties owned by the Council must have an Energy Performance Certificate (EPC) rating of B or higher by 2030 (to meet current national Government MEES requirements).

## Carbon Management Plan

The Council has produced a Carbon Management Plan for 2021-26, which sets out some of the projects that will help reduced carbon emissions from our corporate buildings, fleet vehicles and business travel.

To date more than 60 carbon reduction projects have been delivered at the Council's corporate buildings through the current Carbon Management Plan, and previous plans covering the periods from 2012-2016 and 2016-2021.

## Achieving net zero carbon emissions in Council buildings

The Council's total carbon emissions have reduced significantly since 2014/15 but it will be challenging for the Council to reach net zero carbon emissions from its corporate buildings by 2030. The Council will need to reduce electricity consumption and remove gas from its buildings to reach the target.

For this asset management strategy, the definition of Net Zero Carbon is as follows:

*"Net zero carbon refers to operational energy, including regulated and unregulated energy. It means that carbon emissions cannot exceed zero: no fossil fuels are used, all energy use has been minimised, and all energy use is generated using on or off-site renewables. Direct emissions from renewables and any upstream emissions are "offset" for example through tree planting or carbon capture and storage."*

While carbon emissions from electricity usage are likely to continue to reduce as the national electricity grid continues to be decarbonised, it will be more challenging to reduce carbon emissions from the Council's consumption of gas for heating



buildings. Achieving this will be a combination of innovative approaches with adjoining owners, retrofitting, and minimising the space occupied.

Together with the Carbon Management Plan, the Asset Management Plan is key to achieving net zero carbon emissions from the Council’s buildings. It will set the framework for maintenance of Council buildings, including the approach to decarbonising them.

Further work will be required to determine the full detail of works to achieve net zero carbon and MEES compliance at each building. This will include detailed energy modelling, (informed by the condition surveys already undertaken) and a full measured mechanical and electrical services survey. This work will be carried out once an asset management strategy is approved to avoid any unnecessary investment.

The list of properties the subject of the AMP regarding NZC and MEES are shown in appendices B and C. These have been prioritised based on current emissions level as follows: -

<b>Priority</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>Greenhouse Gas Report properties</b>	<b>Total CO2 emissions (tonnes)</b>		
	100 and higher	Between 10 & 99	Less than 10
<b>Non- Greenhouse Gas Report properties</b>	<b>Environmental Performance Certificate Rating</b>		
	E or higher	D	C

## 6 Operational Portfolio

### Overview

For the purposes of the AMP, Operational property includes any Council asset that is used to deliver any part of the front-line services or enables the Council to deliver its services. It therefore includes not just the core administrative buildings, typically office buildings, but includes the depot, community centres, car parks, a crematorium, parks and open spaces, pavilions, public toilets, and recreational facilities such as swimming pools and entertainment venues. The range of assets is very diverse – with each sub-category capable of having its own performance indicators.

However, to enable the asset group to be capable of being treated as a single, albeit disparate, portfolio, they should seek to meet the following objectives, in accordance with the themes running through this AMP. These may be regarded as the Guiding Principles and each property decision should reflect on these before recommendations for a decision on any property is made.

- Each asset should enable the Council to deliver at least one of its core Themes
- Each asset should meet all statutory compliance requirements, including accessibility and remain fit for purpose
- Assets should operate efficiently and effectively and meet the user requirement
- The environmental performance of the asset should be maximised, including contributing to the Council's net zero carbon emissions target for its corporate buildings
- Before any change in the size or shape of the estate is made, such as for assets which are failing to meet any or all of the above, the proposed change should first be discussed with the Council's in-house property professionals. They will consider the case for investment to address shortcomings when economically viable; the use of the asset by another part of the Council, or determine alternative use in accordance with the priorities of the time (EG housing or economic regeneration) and prevailing market conditions

As set out in Section 4 above, asset reviews will consider these and other factors when making longer term property and service decisions.

### Office Accommodation

The administrative office portfolio (the Guildhall, Mandela House, 171 Arbury Road, 130 Cowley Road and Parsons Court) is the subject of a separate specific review as is warranted by its scale and value. This office review will adopt the same asset management principles as are recorded in this document: -

- Exploring the increased use of modern ways of working to reduce demand for workspace
- Examining capabilities for increasing useable office space via internal reconfiguration
- Considering alternative use potential aligned with the Council's Themes

- Drawing conclusions on which buildings could be vacated, re-used and generate benefit (Capital receipts or alternative use)

## **Car Parks**

There are 16 car parks in this part of the portfolio. These generate significant revenue, play a part in supporting the city centre and some form part of a strategic sites earmarked for future development. However, there may be conflicting themes that any review of the overall policy for these assets should consider: are they for revenue generation, town centre support, regeneration potential or transport policy purposes? As with office accommodation, this may warrant a specific strategy in the future for the larger city centre multi storey car parks.

Car parks can play a key role in helping to decarbonise both the Council's own vehicle fleet but also that of residents and visitors. The provision of electric vehicle charge points in car parks helps to encourage and enable the shift from fossil fuel vehicles to electric vehicles. These charge points can also provide a useful facility for residents who might not be able to charge at home due to on-street parking or lack of charging facilities

## **Community, Cultural and Recreation Facilities**

These facilities provide a wide range of offer and services to the residents of Cambridge. These include:

- Community Centres
- Swimming Pools
- Sports Centres
- Pavilions
- Entertainment venues
- Parks and open spaces

As set out in Section 4 above, these will be regularly reviewed to assess how they perform, meet their objectives and contribute to the Council's Themes. Delivery of services from these properties are a mix of direct delivery, management by external contractors and partners, and by local residents and community groups. Prior to expiry of contracts, service level agreements or leases involving such properties, each will be reviewed to see if the approach remains fit for purpose, meets the Council's expectations and objectives, and delivers value for money.

The Council does not have a formal community asset transfer policy but has historically identified through reviews where properties may be suitable for this. There are several examples where services are considered to be best delivered or more focused locally through community asset transfer. Asset and service reviews will continue to consider if community asset transfers may be a preferable way of delivering services in some cases.

## **7 Commercial Property Portfolio - Investment And Management**

### **Objective**

These properties are held primarily for financial return, both income and capital. The Council will continue to drive performance through the AMP period to achieve performance targets and provide long term sustainable income to support the Council's service delivery.

### **Background**

The Council's commercial property portfolio has consistently produced good rates of return compared to Treasury Management investments for many years. This reflects historic low bank interest rates on cash investments and that the Cambridge commercial property market has proved resilient.

More recent inflationary and interest rate pressures will see other cash-based investments become more attractive in the market, but historic commercial property returns have exceeded forecast interest rates. The Council holds assets for long term income generation and this together with the costs of disposal support the existing strategy to retain good income streams and look to further invest in the portfolio through refurbishment and redevelopment. This will continue to be monitored though through reviews as well as considering strategic acquisition/opportunities to meet the preceding objectives.

Investment in commercial property should be seen as a long-term investment. Commercial property can be sold to release funds when required or to provide an opportunity to reshape the commercial property portfolio by disposing of underperforming properties, those that do not meet the Council's objectives, have an increased alternative use value or that enable a more balanced portfolio. This will be subject to government guidance and a prudent approach to property investment, including possible Minimum Revenue Provision implications.

The Council will monitor and review the wide-ranging risks for the properties and the portfolio as a whole, seeking to mitigate these as far as possible. Potential action may be development, refurbishment, extension, alteration, change of use, re-gearing of leases etc and ultimately disposal. Whilst assets in general may have long term secure income to provide the desired surplus income to support services, others may require more active asset management activity.

### **Portfolio Review and KPIs**

The portfolio will be reviewed annually as a whole covering for example by classification, lot size range, bandings and average, sector mix, geography, lease type and repairing obligations, net income return, average unexpired lease term, percentage void and compared with previous years. This will identify portfolio imbalances.

An overall guiding principle is to follow the requirements of the Prudential Code and to adhere to a Minimum Revenue Provision (MRP) Policy which explains how unfinanced capital expenditure will be charged to revenue over time.

Some of these aspects are specific KPIs for the portfolio which are as follows:

Measure	Target/Baseline	Comment	Frequency
Income Received (gross and net)	Year on year improvement	To maintain income levels	Annually
Commercial Income to Net Service Expenditure			Annually
Net income return	>5% on current capital value	To be compared against investment property index and other investment types	Annually
Income plus capital value change return on capital value		To be compared against investment property index and other investment types	Annually
Capital Value	Year on year improvement		Annually
Geographic Distribution	<25% to be outside of Cambridge City	To maintain Cambridge focus with economic benefits, diversity from local economy and achieve stronger yields	Annually
Average unexpired lease term	>5 years	Target is income security	Annually
% Investment Grade Property	>80%	Generally lower expenditure	Annually
% Void	<£100,000 income	To maintain income levels	Quarterly
Largest lot size	<10% of portfolio	Excluding Lion Yard and Park Street car park. To reduce stock specific risk	Annually
Sector	No more than 50% in any sector; retail to trend downwards towards 30%	To diversify sector risk	Annually

The results will be assessed against opportunities and risks in the property sector and other investment types. Together with a review of the local, national and global economy and the property market as a whole, this will help to identify overexposure requiring action or close monitoring and indicate target investment categories for new acquisitions.

### Acquisitions

The following will act as a guide and not be totally prescriptive to accommodate the inflexible nature of the dynamic property market and large indivisible lot sizes which render it difficult to achieve exact targets in property investment. Due to changes in government guidance and in respect of Public Works Loan Board borrowing,

commercial property acquisitions can only be made as part of portfolio management such as regeneration or asset improvement, not for income generation purposes only.

New investments should generally meet the following requirements but exceptions may be made where an acquisition is strategically important in relation to the Council's existing land ownership or portfolio balance. Each potential investment will be considered against the criteria below to decide whether to invest. The focus of investment is a secure financial return and this should be the primary decision but it is recognised that acquisitions in Cambridge may bring other benefits to local residents in addition to financial return.

- An investment should benefit and be complementary to the Council's existing portfolio, for example in terms of property type, balance of risk, future development opportunities, improving the portfolio diversity and environmental performance
- Investments should be in Cambridge or fringes where such acquisition will be of benefit to City residents
- Properties should be sought where there is a shortage of supply, potentially including "alternatives" sector or unusual properties such as those for growing businesses or serviced apartments and students.
- The Council is looking for the best rate of return reflecting its income targets and the risk of the investment but with a target rate of return of 5% or above
- Investments must not breach target ratios in the KPIs and should only be sought if they cover the Minimum Revenue Provision requirements (where applicable).
- Certainty of income is important and so the tenant covenant strength and lease structure of investments should reflect this
- Investments should ideally be on full repairing and insuring terms to reduce non recoverable elements and management time
- The property should be in good condition and not require significant capital investment
- The property should offer good accessibility
- The investment should have a minimum EPC rating of C or above but with a B being achievable with relatively little capital investment to meet MEES Regulations
- Minimum lot size of £2.5m

Purchase of a property investment is usually undertaken in conjunction with an agent rather than principal to principal. Either a retained agent can be appointed through whom all introductions will be made or introductions can be accepted from any appropriately qualified agent. Whichever method is selected, it is likely that once it is known the Council has a requirement, a significant number of properties may be introduced as potential investments which will require an efficient, timely decision-making process to be competitive in the commercial marketplace.

Due to the large number of factors to consider and potentially a high number of potential investments to assess within a limited timescale, the use of a weighted scored criteria matrix is a methodology to enable quick decisions about which investments to pursue. This will help to ensure accountability in the market, to the public and Councillors, and target investigation of properties with appropriate return and risk performance characteristics.

Following a decision to investigate a property further, the following actions will be undertaken:

- Property inspection by the agent and the Council
- Market Review, appraisal and initial report with recommendations on pricing by the agent
- Internal review, agree funding source/approvals and make decision on offer levels by the Council
- Submission of an offer and negotiate by the agent
- Agree Heads of Terms by the agent
- Seek approval to the acquisition using powers delegated to the Head of Property Services
- Once under offer, the agent to undertake and co-ordinate the due diligence in conjunction with the other experts
- Compile Purchase Report – agent
- The Council to review the due diligence reports and arrange signatures
- Complete Transaction & commence the proactive asset management to secure optimal returns – the Council

### **Asset Management and Development**

Within both the Core and Secondary portfolios assets are ripe for refurbishment and redevelopment where they are failing to achieve their potential. They will be assessed in detail, possibly in conjunction with outside experts to provide an assessment of the existing asset and identify and appraise viable options.

