

**INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING
31st OCTOBER 2012**

To: **Cabinet**

Date: **27 November 2012**

From: **Matt Bowmer, Section 151 Officer for Cambridgeshire County Council**

Electoral division(s): **All**

Forward Plan ref: **2012/043** *Key decision:* **Yes**

Purpose: **To present financial and performance information to assess progress in delivering the Council's Integrated Plan.**

Recommendations: **That Cabinet:**

- a) Analyses resources and performance information and notes the remedial action currently being taken and considers if any further remedial action is required.**
- b) Approves the transfer of £3m earmarked reserve balances to Adult Social Care (see section 3.2).**

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1. PURPOSE

- 1.1 To present financial and performance information to assess progress in delivering the Council's Integrated Plan.

2. OVERVIEW

- 2.1 The following table provides a snapshot of the Authority's performance to date and forecast performance at year end by value, RAG (Red (R), Amber (A), Green (G)) status and direction of travel (DoT). Information on the Balance Sheet Health is updated quarterly (June, September, December and March).

Area	Measure	End of Month Status		Month DoT (up is improving)	Forecast Year End Status		Year DoT (up is improving)
Revenue Budget	Variance (£m)	+£5.2m	A	↓	-£0.9m	G	↑
Basket Key Performance Indicators	Number at target (%)	55% (6 of 11)	A	↑	–	–	
Capital Programme	Number of projects to budget and time (%)	71% (143 of 202)	A	↓	71% (143 of 202)	A	↓
Balance Sheet Health (September)	Variance of net borrowing activity from plan (£m)	-£42.8m	G	↔	-£24.0m	G	↔

- 2.2 The key issues included in the summary analysis are:

- The overall revenue budget position is showing a forecast year end underspend of -£0.9m (-0.2%). This is a significant decrease from the forecast overspend of £2.5m last month. See section 3.2 for details and proposed actions.
- Key Performance Indicators; there are 12 indicators within the Council's basket. Targets are available for 11 of these indicators currently, of which 6 are on target. See section 4.1 for details and proposed actions.

- Capital Programme; 143 out of 202 current projects are forecast to be on time and budget at year end. The majority of the projects not to time and budget are as a result of expenditure rephasing and a number are as a result of changes to total budget, which include:
 - the restructure of the ETE Waste Infrastructure Schemes
 - the pressures on the CYPs Condition, Maintenance and Suitability and Temporary Accommodation budgets.
 - removal of the majority of the BUPA Shire Hall Campus 2 scheme
 See section 5.2 for details and proposed actions.
- Balance Sheet Health; at the end of quarter two (September), the net borrowing figure was less than planned (a positive figure represents additional borrowing than what was planned). This can vary considerably due to the profile of cash flows throughout the year and future interest rate forecasts. There were investments of £34.8m at the end of the quarter. Further long-term borrowing is being considered because interest rates are at historic lows. No year end variances are currently forecast. See section 6.2 for details and proposed actions.

