

GENERAL PURPOSES COMMITTEE



Date: Tuesday, 13 June 2017

Democratic and Members' Services
Quentin Baker
LGSS Director: Lawand Governance

11:00hr

Shire Hall
Castle Hill
Cambridge
CB3 0AP

Kreis Viersen Room
Shire Hall, Castle Hill, Cambridge, CB3 0AP

AGENDA

Open to Public and Press

CONSTITUTIONAL MATTERS

- 1 Notification of Chairman/woman and Vice-Chairman/Woman
- 2 Declarations of Interest

Guidance for Councillors on declaring interests is available at:

<http://tinyurl.com/cc-conduct-code>

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- 4 Petitions

OTHER DECISIONS

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KEY DECISIONS

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The General Purposes Committee comprises the following members:

Councillor Steve Count (Chairman) Councillor Roger Hickford (Vice-Chairman)

Councillor Anna Bailey Councillor Ian Bates Councillor Simon Bywater Councillor Steve Criswell Councillor Lorna Dupre Councillor Derek Giles Councillor Lynda Harford Councillor David Jenkins Councillor Noel Kavanagh Councillor Lucy Nethsingha Councillor Josh Schumann Councillor Mathew Shuter and Councillor Joan Whitehead

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

Clerk Name: Michelle Rowe

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GENERAL PURPOSES COMMITTEE: MINUTES

Date: Tuesday, 21st March 2017

Time: 10.00a.m. – 1.10p.m.

Present: Councillors Bailey, Bates, D Brown, Bullen, Cearns, Count (Chairman), Criswell, Dent, Hickford, Hipkin, Jenkins, McGuire, Nethsingha, Reeve, Walsh and Whitehead

Apologies: Councillor Orgee

316. DECLARATIONS OF INTEREST

There were no declarations of interest.

317. MINUTES – 24TH JANUARY 2017 AND ACTION LOG

The minutes of the meeting held on 24th January 2017 were agreed as a correct record and signed by the Chairman. The Action Log and following updates were noted:

- the Chief Executive had raised the issue of partnership contributions to transformation proposals at the Cambridgeshire Public Service Board on 8th February. Unfortunately, health colleagues had not been present so it would be considered again at a future meeting. She acknowledged the need for a methodology to capture this information. The Chairman also suggested the need to raise the possibility of creating a transformation funding pot by each public service contributing 1% of its budget. It was acknowledged that this should involve all partners and not just Health. **Action Required.**
- the Chief Finance Officer (CFO) reported that officers were continuing to communicate the impact and importance of the decisions made as part of the Transformation Fund. Staff briefings had been held around the County and examples of transformation projects had been video recorded.
- the CFO reported that information was still awaited from central government on the details of what the £6m funding for East Cambridgeshire and Fenland schools could or could not be used for. **Action Required.**

318. PETITIONS

No petitions were received.

319. FINANCE AND PERFORMANCE REPORT – JANUARY 2017

The Committee was presented with the January 2017 Finance and Performance report for Corporate Services and LGSS Cambridge Office. A year-end underspend on revenue of £519k was being forecast.

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

320. INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING 31ST JANUARY 2017

The Committee received a report detailing the financial and performance information to assess progress in delivering the Council's Business Plan. Attention was drawn to the forecast year-end overspend of £1.7m, which was of considerable concern and ran counter to the trend of previous years. It reflected the demand on Children, Families and Adults (CFA), and in particular Older People's Localities where there had been an issue regarding the volume and price of care home packages. It was noted that this situation had now stabilised. There were also continuing pressures in Children's Services. In considering the report, some Members commented as follows:

- queried, as requested at Adults Committee, how many sudden additional nursing home places in Fenland had been needed. The Strategic Finance Manager reported that he believed it was in the low teens. The situation had been caused by an increase in price. It was noted that there was now better monitoring of the unit price. One Member requested the need for more background information. **Action Required.**
- queried the impact on the fourth phase of Superfast Broadband rollout of the legal disentanglement of BT from Openreach. The Programme Director Connecting Cambridgeshire explained that it was a regulatory requirement which did not impact on the existing contract. The Chairman highlighted the fact that the latest rollout would result in access to high speed broadband connectivity for over 99% homes and businesses in the County by 2020.
- queried the impact of Brexit on the bid of up to £2.4m to the European Regional Development Fund. It was noted that this funding would be subject to guarantee by central government.
- the need to clarify how the funding would work in relation to recommendation c). The Programme Director reported that the overall investment decision had been taken by Council in 2011. Members were reminded that the gap funding contract with BT incorporated a "claw-back" clause. The gap had been smaller than anticipated which had enabled the establishment of an additional budget for further joint investment to be used as the mechanism for funding. It was noted that the proposal had received approval from Economy and Environment Committee.
- expressed concern about the level of debt outstanding over six months. The Strategic Finance Manager reported that Audit and Accounts Committee had received an update. The Chairman reminded Members that they had approved a new Debt Recovery Strategy which would take time to be fully effective. He requested information on how much debt would be written off. **Action Required.**
- highlighted the performance of Cambridgeshire Secondary schools judged good or outstanding by Ofsted which was now very close to target.

- queried whether there was an action plan in place to address the worsening situation in relation to the proportion of Delayed Transfers of Care (DToC) from hospital. The Chairman reported that the Government had provided some additional funding for Adult Social Care (ASC), some of which would be allocated to the Council. Officers were currently working on an action plan. He highlighted the need to utilise the Overview and Scrutiny work carried out in this area as a priority. The Executive Director: CFA reminded the Committee of the investment the Council had put in to new initiatives to support people coming out of hospital. Conversations were taking place with Health colleagues to join up resources in order to address the increasing demand from the greater number of over 85 year olds.
- the need to consider whether redundant Council buildings could be set up as convalescent homes to address the issue of DToC. The Service Director: Older People and Mental Health Services reported that short term private/public provision was already in place funded by Social Care or jointly with Health. It was noted that the Council together with its partners had developed an Accommodation Strategy which identified current gaps in all types of capacity, and was monitored by Adults Committee. In addition, it was also important to influence District Council planning to make sure the right provision was in place.
- queried the action taking place to improve LGSS IT. The Chief Executive reported that there was a Platform Stability Plan which involved the rebuilding of all systems. It was expected that all systems would be migrated to the new stable platform by the end of April. Staff were being briefed on the timetable, which might involve some failures before that date. The Chairman reported that, together with the Vice-Chairman, he had received a briefing on what was a complex matter. It was noted that LGSS would cover the bill for the works. One Member highlighted the problem of mailboxes getting full very quickly. The Chief Executive agreed to investigate.
Action Required.
- queried the capital programme variance for ETE on page 77. The CFO reported that the Project Board had reviewed the numbers and asked some questions. He expected the variation to be much reduced by the end of the financial year as work was undertaken to refine the underspend. For example, it was noted that the land acquisition for the Ely Bypass had not yet been paid for. The Chairman requested that the Project Board should report to the next Committee meeting. **Action Required.**
- requested a report back on any grants such as the Education Services Grant or additional funding received after budget sign off by Council. It was important that the Committee was aware of the current financial situation. Therefore once end of year was substantially known, GPC should consider the differences since the budget was passed by the council. **Action Required.**
- expressed concern that there were missing interviews in relation to the Child Sexual Exploitation Return. The Executive Director: CFA reported that the work was being undertaken by social workers but this could not be sustained in the future. The plan was to use the funding to set up an internal unit to conduct return interviews.

- requested a briefing note on what the £200k for the development of LED was being used for. **Action Required.**
- queried whether the early stage feasibility studies for Strategic Transport should be undertaken by the Combined Authority. The CFO highlighted the need to look at roles in relation to this work. **Action Required.**

It was resolved unanimously to:

- a) Analyse resources and performance information and note any remedial action currently being taken and consider if any further remedial action was required.
- b) Approve the allocation of £0.5m additional capital funding to CFA and note the recommendation to Assets & Investment Committee to approve the rephasing of £0.734m capital funding, both set out in Section 6.7.
- c) Approve the proposed funding mechanism to borrow up to £5m against the Broadband Investment Fund and bid for up to £2.4m European Regional Development Funds (ERDF) to support the procurement and delivery of a fourth phase of Superfast Broadband rollout, as set out in Section 6.8.
- d) Approve the allocation of £267k High Needs Strategic Planning Funding to CFA, as set out in Section 7.1.
- e) Approve virements of previously allocated funding totalling £650k that would not be used in 2016/17 back to reserves, and approve the carryforward of this earmarked reserves funding to 2017/18, as set out in Section 7.2.

321. TRANSFORMATION FUND INVESTMENT PROPOSALS

The Committee received a report setting out requests for investments from the Transformation Fund that were required to deliver transformational improvements in service delivery and associated savings within the 2017-22 business plan. The Chairman reported that LGSS Law had now signed off the Statutory, Legal and Risk Implications. It was noted that there were two proposals, the first relating to the development of a transformation programme for all adult social care client groups, and the second sustaining budgetary performance in the older people budget. In considering the report, some Members commented on the requests as follows:

- expressed surprise that the report did not reflect the views of the Adults Committee as both the requests had been scrutinised heavily at the Committee. Members were informed that Adults Committee had asked for C/R.5.319 to be aligned better with the Neighbourhood Cares Programme, as the same research could be used to accelerate the programme. It was noted that Adults Committee would receive an update report in the autumn, which should include some indication of the return on investment. The Chairman reported that if an item had been considered by a Policy and Service Committee before GPC, an extract of the minutes should be included in future reports. **Action Required.**

- expressed frustration regarding proposals relating to Continuing Healthcare as it was work that should be happening without the need for additional funding. However, it was acknowledged that it would bring a return on investment and deliver efficiencies. One Member highlighted the need for the support package to be paid for by the right organisation and not the user, if appropriate. She hoped that this investment would reduce the waiting lists for home care and avoid the need for the Reablement Team to deliver normal home care instead of demand management and cost avoidance work. She also stressed the importance of aligning this work with the Sustainability and Transformation Plan process.
- expressed concern regarding the pending waiting list for care and the financial pressure that would result from the waiting list for care being reduced. One Member was particularly concerned that there was a risk that reducing the waiting list could result in increasing costs however, a failure to provide care at an early stage could lead to preventable higher care costs later.
- expressed concern that the C/R.5.320 could just move the problem around the system. One Member highlighted the need to recognise people as individuals. The CFO explained that the bid was about transforming services. However, it was important that the costs were shown in the right place.
- highlighted the need to link up with Peterborough City Council. There was also scope to include the NHS and Public Health.
- highlighted the fact that there was no investment total for both projects in the table on page 98. It was noted that the original estimate for C/R.5.319 was no more than £500k but it was hoped that this figure could be reduced. One Member drew attention to the savings of £1,861m for 2017/18. The Chairman reported that this information was contained within the Council's Business Plan.
- highlighted the additional Government funding for ASC of £8.33m. The Chairman asked for General Purposes Committee and Adults Committee to receive a briefing on the limits attached to this funding. **Action Required.**
- acknowledged that C/R.5.319 would effectively result in a complete step change with a redesigned service. The CFO explained that it needed an external perspective on whether a different approach was required. However, the Council would retain the intellectual rights which could be marketed commercially. Another Member raised the need to also consider how other authorities were addressing this area of work.
- highlighted reference to the Innovation Fund on pages 104-105 and the involvement of voluntary and community groups. The Chairman requested more information on the benefits and savings associated with community interventions. Another Member commented on the need to indicate to groups bidding to the Innovation Fund that they were more likely to receive funding if they matched the Council's outcomes. **Action Required.**
- highlighted the need to rebalance the Minimum Revenue Provision.

It was resolved unanimously to approve the following business cases and associated investment from the Transformation Fund:

- a) C/R.5.319 (Adult social care services investment to develop a transformation programme for all adult social care client groups), delegating authority to the Chief Finance Officer in conjunction with the Chairman of the Committee to approve the final amount following a competitive tendering process; and
- b) C/R.5.320 (Adult social care services delivery – sustaining budgetary performance in the older people budget).

322. CAPITAL PROJECT - CREATE

The Committee was advised on work to date on a project to convert a Council-owned community arts building in North Cambridge into a state-of-the-art National Centre for Research and Engagement in Arts, Technology and Education (CREATE) facility from which to develop and promote innovation in arts education, arts therapy, talent development, research and community participation. Attention was drawn to the background which was part of a long-term facilities project to establish bases in areas of disadvantage. Digital technology and distributed blended learning programmes would be used to enable children and young people across the county to benefit. It was noted that there were constraints relating to alternative uses for the building in North Cambridge. Attention was drawn to the proposed investment in the Centre of £3.6m of which 93% was being sought from outside the Council. A non-repayable investment of £250,000 - £500,000 was being requested from the Council towards the project.

The Chairman reported that the Local Member, Councillor Sales, had confirmed his continuing support for the project which, as far as he was concerned, was an essential cultural activity for the whole of the county. In considering the report, some Members commented as follows:

- welcomed this initiative particularly as a large portion of the investment was attached to the Arts Council. It was noted that the Council needed to commit funding if it wanted the Arts Council to invest in the project. The Head of Cambridgeshire Music reported that the Arts Council valued co-investment and this was the only hub which had been allowed to bid.
- queried whether this project was an Arts Centre or Music Hub. The Committee was informed that the Centre would focus on all art forms. However, it was important to note that it was an education centre which would support Cambridgeshire Schools. The Head of Cambridgeshire Music was aware that Headteachers required additional support to deliver the curriculum relating to music, art and drama. It was noted that visual arts would be delivered by Kettle's Yard.
- queried what arrangements had been made to enable the residents of Arbury where the Centre was located to use the building. The Head of Cambridgeshire Music reported that it was very much the intention, working with colleagues, to engage the local community, which would involve working with Cambridge City Council to build and shape community programming.

- acknowledged that the site was located in the grounds of St Luke's Primary School, and the access was limited, both of which would act as an inhibitor in relation to any proposed housing use. It was noted that market value would depend on the use given to the site in the local plan, and access. The site had a classification for community education.
- queried how people from remote rural areas would use the site given the accessibility issues. It was noted that the programme was based on digital education as well as community access. Digital technology would be used to export opportunities to engage, discover, learn and interact across the county. It was therefore not expected that large numbers of school children would attend the site. However, there was provision for coaches to be parked on Histon Road. It was further noted that the digital nature of the project would provide an opportunity to bring inspirational individuals who might not wish to travel into all schools. The project included three centres with the other two in Huntingdon at Hayfield Road in the old Pupil Referral Unit, and Wisbech (location to be identified). One Member acknowledged the importance of locating centres in areas of deprivation but highlighted the need to identify in more detail the proposed outcomes which would be achieved. Another stressed the need to identify a site in Wisbech, as soon as possible. In relation to Wisbech, the Head of Cambridgeshire Music reported that he might have to seek investment from outside the Council or it might be possible to fund without additional funding.
- queried what would happen at the end of the five year financial projection period. The Head of Cambridgeshire Music reported that this period was based on the Business Plan. He had been cautious in planning for a take up rate of 10% moving to 25%. It was noted that most activity would come from collaboration with partners, and the funding would be used to support overheads and provide a contingency at the end of the five year period. An annual surplus of £80,000 was planned but it was hoped that this would be exceeded. The CFO confirmed that Finance had reviewed the numbers which were predicated on activity levels. The Head of Cambridgeshire Music reported that his service had made a £2.1m turnover over the last two years returning a surplus to the Council.
- queried the involvement of Members in the project. The Chairman reported that there had not been sufficient engagement with Group Leaders and limited involvement with Children and Young People Committee (CYPC). He commented that Members should have been involved a lot earlier in the process. The Head of Cambridgeshire Music welcomed Member involvement. He drew attention to the timescales set by the Arts Council which had been out of the Council's control. In response to a question regarding when the site had been identified for such a project, the Head of Cambridgeshire Music reported that he had been informed of this site three years ago. The Chairwoman of CYPC in acknowledging that the project should have been considered by Members sooner highlighted the support of CYPC.
- queried whether the site which was a Council asset had been considered by Assets and Investments Committee. The Head of Cambridgeshire Music reported that it had not. The Chairman commented that there had therefore been a breakdown in the process. He stressed the need to ensure that all assets were considered by this

Committee first before being identified for other uses. One Member commented that he felt he did not have sufficient information to take a decision and that it should be considered by Assets and Investments Committee.

- expressed concern about increasing borrowing costs and the resulting revenue implications. One Member questioned whether the site would be where investment should be prioritised. She queried what a remote village such as Pymoor would get from the project. The Head of Cambridgeshire Music reported that it would provide children in the village with connectivity to enable them to learn a musical instrument using Skype. It would also enable them to progress as part of a musical group as well as an individual. It was important to note that Cambridgeshire Music would continue to hold concerts in schools. However, whilst it had held 100 concerts in schools, there had been no opportunity for 150 other schools. Broadband infrastructure in a secure location would enable a concert to be broadcast to all schools.
- queried whether it was better to demolish the building and build a purpose built centre.
- queried whether any allowance had been for technical equipment in the cost summary on page 197. The Head of Cambridgeshire Music reported that this was included in the infrastructure costs. Any additional cameras, if needed, would be extra.
- highlighted the impact of the project which could result in famous orchestras such as the Britten Sinfonia using this space to conduct workshops.

The Chairman proposed an amendment (detailed in italics below), seconded by Councillor Bullen, which was carried unanimously.

It was resolved unanimously to:

- a) Support a non-repayable commitment of capital investment of between £250,000 and £500,000, to support and unlock other application processes to trusts and national funding, subject to ongoing scrutiny on business case and the securing of the external funding.
- b) Support a request for an additional 10 year repayable Council loan of £500,000 as part of the £3.6 million fundraising from multiple streams. This might not be required if external sources of funding were able to support the development to the level expected.
- c) Agree the use of a traded reserves by Cambridgeshire Music towards the project at £80K per year for up to 5 years.
- d) Agree no draw down unless full funding identified from external sources.*
- e) Agree finances as a), b) and c) above which reflected the maximum commitment from the County Council.*

- f) Report back progress to General Purposes Committee in September.*
- g) Agree to establish a Member Working Group to oversee progress and act as a steering group driving outcomes.*
- h) Agree subject to approval of release of site by Assets and Investments Committee.*

323. A CORPORATE ENERGY STRATEGY FOR CAMBRIDGESHIRE COUNTY COUNCIL

The Committee considered a report detailing the results from the external consultation on the Council's draft Corporate Energy Strategy. Attention was drawn to the results summary, feedback on aspects on the strategy and proposed changes, and the draft strategy. Group Leaders had suggested an amendment to the last paragraph of the "Foreword". It was proposed to add two additional sentences to highlight the successes associated with the strategy. Six priorities had been identified in the strategy but following the consultation it was proposed to have energy efficiency as an overarching priority. It was noted that an action plan with targets would be developed to implement and monitor the strategy. In considering the report, some Members commented as follows:

- the need for the Strategy to be reviewed more regularly than 3 to 4 years. It was suggested that there should be Member steer in relation to delivery with the Strategic Asset Management Board involving the relevant spokes. It was noted that progress against actions would be reported to Group Leaders.
- the need to take the opportunity to consider renewable energy in relation to community, church and Parish Council assets. It was noted that there was reference to providing funding and advice to Town and Parish Councils on how to access funding and support community projects on parish land in section 2.3 of the report, and signposting grants and funding opportunities was included in section 3.3 of the strategy.
- queried the strategy's relationship with the Combined Authority in relation to managing energy efficiency. It was noted that officers worked closely with Peterborough City Council and the District Councils.
- the need to investigate why Impington Parish Council had not responded to the consultation. **Action Required.**
- requested information on how the Council's Solar Farm Project at Soham was performing. **Action Required.**
- highlighted the need to make sure that Committee Members that delegated powers to an officer in consultation with a chair were updated by email on how and when those powers had been exercised. **Action Required.**

It was resolved unanimously to:

- a) Note Appendices A & B, the results of the external consultation on the draft Corporate Energy Strategy
- b) Approve the additions to the strategy set out in section 2.3
- c) Adopt Appendix C as the Council's Corporate Energy Strategy

324. COMMUNITY RESILIENCE STRATEGY AND DELIVERY PLAN

The Committee received the first six-monthly update on progress with the delivery of Council's Community Resilience Strategy. It was noted that staff from across the Council who worked in roles relating to supporting resilient communities had been brought into one team which would now take responsibility for delivering the strategy and action plan. The Innovation Panel had recently considered stage 2 applications and would meet again in the near future. Attention was drawn to other achievements in Section 4, which included a single contract for voluntary and community partnership activity. Finally a desk top analysis had been undertaken in relation to Community Hubs and Children's Centres; a final business case would be considered later in the year.

One Member thanked officers involved for supporting the Innovation Fund which had identified some great projects and challenged the way the Council operated. Another Member commented that Histon and Impington Parish Council had set up a Health and Wellbeing Board.

There were mixed feelings expressed by one Member who although supportive of community hubs was concerned that they were linked to significant savings proposed for Children's Centres which was not reflected in the report. She drew attention to the fact that there were no firm proposals as yet for the location or number of community hubs or child and family centres. She highlighted the fact that proposals would go out to public consultation immediately after the election. She was concerned that the direction of travel would involve outcomes which could leave large parts of the county with no coverage.

The Interim Director: Children's Services reported that there was no plan to reduce provision. Instead the good work would be continued but delivered at other locational spaces to ensure people were provided with more access rather than less. In response, the Member highlighted the importance of buildings to many communities. The Committee was informed that a range of different locational spaces were being considered which might outstrip the current number of Children's Centres. One Member highlighted the success of the community hub in Barnwell. It was requested that communities be engaged before the draft proposals were put in front of the public.

One Member thanked the Council and, in particular, Councillor Criswell for the 'Councillors as Community Connectors' programme. He raised the need to consider the different situation in the City which did not have parish councils and had a softer infrastructure for more community involvement. The Chairman highlighted the fact that

the Strategy was focused on outcomes which was what the Council was interested in. He acknowledged that the Council wanted to get into communities more and it was important that the Council was considered as “our Council” rather than the Council.

It was resolved unanimously to:

- a) Note and comment upon progress with the Community Resilience delivery plan;
- b) Note the current status of applications received for the Cambridgeshire Communities Innovation Fund (“the Innovation Fund”).

325. TREASURY MANAGEMENT REPORT – QUARTER 3

The Committee considered the third quarterly update on the Treasury Management Strategy 2016-17, approved by Council in February 2016. The Chairman acknowledged frustration around how long it was taking the Municipal Bonds Agency to issue its first bond. However, it was important to get the first issue right.

It was resolved unanimously to note the Treasury Management Quarter Three Report 2016-17.

326. CORPORATE RISK REGISTER UPDATE

The Committee considered a report detailing the current status of corporate risk. The Risk Register had been reviewed by Strategic Management Team where a number of updates had been considered. Attention was drawn to the need to review the risk register in the next couple of months. It was noted that this would also enable the Authority to make use of its new IT system. Members were informed that it was proposed to hold workshops to design a risk register that was aligned with the Business Plan outcomes and monitoring.

The Chairman raised the need for the Key Performance Indicators (KPIs) to be outcome driven. He also raised the need to consider how to manage those KPIs which were reported on once a year. One Member drew attention to page 294 highlighting the fact that it was difficult to read and to identify which action points applied to which trigger, these to be separated and identified. **Action Required.** Members noted the worsening position in relation to Risk 1a Failure to produce a robust and secure Business Plan over the next 5 years. The CFO reported that the risk should have been adjusted because the review had been better than anticipated as the funding level had increased. The Chairman reminded the Committee that the transformation work in relation to ASC agreed earlier in the meeting could help provide a sustainable Business Plan.

It was resolved unanimously to note the position in respect of corporate risk.

**327. GENERAL PURPOSES COMMITTEE AGENDA PLAN, TRAINING PLAN
APPOINTMENTS TO OUTSIDE BODIES, PARTNERSHIP LIAISON AND ADVISORY
GROUPS AND INTERNAL ADVISORY GROUPS AND PANELS**

The Committee considered its agenda plan and training plan. It was noted that a new training plan would need to be prepared to assist new members of the Committee following the election on 4 May.

It was resolved unanimously to:

- a) review its Agenda Plan attached at Appendix 1;
- b) review and agree its Training Plan attached at Appendix 2.

Chairman

**GENERAL PURPOSES
COMMITTEE**

Minutes-Action Log



Introduction:

This log captures the actions arising from the General Purposes Committee on 21st March 2017 and updates members on the progress on compliance in delivering the necessary actions. This is the updated action log as at 5th June 2017.

Minutes of 21st March 2017

Item No.	Item	Action to be taken by	Action	Comments	Completed
317.	Minutes – 24th January 2017 and Action Log	G Beasley	Chief Executive to raise the issue of partnership contributions to transformation proposals at a future Cambridgeshire Public Service Board meeting. There was a need for a methodology to capture this information. There was also a need to raise the possibility of creating a transformation funding pot by each public service contributing 1% of its budget.		

Item No.	Item	Action to be taken by	Action	Comments	Completed
		C Malyon	Information was still awaited from central government on the details of what the £6m funding for East Cambridgeshire and Fenland schools could or could not be used for.	No further information has been received from Government. Discussions were put on hold when the General Election was announced, to resume afterwards.	Ongoing
320.	Integrated Resources and Performance Report for the Period Ending 31st January 2017	T Kelly	More background information needed on the sudden additional nursing home places needed in Fenland.	Following the monthly fluctuation apparent to GPC, we have reviewed Fenland OP nursing placements across the year which is a more stable picture. Placement numbers varied between 54 and 58. There were 41 new placements during the year. The average price for new placements was £619, whereas ended placements cost £572. Block beds have been purchased to mitigate this pricing trend.	Yes
		T Kelly	Requested information on how much debt would be written off.	The amount of debt written off in 2016/17 was £353k. Better write off procedures have been implemented during 2016/17. Write-offs only occur when all economic recovery action has been exhausted.	Yes

Item No.	Item	Action to be taken by	Action	Comments	Completed
		S Grace	The need to investigate the issue of mailboxes getting full very quickly.	Standard mailbox allocation for all employees/councillors is 100mb. This can be increased to 200mb on request. Increases above 200mb can be requested if this limit proves to be inhibitive to effective working.	Yes
		C Malyon	The Chairman requested that the Capital Programme Project Board should report to the next Committee meeting.	On agenda for 13 June 2017.	Yes
		C Malyon	Requested a report back on any grants such as the Education Services Grant or additional funding received after budget sign off by Council. It was important that the Committee was aware of whether there was more or less money.	On agenda for 13 June 2017.	Yes
		C Malyon	Requested a briefing note on what the £200k for the development of LED was being used for.	Response detailed below.	Yes
		C Malyon	Queried whether the early stage feasibility studies for Strategic Transport should be undertaken by the Combined Authority. The CFO highlighted the need to look at roles in relation to this work.	Response detailed below.	Yes

Item No.	Item	Action to be taken by	Action	Comments	Completed
321.	Transformation Fund Investment Proposals	SMT	If an item had been considered by a Policy and Service Committee before GPC, an extract of the minutes should be included in future reports.	The Deputy Chief Executive's direct reports informed.	Ongoing
		C Malyon	Highlighted the additional Government funding for Adult Social Care of £8.33m. The Chairman asked for General Purposes Committee and Adults Committee to receive a briefing on the limits attached to this funding.	Response detailed below.	Ongoing
		S Grace	The Chairman requested more information on the benefits and savings associated with community interventions	Further work to be done on this with colleagues in Transformation and Business Intelligence so we have a clear approach to monitoring social and financial benefits.	Ongoing
322.	Capital Project - Create	M Rowe	Report back to Committee in September.	Included on Agenda Plan.	Yes
		M Gunn/ M Rowe	Agree to establish a Member Working Group to oversee progress and act as a steering group driving outcomes. Agree subject to approval of release of site by Assets and Investments Committee		

Item No.	Item	Action to be taken by	Action	Comments	Completed
323.	A Corporate Energy Strategy for Cambridgeshire County Council	S Pledger	The need to investigate why Impington Parish Council had not responded to the consultation.	An e-mail about the Strategy consultation was sent to Histon and Impington Parish Council.	Yes
		S Pledger	Requested information on how the Council's Solar Farm Project at Soham was performing.	Estates are finalising the contract for the sale of the electricity which should be done in early April. This is a specialist market, and has taken longer than they would have liked to get an appropriate party to take this forward. Farm Estates also have to finalise six technical Operational Conditions Precedents and expect them to be completed and agreed by the end of April, at which point the financial payments for generating electricity will start.	Yes
		M Rowe	The need to make sure that Committee Members that delegated powers to an officer in consultation with a chair were updated by email on how and when those powers had been exercised	Delegated decisions are published on the Council's website see link https://cmis.cambridgeshire.gov.uk/ccc_live/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/30/Default.aspx Democratic Services Officers will list this information in the relevant Committee Action Log, which will required an update.	Yes
326	Corporate Risk Register	S Grace	The difficulty of reading and identifying which points applied to which trigger, these to be separated and identified.	The content and layout of the Risk Register is being reviewed at a GPC workshop on 22 June and an update on this review will be reported to GPC in July	Ongoing

Action: Requested a briefing note on what the £200k for the development of LED was being used for.

The planned LED lantern replacement programme will see 2675 older style, less energy efficient street lighting lanterns replaced with more energy efficient LED lanterns, which will deliver energy savings of up to 60%. This project was delayed in 2016/17 due to difficulties obtaining information and a revised quotation from the County Council's service provider Balfour Beatty. The delay meant that the project has had to be rolled forward into 2017/18. Officers have now worked with Balfour Beatty's legal and commercial team to develop a robust programme for the lantern replacement programme which includes programmed dates for all the required stages. The project stages include the writing and agreement of the required contract deed of variation, various approval stages from Balfour Beatty's senior management team and the project funders through to the final installation which is planned for late 2017 with completion in early 2018.

The revised estimated project cost has increased to £736K, this figure will be confirmed shortly and it is not expected that this cost will increase. This investment is expected to see a payback period of 8 years, with ongoing energy savings through the life of the lanterns (20-25 years). The funding for the project is being provided by capital investment via prudential borrowing (this was originally forecasted to be £705k); the increase in capital investment required to £736k (an increase of c. £31k), will be requested from GPC as part of a separate paper on the re-phasing and roll forward of the current capital programme. Therefore, the revenue budget figure of £200K for the development of LED should not be required for this project as originally expected.

Action: Queried whether the early stage feasibility studies for Strategic Transport should be undertaken by the Combined Authority. The CFO highlighted the need to look at roles in relation to this work.

Responsibility for developing feasibility studies for strategic transport projects rests with the Combined Authority. However the Combined Authority has no staff of its own to undertake this work and it is therefore anticipated that the Combined Authority will commission this work from the County Council. As the Combined Authority programme will represent a significant increase in workload, on top of the additional work already being undertaken for the Greater Cambridge City Deal, officers have been developing resource plans for discussion and agreement with the Combined Authority. The County Council may also want to undertake feasibility studies directly in order to demonstrate the case for a particular scheme or proposal to the Combined Authority, in which case the County Council will need to continue to directly fund a level of resource for this purpose.

Action: Highlighted the additional Government funding for Adult Social Care of £8.33m. The Chairman asked for General Purposes Committee and Adults Committee to receive a briefing on the limits attached to this funding.

The final guidance has not yet been issued. Draft conditions for use of the grant are as follows.

1. Grant paid to a local authority under this determination is to be spent on adult social care and used for the purposes of meeting adult social care needs, reducing pressures on the NHS - including supporting more people to be discharged from hospital when they are ready - and stabilising the social care provider market.
2. A recipient local authority must:
 - a. pool the grant funding into the local Better Care Fund, unless the authority has written Ministerial exemption;
 - b. work with the relevant Clinical Commissioning Group(s) and providers to meet National Condition 4 (Managing Transfers of Care) in the Integration and Better Care Fund Policy Framework and Planning Requirements 2017-19; and
 - c. provide quarterly reports as required by the Secretary of State.
3. The Government has made clear that part of this funding is intended to enable local authorities to quickly provide stability and extra capacity in local care systems. Local authorities are therefore able to spend the grant, including to commission care, subject to the conditions set out in the grant determination, as soon as plans have been locally agreed.

GENERAL PURPOSES COMMITTEE - AGENDA PLAN AND TRAINING PLAN

To: General Purposes Committee

Meeting Date: 13 June 2017

From: Chief Executive

Electoral division(s): All

Forward Plan ref: Not applicable Key decision: No

Purpose: At the start of the Municipal Year, the Policy and Service Committee is asked to consider its Agenda Plan and Training Plan.

Recommendation: The Policy and Service Committee is asked to:

- a) agree its agenda plan attached at Appendix A.**
- b) agree the training plan that has been developed as set out as Appendix B to this report.**
- c) consider if there are any other areas of the Committee's remit where Members feel they require additional training.**

Officer contact:

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1. BACKGROUND

- 1.1 Following a workshop held for Chairmen/women, Vice-Chairmen/women and Spokesmen/women (hereafter referred to as Spokes) of the Policy and Service Committees in August 2015, the Member Development Panel, with the support of Group Leaders, recommended that agenda plans should continue to be placed at the end of Policy and Service Committee agendas, with the exception of the first meeting of the new Municipal Year when the agenda plan should be the first item of business on the agenda.
- 1.2 Constitution and Ethics Committee held a workshop on 27 January 2015 to consider the responses to a survey of Members and officers following the introduction of the new system of governance. As part of its considerations, the need for more accessible training and briefings for members in relation to services within their committee remits and decisions being made was discussed. It was suggested that if a committee was responsible for its own Committee Training Plan, it could arrange training at the convenience of its own committee members, monitor attendance, and ensure that each member received copies of PowerPoint presentations. Council, at its meeting on 24 March 2015, agreed that each Policy and Service committee would consider and approve its own training plan at every meeting. The plan to include figures for attendance at each training session.
- 1.3 Group Leaders previously raised the need for this report to set the scene for Policy and Service Committees in the new municipal year and this approach has been endorsed by the newly appointed Chairman and Vice-Chairman. Attention has therefore been drawn to major items coming up for consideration. The training plan has a direct link with the activities of the relevant Service and the items to be considered by the Committee.

2. AGENDA PLAN

- 2.1 A copy of the General Purposes Committee Agenda Plan is attached at **Appendix A**. The Plan is considered at each meeting of the Policy and Service Committee. There is a process for managing agenda items requested by Councillors, which is detailed in Section 7 of Part 4.4 – Committee and Sub Committee Meetings of the Constitution – see link below <https://www.cambridgeshire.gov.uk/council/council-structure/council-s-constitution/>
- 2.2 Council, at its meeting on 24 March 2015, agreed that information reports would not normally be included on committee agendas unless they are updating, at the specific request of the committee, progress of decisions previously agreed by a committee.

3. TRAINING PLAN

- 3.1 For the General Purposes Committee, the development of a training plan has been considered in light of the strategic functions of the Committee, as well as the service-based functions for Corporate and Customer Services and LGSS Managed.
- 3.2 An initial draft of development topics to be included within the training plan has been developed, and these have are included as **Appendix B**. Once Committee Members have approved the training plan, suitable details and dates for each session will be identified

4. ALIGNMENT WITH CORPORATE PRIORITIES

4.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

4.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

4.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

5. SIGNIFICANT IMPLICATIONS

5.1 Resource Implications

There are no significant implications within this category.

5.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

5.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

5.4 Equality and Diversity Implications

There are no significant implications within this category.