Detailed asset review work may include the following:

Master-planning:	Opportunities and Constraints Plan Concept Masterplan Rationale drawing including access and movement, built form, frontage and heights Development Schedule – floor areas
Planning Review:	High level review of planning policy and potential:
Development Appraisals	Market Review Existing Site Review Proposed Masterplan commentary – use, layout, access, scale, marketability Development appraisals and sensitivity analyses Risks and returns with commentary Recommendations

Other aspects of asset management could include the following:

- a) Change of Use
- b) Lease re-gear (extension or variation of terms) with an existing tenant
- c) Surrender and re-letting to improve tenant mix, covenant strength, lease length, ERV, yield
- d) Extension to increase lettable area, refurbishment or alteration

- e) Purchase of an adjacent property to increase lot size, potentially followed by alteration

Investment in the properties may be direct from Council resources, external borrowing, through mixed use schemes working with Housing or with development partners bringing alternative sources of funding if appropriate. Where appropriate, Minimum Revenue Provision will need to be taken into account when assessing further investment or acquisition for portfolio management or regeneration purposes.

## **Disposal**

Investment in commercial property should be for at least five years but commercial property can be sold to release funds for a variety of reasons. These include (i) the requirement to meet cashflow targets, (ii) when it has been identified that the portfolio is subject to growing exposure to a particular risk including a particular market decline, (iii) completion of a specific asset management exercise, (iv) failure to meet a portfolio or property KPIs, or (v) when the asset is no longer generating the financial returns.

Any of these may result in a weak future performance and disposal could be the best option to mitigate against the risks. Properties to be sold can be determined at that time which provides an opportunity to reshape the commercial property portfolio in combination with strategic acquisitions.

Disposal will generally be through agents to ensure appropriate market exposure and benefit from their expertise in negotiating and securing the transaction, especially where more specialised in nature. Agents will be instructed to review the market conditions including supply of investments, pricing and comparables, timing, occupational demand and potential purchasers and marketing options before making recommendations on marketing strategies.

Disposal methods can be by private treaty or auction. A wide marketing campaign will be employed but if the best result is anticipated by a target off market approach to a particular party such as a special purchaser, this can be used. A special purchaser may for example be a party with adjoining ownership that can release greater value through a larger site than a smaller one.

Disposal properties are expected predominantly to be from the secondary portfolio given that they are weaker investments with greater risks. They may also incur greater management time increasing costs.



## **8 Repair, Maintenance and Statutory Compliance**

### **Property condition**

On the basis that each of the assets meets the overall requirements for the portfolio (see Sections 6 and 7) the strategy moves on to their condition. There are several reasons to properly understand the condition of the estate:

- To ensure all Health and Safety standards and legislation requirements are fully met
- To understand the cost of repairs or decoration – to inform economic viability assessments
- To develop a priority for maintenance work – there will always be budgetary constraints, but all Health and Safety related work should carry top priority
- To help develop a planned or forward maintenance programme and secure appropriate budgets
- To enable programmes of work to be placed with CCC (Cambridge City Council) teams or contractors (via tender)

Whatever the asset sub-category its appeal will increase if it is in good repair and decorative condition. In offices it may promote higher productivity from a more stable and loyal workforce, whereas in community properties it may increase revenues.

### **Condition Surveys**

Condition Survey data provides short, medium, and long-term estimates of the maintenance and repairs costs for assets over a thirty-year period and gives an indication of the level of investment specifically required to meet the Council's requirements. Only a small number of the total properties have been fully surveyed since 2017 and much of our condition data is over five years old (although all high energy consuming properties have been surveyed recently).

One objective of this asset management plan is to ensure that assets are surveyed every five years. A resourced condition survey programme should be developed to ensure that the old surveys are updated. This programme will not involve detailed structural assessments or invasive surveys. Condition survey data will be added to the MRI Asset Database.

Resources are to be directed to surveying property not yet surveyed where there are repair and maintenance liabilities or in accordance with priorities for achieving environmental performance targets. A new five-year cycle of stock survey to update condition data may require a future budget bid.

As well as dedicated condition surveys there are many other sources of stock condition data that can be used to assess asset condition including:

- Specialist surveys and investigations (e.g., energy surveys, structural surveys)
- Annual cyclical redecoration and repair surveys
- Routine gas / mechanical servicing
- Electrical testing surveys
- Empty property Surveys

- Risk assessments / health and safety inspections (including fire risk assessments, legionella testing, asbestos surveys)
- Servicing and maintenance contracts
- Resident / building occupier reports

## Repairs and Maintenance

There will be a range of stock investment categories to assist with the planning and delivery of maintenance work to Council assets:

- High risk (fire safety, asbestos containing materials)
- Essential (works to maintain properties at the Council's minimum standard)
- Statutory (where there is a statutory requirement to complete the work e.g., accessibility, health and safety, gas, and electrical testing)
- Discretionary (works beyond the minimum standard and other maintenance, e.g., fencing, hard surfacing)
- Invest to Save (e.g., cyclical repairs and painting)

Under this Asset Management Plan, subject to funding being available, we will operate an investment standard model. This means that building components (roofs, doors, windows, heating systems etc.) be replaced proactively when their lifecycles expire as opposed to reactively, when a combination of their age and condition means they fail. This will enable the Council to secure procurement benefits whilst reducing the cost of reactive maintenance.

Building components will be defined as "old" if they are older than their standard lifetime – and this will be based on an industry standard lifetime.

Building components will be defined as in poor condition if they need major work, either full replacement or major repair.

Stock Condition surveys were undertaken in July 2017 for 21 commercial properties indicating the levels of expenditure required over the next 30 years. There was a point in time and updated information will be collected for these and other properties during the current asset management period.

<b>Overall Investment Required</b>	<b>£10,416,550</b>
Investment required for years 1-5	£1,646,600
Investment required for years 6-10	£2,446,300
Investment required for years 11-20	£4,221,950
Investment required for years 21-30	£2,101,700

Some of these costs will have now been removed or reduced through asset management activity.

Behind these overall figures, there are individual assessments of different components of the property identifying the defects, the proposed works, the condition grading, how critical it is to the business and the priority rating.

Reactive maintenance (where a previously unforeseen repair is required) is often costly and disruptive to either tenants or neighbours. The Council will aim to restrict these works by continuing to survey each asset regularly, on a rolling basis to allow preventative works to take place before reactive works.

The Council aims to let the properties, where possible, on full repairing and insuring leases, to ensure that the tenant will be responsible for the repair and maintenance of the assets, rather than the Council. These provisions will be expressly stated in the lease/licence, and therefore contractual requirements. The Council will undertake to comply with all covenants that are its responsibility.

The Council understands how a property in poor physical condition can contribute to an atmosphere of decay in the immediate area whereas properties that are well kept and secure can sustain or elevate the tone of a neighbourhood. The Council recognises that properties must be held in responsible ownership and occupation as part of its responsibilities as a good neighbour. It also recognises that inadequate expenditure on maintenance and management is usually reflected in a proportionately greater erosion of value, increased voids and reduced income growth.

### **Health and Safety / Compliance**

Planned and reactive maintenance works are necessary to ensure assets do not deteriorate and subsequently lead to health and safety issues. The Council must ensure that building and common facilities are compliant with relevant Health and Safety Legislation.

Tenants in leased accommodation may be responsible for some work and will be required to provide evidence of statutory compliance with national health and safety legislation, including Asbestos, Gas, Electric and Fire Risk etc.

#### **a) Water hygiene**

Legionnaires' disease is a potentially fatal form of pneumonia which can affect anybody, but which is most likely to affect individuals who are susceptible because of their age, gender, general health, or condition of their immune system, etc.

Certain conditions can increase the risk from Legionella:

- a suitable temperature for growth of 20 to 45 degrees centigrade
- a source of nutrient for the organism, i.e.; sludge, scale, rust, algae, other organic matter
- a way of creating and spreading breathable droplets, e.g., the fine spray created by a shower.

Outbreaks of the illness occur from exposure to legionella growing in systems where the water is maintained at a temperature high enough to encourage growth. The types of systems relevant in our housing stock would include hot and cold domestic water systems, used in a variety of premises.

To prevent exposure to the bacteria, the authority must comply with legislation that requires the management, maintenance, and treatment of water systems in our properly. This will include, but not be limited to, appropriate water treatment and cleaning regimes.

A comprehensive programme of testing for communal appliances, and any associated maintenance, is in place. Within communal areas, the best form of control of legionella bacteria is the circulation of hot water (more than 60 degrees). This leaves residual risk of scalding, which therefore must be separately controlled.

## **b) Asbestos**

Asbestos was widely used as a building material in the UK from the 1950s through to the mid-1980s. It was used for a variety of purposes and was ideal for fireproofing and insulation. Any building built before 2000 could contain asbestos. Asbestos materials in good condition are safe unless asbestos fibres become airborne, which can happen when materials are damaged, during maintenance or refurbishment work.

There are strict regulations in place whenever work takes place that could expose or disturb materials containing asbestos. Asbestos fibres, if inhaled, can cause serious disease. Therefore, all work carried out by the Council are carried out in accordance with the Control of Asbestos Regulations.

Asbestos can be found in a variety of building components, including:

- Asbestos cement products
- Textured coatings
- Floor tiles
- Asbestos insulating board
- Loose asbestos in ceiling or floor cavity

The Council must comply with the Control of Asbestos Regulations 2012 and ensure the risks presented by asbestos within assets are minimised as far as is practical

The Council is currently implementing a new asbestos survey database which will include details of all properties that contain any form of asbestos. This database now needs to be updated and renewed and it is planned to move all existing survey data to the new MRI asset ICT system that is being implemented in 2023.

The Council has an asbestos management plan which details the responsibilities of Duty Holders to;

- Take reasonable steps to find out if there are materials containing asbestos present in any building that we occupy, own or lease and if so the amount, where it is and what condition it is in
- Presume materials contain asbestos unless there is strong evidence that they do not
- Make, and keep up to date, a record of the location and condition of the asbestos containing materials – or materials which are presumed to contain asbestos
- Assess the risk of anyone being exposed to fibres from the materials identified
- Prepare a plan that sets out in detail how the risks from these materials will be managed
- Ensure those appointed to undertaking surveying or sampling works hold the appropriate UKAS accreditation
- Take the necessary steps to put the plan into action
- Periodically review and monitor the plan and the arrangements to act on it so that the plan remains relevant and up to date
- Provide information on the location and condition of the materials to anyone who is liable to work on or disturb them.

The priorities for work on asbestos containing materials will be:

- Where material is damaged, and the risk assessment score is high
- To facilitate other works such as routine maintenance, or Cyclical Maintenance
- To remove high risk elements whilst properties are void
- To proactively reduce the risk profile of the council with an annual programme for the removal of asbestos from assets.

All asbestos containing materials are to be re-inspected at intervals as determined by the risk assessment. The asbestos database will be updated to record inspection findings and actions taken.

### **c) Fire Risk Assessment and Risk Management**

Under the current fire safety legislation (Regulatory Reform (Fire Safety) Order 2005), the authority has a responsibility to carry out fire safety risk assessments in many of its buildings.

There are three key factors that the authority needs to be aware of in respect of managing fire risk:

- Fire Suppression Systems (sprinklers, fire extinguishers)
- Fire Prevention (fire alarms, smoke control arrangements, smoke detectors, fire doors)
- Fire Risk Assessments (specialist external / trained internal assessors)

Once an initial risk assessment has been undertaken and any remedial works have been identified, the fire risk assessments are regularly review in line with the Council's Fire Risk Management Strategy.

### **d) Fire alarm systems / Fire Protection**

Some buildings have fire alarm systems and other fire equipment installed. The Council is responsible for maintenance and regular servicing including:

- Dry risers
- Automatic smoke vent systems
- Fire protection equipment
- Fire alarm systems
- Sprinkler systems

### **e) Gas Safety and Risk Management**

The Council is required to meet its obligation to undertake an annual gas safety inspection, which must be undertaken by a registered engineer. The Council currently operates a contract with TSG Building Services for this work. The obligation for gas safety inspections extends to gas appliances, fittings, and flues.