3. REVENUE BUDGET, ISSUES AND ACTIONS

3.1 A more detailed analysis of financial performance is included overleaf:

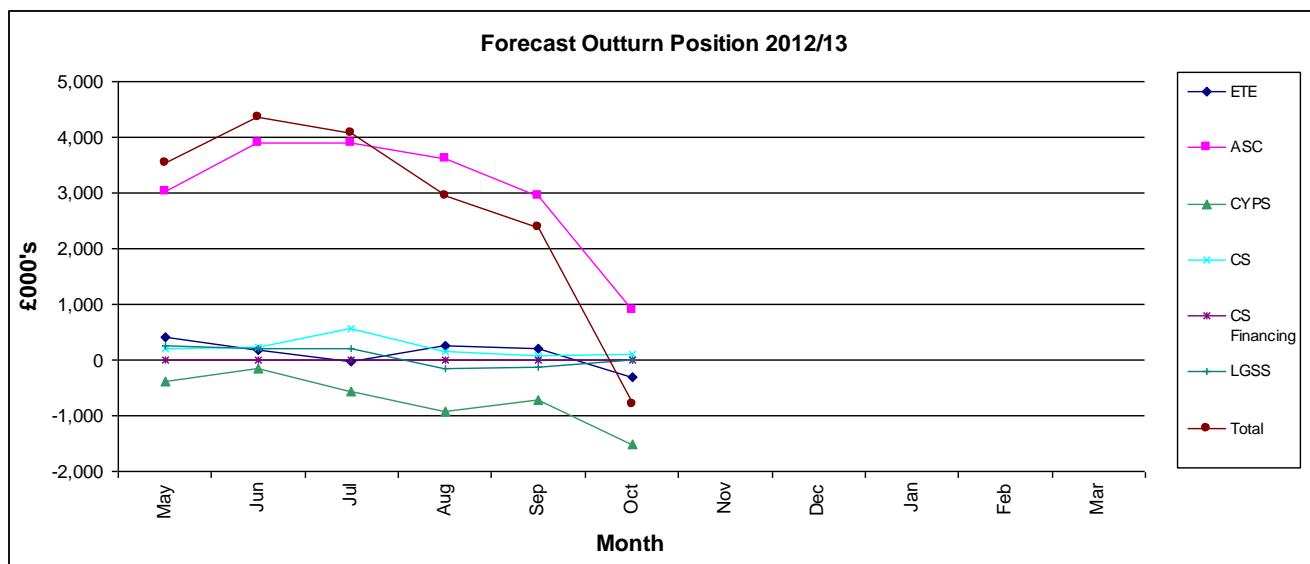
Key to abbreviations

ETE	– Economy, Transport and Environment Services
ASC	– Adult Social Care
CYPs	– Children and Young People's Services
LGSS	– Including Local Government Shared Services (LGSS) Managed and LGSS Operational
CS	– Corporate Services
CS Financing	– Corporate Services Financing
DoT	– Direction of Travel (up arrow means position has improved from last month)

Outturn Variance (Sep) £000	Service	Budget for 2012/13 £000	Current Variance £000	Forecast Outturn (Oct) £000	Forecast Outturn (Oct) %	Overall Status	DoT
196	ETE	67,010	-967	-304	-0.5%	G	↑
2,941	ASC	167,379	7,877	907	0.5%	A	↓
-710	CYPS	108,763	-1,605	-1,520	-1.4%	G	↑
-123	LGSS Cambridge Office	22,619	-439	10	-0.2%	G	↑
202	CS	14,814	-691	110	0.1%	A	↓
0	CS Financing	33,527	-719	0	-0.2%	G	↑
2,427	Total Service Spending	414,111	5,305	-917	-0.2%	G	↑
-16	Financing Items	-11,758	-58	-16	0.1%	G	↔
2,411	Total Spending 2012/13	402,354	5,247	-933	-0.2%	G	↑

* ETE includes the Waste PFI Contract, where specific arrangements for under/overspends exist. Excluding this the underlying forecast outturn position for ETE is £283k underspend.

** LGSS Cambridge Office incorporates both LGSS operational services and budgets managed on behalf of CCC. Any year end deficit / surplus on the operational budgets is subject to a sharing arrangement with NCC and therefore not under the Cabinet's control. Excluding the underlying forecast outturn relating to LGSS operational services, the position for LGSS managed budgets is -£50k underspend.