5.5 Engagement and Communications Implications

There are no significant implications within this category.

5.6 Localism and Local Member Involvement

There are no significant implications within this category.

5.7 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Not applicable
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	Not applicable
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Not applicable
Have the equality and diversity implications been cleared by your Service Contact?	Not applicable
Have any engagement and communication implications been cleared by Communications?	Not applicable
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Not applicable
Have any Public Health implications been cleared by Public Health	Not applicable

Source Documents	Location
Council Agenda and Minutes – 24 March 2015	https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/276/Committee/20/Default.aspx

GENERAL PURPOSES COMMITTEE AGENDA PLAN

Published on 1st June 2017



Cambridgeshire
County Council

Notes

Appendix A

Committee dates shown in bold are confirmed.

Committee dates shown in brackets and italics are reserve dates.

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

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

+ indicates items expected to be confidential, which would exclude the press and public. Additional information about confidential items is given at the foot of this document.

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

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

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
13/06/17	1. Minutes – 21/03/17	M Rowe	Not applicable	31/05/17	05/06/17
	2. Integrated Resources and Performance Report for the Period Ending 31st March 2017	R Bartram	2017/026		
	3. Resources and Performance Report – Corporate and Customer Services and LGSS Managed for the Period Ending 31st March 2017	T Kelly	Not applicable		
	4. Treasury Management Report – Quarter 4 and Outturn Report*	M Batty	Not applicable		
	5. Transformation Bids – Update Report	C Malyon	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	6. Workforce Strategy*	L Fulcher	Not applicable		
	7. Cambridgeshire Public Service Network (CPSN) / EastNet re-procurement	S Grace/ C Malyon	2017/003		
	8. Capital Programme Board Update	C Malyon	Not applicable		
	9. Funding Adjustments 2017-18	C Malyon	Not applicable		
	10. Risk Management Annual Report	S Norman	Not applicable		
25/07/17	1. Minutes – 06/06/17	M Rowe	Not applicable	12/07/17	17/07/17
	2. Integrated Resources and Performance (May)	R Bartram	2017/022		
	3. Resources and Performance Report (May) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	4. County Council Consultation Strategy	S Grace	Not applicable		
<i>[22/08/17] Provisional Meeting</i>				09/08/17	11/08/17
19/09/17	1. Minutes – 25/07/17	M Rowe	Not applicable	06/09/17	08/09/17
	2. Integrated Resources and Performance Report (July)	R Bartram	2017/017		
	3. Resources and Performance Report (July) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	4. Treasury Management Report – Quarter 1	M Batty	Not applicable		
	5. Corporate Risk Register	S Norman	Not applicable		
	6. Review of actions to target outstanding debt	C Law	Not applicable		
	7. Capital Project – CREATE Update	M Gunn	Not applicable		
	8. Medium Term Financial Strategy*	C Malyon	Not applicable		
	9. Capital Strategy*	C Malyon	Not applicable		
	10. Strategic Framework*	C Malyon	Not applicable		
24/10/17	1. Minutes – 19/09/17	M Rowe	Not applicable	11/10/17	13/10/17
	2. Integrated Resources and Performance Report (August)	R Bartram	2017/023		
	3. Resources and Performance Report (August) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	4. Service Committee Review of Draft Revenue Business Planning Proposals for 2018/19 to 2022/2023	C Malyon	Not applicable		
	5. Draft 2018/19 Capital Programme and Capital Prioritisation	C Malyon	Not applicable		
28/11/17	1. Minutes – 24/10/17	M Rowe	Not applicable	15/11/17	17/11/17
	2. Integrated Resources and Performance Report (September)	R Bartram	2017/024		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	3. Resources and Performance Report (September) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	4. Treasury Management Report – Quarter 2*	M Batty	Not applicable		
19/12/17	1. Minutes – 28/11/17	M Rowe	Not applicable	06/12/17	08/12/17
	2. Integrated Resources and Performance Report (October)	R Bartram	2017/025		
	3. Resources and Performance Report (October) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	4. Amendments to Business Plan Tables (if required)	C Malyon	Not applicable		
09/01/18	1. Minutes – 19/12/17	M Rowe	Not applicable	21/12/17	29/12/17
	2. Integrated Resources and Performance Report (November)	R Bartram	2018/001		
	3. Resources and Performance Report (November) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	4. Local Government Finance Settlement	C Malyon	Not applicable		
	5. Draft Business Plan	C Malyon	Not applicable		
	6. Quarterly Risk Management Report	S Norman	Not applicable		
23/01/18	1. Minutes – 09/01/18	M Rowe	Not applicable	10/01/18	12/01/18

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	2. Transformation Strategy/Strategic Framework	C Malyon	Not applicable		
	3. Capital Receipts Strategy	C Malyon	Not applicable		
	4. Treasury Management Strategy	C Malyon	Not applicable		
	5. Business Plan*	C Malyon	Not applicable		
<i>[27/02/18] Provisional Meeting</i>				14/02/18	16/02/18
27/03/18	1. Minutes – 23/01/18	M Rowe	Not applicable	14/03/18	16/03/18
	2. Treasury Management Report – Quarter 3	M Batty	Not applicable		
	3. Integrated Resources and Performance Report (January)	R Bartram	2018/002		
	4. Resources and Performance Report (January) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	5. Quarterly Risk Management Report	S Norman	Not applicable		
<i>[24/04/18] Provisional Meeting</i>				11/04/18	13/04/18
29/05/18	1. Minutes – 27/03/18	M Rowe	Not applicable	16/05/18	18/05/18

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	2. Integrated Resources and Performance Report (March)	R Bartram	2018/003		
	3. Resources and Performance Report (March) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	4. Treasury Management Report – Quarter 4 and Outturn Report*	M Batty	Not applicable		

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

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

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

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

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

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

For further information, please contact Quentin Baker on 01223 727961 or Quentin.Baker@cambridgeshire.gov.uk

GENERAL PURPOSES COMMITTEE TRAINING PLAN

The Training Plan below includes topic areas for GPC approval. Following sign-off by GPC the details for training and development sessions will be worked up.

Appendix B

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
	Transformation	Exploring/understanding the work of the team and the areas of work it is supporting	High	25 th July 2017	Amanda Askham				
	Communications	Exploring/understanding use of comms and different aspects such as web/social media and how this complements 'traditional journalism'	High	19 th September 2017	Christine Birchall				
	Business Intelligence	Data / system integration Data sharing with other authorities. The importance of good governance and information management.		24 th October 2017	Tom Barden				
	Customer services	tbc		28 th November 2017	Jo Tompkins / Sue Grace				
	Emergency planning	The Council's roles and responsibilities, how do we respond in an emergency		19 th December 2017	Stuart Thomas / Sue Grace				

FINANCE AND PERFORMANCE REPORT – FINAL REPORT 2016/17

To: **General Purposes Committee**

Meeting Date: **13th June 2017**

From: **Director of Corporate and Customer Services
Chief Finance Officer**

Electoral division(s): **All**

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

Purpose: **To present to General Purposes Committee (GPC) the final Finance and Performance Report 2016/17 for Corporate Services and LGSS Cambridge Office.**

The report is presented to provide GPC with an opportunity to comment on the final financial and performance position for the 2016/17 financial year.

Recommendation: **The Committee is asked to review, note and comment upon the report.**

<i>Officer contact:</i>	
Name:	Chris Malyon
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Tel:	01223 699796

1. BACKGROUND

- 1.1 General Purposes Committee receives the Corporate Services and LGSS Cambridge Office Finance and Performance Report at all of its meetings, where it is asked to comment on the report and potentially approve recommendations, to ensure that the budgets and performance indicators for which the Committee has responsibility, remain on target.

2. MAIN ISSUES

- 2.1 Attached as **Appendix A**, is the final Finance and Performance report for 2016/17.

2.2 Revenue:

- Corporate and Customer Services (including the LGSS Managed, Deputy Chief Executive and Financing Costs) ended the 2016/17 financial year with an underspend on revenue budgets of £1,826k, due to an underspend on Financing Costs.

The final position reflected several factors: new loans raised on a short term basis to take advantage of cheaper rates of interest (£500k); the fall in interest rates across all parts of the yield curve; and receipt of interest for S106 (£1,015k) which wasn't budgeted. There were no other new significant forecast outturn variances by value (over £100,000) to report.

Authority-wide Miscellaneous budgets reported an underspend of £142k at year-end. This was due to an accrual for the ESPO rebate, which is expected to exceed the budget by £220k.

- The LGSS Cambridge Office budget finished the year with an underspend on revenue of £212k. There were no new significant forecast outturn variances by value (over £100,000) to report. This element of the budget is monitored by the LGSS Joint Committee and is not the responsibility of General Purposes Committee.

2.3 Capital:

- The year-end position for Corporate Services and LGSS Managed capital budgets was an underspend of £937k in 2016-17.

The in-year slippage of £2.0m on the capital programme exceeded the capital variation budget allocation of £1m, resulting in an underspend of £937k across the programme in 2016/17.

Due to the phasing of projects, work commenced during 2016/17 on projects which formed part of the Business Planning proposals for Citizen First Digital First in 2017/18. Funding of £130k was therefore re-phased and brought forward from the Citizen First Digital First budget for 2017/18

There were no new significant forecast outturn variances by value (over £500k) to report.

- At the end of 2016/17, the LGSS Operational capital budget was underspent by £166k. LGSS Cambridge Office reported in-year slippage of £321k on the

capital programme, which is lower than the allowance of £155k made for capital programme variations, leading to an underspend of £166k across the programme in 2016/17.

There were no new significant forecast outturn variances by value (over £500,000) to report.

- 2.4 Corporate Services / LGSS Cambridge had nine **performance indicators** for which data was available in 2016/17. Six indicators were at green, two at amber and one at red status at year-end.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

3.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

3.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

This report sets out details of the overall financial position for Corporate Services / LGSS and this Committee.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

4.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

4.4 Equality and Diversity Implications

There are no significant implications within this category.

4.5 Engagement and Consultation Implications

There are no significant implications within this category.

4.6 Localism and Local Member Involvement

There are no significant implications within this category.

4.7 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Chris Malyon
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	No Name of Officer: Not applicable
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	No Name of Legal Officer: Not applicable
Have the equality and diversity implications been cleared by your Service Contact?	No Name of Officer: Not applicable
Have any engagement and communication implications been cleared by Communications?	No Name of Officer: Not applicable
Have any localism and Local Member involvement issues been cleared by your Service Contact?	No Name of Officer: Not applicable
Have any Public Health implications been cleared by Public Health	No Name of Officer: Not applicable

Source Documents	Location
CS and LGSS Cambridge Office Finance & Performance Report (Outturn 16-17)	1 st Floor, Octagon, Shire Hall, Cambridge

Corporate Services and LGSS Cambridge Office**Finance and Performance Report – Final Report 2016/17****1. SUMMARY****1.1 Finance**

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

1.2 Performance Indicators – Current status: (see section 4)

Monthly Indicators	Red	Amber	Green	Total
Year-end actual (Number of indicators)	1	2	6	9

2. INCOME AND EXPENDITURE**2.1 Overall Position**

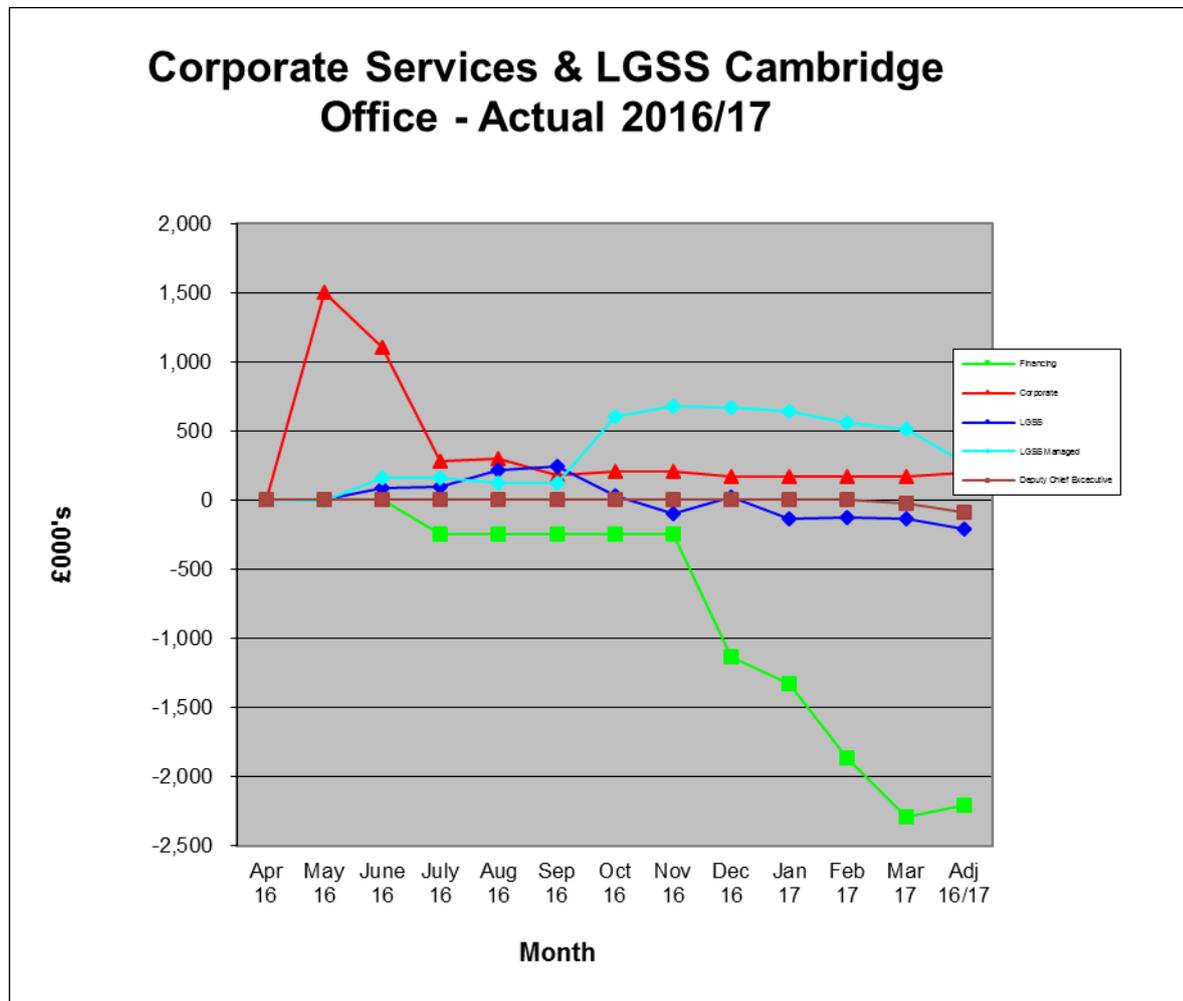
The budget figures in this table are net, with the 'Original Budget as per BP' representing the Net Budget column in Table 1 of the Business Plan for each respective Service. Budgets relating to Assets and Investments Committee have been disaggregated from these figures.

Original Budget as per BP (1)	Directorate	Current Budget	Forecast Variance - Outturn (March)	Actual Variance	Actual Variance	Final Status	DoT
£000		£000	£000	£000	%		
4,675	Corporate and Customer Services	5,038	173	195	4	Amber	↓
-1	Deputy Chief Executive	763	-25	-84	-28	Green	↑
6,010	LGSS Managed	3,973	517	270	7	Amber	↑
34,206	Financing Costs	34,206	-2,290	-2,207	-6	Green	↓
44,890	Sub Total	43,980	-1,625	-1,826			
8,713	LGSS Cambridge Office	8,415	-134	-212	-3	Green	↑
53,603	Total	52,396	-1,758	-2,039			

The final service level budgetary control report for Corporate Services, LGSS Managed and Financing Costs as at the end of 2016/17 can be found in [CS appendix 1](#).

The final service level budgetary control report for LGSS Cambridge Office as at the end of 2016/17 can be found in [LGSS appendix 1](#)

Further analysis of the results can be found in [CS appendix 2](#) and [LGSS appendix 2](#)



2.2.1 Significant Issues – Corporate and Customer Services

- The overall position for Corporate and Customer Services budgets in 2016/17 was a year-end overspend of £195k, an increase of £22k on the figure reported in March. This increase was primarily due to £15k funding required for marketing expenses of the Communications and Information team.
- There were no exceptions to report this month.

2.2.2 Significant Issues – Deputy Chief Executive

- The final position for Deputy Chief Executive budgets in 2016/17 was an underspend of £84k at year-end, an increase of £59k since last month. This underspend was due to posts being held vacant pending the implementation of the Corporate Capacity Review.

- There were no exceptions to report during the closedown period.

2.2.3 Significant Issues – LGSS Managed

- The overall position for LGSS Managed for 2016/17 was a year-end overspend of £270k, a reduction of £247k compared to the March figures. This reduction is primarily due to the underspend on Authority-wide Miscellaneous budgets.
- Authority-wide Miscellaneous budgets reported an underspend of £142k at year-end. This was made up of an accrual for the ESPO rebate, which is expected to exceed the budget by £220k, offset by charges of £80k covering the provision for bad debt, banking charges and miscellaneous balances.

2.2.4 Significant Issues – Financing Costs

- Financing costs were underspent by 2,207k at year-end, a reduction of £83k from the figure reported at the end of March.
- There was an underspend of £2,207k on Debt Charges. Net payments were less than budgeted because fewer long term loans were raised during the year than had been budgeted. The final position reflected several factors: new loans raised on a short term basis (up to 3 months) to take advantage of cheaper rates of interest than originally budgeted (£500k); receipt of interest for S106 (£1,015k), which wasn't budgeted; and the fall in the forecast for net interest payable following falls in interest rates across all parts of the yield curve. The pressure against the Minimum Revenue Provision (MRP) was offset by underspends within the debt charges budget resulting in a net underspend of £2.207m.
- There were no exceptions to report for the closedown period.

2.2.5 Significant Issues – LGSS Cambridge Office

- The final position for LGSS Cambridge Office in 2016/17 was an underspend of £212k, an increase of £78k since March month end.
- The year-end deficit / surplus on LGSS Operational budgets is subject to a sharing arrangement with Northamptonshire County Council and Milton Keynes Council and was therefore split between partner authorities on the basis of net budget, with an equalisation adjustment processed accordingly at year-end.
- There was a year-end deficit of £689k on the consolidated trading activities in place prior to April 2016. This was ring-fenced and met from the LGSS Smoothing Reserve at year-end.
- There were no exceptions to report during the closedown period.

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

There were no items above the de minimis reporting limit recorded during the closedown period.

A full list of additional grant income for Corporate Services and LGSS Managed can be found in [CS appendix 3](#).

A full list of additional grant income for LGSS Cambridge Office can be found in [LGSS appendix 3](#).

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

The following virements were made during the closedown period to reflect changes in responsibilities.

Corporate and Customer Services:

	£	Notes
Non material virements (+/- £30k)	6,000	

Deputy Chief Executive:

	£	Notes
Non material virements (+/- £30k)	-6,000	

LGSS Managed:

	£	Notes
Transfer from ETE to LGSS Managed	32,013	Insurance match funding adjustment
Non material virements (+/- £30k)	0	

LGSS Cambridge Office:

	£	Notes
Transfer from Assets and Investment to LGSS	-217,231	LGSS savings charged to CCC
Non material virements (+/- £30k)	0	

A full list of virements made in the year to date for Corporate and Customer Services, LGSS Managed and Financing Costs can be found in [CS appendix 4](#).

A full list of virements made in the year to date for LGSS Cambridge Office can be found in [LGSS appendix 4](#).

3. BALANCE SHEET

3.1 Reserves

A schedule of the Corporate Services and LGSS Managed reserves can be found in [CS appendix 5](#).

A schedule of the LGSS Cambridge Office Reserves can be found in [LGSS appendix 5](#).

3.2 Capital Expenditure and Funding

Expenditure

- Corporate Services had a capital budget of £178k in 2016/17 and there was £184k spend at year-end.

Due to the phasing of projects, work commenced during 2016/17 on projects which formed part of the Business Planning proposals for Citizen First Digital First in 2017/18. The project therefore required rephasing, and funding of £130k was brought forward from the Citizen First Digital First budget for 2017/18 to cover the costs incurred in 2016/17. This did not affect the total scheme costs.

The Corporate Services scheme budgets were underspent by £6k at year-end, also resulting in a total scheme variance of this amount. Therefore the capital programme variation target of £12k was not achieved, resulting in an overspend of £6k in 2016/17.

- LGSS Managed had a capital budget of £4m in 2016/17 and there was expenditure of £3.1m in 2016/17. The programme was underspent by £0.9m at year-end, and total scheme variances amounted to £38k across the programme.

LGSS Managed reported in-year slippage of £2.0m on the capital scheme budgets. This exceeded the capital variation budget allocation of £1m, resulting in an underspend of £0.9m across the programme in 2016/17.

There were no new exceptions to report for the closedown period.

- LGSS Cambridge Office had a capital budget of £758k in 2016/17 and there was spend to year-end of £592k. The capital scheme budgets were underspent by £166k at year-end and the total scheme variances amounted to £0k across the programme.

LGSS Cambridge Office reported in-year slippage of £321k on the capital scheme budgets. This exceeded the allowance of £155k made for capital programme variations, leading to an underspend of £166k across the programme in 2016/17.

There were no new exceptions to report for the closedown period.

Funding

- Corporate Services had capital funding of £178k in 2016/17. As reported above, the Corporate Services budget was overspent by £6k, which resulted in an additional funding requirement of this amount.
- LGSS Managed had capital funding of £4.1m in 2016/17. As reported above, the LGSS Managed budget was underspent by £0.9m which resulted in a reduced funding requirement of this amount.

Capital receipts of £777k were applied against LGSS Managed IT schemes at year-end, which resulted in a reduced borrowing requirement of this amount.

- LGSS Cambridge Office had capital funding of £758k in 2016/17. As reported above, the LGSS Cambridge Office budget was underspent by £166k, which resulted in a reduced funding requirement of this amount.

A detailed explanation of the position for Corporate Services and LGSS Managed can be found in [CS appendix 6](#).

A detailed explanation of the position for LGSS Cambridge Office can be found in [LGSS appendix 6](#).

4. PERFORMANCE

4.1 The table below outlines key performance indicators for Corporate and Customer Services and LGSS Managed Services.

Measure	Reporting frequency	What is good	Unit	Data last entered	Target	Actual	RAG status	Direction of travel	Comments
Corporate & Customer Services									
Proportion of FOI requests responded to within timescales	Monthly	High	%	06/04/17	90.0%	87.0%	Amber	↑	106 FOI requests due, 92 sent on time. An additional 4 completed within timescale would have ensured the target was met.
For context only - number of FOI requests received annually	Annually	Low	Num	06/04/17	N/A*	1,290	N/A	N/A	Running total will be collected quarterly. Data to be next reported on in April 2017 to include Q4 2016/17.
Proportion of customer complaints received in the month before last that were responded to within minimum response times	Monthly	High	%	05/04/17	90.0%	89.4%	Amber	↑	Number of customer complaints for January 2017 = 104 Breakdown of January 2017 figures Complaints for January were: ETE 65 complaints 61 responded in time (93.8%) CFA 37 complaints 30 responded in time (81.1%) Corporate 2 complaints both responded in time. One more complaint completed in timescale would have meant this indicator met target for the reporting period
For context only - number of complaints received annually per thousand population	Annually	Low	Num	12/07/16	N/A*	2.2**	N/A	N/A	Data to be next reported on in May 2017 for period of 1 April 2016 - 31 March 2017
Proportion of all transformed transaction types to be completed online by 31 March 2017***	Quarterly	High	%	05/04/17	75.0%	75.2%	Green	↑	Performance against this measure has consistently increased throughout the year (55.8% in Q2, 64.9% in Q3 and now 75.2% in Q4). Achieving and maintaining target remains a significant challenge due to the vast number of concessionary renewals which generally come from a segment of the population which does not have a high propensity to transact online.
Deprivation measure - Number of physically active adults (narrowing the gap between Fenland and others)	Annually	High	%	24.03.16 (change to target and 2014 actual)	53.1% (2015) 54.1% (2016)	52.1% (2014)	TBC	N/A	Data to be reported on in May 2017 for year end.
LGSS Managed Services									
IT - availability of Universal Business System****	Half-yearly	High	%	05/05/17	95.0%	99.7%	Green	↑	Performance for the period April to September 2016 was 99.4%
IT - incidents resolved within Service Level Agreement	Half-yearly	High	%	05/05/17	90.0%	81.8%	Red	↑	This indicator refers to the response rate of the IT Help Desk. During the period Oct 2016 - March 2017 the Platform Stability Plan was introduced. This was a detailed programme of activity to look in depth at every aspect of our IT infrastructure to identify the underlying issues we had been experiencing and to resolve these issues so that the Council's IT infrastructure could be stabilised. The under performance against the target of 90% during this period relates to the high volume of calls that were experienced during the early part of this six month period, whilst the IT infrastructure was still unstable. During this time some support capacity was also diverted from the Help Desk to help with the delivery of the Platform Stability Plan, so this too affected the ability of the Help Desk to resolve issues promptly. In the final months of the year 2016/17 we have seen the Help Desk resolution figures move into amber as a direct result of the positive work achieved through the Platform Stability Plan. We expect to see this improvement continue in the figures for the first period of 2017/18. Alongside this the IT Service Manager will be reviewing the effectiveness of the call recording system used by the Help Desk and will monitor its use to ensure all calls are recorded appropriately.

The full scorecard for Customer Services and Transformation and LGSS Managed Services can be found at [CS appendix 7](#).

4.2 The table below outlines the key performance indicators for LGSS Cambridge Office.

Measure	Reporting frequency	What is good	Unit	Data last entered	Target	Actual	RAG status	Direction of travel	Comments
LGSS Cambridge Office									
Percentage of invoices paid within term for month	Monthly	High	%	01/04/17	97.5%	99.6%	Green	↔	99.6% last period
Percentage of invoices paid within term cumulative for year to date	Monthly	High	%	01/04/17	97.5%	99.6%	Green	↔	99.6% last period
Total debt as a percentage of turnover	Monthly	Low	%	01/04/17	10.0%	6.1%	Green	↓	3.8 % last period
Percentage of debt over 90 days old	Monthly	Low	%	01/04/17	20.0%	17.2%	Green	↑	32.8% last period

CS APPENDIX 1 – Corporate Service Level Budgetary Control Report

The final variances as at the end of the 2016/17 financial year for Corporate and Customer Services, Chief Executive, LGSS Managed and Financing Costs were as follows:

Original Budget as per BP £000	Service	Current Budget for 2016/17 £000	Forecast Variance - Outturn (Mar) £000	Actual Variance 2016/17 £000	Actual Variance 2016/17 %
<u>Corporate & Customer Services</u>					
-1,022	Director, Corporate & Customer Services	-1,102	290	315	29
686	Business Intelligence	955	-3	-7	-1
198	Chief Executive	198	-77	-77	-39
1,434	City Deal	1,434	0	0	0
545	Communications & Information	691	-6	-5	-1
1,305	Customer Services	1,382	0	0	0
381	Digital Strategy	381	0	0	0
176	Emergency Planning	181	-10	-10	-5
165	Elections	165	0	0	0
908	Redundancy, Pensions & Injury	908	-22	-23	-3
-101	Grant Income	-154	0	0	0
4,675		5,038	173	195	4
<u>Deputy Chief Executive</u>					
0	Resources Directorate	221	0	-45	-20
-1	Transformation Team	541	-25	-40	-7
0	Grant Income	0	0	0	0
-1		763	-25	-84	-28
<u>LGSS Managed</u>					
141	External Audit	141	0	-46	-33
1,894	Insurance	-137	0	0	0
1,869	IT Managed	1,863	156	107	6
1,020	Members' Allowances	1,020	-43	-45	-4
131	OWD Managed	131	-45	-48	-36
108	Subscriptions	108	0	-3	-3
1,000	Corporate Redundancies	1,000	450	446	45
-53	Authority-wide Miscellaneous	-53	0	-142	-267
-100	Grant Income	-100	0	0	0
6,010		3,973	517	270	7
<u>Financing Costs</u>					
34,206	Debt Charges and Interest	34,206	-2,290	-2,207	-6
44,890	CORPORATE SERVICES TOTAL	43,980	-1,625	-1,826	-4
MEMORANDUM - Grant Income					
-165	Public Health Grant - Corporate Services	-101	0	0	0
-100	Public Health Grant - LGSS Managed	-100	0	0	0
0	Other Corporate Services Grants	-53	0	0	0
	Transformation Team Grants	0	0	0	0
-265		-254	0	0	0

CS APPENDIX 2 – Commentary on the Final Position

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

Service	Current Budget £'000	Current Variance £'000 %	
Director, Corporate and Customer Services	-1,102	315	29%
<p>There was a final overspend of £315k for Director, Corporate and Customer Services, which represents an increase of £25k since the March figures. This increase was due to an adjustment in the additional support to Grants to Voluntary Organisations.</p> <p>The position had previously improved by £18k, due to £12k additional support for Grants to Voluntary Organisations, offset by £30k budgeted support for Corporate teams which is not now required as a result of ongoing work on Corporate Capacity Review.</p> <p>As predicted, Corporate Capacity Review (CCR) was unable to achieve the full year savings that were anticipated in Business Planning in the current year, with a final shortfall reported of £408k.</p> <p>This was because the CCR timetable was extended for a number of reasons: so that the initial proposals and the confirmed structures could be fully informed by discussions with, and feedback from, staff; the consultation timescale for CCR 1 was specifically extended in response to staff feedback to ensure meaningful consultation with staff who were brought into scope for the review during the consultation period; the application, selection and recruitment process for CCR 2 was extended in response to staff feedback who requested more time to consider their applications in response to the confirmed structure and to ensure new senior appointees could be fully involved in recruiting their new teams.</p> <p>A recruitment freeze was put in place since the consultation process commenced to mitigate the pressures resulting from this extension to the timescale.</p> <p>In addition to the factors set out above, further measures were adopted to reduce this pressure:</p> <ul style="list-style-type: none"> • Other proposed re-structures across the Council were brought forward, including the potential for jointly funded posts with other organisations; • Release of the provision for the contractual liability in relation to Capita/Mouchel latent defect corrections, which was identified as being no longer required. • Improved rates of collection of debt also contributed to the overall picture. 			
IT Managed	1,863	107	6%
<p>The final position on IT Managed budgets in 2016/17 was an overspend of £107k, a reduction of £49k compared to last month. This improvement was due to an increase in the funding made available from CCC corporate budgets to cover £140k of necessary expenditure on IT asset replacement, for which there was no budget provision. As</p>			

Service	Current Budget £'000	Current Variance £'000 %	
previously reported, the balance of the overspend was made up primarily of £100k costs of WAN upgrades in libraries and community hubs and £65k revenue costs of new tablets, and offset by a credit in respect of a goods receipt relating to 2015/16.			
Corporate Redundancies	1,000	446	45
There was a final overspend of £446k on the Corporate Redundancies budget in 2016/17, a reduction of £4k since March month-end. The overspend included £550k of costs relating to Corporate Capacity Review Phase 1, offset by a small underspend on non-CCR redundancies (£100k). As agreed in the Business Plan for 2016/17, the Council embarked upon a number of significant restructures and staff rationalisation programmes including the Corporate Capacity Review. For a number of years the Council has not fully utilised the £1m provision that is made in the base revenue budget for such staff changes, but given the current level of reductions in staffing taking place it was anticipated that this year the level of costs incurred would exceed this provision.			
Debt Charges	34,206	-2,207	-6
Financing costs were underspent by 2,207k at year-end, a reduction of £83k from the figure reported at the end of March.			
Net payments were less than budgeted because fewer long term loans were raised during the year than had been budgeted. The final position reflected several factors: new loans raised on a short term basis (up to 3 months) to take advantage of cheaper rates of interest than originally budgeted (£500k); receipt of interest for S106 (£1,015k), which wasn't budgeted; and the fall in the forecast for net interest payable following falls in interest rates across all parts of the yield curve. The pressure against the Minimum Revenue Provision (MRP) was offset by underspends within the debt charges budget resulting in a net underspend of £2.207m.			

CS APPENDIX 3 – Grant Income Analysis

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

Grant	Awarding Body	Amount £000
Grants as per Business Plan	Public Health	201
LGA Digital Transformation		40
Non-material grants (+/- £30k)		13
Total Grants 2016/17		254

CS APPENDIX 4 – Virements and Budget Reconciliation

Corporate Services:

	£000	Notes
Budget as per Business Plan	4,674	
Transfer of SLA budget from CFA to Contact Centre	77	
Transfer of SLA budget from CFA to Research Team	52	
Transfer of Advocacy Fund (Healthwatch) budget to CFA	-45	
Transfer of CCR1 budgets to Corporate Services	208	
Correction of computer software virement	37	
Non-material virements (+/- £30k)	35	
Current Budget 2016/17	5,038	

Deputy Chief Executive:

	£000	Notes
Budget as per Business Plan	0	
Transfer of Trainee budget to Resources Directorate	79	
Transfer of Chief Finance Officer budgets to Resources Directorate	65	
Transfer of CCR1 Transformation Team budgets	591	
Correction of computer software virement	-37	
Correction of apportionment of savings target achieved by Professional Finance team	57	
Non-material virements (+/- £30k)	8	
Current Budget 2016/17	763	

LGSS Managed:

	£000	Notes
Budget as per Business Plan	8,720	
Disaggregation of Assets and Investments budgets	-2,714	
Insurance charges match funding	-2,063	
Insurance charges match funding adjustment	32	
Non-material virements (+/- £30k)	-2	
Current Budget 2016/17	3,973	

Financing Costs:

	£000	Notes
Budget as per Business Plan	34,206	
Non-material virements (+/- £30k)	0	
Current Budget 2016/17	34,206	

CS APPENDIX 5 – Reserve Schedule

1. Corporate Services Reserves

Fund Description	Balance at 31 March 2016	Movements in 2016/17	Balance as at 31 March 2017	Notes
	£'000		£'000	
<u>General Reserve</u>				
Corporate Services Carry-forward	1,218	-1,282	-64	1
subtotal	1,218	-1,282	-64	
<u>Equipment Reserves</u>				
Postal Service	57	0	57	
subtotal	57	0	57	
<u>Other Earmarked Funds</u>				
Shape Your Place - Fenland Grant	18	-4	14	
Election Processes	325	146	471	2
EDRM Project	232	-138	94	
City Deal - NHB funding	699	1,379	2,078	
subtotal	1,274	1,382	2,656	
<u>Short Term Provisions</u>				
Transforming Cambridgeshire	0	0	0	3
Overarching Transformation Programme	0	0	0	
Transformation Fund	250	-250	0	
Community Resilience	100	-36	64	4
subtotal	350	-286	64	
TOTAL	2,900	-186	2,713	

Notes

- 1 As previously approved, £242k funding was applied to support the Contact Centre budget, and £153k to fund Transformation services in 2016/17. In addition, £140k was applied to support necessary IT expenditure and £498k to fund the shortfall in CCR savings. The year-end position does not reflect the Corporate Services overspend of £195k which was transferred to the General Fund.
- 2 The underspend of £146k on the Elections budget was transferred to the earmarked reserve. This is to ensure that sufficient funding is available for the four-yearly County
- 3 This account was re-classified as an earmarked reserve as a result of the external audit of the 2015/16 accounts. The opening balance was therefore transferred to the Transformation Fund reserve, which is reported in Appendix 2 of the Integrated
- 4 Funding of £36k was applied from this provision to cover expenses in respect of Community Resilience.