The key objective is to maintain 100% of all properties meet the regulation standard (i.e., have a valid certificate for the gas installation).

### **f) Pressurised Vessels**

Some buildings are serviced by commercial boilers with plant rooms that contain pressurised vessels. These must be serviced and regularly inspected.

### **g) Electrical installation testing**

Testing of electrical wiring installations is currently carried out on a five-year cycle.

Electrical testing records are be maintained and kept up to date by dedicated officers.

### **h) PAT testing**

The Council carries out testing of electrical appliances we have provided. These are carried out on annual basis, or according to frequency assessed by a risk assessment.

### **i) Smoke alarms, Heat Detectors, and carbon monoxide alarms**

Mains powers smoke alarms with a battery backup are installed in Council property. It is assumed alarms have a life expectancy of ten years when they are replaced.

The installation and expiry dates of smoke alarms will be recorded in the MRI Asset stock condition database.

Smoke alarms are tested annually as part of the heating servicing contract, or when other electrical work is carried out. Failing smoke alarms are replaced as day-to-day repairs.

### **j) Emergency Lighting inspection and maintenance**

Emergency lighting is installed in many of our buildings. The lights are designed to illuminate the escape routes in the event of fire or power failure. There is a regime of monthly, six-monthly, and annual testing to ensure lighting is working correctly.

### **k) Lightning conductors**

Lighting conductors are installed on some tall buildings and these installations required annual testing and certification.

### **l) Emergency call systems and telephone**

Emergency Call System Services are provided to around to lifts and other plant.

### **m) Passenger lifts**

There are passenger lifts in operational buildings estates that are subject to regular servicing and inspection. Lifting equipment must meet LOLER regulations and “thorough examinations” are carried out by specialist contractors alongside regular servicing contracts. A detailed replacement programme is under development.

### **n) Roof safety systems**

A number of buildings where regular roof top maintenance is required have roof safety systems installed. These require annual inspection and certification to ensure they are safe to use. A permanent roof edge projection system is a better solution, but this can cost more to install and there may be planning restrictions.

### **p) Automatic doors**

A number of Council buildings have automatic opening doors, and these required regular servicing and inspection.

### **q) Air conditioning and ventilation systems**

Some buildings have air-conditioning and ventilation systems which required servicing and regular maintenance. Usually, we do not install new air conditioning systems, but these may be required in plant rooms and ICT server rooms.

## **Changes in Standards / Legislation**

It is important to recognise the potential for both legislation and best practice standards to change in respect of any health and safety investment criteria, often with short timescales to ensure compliance with revised recommendations. As a result of this, a degree of flexibility is required in the investment assumptions made in this area, with a clear risk management approach to responding to changing demand.

## **Property Data Management**

The Council recognises that to manage the portfolio effectively, the accurate and efficient management of data is essential. Work will continue in order provide a more efficient service, including insurance, maintenance, and tenancy schedules etc. and minimise the risk of anomalies or duplication.

Following a successful tender process, the Council has procured new modern cloud based Commercial Property and Asset Management Systems, tfCloud, provided by The Technology Forge and and MRI Asset both due to go live in early 2023. The systems are used by a considerable number of public sector bodies. The software will provide enhanced functionality, reporting and on a more robust IT platform, assisting the Council to retain comprehensive and accurate data on property assets. It will replace an old system, which is no longer adequate and has compliance and security failings.

A good Property Management System is an essential tool for overall management of the Council's property portfolio. The quality of decision making on property matters is crucially dependant on the quality and accuracy of property data and the ability to manipulate this. The new system is essential for producing the KPI's as set out in this Asset Management Plan.

## **Service Delivery and Procurement**

### **Planned Maintenance**

Maintenance services are provided by a mix of in-house and external providers. The Estates and Facilities team has existing arrangements in place with main contractors that can deliver most of the planned maintenance and servicing work required for all built assets. Specialist sub-contractors are appointed who can deliver the with the wide range services required.

### **Internal Works**

During 2022/23, a procurement exercise was undertaken to select a contractor to work with the Council for a period of five years to deliver internal planned maintenance services to all types of Council assets.

Work streams include:

- Kitchen & bathroom installations
- Heating and boiler installations
- Electrical works
- Disability Adaptations
- Communal & emergency lighting replacements
- Energy and insulation work

- Small one of building projects
- Structural work
- Servicing and installation of range of M&E plant and equipment

### **External Works**

Work streams, that may be carried out to all asset types, include:

- Roofing
- Hard surfacing replacement
- Cyclical decorations & repairs
- Gutter cleaning
- Replacement of windows, doors & fire doors
- Structural works
- Loft & Cavity Wall Insulation works
- External Wall Insulation
- Asbestos removal

Large one off-capital works are usually procured separately, either from existing framework contracts or via the Council's procurement portal.

It is likely that any future large programmes of energy efficiency and decarbonisation work will need to be procured separately. These will require future budget bids and consideration of the additional internal and external resources required to design work and manage contracts.

Some Council services still have their own arrangements in place for some types of maintenance of work, but these are gradually being added to corporately procured contracts once existing arrangement come to an end.

### **Responsive repairs**

Estates and Facilities in-house response repairs service can provide a repairs service to all building types, although this service is mainly focused on housing repairs as that is most of the work. Further development and standardisation are required here to ensure there is consistent response repairs reporting, financing, and service delivery across the whole portfolio of assets.

### **Emergency and Urgent Repairs**

Repair categories fall into three categories (24-hour, 3 day and 28-day response times. This places additional emphasis on turning around urgent work more quickly. Urgent and emergency repairs are now to be undertaken within 24 hours wherever possible.

The CCTV team at Huntingdon are the Council's contact point for out of hours emergency repairs.

### **Cyclical redecoration and repairs**

Proactive repair and painting of previously painted surfaces is currently carried out on a seven-year cycle for commercial property and administration buildings. There is not a formal programme in place for other asset types. It is proposed that under this AMP a cyclical maintenance plan is implemented for all asset types. A future budget bid may be required to achieve this.



## **Stakeholders and communication**

A wide range of people use the Council's built assets, including staff, members of the public and external organisations.

A key part of this Asset Management Plan is to ensure stakeholders are involved in some of the key asset management decisions and maintenance strategies that affect our buildings. Some of the existing methods of communication and involvement is set out below but there is scope to add to these.

### **Tenants**

Tenants are kept informed about planned and repairs via individual communication.

The main contractors that deliver planned maintenance works employ liaison officers who visit building occupiers to explain planned maintenance work and ensure work runs smoothly on site.

### **Tenant Consultation meetings**

Clay Farm Community Centre liaison meetings scheduled to take place quarterly in this multi-use Council owned building.

### **Staff / Office user Groups**

Mandela Housing User Group meeting to discuss building and accommodation issues.

### **Environmental Strategy Group**

The agenda includes Council-building energy efficiency issues, improvements and investments.

### **Estates and Facilities / Community Services liaison meeting**

This officer group meets quarterly to discuss maintenance of the Community Services property portfolio.

### **Property Services / Estates and Facilities liaison meeting**

This officer group meets quarterly to discuss maintenance of the Commercial property portfolio.

### **Councillors**

New policies and annual programmes of work are approved by the Executive Councillor and subject to scrutiny at the Scrutiny Committee.

Ward Councillors and Council officers communicate regularly regarding services and questions from constituents.

## **Risk Management**

### **Insurance**

The Council insures its assets based on individual reinstatement values with excesses depending upon property type from £150,000 to £250,000. Reinstatement values should be regularly reviewed but it is accepted practice to increase values by indexation between reviews based on appropriate build cost indices.

The list of properties insured should be reviewed annually to ensure that new properties have been added and sold properties removed. New build projects

should be added upon completion or when they cease to be insured by the building contractor or other arrangements in place during the build period. Insurers should be consulted prior to construction to make them aware of proposals, enable them to review specification to ensure that they will be insurable or not create additional risks resulting in higher premiums or refusal to insure.

### **Insurance inspections**

The Council appoints specialist engineers (currently HSB Engineering Insurance) to carry out periodic thorough examination reports for lifts and boilers / pressure vessels.

### **Unforeseen Major Incident**

The risk of a major incident in the city, which affects built assets, will always exist. An incident resulting in a loss of more than £250,000 would be expected to be met by the Council's insurer.

A major incident team exist to respond to a major incident in the first instance, with the organisation responding to provide rest centres and temporary / alternative accommodation.

### **Compliance failure**

Contractual arrangements are in place to ensure the Council remains compliant with statutory requirements. See Section 8 above.

### **Contractor failure and insolvency**

The risk of contractor failure is mitigated by financial checks and credit references to check risk levels and contract limits. In our long-term contractual relationships, there is no guaranteed volume of work so programmes can be increased or reduced if necessary.

### **Inflation Rates**

Over the next three years, to quartet 1 2026, the Building Cost Information Service (BCIS) forecast that tender prices are expected to rise by 7.6% A great deal of uncertainty remains for the construction industry over this period.

The rate that is most likely to impact on the Asset Management Plan is that calculated by the Building Cost Information Service (BCIS), the all-in tender price indices. This inflation rate is widely accepted as the industry norm for price increases in construction industry contracts.

### **Legislative Changes**

There are risks in any business plan, strategy or financial model that changes in legislation may alter the assumptions being made.



## **APPENDICES**

**A Greenhouse Gas Report General Fund Properties**

**B Non-Greenhouse Gas Report General Fund Properties**

## Appendix A – Greenhouse Gas Report General Fund Properties

Priorities 1 = Greater than 100t, 2 = Between 10t and 99t, 3 = Less than 10t CO2 Emissions

### Priority 1

Facility Name	Service	Priority	DEC/ EPC	NZC Report Needed?	Category	2019-20 Gas kWh	Gas CO2 (tonnes)	2019-20 Elec kWh	Elec CO2 (tonnes)	Total CO2 emissions (tonnes)
<b>Administrative / Operational Buildings</b>										
Cambridge Corn Exchange	Cultural Services	1		Yes	Admin / Op	791,896	146	310,677	79	225
Guildhall	Admin Buildings	1	C	Yes	Admin / Op	1,149,819	211	324,862	83	294
Mandela House	Admin Buildings	1	E	No	Admin / Op	253,991	47	384,136	98	145
<b>Bereavement Services Buildings</b>										
The Crematorium	Commercial Services	1		Yes		1,195,287	220	99,468	25	245
<b>Car Parks</b>										
Grand Arcade Car Parks	Commercial Services	1		Yes	Car Park	n/a	0	688,137	176	176
<b>Pools</b>										
Abbey Pools	Recreation Services	1		Yes	Pools	1,245,030	229	592,879	152	380
Parkside Pools	Recreation Services	1		Yes	Pools	4,857,608	893	249,592	64	957

### Priority 2

Facility Name	Service	Priority	DEC/ EPC	NZC Report Needed?	Category	2019-20 Gas kWh	Gas CO2 (tonnes)	2019-20 Elec kWh	Elec CO2 (tonnes)	Total CO2 emissions (tonnes)
<b>Administrative / Operational Buildings</b>										
Cowley Road Depot	Admin Buildings	2		No	Admin / Op	n/a	0	63,756	16	16
130 Cowley Road	Admin Buildings	2	D	No	Admin / Op	n/a	0	90,521	23	23
3 Parsons Court	Cultural Services	2		Yes	Admin / Op	45,960	8	27,100	7	15
<b>Bereavement Services Buildings</b>										
Newmarket Road Cemetery	Commercial Services			Yes						
<b>Car Parks</b>										
Grafton East & West Car Parks	Commercial Services	2		Yes	Car Park	n/a	0	241,716	62	62
Queen Anne Terrace Car Park	Commercial Services	2		Yes	Car Park	n/a	0	345,562	88	88
<b>Commercial Properties</b>										
Barnwell House	Property Services	2	C	Yes	Commercial	64,949	12	38,537	10	22
Gonville Place Kiosk	Property Services	2		Yes	Commercial					
Gwydir Street - Enterprise Centre	Property Services	2	B-E	No	Commercial	64,364	12	18,803	5	17
Market	Streets And Open Spaces	2		Yes	Commercial	n/a	0	187,090	48	48
Orwell House/Orwell Furlong	Property Services	2	D-E	No	Commercial	337,642	62	68,085	17	79
Park Terrace - Hobbs Pavilion	Property Services	2	D	Yes	Commercial					
<b>Community Centres</b>										
Brown's Field Youth And Community Centre	Community Services	2		Yes	Community	49,476	9	33,478	9	18