3.2 Key exceptions and emerging issues are identified below.

Service	Key Exceptions	Impacts and Actions
ETE	<p>A total Service underspend of -£304k (-0.5%) is forecast at year end. This is an improvement from last month where an overspend of £196k was forecast.</p> <p>Road Safety: -£436k underspend (-28%) forecast at year end.</p> <p>Concessionary Fares: £567k overspend (12%) forecast at year-end – as reported in June.</p> <p>See the ETE Finance and Performance Report for details of individual variances (link provided in section 8.1).</p>	<p>The budget for the casualty reduction plan is forecast to underspend by -£436k; this is partly due to work being focused on the safety schemes in the capital programme and as part of transition to a refocused service using less resource.</p>
ASC	<p>A total Service overspend of £0.9m (0.5%) is forecast at year end. This is a decrease in the forecast overspend of -£2m from last month.</p> <p>Older People: £5m overspend (8%) is forecast at year end – as first reported in May, with an update being provided last month.</p> <p>Director of Strategy & Commissioning: -£3.6m underspend (-52%) is forecast at year end.</p>	<p>Agreement has now been reached with CCS on the contribution towards the TUPE'd staff - the final contribution from CCC will be £14,026k for 12/13 (against a planned budget of £13,246k). Further, cost of care packages have increased by circa £400k over the summer. The overall forecast for OP has therefore increased by £1.2m.</p> <p>As part of the Integrated Planning Process for 2012-13 Adult Social Care was allocated £3m of additional funding to assist with interim costs whilst future funding is considered as a part of the Council's Business Planning Process. This amount has now been provisionally used within the Service, subject to Cabinet approval, and is</p>

Service	Key Exceptions	Impacts and Actions
	<p>Providers – in house services: £1.2m overspend (25%) is forecast at year end – as first reported in May, with an update being provided in August.</p> <p>Quality & Transformation: -£800k underspend (-23%) is forecast at year end – as reported in May.</p> <p>See the ASC Finance and Performance Report for details of individual variances (link provided in section 8.1).</p>	<p>included in the figures reported. Cabinet are asked to approve the transfer of this earmarked money from balances into the revenue account.</p>
CYPS	<p>A total Service underspend of -£1.5m (-1.4%) is forecast at year end. This is an increase in the forecast underspend of -£810k from last month.</p> <p>LAC / SEN Placements: -£889k underspend (-3.4%) is forecast at year end – as first reported in August.</p> <p>Home to School Transport – Mainstream: -£900k underspend (-8.6%) – as first signalled in May.</p> <p>See the CYPS Finance and Performance Report for details of individual variances (link provided in section 8.1).</p>	<p>The forecast underspend has increased by -£274k from last month, thanks to the positive impact of the Placements Strategy.</p> <p>The forecast underspend has increased by -£150k from last month. This is the result of the finalisation of contract arrangements following the re-tendering of routes undertaken in the summer term.</p>
LGSS Cambridge Office	<p><u>Operational</u></p> <p>A total overspend of £60k (0.1%) is forecast at year end. This is an increase of £87k</p>	

Service	Key Exceptions	Impacts and Actions
	<p>from last month.</p> <p>There are no new exceptions to report this month.</p> <p><u>Managed</u></p> <p>A total underspend of -£50k (-0.1%) is forecast at year end. This is a decrease in the forecast underspend of £46k from last month.</p> <p>There are no new exceptions to report this month.</p> <p>See the CS and LGSS Cambridge Office Finance & Performance report for details of individual variances (link provided in section 8.1).</p>	
CS	<p>A total overspend of £110k (0.1%) is forecast at year end. This is a decrease in the forecast overspend of £92k from last month.</p> <p>Corporate Director: £402k overspend (300%) is forecast at year end, as reported in August.</p> <p>There are no new exceptions to report this month.</p> <p>See the CS and LGSS Cambridge Office Finance & Performance report for details of individual variances (link provided in section 8.1).</p>	
CS Financing	<p>A balanced budget is forecast at year end.</p> <p>There are no new exceptions to</p>	

Service	Key Exceptions	Impacts and Actions
	<p>report this month.</p> <p>See the CS and LGSS Cambridge Office Finance & Performance report for details of individual variances (link provided in section 8.1).</p>	

Note: material variances are considered to be in excess of either +/- 0.5% of the Service's overall net budget plus grants or +/- 0.1% of the Council's net budget plus grants (£402k), whichever is the greater.