2. LGSS Managed Reserves

Fund Description	Balance at 31 March 2016	Movements in 2016-17	Balance as at 31 March 2017	Notes
	£'000	£'000	£'000	
Other Earmarked Funds				
CPSN Partnership Funds	149	-3	146	1
subtotal	149	-3	146	
Short Term Provisions				
Insurance Short-term Provision	2,324	-1,414	911	
External Audit Costs	89	-75	14	
Insurance MMI Provision	1,182	0	1,182	
Back-scanning Reserve	56	0	56	
Contracts General Reserve	893	0	893	
Operating Model Reserve	0	0	0	3
subtotal	4,545	-1,488	3,056	
Long Term Provisions				
Insurance Long-term Provision	3,613	0	3,613	
subtotal	3,613	0	3,613	
SUBTOTAL	8,306	-1,491	6,815	
Capital Reserves				
P&P Commissioning (Property)	422	-350	72	2
subtotal	422	-350	72	
TOTAL	8,728	-1,841	6,887	

Notes

- 1 Funds ring-fenced for CPSN partnership to be used for procurement of replacement contract.
- 2 Reserves totalling £322k were written back to revenue - this related to Capita/Mouchel latent defect corrections for which no further costs are expected.
- 3 This account was re-classified as an earmarked reserve as a result of the external audit of the 2015-16 accounts. The opening balance was therefore transferred to the Transformation Fund reserve, which is reported in Appendix 2 of the Integrated Resources Performance Report.

CS APPENDIX 6 – Capital Expenditure and Funding

Capital Expenditure

Corporate Services & LGSS Managed Capital Programme 2016/17					TOTAL SCHEME	
Original 2016/17 Budget as per BP £000	Scheme	Revised Budget for 2016/17 £000	Actual Spend 2016/17 £000	Actual Variance 2016/17 £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
	Corporate Services					
33	Essential CCC Business Systems Upgrade	60	54	(6)	300	-
	Citizen First, Digital First	130	130	(0)	130	-
	- Other Schemes	-	-	-	-	-
	- Capital Programme Variations	(12)	-	12	-	-
33		178	184	6	430	-
	LGSS Managed					
1,105	Sawston Community Hub	1,105	20	(1,085)	1,309	-
1,150	Optimising IT for Smarter Business Working	1,638	2,070	432	3,375	432
900	IT Infrastructure Investment	912	235	(677)	2,400	(432)
	- Cambridgeshire Public Sector Network	33	33	0	5,554	1
1,000	Microsoft Enterprise Agreement	1,000	496	(504)	1,902	-
250	Implementing IT Resilience Strategy for Data Centres	250	74	(176)	500	-
	- Achieve wireless across CCC sites	87	125	38	100	38
	- Other Schemes	-	-	-	-	-
	- Capital Programme Variations	(1,029)	-	1,029	-	-
4,405		3,996	3,054	(942)	15,140	38
4,438	TOTAL	4,174	3,237	(937)	15,570	38

Previously Reported Exceptions

The Optimising IT for Smarter Business Working scheme budget was rephased, resulting in an increase of £500k in the budget for 2016/17. The scheme was overspent in 2016/17 by £430k but this was offset by an underspend of £677k on the IT Infrastructure Investment scheme. The combined total scheme cost of the two schemes is unchanged.

Sawston Community Hub was underspent by £1.1m in 2016/17 due to a delay in obtaining planning permission. As a result, construction work did not start before year-end and the expenditure planned for 2016/17 will now be re-phased to 2017/18.

Microsoft Enterprise Agreement scheme underspent by £500k in 2016/17. The final £500k payment for this scheme will be due in 2017/18, not 2016/17 as originally budgeted. The total scheme cost is unchanged and the expenditure has been re-phased to 2017/18.

As agreed by the Capital Programme Board, any forecast underspend in the capital programme was offset against the capital programme variations budget, leading to a balanced outturn overall. Slippage in the capital programme for LGSS Managed exceeded its capital variation budget allocation of £1m, resulting in an underspend of £0.9m in 2016/17. The capital programme variation target for Corporate Services was not achieved, and this resulted in an overspend of £6k.

Capital Funding

Corporate Services & LGSS Managed Capital Programme 2016/17				
Original 2016/17 Funding Allocation as per BP £000	Source of Funding	Revised Funding for 2016/17 £000	Actual Spend £000	Actual Funding Variance £000
	Corporate Services			
33	Prudential Borrowing	178	184	6
33		178	184	6
	LGSS Managed			
-	Capital Receipts	-	777	777
4,405	Prudential Borrowing	3,996	2,277	(1,719)
4,405		3,996	3,054	(942)
4,438	TOTAL	4,174	3,237	(937)

Previously Reported Exceptions

As previously reported, the Capital Programme Board recommended that services include a variation budget to account for likely slippage in the capital programme, as it is sometimes difficult to predict this against individual schemes in advance. As forecast underspends started to be reported, these were offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when slippage exceeded this budget.

CS Appendix 7 – Performance Scorecard

Measure	Reporting frequency	What is good	Unit	Data last entered	Time period covered	Target	Actual	RAG status	Direction of travel	Comments
Corporate & Customer Services										
Proportion of FOI requests responded to within timescales	Monthly	High	%	06/04/17	1-31 March 2017	90%	87%	Amber	↑	106 FOI requests due, 92 sent on time. An additional 4 completed within timescale would have ensured the target was met.
For context only - number of FOI requests received annually	Annually	Low	Num	06/04/17	1 April 2016 - 31 March 2017	N/A*	1,290	N/A	N/A	* No target or RAG status for this indicator. Purpose is to set the context. 2015/16 - 1228 2014/15 - 1177 2013/14 - 1153 2012/13 - 899 2011/12 - 917 2010/11 - 834 Running total will be collected quarterly. Data to be next reported on in July 2017 to include Q1 2017/18.
Proportion of customer complaints received in the month before last that were responded to within minimum response times	Monthly	High	%	05/04/17	1 - 31 January 2017	90%	89.4%	Amber	↑	Number of customer complaints for January 2017 = 104 <u>Breakdown of January 2017 figures</u> Complaints for January were: ETE 65 complaints 61 responded in time (93.8%) CFA 37 complaints 30 responded in time (81.1%) Corporate 2 complaints both responded in time. One more complaint completed in timescale would have meant this indicator met target for the reporting period
For context only - number of complaints received annually per thousand population	Annually	Low	Num	12/07/16	1 April 2015 - 31 March 2016	N/A*	2.2**	N/A	N/A	2014/15 was 1.68. * No target or RAG status for this indicator. Purpose is to set the context. Data to be next reported on in May 2017 for period of 1 April 2016 - 31 March 2017
Proportion of all transformed transaction types to be completed online by 31 March 2017***	Quarterly	High	%	05/04/17	1 January - 31 March 2017	75%	75.2%	Green	↑	Performance against this measure has consistently increased throughout the year (55.8% in Q2, 64.9% in Q3 and now 75.2% in Q4). Achieving and maintaining target remains a significant challenge due to the vast number of concessionary renewals which generally come from a segment of the population which does not have a high propensity to transact online.
Deprivation measure - Number of physically active adults (narrowing the gap between Fenland and others)	Annually	High	%	24.03.16 (change to target and 2014 actual)	1 April 2015 - 31 March 2016	53.1% (2015) 54.1% (2016)	52.1% (2014)	TBC	N/A	New indicator identified by GPC in response to the deprivation motion passed by Council in July 2014. Indicator shared with Public Health. Update 24.03.16 - actual for 2014 and therefore target for 2015 and 2016 amended to reflect updates to data. Data to be reported on in May 2017 for year end.

LGSS Managed Services										
IT – availability of Universal Business System**** IT Availability (ref: IT02)	Half-yearly	High	%	05/05/17	1 October 2016 - 31 March 2017	95%	99.7%	Green	↑	Performance for the period April to September 2016 was 99.4%
IT – incidents resolved within Service Level Agreement (ref: IT01)	Half-yearly	High	%	05/05/17	1 October 2016 - 31 March 2017	90%	81.8%	Red	↑	This indicator refers to the response rate of the IT Help Desk. During the period Oct 2016 – March 2017 the Platform Stability Plan was introduced. This was a detailed programme of activity to look in depth at every aspect of our IT infrastructure to identify the underlying issues we had been experiencing and to resolve these issues so that the Council's IT infrastructure could be stabilised. The under performance against the target of 90% during this period relates to the high volume of calls that were experienced during the early part of this six month period, whilst the IT infrastructure was still unstable. During this time some support capacity was also diverted from the Help Desk to help with the delivery of the Platform Stability Plan, so this too affected the ability of the Help Desk to resolve issues promptly. In the final months of the year 2016/17 we have seen the Help Desk resolution figures move into amber as a direct result of the positive work achieved through the Platform Stability Plan. We expect to see this improvement continue in the figures for the first period of 2017/18. Alongside this the IT Service Manager will be reviewing the effectiveness of the call recording system used by the Help Desk and will monitor its use to ensure all calls are recorded appropriately.

LGSS APPENDIX 1 – Service Level Budgetary Control Report

The final variances as at the end of the 2016-17 financial year for LGSS Cambridge Office were as follows:

Original Budget as per BP £000	Service	Current Budget for £000	Forecast Variance - 1 Outturn £000	Actual Variance 2016/17 £000	Actual Variance 2016/17 %
<u>LGSS Cambridge Office</u>					
0	<u>Managing Director Costs</u>	0	50	60	0
<u>Strategic Management</u>					
0	Medium Term Planning	34	0	0	0
-8,787	Trading	-9,322	0	0	0
1,106	LGSS Equalisation	1,044	0	0	0
-410	Grant Income	-454	0	0	0
-8,091		-8,698	0	0	0
<u>Finance Services</u>					
740	Audit	347	-24	-34	-10
1,548	Finance Operations	1,586	-25	-47	-3
231	Integrated Finance Services	181	5	54	30
101	LGSS Business Planning & Finance	51	14	23	45
2,643	Professional Finance	2,474	16	-59	-2
0	Pensions Service	0	0	0	0
5,262		4,639	-14	-63	-1
<u>Human Resources</u>					
1,334	Business Partners	1,333	-46	-34	-3
299	Policy, Workforce Planning & Health & Safety	267	-38	-39	-15
291	Learning & Development	225	-35	-37	-16
-272	Transactional Services	84	-82	-78	-93
1,652		1,909	-200	-188	-10
<u>Business Services, Systems & Change</u>					
1,852	Business Systems & Change	1,971	77	93	5
62	Customer Engagement	8	0	0	5
213	Procurement	312	-52	-76	-24
2,327	Revenues and Benefits	2,382	-11	0	0
4,455		4,674	14	17	0
<u>Law & Governance</u>					
425	Democratic & Scrutiny Services	420	-29	-46	-11
-174	LGSS Law Ltd	102	0	39	-38
250		522	-29	-8	-2
5,184	<u>IT Services</u>	5,370	45	-31	-1
8,713	Total LGSS Cambridge Office	8,415	-134	-212	-3
MEMORANDUM - Grant Income					
-220	Public Health Grant	-220	0	0	0
0	Counter Fraud Initiative Grant	-234	0	0	0
-220		-454	0	0	0

LGSS APPENDIX 2 – Commentary on the Final Position

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

Service	Current Budget £'000	Current Variance	
		£'000	%
Medium Term Planning	34	0	0
<p>Medium Term Planning budgets finished the year with a balanced budget, as compared to an underspend of £121k reported earlier in the year. This was because the CCC share of unbudgeted MKC savings was removed from individual service lines to create a contingency.</p>			
IT Services	5,370	-31	-1
<p>IT Services in the LGSS Cambridge Office were underspent by £31k at year end, an improvement of £76k from last month.</p> <p>There was an £89k additional cost in CCC Operations required for unbudgeted contractors as part of the CCC Platform Stability Plan. The net share of other pressures and savings for CCC was a forecast underspend of £58k.</p> <p>There was a £29k overspend within NCC/CCC operations due to the additional recruitment of digital analysts and developer posts recruited over and above the establishment in agreement with NCC and CCC. These posts are in part covered by recharges and further mitigated by underspends within service.</p> <p>Service Delivery was £28k overspent due to recharges and income recovery targets not being met.</p> <p>There were also budget pressures of approximately £282k which have been mitigated by staff vacancies, additional income and additional recharging to, for example, capital projects.</p>			

LGSS APPENDIX 3 – Grant Income Analysis

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

	Awarding Body	Amount £'000
Grants as per Business Plan	Various	220
Counter Fraud Fund	CFIG	234
Non-material grants (+/- £30k)		0
Total Grants 2016/17		454

LGSS APPENDIX 4 – Virements and Budget Reconciliation

	£'000	Notes
Budget as per Business Plan	9,589	
Transfer of Reablement budget from CFA to LGSS Finance	113	
Transfer of Strategic Assets and Property Services budgets from LGSS Finance to Assets and Investments	-1,531	
Transfer of Trainee budgets Resources Directorate	-79	
Transfer of Operational Savings funding re Citrix	78	
Transfer of CFO budgets to Resources Directorate	-65	
Transfer of Operational Savings funding re Next Generation ERP	140	
Correction of apportionment of savings target achieved by Professional Finance team	-57	
LGSS savings charged to CCC	-217	
Non-material virements (+/- £30k)	10	
Current Budget 2016-17	8,415	

LGSS APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31 March 2016	Movements in 2016-17	Balance as at 31 March 2017	Notes
	£'000	£'000	£'000	
General Reserve				
LGSS Cambridge Office Carry-forward	1,013	-403	609	1
subtotal	1,013	-403	609	
Other Earmarked Funds				
Counter Fraud Initiative	130	-130	0	
subtotal	130	-130	0	
SUBTOTAL	1,143	-534	609	
TOTAL	1,143	-534	609	

Notes

- 1 The year-end position reflected £404k use of operational savings. At year-end there were drawdowns of £345k for the CCC 50% share of the trading deficit, £27k re the net requirement for carry forward bids and a £212k contribution as a result of the 2016/17 underspend. £104k was drawn down in respect of Citrix Farm expenditure and £140k revenue funding for the Next Generation ERP capital scheme.

LGSS APPENDIX 6 – Capital Expenditure and Funding

Capital Expenditure

LGSS Cambridge Office Capital Programme 2016/17					TOTAL SCHEME	
Original 2016/17 Budget as per BP £000	Scheme	Revised Budget for 2016/17 £000	Actual Spend 2016/17 £000	Actual Variance 2016/17 £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
-	R12 Convergence*	-	-	-	416	-
1,104	Next Generation ERP	913	592	(321)	1,428	-
-	Capital Programme Variations	(155)	-	155	-	-
1,104	TOTAL	758	592	(166)	1,844	-

Previously Reported Exceptions

As previously reported, the Next Generation ERP budget for 2017/18 was increased by £140k and the total scheme budget was also adjusted by this amount. This adjustment represented a correction to the budget as previously reported and was funded by a £140k revenue contribution from LGSS Operational Savings which was not previously reflected in the figures.

Capital Funding

LGSS Cambridge Office Capital Programme 2016/17				
Original 2016/17 Funding Allocation as per BP £000	Source of Funding	Revised Funding for 2016/17 £000	Actual Spend £000	Actual Funding Variance £000
-	Other Contributions	140	140	-
1,104	Prudential Borrowing	618	452	(166)
1,104	TOTAL	758	592	(166)

Previously Reported Exceptions

As reported above, the Next Generation ERP budget capital was increased by £140k. This was a correction to the budget and was funded by a £140k revenue contribution from LGSS Operational Savings.

**INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE YEAR ENDING
31ST MARCH 2017**

To: **General Purposes Committee**

Date: **13th June 2017**

From: **Chief Finance Officer**

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

Forward Plan ref: **2017/026** *Key decision:* **Yes**

Purpose: **This report:**

- **Details the performance of the Council for the 2016/17 financial year.**
- **Is a management report that precedes the production of the Council's formal Statement of Accounts. Although the Outturn Report and Statement of Accounts reconcile to one another, it is the statutory Statement of Accounts on which the audit opinion is formed.**

Recommendations: **General Purposes Committee (GPC) is recommended to:**

- a) **Note the Council's year-end resources and performance position for 2016/17.**
- b) **Approve the changes to capital funding for 2016/17, as set out in section 11.6.**
- c) **Approve the changes to capital funding for 2016/17 previously recommended in the February and March Integrated Resources & Performance Reports, as set out in Appendix 3.**
- d) **Approve the allocation of additional grant funding received, as previously recommended in the March Integrated Resources & Performance Report, set out in Appendix 3.**

Officer contact:

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Tel:	01223 703599

1. PURPOSE

1.1 To present financial and performance information for the financial year 2016/17.

2. OVERVIEW

2.1 The following table provides a snapshot of the Authority's performance for the financial year 2016/17 by value and RAG (Red, Amber, Green) status.

Area	Measure	Year End Position	Status
Revenue Budget	Variance (£m)	+£0.5m	Amber
Basket Key Performance Indicators	Number at target (%)	50% (8 of 16)	Amber
Capital Programme	Variance (£m)	-£5.3m	Green
Balance Sheet Health	Net borrowing activity (£m)	£399m	Green

2.2 This report summarises the overall financial position for the 2016/17 financial year, whereas prior reports have focussed on the movements since the previous report. As is the case with every year-end report there are a number of changes that result as balance sheet activities are reviewed. Key movements in operational expenditure are set out below in paragraph 3.2.

2.3 The key issues included in the summary analysis are:

- The overall revenue budget position was an overspend of +£0.5m (+0.1%) at year end. This is a movement of -£0.7m on the forecast reported last month (as at the end of March), with all services reporting small favourable movements on their March forecasts with the exception of Economy, Transport & Environment (ETE).
- Key Performance Indicators; there are 18 indicators in the Council's corporate basket, with data currently being available for 16 of these. Of these 16 indicators, 8 have finished the year on target. See section 10 for details. GPC will recall that it has been agreed that the corporate KPIs should be reviewed to ensure that the corporate basket of indicators support the outcomes that the Council is seeking to achieve. The revised indicators proposed will be presented to the Committee for consideration in July.
- The Capital Programme is reporting an in-year underspend of -£5.3m (-3.4%) at year end, which is an increase in the underspend of -£2.4m since last month. The majority of this is due to further slippage in the programme across Children, Families and Adults (CFA). See section 11 for details.

3. REVENUE BUDGET

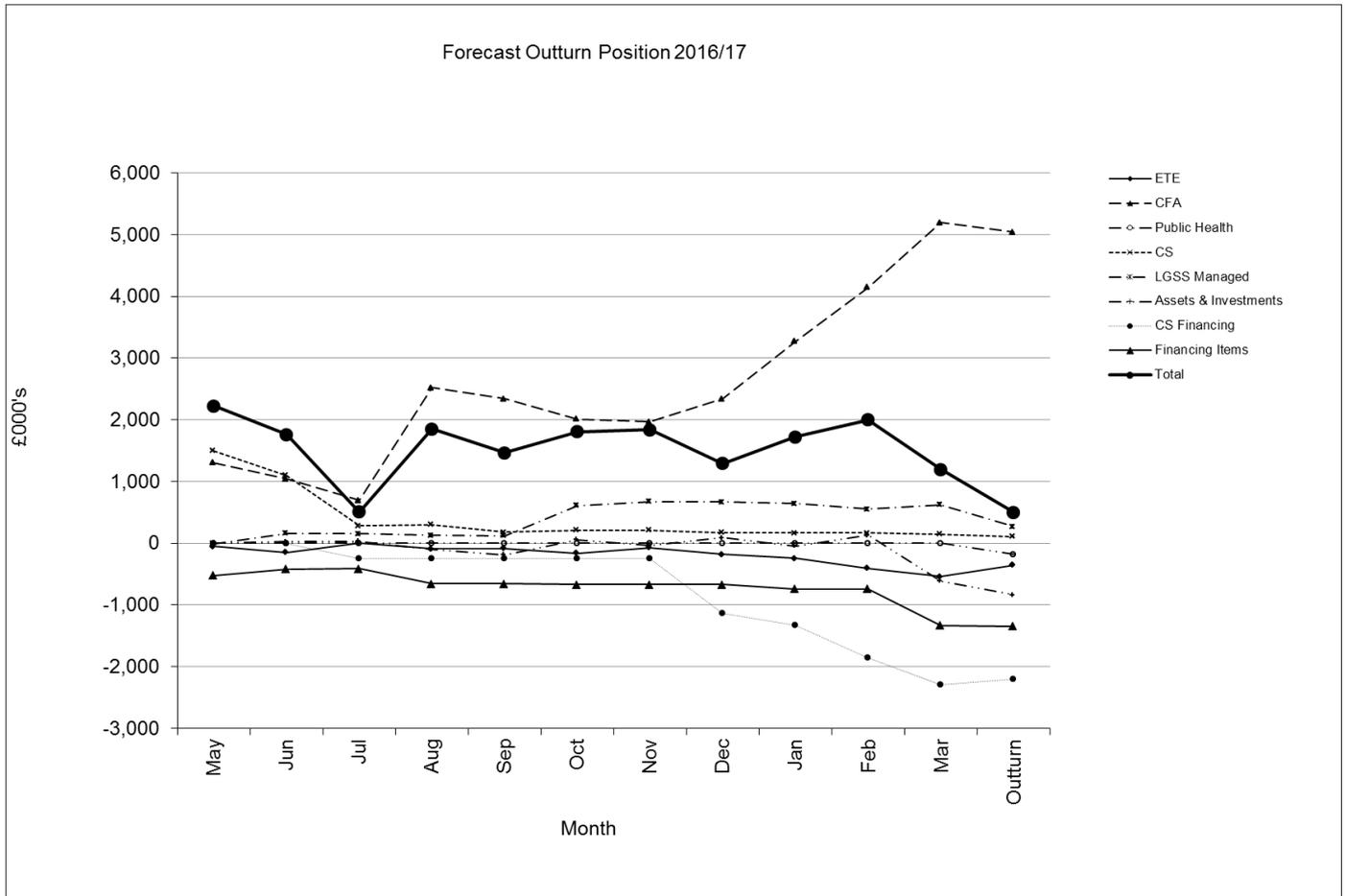
3.1 A more detailed analysis of financial performance is included below:

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Original Budget as per BP	Service	Revised Budget	Application of Carry Forwards	Total Funds (3)+(4)	Actual Spending	Variation		Transfer to (+) / from (-) Reserves
£'000		£'000	£'000	£'000	£'000	£'000	%	£'000
59,952	Economy, Transport & Environment (ETE)	61,396	1,157	62,553	62,200	-354	-0.6%	354
242,563	Children, Families & Adults (CFA)	242,147	0	242,147	247,190	5,043	2.1%	-5,043
182	Public Health (PH)	182	0	182	0	-182	-100.0%	182
4,674	Corporate Services (CS)	5,801	0	5,801	5,911	110	1.9%	-110
6,006	LGSS Managed	3,973	0	3,973	4,243	270	6.8%	-270
2,714	Assets & Investments (A&I)	4,012	0	4,012	3,173	-839	-20.9%	839
34,206	CS Financing	34,206	0	34,206	31,999	-2,207	-6.5%	2,207
350,297	Service Net Spending	351,717	1,157	352,874	354,716	1,841	0.5%	-1,841
4,677	Financing Items	2,514	0	2,514	1,183	-1,332	-53.0%	1,332
354,974	Net Spending	354,232	1,157	355,389	355,898	510	0.1%	-509
	<i>Memorandum Items:</i>							
9,589	LGSS Operational	8,171	244	8,415	8,203	-212	-2.5%	212
364,563	Total Net Spending 2016/17	362,403	1,401	363,804				

¹ The budget figures in this table are net, with the 'Original Budget as per BP' representing the Net Budget column in Table 1 of the Business Plan for each respective Service.

² Key to column 7: + signifies overspend or reduced income, - signifies underspend or increased income.

³ For budget virements between Services throughout the year, please see [Appendix 1](#).



3.2 Key exceptions are identified below:

3.2.1 **Economy, Transport and Environment:** -£0.354m (-0.6%) underspend is being reported at year end. There are no exceptions to report; for full and previously reported details go to the [ETE Finance & Performance Report](#).

3.2.2 **Children, Families and Adults:** +£5.043m (+2.1%) overspend is being reported at year end.

- | | £m | % |
|---|--------|--------|
| <ul style="list-style-type: none"> Adult Mental Health Localities: an underspend of -£724k is being reported at year end, which is a movement of -£254k on the position previously reported (in July) and -£12k movement on the final forecast position in March. The underlying underspend on cost of care was £502k. Savings were made on residential, nursing and domiciliary care, although this had an offsetting effect on income from client contributions reflecting the reduction in overall service user numbers. | -0.724 | (-11%) |

Discussions with the NHS over additional funding for placements made through Section 41 of the Mental Health Act are ongoing. There is an expectation of receiving £300k of funding from the NHS, which is included in the final position. Also included is a six

figure provision in respect of a dispute with another County Council regarding a high-cost, backdated package.

- **Strategy & Commissioning, Commissioning Services:** an overspend of +£613k is being reported at year end, which is a movement of +£347k on the position previously reported in January. This is due to an increase in the numbers of children with a Statement of Special Educational Needs / Education, Health and Care Plans (EHCP) out of school in receipt of alternative education (tuition) packages. It had been expected that some of the ongoing packages would cease earlier in the term. This budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG) and as such has been met from DSG carry-forward applied in-year. +0.613 (+16%)
- **Looked After Children (LAC) Transport:** an overspend of +£287k is being reported at year end. This is predominantly a result of the overall increase in Looked after Children meaning more children are requiring Home to School Transport than at the same point last year. +0.287 (+26%)
- **Financing Dedicated Schools Grant (DSG):** an underspend of -£1.301m is being reported at year end, which is a movement of -£278k on the position previously reported in February. The underspend represents a one-off drawdown from DSG reserves to fund a £1.3m pressure in 2016/17 on the budgets in CFA funded by ring-fenced DSG. This pressure is primarily made up from Special Educational Needs (SEN) Placements (£845k); Commissioning Services (£755k); Early Years Specialist Support (-£216k); Locality Teams (-£33k); 0-19 Place Planning & Organisation Service (-£60k). Since February pressures in Commissioning Services and SEN Placements have increased, and hence the underspend on the financing budget has increased to reflect the necessary drawdown from reserves. -1.301 (-6%)
- For full and previously reported details go to the [CFA Finance & Performance Report](#).

3.2.3 **Public Health:** -£0.182m (-100%) underspend is being reported at year end as Public Health has not required its base budget in 2016/17; all expenditure has been funded from the ring-fenced Public Health Grant. There are no new exceptions to report; for full and previously reported details go to the [PH Finance & Performance Report](#).

3.2.4 **Corporate Services:** +£0.110m (+1.9%) overspend is being reported at year end. There are no new exceptions to report; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

3.2.5 **LGSS Managed:** £0.270m (+6.8%) overspend is being reported at year end. There are no new exceptions to report; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

3.2.6 **CS Financing:** -£2.207m (-6.5%) underspend is being reported at year end. There are no exceptions to report; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

3.2.7 **Assets & Investments:** -£0.839m (-20.9%) underspend is being reported at year end.

- | | £m | % |
|--|-----------|----------|
| <ul style="list-style-type: none"> • County Farms: an underspend of -£444k is being reported at year end, which is a movement of -£233k on the forecast outturn in March. The increase in underspend is due to adjustments to the calculation of year end reserved debtors. The remainder of the underspend is largely due to higher than expected income streams. | -0.444 | (-13%) |
| <ul style="list-style-type: none"> • For full and previously reported details go to the A&I Finance & Performance Report. | | |

3.2.8 **LGSS Operational:** -£0.212m (-2.5%) underspend is being reported at year end. There are no exceptions to report; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

Note: exceptions relate to Forecast Outturns that are in excess of +/- £250k.

4. KEY ACTIVITY DATA

4.1 The latest key activity data for: Looked After Children (LAC); Special Educational Needs (SEN) Placements; Adult Social Care (ASC); Adult Mental Health; Older People (OP); and Older People Mental Health (OPMH) can be found in the latest [CFA Finance & Performance Report](#) (section 2.5).

5. SCHOOLS

5.1 Funding for schools is received from the Department for Education (DfE) via the Dedicated Schools Grant (DSG). As well as funding individual school budgets, the DSG also funds a range of central support services for schools.

5.2 Total schools balances as at 31st March 2017 are as follows:

	31st March 2016 £m (original published balances)	31st March 2016 £m (amended for in-year academy conversions)	31st March 2017 £m	Change £m
Nursery Schools	0.6	0.6	0.6	0.0
Primary Schools	13.7	12.7	11.7	-1.0
Secondary Schools	0.0	0.0	0.1	+0.1
Special Schools	1.1	1.1	0.6	-0.5
Pupil Referral Units (PRUs)	0.1	0.0	0.0	0.0
Sub Total	15.5	14.4	12.9	-1.5

Other Balances (incl. Pools and Contingency Funds, Community Focussed Extended Schools and Sports Centres)	3.9	3.9	1.1	-2.8
TOTAL	19.4	18.3	14.0	-4.3

It must be noted that further to the DSG, schools budgets include funding from the Education Funding Agency (EFA) for Post 16 funding, in year funding for items such as pupils with statements and additional grant such as the Pupil Premium. Schools that converted to Academy status prior to 31 March are no longer reported by the Local Authority and therefore are not included within the figures.

The change in individual school balances can be attributed to several reasons:

- Some schools will have delayed or cancelled spending decisions due to the uncertainty around future years' funding amounts.
- Some schools have chosen to apply balances in 2016/17 to maintain current staffing levels and class structures.
- Pressures on capital funding have led some schools to reconsider and reprioritise revenue resources to allow for the possibility of capitalisation in future years.

5.3 Analysis will be undertaken to look at the individual changes in balances and appropriate challenge given to those schools in a deficit position and those with excessive balances. Further analysis will be carried out throughout the year to ensure that schools are spending in accordance with their submitted budgets and recovery plans.

5.4 If a school is classed as not meeting the minimum floor targets for attainment, any balance in excess of 5% (secondary) or 8% (primary/special/nursery) is considered excessive and will be subject to local authority learning directorate officers determining how some of the excess could be best used to raise attainment levels.

5.5 The balances can be further analysed in the tables below:

Sector	Schools with Reported Deficit Balances as at 31st March 2017
Nursery	0
Primary	7
Secondary	0
Special	1
Total Schools	8

Value of revenue deficits at 31st March 2017:

Deficit	Nursery	Primary	Secondary	Special	Total
£100k+	0	0	0	0	0
£60k - £100k	0	0	1	1	2
£20k - £60k	0	1	0	0	1
£10k - £20k	0	3	0	0	3
£1k - £10k	0	2	0	0	2

Value of surplus revenue balances held by schools at 31st March 2017:

Surplus	Nursery	Primary	Secondary	Special	Total
£0k - £10k	0	6	0	0	6
£10k - £20k	0	9	0	0	9
£20k - £60k	2	49	1	1	53
£60k - £100k	3	46	0	0	49
£100k - £150k	2	24	0	1	27
£150k - £200k	0	5	0	1	6
£200k - £300k	0	7	0	1	8
£300k - £400k	0	1	0	0	1
£400k+	0	0	0	0	0

Please note: the figures in 5.2 and 5.6 are based on the year end returns from schools. However, following further validation of the Consistent Financial Reporting (CFR) returns the final information on Schools balances published by the Department for Education may differ slightly.

6. GENERAL RESERVE BALANCES

6.1 Balances on the general reserve as at 31st March 2017 are £18.9m as set out below:

General Reserve Balance	2016/17 Final Outturn £m
Balance as at 31st March 2016	18.921
Changes Arising:-	
Planned Business Plan adjustments	-2.482
Children, Families and Adults	-5.043
Debt Charges	2.207
Surplus Corporate Grants	1.332
Assets & Investments	0.839
Economy, Transport & Environment	0.354
LGSS Managed	-0.270
Public Health	0.182
Corporate Services	-0.110
Schools' deficits on transfer to academy status	-0.095
Miscellaneous	-0.027
Balance as at 31st March 2017	15.808

6.2 As a minimum it is proposed that General Reserve should be no less than 3% of gross non-school expenditure of the Council. At present, the General Reserve is 2.8% of budgeted 2017-18 gross non-school expenditure – this deficit will be addressed as part of the 2018-19 Business Planning (BP) process, to include a review of service reserve balances.

7. REVIEW OF OTHER RESERVES

7.1 The Council reviews the level of its overall reserves at outturn each year, in addition to assessing the adequacy of reserves as part of the BP process. Reserves have long provided vital flexibility in the Council's financial management and no changes are proposed in the operation of these reserves going forward. Details of the Council's earmarked reserves are set out in [Appendix 2](#).

8. TREASURY MANAGEMENT ACTIVITY

8.1 This section summarises the expenditure and income for debt financing, which is held as a central budget within Corporate Services, and complies with the reporting requirements in the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management.

	Budget £'000	Actual £'000	Variation £'000
Interest payable	16,363	14,962	-1,401
Interest receivable	-459	-1,552	-1,093
Technical & other	491	408	-83
MRP – loan repayments	8,560	8,930	370
	*24,955	22,748	-2,207

*The budget is shown net of £9.251m transfer to Transformation Fund.

8.2 Net payments were less than budgeted because fewer long term loans were raised during the year than had been budgeted. Temporary, short term loans at low rates of interest were raised instead to meet liquidity needs. In addition the Council exercised an option to repay a £15m loan from Siemens in February which was refinanced with short term borrowing at a significantly lower rate of interest. Interest receivable contains several one-off items totalling £1.015m in respect of interest accruing on S106 that was not budgeted. The pressure shown against the Minimum Revenue Provision (MRP) was offset by underspends within the debt charges resulting in a net underspend of £2.207m.

8.3 The change in the authority's loan debt over the year was as follows:

	1st April 2016 £'000	Loans Raised £'000	Loans Repaid £'000	31st March 2017 £'000
Long-Term Debt	358,100	4,000	15,080	347,020
Temporary Debt	-	92,000	-	92,000
	358,100	-	-	439,020
Less Investments	10,051			40,454
Net Debt	348,059			398,566

8.4 Long-term debt consists of loans for periods exceeding one year (at either fixed or variable rates of interest) and the average rate of interest paid on this long-term debt was 4.20%. The average rate paid on short term debt was 0.40%.

8.5 Each year the authority must approve limits known as Prudential Capital Indicators for the level of its external financing costs and the maximum limits on total debt. The outcome for 2016/17 compares with approved limits as follows:

	Approved £'000	Actual £'000
Financing Costs		
% of Net Revenue Expenditure	10.5%	6.4%
Authorised Limit for Debt	702,500	439,020
Operational Boundary for Debt	672,500	439,020
Interest Rates Exposure (as % of total net debt)¹		
Fixed Rate	150%	82%
Variable Rate	65%	17%
Debt Maturity (as % of total debt)²		
Under 1 year	0 – 80%	28%
1 – 2 years	0 – 50%	3%
2 – 5 years	0 – 50%	8%
5 – 10 years	0 – 50%	15%
Over 10 years	0 – 100%	46%

Notes:

1. The Interest Rate Exposure is calculated as a percentage of net debt.
2. The guidance for this indicator required that LOBO loans are shown as maturing at the next possible call date rather than at final maturity.