Facility Name	Service	Priority	DEC/ EPC	NZC Report Needed?	Category	2019-20 Gas kWh	Gas CO2 (tonnes)	2019-20 Elec kWh	Elec CO2 (tonnes)	Total CO2 emissions (tonnes)
Cherry Hinton Village Centre	Community Services	2		Yes	Community	129,205	24	32,524	8	32
Clay Farm Centre	Community Services	2		Yes	Community	456,177	84	30,633	8	92
The Meadows Community Centre	Community Services	2		Yes	Community	247,615	46	69,361	18	63
<b>Paddling Pools</b>										
Lammas Land	Recreation Services	2		Yes	Recreation	n/a	0	no data	?	?
<b>Pools</b>										
Jesus Green	Recreation Services	2		Yes	Pools	n/a	0	86,665	22	22
Kings Hedges Learner Pool	Recreation Services	2		Yes	Pools	n/a	0	224,393	57	57
<b>Public Toilets</b>										
Toilet Block (Market)	Streets And Open Spaces	2		Yes	WCs	n/a	0	187,090	48	48

### Priority 3

Facility Name	Service	Priority	DEC/ EPC	NZC Report Needed?	Category	2019-20 Gas kWh	Gas CO2 (tonnes)	2019-20 Elec kWh	Elec CO2 (tonnes)	Total CO2 emissions (tonnes)
<b>Car Parks</b>										
Castle Hill Car Park	Commercial Services	3		Yes	Car Park	n/a	0	6,354	2	2
Lammas Land	Streets & Open Spaces	3		Yes						
<b>Commercial Properties</b>										
Clay Farm Centre - Health Centre And BPHA Housing	Property Services	3		Yes	Commercial					
Dales Brewery	Property Services	3	B-D	Yes	Commercial	n/a	0	22,240	6	6
Hooper Street Garages	Property Services	3		Yes	Commercial	n/a	0	697	0.2	0.18
Jedbough Court	Property Services	3	C-G	Yes	Commercial	n/a	0	30,633	8	8
Jubilee House, Chesterton Road	Property Services	3	C	Yes	Commercial					
Ronald Rolph Court, Wadloes Road	Property Services	3	C-G	Yes	Commercial	n/a	0	2,758	1	1
<b>Community Centres</b>										
80 Akeman Street Community Centre	Community Services	3		Yes	Community		0			
Nuns Way Pavilion	Community Services	3		Yes	Community	n/a	0	9,957	3	3
Trumpington Pavilion	Community Services	3		Yes	Community	?	?	?	?	?
<b>Pavilions</b>										
48 Laxton Way Lnr (Local Nature Reserve) Store	Recreation Services	3		Yes	Pavilion	n/a	0	60	0.02	0.02
Alexandra Gardens Bowls Pavilion	Recreation Services	3		Yes	Pavilion		0	1,226	0.31	0.31
Barnwell Bowls Pavilion	Recreation Services	3		No	Pavilion		0	758	0.19	0.19
Canoe Club	Recreation Services	3		Yes	Pavilion		0	159	0.04	0.04
Cherry Hinton Pavilion	Recreation Services	3		Yes	Pavilion		0	18,419	4.71	4.71
Chesterton Pavilion	Recreation Services	3		Yes	Pavilion		0	459	0.12	0.12
Chesterton Rec Ground	Recreation Services	3		Yes	Pavilion	n/a	0	677	0.2	0.2
Christs Piece Bowls Pavilion- Machinery/ Gardener Shed	Recreation Services	3		Yes	Pavilion	n/a	0	269	0.07	0.1

Facility Name	Service	Priority	DEC/ EPC	NZC Report Needed?	Category	2019-20 Gas kWh	Gas CO2 (tonnes)	2019-20 Elec kWh	Elec CO2 (tonnes)	Total CO2 emissions (tonnes)
Christ's Piece Pavilion	Recreation Services	3		Yes	Pavilion		0	218	0.06	0.06
Coleridge Bowls Pavilion	Recreation Services	3		Yes	Pavilion		0	5,337	1.36	1.36
Hobbs Sports Pavillion	Recreation Services	3		Yes	Pavilion			14,483	3.7	3.7
Lammas Land Bowls Pavilion	Recreation Services	3		Yes	Pavilion		0	4,088	1.04	1.04
Nightingale Pavilion	Recreation Services	3		No	Pavilion		0	1,135	0.29	0.29
ROUSE PAVILION & Wcs (Jesus Green)	Recreation Services	3		Yes	Pavilion	n/a	0	1343	0.3	0.3
Trumpington Bowls Pavilion	Recreation Services	3		Yes	Pavilion		0	10,059	2.57	2.57
<b>Pools</b>										
Jesus Green Pump Out Station R1	Streets & Open Spaces	3		n/a	Pools	n/a	0	7,529	2	2
<b>Public Toilets</b>										
Arbury Road R1	Streets And Open Spaces	3			WCs	n/a	0	6,718	2	2
Cherry Hinton Hall R1	Streets And Open Spaces	3		Possibly	WCs	n/a	0	566	0	0
Chesterton Rec Wc	Streets And Open Spaces	3		Possibly	WCs					
Chesterton Road - Wc - Jubilee House	Streets And Open Spaces	3		Yes	WCs	n/a	0	3,166	1	1
Christ's Pieces Bowls Pavilion - Machinery/ Gardener Shed	Streets And Open Spaces	3		Possibly	WCs	n/a	0	269	0	0
Christ's Pieces R1	Streets And Open Spaces	3		Yes	WCs	n/a	0	18,699	5	5
City Cemetery Office	Streets And Open Spaces	3		Yes	WCs	n/a	0	5,950	2	2
Coleridge Road Rec WC	Streets And Open Spaces	3		Yes	WCs					
Gonville Place Wc	Streets And Open Spaces	3		Yes	WCs	n/a	0	12,302	3	3
Grand Arcade Shopmobility Wc	Streets And Open Spaces	3		Possibly	WCs					
High Street Cherry Hinton Wc	Streets And Open Spaces	3		Yes	WCs					
Lammas Land Wc	Streets And Open Spaces	3		Yes	WCs					
Lion Yard R1	Streets And Open Spaces	3		Yes	WCs	n/a	0	6,834	2	2
Market Hill	Streets And Open Spaces	3		Yes	WCs	n/a	0	7,884	2	2
Midsummer Common Public Toilets	Streets And Open Spaces	3		Yes	WCs	n/a	0	3,208	1	1
Mill Road	Streets And Open Spaces	3		Yes	WCs	n/a	0	3,220	1	1
Quayside Wcs, Bridge Street R1	Streets And Open Spaces	3		Yes	WCs	n/a	0	9,533	2	2
Romsey Road Rec Wcs	Streets And Open Spaces	3		Yes	WCs	n/a	0	2,385	1	1
Silver Street R1	Streets And Open Spaces	3		Yes	WCs	n/a	0	8,450	2	2
<b>Paddling Pools</b>										
Cherry Hinton	Recreation Services	3		Yes	Recreation	n/a	0	26,546	7	7

## Appendix B – Non-Greenhouse Gas Report General Fund Properties

Priorities 1 = EPC Greater than E, 2 = EPC of D, 3 = EPC of C

### Priority 1

Facility Name	Service	Priority	DEC/ EPC	No.of Units	NZC Report Needed?	category
<b>Commercial Properties</b>						
19-22 Cheddars Lane	Property Services	1	C-E	4	No	Commercial
97-101 High Street, Chesterton	Property Services	1	D-E	3	No	Commercial
Anstey Way Shops, Cambridge	Property Services	1	C-E		Yes	Commercial
Arbury Court shops, Cambridge	Property Services	1	B-E	14	No	Commercial
Barnwell Business Park	Property Services	1	C-G	20	Yes	Commercial
Barnwell Road Shops	Property Services	1	B-E	6	No	Commercial
Cowley Road former DSA Site	Property Services	1	E	1	No	Commercial
Cowley Road former P&R Site, Golf Driving Range and Industrial Estate	Property Services	1	D-E		No	Commercial
Lensfield Road	Property Services	1	D-G	1	No	Commercial
Market Street Shops - 19-23a	Property Services	1	C-E	4	Yes	Commercial
Mercers Row Industrial Estate	Property Services	1	C-E	21	No	Commercial
Norfolk Street - 47-51	Property Services	1	D-E	6	No	Commercial
Nuffield Close Industrial Estate	Property Services	1	B-E	10	Yes	Commercial
Robert Davies Court Industrial Estate	Property Services	1	C-G	15	Yes	Commercial
The Bath House	Property Services	1	E	1	Yes	Commercial

### Priority 2

Facility Name	Service	Priority	DEC/ EPC	No.of Units	NZC Report Needed?	category
<b>Administrative / Operational Buildings</b>						
Waterbeach Garage	Commercial Services	2		1	Yes	Admin / Op
<b>Commercial Properties</b>						
6a-6b Priory Road, Cambridge	Property Services	2	D	1	Yes	Commercial
94a Walpole Road, Cambridge	Property Services	2	D	1	Yes	Commercial
Cambridge Junction?	Property Services	?		1	Possibly	Commercial
Carlton Terrace Shops	Property Services	2	C-D	2	Yes	Commercial
Cheddars Lane Industrial Estate	Property Services	2	C-E		No	Commercial
Cherry Hinton Hall and Cottage	Property Services	2	D	2	Possibly	Commercial
Ditton Lane Shops	Property Services	2	B-D	4	Yes	Commercial
Guildhall commercial units - Gigging Squid and Sticks'n'Sushi	Property Services	2	D	2	Yes	Commercial
Hawthorn Way, Chesterton Lodge	Property Services	2	D	1	Yes	Commercial



Facility Name	Service	Priority	DEC/ EPC	No.of Units	NZC Report Needed?	category
Norfolk Street - 4-24	Property Services	2	C-D	6	Yes	Commercial
Norfolk Street - 5/7/9	Property Services	2	D	3	No	Commercial
St Philip's Road - 53	Property Services	2	D	1	Yes	Commercial

### Priority 3

Facility Name	Service	Priority	DEC/ EPC	No.of Units	NZC Report Needed?	category
<b>Commercial Properties</b>						
124-146 Wulfstan Way	Property Services	3		6	Yes	Commercial
125 Newmarket Road, Cambridge	Property Services	3	C	1	Yes	Commercial
38-39 Wulfstan Court	Property Services	3		2	Yes	Commercial
451 Newmarket Road, Cambridge	Property Services	3	C	1	Yes	Commercial
61 Newnham Road, Cambridge	Property Services	3		1	Possibly	Commercial
Castle Street Museum of Cambridge	Property Services	3	C	1	Possibly	Commercial
Christ's Pieces Kiosk	Property Services	3		1	Yes	Commercial
Cyrus Way, Peterborough	Property Services	3	C	1	Yes	Commercial
Granta Place Boathouse and Robinson Crusoe Island	Property Services	3		2	Possibly	Commercial
Henderson House, Huntingdon	Property Services	3	C	1	Yes	Commercial
Jesus Green Kiosk	Property Services	3		1	Yes	Commercial
King George V Pavillion	Property Services	3		1	Yes	Commercial
Lammas Land Kiosk	Property Services	3		1	Yes	Commercial
Pound Hill - The Punter Pub	Property Services	3	C	1	Yes	Commercial
Regent Street - The Fountain Inn Pub	Property Services	3	C	1	Yes	Commercial
St Philip's Road - 53a	Property Services	3		1	Yes	Commercial
<b>Community Centres</b>						
Ross Street Community Centre	Community Services	3		1	Yes	Community
<b>Car Parks</b>						
Adam & Eve Street car park	Commercial Services	3		1	Yes	Car Park
Arbury Court (open air car park next to shopping centre)	Commercial Services	3		1	Possibly	Car Park
Campkin Road Car Park (corner of Arbury Road and Campkin Road)	Commercial Services	3		1	Yes	Car Park
Gwydir Street car park	Commercial Services	3		1	Yes	Car Park
Riverside Car Park (Abbey Road) – one street light	Commercial Services	3		1	Yes	Car Park
<b>Pools</b>						
Sheeps Green learner pool	Recreation Services	3		1	Yes	Pools
<b>Splash Pads</b>						
Abbey Pool splash pad	Recreation Services	3		1	Yes	Recreation
Coleridge rec splash pad	Recreation Services	3		1	Yes	Recreation

Facility Name	Service	Priority	DEC/ EPC	No.of Units	NZC Report Needed?	category
Kings Hedges splash pad (The Pulley)	Recreation Services	3		1	Yes	Recreation

## Update on the Four Day Week (4DW) trial in the Greater Cambridge Shared Planning Service



**To:** Cllr Mike Davey, Executive Councillor for Finance, Resources and Transformation, 27 March 2023

**Report by:**

Liz Watts, Chief Executive, South Cambridgeshire District Council

Tel: 01954 712926 Email: liz.watts@scambs.gov.uk

**Wards affected:**

All

Non-Key Decision

### 1. Executive Summary

- 1.1 By the time this report is received by the Strategy and Resources Committee on Monday 27<sup>th</sup> March, the 4DW Phase One trial, which included the Shared Planning Service, will be nearing its completion.
- 1.2 This report provides a brief insight into the first two months of the trial including KPI performance for the Shared Planning Service (which is as much data as was available up to the report deadline date).
- 1.3 The report also sets out the next stage of the process, in terms of final evaluation of the trial.