Service	Emerging Issues	Impacts and Actions
ETE	There remains a major mechanical problem at the MBT plant at Waterbeach. Engineers are currently on site and are investigating what has happened.	We have a robust contract in place with AmeyCespa to ensure that, should situations like this occur, the services delivered to the communities of Cambridgeshire are protected and the contractor covers the additional costs. Revised costs as a consequence of this mechanical problem are currently being reviewed in line with the contract.
ASC	None	
CYPS	None	
LGSS Cambridge Office	None	
CS	None	
CS Financing	None	

4. PERFORMANCE TARGETS, ISSUES AND ACTIONS

4.1 Performance Indicators are shown below:

Corporate priority	Indicator	Portfolio Lead	Service	Frequency	What is good?	Date	Unit	Actual	Target	Status	Direction of travel (up is good, down is bad)
Developing our economy	Percentage of Cambridgeshire residents aged 16 - 64 in employment	Cllr Shuter	ETE	Quarterly	High	30/06/2012	%	72.5	72.5	Green	Down
	The proportion of 16 - 19 year olds in education, employment or training	Cllr Brown	CYPS	Monthly	High	31/08/2012	%	92.4	92.8	Amber	Down
	The number of people starting as apprentices	Cllr Harty	ETE	Quarterly	High	31/07/2012	Number	4050	2100	Green	n/a
	The number of people completing courses to directly improve their chances of employment *	Cllr Harty	ETE	Quarterly	High	31/10/2012	Number	3,671	15,620 (year-end)	Green	n/a
Helping people live independent and healthy lives	The proportion of people using social care services who have chosen how their support is provided	Cllr Curtis	ASC	Monthly	High	31/10/2012	%	74.1	80	Amber	n/a
	The proportion of people living in Cambridgeshire who actively use a library service	Cllr Harty	CST	Monthly	High	31/10/2012	%	23.62	25	Amber	Up
Supporting vulnerable people	The number of looked after children per 10,000 children	Cllr Brown	CYPS	Monthly	Low	30/09/2012	Rate per 10,000 children	36.6	37.9	Green	Up
	The proportion of plans for children and young people who need additional support that are successful	Cllr Brown	CYPS	Monthly	High	30/09/2012	%	77.9	80	Amber	Down

	The proportion of people referred to the Independent Domestic Violence Adviser service who engage with the service **	Cllr McGuire	CYPS	Quarterly	High	30/09/2012	%	84	64	Green	Down
How we run the business	The ratio of desks to staff in corporate offices	Cllr Count	LGSS Finance / CST	Quarterly	High	30/09/2012	Ratio	1.03	0.9	Red	Down
	The average number of days lost to sickness per full-time equivalent staff member	Cllr Count	LGSS HR	Quarterly	Low	30/09/2012	Days	7.56	7.8	Green	n/a
	The proportion of customer complaints received in the month before last that were responded to within minimum response times	Cllr McGuire	CST	Monthly	High	30/09/2012	%	73.3	90	Amber	Up

* Target is the number of people who have completed courses by the end of the year. Figures reported each quarter will be the number starting courses as people do not complete courses until the end of the academic year (July).

** This indicator replaces the previous indicator, which measured '% of referrals that are repeats'. This change has been brought about to reflect the difficulties in monitoring a service for which the thresholds of referral are flexible. Research shows that victims of domestic violence who are engaged with an IDVA service are less likely to remain victims of violence. Cambridgeshire is participating in a national research programme examining the effectiveness of the IDVA approach.

4.2 Key exceptions and emerging issues are identified below.

Exceptions:

- The ratio of desks to staff in corporate offices

The actual ratio (in September) is 1.03 desks per person. Although buildings have been closed, staff numbers are also reducing.

We have just closed Park House and there are some projects underway to close buildings in early 2013 which will improve the ratio. The Task and Finish Group are assessing options for closing more buildings to meet the target. The Group is currently assessing a programme to close around 18 buildings over 5 years. This option will not achieve the financial savings required or meet the target ratio, so the group will have to consider some more radical options.

The target is set at 0.9 for the remainder of 2012/13 but will be set at 0.7 in 2013/14.