8.6 Financing costs are below the approved limit as a result of the underspend for debt charges, and all debt levels are within the approved limits.

9. DEBT MANAGEMENT

9.1 Summary Final Position:

Although overall debt outstanding has increased since the last reporting period for the 2016/17, the £36m outstanding at 31st March 2017 includes current debt of £17m. Overdue debt (total less current) has decreased by £2m from £9m to £7m.

4-6 month balances have decreased by £47k since the last reporting period. The target of £410k was not achieved, with the final balance being £791.0k.

Over 6 months debt has decreased by £22k overall in the last period, with a final balance of £2.2m against a target of £990k.

9.2 Children, Families and Adults (CFA):

Adult Social Care (ASC) – Over 6 month debt has decreased by £33k since the last period. Final balances are £2.0m against a target of £0.9m. 4-6 month debt has increased by £67k since the last period. Final balances are £515k against a target of £340k.

Children and Families – Over 6 month debt has increased by £1.5k since the last reporting period. Final balances are £35k against a target of £30k. 4-6 month debt has decreased by £43k since the last period and the final balance is £52k against a target of £30k.

9.3 Economy, Transport and Environment (ETE):

Over 90 day balances have decreased by £11k since the last reporting period. Final balances are £50k against a target of £20k. Final balances for over 6 month debt are £52k against a target of £10k, having increased by £7k since the last reporting period.

9.4 Corporate Services (CS):

Over 90 days balances have decreased by £62k overall since the last reporting period. Final balances are £106k against a target of £20k, with £58k of this relating to County Farms. Final balances for over 6 month debt are £98k against a target of £30k, having increased by £2k since the last reporting period.

10. PERFORMANCE TARGETS

10.1 As previously reported to GPC the key performance indicators are currently under review and Members will have the opportunity to agree a new set of KPIs at workshop sessions in June.

Corporate priority	Indicator	Service	What is good? High (good) or low	Date	Unit	Actual	Target	Status (Green, Amber or Red)	Direction of travel (up is good, down is bad)
Developing our economy	Percentage of Cambridgeshire residents aged 16 - 64 in employment: 12-month rolling average	ETE	High	At-31-Dec-2016	%	78.5%	80.9% to 81.5%	Amber	↑
	Additional jobs created*	ETE	High	To 30-Sep-2015	Number	+6,300 (provisional)	+ 3,500 (2015/16 target)	Green	↓
	'Out of work' benefits claimants – narrowing the gap between the most deprived areas (top 10%) and others (see note 1 at end of table) ¹	ETE	Low	At-31-Aug-2016	%	Gap of 6.1 percentage points Most deprived areas (Top 10%) = 11.0% Others = 4.9%	Gap of <=6.5 percentage points Most deprived areas (Top 10%) <=11.5%	Green	↔
	The proportion of children in year 12 taking up a place in learning	CFA	High	March 2017	%	94.4%	96.5%	Amber	↓
	Percentage of 16-18 year olds not in education, employment or training (NEET) (see note 2 at end of table) ²	CFA	Low	March 2017	%	4.0%	3.8%	Amber	↓
	The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	CFA (Learning)	High	March 2017	%	81.7%	82.0%	Amber	↓

Corporate priority	Indicator	Service	What is good? High (good) or low	Date	Unit	Actual	Target	Status (Green, Amber or Red)	Direction of travel (up is good, down is bad)
	The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	CFA (Learning)	High	March 2017	%	80.3%	75.0%	Green	↑
	The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	CFA (Learning)	High	March 2017	%	100%	100%	Green	↔
Helping people live independent and healthy lives	The proportion of Adult Social Care and Older People's Service users requiring no further service at end of re-ablement phase	CFA	High	March 2017	%	56.5%	57%	Amber	↑
	Reduced proportion of Delayed Transfers of care from hospital, per 100,000 of population (aged 18+)	CFA	Low	February 2017	Number	589	429 per month (4874.5 per year)	Red	↑
	Number of ASC attributable bed-day delays per 100,000 population (aged 18+)	CFA	Low	February 2017	Number	153	114	Red	↑
	Healthy life expectancy at birth (males)	Public Health	High	2013 – 2015	Years	65.7	N/A – contextual indicator	Green (compared with England)	Down by 0.1 of a year compared with 2012-2014.
	Healthy life expectancy at birth (females)	Public Health	High	2013 – 2015	Years	67.3	N/A – contextual indicator	Green (compared with England)	Down by 0.3 of a year compared with 2012-2014.
	Absolute gap in life expectancy between the most deprived 20% of Cambridgeshire's population and the least deprived 80% (all persons)	Public Health	Low	2013 quarter 3 – 2016 quarter 2	Years	3 years	N/A – contextual indicator	N/A – contextual indicator	Gap has increased by 0.4 of a year from 2013-2015.

Corporate priority	Indicator	Service	What is good? High (good) or low	Date	Unit	Actual	Target	Status (Green, Amber or Red)	Direction of travel (up is good, down is bad)
Supporting and protecting vulnerable people	The number of looked after children per 10,000 children	CFA (Children's Social Care)	Low	March 2017	Rate per 10,000	50.7	40	Red	↓
	No/ % of families who have not required statutory services within six months of have a Think Family involvement.	CFA (Enhanced & Preventative)	TBC	Following the recommendations from the Think Family evaluation report and the implementation of the Children's Change Programme, the Family CAF is being replaced with a new Early Help Assessment from December 2016. In addition, the Corporate Capacity Review has led to the development of the Business Intelligence and Transformation Teams, both of which are supporting the Council in reviewing how performance is monitored / measured. Considering these changes it is not currently possible or helpful to report on the current CAF / Think Family measure as this will be redefined.					
An efficient and effective organisation	The percentage of all transformed transaction types to be completed online	Customer Service & Transformation	High	1 January – 31 March 2017	%	75.2%	75%	Green	↑
	The average number of days lost to sickness per full-time equivalent staff member	LGSS HR	Low	March 2017	Days (12 month rolling average)	6.91	7.80	Green	↑

Notes:

1. 'Out of work' benefits claimants - narrowing the gap between the most deprived areas (top 10%) and others - the target of <=12% is for the most deprived areas (top 10%). At 6.4 percentage points the gap is the same as last quarter and is narrower than the baseline (in May 2014) of 7.2 percentage points.
2. From Sept 2016 - This indicator has changed from 16-19 to 16-18 and now includes unknowns, and therefore isn't comparable to previous years. Though performance remains within target, there is a high number of young people whose situation is currently unknown. Information about these young people will be gathered during the autumn term to give a clearer idea of our actual performance.

10.2 Key exceptions: there are no exceptions to report this month; for full and previously reported details go to the respective Service Finance & Performance Report:

- [ETE Finance & Performance Report](#)
- [CFA Finance & Performance Report](#)
- [PH Finance & Performance Report](#)
- [CS & LGSS Finance & Performance Report](#)
- [A&I Finance & Performance Report](#)

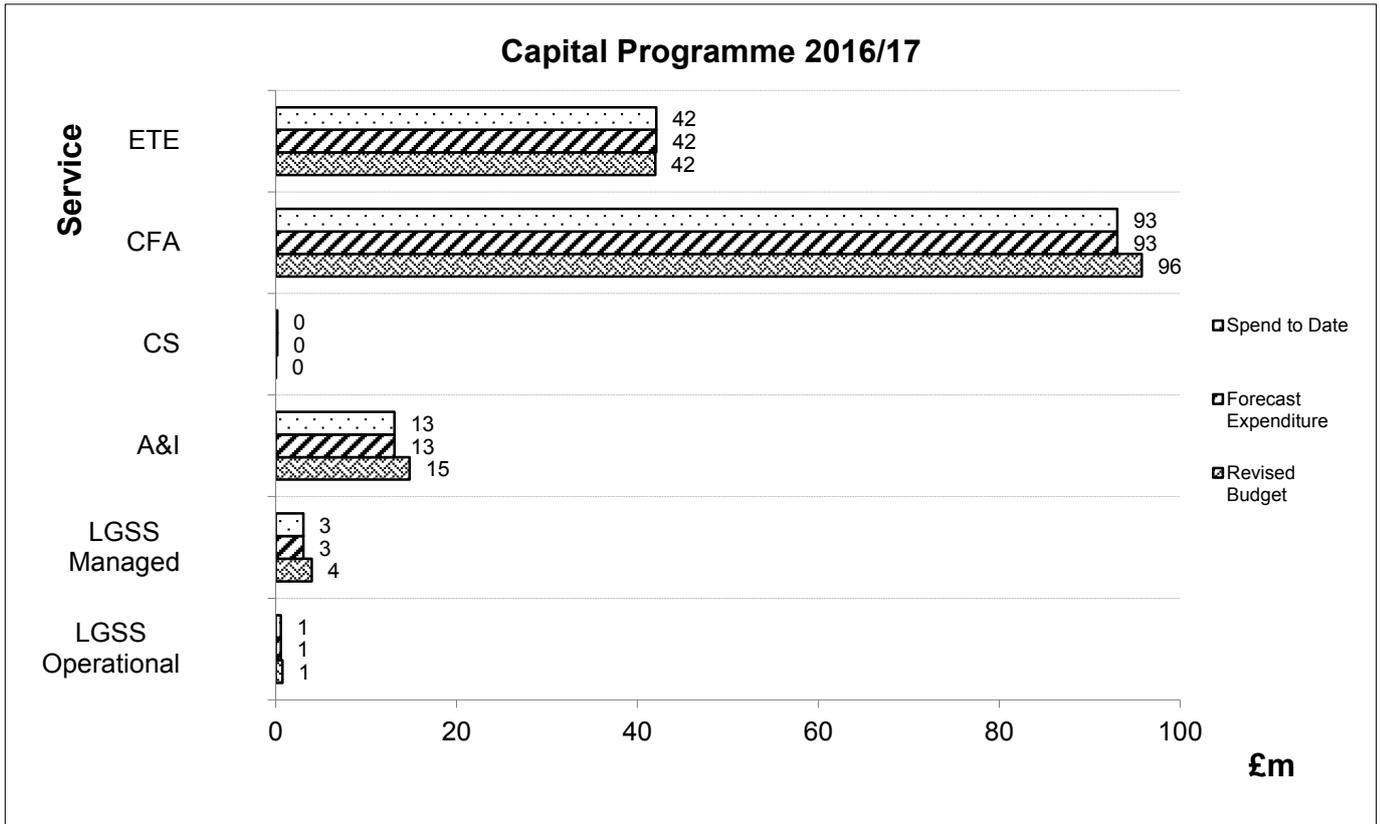
11. CAPITAL PROGRAMME

11.1 A summary of capital financial performance by service is shown below:

2016/17						TOTAL SCHEME	
Original 2016/17 Budget as per Business Plan £000	Service	Revised Budget for 2016/17 £000	Forecast Variance - Outturn (March) £000	Actual Variance - Outturn 2016/17 £000	Actual Variance - Outturn 2016/17 %	Total Scheme Revised Budget (March) £000	Total Scheme Forecast Variance (March) £000
71,699	ETE	41,969	-	124	0.3%	416,571	-
97,156	CFA	95,754	-299	-2,665	-2.8%	543,722	31,825
33	Corporate Services	178	6	6	3.2%	430	-
4,405	LGSS Managed	3,996	-987	-942	-23.6%	15,140	38
11,397	A&I	14,807	-1,632	-1,668	-11.3%	243,475	-7,189
1,104	LGSS Operational	758	55	-166	-21.9%	1,844	-
185,794	Total Spending	157,462	-2,856	-5,311	-3.4%	1,221,182	24,674

Notes:

1. The 'Revised Budget' incorporates any changes in the funding available to what was originally budgeted, including the capital programme variations budget allocated to each service. A breakdown of the use of the capital programme variations budget by service is shown in section 6.2.
2. The reported ETE capital figures do not include City Deal, which had a budget for 2016/17 of £7.4m, with final expenditure of £6.0m.



Note: The 'Revised Budget' incorporates any changes in the funding available to what was originally budgeted.

11.2 In light of the significant slippage experienced in recent years due to deliverability issues with the programme, and the impact this has on the revenue financing of the related debt for the programme, the Capital Programme Board recommended that a 'Capital Programme Variations' line be included for each Service which effectively reduced the programme budget for 2016/17. This was allocated service-wide rather than against individual schemes as it is not possible to identify in advance which particular schemes will be affected by land-purchase issues, environmental factors etc. which create the slippage.

A summary of the use of their capital programme variations budgets by service is shown below:

2016/17					
Service	Capital Programme Variations Budget £000	Actual Variance - Outturn 2016/17 £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Actual Variance Against Revised Budget - Outturn 2016/17 £000
ETE	-10,500	-10,376	10,376	98.82%	124
CFA	-10,282	-12,947	10,282	100.00%	-2,665
Corporate Services	-12	-6	6	50.00%	6
LGSS Managed	-1,029	-1,971	1,029	100.00%	-942
A&I	-2,850	-4,518	2,850	100.00%	-1,668
LGSS Operational	-155	-321	100	64.52%	-166
Total Spending	-24,828	-30,139	24,643	99.26%	-5,311

11.3 A more detailed analysis of current year key exceptions by programme for individual schemes of £0.5m or greater are identified below.

11.3.1 **Economy, Transport and Environment:** +£0.1m (+0.3%) overspend is being reported at year end.

	£m	%
<ul style="list-style-type: none"> Delivering the Transport Strategy Aims: -£1.1m underspend is reported for year-end, which is a movement of -£0.6m on the position reported in December. The main underspends are on the following schemes: <ul style="list-style-type: none"> Norwood Road, March: -£0.2m slippage due to ongoing negotiations with Network Rail (previously reported). Route 12, St Ives cycleway improvements: -£0.5m slippage due to land issues, which are being dealt with by legal services. High Barnes/New Barnes, Ely cycle routes: -£0.1m slippage due to issues around parking causing delays. 	-1.1	(-43%)
<ul style="list-style-type: none"> Operating the Network: -£2.4m underspend is reported for year-end, which is a movement of -£0.5m on the position reported in February. Expenditure in this area was less than previously projected due to a number of delays. The delayed schemes included: <ul style="list-style-type: none"> Station Road, Abbots Ripton: -£252k slippage due to delays caused by Network Rail. Cambridge radial routes East signing review: -£142k slippage. Work is on hold awaiting results from the City Centre Access study. 	-2.4	(-15%)

- Archives/Ely Hub:** -£1.6m underspend is reported at year-end, which is a movement of -£0.5m on the position previously reported in October. Further delays in confirming the final specification for the project have led to there being minimal expenditure in 2016/17. It is expected that the majority of work on this scheme will be undertaken in 2017/18.

-1.6 (-91%)
- Connecting Cambridgeshire:** -£2.0m underspend is reported at year-end, which is a movement of -£0.8m on the position previously reported in August. The underspend is greater than anticipated as BT front loaded a proportion of their Phase Two deployment investment in order to meet the state aid intensity % required to meet the requirements of the gap-funded contract. The public funding is still needed in order to deliver the THP (Total Homes Passed) as part of the Phase Two deployment, but will not be required until later in 2017. Overall the programme remains on track and all delivery milestones to date have been met.

-2.0 (-40%)
- For full and previously reported details go to the [ETE Finance & Performance Report](#)

11.3.2 **Children, Families and Adults:** -£2.7m (-2.8%) underspend is being reported at year - end.

	£m	%
<ul style="list-style-type: none"> <p>Basic Need – Secondary: -£5.3m underspend is being reported at year end, which is an increase of -£0.7m on the underspend forecast in March, with the main movements being on the following schemes:</p> <ul style="list-style-type: none"> <p>Cambourne Secondary Expansion: -£1.7m (-27%) underspend is reported, which is a movement of -£0.4m on last month. The original forecast from the contractors was overly optimistic, and more of the work has slipped into 2017/18.</p> <p style="text-align: right;">-5.3 (-12%)</p> <p>Bottisham Village College Expansion: -£0.9m (-46%) underspend is reported, which is a movement of -£0.1m on last month. The slippage is due to the start on site being delayed by several months.</p> <p>CFA IT Infrastructure: -£1.3m underspend is being reported at year end, which is a movement of -£0.8m on the position last reported in October. This is due to a number of reasons, including the delay in the implementation of the ERP Gold financial system and a lack of resources to keep development to the original timescales.</p> <p style="text-align: right;">-1.3 (-75%)</p> 		

- **Basic Need – Early Years:** -£0.5m underspend is being reported at year-end. This is due to continued site issues with the Early Years scheme in St Neots, leading to the scheme start date being delayed until 2017/18. -0.5 (-89%)

- For full and previously reported details go to the [CFA Finance & Performance Report](#).

11.3.3 **Corporate Services:** +£0.006m (+3.2%) overspend is being reported at year end. There are no exceptions to report; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

11.3.4 **LGSS Managed:** -£0.9m (-23.6%) underspend is being reported at year end. There are no new exceptions to report; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

11.3.5 **Assets & Investments:** -£1.7m (-11.3%) underspend is being reported at year end. There are no new exceptions to report; for full and previously reported details go to the [A&I Finance & Performance Report](#).

11.3.6 **LGSS Operational:** -£0.2m (-21.9%) underspend is being reported at year end. There are no new exceptions to report; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

11.4 A more detailed analysis of total scheme key exceptions by programme for individual schemes of £0.5m or greater are identified below:

11.4.1 **Economy, Transport and Environment:** a total scheme balanced budget is forecast. There are no exceptions to report; for full and previously reported details go to the [ETE Finance & Performance Report](#).

11.4.2 **Children, Families and Adults:** +£31.8m (+5.9%) total scheme overspend is forecast. There are no exceptions to report; for full and previously reported details go to the [CFA Finance & Performance Report](#).

11.4.3 **Corporate Services:** a total scheme balanced budget is forecast. There are no exceptions to report; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

11.4.4 **LGSS Managed:** +£0.04m (+0.2%) total scheme overspend is forecast. There are no exceptions to report; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

11.4.5 **Assets & Investments:** -£7.2m (-3.0%) total scheme underspend is forecast.

- | | £m | % |
|---|------|--------|
| <ul style="list-style-type: none"> • Shire Hall Campus and Building Maintenance: -£1.1m total scheme underspend is forecast on each of these schemes. As previously reported, each of these | -2.2 | (-18%) |

schemes had a year-end underspend of -£0.6m due to delays in obtaining condition surveys and a lack of clarity over some of the buildings and the future of the Shire Hall site. Following the demerger of Property from the LGSS Cambridge office a number of the proposed schemes are being reviewed and a Property Strategy is being drawn up with a five year plan for capital maintenance works. Given the review of schemes, Property is not seeking to roll-forward the unspent 2016/17 funding and it is anticipated that the total scheme underspend will be - £2.2m across both schemes.

- For full and previously reported details go to the [A&I Finance & Performance Report](#).

11.4.6 **LGSS Operational:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

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

Funding Source	B'ness Plan Budget £m	Rolled Forward Funding ¹ £m	Revised Phasing £m	Additional/ Reduction in Funding £m	Revised Budget £m	Outturn Funding £m	Funding Variance £m
Department for Transport (DfT) Grant	20.5	0.2	-1.7	5.7	24.7	24.3	-0.4
Basic Need Grant	3.8	-	-	-	3.8	3.8	-0.0
Capital Maintenance Grant	4.6	-	-	0.1	4.7	4.7	-
Devolved Formula Capital	1.1	0.9	-	-0.0	1.9	1.1	-0.8
Specific Grants	21.1	3.6	-12.7	41.1	53.2	52.5	-0.8
S106 Contributions & Community Infrastructure Levy	30.3	1.1	-3.7	-1.7	26.1	21.9	-4.1
Capital Receipts	10.3	-	-	-9.4	0.9	0.8	-0.1
Other Contributions	10.7	0.2	-8.8	12.8	14.9	15.6	0.7
Revenue Contributions	-	-	-	0.1	0.1	0.6	0.4
Prudential Borrowing	83.4	10.2	-29.1	-37.3	27.1	26.8	-0.3
TOTAL	185.8	16.3	-56.0	11.4	157.5	152.1	-5.3

¹ Reflects the difference between the anticipated 2015/16 year end position, as incorporated within the 2016/17 Business Plan, and the actual 2015/16 year end position.

² The Funding Variance reflects the in-year expenditure position and the level of spend on specific projects. It does not reflect an increase or decrease to the funding available, which is reflected within the 'Revised Budget' column (as detailed in section 11.5).

11.6 Key funding changes (of greater than £0.5m) are identified below:

Funding	Service	Amount (£m)	Reason for Change
Additional / Reduction in Funding (Specific Grants)	All	+44.1	<p>Funds received for the City Deal (£31.8m), Growth Deal (£4.0m) and Growing Places fund (£8.3m) that have not been needed in 2016/17 have been used in place of borrowing to fund schemes across the capital programme in order to reduce the MRP payable for 2016/17. When these funds are needed again then the Council will borrow to repay them.</p> <p>GPC is asked to approve the use of £31,810k City Deal, £8,317k Growing Places and £4,013k Growth Deal funding for schemes across the capital programme in place of prudential borrowing, and resultant reduction in the prudential borrowing requirement.</p>
Additional / Reduction in Funding (Other Contributions)	All	+8.7	<p>£8.7m received in respect of the Horizons rolling fund that has not been used in 2016/17 have been used in place of borrowing to fund schemes across the capital programme in order to reduce the MRP payable for 2016/17. When these funds are needed again then the Council will borrow to repay them.</p> <p>GPC is asked to approve the use of £8,704k Horizons funding for schemes across the capital programme in place of prudential borrowing, and resultant reduction in the prudential borrowing requirement.</p>
Additional / Reduction in Funding (Prudential Borrowing)	All	-52.8	<p>As explained above, the level of borrowing required has reduced due to the temporary use of other funds in place of borrowing to fund schemes across the capital programme. The use of this funding temporarily has been built into the debt charges budget as part of the Business Plan, however the actual transfer cannot be made until year end once all final expenditure figures have been confirmed.</p>

Additional / Reduction in Funding (Other Contributions)	CFA	+2.3	School Funded Capital - schemes funded by contributions sourced directly by schools from external sources. Expenditure and funding information for these schemes is received at year end as part of the schools final balances, and was higher than anticipated.
Additional / Reduction in Funding (Department for Transport Grant)	ETE	+4.7	£4.7m additional funding was received from the Department for Transport (DfT) in respect of the Ely Crossing Scheme, which had to be used in 2016/17. GPC is asked to approve the allocation of £4,682k additional DfT funding to ETE and resultant decrease in Growth Deal funding used in 2016/17.
Additional / Reduction in Funding (Specific Grants)	ETE	-4.7	As additional funding was received from DfT for the Ely Crossing scheme (explained above), the amount of Growth Deal funding used for this scheme in 2016/17 has reduced by £4.7m.

11.7 For previously reported key funding changes go to the respective Service Finance & Performance Report (appendix 6):

[ETE Finance & Performance Report](#)
[CFA Finance & Performance Report](#)
[CS & LGSS Finance & Performance Report](#)
[A&I Finance & Performance Report](#)

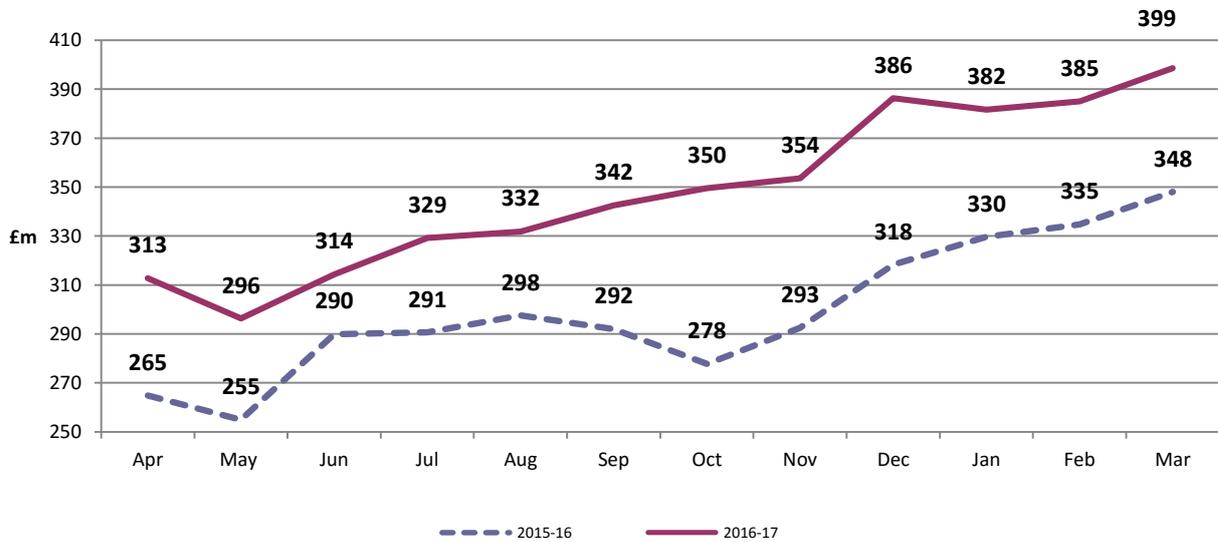
12. BALANCE SHEET

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

Measure	Year End Target	Actual end of March
Level of debt outstanding (owed to the council) – 4-6 months, £m	£0.4m	£0.8m
Level of debt outstanding (owed to the council) – >6 months, £m	£1.0m	£2.2m
Invoices paid by due date (or sooner)	97.6%	99.6%

12.2 The graph below shows net borrowing (investments less borrowings) on a month by month basis and compares the position with the previous financial year. The levels of investments at the end of March were £43.040m (excluding 3rd party loans) and gross borrowing was £439.0m.

Net Borrowing



12.3 Further detail around the Treasury Management activities can be found in the latest [Treasury Management Report](#).

13. EXTERNAL AND CONTEXTUAL ISSUES

13.1 2016/17 has been a very difficult year for the Council financially as it has continued to face substantial increase in demand for its services, both as a result of population growth and changing demographics, particularly in relation to the ageing population and those with complex care needs. The number of Looked After Children in complex and costly placements has also been increasing, placing significant pressure on the Children's Social Care budget. These pressures, coupled with an 8.7% reduction in Government funding led to a savings requirement of £40.9m in 2016/17 and £123.7m over the next five years.

13.2 The Committee will be aware of the increasing pressure on delivering a balanced revenue outturn. As the Council increases its focus on ensuring there is no 'padding' in the base budget the ability to negate in year demand budget pressures becomes increasingly more challenging. As the Council re-focuses its Business Plan on transforming service delivery rather than service cuts it must recognise that this approach also carries with it a degree of risk. The Council carries a General Reserve which enables it to manage these risks effectively. Throughout the year the Committee have been aware of the pressure on the base revenue budget which hovered around £2m for the majority of 2016/17. Although the outturn requires a draw from the General Reserve, in the sum of £0.5m, this is a significant improvement on that position and has come on the back of making every effort to get budgets back in to a balanced position. The organisation is starting to demonstrate that this is seen as a corporate issue to be tackled not just the service area where the pressures are being encountered. Details of the pressures that have led to this position can be found in previous [Finance & Performance Reports](#).

- 13.3 The financial outlook for 2017/18 is no more positive, as despite the government delaying its aim to return public finances to balance until 2020, the Council is still faced with a further 9.2% reduction in Government funding alongside continuing increases in the demand for its services, resulting in a savings requirement of £31.8m in 2017/18 and £103m over the next five years. However, because of a change in the way the Council bears the cost of borrowing through its Minimum Revenue Position policy, it has been able to establish a £20m Transformation Fund. This makes resources available for Services to invest in strategies and to overhaul their services in a way that will deliver long-term savings.
- 13.4 Some service reductions are unfortunately still inevitable. However, we do expect these to be far less than otherwise would have been the case had the Council not embarked upon this transformation journey. The Council will continue to seek to shape proposals so that the most vulnerable are the least affected. Nonetheless, there will be a direct impact on local communities: on libraries and roads, on social care and transport, on learning and public health. For further information see the Council's [Medium Term Financial Strategy](#).

14. ALIGNMENT WITH CORPORATE PRIORITIES

14.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

14.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

14.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

15. SIGNIFICANT IMPLICATIONS

15.1 Resource Implications

This report provides the year end resources and performance information for the Council and so has a direct impact.

15.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

15.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

15.4 Equality and Diversity Implications

There are no significant implications within this category.

15.5 Engagement and Communication Implications

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

15.6 Localism and Local Member Involvement

There are no significant implications within this category.

15.7 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Chris Malyon
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	No Name of Officer: Not applicable
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	No Name of Legal Officer: Not applicable
Have the equality and diversity implications been cleared by your Service Contact?	No Name of Officer: Not applicable
Have any engagement and communication implications been cleared by Communications?	No Name of Officer: Not applicable
Have any localism and Local Member involvement issues been cleared by your Service Contact?	No Name of Officer: Not applicable
Have any Public Health implications been cleared by Public Health	No Name of Officer: Not applicable

Source Documents	Location
ETE Finance & Performance Report (Outturn 16/17) CFA Finance & Performance Report (Outturn 16/17) PH Finance & Performance Report (Outturn 16/17) CS and LGSS Cambridge Office Finance & Performance Report (Outturn 16/17) A&I Finance & Performance Report (Outturn 16/17) Performance Management Report & Corporate Scorecard (Outturn 16/17) Capital Monitoring Report (Outturn 16/17) Report on Debt Outstanding (March 17) Payment Performance Report (March 17)	1 st Floor, Octagon, Shire Hall, Cambridge

APPENDIX 1 – transfers between Services throughout the year (only virements of £1k and above (total value) are shown below)

	CFA	Public Health	ETE	CS Financing	Corporate Services	LGSS Managed	A&I	LGSS Op	Financing Items
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Opening Cash Limits as per Business Plan	242,563	182	59,952	34,206	4,674	8,720	0	9,589	3,915
Adjustment LGSS Managed and Operational						10		-10	
LGSS property virement					10			-10	
Licenses budget from LGSS Op. to CS					17	-17			
Contact Centre budget from CFA to CS	-77				77				
CPFT NHS accommodation budget from CFA to LGSS Man.	-10					10			
Reablement budget from CFA to LGSS Op.	-113							113	
Pupil forecasting/demography budget to research group	-53				53				
ETE use of service reserves			2,015						-2,015
Disaggregation of Assets and Investments budgets						-2,714	2,714		
Centralised mobile phones budget	6					-6			
Strategic Assets and Property Services budgets returned to CCC							1,531	-1,531	
Advocacy contract budget from CS to CFA	45				-45				
ETE return of service reserves not needed in 16/17			-65						65
LGSS service reserves allocation for Citrix farm								78	-78
Corporate Capacity Review transfer of budgets	-716		-66		798		-17		
Transfer of LGSS cross-cutting savings to A&I							-24	24	
Reinstate budget for extra gritter routes as agreed by Full Council			570						-570
ETE return of service reserves not needed in 16/17			-604						604
Corporate Capacity Review transfer of budgets			8		-8				
Transfer budget for Deputy Chief Exec function to CS					201			-201	
LGSS use of service reserves for Agresso								140	-140
LGSS use of service reserves for Citrix Farm								26	-26
Transfer budget for income for Pension Board attendance					20			-20	
Reinstate street lighting budget as agreed by Full Council			-600						600
Use service reserves for strategic transport corridor feasibility studies			21						-21
Return P&R wave & pay funding to reserves			-135						135
Correction of corporate capacity review transfer	-4				4				
Transfer insurance budgets	505		1,533			-2,038			
Return highways records digitisation funding to reserves			-45						45
Transfer Strategic Assets and Property Services savings to CCC							-217	217	
Year end insurance match funding correction			-32			7	25		
Current budget	242,146	182	62,553	34,206	5,801	3,973	4,012	8,415	2,514
Rounding	0	0	0	0	0	0	0	0	0

APPENDIX 2 – Reserves and Provisions

Fund Description	Balance at 31 March 2016	2016-17		Notes
		Movements in 2016-17	Balance at 31 March 17	
	£000s	£000s	£000s	
<u>General Reserves</u>				
- County Fund Balance	18,921	-3,114	15,808	
- Services				
1 CFA	1,623	-1,083	540	
2 PH	1,138	-98	1,040	
3 ETE	3,386	-1,157	2,229	
4 CS	1,218	-1,282	-64	
5 LGSS Operational	1,013	-404	609	
subtotal	27,299	-7,138	20,162	
<u>Earmarked</u>				
- Specific Reserves				
6 Insurance	2,864	405	3,269	
subtotal	2,864	405	3,269	
- Equipment Reserves				
7 CFA	782	77	859	
8 ETE	218	0	218	
9 CS	57	0	57	
subtotal	1,057	77	1,134	
<u>Other Earmarked Funds</u>				
10 CFA	4,097	-2,808	1,289	
11 PH	2,020	-100	1,920	
12 ETE	6,631	-628	6,003	Includes liquidated damages in respect of the Guided Busway - current balance £1.5m.
13 CS	1,274	1,382	2,656	
14 LGSS Managed	149	-3	146	
15 Assets & Investments	233	129	362	
16 LGSS Operational	130	-130	0	
17 Transformation Fund	11,853	8,672	20,525	Savings realised through change in MRP policy
subtotal	26,387	6,514	32,901	
SUB TOTAL	57,607	-142	57,465	
<u>Capital Reserves</u>				
- Services				
18 CFA	2,428	-601	1,827	
19 ETE	11,703	-4,429	7,274	
20 LGSS Managed	422	-350	72	
21 Assets & Investments	230	-230	0	
22 Corporate	39,388	-9,218	30,170	Section 106 and Community Infrastructure Levy balances.
subtotal	54,171	-14,828	39,343	
GRAND TOTAL	111,778	-14,970	96,808	

APPENDIX 3 – RECOMMENDATIONS FROM PREVIOUS REPORTS

The February and March Integrated Resources and Performance Reports included a number of recommendations to General Purposes Committee (GPC) that have not yet received approval, as the last Integrated Resources and Performance Report to be presented at a meeting of GPC was the January report, on 21st March 2017.

GPC is asked to approve the recommendations in the [February](#) and [March](#) reports, which were circulated to the Committee by email.

February Integrated Resources and Performance Report

One recommendation concerning capital funding found in section 6.7:

Key funding changes (of greater than £0.5m or requiring approval):

Funding	Service	Amount (£m)	Reason for Change
Additional/Reduction in Funding (Section 106)	CFA	-£1.9	Triggers for the payment of £1,947k S106 funding for Alconbury Weald Primary School will not be met in 2016/17 as had been anticipated; it is expected they will now be met in 2017/18 instead. Thus the amount of S106 funding available this financial year has reduced and there is a requirement to replace it with borrowing.
Additional/Reduction in Funding (Prudential Borrowing)	CFA	+£1.9	General Purposes Committee is asked to approve the increase of £1,947k to the Prudential Borrowing requirement in 2016/17 to bridge the funding gap caused by the reduction in S106 funding available (see note above).

March Integrated Resources and Performance Report

One recommendation concerning capital funding found in section 6.7:

Key funding changes (of greater than £0.5m or requiring approval):

Funding	Service	Amount (£m)	Reason for Change
Additional/Reduction in Funding (Prudential Borrowing)	A&I	+£1.7	£1,675k additional funding is required for the purchase of Vantage House, which will replace the Stanton House Highways Depot. General Purposes Committee is asked to note the decision by Assets & Investment Committee to fund this purchase through an increase to prudential borrowing.