### 2. Recommendations

The Executive Councillor is recommended to:

- 2.1 note the report and consider the decision options highlighted in 3.11 for the next stage of the process;

- 2.2 provide any feedback thought relevant to the Chief Executive of South Cambridgeshire District Council.

### 3. Background

- 3.1 Following the approval of the Four Day Week (4DW) trial for desk-based colleagues at SCDC (including the Shared Planning service), it was agreed that reports on progress would be presented to the Employment & Staffing Committee at South Cambridgeshire District Council and Strategy & Resources Scrutiny Committee at Cambridge City Council.

#### Timings of Committees

- 3.2 Due to the timings of committees, reports have been forwarded by email to one or other committee, to ensure each actual committee meeting receives up-to-date information every month during the trial – as set out below.

<b>Committee</b>	<b>SCDC E&amp;S*</b>	<b>CCC S&amp;RS**</b>
10 November 2022 E&S	Report in person	Report by email
30 January 2023 S&RS	Report by email	Report in person
23 February 2023 E&S	Report in person	Report by email
27 March 2023 S&RS	Report by email	Report in person

\* Employment & Staffing Committee (SCDC)

\*\* Strategy & Resources Scrutiny Committee (CCC)

#### The trial – feedback from the first two months

- 3.4 This report was written on 13 March and contains data available at that date.

#### Key Performance Indicators (January and February data)

- 3.5 KPI data is set out at Appendix 1. Broadly speaking, no changes have been seen in January and February performance levels that are considered to be attributable to the 4DW trial. Further analysis will take place following completion of the three month trial.

#### Health and Wellbeing check-in survey (January – February data)

- 3.6 The check-in survey has continued to show broadly positive results, as set out in Appendix 1. It is completed by approximately 100 colleagues every week (out of 450 in the trial). Respondents are not identified by service (it is completely anonymous). It is important to note that a far more detailed health and wellbeing survey will be carried out at the beginning of April, run by the same independent company who delivered the survey before the trial was announced. This will therefore provide fully comparable and detailed information on the impact of the 4DW on the health and wellbeing of colleagues. The comparison will be presented in the final analysis report.
- 3.7 At the beginning of October 2022 a new Council-wide feedback survey was introduced to help with the monitoring of resident and business satisfaction with services. To date results have remained stable, with no pattern of change since the 4DW trial was introduced in January.

### **Next stage of the process**

- 3.9 Members will recall that the first desk-based trial was limited to a three-month period, with a view to testing whether a 4DW is deliverable in local government. If the trial is deemed to have been a success, using the KPI, health & wellbeing, and customer data to measure, it is proposed that the trial is extended for a further year. The purpose of this extended trial is to test whether the 4DW has an impact on our ability to recruit and retain colleagues, particularly in hard to fill posts (such as many of those in the Shared Planning Service).
- 3.10 Therefore, following the formal trial period (January – March 2023) all of the data will be collated and analysed during April. This analysis will be undertaken by two research associates from the Bennett Institute of Public Policy (part of Cambridge University) in order to ensure its independence.
- 3.11 Decisions about extending the trial for a year, and a 3 month trial for the waste service (see 3.13 below), will be set out in a final report summarising the evidence and next steps, and taken as follows:
- SCDC Cabinet will take decisions at a Cabinet meeting on Monday 15<sup>th</sup> May
  - For the City Council, either the Executive Cllr for Finance, Resources and Transformation could consult the Chair and spokes prior to taking a decision on 15<sup>th</sup> May, or, a special meeting of the Strategy and Resources Scrutiny Committee could

meet and debate the issues to inform a decision the Executive Councillor would make on 15<sup>th</sup> May. If the Scrutiny Committee chose to meet, it would likely be Thursday 11<sup>th</sup> or Friday 12<sup>th</sup> May. SCDC Scrutiny Committee is scheduled to meet on 11<sup>th</sup>.

- 3.12 A member survey will be distributed in early April and member roundtables will take place on 3<sup>rd</sup> April, to ensure that feedback is received from councillors about their experience of the 4DW (with respect to their interactions with the Shared Planning Service and any other feedback councillors may wish to share).

### **Second Trial for Shared Waste Service**

- 3.13 At the same time as the desk-based trial was underway, colleagues in the Shared Waste Service have been working through a detailed plan for round optimisation which is aimed at being able to initiate a 4DW trial within the service. The confirmation of this trial will be subject to agreement by the two portfolio holders for the Shared Waste Service (Cllrs Rosy Moore and Henry Bachelor). It is anticipated that, should it be approved, the trial will start in the Summer of 2023.

## **4. Implications**

### **a) Financial Implications**

There are no financial implications arising from this report which is for information.

### **b) Staffing Implications**

This report provides information on the current trial of a 4-day working week for SCDC employees.

### **c) Equality and Poverty Implications**

An EQIA has not been prepared on SCDC's proposed trial. The purpose of the trial is to gather evidence including on equality impacts to inform an EQIA for the final report.

### **d) Net Zero Carbon, Climate Change and Environmental Implications**

A climate change assessment has not been prepared on SCDC's proposed trial.

#### **e) Procurement Implications**

There are no procurement implications arising from this report which is for information.

#### **f) Community Safety Implications**

There are no community safety implications arising from this report which is for information.

### **5. Consultation and communication considerations**

The Chief Executive of Cambridge City Council and the Head of HR have been consulted on this report.

### **6. Background papers**

No background papers were used in the preparation of this report.

### **7. Appendices**

Appendix 1 – Key Performance Indicator data

Appendix 2 - Check in survey data

### **8. Inspection of papers**

If you have a query on the report please contact Liz Watts, tel: 01954 712926, email: [liz.watts@scambs.gov.uk](mailto:liz.watts@scambs.gov.uk)

## Appendix 1 – Key Performance Indicator data

### Line Chart Legend:

- Actual
- Target
- Intervention

### Red / Amber / Green Legend:

Green = Signifies actual has met or surpassed the target

Amber = Denotes performance below target but above intervention level.

Red = Denotes performance below the intervention level. This represents underperformance of concern.

#### Key Performance Indicator and Owner, organised by Directorate and Service Area

▼ Actual Target Intervention

##### CC302 % calls to the Contact Centre resolved first time

Jeff Membery



Month	Actual	Target	Intervention
Dec	82.6	80	70
Jan	81.0	80	70
Feb	77.8	80	70

##### CC303 % of calls to the Contact Centre that are handled (answered)

Jeff Membery



Month	Actual	Target	Intervention
Dec	97.37	90	80
Jan	91.02	90	80
Feb	91.61	90	80

##### CC307 Average call answer time (seconds)

Jeff Membery



Month	Actual	Target	Intervention
Dec	35	100	180
Jan	139	100	180
Feb	141	100	180



**CC302 context:**

The slight reduction in February's result (shown above) reflects the recruitment of new staff to the Contact Centre, including temporary staff to help with increase call volumes typically seen at year end). This is part of a regular trend whereby the % of calls resolved first time (i.e. at first point of contact) decreases until new staff have completed full training.

**CC307 context:**

Prior to the 4 Day Week Trial, December saw the lowest average call answer time since April 2015. This reflected the lowest number of calls to the Contact Centre since April 2015.

January and February increases in average call answer time sit within the context of increased call volumes. When compared with December, January saw an additional 1956 calls, while in February 1598 additional calls were received.

January's result was notably impacted by one particular day (30 Jan) which saw 629 calls to the Contact Centre – 109 more than on the next busiest day of the month. This was linked to approximately 1,500 Council Tax recovery letters having been delivered on Friday 27 Jan and over the weekend, resulting in a high number of calls on the Monday. Mondays are consistently the busiest day of the week for the Contact Centre even under normal circumstances.

When compared with the previous Januarys since 2015, the January 2023 result of 139 seconds falls just outside of top quartile performance (136.5 – 153.5 seconds).

When compared with the previous Februarys since 2015, the February 2023 result of 141 seconds falls within third quartile of performance results (117.5 – 194 seconds).

In comparison with all previous monthly results since April 2015, both January and February results remain relatively close to the median monthly average call time of 130 seconds.

## Greater Cambridge Planning Service Results:

South Cambridgeshire District Council's regular KPIs relating to the Greater Cambridge Planning Service (GCPS) align with national measures of local authority Planning performance and present a cumulative view of performance over two-year reporting periods. Providing January and February results in this format would provide limited insight into performance since the 4-day week trial commenced.

The below figures are a departure from these usual KPIs and as such do not have targets attached. For this reason, Red/Amber/Green statuses (which are based on results in comparison to targets) have not been applied. They do, however, provide a clearer view of GCPS performance on the run up to, and since the beginning of the trial

## Major Planning Applications:

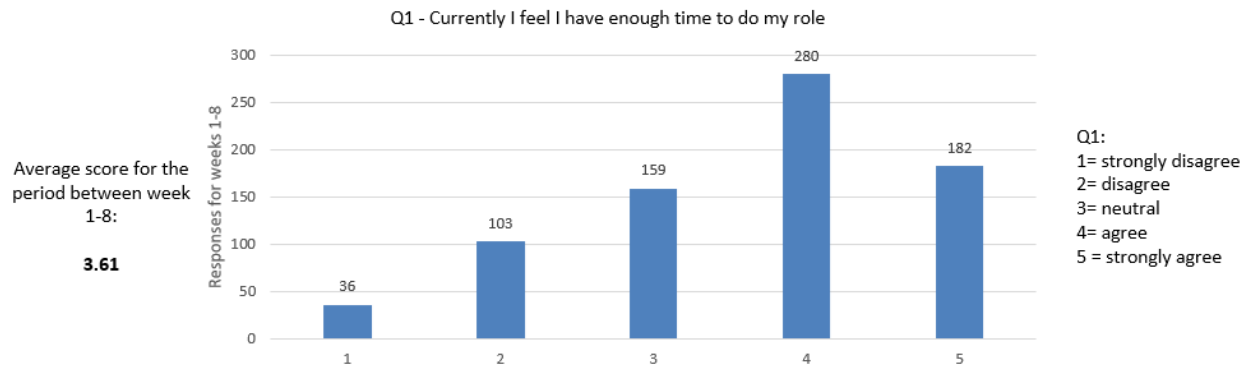
Month	Number of SCDC decisions	Number of Cambridge City decisions	Total number of decisions
Oct	4	3	7
Nov	8	1	9
Dec	3	4	7
Jan	4	3	7
Feb	2	4	6