5. CAPITAL PROGRAMME, ISSUES AND ACTIONS

5.1 A summary of capital performance by service is shown below:

Service	No. of Programmes	No. on Budget	No. on Time	Target end of October	Actual end of October
ETE	76	55	59	50 schemes to budget and time	50 schemes to budget and time
ASC	13	11	11	11 schemes to budget and time	11 schemes to budget and time
CYPS	74	56	71	53 schemes to budget and time	53 schemes to budget and time
CS	15	12	10	10 schemes to budget and time	10 schemes to budget and time
LGSS – Cambridge Office	24	22	19	19 schemes to budget and time	19 schemes to budget and time

5.2 A more detailed analysis of key exceptions and emerging issues by programme for individual schemes of £0.5m or greater are identified below:

Service	Key Exceptions	Impacts and Actions
ETE	<p>ETE's capital programme is currently reporting a year end underspend of -£2.9m (-5.1%).</p> <p>The following schemes have been identified as a material</p>	

	<p>exceptions:</p> <p>Infrastructure Management & Operations (Local Infrastructure and Street Management): -£1m underspend (-6.6%) forecast at year end – as reported in August.</p> <p>Infrastructure Management & Operations (Waste): -£2.0m underspend (-88.6%) forecast at year end – as reported in May.</p> <p>There are no new exceptions to report this month.</p> <p>See the ETE Finance and Performance Report for details of individual variances (link provided in section 8.1).</p>	<p>The previously reported underspend of -£2m has decreased to -£1m, which reflects the latest schedule of works to be completed in 12/13. This does not represent an increase in overall scheme costs.</p>
ASC	<p>ASC's capital programme is currently reporting a year end underspend of -£0.4m (-8.1%).</p> <p>No schemes have been identified as having material exceptions.</p> <p>See the ASC Finance and Performance Report for details of individual variances (link provided in section 8.1).</p>	
CYPS	<p>CYPS' capital programme is currently reporting a year end underspend of -£3m (-3.1%).</p> <p>The following schemes have been identified as material</p>	

	<p>exceptions:</p> <p>Primary Schools – New Communities: -£6.1m underspend (-47.8%) forecast at year end – as reported in June.</p> <p>Primary Schools – Demographic Pressures: £1.6m overspend (-8.7%) forecast at year end – as first reported in June.</p> <p>Secondary Schools – New Communities: £0.7m overspend (160.7%) is forecast at year end – as reported in June.</p> <p>Secondary Schools – Demographic Pressures: -£1.0m underspend (-5.6%) forecast at year end – as reported in June.</p> <p>Condition, Maintenance and Suitability: £1.0m overspend (18.5%) forecast at year end – as reported in June.</p>	<p>The Soham third primary school, which has been subject to significant delays due to site issues, has now had the land ownership issue resolved and the start on site date has been revised to November 2012. In response to this the forecast spend for this year has been increased by £962k. This is accelerated spend and so does not represent an increase in overall scheme costs.</p> <p>Expenditure for the Green End Road site (the former Shirley Primary lower School site) is now forecast for this financial year. This scheme is now accelerated with the start date expected to be early February 2013. The resulting in year overspend is forecast to be £460k. Again, this does not represent an increase in overall scheme costs.</p>
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	<p>Temporary Accommodation: £0.8m overspend (160%) forecast at year end – as reported in June.</p> <p>See the CYPS Finance and Performance Report for details of individual variances (link provided in section 8.1).</p>	
LGSS – Cambridge Office	<p>LGSS- Cambridge Office capital programme is currently reporting a year end underspend of -£9.7m (-33.6%).</p> <p>The following schemes have been identified as material exceptions:</p> <p>BUPA Shire Hall Campus 2: -£8.6m underspend (-98.3%) forecast at year end – as reported in June.</p> <p>BUPA Community Hubs: -£0.9m underspend (-94.7%) forecast at year end – as reported in June.</p> <p>BUPA CoWA: £2.1m overspend (77%) forecast at year end – as first reported in June, with an update provided in August.</p> <p>BUPA – Other Projects: -£0.7m underspend (-67.4%) forecast at year end – as reported last month.</p> <p>See the CS & LGSS Cambridge Office Finance and</p>	