And two recommendations concerning the allocation of unbudgeted grant income found in Section 7.1:

Where there has been a material change in 2016/17's grant allocations to that budgeted in the Business Plan (BP) i.e. +/- £160k, this will require SMT discussion in order to gain a clear and preferred view of how this additional/shortfall in funding should be treated. The agreed approach for each grant will then be presented to the General Purposes Committee for approval.

Education Services Grant

The ESG is an unringfenced grant, which is allocated to local authorities and academies on a per-pupil basis that takes account of school type (mainstream/high needs) and status (academy/maintained). Funding will therefore reduce for local authorities if a school convert to academies.

Based on the expected number of academy conversions during 2016/17 a figure of £4,049,288 was budgeted for the ESG during the Business Planning (BP) process. However, due to slower academy conversions than originally expected during 2016/17, the total ESG received is £4,480,325, resulting in an additional £431,037. This position is an increase of £119,037 from the forecast reported in January 2017.

It is proposed that the additional funding of £431,037 is treated as a general resource and taken to the General Fund, which General Purposes Committee is asked to approve. The income is shown in the "Financing Items" section of this report.

Business Rates Retention Pilot

From April 2015 Cambridgeshire has been in a pilot scheme that allows councils to retain 100% of any additional growth in business rates beyond expected forecasts. For year one of the pilot scheme Cambridgeshire County Council's share of the additional growth, which was received in 2016/17 and was not budgeted for, was £453,207.

It is proposed that the additional funding of £453,207 be treated as a general resource and taken to the General Fund, which General Purposes Committee is asked to approve. The income is shown in the "Financing Items" section of this report.

1. BACKGROUND

1.1 Introduction

1.2 The County Council is dependent on network connectivity to function efficiently and the increased reliance on digital communications and transactions has increased this dependency over recent years.

1.3 The CPSN Partnership was formed in 2009 with two objectives:

- To reduce the cost of network connectivity for public sector partners via economies of scale achieved through taking a shared approach to network connectivity across a geographic area;
- To act as an enabler for delivering more joined up public services with the shared network facilitating shared service arrangements, shared buildings and new service delivery models.

1.4 The County Council was the lead authority for this procurement and let a framework contract to Virgin Media Business (VMB) on behalf of the CPSN Partnership in 2011. Each party then initiated their own call-down contract against the framework. The contracts have a co-terminus end date of 23rd June 2018.

1.5 The CPSN contract is overseen on behalf of the partnership by a Shared Service and Contract Management function. This is jointly funded by the partnership and is hosted within the IT directorate of LGSS

1.6 The CPSN contract has been extremely successful for the Council, Cambridgeshire schools and the wider partnership. In March 2016 General Purposes Committee (GPC) approved the necessary procurement activities to replace CPSN:

1.7 At this meeting it was resolved to:

- a) Approve the County Council's continued engagement in the Cambridgeshire Public Services Network (CPSN) shared service partnership;
- b) Endorse Cambridgeshire County Council as lead authority on behalf of the partnership to undertake procurement activities for a PSN framework based contract to replace the current CPSN contract;
- c) Approve the investigation of charging mechanisms which would enable Cambridgeshire schools continuing involvement in any future network connectivity contract whilst minimising any financial risk to the Council.

1.8 Current Procurement Update

1.9 The new partnership will be called EastNet. This is in recognition that the CPSN membership now includes Northamptonshire and Bedfordshire. All the current CPSN partners are committed to being included in future arrangements. These partners are:

- Cambridgeshire County Council & Cambridgeshire Schools;
- All Cambridgeshire District and City Councils;
- Peterborough City Council;

- Cambridgeshire and Peterborough Fire and Rescue;
- Bedfordshire and Luton Fire and Rescue;
- Northamptonshire County Council (& Northamptonshire Districts via LGSS)
- Cambridgeshire Constabulary (also linked to Hertfordshire & Bedfordshire constabularies)
- Cambridge & Peterborough Foundation Trust

1.10 As the re-procurement activity has got underway we have seen increased interest from National Health Service (NHS) organisations particularly as the approach to provision of network connectivity within the NHS is changing from the current approach, which only includes health partners (N3), to an approach which will include Health and Social Care partners (HSCN). As a result we are in discussion with the following organisations with the potential for a further expansion of the partnership. This would open up further opportunities for joint working. These partners are:

- Arden and Greater East Midlands Commissioning Support Unit – NENE Clinical Commissioning Group;
- Arden and Greater East Midlands Commissioning Support Unit – CORBY Clinical Commissioning Group;
- Cambridgeshire Community Services NHS Trust;
- Northampton NHS Trust;
- Northampton General;
- Papworth Hospital NHS Foundation Trust;
- Hinchingbrooke Healthcare NHS Trust;
- Peterborough Healthcare NHS Trust.

2. MAIN ISSUES

2.1 Procurement Route to Market and Timelines

2.2 As a public body we are legally bound to follow the EU Directives (2014) and the Public Contracts Regulations 2015 in terms of the procurement route to market. We want to carry out a thorough and detailed investigation of the market that will ensure the right balance between making sure we have the best approach to connectivity for the future as well as cost efficiency for ourselves and our partners. Therefore we have decided to choose the Competitive Dialogue tender process as the procurement route to market instead of the more traditional open or restricted procedure for tenders. This is because

- We are keen to maximise the opportunities to include our Health partners in future arrangements.
- We want to take full account of the information that is emerging about the future Health and Social Care Network (HSCN) data network.
- We would feel better assured discussing with bidders what we want from the solution, innovation and supplier partnership and how best to achieve it before final bids are returned.

Therefore, our proposed timeline for our procurement is:

Task Name	Duration	Start	Finish
Completion of SQ	38 days	Mon 22/05/17	Wed 12/07/17
Completion of ISOS (Invitation to Submit Outline Solutions)	51 days	Tue 18/07/17	Tue 26/09/17
Completion of ISDS (Invitation to Submit Detailed Solutions)	50 days	Wed 27/09/17	Tue 05/12/17
Completion of ITSFB (Invitation to Submit Final Bid)	91 days	Wed 06/12/17	Wed 11/04/18

2.3 Contract Expiry and Proposed Continuance

2.4 The current contract expires in June 2018. With the proposed timeline this would leave a six month window for transition from the CPSN to the new EastNet arrangements. Our soft market dialogue, and our discussions with other Public Service Network partnerships who have recently procured a new service, indicates that we would a 12 – 18 month transition period, particularly if a new provider is the successful bidder. Hence the need for a request for an extension to the current contract of 18 months. This extension would allow the required time for the transition to the new service and provide some contingency in what is a complex, multi-agency partnership procurement.

2.5 To support the process of the re-procurement the County Council has negotiated with the current providers VMB on behalf of the CPSN Partnership and VMB have agreed to offer a continuance of the current pricing and service levels, which represents a saving of some 19 – 26% on the providers current prices, for all partners. The continuation with VMB at current costs and current service level would effectively mean a direct award for:

Cambridgeshire County Council Corporate	£862,003.02
Cambridgeshire County Council Education	£1,807,872.86

2.6 Financial and operational risks

2.7 To mitigate the financial and operational risks of a Direct Award to VMB for a further eighteen months we intend to issue a VEAT (Voluntary Ex Ante Transparency) notice to meet with EU Directives and so that all suppliers can clearly see that the main purpose of this contract extension is to allow sufficient time for a thorough procurement process, to ensure that any successful supplier has the time to transition from CPSN to EastNet and to enable any additional NHS organisations to be included in the transition plan following further clarity around the HSCN network.

2.8 Partnership implications

2.9 The CPSN Partnership Board is united in its approach and all partners agree that stabilising and maintaining the current costs through a contract extension for a further eighteen months is the best solution. All partners have sought the relevant mandate for this from their organisation. The issuing of a VEAT is only required by those organisations who with a larger financial stake in the partnership. These VEAT notices will be co-ordinated so that they go out on the same day, subject to the decision of the General Purposes Committee.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

There are significant economic benefits to having a shared CPSN/EastNet network. These include economies of scale for participating organisations and opportunities for efficiencies from improved joint working.

3.2 Helping people live healthy and independent lives

By reducing complexity, standardising networks, enabling service sharing and extending the parameters of collaborative working we will be able to share information safely and reliably. This will help staff, particularly across health and social care, to be able to work more effectively for the benefit of residents across the region.

3.3 Supporting and protecting vulnerable people

See 3.2 above

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

This contract has significant resource implications. The value of the current contract across all partners is around £2.2 million per annum with the County Council and Cambridgeshire Schools comprising £1.6 million – at £400k and £1.2m respectively.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

We are working closely with colleagues in Procurement to determine the best route to market to meet ours and our partners' objectives and to ensure we deliver best value for money. This paper seeks approval from General Purposes Committee to extend the existing contract with VMB so as to allow for a robust procurement process and replacement of a more strategic contract. All other Contract Procedure Rules have been satisfied.

4.3 Statutory, Legal and Risk Implications

Legal advice has been sought throughout and Legal Services are fully involved in the development of documentation for the re-procurement.

Legal advice is that there is a risk of a procurement challenge being made to the direct award of a high value contract to the incumbent provider. The issuing of a VEAT notice is designed to identify at an early stage whether such a challenge is likely to arise and mitigates the risk of a challenge by setting out the Council's position transparently and providing the market with notice that the Council intends to commence a new procurement process as soon as practicable.

4.4 Equality and Diversity Implications

See 3.2 above.

4.5 Engagement and Communications Implications

See 3.2 above.

4.6 Localism and Local Member Involvement

There are no significant implications within this category.

4.7 Public Health Implications

See 3.2 above.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Chris Malyon
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	Yes Name of Financial Officer: Gus De Silva
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Karen White
Have the equality and diversity implications been cleared by your Service Contact?	N/A
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Christine Birchall
Have any localism and Local Member involvement issues been cleared by your Service Contact?	N/A
Have any Public Health implications been cleared by Public Health	N/A

Source Documents	Location
General Purposes Committee – 15 March 2016	https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/46/Committee/2/Default.aspx

TRANSFORMATION FUND – BASELINE AND MONITORING REPORT

To: General Purposes Committee

Meeting Date: 13 June 2017

From: Chief Finance Officer

Electoral division(s): All

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

Purpose: To outline the starting position and monitoring approach for savings proposals for which transformation funding has been approved.

To outline the total spend in 2016-17 from the Transformation Fund and the savings secured as a result of investment.

Recommendations: It is recommended that the Committee note and comment on the report.

<i>Officer contact:</i>	
Name:	Chris Malyon
Post:	Deputy Chief Executive & Chief Finance Officer
Email:	chris.malyon@cambridgeshire.gov.uk
Tel:	01223 699796

1. BACKGROUND

- 1.1 As part of a new approach to business planning, focused on outcomes, it was agreed that the Council would establish a fund that could be used to supplement base budgets, ensuring that finance is not seen as a barrier to the level and pace of transformation that can be achieved. The approval of a change in the basis for defraying the Council's debt enabled the establishment of a transformation fund of nearly £20m.
- 1.2 The transformation fund can be accessed following the approval of a business case by the General Purposes Committee. As part of its ongoing stewardship of the fund, it is scheduled that the Committee will receive quarterly monitoring updates on expenditure and outcomes.
- 1.3 This report outlines the way that we will monitor each proposal explaining how we will know if savings are achieved as a result of investment. The report also provides the first quarterly monitoring report, detailing the total spend from the Transformation Fund in 2016-17 for the small number of schemes that began spending before April 2017, and the savings secured as a result of that expenditure.

2. METHODS FOR BASELINING AND APPRAISING SAVINGS ACHIEVEMENT

- 2.1 A range of methodologies were explored for setting baselines and appraising the achievement of savings for each proposal, ensuring consistency in calculation where possible but, as a minimum, ensuring consistent principles were applied.
- 2.2 The principles were to ensure:
 - the calculations could be easily understood
 - there was a clear relationship between a quantitative measure and savings achieved
 - the data required to support the appraisal was readily available and did not require significant additional manipulation
 - the data would not change significantly in year thereby ensuring quarterly comparisons were meaningful
- 2.3 Due to the differences in services delivered and the complexity of those services, each savings proposal has been evaluated individually. The methodologies for baselining and measuring are detailed within the **Appendix A** to this paper.
- 2.4 In several cases, existing monthly "variance report" processes, whereby budget managers categorise explanations for changes in the reported financial position, can be utilised to capture savings attributable to the transformation fund activity.

3. ISSUES

- 3.1 During the baselining exercise a number of issues were identified in evaluating whether or not a saving has been achieved. Issues that are specific to individual proposals are outlined within the **Appendix A** to this paper, but common issues are detailed below.
- 3.2 A key consideration is how, or whether, a saving can be wholly and definitively attributed to one action or factor. The majority of savings in the Business Plan, but in particular those linked to demand management and preventative measures in relation to care, are impacted by multiple actions simultaneously and disaggregating that can be difficult. This has impacted on the choice of savings calculation and in some cases will appear to be a simplified view of a complex service.

- 3.3 The difference between a “cashable saving” (or reduction in spending from current levels) and an avoided cost is another issue that has been encountered. As transformation is at the forefront of the Business Planning process, a number of savings are predicated on cost avoidance. This type of saving is potentially more speculative as there are more assumptions required regarding what would have happened had the preventative measures not been in place.
- 3.4 As a result of these issues, the way in which a saving is appraised may need to change during the financial year. If this occurs, a revised baseline report will be presented to GPC and the new methodology outlined.

4. MONITORING REPORT

- 4.1 The quarterly monitoring report has been designed to capture both financial and non-financial information relating to the achievement of savings and outcomes of proposals with transformation investment, and reflecting previous discussions with GPC.
- 4.2 The monitoring report will include the following:
- original phasing of investment and savings as per the approved 2017-22 Business Plan
 - investment funding spent to the end of the quarter
 - savings secured to the end of the quarter, including indication of whether the savings are one-off or permanent
 - actual return on investment
 - any known impact for partner organisations
 - progress on non-financial outcomes
- 4.3 The first monitoring report, on 2016-17 expenditure from the Fund, is provided in **Appendix B**.

5. OVERVIEW OF EXPENDITURE AND SAVINGS

- 5.1 There were 5 proposals approved by the Committee that requested investment in 2016-17. Of these, 2 have drawn down on that investment, totalling £312k.
- 5.2 The summary table below shows the total expenditure, corresponding savings and return on investment achieved. The detail of each proposal, including non-financial impacts, is detailed in appendices to this report.

Business Plan Ref	Proposal Title	Total expenditure £000	Total savings £000	Return on Investment
C/R.5.303	Using assistive technology to support older people to remain independent in their own homes	84	-	n/a
B/R.6.214	Street Lighting Synergies	228	-	n/a
TOTAL		312	-	n/a

6. NON-FINANCIAL OUTCOMES

- 6.1 One of the main requirements for qualifying for investment from the transformation fund is that the investment will drive savings of sufficient magnitude, and therefore return on investment, over the lifetime of the project. This report therefore focuses on financial outcomes but it is recognised that there are significant non-financial outcomes also resulting from the investment.
- 6.2 Each proposal has been individually appraised for non-financial outcomes and this is detailed within the appendices to this report.

7. ALIGNMENT WITH CORPORATE PRIORITIES

7.1 Developing the local economy for the benefit of all

This report sets out the principles, baselines and calculation methodologies for appraising approved investments and savings across Transformation work streams.

7.2 Helping people live healthy and independent lives

The impacts associated with the people living healthy and independent lives are be captured within Community Impact Assessments for each savings proposals within the Business Plan.

7.3 Supporting and protecting vulnerable people

The impacts associated with the people living healthy and independent lives are be captured within Community Impact Assessments for each savings proposals within the Business Plan.

8. SIGNIFICANT IMPLICATIONS

8.1 Resource Implications

The details of significant implications on resources are set out in the appendices to this report.

8.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

8.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

8.4 Equality and Diversity Implications

There are no significant implications within this category.

8.5 Engagement and Communications Implications

There are no significant implications within this category.

8.6 Localism and Local Member Involvement

There are no significant implications within this category.

8.7 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	T Kelly – 25/04/2017
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	Not applicable
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Not applicable
Have the equality and diversity implications been cleared by your Service Contact?	Not applicable
Have any engagement and communication implications been cleared by Communications?	Not applicable
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Not applicable
Have any Public Health implications been cleared by Public Health	Not applicable

Source Documents	Location
General Purposes Committee Agenda, Reports and Minutes	https://cmis.cambridgeshire.gov.uk/ccs_live/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/2/Default.aspx

BASELINE REPORT FOR TRANSFORMATION FUND INVESTMENTS: June 2017

**Figures are absolute

TITLE		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Recouping under-used direct payment budget allocations (increased monitoring) (C/R.5.306)	Investment	-	87	87	-	-	-	174
	Saving	-	-395	-395	-395	-395	-395	-1,975

Baseline / How will we know if this investment is on track?:

Amounts that are allocated in direct payments but which are not then spent by clients are subject to “clawback”.

Each year the direct payment (DP) clawback budget is rebaselined based on the level of DP clawbacks achieved, the average size of a direct payment and the number of people receiving a direct payment.

In 2017-18 the budget for direct payments is this reviewed figure plus the saving associated with the additional capacity funded through the transformation fund, this totals £1,972k this year. This means monitoring the saving should be easily obtainable by comparing actual clawbacks compared to the profiled budgeted amount up to the monitoring date.

In addition to the budgetary control report the direct payments team have worked with *Business Intelligence* to complete a dashboard that records the number of invoices raised, the average size of clawbacks and the percentage of direct payments that have been monitored in the last twelve months. This should give additional information to ensure that any variances from expected profile can be investigated quickly.

TITLE		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Using assistive technology to help people with learning disabilities live and be safe more independently without the need for 24hr or overnight care (C/R.5.302)	Investment	-	186	-	-	-	-	186
	Saving	-	-214	-214	-214	-214	-214	-1,070

Baseline / How will we know if this investment is on track?:

This investment provides funds to work with specialist assistive technology practitioners and other dedicated resource to review existing and new care packages within the Learning Disability Partnership to ensure that assistive technology can be used to maximise independence, predominantly in night-time support.

As with other care savings within the LDP, the progress of this work will be monitored through the monthly variance reporting process, as the work is expected to deliver reductions in care packages. The variance report process requires spending teams to account for any material changes on a month-by-month and client-by-client basis.

It is also expected that the use of assistive technology will avoid costs being incurred in the first place. Interventions that involve assistive technology are recorded by care teams, and it will be possible to track the status of these cases, and “count-up” the savings made.

TITLE		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Dedicated Reassessment Team - Learning Disabilities (C/R.5.307)	Investment	-	750	-	-	-	-	750
	Saving	-	-2,381	-4,306	-4,306	-4,306	-4,306	-19,605

Baseline / How will we know if this investment is on track?:

This investment has provided capacity for a dedicated reassessment and brokerage team that works alongside existing teams in the Learning Disability Partnership. Savings will ultimately manifest as reductions in care costs following the Transforming Lives approach, either through a change in need following reassessment or through price changes following negotiations with a provider.

Each month, all changes to care packages within the LDP are reviewed by management and categorised. In 2017/18, all packages that have been reduced as a result of activity to deliver savings will be categorised according to the work-stream that drove the saving. It should therefore be straightforward to monitor the total saving that is being delivered, and which teams are driving savings. This process will also allow us to separate the impact of savings from the impact of demographic pressures from increased number or complexity of service-users.

In addition, the reassessment team, along with the locality teams, will keep records of numbers of reassessments completed, and a rolling log of brokerage work undertaken. This should give additional information that will help to explain variances from the expected saving level.

TITLE		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Neighbourhood Cares Transformation Pilot- A New Approach to Social Work in Communities (C/R.5.304)	Investment	-	656	656	-	-	-	1,312
	Saving	-	-	-	-	-	-	-

Baseline / How will we know if this investment is on track?:

“Neighbourhood Cares” will pilot a radically different model of care for older people in two communities in Cambridgeshire, with the aim of offering a better quality of Care.

The key outcomes we want to achieve are:

- Improve quality and continuity for the service user.
- Shift as much resource as possible to the front line so staff have more direct contact with people to get the right help to them at the right time.
- Develop a staff team that are non-hierarchical, self-managing, solution focused and work collaboratively with partners. That will identify capacity gaps in the community and generate capacity particularly in home care.
- Use the learning from the pilot sites for the basis of the wider transformation of services.

The Manager to lead the project has been appointed (Louise Tranham) and the two pilot communities have been selected as St Ives and Soham. The plan in Q1 is to recruit the two teams of Neighbourhood Workers and finalise the evaluation framework for the Pilot.

As part of this work we are have calculated that the amount spent on Older People per 10,000 population is £760k This includes arranged care, direct payments and community care but excludes community equipment and preventative services, assuming that these services would be utilised by the Neighbourhood Cares workers.

By monitoring the spend in these areas against the average for the county next year we should be able to see the financial impact of the investment.

TITLE		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Specialist Support for Adults with Autism to increase their independence (C/R.5.301)	Investment	-	50	-	-	-	-	50
	Saving	-	-72	-72	-72	-72	-72	-360

Baseline / How will we know if this investment is on track?:

This investment provides funding for two fixed term support workers to work with service-users on the Autistic Spectrum to ensure they are more independent and less reliant on formal support.

It is expected that the workers will deliver savings through reducing the value of existing care packages following their interventions. This will be monitored through the monthly categorisation of variances that is undertaken within the Disabilities service.

In addition, this work should avoid costs by reducing the need for some service-users to receive formal care packages, in line with the Transforming Lives approach. We will be able to estimate costs avoided by comparing care packages following interventions to the average increase that is seen when a service-user transitions into a higher-cost placement.

The workers will keep records of all service-users worked with which, combined with information from variance reporting, will make it straightforward to monitor their impact.

TITLE		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Supporting people with physical disabilities & people with autism to live more independently (C/R.5.308)	Investment	-	128	-	-	-	-	128
	Saving	-	-791	-1,231	-1,736	-2,191	-2,191	-8,140

Baseline / How will we know if this investment is on track?:

This investment provides additional social work and administration capacity within the Physical Disabilities team in order to continue the existing programme of reassessments to ensure that care packages are appropriate. Savings will be as a result of reduced cost of existing care packages following their re-design.

Each month, all changes to care packages within the Disabilities service are reviewed by management and categorised. In 2017/18, all packages that have been reduced as a result of activity to deliver savings will be categorised according to the work-stream that drove the saving. It should therefore be straightforward to monitor the total saving that is being delivered, and which teams are driving savings. This process will also allow us to separate the impact of savings from the impact of demographic pressures from increased number or complexity of service-users.

The Disabilities team will keep records of reassessments completed, which should give additional information that will help to explain variances from the expected saving level, such as identifying whether average savings are lower than expected or that reassessments are taking longer than planned.

TITLE		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Total Transport (C/R.5.102)	Investment	-	132	76	38	-	-	246
	Saving	-	-840	-1,275	-1,275	-1,275	-1,275	-5,940

Baseline / How will we know if this investment is on track?:

- It is intended that savings achieved will be monitored via the existing commitment record and via the variance report process. At present when changes are made to the commitment record the reasons for the changes are recorded but this is not closely linked to savings plans; it is planned that this will be amended so that the spreadsheet will also include whether the saving was a result of Total Transport or due to other reasons for example policy changes in terms of eligibility for transport.
- Analysis of tender rounds will be also be undertaken to ascertain where contract savings are as a result of Total Transport changes.
- Savings will be reported bi-monthly to the existing Home to School Project Board. In addition to this, a new sub-group will meet also bi-monthly specifically to monitor the Total Transport roll out with a particular focus on the progress made against the planned savings.

TITLE		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Using assistive technology to support older people to remain independent in their own homes (C/R.5.303)	Investment	84	126	50	-	-	-	260
	Saving	-	-358	-597	-597	-597	-597	-2,746

Baseline / How will we know if this investment is on track?:

The potential savings deliverable from this scheme were modelled as follows:

- 288 older people moved from domiciliary care to residential or nursing care during the 2015/16 financial year.
- We assumed that the use of assistive technology might delay this entry to residential care by 9 months (39 weeks) and that this would save an average of £308 per week per service user in 15% of instances

With these assumptions the predicted annual saving was £518,918 (288 clients x £308 x 39 weeks x 0.15 = £518,918). This saving would be achieved in the 2017/18 financial year.

The annual baseline of moves from care at home to 24 hr residential is 288 or 24 per month. If the target reduction is 15% then this translates into 245 per year or 20.4 per month on average.

Note – Now that we have reached the end of the 2016/17 financial year it is possible to update these figures – in 2016/17 year 234 older people moved from care at home to residential or nursing provision and the average cost difference between community care and residential was £303.

Given the number of variables and potential impacts on care expenditure the service will measure the impact against this baseline by gathering data on:

- **The impact of the Just Checking Assessment Tool (JCAT) on the level of concern expressed by the carer**
Each carer will be asked to score their concern at the beginning and end of the use of the equipment on a scale where 1 is no concerns and 10 is extreme concern, producing a numerical value for an increase or decrease in the level of concern attributed to JCAT
- **The impact of JCAT on the level of concern expressed by the professionals**
The professionals will use the same scale as above to measure their change in level of concern

- **The impact of JCAT on the care solutions being considered**

A list of all of the service users who have used JCAT is being kept by the service and for each the professional involved in the case will be asked to identify the scenario that is most likely prior to the use of JCAT.

Once the JCAT has been removed the decision on what kind of care is required will be updated in the spreadsheet.

Throughout the year those who have had an admission avoidance through JCAT will be monitored to see if and when a change in their package has been made to identify the average delay. This information is unlikely to be useful until the end of the year as it is likely many will not change, however next year we should be able to look back and fully evaluate whether 9 months avoidance was a suitable average.

- **Percentage of people who go to 24 hour live in care or into residential care without doing JCAT**

We would expect the use of JCAT to become widespread and so we will monitor the level of service users who don't use it prior to placement to see whether there is enough availability and whether there are any other areas where it could be introduced to help. It should be noted that it won't necessarily be suitable in all situations and so this won't be evidence of failure but a useful management tool for targeting resources appropriately.

- **Qualitative information and feedback/comments on the impact the equipment had on the care planning**

These will be summarised by the service lead to give a rounded view of the customer and carer experience involved.

To make a reasonable analysis of the impact of the project we will need to combine the tracking of the core number of people moving into residential and nursing care with this more detailed information. Ideally we will see the overall numbers reducing and good evidence from individual cases that the equipment is giving reassurance to support independence and allowing people to stay at home for longer.

The Enhanced Response Service will also feed into the number of service users moving from domiciliary to residential care and so these will need to be considered in conjunction.

TITLE		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Enhanced Occupational Therapy Support to reduce the need for double-handed care (C/R.5.305)	Investment	-	90	90	-	-	-	180
	Saving	-	-252	-252	-252	-252	-252	-1,260

Baseline / How will we know if this investment is on track?:

The Double Up team at the council already has a recording spreadsheet which monitors all of the cases they are involved with.

To align with their work this is split into the following areas:

- **Prevention**

Each time a service users is referred to the double up team as potentially needing double up care the team identify whether or not double up care is avoided and the number of hours that were 'saved'. This is applied to a standard hourly rate and produces a part and full year effect saving based on the date the review was completed.

- **Reductions**

Each client who is referred to the team or identified as needing a review to reduce double up is added to the spreadsheet. Their starting hours are recorded and when the review is complete the new hours needed are recorded. The team do not count the saving until the change has been implemented by the relevant team to ensure that only 'banked' savings are included. Again a part and full year saving is produced/

- **Care Home Project**

As part of the care home project people are referred to the double up care where it is expected that someone may progress from residential to nursing care. Where this is avoided it produces a part and full year saving based on an average nursing care package cost of £700 and their current package.

- **Total Progress against Savings**

A summary tab collates this information and combines it to give a view of the savings made from the year. The Care home tab is new this year but the summary of the rest for 16/17 is shown below.

Once a year the team go back and 'audit' the current situation of clients they have been involved with to identify whether the saving has been sustained, this helps to inform the ongoing effect of each intervention.



			PD	LD	OP	2016/17 TOTAL	Full year effect	
<i>Unverified</i>								
Reductions Achieved			£119,895		£0	£185,391	£305,286	£463,919
Reductions Ready						£0	£0	
Reductions Progressing (assumed 50% achievement)						£0	£0	
Costs avoided (prevention)						£522,978	£818,581	
						£828,265	£1,282,500	
NOTES:	Total							
Prevention Cases Seen	95	CM: 7	NM: 42		TH: 46	76% Success rate		
Total Cases Completed & Closed including preventions	229	CM: 26	NM: 104		TH: 99			
Open Cases	14	0	8		6			
Reductions	44		43% Success Rate			(Including Reduced + Reviewed & Pending)		
Care Hours Saved by reduction	598.4		34% Success Rate on closed cases					
			Total care hours (per week) saved		1609.1			
Care Hours Saved by Prevention	1011							
Equipment spend so far in year	£80K		Care Hours saved by Full Costers:			77		

TITLE		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Increase in client contributions from improving frequency of re-assessment – older people & elderly mental health (C/R.5.312)	Investment	-	46	-	-	-	-	46
	Saving	-	-381	-381	-381	-381	-381	-1,905

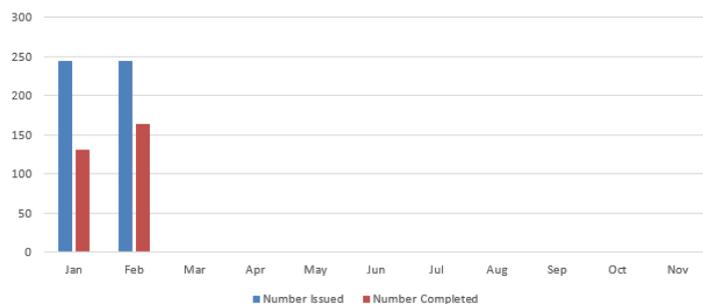
Baseline / How will we know if this investment is on track?:

As part of the reassessment project the Service Delivery Manager will be providing monthly reports on the number of reassessments that have been completed and the financial impact that this will have. As the data has already started to be collected you can see the financial data that is being produced each month and reported at OP&MH management team below.

We will also track the average contribution per client and the percentage of service users that contribute to their care to isolate the effect of changing levels of contribution per service user from the changing number of service users.

Reassessment Forms Issued Vs. Reassessments Completed

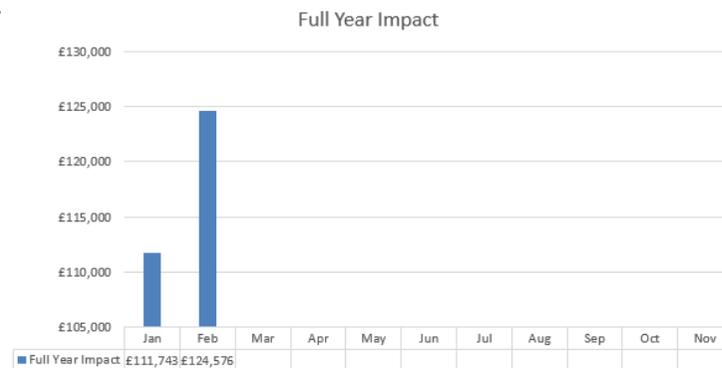
The graph below shows the number of reassessment requests that have been sent to customers and the number of reassessments returned and completed.



The above total's include the assessment forms issued since November 2016 however, these were not processed until January 2017. There has not been any forms issued in February as a considerable backlog of forms developed due to staff absence. This has now been resolved and forms are being issued again.

CCC Reassessment Project

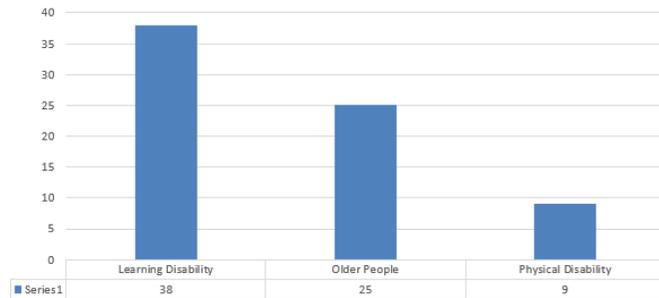
The graph below shows the full year impact of the non-residential reassessments processed to date.



- The weekly increase in contributions is £2,395.69.
- The average increase in contributions is £37.41 per week.
- The average decrease in contributions is £23.02 per week.

Increases by Client Group

The graph below shows the number of reassessment completed by client group where the reassessment has resulted in an increased contribution.



- As the implementation plan was to reassess by those customers who have had to wait the longest for a reassessment, it is expected that younger adults would be initially more impacted than older people.

TITLE		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Enhanced Response Service - Falls and Telecare (C/R.5.313)	Investment	-	417	-	-	-	-	417
	Saving	-	-	-390	-390	-390	-390	-1,560

Baseline / How will we know if this investment is on track?:

The investment provides funds to establish a service to deliver response services for non-injured falls, telecare alerts and other timely one off personal care incidents. The main benefits are expected to be:

1. Reduction of un-necessary ambulance call outs and their associated costs
2. Early identification of individual's circumstances deteriorating and instigation of preventative interventions. This would, in many cases, lead to postponement of need for a social care package.
3. Increased support for informal carers knowing that there is a responding service to assist, especially overnight, enabling them to continue their role for longer, and enabling individuals to remain at home for longer.
4. Facilitate a campaign for the increase of uptake of community alarms and telecare sensors and detectors, thus promoting the prevention offer to a wider range of individuals.

The service will be established on a phased basis by district during 2017/18 and is expected to be fully operational by 2018/19. As a result, some part-year savings are expected to accrue during 2017/18, but full-year savings have been factored into the Business Plan from 2018/19 onwards.

Savings to CCC are based on cost avoidance resulting from fewer hospital admissions and keeping people in their own home for longer. Savings were modelled on the following assumptions:

- Home care packages: target to postpone 4 packages at an average weekly cost of £160, against a 2015/16 baseline of 80 new packages.
- Care home packages: target to postpone 2 packages per month escalating from home care to care home placement at an average weekly differential of £308, against a 2015/16 baseline of 56.

A number of indicators are being developed to monitor performance of the service. Monitoring of savings resulting from avoided costs is likely to be achieved through tracking individuals in receipt of services across Cygnum and AIS and monitoring variations in care provided against the assumptions contained in the model.

It should be noted that services users may receive other tier 2 interventions concurrently (Reablement, Assistive Technology, Adult Early Help) and so this will need to be taken into account when apportioning savings achievement.

It is expected that the service will also deliver savings to health partners, most notably through reduction in ambulance call-out levels. Target activity is for the service to accept 375 call-outs per month when fully operational. Each call-out will result in an avoided ambulance dispatch at a value of £280 each = £105k per month saving, if target activity is achieved.

TITLE		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Adult social care services investment to develop a transformation programme for all adult social care client groups (C/R.5.319)	Investment	-	~500	-	-	-	-	500
	Saving	-	-	-	-	-	-	-

Baseline / How will we know if this investment is on track?:

Initial funding of £500k has been approved to fund external support to help shape and deliver an ambitious change programme across all adult social care client groups. Subsequently, a tendering process has been initiated, and expressions of interest from external providers have started to arrive. Progress will be reported at each quarterly update.

There are no savings attached to this investment during 2017-18, although it is crucial to the Council's longer term financial position. This will be a major focus of future Business Planning rounds.