## Non-major Planning Applications:

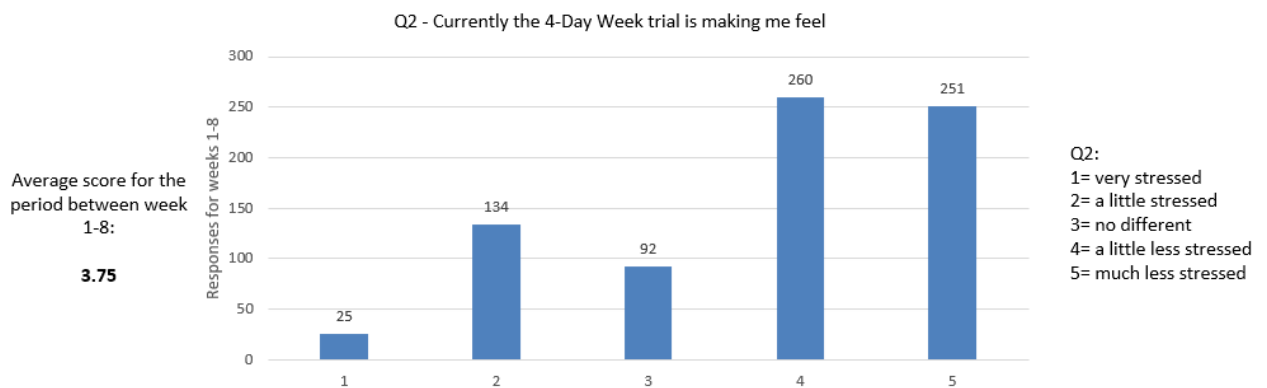
Month	Number of SCDC decisions	Number of Cambridge City decisions	Total number of decisions
Oct	125	75	200
Nov	133	78	211
Dec	149	91	240
Jan	179	115	294
Feb	124	87	211

## Appendix 2 - Check in survey data

### Question 1 Currently I feel I have enough time to do my role

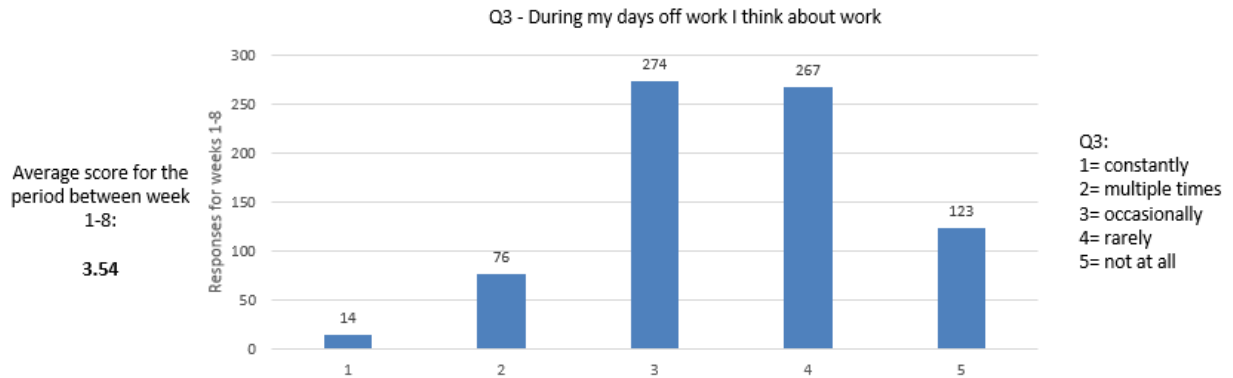


### Question 2 Currently the 4-Day Week trial is making me feel



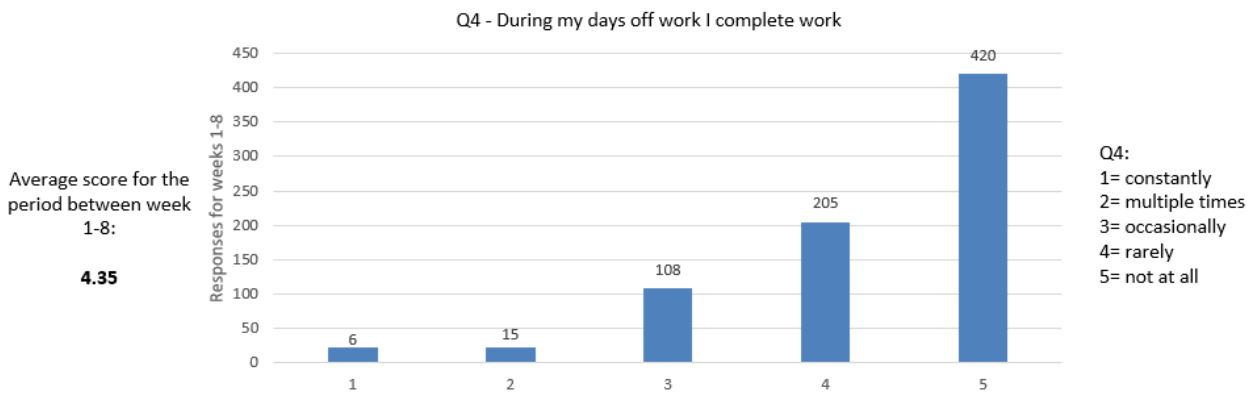
### Question 3

During my days off work I think about work



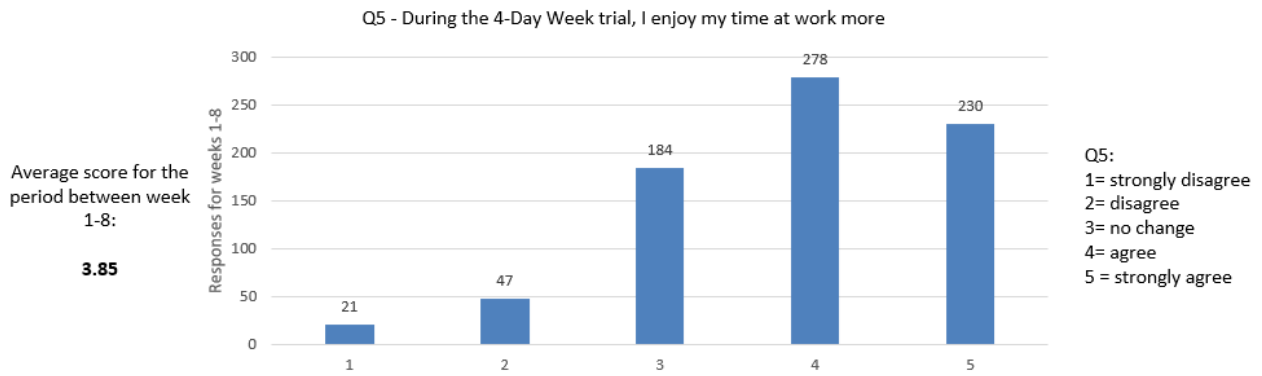
### Question 4

During my days off work I complete work



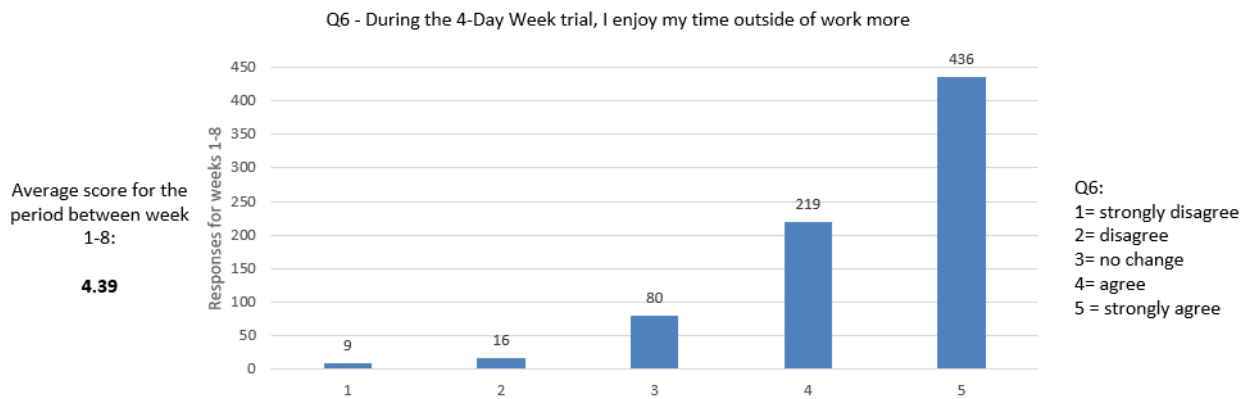
### Question 5

During the 4-Day Week trial, I enjoy my time at work more



### Question 6

During the 4-Day Week trial, I enjoy my time outside of work more



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Item:

## **DRAFT UPDATE ON THE WORK OF KEY EXTERNAL PARTNERSHIPS**

**To:**

Councillor Anna Smith, Leader

Strategy & Resources Scrutiny Committee, 27<sup>th</sup> March 2022

**Report by:**

Graham Saint

Tel: 01223 - 457044

Email: [Graham.Saint@cambridge.gov.uk](mailto:Graham.Saint@cambridge.gov.uk)

**Wards affected:**

Abbey, Arbury, Castle, Cherry Hinton, Coleridge, East Chesterton, King's Hedges, Market, Newnham, Petersfield, Queen Edith's, Romsey, Trumpington, West Chesterton

### **Not a Key Decision**

#### **1. Executive Summary**

1.1 This paper provides an update on the work of the following partnerships:

- The Cambridgeshire and Peterborough Combined Authority (including the Business Board)
- Greater Cambridge Partnership
- Fast Growing Cities
- Oxford-Cambridge Partnership.

1.2 The paper is provided as a part of the Council's commitment given in its "Principles of Partnership Working", to set out annual reports summarising the work of the key partnerships it is involved with.

1.3 It highlights the considerable amount of activity that is taking place in tackling some of the "big challenges" that the city region is facing. It also shows the ongoing joint working between partners and government to help meet these challenges.

- 1.4 For this cycle, the paper also incorporates the standing update on the work of the Cambridgeshire and Peterborough Combined Authority.

## 2. Recommendations

2.1 The Executive Councilor is recommended to:

- a) Note the achievements and progress of the strategic partnerships that the City Council is engaged with, outlined in this report.
- b) Provide an update on the issues considered at the Combined Authority Board meeting held on 22 March 2023.

## 3. Cambridgeshire & Peterborough Combined Authority (CPCA)

3.1 The City Council is a statutory member of the CPCA, which was set up as a part of the Cambridgeshire and Peterborough Devolution Deal, with its first official meeting taking place in March 2017.

3.2 A Board, chaired by the elected Mayor of Cambridgeshire and Peterborough, ensures that the decisions and actions of the Combined Authority deliver key outcomes for the people of Cambridgeshire and Peterborough. Cllr. Anna Smith is the City Council's representative on the **Combined Authority Board**. Since November 2022 she has been **Deputy Statutory Mayor** taking on responsibilities from CPCA Mayor Dr Nik Johnson while he has been on medical leave. Cllr Nethsingha also sits on the Board in her capacity as Leader of Cambridgeshire County Council, and is a non-statutory Deputy Mayor.

3.3 As well as the Combined Authority Board there are six other committees that are part of the CPCA. Our membership of these committees is: **Overview and Scrutiny Committee**, Cllr. Richard Robertson and Cllr. Simon Smith; **Audit and Governance Committee** Cllr. Simon Smith; **Employment Committee**, Cllr. Anna Smith and Cllr. Lucy Nethsingha; **Housing and Communities Committee**, Cllr. Lewis Herbert; **Skills Committee**, Cllr. Sam Carling; and **Transport and Infrastructure Committee**, Cllr. Katie Thornburrow.

3.4 During the last year the CPCA:



- Prepared an overarching Combined Authority **Strategy and Business Plan**, giving a greater clarity of purpose and emphasis in addressing inequalities across the area, showing how a transition can be made, and enabling sustainable growth. This is informed by a Mayoral vision to have a healthier and more prosperous combined authority region set out in an **Ambition Statement**.
- Agreed the authority's vision and priorities in January 2023.
- Agreed an **Improvement Plan** following an external audit and began to implement it. This included setting out a clear focus on governance arrangements to achieve a transitional Corporate Plan and carrying out key functions within a revised structure at Board level.
- Established an **Improvement Board** that will provide external advice, challenge, and expertise to the CPCA to ensure focus, grip, pace and effective change on key areas identified in the Improvement Plan, as well as assurance to external agencies about progress being made, and identify and share learning and best practice with Members and Officers. The Improvement Board is Chaired by Lord Kerslake.
- Received a **Best Value Notice** from the government, after "significant concerns" were highlighted by external auditors last year, to ensure the Combined Authority provides assurances over its improvements. The notice also explains that DLUHC will be taking a "precautionary approach" to the transfer of funding to the Combined Authority until "there are appropriate plans in place to reach a resolution". The notice will remain in place for 12 months, after which time it can be reissued if further assurance is needed. The notice can be withdrawn or escalated at any point. Failure to "demonstrate continuous improvement" could result in government intervention.
- Developed and submitted a grant proposal for the continuation of the delivery of **Skills Bootcamps** in the region and the new **Careers Hub** has hosted an inaugural Careers Conference, with a focus on the future skills needed in the labour market and ensuring our students are prepared for the world of work. The Combined Authority's Employment and Skills Strategy has highlighted the need for an **All-Age Careers** Service and has been lobbying for provision to be extended to include primary education, devolved at a regional level.