	Performance Report for details of individual variances (link provided in section 8.1).	
CS	<p>CS' capital programme is currently reporting a year end underspend of -£115k (-7.4%).</p> <p>There are no exceptions to report this month.</p> <p>See the CS & LGSS Cambridge Office Finance and Performance Report for details of individual variances (link provided in section 8.1).</p>	This month Corporate Services and LGSS – Cambridge Office are being reported separately. In previous months LGSS – Cambridge Office has been reported as part of Corporate Services.

Service	Emerging Scheme Issues	Impacts and Actions
ETE	None	
ASC	None	
CYPS	<p>Pressures on the Condition, Maintenance and Suitability budget</p> <p>CYPS have emerging urgent Basic Need schemes for approval from 2013/14.</p> <p>See the CYPS Finance and Performance Report for further details (link provided in section 8.1).</p>	<p>The in-year overspend will need to be addressed during the Budget Planning process by reducing spend in future years to bring it in line with the available budget.</p> <p>CYPS will be requesting approval and funding as part of the Business Planning demography proposals but will need to give an indication to the relevant schools in year that the schemes will be planned to respond to the urgent need.</p>
LGSS – Cambridge Office	None	
CS	None	

Service	Emerging Scheme Issues	Impacts and Actions

5.3 A breakdown of the changes to funding has been identified in the table below:

Funding Source	IPP Budget £m	Rolled Forward Funding £m	Revised Phasing £m	Additional/Reduction in Funding £m	Revised Budget £m
DfT Grant	14.8	0.0	0.0	0.0	14.8
Capital Maintenance Grant	7.5	0.0	0.0	0.0	7.5
Basic Need Grant	23.3	0.0	0.0	12.5	35.8
Devolved Formula Capital	1.3	3.7	0.0	0.0	5.0
Other Grants	22.0	6.0	6.3	0.6	34.9
S106 Contributions	19.6	0.0	-7.5	6.7	18.9
Other Contributions	1.8	0.1	0.0	6.4	8.3
Capital Receipts	7.9	0.1	0.0	0.0	8.0
Prudential Borrowing	48.2	12.7	0.1	-4.5	56.6
Total	146.5	22.6	-1.1	21.7	189.7

5.4 Key funding changes (of greater than £0.5m) and emerging issues are identified below:

Funding	Service	Amount (m)	Reason for Change and Actions Required
Rolled Forward Funding	All services	£22.6	Slippage and re-phasing of the 11/12 programme – as reported in May.
Revised Phasing (Other Grants)	CYPS	£6.3	Building Schools for the Future (BSF) funding – as first reported in May, with an update provided last month.
Revised Phasing (S106 Contributions)	CYPS	£-7.5	Relating to the NIAB (National Institute of Agricultural Botany) development – as reported in June. However, the shortfall has increased by £-6.6m this month due to delayed receipts from

			Jeavons wood and Cambourne. This will be offset by prudential borrowing.
Additional / Reduction in Funding (Basic Need)	CYPS	£12.5	Relating to additional Department for Education (DfE) funding – as reported in July.
Additional / Reduction in Funding (Prudential Borrowing)	CYPS	-£4.5	Relating to additional DfE funding (used to reduce Prudential Borrowing) – as reported in July. However, the funding requirement has increased by £6.6m this month due to the delayed S106 receipt in relation to Jeavons wood and Cambourne.
Additional / Reduction in Funding (Other Grants)	ASC	-£1.2	Transformation Initiatives funding – as reported in May.
Additional / Reduction in Funding (Other Grants)	ETE	£0.6	Sustainable Transport Funding – as reported in June.
Additional / Reduction in Funding (Other Grants)	ETE	£0.5	Better Bus Area Funding – as reported in June.
Additional / Reduction in Funding (S106 Contributions)	ETE	£6.7	As reported in June.
Additional / Reduction in Funding (Other Contributions)	ETE	£3.5	Growing Places funding – as reported in June.
Additional / Reduction in Funding (Other Contributions)	ETE	£2.2	Department for Transport (DfT) funding – as reported in June.