TITLE		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Adults service delivery – sustaining budgetary performance in the older people budget (C/R.5.320)	Investment	-	600	-	-	-	-	600
	Saving	-	-1,861	-1,861	-1,861	-1,861	-1,861	-9,305

Baseline / How will we know if this investment is on track?:

This investment provides funds for a number of initiatives, which will collectively contribute to maintaining financial performance in adult social care. These include:

- Additional capacity across a range of services;
- Dedicated Continuing Healthcare Team to ensure ongoing health needs are met and funded appropriately;
- Centralising Brokerage of homecare to improve prioritisation;
- Dedicated capacity to focus on recruitment - having staff in place quickly, and managers focused on social work aids our financial control.

Return on investment is linked to the “Ongoing underspends redistribution and rebaselining” proposal (A/R.4.022) which re-allocated some of the underspend in Older People & Mental Health services in 2016/17 to other areas in CFA facing demand pressures. Achievement of this continues unless underlying pressures are identified that impact on the overall budgetary position of OP&MH and cause an overspend to present.

TITLE		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Enhanced Intervention Service for Children with Disabilities (C/R.5.401)	Investment	-	120	120	-	-	-	240
	Saving	-	-174	-696	-696	-696	-696	-2,958

Progress update:

Three staff have been appointed with two in post and a third due to start in May 2017.

Work is already underway with District Managers in the Disability service to identify potential families to work with, starting from the end of May. This allows for a period of staff induction for the new recruits.

Baseline / How will we know if this investment is on track?:

The evaluation process for the project will include financial modelling and a process for evidencing actual savings. The process to achieve this will include for each child supported :

- Confirming the level of spend to support each child as they become supported through the project
- Benchmarking recording of their needs at the point of entry and their likely support trajectory and cost, compared with similar children who have already become accommodated/ placed out of area should no intervention take place.
- Three monthly review to clarify whether support costs and likely trajectory of support have changed.
- Aggregation of the results of individual three month reviews to evidence the impact of the project

Savings will be calculated based on the cost of a residential placement @ £2,300 per week x 52 weeks = £119,600. Monitoring procedures will be put in place to record the date started working with family, and where children have subsequently remained within the family, future checks to ensure they have not entered care at a later date.

TITLE		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Systemic family meetings to be offered at an earlier stage to increase the number of children being diverted from LAC placements (C/R.5.402)	Investment	-	148	148	-	-	-	296
	Saving	-	-461	-611	-611	-611	-611	-2,905

Progress update:

Initial groundwork within the existing clinical team is already underway in order to host additional fixed term posts (June 2017 start anticipated) and embed them where they will be most effective. They will work with the newly appointed Family Network Facilitators to ensure the work of the new service is focussed and optimised.

An evaluation exercise performed by an external agency is planned to be commissioned to evaluate the success of this work.

Baseline / How will we know if this investment is on track?:

Working systemically with families will help us to:

- Develop ways of joint working across different levels of need, responsive to families' needs at different times, to prevent needless referral processes and transfers between services.
- Ensure thoughtful and on-going meaningful life story work engaging fully with all members of a child's extended family.
- Ensure we have adequate contingency plans to keep the child safe within the family thereby decreasing short-term unexpected crises preventing escalation of services (e.g. coming into care in an unplanned way)
- Shorten court process, because there are currently a high number of assessments of family members whilst in the court process. (CAFCASS heat map information currently reports 22 weeks on average for care proceedings in Cambridgeshire).

The overarching objective is to ensure every family has a family plan and is worked with systemically within the units. This approach will prevent children coming into care in an unplanned way (emergency placements) as well working with the family to keep the child at home.

Savings will be calculated based on the cost of an external placement @ £793 per week x 52 weeks = £41,236. The average length of placement is calculated as 52 weeks. Savings will be phased across the year based on 16 children per quarter remaining with their families as opposed to coming into care. Monitoring procedures will be put in place to record the date started working with family, and where children have subsequently remained within the family, future checks to ensure they have not entered care at a later date.

TITLE		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Investment in Children's Social Care Support for young people with complex needs (C/R.5.404)	Investment	-	497	393	-	-	-	890
	Saving	-	-559	-1,089	-1,478	-1,508	-1,508	-6,142

Baseline / How will we know if this investment is on track?:

The transformation bid comprised four areas of savings:

Emergency Placements

Where children become looked after in an emergency they may be placed with an Independent Fostering Agency (IFA). 33 children aged over 10 years that were placed in foster care in an emergency between April 2016 and March were placed with an IFA. The average length of the placement was 56 days (8 weeks) at £793 per week

External Residential Provision

Full residential support will not be fully operational until quarter 3. Key to the model is the consistent wrap-around support for young people with complex needs to avoid the use of costly external residential provision that may not meet need. The original savings plan assumed the average cost of this type of placement was £2300 per week. 5 young people would be supported by the hub rather than being placed or remaining in external residential provision. Current average costs for a residential placement are £3,058 per week.

Escalation of Resources

The hub model will also prevent placement breakdowns by providing outreach support for young people and their carers. 4 of the 50 young people experiencing breakdown since April 2016 were moved to residential provision. End of year figures indicate that the additional cost could be between £2200 - £2600 per week depending on whether young people were originally placed in-house or in IFA fostering.

In the original transformation bid we assumed that that the remaining 46 breakdowns resulted in an escalation of resource to meet needs at an approximated £200 per week increase. Figures in the original bid estimated that if the hub support prevented all

breakdowns, the weekly savings would be: $4 \times \text{£}1300 = \text{£}5200$, $46 \times \text{£}200 = \text{£}9200$; total $\text{£}14\,400$ per week $\times 52 = \text{£}748\,800$ per annum.

Taking a very conservative estimate of avoiding escalation of one young person to a residential placement ($\text{£}52\text{k}$) and avoiding 10% (or 5 placements) of other placements breaking down ($\text{£}52\text{k}$) would result in a saving of $\text{£}104\text{k}$ across 2017/18 and 2018/19.

Alternative to Care

The Alternative to Care service is currently working with 16 YP a quarter. Expectation is that the new service will release capacity to work with additional young people.

Summary

Further analysis of the actual year end costs have identified that savings for individual young people are more likely to exceed our projected figures which were a very conservative estimate. However, due to the project not being fully operational until Quarter 3, costs have been remodelled and will be achieved over the lifetime of the project, however there is a risk of a small shortfall in 2017-18.

TITLE		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Move to full cost recovery for non-statutory highway works (B/R.5.202)	Investment	-	50	-	-	-	-	50
	Saving	-	-100	-200	-200	-200	-200	-900

Baseline / How will we know if this investment is on track?:

Time recording system – system to be installed so staff time can be allocated against schemes including those where we are able to make a charge. Chargeable units identified by the recording system will be totalled and shown as part of this monitoring process, once underway, and the amounts recovered closely monitored.

TITLE		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Street lighting synergies (B/R.6.214)	Investment	633	-	-	-	-	-	633
	Saving	-	-129	-264	-398	-525	-652	-1,941

Baseline / How will we know if this investment is on track?:

- Total investment paid March 2017.

The unitary charge element of the street lighting contract will be at a lower level than it would have been had the investment not been made. The lower charge level will be recorded and reported back as part of monitoring.

TITLE		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Telecommunications hosting policy (F/R.7.109)	Investment	18	-	-	-	-	-	18
	Saving	-	-40	-40	-40	-40	-40	-200

Baseline / How will we know if this investment is on track?:

Policy review went to Assets & Investment Committee 31/03/17 who approved relaxation of current policy. Telecoms consultants will be appointed to identify sites and negotiate with operators with agreements anticipated later in the year. Income generated will be recorded and reported back through the monitoring process.

TITLE		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Commercial approach to contract management (C/R.5.001)	Investment	-	400	-	-	-	-	400
	Saving	-	-500	-2,000	-2,000	-2,000	-2,000	-8,500

Baseline / How will we know if this investment is on track?:

Underspends will be achieved on contractual spend. Where contract management savings are not already identified at specific service level, the further opportunities that are secured will create an underspend and reduced spending, with part-year effects likely. This investment is paying for additional external support in order to identify contract management savings – the external support will be required to identify the savings they deliver, which will be verified by the Council.

TITLE		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Link workers within Adult Mental Health Services (C/R.5.403)	Investment	-	63	84	21	-	-	168
	Saving	-	-	-480	-480	-480	-480	-1,920

Baseline / How will we know if this investment is on track?:

Recruitment to the Adult Mental Health Think Family Developers was delayed due to the Children's Change Programme consultations. Recruitment has now commenced for 2 fixed term post holders to work with Cambridgeshire and Peterborough Foundation Trust to embed Think Family principles within front line practice. As such it is anticipated that the profile of the investment funding will slip by up to 3 months, with investment funding required from quarter 2. Per the Business Plan, there are no assumed savings from this proposal until 2018/19.

Work will be focuses on those service users where there are multiple needs that require a multi-agency approach, providing support to front line adult facing staff to work in a Think Family way with these services users. It is expected the Link Workers will reduce the number of children becoming looked after, by improving support plans so that they take account of the impact of parental mental health on children in the family. 120 children that became Looked After in 2015/16 had 'parental mental health' flagged as a risk factor that contributed to them entering Local Authority care. We estimate that 12 children will be diverted from care per year as a result of the Link Worker. Monitoring procedures will be put in place to record the date started working with family, and where children have subsequently remained within the family, future checks to ensure they have not entered care at a later date.

Sustainability of work: this is a 2 year time limited resource as it is intended that the post holder will work to identify appropriate and realistic recommendations to embed Think Family practice within adult facing teams beyond the life of the roles. We know that the impact on culture change is not immediate and for this reason the savings have been extrapolated across later years. The impact of the link workers will follow the same model as in drug and alcohol services and will deliver sustainable change and momentum through the creation of Think Family 'champions' within adult mental health services once the project has concluded. This means that the permanent saving would be likely to increase over time.

QUARTERLY UPDATE ON TRANSFORMATION FUND INVESTMENTS: 2016-17

**Figures are absolute

TITLE		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Street lighting synergies (B/R.6.214)	Investment	800	-	-	-	-	-	800
	Saving	-	-129	-264	-398	-525	-652	-1,941

Report Author: David Parcell

Tracker: (completed for 2016-17)

	Q1 £000	Q2 £000	Q3 £000	Q4 £000	Total £000	Variance to BP £000
Investment	-	-	-	633	633	-167
Saving	-	-	-	-	-	-

Progress update:

- Total investment paid March 2017.

The total break cost for the current contract was originally estimated to be approximately £800k, and this one off investment was approved from the Transformation Fund by GPC in December 2016. The final cost was £633k and was paid in March 2017. The funding drawn down from the Transformation Fund is £228k as the remainder has been funded within service efficiencies made during 2016-17.

The savings of the PFI contract for street lighting are forecast to start in 2017-18.

TITLE		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL £000
Using assistive technology to support older people to remain independent in their own homes (C/R.5.303)	Investment	100	110	50	-	-	-	260
	Saving	-	-358	-597	-597	-597	-597	-2,746

Report Author: James Wilson

Tracker: (completed for 2016-17)

	Q1 £000	Q2 £000	Q3 £000	Q4 £000	Total £000	Variance to BP £000
Investment	-	-	34	50	84	-16
Saving	-	-	-	-	-	-

Progress update:

Investment Funding Spent

The service has bought 35 units and spent £48,730 (Just Checking), as well as expenditure of £3,173 on other equipment and £1,602 on training.

An additional Assistive Technologist and a new post of Telehealthcare Technician were both recruited to and came in to post in the Autumn. These posts are fixed term for approximately two years. Staffing costs in 2016/17 were £30,874.

Total spent to date £84,379

The rest of the balance of 16/17 is to be carried forward which is mainly due to the timing of the planned training which will continue into 17/18.

Savings Secured

Savings are forecast to start in 2017-18 and so none have been captured here although as the programme has started there will be small savings evident from the information below. These have been captured in the regular financial reporting process and not split out until this point as part of the general preventative work completed by the directorate.

Findings

As a part of the evaluation of the carers and professionals are being asked to rate the level of their concern prior to equipment being installed and again after they have received the feedback from the software charts. The scale is one to ten with 1 being no concerns and 10 being extreme concern.

Professionals Score change	Number of professionals
Increased concern	1
No change in concerns	5
Decreased concerns	10

It is recognised that greater numbers of scores are needed to be able to draw any firm conclusions but the fact that the majority of cases show a change in the opinion of both carers and professionals (up and down) is significant – the information we are getting is changing opinions and allowing us to target care more accurately – giving more or less support as needed.

Outcomes in provision of care from initial sample

	Care being considered before technology used	Actual care change after technology used
Increase in formal care package - day	5	4
24 hour care required	8	5
Increase in telecare	7	7
No change	0	0

The level of care actually deployed in this sample is less than that being considered beforehand – suggesting a positive impact. However clearly this is a small sample and interestingly the cases where care is deployed have not always been those where this

was flagged in advance as a probability. If we look at the 8 cases where 24 hour care was being considered beforehand only 2 actually received this care once the just checking assessment had been completed – with the other 6 therefore theoretically being 'diverted' or 'delayed' from requiring this care. However in 3 other cases where the need for 24hr care had not being flagged as a possibility beforehand the outcome ended with a recommendation for this level of support. In some cases this is because the information provided by the equipment indicated a need but in several was because the service user experienced further falls / crises during the deployment and so the need for such care became apparent.

Opportunities to expand

At the moment the vast majority of referrals are from teams supporting people living at home but where concerns have begun to emerge. However we also think that the methodology could be embedded in the Hospital discharge pathway so that people leaving hospital receive this kind of assessment as part of determining what kind of support (if any) they need on an ongoing basis following their hospital stay.

The ATT Service is based in the OP&MH Directorate and this project focuses on older people – however links are being made to learning disability with a view to joining up the Just Checking Assessment for this client group – and so Sensory Services also.

The ATT service is working with the NHS to work more closely with neighbourhood teams to engage GPs in referring for ATT interventions.

REPORT ON CAPITAL PROGRAMME BOARD

To: **General Purposes Committee**

Meeting Date: **13th June 2017**

From: **Chief Finance Officer**

Electoral division(s): **All**

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

Purpose: **This report provides the Committee with an update on the effectiveness of the Capital Programme Board and its work to date.**

Recommendation: **It is requested that the Committee note the progress of the Capital Programme Board to date.**

<i>Officer contact:</i>	
Name:	Chris Malyon
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Tel:	01223 699796

1.0 BACKGROUND

- 1.1 Capital Programme Board was set up in November 2015 at the request of the Leader of the Council and Strategic Management Team (SMT) to bring more governance to the Council's capital programme. Delivery of the capital programme had previously been around 80% per annum but had dropped to only 60%.

Year	Revised Capital Budget (£m)	Underspend (£m)	% Underspend
2015/16	209.5	-62.2	29.7%
2014/15	197.4	-80.8	40.9%
2013/14	168.2	-62.1	36.9%
2012/13	184.2	-35.1	19.1%

- 1.2 The purpose of Capital Programme Board is to scrutinise development and delivery of the Council's Capital Programme, with a view to ensuring the following outcomes are delivered:

- Improved estimates for cost and time of capital projects;
- Improved project and programme management and governance;
- Improved post project evaluation; and
- Improved prioritisation process across the programme as a whole.

2.0 REMIT

- 2.1 All capital projects are within the remit of Capital Programme Board, but the Board focuses on projects with a capital value of over £1m or those that are of strategic importance to the Council.

- 2.2 The duties of the Capital Programme Board are as follows:

- Provide strategic scrutiny of infrastructure projects at an early stage of development;
- Use robust management information to review the governance and delivery of the infrastructure investment programme;
- Provide advice to Members/SMT about capital investment priorities across the whole capital programme in order to inform decision-making, taking into account that services undertake their own system of prioritisation.
- Review governance and decision-making structures for capital projects to ensure these are fit for purpose;
- Review projected future costs of capital investment;
- Carry out post-project reviews;
- Review and challenge in-year slippage; and
- Review and challenge carry-forwards and any necessary rephasing at the start of the year.

3.0 PROGRESS/ CHANGES TO DATE

3.1 Capital Programme Board has met monthly since its inception. It has become part of the governance structure for the capital programme (see **Appendix A**), with high level business cases now being produced for all capital schemes, which must be approved by the Board before approval is sought from Service Committees. Each month Capital Programme Board considers the capital section of the Integrated Resources & Performance Report and thus has oversight of any major changes in the forecast cost of schemes. Other developments the Board has overseen include:

3.2 Register of Project Sponsors and Project Managers

Prior to the introduction of Capital Programme Board there was no central register of project sponsors and project managers. The Board has worked with services to compile a list of the people responsible for a project's oversight and delivery for all schemes in the 2016/17 Business Plan. For the 2017/18 Business Plan this information has been gathered from the business cases for schemes and once the new ERP system (Agresso) is adopted, this information will be held in the system.

3.3 Capital Roll-forwards

The Board oversaw the process for rolling forward funding that was unspent in 2015/16 due to slippage on schemes into 2016/17. This was a more thorough process than in previous years with a more detailed break-down and a higher level of scrutiny; previously Corporate Finance oversaw the process for rolling forward funding and re-phasing schemes. The new detailed process encouraged Economy, Transport and Environment (ETE) to revisit its 2016/17 capital programme in more depth post-Business Planning and re-phase a lot of its schemes, which it had not done in previous years, thus increasing the likelihood of delivering the revised capital programme.

3.4 Capital Programme Variations Budgets

In response to the observation that slippage on schemes always occurs towards the end of the year but was not forecast throughout the year, Capital Programme Board introduced capital programme variations budgets to make an allowance for slippage in each service, before it was known where this would occur. Thus slippage on the capital programme has been forecast from the beginning of the year and as individual schemes report underspends, these start to utilise the allowance for slippage. This enables better planning for treasury management and a more accurate forecast for debt charges from the beginning of the year.

At the end of 2016/17 the eventual position of the capital programme was - £5.3m (-3.4%) underspend, which shows that the capital programme variations budgets, which were based on the average slippage over the past three years, were reasonably accurate in predicting slippage across the programme. This process of budgeting for capital slippage from the start of

the year has been carried over to the 2017/18 Business Plan and the budgets will be revised based on the new information available for 2016/17 slippage.

This major change in capital programme budgeting has meant the Council had a far lower underspend on the capital programme in 2016/17 than it has seen in recent years. Given the budget for the capital programme informs the revenue budget for financing debt charges, a more accurate capital budget leads to a more accurate debt charges budget, leaving more revenue available for the delivery of services. Including a capital programme variations budget of -£25m in 2016/17 reduced the debt charges revenue budget by around £2m, leading to a corresponding reduction in the savings requirement.

3.5 Post-Implementation Reviews

From the end of 2016/17 Capital Programme Board will receive a summary of the final financial position of every scheme that has been completed in the previous quarter and all schemes with a budget of over £1m will have a full post-implementation review completed, to be considered by Capital Programme Board. The reviews will ask project managers to demonstrate how the scheme has met the original objectives set out in the Business Case and will ask them to identify anything that has been learnt and can be taken forward to other schemes.

3.6 Financial Regulations

The Board has reviewed the Council's financial regulations in relation to capital schemes and updates will be proposed to Members in line with its recommendations. An internal Capital Guidance document has also been produced.

4.0 **ONGOING WORK**

4.1 Capital Business Case Template

A new business case template for capital schemes is being developed for the 2017/18 Business Planning process. This will require a more detailed business case to be presented to Capital Programme Board, and then Service Committees, for each new scheme in the capital programme. Among other developments the new template requires project managers to explain the objectives of the scheme and how these will meet the Council's strategic priorities in more depth, as well as identifying the key milestones of a project. This will enable the Board to monitor the progress of schemes better throughout their duration and coincides with the work on post-implementation reviews, as these reviews look at whether the objectives set out in the original business case have been met.

4.2 Presentation of Capital Budgets in the Business Plan

At the request of Group Leaders Capital Programme Board is considering whether it is possible and indeed desirable to present the budgets for schemes that have not yet been let to contractors in a different way. Included in this work is consideration of how capital contingency budgets are presented and monitored.

5.0 **OTHER IMPROVEMENTS**

5.1 The creation of Capital Programme Board means that there is now a dedicated forum for discussing Internal Audit reports in respect of capital issues, such as the Ely Archives report. Given the Board has the authority to implement the changes needed across the whole capital programme, this makes a coordinated response to audit actions far easier than it has been previously.

5.2 Capital Programme Board also facilitates communication between services on their capital programmes, which encourages collaboration in a standardised approach to managing the capital programme.

5.3 As Capital Programme Board meets monthly the Council is able to move towards a year-round process of planning capital schemes, allowing for better planning of a multi-year capital programme and year-round development of capital schemes with proper challenge before schemes are taken to Service Committees.

6.0 **ALIGNMENT WITH CORPORATE PRIORITIES**

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

There are no significant implications for this priority.

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

There are no significant implications for this priority.

6.3 **Supporting and protecting vulnerable people**

There are no significant implications for this priority.

7.0 **SIGNIFICANT IMPLICATIONS**

7.1 **Resource Implications**

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

7.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

7.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

7.4 Equality and Diversity Implications

There are no significant implications within this category.

7.5 Engagement and Communications Implications

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

7.6 Localism and Local Member Involvement

There are no significant implications within this category.

7.7 Public Health Implications

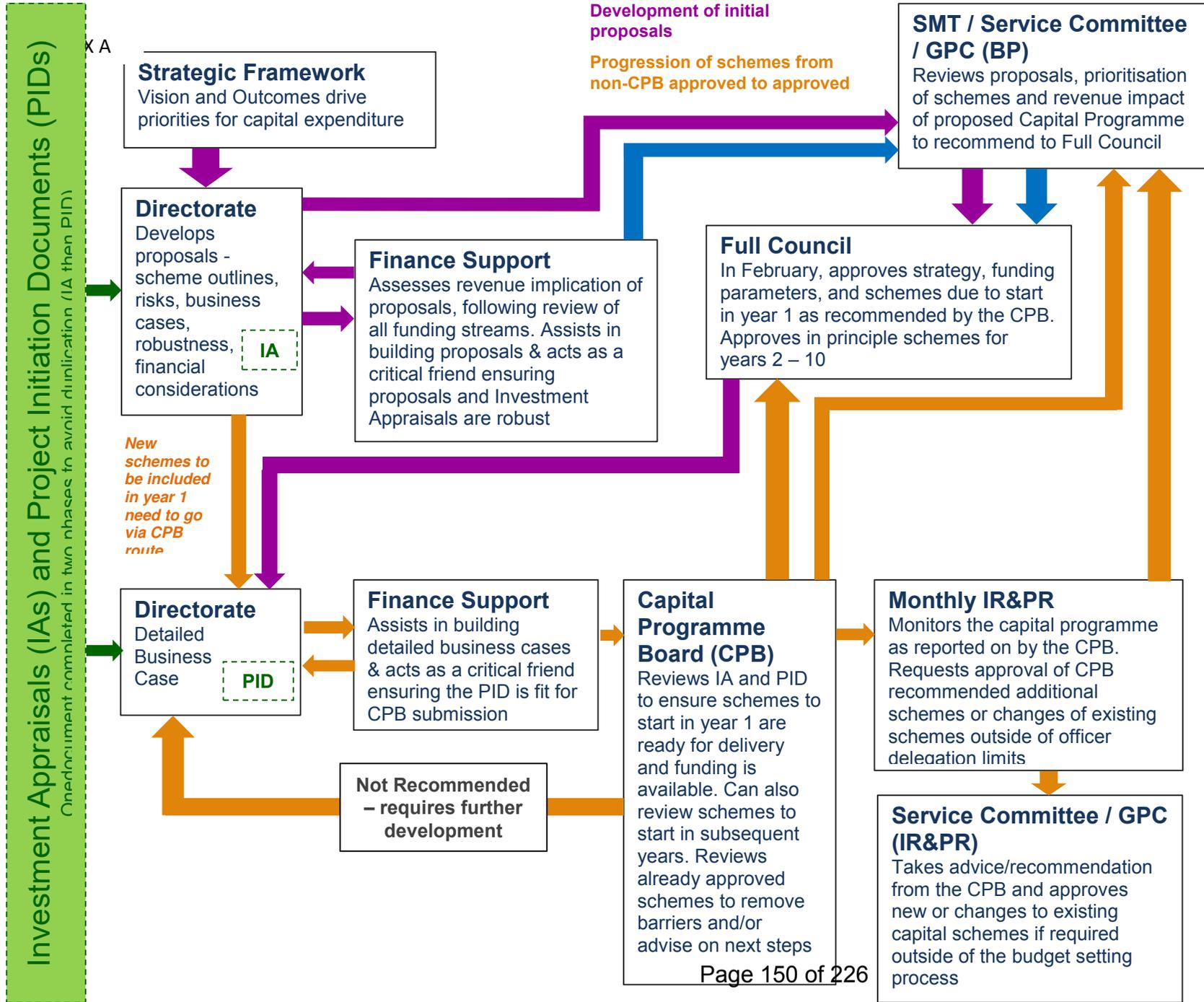
There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Chris Malyon
Have the procurement/contractual/Council Contract Procedure Rules implications been cleared by Finance?	No Name of Officer: Not applicable
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	No Name of Officer: Not applicable
Have the equality and diversity implications been cleared by your Service Contact?	No Name of Officer: Not applicable
Have any engagement and communication implications been cleared by Communications?	No Name of Officer: Not applicable

Have any localism and Local Member involvement issues been cleared by your Service Contact?	No Name of Officer: Not applicable
Have any Public Health implications been cleared by Public Health	No Name of Officer: Not applicable

Source Documents	Location
Capital Programme Board Terms of Reference Capital Programme Board Agenda and Minutes	1 st Floor, Octagon, Shire Hall, Cambridge

CCC Capital governance



- May - February**
- Mid May**
CPB reviews roll forwards and rephasing (for current year schemes)
 - May to Mid-August**
Services review all existing schemes in programme and develop new bids, inc. IAs
 - Mid-August**
CPB reviews capital IAs and PIDs (Yr 1 schemes)
 - End August**
SMT reviews whole programme
 - September**
Service committees review programme
CPB reviews prioritisation of whole programme
 - October**
GPC reviews prioritisation
 - November & December**
Service committees review relevant parts of the revised programme
 - January**
GPC reviews whole BP and recommends to Full Council
 - February**
Full Council agrees BP
- ONGOING**
- Year 1 schemes not yet approved via CPB – see above timescales
 - Year 2+ schemes reviewed by CPB as and when developed as part of monthly meetings
 - CPB monitors capital programme monthly
 - PIDs for new / changed schemes sent to CPB before approval is requested by service committee / in monthly IR&PR

FUNDING ADJUSTMENTS FOR 2017-18 BUSINESS PLANNING

To: General Purposes Committee

Meeting Date: 13 June 2017

From: Chief Finance Officer

Electoral division(s): All

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

Purpose: To provide an update to the committee on the funding adjustments as announced in the Final Local Government Finance Settlement.

Recommendations: It is recommended that the Committee note the impact of the Final Local Government Finance Settlement on the Council's 2017-18 Business Plan.

Officer contact:

Name:	Chris Malyon
Post:	Chief Finance Officer
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Tel:	01223 699796

1. BACKGROUND

- 1.1 The Council's Business Plan was discussed and approved at the meeting of Full Council on 14 February 2017. At the time of the meeting, the Final Local Government Finance Settlement had not been published. Delegation was given to the Chief Finance Officer, in consultation with the Leader of the Council, to make technical revisions to the Business Plan to reflect any changes deemed appropriate as a result of the final settlement.
- 1.2 An overview of the announcements in the final settlement and the implications of those for the Council is set out below.

2. ANNOUNCEMENTS IN THE FINAL LOCAL GOVERNMENT FINANCE SETTLEMENT 2017-18

- 2.1 On 22 February 2017, Sajid Javid, the Secretary of State for Communities and Local Government, announced the publication of the final 2017-18 settlement in an oral statement to the House of Commons.

Business Rates

- 2.2 The Government has committed to devolving 100% of business rates to local government and announced plans to undertake further pilot areas in 2018 to 2019. The nationwide roll-out of 100% business rates retention is still planned to take place across England in 2019 to 2020.

Adult Social Care

- 2.3 The final settlement confirmed the already announced £240 million new adult social care support grant. The allocation for Cambridgeshire was advised in the report to General Purposes Committee on 10 January 2017, and remains unchanged. Further funding was later announced for the Better Care Fund (see section 4)

Council Tax

- 2.4 The referendum principles announced in the provisional settlement remain unchanged, and are outlined in paragraphs 2.7 to 2.10 in the report to General Purposes Committee on 10 January 2017.

3. IMPLICATIONS FOR THE 2017-18 BUSINESS PLAN

- 3.1 The final settlement figures were largely unchanged from those announced in the provisional settlement and therefore included within the Council's 2017-18 Business Plan. Overall there was an £8k change in expected funding.
- 3.2 Shown below is the 2017-18 revenue impact of the adjustments in corporate grants between the provisional settlement figures and those announced in the final settlement.

	£000		
	Provisional Settlement	Final Settlement	Difference
Revenue Support Grant	15,312	15,312	-
Transitional Support Grant	3,170	3,170	-
New Homes Bonus	4,276	4,273	-3
Adult Social Care Support Grant	2,334	2,334	-
Public Health Grant	26,946	26,946	-
Independent Living Fund	1,270	1,270	-
Lead Local Flood Grant	46	46	-
Extended Rights to Free Travel	466	477	11
Change in funding			8

3.3 As previously outlined, one of the key changes announced in the Schools Revenue Funding Settlement was transitional arrangements for the end of the Education Services Grant (ESG) in September 2017. The ESG is currently treated as a separate corporate grant in our accounting, but going forward this will be replaced by a combination of transitional grant for 2017-18, a top slice of Dedicated Schools Grant (DSG) funding and an increase in income from maintained schools. The total of these funding streams will change during the financial year (2017-18) based on the number of maintained schools and academy conversions up to September 2017. An update on the sources of and revised amounts of funding will therefore be provided to the Committee through the Integrated Resources and Performance Report in the Autumn once transitional funding amounts have been finalised.

4. FUNDING ANNOUNCEMENTS AFTER THE SETTLEMENT

4.1 In the Spring Budget on 8 March 2017, the Chancellor announced further funding for Adult Social Care, described as supplementary improved Better Care Fund grant. The impact for Cambridgeshire is detailed below. (These figures are absolute rather than cumulative, i.e. the grant peaks in 2017-18 and then decreases in the following two years).

	2017-18 £000	2018-19 £000	2019-20 £000
Additional funding for Adult Social Care	8,339	6,568	3,274

4.2 The conditions of grant, provided so far, require the local authority to:

- pool the grant funding into the local Better Care Fund;
- work with the Clinical Commissioning Group and care providers to meet the national conditions around managing transfers of care from hospital; and
- provide quarterly reports as required by the Secretary of State

4.3 The government has made clear that part of this funding is intended to enable local authorities to provide stability and extra capacity in local care systems. Although at the time of writing the full national BCF policy framework and planning requirements for 2017-19 are awaited, the Council is progressing plans to deploy the funding with the Clinical Commissioning Group. This will need to be submitted back to government and agreed through each organisation's governance processes. This funding is essentially "one-off" in

nature, which adds a complication, and the Council is considering the one-off investments agreed by General Purposes Committee in Adult Social Care as part of this planning process.

- 4.4 On 9 March 2017, the Public Health Minister announced the ring fence on public health grants will be retained until 2019.

5. ALIGNMENT WITH CORPORATE PRIORITIES

- 5.1 The Business Plan's purpose is to consider and review the Council's vision and priorities and therefore no additional comments are made here.

6. SIGNIFICANT IMPLICATIONS

6.1 Resource Implications

This report sets out the financial implications that the final grant settlement will have on the Council's resources as contained within the Business Plan.

6.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

6.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

6.4 Equality and Diversity Implications

There are no significant implications within this category.

6.5 Engagement and Communications Implications

There are no significant implications within this category.

6.6 Localism and Local Member Involvement

There are no significant implications within this category.

6.7 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Tom Kelly
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	Not applicable
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Not applicable
Have the equality and diversity implications been cleared by your Service Contact?	Not applicable
Have any engagement and communication implications been cleared by Communications?	Not applicable
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Not applicable
Have any Public Health implications been cleared by Public Health	Not applicable

Source Documents

Local Government Finance Settlement 2017-18 – report to General Purposes Committee on 10 January 2017

TREASURY MANAGEMENT QUARTER FOUR

To: **General Purposes Committee**

Meeting Date: **13th June 2017**

From: **Chief Finance Officer**

Electoral division(s): **All**

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

Purpose: **To provide the fourth quarterly update on the Treasury Management Strategy 2016-17, approved by Council in February 2016.**

Recommendation: **The General Purposes Committee is recommended to note the Treasury Management Quarter Four Report 2016-17 and forward to full Council to note.**

Officer contact:

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1. BACKGROUND

1.1 Treasury Management is governed by the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management (the Code). The Code has been developed to meet the needs of Local Authorities and its recommendations provide a basis to form clear treasury management objectives and to structure and maintain sound treasury management policies and practices.

1.2 The Code was adopted via the Treasury Management Strategy Statement (TMSS), which was approved by Council in February 2016. It requires the Council to produce an annual treasury report and a half yearly report. Alongside these, General Purposes Committee are also provided with quarterly updates on progress against the Strategy.

1.3 This report has been developed in consultation with the Council's external investment manager and treasury adviser, Capita Asset Services (CAS) and provides an update for the fourth quarter to 31st March 2017.

2. SUMMARY OF KEY HEADLINES

2.1 The main highlights for the quarter are:

- Investment returns received on cash balances, compares favourably to the benchmarks. A return of 0.26% was achieved compared to the 7 day and 3 month London Interbank Bid Rate (LIBID) benchmark (0.11%, 0.23% respectively). See section 6.
- An underspend of £2.206m was delivered for the debt charges budget this year. Net interest payments were lower than budgeted because long term borrowing was deferred in favour of short term temporary loans struck at low rates of interest. Careful management of the Council's balance sheet and a strategy of internal borrowing continued throughout the course of the year to optimise the treasury position and maximise savings where possible. In addition £1.015m of the underspend reported above was achieved following receipt of interest accrued on S106 monies which had not been budgeted. For further information please see Section 9.
- The UK Municipal Bonds Agency is expected to issue its first bond on behalf of local authorities, including Cambridgeshire in the coming months. See Section 10.

3. THE ECONOMIC ENVIRONMENT

3.1 A detailed economic commentary is provided in Appendix 1. This information has been provided by Capita Asset Services – Treasury Solutions (CAS Treasury Solutions), the Council's treasury management advisors.

3.2 During the quarter ended 31st March 2017, the significant UK headlines of this analysis were:

- The economy lost some momentum;
- Rising inflation started to dent household consumption;

- The labour market continued to tighten but wage growth softened;
- One MPC member voted for an increase in Bank Rate as CPI inflation exceeded the 2% target;
- The Brexit Process was started with the triggering of Article 50.