- Successfully **increased the capacity of adult education** and a mixed marketplace of skills providers. There are now 16 Training providers in addition to the nine college/local authority providers, who have been on-boarded, and delivery has commenced. The new **Multiply Programme** launched during ‘Number Confidence Week’ in November, seeks to address low numeracy skills and number confidence.
- Continued to work on updating the **Local Transport and Connectivity Plan**, with assistance from the County and City Councils, in addition to the constituent Councils. Work on developing the evidence base on the quantified carbon assessment and the use of associated transport planning tools is progressing. The Combined Authority awaits the draft LTP guidance to be released by central government with the delay likely to have an adverse impact on delivery of the Plan.
- Agreed to **step in and fund a number of bus services** after Stagecoach East withdrew from some bus routes in October, which they said had proved commercially unviable. The cost of the new services is now “considerably higher” than the services they replaced and prompted the introduction of a mayoral precept of £1 a month (£12 annually) on a Band D property, to allow the Combined Authority to safeguard the routes for the medium-term, from 1 April. This followed requests to the Department for Transport for **emergency funding to allow local authorities to maintain loss-making bus routes**, which was not forthcoming.
- Drafted and consulted on a **Bus Strategy** in January-February 2023.
- Promoted uptake of the CAs **Investing in Nature** £1m Fund with Natural Cambridgeshire assessing the first round of applications for the Fund received by the December deadline. The Climate Action Plan is being delivered and a progress report will be discussed in March by the Climate Partnership for recommendation to the CA Board.
- Received confirmation of the allocation of £9.8 million core **UK Shared Prosperity Fund** (UKSPF) by government and the Grant Funding Agreement issued from DLUHC has been signed and returned to accept the award.
- Helped secure an allocation of £1.275 million from **DCMS Create Growth Fund** together with the New Anglia LEP and wider

University and other partners. The funding agreement from Government was signed in December by New Anglia LEP as the lead body.

- Secured £823,000 for **active travel** in January 2023.
- Supported **The Greater South-East Net Zero Hub** to promote successful projects to BEIS, along with sharing delivery ambitions for the next year and what is needed from BEIS to support this.
- Continued to **manage a portfolio of large capital projects** delivering journey improvements and public health benefits across the region to help deliver the commitment to double GVA – these projects are predominantly funded by the Transforming Cities Fund, a £95m fund devolved to the area with the Combined Authority able to direct to where it will create the greatest impact.
- **Developed an affordable housing strategy**, taking into account views of our constituent councils and working closely with Homes England. The **Affordable Housing Programme** will be delivering 1,458 additional affordable housing units, with 520 expected to be completed at end of Jan 2023, with the balance are all under various stages of construction.
- Continued to **manage a portfolio of large capital projects** delivering journey improvements and public health benefits across the region to help deliver the commitment to double GVA – these projects are predominantly funded by the Transforming Cities Fund, a £95m fund devolved to the area with the Combined Authority able to direct to where it will create the greatest impact.

3.5 The CPCAs **Budget Monitoring Report** for January 2023 shows the Forecast Outturn as a ‘favourable’ variance of forecast expenditure against approved budgets of £13.0m.

3.6 The CPCA has led on, or supported, the delivery of key projects in the Cambridge area during 2022, including:

- Confirmation of the TWAO for the proposed new rail station Cambridge South.
- Prepared a business case for capital funding for building costs for a community and purpose-driven project at Core Site in North-East Cambridge. This includes the delivery of much needed affordable and tailored space that will allow local organisations to grow,

marking the start of the regeneration of the NEC area with early jobs, community consultation and cohesion.

- Agreed funding for the Cambridge City Portrait, Chalk Streams project and projects to improve the sustainability of the council's cultural offer.

3.7 The decision sheet for the meeting of the Combined Authority Board on 22 March 2023 will be circulated to members of the committee once it is published on the Combined Authority website.

#### 4. **CPCA Business Board**

4.1. The Business Board was constituted in September 2018 as the LEP for our region, integrated within the Cambridgeshire and Peterborough Combined Authority, which is the “accountable-body, responsible to Government for complying with any conditions or requirements attached to any funding.

4.2 The Business Board assists in the achievement of the Combined Authority's Growth Ambition Statement, responds to the Cambridgeshire & Peterborough Economic Review (CPIER) and the realisation of the Combined Authority Business Plan 2022/23.

4.3 During the year the Business Board:

- Endorsed a new **Economic Growth Strategy for Cambridgeshire and Peterborough**. The strategy sets out clear priorities to inform investment decisions, based on the most up to date evidence available. Its primary goal is to reduce inequality and drive levelling up within and between the three economies of Peterborough, Fenland and Greater Cambridge. It is designed to complement the emerging transport and health and wellbeing plans by reinforcing the evidence around those interventions that are likely to have most impact on good growth.
- Set out a **series of programme themes** that include: an expanded programme of business support, inward investment and innovation; skills and employment support for good jobs; investment in local placemaking and renewal, and; connectivity to deliver the Economic Growth Strategy. The **Economic Growth Strategy** is a framework against which future funding will be administered and will therefore be reviewed and updated annually, if required. It is accompanied by a **Good Growth**

**Strategy**, adopted by CPCA, showing a “six capitals model” approach to investment that the Economic Growth Strategy will be aligned to.

- Closed the **Local Growth Fund (LGF)** as the £146.7m programme was all spent by 31 March 2021 but programme outcomes from invested projects will still be delivered until 2030. Recycled LGF is being returned from projects over the medium term for a variety of reasons. The recycled funds were re-awarded using the same criteria as original LGF and in the form of Grants, Loans or other forms of funding such as Equity Capital Investment. An evaluation of progress with the LGF during 2022 is currently being carried out by Metro Dynamics and it is expected to conclude and report in February 2023.
- Received bi-annual “**Skills and Markets Insights**” reports to consider the latest available information on core indicators. The January 2023 report highlighted that CPCA’s economy barely grew at all between 2018 and 2019 – with only £9m more GDP (equivalent to 0.03% growth).
- Approved a new **Employment and Skills Strategy** that focuses on four core themes: pre-work learning and formal education; employer access to talent; life-wide and lifelong learning, and; support into and between work. The Skills Strategy delivers is accompanied by a implementation and delivery plan approved by the Skills Committee on 5 September 2022.
- Proposed a governance structure to underpin the work of **Local Skills Improvement Plans (LSIPs)** that will be developed and put employers at the heart of the skills system to ensure businesses have the skills they need. They will be led by designated **Employer Representative Bodies (ERBs)**. Providers will have a duty to co-operate with the designated ERB, and to ‘have regard’ to the LSIP when considering their post-16 technical education or training provision.

4.4 In terms of skills progress a **Changes in Progress Monitor** shows for Cambridge City: an increasing participation rate in Further Education, Vocational and Higher Education at 5.6% between 2021 and 2022 but a decrease of 4.5% in the number of Skilled Jobs available in the same period and a decrease of In-Work Universal Credit being claimed, down 8.7%, amongst other indicators. This will be influenced both by the work

of the CPCA and wider factors, which are shown in the Skills and Labour Market Insights report.

## 5. Greater Cambridge Partnership (“the GCP”)

5.1 The Greater Cambridge Partnership is constituted as a Joint Committee and is the local delivery body for the City Deal agreement made in 2014 between five local partners and the Government to help secure sustainable future economic growth and quality of life in the Greater Cambridge area.

5.2 The vision for the GCP is to “work together to grow and share prosperity and improve quality of life for the people of Greater Cambridge, now and in the future” with the aim of creating a world class public transportation system and accelerating the construction of thousands of new homes and jobs in Greater Cambridge.

5.3 The projects that the GCP is currently investing in to fulfil its aims are grouped under the following headings:

- **Homes** - accelerate delivery of the Local Plan so more affordable homes can be built
- **Skills** - ensure people have the skills they need for local jobs
- **Smart** - harness new technology to ensure the work we do is future focused
- **Transport** - transform the way we move and travel with greener transport links
- **Economy** - create a more inclusive economy
- **Clean Air** - support the shift to zero carbon and cleaner air

5.4 The **City Deal** programme continues to be a critical element of delivery of sustainable economic growth in the area and to help enable the successful delivery of statutory documents such as the Local Plan and the Local Transport and Connectivity Plan. To ensure activity and investment was maintained the GCP focused, during the year, on:

- The consultation on the **Making Connections Proposals**
- Construction of the Milton Road and Cambridge South East Transport Phase 1 schemes

- Continued development of other **key transport schemes** including preparation for the submission of the Transport and Works Act Order for the Cambourne to Cambridge scheme and public engagement on the Melbourn, Barton and Horningsea Greenways
- Development of the other **Major Transport** corridor projects and **Active Travel** schemes.

5.5 GCP is currently subject to a Government **Gateway Review**, which occurs every 4 to 5 years for City Deals. A successful outcome at the final gateway in 2025 would unlock the next 5 year tranche of funding of up to £40m per year. The objective of a Gateway Review is to consider and evaluate the progress of the City Deal programme, providing an independent review from the Managing Authority – the Department for Levelling Up, Homes and Communities (DLUHC). It will be carried out by a consultant to DLUHC and commence in April 2023 with the submission of a Local Evaluation Framework and is likely to conclude in the Spring of 2025, when conclusions will be provided.

5.6 Investments in Skills, Smart, Housing and Economy and Environment projects to alleviate barriers to economic growth and shared prosperity in Greater Cambridge exceeded more than £2m in 2022/23. Highlights in the year include:

- The Skills contract delivered by Form the Future, with Cambridge Regional College, is building on the delivery of careers advice and new, high-quality apprenticeships during the GCP's first five years of investment, providing local businesses with the skills they need to grow. In addition to this, the original Skills Service contract was extended in 2022 to strengthen several areas of its provision.
- Progress to enhance energy grid capacity to sustain local growth and the Smart Cambridge programme is expected to invest over £1.3m in projects during 2022/23 to maximise the benefits of technological and digital innovation across the programme.

5.7 The GCP provides more detail of progress of its workstreams in Quarterly Progress Reports to the Board. The main points shown in the report presented to the Executive Board in March 2023 are shown below.

### Housing

- 5.8 One key commitment of GCP is to enable the delivery of 1,000 additional affordable homes, exceeding the level needed to meet the Cambridge and South Cambridgeshire Local Plan requirements (33,500 homes between 2011 and 2031). The Greater Cambridge housing trajectory published in April 2022 shows that it is anticipated that there will be a surplus, in terms of delivery over and above that required to meet the housing requirements in the Local Plans, in 2023/24. Until 2023/24, affordable homes that are being completed on eligible sites are contributing towards delivering the Greater Cambridge housing requirement of 33,500 dwellings.
- 5.9 There are still a further eight years until 2031 during which affordable homes on other eligible sites will continue to come forward as part of the additional supply, providing additional affordable homes that will count towards this target.

### Skills

- 5.10 Form the Future (FtF) continue to provide the careers and skills programme for Greater Cambridge Partnership. During 2022/23 key achievements include a significant uplift in apprenticeships and one-to-one career guidance between FtF and Cambridge Regional College (CRC), with FtF focusing on career guidance through one-to-one sessions and CRC delivering an annual series of roadshows and events to reach different audiences.
- 5.11 In March 2022 the first annual Primary careers fair was held and very well attended. In addition to this, the Science, Technology, Engineering and Mathematics (STEM) Resource Hub went live during 2022 and has now been shared with 84 primary schools.
- 5.12 In September last year, GCP's Executive Board approved a proposal to extend the current Skills Service, in order to strengthen several areas of its provision, including rolling out a digital platform (Unifrog) to all secondary schools in Greater Cambridge. This platform will offer students the opportunity to compare and apply for opportunities in the labour market and for teachers and career counsellors, it will help to manage the progression process for students.