Service	Emerging Funding Issues	Impacts and Actions
ETE	None	

Service	Emerging Funding Issues	Impacts and Actions
ASC	None	
CYPS	It has recently been announced that the County Council has been awarded Priority Build programme funding for Manor Community College, which is yet to be incorporated into the capital programme figures.	The funding will be incorporated into the capital programme once the allocation has been announced.
CS	None	
LGSS – Cambridge Office	None	

6. BALANCE SHEET, ISSUES AND ACTIONS

6.1 A more detailed analysis of balance sheet health issues is included below:

Measure	Target end of October	Actual end of October
Net borrowing activity from plan, £m	£370.1m (Sep)	£327.3m (Sep)
Level of debt outstanding (owed to the council) – 4-6 months, £m	£0.4m	£0.5m
Level of debt outstanding (owed to the council) – >6 months, £m	£1.0m	£1.0m
Invoices paid by due date (or sooner), %	95%	98.9%

6.2 Key exceptions and emerging issues are identified below:

Key exceptions	Impacts and actions
Less borrowing activity than planned – net borrowing target (September) was £370.1m. The actual figure was £327.3m.	Long term PWLB interest rates remained flat over the period although there was significant volatility during the quarter. Interest rates continue to be monitored closely and a pragmatic approach to borrowing is adopted. Further information can be found in the Treasury Management Quarter 2 Report.

Emerging issues	Impacts and actions
None	

7. EXTERNAL AND CONTEXTUAL ISSUES

- 7.1 The Autumn Statement 2012 will be made by the Chancellor of the Exchequer, George Osborne, on Wednesday 5 December.

The Statement provides an update on the Government's plans for the economy based on the latest forecasts from the Office for Budget Responsibility. These forecasts are published alongside the Autumn Statement on 5 December.

The Chancellor is expected to use the occasion to signal further measures to help boost growth and accelerate the UK's recovery from recession.

- 7.2 An initial assessment of these issues is set out below.

Key issues	Impacts and actions
Autumn Statement	Any announcement to be reviewed as part of the business planning process. More information to follow next month.

8. FURTHER INFORMATION

- 8.1 Members requiring further information on issues raised in this report may wish to access the reporting and drill down facilities in CORVU (for performance issues) and the Oracle e-Business Suite for finance issues, or follow the links below:

CYPS Finance and Performance Report	http://www.cambridgeshire.gov.uk/council/finance/spending/monthly/Children+and+Young+Peoples+Services.htm
ASC Finance and Performance Report	http://www.cambridgeshire.gov.uk/council/finance/spending/monthly/Adult+Social+Care.htm
ETE Finance and Performance Report	http://www.cambridgeshire.gov.uk/council/finance/spending/monthly/Economy+Transport+and+Environment.htm
CS Finance and Performance Report	http://www.cambridgeshire.gov.uk/council/finance/spending/monthly/Corporate+Services.htm

9. IMPLICATIONS

- 9.1 Resources and Performance:

This report provides the latest resources and performance information for the council and so has a direct impact.

9.2 Statutory, Legal and Risk:

There are no significant statutory, legal and risk implications.

9.3 Equality and Diversity:

There are no significant equality and diversity implications.

9.4 Engagement and Consultation:

No public engagement or consultation is required for the purpose of this report.

SOURCE DOCUMENTS:

ETE Budgetary Control Report (October) ASC Budgetary Control Report (October) CYPS Budgetary Control Report (October) CS and LGSS Cambridge Office Budgetary Control Report (October) Performance Management Report & Corporate Scorecard (October) Capital Monitoring Report (October) Aged Debt per Directorate – as at 31 st October 2012	Room 301, Shire Hall, Cambridge
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