4. SUMMARY PORTFOLIO POSITION

4.1 A snapshot of the Council's debt and investment position is shown in the table below:

	TMSS 2016-17 31 Mar 2017 Forecast (as agreed by Council Feb 2016)		Actual as at 31 March 2016		Actual as at 31 March 2017	
	£m	Rate %	£m	Rate %	£m	Rate %
Long term borrowing						
PWLB	405.0	4.3	278.6	4.3	278.6	4.3
PWLB (3 rd Party Loans)	-		0	-	3.9	2.3
Market	-		0	-	30.0	4.0
LOBO	79.5	3.7	79.5	3.7	34.5	3.6
Total long term	484.5	4.2	358.1	4.2	347.0	4.3
Short term borrowing	-	-	-	-	92.0	0.4
Total borrowing	484.5	4.2	358.1	4.2	439.0	3.4
Investments	5.6	0.5	10.1	0.5	40.5	0.3
Total Net Debt / Borrowing	478.9	-	348	-	398.5	-
3rd Party Loans & Share Capital	-	-	0.4	-	4.3	-

4.2 Net debt at 31st March 2017 is considerably less than originally set out in the Treasury Management Strategy Statement in February 2016. A balance sheet review will be carried out once draft financial statements become available in June which will provide useful detailed analysis of the Council's loans and investments in relation to its Capital Financing Requirement and reserves. The change is largely due to a stronger than anticipated working capital surplus driven by increases in capital grants received in advance (particularly City Deal and Local Enterprise Partnership (LEP)).

4.3 Further analysis of borrowing and investments is covered in the following two sections.

5. BORROWING

- 5.1 The Council can take out loans in order to fund spending for its Capital Programme. The amount of new borrowing required each year is determined by capital expenditure plans and projections of the Capital Financing Requirement, forecast reserves and current and projected economic conditions.

New loans and repayment of loans:

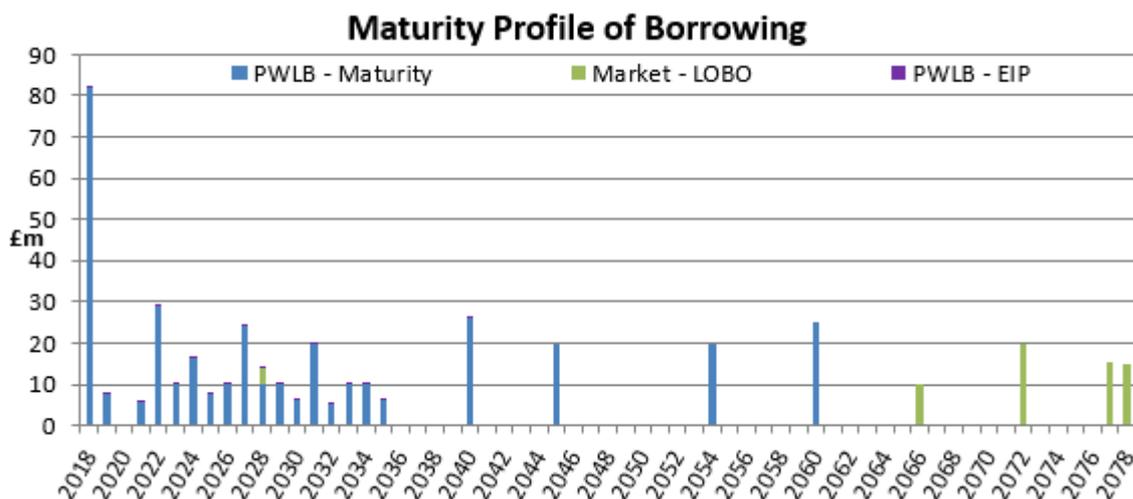
- 5.2 The table below shows details of new long term (>1yr) loans raised and loans repaid during 2016-17.
- 5.3 A £4m PWLB loan repayable in equal instalments over the term was raised to on-lend to the Arthur Rank Hospice Charity earlier in the year. No other long term loans were raised or repaid during the year to date.

Lender	Raised / Repaid	Start Date	Maturity Date	£m	Interest Rate %	Duration (yrs)
PWLB	Raised	16/06/2016	16/06/2041	4.0	2.34%	25

- 5.4 An option in a loan contract with Siemens Financial Services allowed the Council to repay a £15m loan before its final maturity date in February 2027 and refinance with cheaper short term borrowing.

Maturity profile of borrowing:

- 5.5 The following graph shows the maturity profile of the Council's loans. The majority of loans have a fixed interest rate and are long term which limits the Council's exposure to interest rate fluctuations. The weighted average years to maturity of the portfolio (assuming Lender Option Borrower Option (LOBO) Loans run to maturity) is 18.8 years.
- 5.6 The presentation below differs from that in Treasury Indicator for maturity structure of borrowing in **Appendix 2** paragraph 4, in that the graph below includes LOBO loans at their final maturity rather than their next call date. In the current low interest rate environment the likelihood of the interest rates on these loans being raised and the loans requiring repayment at the break period is extremely low.



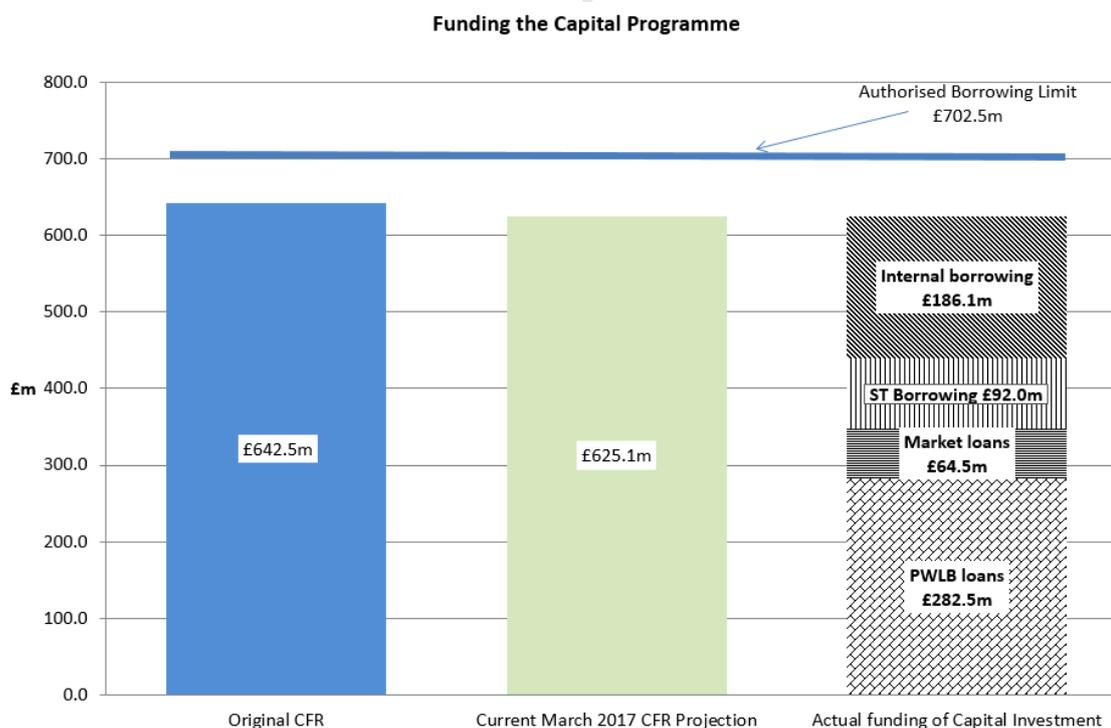
Loan restructuring:

- 5.7** When market conditions are favourable long term loans can be restructured to:
- to generate cash savings
 - to reduce the average interest rate
 - to enhance the balance of the portfolio by amending the maturity profile and/or the level of volatility. (Volatility is determined by the fixed/variable interest rate mix.)
- 5.8** During the quarter there were no opportunities for the Council to restructure its borrowing due to the position of the Council's borrowing portfolio compared to market conditions. Debt rescheduling will be considered subject to conditions being favourable but it is unlikely that opportunities will present themselves during this year. The position will be kept under review, and when opportunities for savings do arise, debt rescheduling will be undertaken to meet business needs.

Funding the Capital Programme:

- 5.9** The Treasury Management Strategy Statement (TMSS) sets out the plan for treasury management activities over the next year. It identifies the expected level of borrowing and investment levels. When the 2016-17 TMSS was set, it was anticipated that the Capital Financing Requirement (CFR), the Council's liability for financing the agreed Capital Programme, would be £642.5m. This figure is naturally subject to change as a result of changes to the approved capital programme.

5.10 The Chart below compares the maximum the Council could borrow in 2016-17 with the forecast CFR at 31st March 2017 and the actual position of how this is being financed at 31st March 2017.



5.11 As shown on the chart above, it can be seen that the council’s current CFR projection is £77.4m below the statutory Authorised Borrowing Limit set for the Council at the start of the year.

5.12 In addition, the chart shows how the Council is currently funding its borrowing requirement (through internal and external resources). At 31st March, based on current projections of the Capital Financing Requirement, internal borrowing is expected to be approximately £186.1m. Internal borrowing is the use of the Council’s surplus cash to finance the borrowing liability instead of borrowing externally.

5.13 The Council has now maximised this internal borrowing position to optimise the treasury position, reduce credit risk associated with investing and generate revenue savings. Therefore new loans, which have been budgeted for, will be required to maintain sufficient operational cash resources during 2017/18. Sources of finance include short term loans (out to 5 years) from other local authorities, the PWLB and the Municipal Bonds Agency.

6. INVESTMENTS

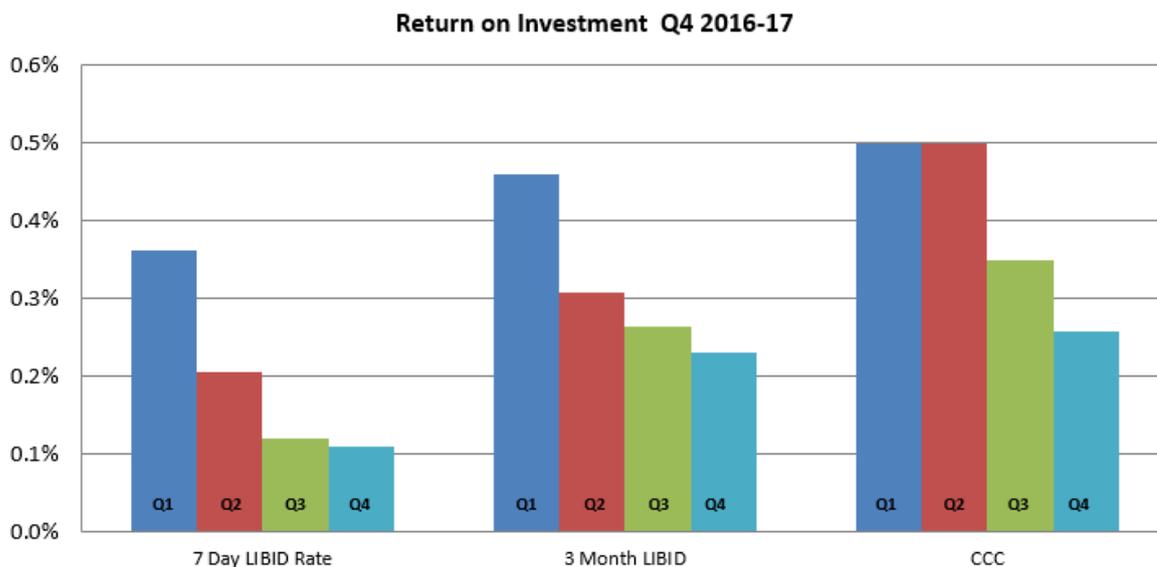
6.1 Investment activity is carried out within the Council’s counterparty policies and criteria, and with a clear strategy of risk management in line with the Council’s treasury strategy for 2016-17. This ensures that the principle of considering security, liquidity and yield, in that order (SLY), is consistently applied. The Council will therefore aim to achieve the optimum return on investments

commensurate with proper levels of security and liquidity. Any variations to agreed policies and practices are reported to GPC and Council.

- 6.2** As described in paragraph 5.12, the strategy currently employed by the Council of internal borrowing also has the affect of limiting the Council's investment exposure to the financial markets, thereby reducing credit risk.
- 6.3** As at 31st March the level of investment totalled £40.5m, excluding 3rd party loans and share capital which are classed as capital expenditure. The level of cash available for investment is as a result of reserves, balances and working capital the Council holds. These funds can be invested in money market deposits, placed in funds or used to reduce external borrowings.
- 6.4** A breakdown of investments by asset allocation are shown in the graph below, with detail at **Appendix 3**. The majority of investments are in notice and call accounts and money market funds to meet the liquidity demands of the Council. The weighted average time to maturity of investments at 31st March is 1 day. Where possible deposits are placed for longer durations with appropriate counterparties to obtain enhanced rates of return.



6.5 The graph below compares the returns on investments with the relevant benchmarks for the each quarter this year.



6.6 It can be seen from the graph that investments returned 0.26% during the quarter which is more than both the 7 day London Interbank Bid Rate (LIBID) (0.11%), 3 month LIBID (0.23%) benchmarks.

6.7 Using credit ratings, the investment portfolio’s historic risk of default stands at 0.0001%. This simply provides a calculation of the possibility of average default against the historical default rates. The Council is also a member of a benchmarking group run by CAS which shows that, for the value of risk undertaken and duration of investments, the returns generated are currently below the Model Band. This is because the Council maintains low cash balances compared to the size of its balance sheet, and a high proportion of these balances are held in a low interest bearing instant access account with Barclays, to meet business needs.

6.8 Leaving market conditions to one side, the Council’s return on investment is influenced by a number of factors, the largest contributors being the duration of investments and the credit quality of the institution or instrument. Credit risk is a measure of the likelihood of default and is controlled through the creditworthiness policy approved by Council. The duration of an investment introduces liquidity risk; the risk that funds cannot be accessed when required, and interest rate risk; the risk that arises from fluctuating market interest rates. These factors and associated risks are actively managed by the LGSS Treasury team together with the Council’s Treasury Advisors (CAS).

7. OUTLOOK

7.1 The current interest rate forecast is shown in the graph below. The performance of the economy over the coming months will be critical for any further monetary policy easing or tightening. The central forecast now is for increases in Bank Rate to commence in quarter ending June 2019, but these will very much depend on how strongly and how soon the economy makes a gradual recovery, and so start a

process of very gradual increases in Bank Rate over a prolonged period.

- 7.2** Geopolitical events, sovereign debt crisis developments and slowing emerging market economies make forecasting Public Works Loan Board (PWLB) rates highly unpredictable in the shorter term. The general expectation for an eventual trend of gently rising gilt yields and PWLB rates is expected to remain unchanged. An eventual world economic recovery may also see investors switching from the safe haven of bonds to equities.



- 7.3** From a strategic perspective, the Council is continually reviewing options as to the timing of any potential borrowing and also the alternative approaches around further utilising cash balances and undertaking shorter term borrowing which could potentially generate savings subject to an assessment of the interest rate risks involved. Cash flows in the last couple of years have been sufficiently robust for the Council to use its balance sheet strength to limit the amount of new long term borrowing undertaken. However during 2016-17 additional borrowing, albeit short term, has been undertaken as the Council experiences an increasing Capital Financing Requirement.

8. THIRD PARTY LOANS

- 8.1** A loan to Arthur Rank Hospice Charity of £4m was approved in 2015-16 and advanced in the form of a secured loan in June 2016 to enable the charity to build a 24 bedded hospice.
- 8.2** Interest and principal repayments for this loan have been made accordance with the loan agreements.

9. DEBT FINANCING BUDGET

- 9.1** Overall an under spend of £2.206m is currently forecasted and reported for Debt Charges. The variance is largely due to the continuation of the Internal Borrowing strategy resulting in lower than budgeted net interest payments. The positive variance for interest receivable includes interest of £1.015m received on S106 monies which was not budgeted.

	Budget	Estimated Outturn	Variance
	£m	£m	£m
Interest payable	16.363	14.962	-1.401
Interest receivable	-0.459	-1.552	-1.093
Internal recharges & Other	0.491	0.408	-0.083
MRP	8.560	8.930	0.370
Total	24.955	22.748	-2.206

9.2 Although there is link between the capital programme, net borrowing and the revenue budget, the Debt Charges budget is impacted by the timing of long term borrowing decisions. These decisions are made in the context of other factors including, interest rate forecasts, forecast levels of cash reserves and the borrowing requirement for the Council over the life of the Business Plan and beyond.

10. MUNICIPAL BONDS AGENCY

10.1 The UK Municipal Bonds Agency is now ready to issue bonds on behalf of local authorities and the first issuance is expected imminently. This authority has approved the relevant documents and guarantees that allow borrowing from the Agency and it is anticipated that Cambridgeshire will participate in the first bond issue to raise a small amount of borrowing.

11. COMPLIANCE WITH TREASURY LIMITS AND PRUDENTIAL INDICATORS

11.1 With effect from 1st April 2004 The Prudential Code became statute as part of the Local Government Act 2003 and was revised in 2011.

11.2 The key objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of the Council are affordable, prudent and sustainable. To ensure compliance with this the Council is required to set and monitor a number of Prudential Indicators.

11.3 During the financial year to date the Council has operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Management Strategy Statement (TMSS) and in compliance with the Council's Treasury Management Practices. The Prudential and Treasury Indicators are shown in **Appendix 2**.

12. ALIGNMENT WITH CORPORATE PRIORITIES

12.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

12.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

12.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

13. SIGNIFICANT IMPLICATIONS

13.1 Resource Implications

This report provides information on performance against the Treasury Management Strategy. Section 10 shows the impact of treasury decisions impacting the Debt Charges Budget, which are driven by the capital programme and the Council's overall financial position.

13.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications in this category

13.3 Statutory, Legal and Risk Implications

The Council continues to operate within the statutory requirements for borrowing and investments. Further details can be found within the Prudential Indicators in **Appendix 2**.

13.4 Equality and Diversity Implications

There are no significant implications in this category

13.5 Engagement and Communications Implications

There are no significant implications in this category.

13.6 Localism and Local Member Involvement

There are no significant implications in this category

13.7 Public Health Implications

There are no significant implications in this category

List of Appendices

Appendix 1: Economic Update (provided by Capita Asset Services Treasury Solutions)

Appendix 2: Capital and Treasury Prudential Indicators

Appendix 3: Investment Portfolio

Source Documents	Location
None	Not applicable

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Chris Malyon
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	Not applicable
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Fiona McMillan
Have the equality and diversity implications been cleared by your Service Contact?	Not applicable
Have any engagement and communication implications been cleared by Communications?	Yes Christine Birchall
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Not applicable
Have any Public Health implications been cleared by Public Health	Yes Tess Campbell

Economic Update (provided by CAS Treasury Solutions)

Quarter Ended 31st March 2017

1. Having finished 2016 strongly, the economy looks to have lost a little momentum in Q1 of 2017. Quarterly GDP growth of 0.7% in Q4 2016 marked an acceleration of growth from 0.5% in the preceding quarter. However, the Markit/CIPS all-sector PMI fell from an average of 54.5 in Q4 to an average of 53.9 in January and February, which is consistent with quarterly GDP growth of about 0.5%.
2. A slowdown in consumer spending, which was the key driver of growth in 2016, looks to be behind this overall slowdown in growth. While retail sales rose by 1.4% on the month in February, that followed three consecutive monthly declines. Indeed, retail sales would have to post a monthly increase of over 3% in March to prevent sales from falling on a quarterly basis in Q1. That said, retail sales only account for around a third of household spending and recent evidence on other areas of household spending has been more encouraging; e.g. the Bank of England's Agents' Score of consumer services turnover has held steady at a fairly high level.
3. But some marginal slowdown in household consumption seems inevitable. Q4's National Accounts revealed a second consecutive quarterly decline in households' real disposable incomes. As a result, the 0.7% rise in overall household spending in the same quarter had to be funded entirely through households reducing the proportion of income that they save. With wage growth still subdued and inflation continuing to rise, it seems unlikely that households will be able to maintain that pace of spending growth.
4. Indeed, wage growth slowed a touch in January. Headline annual average weekly earnings growth eased from 2.6% to 2.2%. However, that slowdown is at odds with the tight labour market with the unemployment rate falling from 4.8% to 4.7%, the equal-lowest since 1975. What's more, despite the limited number of individuals still looking for work, annual employment growth has maintained its recent pace of around 1%. Looking ahead, we doubt that Brexit-related job losses will put a significant dent in employment. Indeed, survey measures of firms' employment intentions are consistent with private sector employment continuing to grow at its current pace in the near-term.
5. Meanwhile, inflation has picked up faster than had been expected. CPI inflation rose from an average of 1.2% in Q4 2016, to 1.9% in January and 2.3% in February, breaching the MPC's 2% target for the first time since November 2013. The February print was an upside surprise to both the market and the Bank of England, who had expected inflation of 2.1%. The increase was mainly due to inflation on exchange rate-sensitive components as the pound's post Brexit-vote depreciation fed into higher prices on imported goods.
6. Producer input price inflation has also picked up markedly, reaching around 20% in January and February up from an average of around 14% in Q4. Given the substantial time it takes for changes in producer input prices to work their way through to CPI inflation, further increases in the latter are in the pipe line. We expect

CPI inflation to reach a peak of around 3.3% in October before starting to fall back as the effects of the fall in the exchange rate on consumer price inflation statistics starts to fade.

7. While the March MPC meeting came before the latest increase in inflation, the Committee's tolerance for higher inflation appeared to have already diminished somewhat. Kristen Forbes voted for a Bank Rate increase while it would reportedly take "little further upside news on the prospects for activity or inflation", for some other members to join her. However, given subdued domestically generated inflation, as emphasized by the recent slowdown in wage growth, we think the majority of the MPC will "look-through" an exchange rate driven bout of inflation as they have previously said that they would do. Indeed, we expect rates to remain on hold until around mid-2018.
8. In contrast, the US Fed hiked rates, as had been widely anticipated, by 25 bp in March, taking the Fed funds target range to between 0.75% and 1.00%. Meanwhile, the ECB stuck to its plan of slowing the pace of its asset purchases from April 2017, and then continuing purchases at the lower level until December 2017, and has been quick to counter speculation that tightening could be around the corner given the improvement in the economic data. As a result, we have seen what we think will prove the beginnings of a historically-unusual divergence in Western monetary policy over the next year or so.
9. Meanwhile, the public finances improved much faster than the OBR had forecast at the time of the Autumn Statement. PSNB ex in the first eleven months of the fiscal year of £47.8bn was 29% below that from a year earlier whereas the OBR had forecast a 10% reduction.
10. But OBR judged the negative effects of Brexit on activity and the public finances to have been merely delayed rather than diminished in their spring Budget forecast, denying the Chancellor a vastly lower borrowing forecast. In terms of measures, the Budget was a quiet affair, at least from a fiscal point of view. Chancellor Hammond delivered a small increase in social care spending which was set to be offset by a rise in national insurance contributions, until the latter was reversed within days. But given that the OBR forecast that the cyclically adjusted budget deficit in 2020-21 will be 1.1% of GDP, below Hammond's target of 2%, the Chancellor still has some wriggle room.
11. In the US, President Trump's difficulty in getting support from Congress and the Senate is likely to be a sign that it will take longer than originally anticipated to pass a fiscal stimulus. By next year, however, we see tax cuts being passed in contrast to continued austerity in the UK. We think that US GDP will rise by 2.7% in 2017 and 2.2% in 2018.
12. Meanwhile, in financial markets, the FTSE 100 rose by 2.5% between the quarter ends of Q4 and Q1, and touched a fresh record high in the interim reflecting the continuing improvement of global inflation and growth data. As for the FTSE UK local index, which only includes firms for which most of their sales are generated in the UK, (this excludes the boost to equity prices from the lower pound), this has recovered to its pre-referendum level. Meanwhile, 10-year gilt yields fell back by 10bps to around 1.1% during Q1, but that only partially reversed the 50bps rise seen in Q4.

13. Finally, the UK Government triggered Article 50 at the end of March. The initial exchanges have been constructive, with both sides seemingly wanting to pursue a free trade deal, but talks on that will only begin once the EU is satisfied with progress on the terms of Britain's withdrawal. The withdrawal negotiations will begin in June with the UK's exit bill the first potential sticking point. The outcome of the negotiations is set to be ratified by the UK and EU parliaments in late 2018. But any future trade deal can't be officially agreed until the UK has left the EU. Therefore, upon the UK's exit in March 2019, a transitional arrangement is likely while the details of a future trading relationship are finalised.

Prudential and Treasury Indicators at 31st March 2017**Monitoring of Prudential and Treasury Indicators: approved by Council in February 2016.****1. Has the Council adopted CIPFA Code of Practice for Treasury Management in the Public Services?**

The Council has adopted CIPFA's Treasury Management in the Public Services: Code of Practice and Cross Sectoral Guidance Notes. This is a key element of the Treasury Strategy 2016-17 which was approved by Council in February 2016.

2. Limits for exposure to fixed and variable rate net borrowing (Borrowing less investments)

	Limits	Actual
Fixed rate	150%	82.18%
Variable rate	65%	17.82%
Total		100%

The Interest rate exposure is calculated as a percentage of net debt. Due to the mathematical calculation exposures could be greater than 100% or negative depending upon the component parts of the formula. The formula is shown below:

$$\frac{\text{Total Fixed (or Variable) rate exposure}}{\text{Total borrowing} - \text{total investments}}$$

Fixed Rate calculation:

$$\frac{(\text{Fixed rate borrowing } \pounds 327.5\text{m}^* - \text{Fixed rate investments } \pounds 0\text{m}^*)}{\text{Total borrowing } \pounds 439\text{m} - \text{Total investments } \pounds 40.5\text{m}} = 82.18\%$$

*Defined as greater than 1 year to run

Variable Rate calculation:

$$\frac{(\text{Variable rate borrowing } \pounds 111.5\text{m}^{**} - \text{Variable rate investments } \pounds 40.5\text{m}^{**})}{\text{Total borrowing } \pounds 439\text{m} - \text{Total investments } \pounds 40.5\text{m}} = 17.82\%$$

** Defined as less than 1 year to run or in the case of LOBO borrowing the call date falling within the next 12 months.

3. **Total principal sums invested for periods longer than 364 days**

	2016-17 Limit £m	Actual £m
Investment longer than 364 days to run	7.0	0.0

Notes: This indicator is calculated by adding together all investments that have greater than 364 days to run to maturity at the reporting date.

4. **Limits for maturity structure of borrowing**

	Upper Limit	Actual
under 12 months	80%	25%
12 months and within 24 months	50%	2%
24 months and within 5 years	50%	8%
5 years and within 10 years	50%	15%
10 years and above	100%	50%

Note: The guidance for this indicator requires that LOBO loans are shown as maturing at the next possible call date rather than at final maturity.

Affordability

5. **Ratio of financing costs to net revenue stream**

2016-17 Original Estimate %	2016-17 Revised Estimate %	Difference %
10.53	6.41	-4.12

6. **Estimated incremental impact of capital investment decisions on band D council tax**

2016-17 Original Estimate £	2016-17 Revised Estimate £	Difference £
21.27	-46.39	-67.66

This indicator has fallen significantly as a result reductions to the Debt Charges budget in respect of lower Minimum Revenue Provision of £8.56m adjustments to the debt charges budget during budget setting and savings reported to date.

Prudence:

7. Gross borrowing and the Capital Financing Requirement (estimated borrowing liability excluding PFI)

Original 2016-17 Capital Financing Requirement (CFR) £m	2016-17 CFR (based on latest capital information) £m	Actual Gross Borrowing £m	Difference between actual borrowing and original CFR £m	Difference between actual borrowing and latest CFR £m
642.5	625.1	347.0	295.5	278.1

Capital Expenditure

8. Estimates of capital expenditure

For details of capital expenditure and funding please refer to the monthly capital report.

External Debt

9. Authorised limit for external debt

2016-17 Authorised Limit £m	Actual Borrowing £m	Headroom £m
702.5	347.0	355.5

The Authorised limit is the statutory limit on the Council's level of debt and must not be breached. This is the absolute maximum amount of debt the Council may have in the year.

10. Operational boundary for external debt

2016-17 Operational Boundary £m	Actual Borrowing £m	Headroom £m
672.5	347.0	325.5

The operational boundary is set as a warning signal that debt has reached a level nearing the Authorised limit and must be monitored carefully.

Appendix 3

Investment Portfolio as at 31st March 2017

Class	Type	Deal Ref	Start / Purchase Date	Maturity Date	Counterparty	Profile	Rate	Principal O/S (£)
Share Capital	Share Capital	CCC/59	25/09/14	25/09/24	The UK Municipal Bonds Agency	-	-	400,000.00
3rd Party Loan	Fixed	CCC/88	16/06/16	16/06/41	Arthur Rank Hospice Charity	EIP	3.3400%	3,920,000.00
3rd Party Loans & Share Capital Total							3.3400%	4,320,000.00
Deposit	Call	CCC/CE/6	01/12/14		Barclays Bank plc	Maturity	0.1500%	5,000,000.00
Call Total							0.1500%	5,000,000.00
Deposit	MMF	CCC/ST/7	22/07/15		Deutsche Managed Sterling Platinum	Maturity	0.2540%	15,454,000.00
Deposit	MMF	CCC/ST/3	31/03/14		SLI Sterling Liquidity/CI 2	Maturity	0.2846%	20,000,000.00
MMF Total							0.2713%	35,454,000.00
Deposit Total							0.5240%	44,774,000.00
Grand Total								44,774,000.00

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

To: General Purposes Committee

Meeting Date: 13 June 2017

From: Chief Executive

Electoral division(s): All

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

Purpose: To consider appointments to outside bodies, internal advisory groups and panels, and partnership liaison and advisory groups.

To consider the appointment of Member Champions.

Recommendation: It is recommended that the General Purposes Committee:

- (i) review and agree the appointments to outside bodies as detailed in Appendix 1.
- (ii) agree the appointments with a white background, and continue to refer appointments to the other internal advisory groups and panels, as detailed in Appendix 2, to the relevant policy and service committee.
- (iii) agree the appointments with a white background, and continue to refer appointments to the other partnership liaison and advisory groups, as detailed in Appendix 3, to the relevant policy service committee.
- (iv) appoint Councillor Criswell as the Member Champion with specific responsibility for localism to assist in maintaining an overview of 'localism' and community engagement.
- (v) delegate, on a permanent basis between meetings, the appointment of representatives to any outstanding outside bodies, groups, panels and partnership liaison and advisory groups, within the remit of the General Purposes Committee, to the Chief Executive in consultation with the Chairman of General Purposes Committee.

Officer contact:	
Name:	Michelle Rowe
Post:	Democratic Services Manager
Email:	michelle.rowe@cambridgeshire.gov.uk
Tel:	01223 699180

1. BACKGROUND

- 1.1 The County Council's Constitution states that the General Purposes Committee has
- Authority to nominate representatives to Outside Bodies other than the Cambridgeshire and Peterborough Fire Authority, the County Councils' Network Council and the Local Government Association.
 - Authority to determine the Council's involvement in and representation on County Advisory Groups. The Committee may add to, delete or vary any of these advisory groups, or change their composition or terms of reference.
- 1.2 The Committee has previously agreed to refer appointments to Internal Advisory Groups and Panels, and Partnership Liaison and Advisory Groups to the relevant Policy and Service Committee. All the appointments are attached for the Committee's attention. However, the Committee only needs to focus, at the meeting, on the appointments with a white background.
- 1.3 On 31 May 2016, the Committee agreed to delegate, on a permanent basis between meetings, the appointment of representatives to any outstanding outside bodies, groups, panels and partnership liaison and advisory groups, within the remit of the General Purposes Committee, to the Chief Executive in consultation with Group Leaders. It is proposed that "Group Leaders" be changed to the Chairman of General Purposes Committee.