### Smart

- 5.13 As part of the Better Use of Data workstream the contract for the Mobility Monitoring (Strategic Sensor) Network has now been signed



and an order placed which includes 38 devices to be deployed within Cambridge. All 38 devices have now been installed and are operational within the Greater Cambridge area. The Smart programme is working with the City Access team to shape the next stage of the systems and operations workstream which will involve close collaboration with the relevant County Council teams.

- 5.14 The Smart programme has continued to support the City Access team in technical and behaviour change aspects of the work. The current focus includes: supporting the identification of potential operating models for a future City Access scheme, including technical, systems and operational aspects; understanding the approaches taken in other cities and how these might be applied to the Greater Cambridge Travel for Work area; looking at the range of initiatives to affect behaviour change (in particular modal shift away from private cars).

#### Transport

- 5.15 The Making Connections consultation was launched on the 17th October and continued until 23rd December 2022. Over 23,000 responses to the online survey and more than 100 formal stakeholder responses were received. Work is now under way to analyse the huge amount of data and information which has been collected, including the many written answers which were an important feature of the survey. The results of the consultation will be included in a final report on the proposals and next steps, scheduled for the Joint Assembly and Executive Board in June 2023. At that time, the GCP Board will be asked to make a recommendation to Cambridgeshire County Council on what scheme should be progressed following the consultation analysis and further technical work.
- 5.16 Progress continued across the Transport programme, which included: continued construction on CSETS Phase 1; continued construction on Milton Road; public engagement on the Melbourn, Barton, Horningsea and Sawston Greenways, and; the opening of Histon Road and Chisholm Trail Phase 1.
- 5.17 In early 2023 consultation is taking place on Eastern Access and Waterbeach (Greenway and Public Transport Corridor) and the other remaining Greenways.

## Economy and Environment

- 5.18 GCP has continued to sponsor (with Cambridge Ahead) the Greater Cambridge Sectoral Employment analysis, providing a detailed assessment of the performance of the Cambridge economy on a quarterly basis. Given the unique insight the reports have delivered to date the GCP will support the provision of the analysis until November 2024.
- 5.19 In addition to the above quarterly analysis the University of Cambridge's Centre for Business Research also produce an annual data draw, commissioned by Cambridge Ahead, that represents a full census of the corporate economy. It enables the GCP to offer highly credible evidence to gateway reviews, briefings with Members, and other strategic reporting. The GCP will also fund additional work to set out the case for the continued investment in this geography.
- 5.20 **Electricity Grid Capacity.** The Trumpington and Cambridge East Grid Substation projects continue to be progressed. New commercial proposals from UKPN (referred to as Grid "Offers") were received in early June 2022 and accepted in late August 2022.
- 5.21 In December 2022, GCP officers were advised that Ofgem had approved the inclusion of these projects within UKPN's funding settlement bid. This means that UKPN are now in a position to fund and deliver this infrastructure without the need for significant financial support from the GCP. This is a significant achievement for the area.
- 5.22 This represents approximately £20m of direct investment and will facilitate the development of c5,700 new homes and c270, 000m2 R&D, Commercial and Clinical floorspace. These figures are based on the Adopted Local Plans (covering 2021- 2031) but there are expected to be further benefits to the planned developments within the Emerging Local Plan (covering 2031-2041). Amongst the planned developments, are two hospitals on the Cambridge Biomedical Campus which will most likely need the grid capacity enhancements to be able to operate.

## Governance

- 5.23 The Greater Cambridge Partnership is led by a decision-making Executive Board which coordinates the overall strategic vision and

drives forward the partnership's programme of work. Cllr. Dave Baigent is one of five members of the Executive Board.

5.24 The Board is advised and scrutinised by a Joint Assembly. The Joint Assembly provides advice to the Executive Board, drawing on the broad expertise of its 15 members. Cllr. Tim Bick is Chair of the Joint Assembly and Cllr. Katie Thornburrow Vice Chair. Cllr. Simon Smith is a member of the Assembly.

## **6. Fast Growing Cities Group**

6.1 Fast Growing Cities is an informal partnership where Cambridge City Council works alongside other fast-growing cities to emphasise to Government the particularly strong economic potential they offer to the UK economy, and the challenges that success – and the role of a sub-regional centre - brings. These cities (Oxford, Swindon, Milton Keynes Norwich, and Peterborough) share many of Cambridge's characteristics – strong on knowledge-intensive industries, pro-growth but constrained by infrastructure limitations and housing affordability.

6.2 Cambridge and the partner cities work with businesses, universities and neighbouring authorities to ensure that Government understands the case for investment in their economic potential and the case for particular policy interventions/relaxations to facilitate sustainable growth. The Centre for Cities helps facilitate and inform the work of the group.

6.3 In recent months, the Cities have commissioned research and analysis to be brought together in a report to provide evidence of the economic impact the city regions have on the rest of the UK. It will also highlight the challenges and opportunities facing the cities and help to make the case for continued Government focus on and investment in the sustainable growth of the cities.

## **7. Oxford-Cambridge Partnership**

- 7.1 The previous government policy to establish an Oxford-Milton Keynes-Cambridge ARC “growth body” has been aborted. Since summer 2022 there have been discussions between relevant councils, led by Cherwell District Council (the accountable body), and DLUHC about establishing a looser and locally led arrangement for collaboration as defined in the Levelling-up White Paper - a Pan Regional Partnership. Other PRPs include the Thames Gateway and Midlands Engine.
- 7.2 With renewed encouragement and funding from government work is underway to establish fresh governance and focus for the Arc around the economy and environment. A shadow Oxford to Cambridge Pan-regional Partnership Board (“the OCPRP Board”) has started to meet to oversee these developments. The initial work programme includes an emphasis on the environment, economic and data insights. Further details can be found on the OCPRP website (shown in Section 10), including correspondence from Ministers, the OCPRP work programme and objectives, Board membership and Board meeting notes.
- 7.3 The Government indicated, in November’s Autumn Statement, funding of up to £500,000 will be available in 2022/23, provided in two tranches, with £2.5m in 2023/24 in addition to a re-commitment to a £5bn project to complete a rail link between Oxford and Cambridge, reviving the concept of the “Varsity railway” that once linked the two cities.
- 7.4 A group, including academics, leaders at major life science companies, investors and science park operators has also received encouragement to form an Ox-Cam “Supercluster” Board to work alongside the new partnership.
- 7.5 A difference from the earlier incarnations of an Arc Leadership Group is the plan to recruit an independent chair. The networks of universities and LEPs continue to invest effort in this initiative.

## **8. Implications**

### **(a) Financial Implications**

Working with these partnerships (particularly the CPCA) may make significant levels of resources available to improve infrastructure and

support the sustainable growth of Cambridge City, including any emergency funding. By working together with public agencies the council may be able to achieve more than working on its own.

As set out in the BSR, Cambridge City Council provides resources to the GCP through a proportion of New Homes Bonus, although the value of this has reduced significantly in recent years.

The Council make a contribution of £5,000 to the costs of the Fast Growing Cities Group's activities each year. The annual contribution to the Oxford-Cambridge Partnership is £4,000.

**(b) Staffing Implications**

This will depend on how the development of joint working opportunities is taken forward within each partnership.

**(c) Equality and Poverty Implications**

The partnerships will identify ways of involving all communities in their work, including those who are more disadvantaged. Emphasis will be on providing affordable housing, training and other measures to move people back into work and addressing inequalities. During the pandemic work has looked to support the local economy and support those most vulnerable.

**(d) Net Zero Carbon, Climate Change and Environmental Implications**

Working through these partnerships is giving the City Council opportunities to progress the Council's Climate Change Strategy, including through collaboration with other CPCA councils and partners on the Cambridgeshire & Peterborough Climate Action Plan, GCP's work on sustainable travel, the Oxford-Cambridge Partnership's environmental principles and the emphasis on sustainable growth of the Fast Growth Cities Group.

**(e) Procurement Implications**

The partnerships are likely to procure or commission services to achieve their aims.

**(f) Community Safety Implications**

To improve community safety is the purpose of the Cambridge Community Safety Partnership, which is the subject of a parallel report

to this one, to be discussed at Environment and Community Services Scrutiny Committee.

## 9. Consultation and communication considerations

Individual bidding streams and plans will specify stakeholders and communities to be consulted, especially where targeted work is required.

## 10. Background papers

Background papers used in the preparation of this report:

- Cambridge City Council's Guide to Partnership Working  
<https://www.cambridge.gov.uk/guide-to-partnership-working>
- Cambridgeshire and Peterborough Combined Authority Landing Page  
[Cambridgeshire & Peterborough Combined Authority \(cambridgeshirepeterborough-ca.gov.uk\)](https://www.cambridgeshirepeterborough-ca.gov.uk)
- Cambridgeshire and Peterborough Combined Authority Committee Pages  
[CMIS > Committees > Combined Authority Board](#)
- Cambridgeshire and Peterborough Combined Authority Member Responsibilities  
[Lead Members & Responsibilities | CPCA | The Combined Authority \(cambridgeshirepeterborough-ca.gov.uk\)](#)
- Governance Arrangements, 25 January 2023  
[Document.ashx \(cmis.uk.com\)](#)
- Improvement Plan Update - December 2022  
[Agenda Item No \(cmis.uk.com\)](#)
- Employment and Skills Strategy  
[Cambridgeshire & Peterborough Combined Authority Employment and Skills Strategy Implementation Plan](#)
- CPCA Local Skills Improvement Plan  
[Local Skills Improvement Plan](#)
- CPCA Economic Update  
[CPCA Economic Update](#)
- CPCA Sustainable Growth Model  
[Capitals and the Cambridgeshire and Peterborough Sustainable Growth Model](#)
- CPCA Economic Growth Strategy  
[Cambridgeshire and peterborough economic growth strategy \(cmis.uk.com\)](#)
- Local Growth Fund Evaluation 2022  
[Local Growth Fund Evaluation \(cmis.uk.com\)](#)
- Skills and Labour Market Insights report  
[CPCA Economic Update \(cmis.uk.com\)](#)
- GCP City Deal Governance Assurance Framework  
[Governance-Assurance-Framework-2022 \(greatercambridge.org.uk\)](#)
- GCP Governance  
<https://www.greatercambridge.org.uk/about-city-deal/governance/>
- GCP Quarterly Progress Report Agenda Item 6 of GCP Executive 15 December 2022  
[Council and committee meetings - Cambridgeshire County Council > Meetings \(cmis.uk.com\)](#)
- Cambridge Business Research  
[Research & Evidence \(greatercambridge.org.uk\)](#)

- Fast Growth Cities: Centre for Cities  
<https://www.centreforcities.org/publication/fast-growth-cities-opportunities-and-challenges-for-cambridge-oxford-milton-keynes-swindon-norwich/>
- Fast Growth Cities – 2021 and beyond  
[fast-growth-cities-2021-and-beyond.pdf \(centreforcities.org\)](https://www.centreforcities.org/publication/fast-growth-cities-2021-and-beyond.pdf)
- The UK's Innovation Corridor  
<https://innovationcorridor.uk/discover/#inside-stories>
- Oxford-Cambridge Pan-regional Partnership –  
<http://www.oxford-cambridge-partnership.info/>
- Update [Ox Cam Regional Partnership - report.pdf \(moderngov.co.uk\)](https://www.moderngov.co.uk/oxford-cambridge-arc-revived-via-new-british-regional-partnership/)  
[Oxford-Cambridge Arc revived via new British regional partnership | Financial Times \(ft.com\)](https://www.ft.com/content/oxford-cambridge-arc-revived-via-new-british-regional-partnership)

## 11. Appendices

## 12. Inspection of papers

To inspect the background papers or if you have a query on the report please contact GRAHAM SAINT, CORPORATE STRATEGY OFFICER, tel: 01223 - 457044, email: [graham.saint@cambridge.gov.uk](mailto:graham.saint@cambridge.gov.uk).

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