2. APPOINTMENTS

- 2.1 The outside bodies where appointments are required are set out in **Appendix 1** to this report. The previous representative(s) is indicated. It is proposed that the Committee should agree the appointments to these bodies.
- 2.2 The internal advisory groups and panels where appointments are required are set out in **Appendix 2** to this report (appointments with a white background). The previous representative(s) is indicated. It is proposed that the Committee should agree the appointments to these bodies.
- 2.3 The partnership liaison and advisory groups where appointments are required are set out in **Appendix 3** to this report (appointments with a white background). The previous representative(s) is indicated. It is proposed that the Committee should agree the appointments to these bodies.
- 2.4 The Committee is also asked to consider the appointment of a Member Champion for Localism. It has previously deferred to the relevant policy and service committee the appointment of other Member Champions.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

3.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

3.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

4. SIGNIFICANT IMPLICATIONS

4.1 There are no significant implications within these categories:

- Resource Implications
- Procurement/Contractual/Council Contract Procedure Rules Implications
- Statutory, Legal and Risk Implications
- Equality and Diversity Implications
- Engagement and Communications Implications
- Localism and Local Member Involvement
- Public Health Implications

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Not applicable
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	Not applicable
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Not applicable
Have the equality and diversity implications been cleared by your Service Contact?	Not applicable
Have any engagement and communication implications been cleared by Communications?	Not applicable
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Not applicable
Have any Public Health implications been cleared by Public Health	Not applicable

Source Documents	Location
General Purposes Agenda and Minutes – 20 May 2014	https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/287/Committee/2/Default.aspx

CAMBRIDGESHIRE COUNTY COUNCIL APPOINTMENTS TO OUTSIDE BODIES: GENERAL PURPOSES COMMITTEE

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Cambridge & County Folk Museum Management Committee</p> <p>To provide a social history museum service for the County with special emphasis on schools.</p>	4+	1	Previously Councillor G Kenney (Con)	Polly Hodgson Curator 01223 355159 polly@folkmuseum.org.uk
<p>Cambridge & District Citizens Advice Bureau Management Committee</p> <p>To provide free, independent, confidential and impartial advice to the public. Its aims are to provide the advice people need for the problems they face and improve the policies and practices that affect people's lives.</p>	4 – 6	1	Previously Councillor L Nethsingha (LD)	Rachel Talbot Chief Executive 01223 222660 rachelT@cambridgecab.org.uk
<p>Cambridge Airport Consultative Committee</p> <p>The purpose of the Consultative Committee is to provide an effective forum for discussion about all matters concerning the operation and development of Cambridge Airport.</p>	3	1	Previously Councillor P Sales (Lab)	Terry Holloway, Group Support Executive 01223 373227 TH@Marcamb.co.uk
<p>Cambridge City Council, South Cambridgeshire and Huntingdonshire District Councils Shared Services Board</p>			Previously Councillor S Count (Con)	

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Cambridge Council for Voluntary Service</p> <p>Cambridge CVS is an independent registered charity, set up by local organisations as an infrastructure and network organisation to help and support community and voluntary groups in Cambridge City and South Cambridgeshire.</p>	4	1 Observer Status	Previously Councillor L Nethsingha (LD)	<p>Jez Reeve General Secretary</p> <p>01223 464696</p> <p>enquiries@cambridgecvs.org.uk</p>
<p>Cambridge Sports Hall Trust Management Committee</p> <p>A management committee administering the running of the Kelsey Kerridge Sports Hall in Cambridge.</p>	6	1	Previously Councillor A Walsh (Lab)	<p>Peter Jakes Accountant/Company Secretary Kelsey Kerridge Sports Centre Queen Anne Terrace Cambridge CB1 1NA Tel: (01223) 462226 Fax: (01223) 363889</p> <p>peterjakes@btconnect.com</p>
<p>Cambridgeshire and Peterborough Association of Local Councils (CAPALC) District Committees:</p> <ul style="list-style-type: none"> • East Cambridgeshire • Fenland • Huntingdonshire • South Cambridgeshire <p>The District Associations have a direct feed into the strategic direction and governance of CAPALC as each of the District Association chairmen have a seat on the CAPALC Board.</p>	4	1 to each	Previously Councillor P Brown (Con) Councillor S Count (Con) Councillor R Hickford (Con) Councillor M Shuter (Con)	<p>Ian Dewar (County Executive Officer)</p> <p>01480 375629</p> <p>ceo@capalc.org.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Cambridgeshire Federation of Young Farmers' Clubs</p> <p>To provide training and social facilities for young members of the community.</p>	6	1	Previously Councillor D Brown (Con)	Kim Bullen County Organiser 01480 830907 cambsyoungfarmers@btconnect.com
<p>Cambridgeshire Police and Crime Panel</p> <p>The role of the panel is to scrutinise the Police and Crime Commissioner.</p>	7 approx.	3	Previously 1. Cllr D Giles (Ind) 2. Cllr D Connor (Con) 3. Cllr M Shellens (LD) <i>Proportionality advised by Peterborough City Council 1</i> Conservative + Substitute 1 Liberal Democrat + Substitute 1 Independent*+ Substitute *Please note that the Independent seat cannot be given to a member of a registered party (Therefore only Cllr Sanderson can be appointed as an Ind.)	Jane Webb Senior Democratic Services Officer Legal and Governance Democratic Services Team Chief Executive's Department Peterborough City Council Town Hall Bridge Street PETERBOROUGH PE1 1HQ 01733 452281 07983 322628 jane.webb@peterborough.gov.uk
<p>Cam Sight</p> <p>Cam Sight is a charity working with blind and partially sighted people within Cambridgeshire.</p>	4	1	Previously Cllr C Boden (Con)	Anne Streather Chief Executive 01223 420033 anne@camsight.org.uk

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Centre 33</p> <p>Centre 33 is a longstanding charity supporting young people in Cambridgeshire up to the age of 25 through a range of free and confidential services.</p>	4	1	Previously Councillor F Onasanya (Lab)	<p>Melanie Monaghan Chief Executive</p> <p>01223 314763</p> <p>help@centre33.org.uk</p>
<p>Conservators of the River Cam</p> <p>The Conservators are the statutory navigation authority for Cambridge between the Mill Pond in Silver Street to Bottisham Lock with lesser responsibilities up-stream to Byron's Pool.</p>	4	1	Previously Councillor P Bullen (UKIP)	<p>Jed Ramsay <i>MCIWEM C.WEM</i> River Manager Conservators of the River Cam Clayhithe Office, Waterbeach Cambridge, CB25 9JB</p> <p>01223 863785 0770 6262 457</p> <p>river.manager@camconservators.org.uk</p>
<p>Duxford Neighbours Forum</p> <p>Liaison meeting with the Director of the Museum.</p>	2	1	Previously Councillor P Topping (Con)	<p>Lyn Dobson Business Planning and Finance Manager</p> <p>01223 835000</p> <p>Ldobson@iwm.org.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>East Anglia Reserve Forces & Cadets Association</p> <p>To raise, recruit and administer the Territorial Army Volunteer Reserve and Cadet Forces.</p>	2	1	Previously Councillor M McGuire (Con)	<p>Mr T. G. Louth Executive Officer Springfield Tyrells 250 Springfield Road CHELMSFORD CM2 6BU</p> <p>01245 244800 (switchboard)</p> <p>ea-offman@rfea.mod.uk</p>
<p>East of England Local Government Association Children's Services and Education Portfolio-Holder Network</p> <p>The network brings together the lead members for children's service and education from the 11 strategic authorities in the East of England. It aims to:</p> <ul style="list-style-type: none"> • give councils in the East of England a collective voice in response to consultations and lobbying activity • provide a forum for discussion on matters of common concern and share best practice • provide the means by which the East of England contributes to the work of the national LGA and makes best use of its members' outside appointments. 	4	2	Previously 1. Councillor D Brown (Con) 2. Councillor J Whitehead (Lab)	<p>Cinar Altun</p> <p>01284 758321</p> <p>Cinar.altun@eelga.gov.uk</p>
<p>East of England Local Government Association Resource Portfolio Holders Board</p> <p>Non-executive networking group of Resources Portfolio Holders.</p>	4	1	Previously Councillor R Hickford (Con)	<p>Cinar Altun</p> <p>01284 758321</p> <p>Cinar.altun@eelga.gov.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>ESPO Management Committee</p> <p>Purchasing and contracting service for 10 member Authorities.</p>	4	2	<p>Previously</p> <p>1. Councillor I Bates (Con)</p> <p>2. Councillor R Hickford (Con)</p> <p>Substitute. Councillor T Orgee (Con)</p>	<p>Sara Brennan Leicestershire County Council County Hall Glenfield Leicester LE3 8RA</p> <p>0116 305 7453</p> <p>sara.brennan@leics.gov.uk</p>
<p>ESPO Finance and Audit Sub Committee</p>	2	1	<p>Previously Councillor R Hickford (Con)</p>	<p>Sara Brennan Leicestershire County Council County Hall Glenfield Leicester LE3 8RA</p> <p>0116 305 7453</p> <p>sara.brennan@leics.gov.uk</p>
<p>Greater Cambridge City Deal Housing Development Agency</p> <p>The Housing Development Agency (HDA) was established in 2015 as part of the response to the Greater Cambridge City Deal need to deliver housing growth, and in particular affordable homes, although its remit is not restricted to the City Deal area. The HDA was set up with funding from Cambridge City Council, South Cambs District Council and the County Council, and is currently a joint working arrangement comprising staffing from the existing Housing teams of the City and South Cambs councils, with the intention of becoming a separate legal entity in due course.</p>	tba	1	<p>Previously Councillor P Sales (Lab)</p>	<p>Alan Carter alan.carter@cambridge.gov.uk 01223 457948.</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Haddenham Foundation of Elizabeth March</p> <p>An educational charity to help people under 25 years of age entering further education, preparing to enter a profession, trade or calling (including social and physical training) and to provide equipment at the local school.</p> <p>One of the persons listed (Andrew or Andy Graham) formerly represented the County Council but not as an elected Member and is not now (22/09/2016) in the CCC Phone book so may no longer work for the Council. According to the Charity Commission website though, he is still a Trustee.</p>	3	2	<p>Previously</p> <ol style="list-style-type: none"> 1. Councillor B Hunt (Con) 2. Mr Andy Graham 	<p>Mrs Lorraine Peacock 55 High Street Aldreth ELY CB6 3PG</p> <p>01353 740038</p>
<p>Hinchingbrooke Country Park Joint Group</p> <p>To monitor the operation of Hinchingbrooke Country Park.</p>	2	1	<p>Previously Councillor P Ashcroft (UKIP)</p>	<p>Melanie Sage Huntingdonshire District Council</p> <p>melanie.sage@huntingdonshire.gov.uk</p>
<p>Huntingdon Freeman's Trust</p> <p>A charity assisting individuals and organisations falling within the Huntingdon Town Council area only.</p> <p>[Term of Office is for four years from 20 May]</p>	11	1	<p>Previously Councillor M Shellens (LD)</p>	<p>Ruth Black Clerk to the Charity</p> <p>01480 414909</p> <p>clerk@huntingdonfreemen.org.uk</p>
<p>Hunts Forum of Voluntary Organisations</p> <p>Hunts Forum of Voluntary Organisations is an umbrella body for voluntary and community groups in Huntingdonshire. It is an independent, non-profit making group formed from a coalition of local voluntary organizations and run by an elected committee of voluntary sector representatives. It supports voluntary and community organisations with information, advice and training.</p>	4	2	<p>Previously</p> <ol style="list-style-type: none"> 1. Councillor S Criswell (Con) 2. Councillor P Downes (LD) 	<p>Julie Farrow Hunts Forum of Voluntary Organisations</p> <p>01480 420601</p> <p>julie@huntsforum.org.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Isle of Ely Society for the Blind</p> <p>Provides advice and support to people with low vision and their families. Undertakes lunch clubs, outings and bowling events.</p>	4	1	Previously Councillor C Boden (Con)	Janet Fisher 01354 656726 ioesb@live.co.uk
<p>London Stansted Corridor Consortium Board</p> <p>A group of authorities and organisations in a corridor from London to Cambridge and Peterborough who are lobbying for improved infrastructure and connectivity.</p>	4	1	Previously Councillor I Bates (Con)	J McGill Director London Stansted Cambridge Consortium 6th Floor, River Park House 225 High Road London N22 8HQ 020 84895282 John.McGill@haringey.gov.uk
<p>Manea Educational Foundation</p> <p>Established to provide grants and financial assistance for people up to the age of 25 years living within the Parish of Manea.</p>	2	1	Previously Councillor D Connor (Con)	Ro King Treasurer/Secretary Nking38167@aol.com
<p>The March Educational Foundation</p> <p>Provides assistance with the education of people under the age of 25 who are resident in March.</p>	3 – 4	1	Previously Councillor J Clark (Con)	Reg Gill Clerk to the Trustees 8 Orchard Close MARCH PE15 9DF 01354 660421 reggill2004@yahoo.co.uk

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Mobilising Local Energy Investment (MLEI) in Cambridgeshire and Peterborough – Project Advisory Board</p> <p>The Partnership includes Cambridgeshire County Council, Peterborough City Council, Cambridge City Council, South Cambridgeshire District Council, Huntingdonshire District Council and Cambridge University. The project provides capacity in the local authorities involved to pilot public sector projects to deliver energy-generating schemes and retrofit projects.</p>		1	Previously Councillor M Shuter (Con)	<p>Sheryl French Project Director, Energy Investment Unit (EIU) Cambridgeshire County Council</p> <p>01223 728552</p> <p>sheryl.french@cambridgeshire.gov.uk</p>
<p>Needham’s Foundation, Ely</p> <p>Needham’s Foundation is a Charitable Trust, the purpose of which is to provide financial assistance for the provision of items, services and facilities for the community or voluntary aided schools in the area of Ely and to promote the education of persons under the age of 25 who are in need of financial assistance and who are resident in the area of Ely and/or are attending or have at any time attended a community or voluntary aided school in Ely.</p>	2	2	Previously 1. Councillor A Bailey (Con) 2. Councillor M Rouse (Con)	<p>Mrs Tracey Coulson Correspondent to the Foundation 1 The Warren Witchford ELY CB6 2HN</p> <p>01353 669244</p>
<p>Ouse Washes Strategic Group</p> <p>To develop a shared appreciation of the value and the strategic challenges and opportunities of this area, within the current policy and legislative framework. Understand how future change (environmental, social, economic, policy, legislation) could impact the long term sustainability and viability of this area. Develop a shared vision for the next 5 to 10 years and, considering the future, for the next 10 to 50 years, for this area.</p>			Previously 1. Councillor I Bates (Con) Substitute. Councillor M Mason (Ind)	<p>Julie Foley Area Manager Cambridgeshire and Bedfordshire The Environment Agency</p> <p>Tel: 020 30251869</p> <p>Julie.Foley@environment-agency.gov.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Rural Cambs Citizens' Advice Bureau Management Committee</p> <p>To provide free, independent, confidential and impartial advice to the public. Its aims are to provide the advice people need for the problems they face and improve the policies and practices that affect people's lives.</p>	2	1	Previously Councillor B Hunt (Con)	<p>Dr Batul Dungarwalla Chief Executive Officer Citizens Advice Rural Cambs 8-9 Church Mews WISBECH PE13 1HL</p> <p>01945 469787 07740 102341</p> <p>batuld@ruralcambscab.org.uk</p>
<p>Shepreth School Trust</p> <p>Provides financial assistance towards educational projects within the village community, both to individuals and organisations.</p>	4	1	Previously Councillor S van de Ven (LD)	<p>Mrs Caroline Pepper Manor Farm Frog End Shepreth ROYSTON SG8 6RE</p> <p>01763 263321</p> <p>cpepper@totalise.co.uk</p>
<p>Soham & District Sports Association Management Committee</p> <p>Charity providing sport for the local community.</p>	4	1	Previously Councillor J Palmer (Con)	<p>Mrs Sharon Hickmott Manager Ross Peers Sports Centre College Close Soham ELY CB7 5HP</p> <p>01353 722662</p> <p>sdsa@rosspeers-sportscentre.co.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Soham Moor Old Grammar School Fund</p> <p>Charity promoting the education of young people attending Soham Village College who are in need of financial assistance or to providing facilities to the Village College not normally provided by the education authority. Biggest item of expenditure tends to be to fund purchase of books by university students.</p>	2	1	Previously Councillor J Schumann (Con)	Jennifer Millard Clerk to the Fund 01353 654919 jennifer.millard@cheffins.co.uk
<p>St Neots Museum Management Committee</p> <p>Provides advice and management support to St Neots Museum for the benefit of the local community.</p> <p>The museum curator is Liz Davies.</p>	2	1	Previously Councillor B Chapman (Ind)	Geoff Watts Chairman 01480 214163 curators@stneotsmuseum.org.uk
<p>The Thomas Squire Charity</p> <p>The charity's policy is to give grants to students entering further education for up to four years and one off grants for tools and other equipment to those starting apprenticeships or work training on the job. The area it covers is the ancient parishes of Elm, Emneth and Friday Bridge with Coldham. The charity only gives grants up to the age of twenty five.</p>	1	1	Previously Councillor G Gillick (UKIP)	Mrs Susan Lambert The Firs Basin Road Outwell WISBECH PE14 8TQ 01945 773779 Slambert58@sky.com

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Trigg's Charity (Melbourn)</p> <p>Trigg's Charity provides financial assistance to local schools / persons for their educational benefit.</p>	2	1	<p>Previously Councillor S van de Ven (LD)</p>	<p>Gillian Morland Secretary and Treasurer for Trigg Trust 1 Mortlock Close Melbourn ROYSTON SG8 6DA</p> <p>01763 260616</p> <p>Gillian.morland@virgin.net</p>
<p>Warboys Board School Trust Fund (aka Warboys Old Village School Board Trust)</p> <p>To make grants to the village school, youth groups and individuals for educational purposes. Applicants should reside within the parish boundary of the village of Warboys,</p>	3	1	<p>Previously Councillor M Tew (Con)</p>	<p>Linda Sawyer Clerk to the Trustees</p> <p>01487 822357</p> <p>Linda.sawyer48@btinternet.com</p>
<p>Wisbech Community Development Trust</p> <p>A charity organisation, set up in November 2001, to manage the Oasis Community Centre. The new Centre was built in March 2005 and is available to the whole community.</p> <p>The Trust is made up of 13 Trustees, 9 of these are local residents and 4 are representatives from strategic organisations, one from Fenland District Council (FDC), NHS, College of West Anglia (CWA) as well as one from Cambridgeshire County Council. The Trustees employ staff to do the day-to-day running of the Centre and oversee that this happens to the benefit of the community.</p>	tbc	1	<p>Previously Councillor P Clapp (UKIP)</p> <p><i>[Request to have officer also attend with observer status]</i></p>	<p>Chris Stevens Oasis Centre & Trust Manager Wisbech Community Development Trust Oasis Community Centre St. Michael's Avenue WISBECH PE13 3NR</p> <p>01945 461526</p> <p>contact@theoasiscentre.co.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>WREN [Waste Recycling Environmental]</p> <p>WREN is a not-for-profit business that helps benefit the lives of people who live close to landfill sites by awarding grants for community biodiversity and heritage projects.</p>	3	1	Previously Councillor D Giles (Ind)	<p>Peter Cox Managing Director</p> <p>01953 717165</p> <p>wren@wren.org.uk</p>

APPOINTMENTS TO INTERNAL ADVISORY GROUPS AND PANELS

Key to approval of appointment:

General Purposes Committee	
Adults Committee	
Children and Young People Committee	
Economy and Environment Committee	
Health Committee	
Highways and Community Infrastructure Committee	

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Accelerating the Achievement of Vulnerable Groups Steering Group</p> <p>The Group steers the development and implementation of the Accelerating Achievement Action Plan, which aims to rapidly improve the educational achievement of vulnerable groups.</p>	6	6	Previously Councillor P Downes (LD)	Keith Grimwade Director of Learning 01223 507165 Keith.Grimwade@cambridgeshire.gov.uk
<p>Cambridgeshire Culture Steering Group</p> <p>The role of the group is to give direction to the implementation of Cambridgeshire Culture, agree the use of the Cambridgeshire Culture Fund, ensure the maintenance and development of the County Art Collection and oversee the loan scheme to school and the work of the three Cambridgeshire Culture Area Groups.</p>	3	3	Previously 1. Councillor D Harty (Con) 2. Councillor N Kavanagh (Lab) 3. Councillor P Downes (LD)	Keith Grimwade Director of Learning 01223 507165 Keith.Grimwade@cambridgeshire.gov.uk

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Cambridgeshire Schools Forum</p> <p>The Cambridgeshire Schools Forum exists to facilitate the involvement of schools and settings in the distribution of relevant funding within the local authority area</p>	6	3	<p>Previously</p> <ol style="list-style-type: none"> 1. Councillor P Downes (LD) 2. Councillor D Harty (Con) 3. Councillor J Whitehead (Lab) 	<p>Richenda Greenhill Democratic Services Officer</p> <p>01223 699171</p> <p>Richenda.greenhill@cambridgeshire.gov.uk</p>
<p>Cambridgeshire Waste PFI Member Steering Group</p> <p>A Steering Group to consider reports from officers on the negotiation of disputed matters and future savings of the Waste PFI contract</p>	12	8	<p>Previously</p> <ol style="list-style-type: none"> 1. Councillor S Criswell (Con) 2. Councillor D Giles (Ind) 3. Councillor R Henson (UKIP) 4. Councillor M McGuire (Con) 5. Councillor M Leeke (LD) 6. Councillor J Scutt (Lab) 7. Councillor M Shuter (Con) 8. Chairman of the General Purposes Committee (Vice Chairman to substitute) 	<p>Daniel Sage Strategic Project Manager (Waste)</p> <p>07587 585457</p> <p>daniel.sage@cambridgeshire.gov.uk</p>
<p>Corporate Parenting Partnership Board</p> <p>The Corporate Parenting Partnership Board looks after the interests of all children and young people who are looked after. As corporate parents, the Council will strive to ensure we provide our Looked After children with safe and supportive care which promotes their talents, skills and potential and encourages them to be the best that they can be.</p>	4	6	<p>Previously</p> <ol style="list-style-type: none"> 1. Councillor D Brown (Con) 2. Councillor D Divine (UKIP) 3. Councillor P Downes (LD) 4. Councillor F Onasanya (Lab) 5. Vacancy (Ind) 6. Councillor J Whitehead (Lab) 	<p>Theresa Leavy Interim Service Director: Children's Social Care</p> <p>01223 727989</p> <p>theresa.leavy@cambridgeshire.gov.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Cycling Safety Working Group</p> <p>An ad-hoc working group to review and suggest improvements to cycling safety within the County. The Group consists of four Members and representatives from Road Safety, Transport Strategy, Road Engineering and Public Health.</p>	As required	5	<p>Previously</p> <ol style="list-style-type: none"> 1. Councillor S Criswell (Con) 2. Councillor N Kavanagh (Lab) 3. Councillor A Taylor (LD) 4. Councillor J Schumann (Con) 5. Councillor S van de Ven (LD) 	<p>road.safety@cambridgeshire.gov.uk</p>
<p>Diversity Group</p> <p>Exists to act as the co-ordinating body to further the Council's role as a community leader, helping build a stronger, healthier, more inclusive society, which values diversity and recognises the contribution that those from different groups and backgrounds can make by championing and supporting the delivery of the Council's Single Equality Strategy and underpinning action plan across all parts of the organisation.</p>	Quarterly	5	<p>Previously</p> <ol style="list-style-type: none"> 1. Councillor E Cearns (LD) 2. Councillor S Hoy (Con) 3. Councillor J Scutt (L) 4. Councillor P Bullen (UKIP) 5. Vacancy (Ind.) 	
<p>Fostering Panel</p> <p>Recommends approval and review of foster carers and long term / permanent matches between specific children, looked after children and foster carers.</p>	2 all-day panel meetings a month	1	<p>Previously</p> <ol style="list-style-type: none"> 1. Councillor S Bywater* (Con) <p>(*Subject to completing the Panel's own application process)</p>	<p>Fiona MacKirdy Interim Head of Service Looked After children</p> <p>01223 715576</p> <p>fiona.mackirdy@cambridgeshire.gov.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>General Purposes Committee – Consultation Working Group</p> <p>The purpose of the group is to consider the statutory requirements placed on the organisation to consult and then to consider cost effective ways to support the whole organisation in discharging its duties (including in relation to the County Council's Business Plan). This will include the possibility of establishing a residents' panel.</p>	3	5	<p>Previously</p> <ol style="list-style-type: none"> 1. Councillor A Lay (UKIP) 2. Councillor E Cearns (LD) 3. Councillor J Schumann (Con) 4. Councillor J Whitehead (Lab) 5. Councillor J Hipkin (Ind.) – corresponding member 	<p>Michael Soper Corporate Performance and Research Manager</p> <p>01223 715312</p> <p>Michael.Soper@cambridgeshire.gov.uk</p>
<p>Member Development Panel</p> <p>Oversees training and development for Members.</p>	As required	6	<p>Previously</p> <ol style="list-style-type: none"> 1. Councillor I Bates (Con) 2. Councillor P Bullen (UKIP) 3. Councillor S Criswell (Con) 4. Councillor M Leeke (LD) 5. Councillor P Sales (Lab) 6. Councillor M Smith (Con) 	<p>Michelle Rowe Democratic Services Manager</p> <p>01223 699180</p> <p>michelle.rowe@cambridgeshire.gov.uk</p>
<p>Member IT Working Group</p>		5	<p>Previously</p> <ol style="list-style-type: none"> 1. Councillor M McGuire (Con) 2. Councillor E Cearns (LD) 3. Councillor A Dent (UKIP) 4. Councillor J Whitehead (L) 5. Vacancy (Ind) 	<p>Dan Horrex Corporate Information Manager Corporate Information Management (CIM)</p> <p>01223 728416 07831 878694</p> <p>dan.horrex@cambridgeshire.gov.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>New Street Ragged School Trust</p> <p>Management of the Cambridge Learning Bus, which provided enhanced curriculum support to Cambridge City nursery and primary schools. It travels to the schools where the Learning Bus teacher and teaching assistant deliver workshops.</p>	2	2	<p>Previously</p> <ol style="list-style-type: none"> 1. Councillor L Nethsingha (LD) 2. Councillor J Whitehead (Lab) 	<p>Keith Grimwade Director of Learning</p> <p>01223 507165</p> <p>Keith.Grimwade@cambridgeshire.gov.uk</p>
<p>Public Service Reform Member Reference Group (originally set up as the Rewiring Public Services Group)</p> <p>Forum for updating Members on the development of options for the reform of public services.</p>	6	10	<p>Previously</p> <ol style="list-style-type: none"> 1. Councillor P Bullen (UKIP) 2. Councillor E Cearns (LD) 3. Councillor S Count (Con) 4. Councillor S Criswell (Con) 5. Councillor A Dent (UKIP) 6. Councillor J Hipkin (Ind) 7. Councillor N Kavanagh (Lab) 8. Councillor M Leeke (LD) 9. Councillor M Mason (Ind) 10. Councillor P Sales (Lab) 	<p>Kevin Hctor Policy and Projects Officer</p> <p>01223 728163</p> <p>Kevin.Hctor@cambridgeshire.gov.uk</p>
<p>Standing Advisory Council for Religious Education (SACRE)</p> <p>To advise on matters relating to collective worship in community schools and on religious education.</p>	As required	3	<p>Previously</p> <ol style="list-style-type: none"> 1. Councillor E Cearns (LD) 2. Councillor T Orgee (Con) 3. Councillor P Sales (Lab) 	<p>Kerri McCourly Business Support Team</p> <p>kerri.mccourly@cambridgeshire.gov.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Strategic Collaboration Board [Previously Highway Transformation Board]</p> <p>The Strategic Collaboration Board has overall responsibility for the success of the highway service (excluding street lighting). The Board provides strategic direction and decision making, developing the service vision, values and principles through a collaboration charter. Leading by example, the Board will maintain a long-term focus (3-5 year plan), developing and agreeing a suite of strategic performance indicators aligned to strategic outcomes. Monitoring delivery of a transformational route map.</p>	4	2	<p>Member representatives:</p> <ol style="list-style-type: none"> 1. Chair of H&CI 2. Chair of E&E <p>(Subs will be the vice-chairs of both committees)</p>	<p>Contacts: Richard Lumley Emma Murden</p>
<p>Virtual School Management Board</p> <p>The Virtual School Management Board will act as “governing body” to the Head of Virtual School, which will allow the Member representative to link directly to the Corporate Parenting Partnership Board.</p>		1	<p>Previously Councillor P Downes (LD)</p>	<p>Keith Grimwade Director of Learning</p> <p>01223 507165</p> <p>Keith.Grimwade@cambridgeshire.gov.uk</p> <p>Edwina Erskine Business Support Officer – Administration Services Team Cambridgeshire’s Virtual School for Looked After Children (ESLAC Team)</p> <p>01223 699883</p> <p>edwina.erskine@cambridgeshire.gov.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>A428/A421 Alliance</p> <p>To act as a lobby group of key partners from County and District Councils as well as MPs and Local Enterprise Partnerships along the length of the corridor.</p> <ul style="list-style-type: none"> To build a compelling case for improvements to the route to support economic growth, locally and nationally To work with Highways England to develop a comprehensive improvement package and associated investment plan 	2 or as business dictates	3	<p>Previously</p> <ol style="list-style-type: none"> Councillor I Bates (Con) Councillor D Harty (Con) Councillor B Chapman (Ind) 	<p>Nikki Holland Office Manager Jonathan Djanogly MP</p> <p>01480 437840</p> <p>Hollandn@parliament.uk</p>
<p>Anglian (Central) Regional Flood and Coastal Committee</p> <p>The Regional Flood and Coastal Committee is a body through which the Environment Agency carries out its work on flood risk management and is responsible for:</p> <ul style="list-style-type: none"> maintaining or improving any watercourses which are designated as main rivers; maintaining or improving any tidal defences; installing and operating flood warning systems; controlling actions by riparian owners and occupiers which might interfere with the free flow of watercourses; supervising Internal Drainage Boards. 	2	2	<p>Previously</p> <ol style="list-style-type: none"> Councillor I Bates (Con) Councillor M Mason (Ind) 	<p>Stephanie North Regional Flood and Coastal Committee Secretariat –Anglian Central</p> <p>AnglianRFCCs@environment-agency.gov.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Anglian (Northern) Regional Flood and Coastal Committee</p> <p>See above description. Cambridgeshire shares a seat on this Committee with Peterborough City Council and Rutland County Council. Cambridgeshire County Council currently attends these meetings as an observer only – as stated it's a shared seat and voting rights for the year 1 April 2017 – 31 March 2018 are held by the Peterborough City Council Member. The RFCC however encourages all members (whether they are able to vote or not) to attend all Committee meetings.</p>	4 – 5	1	Previously Councillor R Butcher (Con)	<p>Abigail.Jackson Regional Flood and Coastal Committee Secretariat – Anglian Northern</p> <p>020302 55877 07789 271322</p> <p>abigail.jackson@environment-agency.gov.uk</p>
<p>Barrington Cement Works and Quarry Liaison Group</p> <p>The aim of this group is to develop and maintain lines of communication between the site operator, the County Council & other regulatory bodies and the local community in order that matters of concern can be resolved in a timely and non-confrontational manner.</p>	2-3	2	Previously 1. Councillor S Kindersley (LD) 2. Councillor S Van de Ven (LD)	<p>Ian Southcott UK Community Affairs Manager Cemex</p> <p>01788 517323</p> <p>ian.southcott@cemex.com</p>
<p>Barrington Light Railway Sub group</p> <p>The aim of this group is to develop and maintain lines of communication between the site operator, the County Council & other regulatory bodies and the local community in order that matters of concern can be resolved in a timely and non-confrontational manner.</p>	As required	2	Previously 1. Councillor S Kindersley (LD) 2. Councillor S Van de Ven (LD)	<p>Ian Southcott UK Community Affairs Manager Cemex</p> <p>01788 517323</p> <p>ian.southcott@cemex.com</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Cambridge BID Board</p> <p>A five-year initiative set up by Cambridge businesses/organisations to ensure continued investment in Cambridge City Centre</p>	6	1	Previously Councillor M Shuter (Con)	<p>Emma Thornton Head of Tourism and City Centre Management Cambridge City Council</p> <p>01223 457446</p> <p>Emma.Thornton@cambridge.gov.uk</p>
<p>Cambridge Local Health Partnership</p> <p>The Partnership has been established to identify local health and social care priorities in Cambridge and to feed these back into the network and develop local actions.</p>	6	1	Previously Councillor J Whitehead (Lab)	<p>Yvonne O'Donnell Cambridge City Council</p> <p>Yvonne.ODonnell@cambridge.gov.uk</p>
<p>Cambridge University Hospitals NHS Foundation Trust Council of Governors</p> <p>The Board of Governors represents patients, public and staff. The majority of the Governors are elected by the membership. Governors provide a direct link to the local community and represent the interests of members and the wider public in the stewardship and development of the Trust.</p>	4	1	Previously Councillor T Orgee (Con)	<p>Martin Whelan Assistant Trust Secretary</p> <p>01223 348567</p> <p>martin.whelan@addenbrookes.nhs.uk</p>
<p>Cambridgeshire and Peterborough Road Safety Partnership Strategic Management Board</p> <p>The Partnership (CPRSP) is a public sector initiative formed in April 2007 to provide a single point of contact for the provision of road safety work and information.</p>	4	1	Previously Councillor S Criswell (Con)	<p>Matt Staton Road Safety Education Team Leader</p> <p>01223 699652</p> <p>matt.staton@cambridgeshire.gov.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Cambridgeshire Children's Trust Executive Partnership (CTEP)</p> <p>The CTEP oversees the work of the three Area Partnerships which cover Cambridgeshire and provides synergy between common work areas. It produces an annual report to the Cambridgeshire Health and Wellbeing Board on the delivery of Priority 1 of the Board's Strategy: 'to ensure a positive start to life for children, young people and their families'.</p>	2	1	Previously Councillor J Whitehead (Lab)	Richenda Greenhill Democratic Services Officer 01223 699171 richenda.greenhill@cambridgeshire.gov.uk
<p>Cambridgeshire Consultative Group for the Fletton Brickworks Industry (Whittlesey)</p> <p>The aim of this group is to develop and maintain lines of communication between the site operator, the County Council & other regulatory bodies and the local community in order that matters of concern can be resolved in a timely and non-confrontational manner.</p>	2	1	Previously Councillor R Butcher (Con)	Diane Munday Secretary, Forterra 01733 359148 Diane.munday@forterra.co.uk
<p>Cambridgeshire Flood Risk Management Partnership</p> <p>The partnership is required by legislation - namely the Flood and Water Management Act 2010.</p>	4	1	Previously Councillor I Bates (Con)	Sass Pledger – Head of Growth & Economy 01223 728353 Sass.pledger@cambridgeshire.gov.uk

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Cambridgeshire Horizons Board</p> <p>Cambridgeshire Horizons still exists as a Limited company to oversee three “live” Rolling Fund investments, two loans and one equity investment, with an initial total value of £20.5m, to support a number of growth projects and developments around Cambridgeshire.</p>	1	1	Previously Councillor I Bates (Con)	<p>Graham Hughes Executive Director Economy, Transport and Environment</p> <p>01223 715660</p> <p>graham.hughes@cambridgeshire.gov.uk</p>
<p>Cambridgeshire Music Hub</p> <p>A partnership of school music providers, led by the County Council, to deliver the government’s National Plan for School Music.</p>	3	1	Previously 1. Councillor D Harty (Con) 2. Councillor P Downes (LD)	<p>Keith Grimwade Director of Learning</p> <p>01223 507165</p> <p>Keith.Grimwade@cambridgeshire.gov.uk</p>
<p>Cambridgeshire and Peterborough Joint Strategic Planning and Transport Member Group</p> <p>To steer the development of joint strategic planning and transport work across Cambridgeshire & Peterborough, following the abolition of the requirement to produce any form of strategic spatial plan.</p>	4	2	Previously 1. Councillor I Bates (Con) 2. Councillor D Jenkins (LD)	<p>Juliet Richardson Head of Growth and Economy</p> <p>01223 699868</p> <p>juliet.richardson@cambridgeshire.gov.uk</p>
<p>Cambridgeshire and Peterborough NHS Foundation Trust</p> <p>Provides mental health and specialist learning disability services across Cambridgeshire and Peterborough.</p> <p>Also provides some specialist services on a regional and national basis. Partners are Cambridgeshire County Council, Peterborough City Council, NHS Cambridgeshire and NHS Peterborough.</p>	4	1	Previously Councillor G Wilson (LD)	<p>Louisa Bullivant Corporate Governance Manager</p> <p>01223 219477 Ext 19477</p> <p>louisa.bullivant@cpft.nhs.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Cambridgeshire School Improvement Board</p> <p>To improve educational outcomes in all schools by ensuring that all part of the school improvement system work together.</p>	6	2	Previously 1. Councillor P Downes (LD) 2. Councillor J Whitehead (L)	Keith Grimwade Director of Learning 01223 507165 Keith.Grimwade@cambridgeshire.gov.uk
<p>Carers Partnership Board</p> <p>Aims to maintain a strategic overview of the support provided by Family Carers across Cambridgeshire.</p>	6	1	Previously Councillor G Kenney (Con)	Graham Lewis Partnership Board Development Officer 0300 111 2301/07507 473813 graham@cambridgeshirealliance.org.uk
<p>Chesterton Station Interchange (Cambridge North)</p> <p>The aim of this group is to develop and maintain lines of communication between the site operator, the County Council & other regulatory bodies and the local community in order that matters of concern can be resolved in a timely and non-confrontational manner.</p>	As required	1	Previously Councillor I Manning (LD)	Adrian Shepherd Project Manager 01223 728110 Adrian.J.Shepherd@cambridgeshire.gov.uk
<p>Children's Health Joint Commissioning Board</p> <p>Health and Local Authority Commissioners work together to improve the quality of provision of services delivered to children and families and comment on the performance of health contracts which affect children and young people in Cambridgeshire.</p>	6	2	Previously 1. Councillor P Brown (Con) 2. Councillor L Nethsingha (LD)	Meredith Teasdale Service Director: Strategy and Commissioning 01223 714568 Meredith.teasdale@cambridgeshire.gov.uk

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Clay Farm Centre Advisory Group</p> <p>The Advisory Group will support and make recommendations to the Centre Manager and /or Partnership review meetings.</p>	4	1	Previously Councillor B Ashwood (LD)	<p>Sally Roden, Neighbourhood Community Development Manager, Cambridge City Council</p> <p>Sally.rodan@cambridge.gov.uk 01223 457861 mobile 07920210957</p>
<p>College of West Anglia Governing Body</p> <p>One up to sixteen members who appear to the Corporation to have the necessary skills to ensure that the Corporation carries out its functions under article 3 of the Articles of Government.</p>	5	1	Previously Councillor S Count (Con) [4 year appointment]	<p>Rochelle Woodcock Clerk to the Corporation College of West Anglia</p> <p>01553 815288. Ext 2288 Rochelle.Woodcock@cwa.ac.uk</p>
<p>Community Safety Strategic Board</p> <p>The overall role and purpose of the Board is to help the Responsible Authorities coordinate their duty to reduce crime and disorder in their communities.</p> <p>Members will be able to speak for their organisation with authority and have organisational responsibility around: resources; policy and practice matters; organisational and partnership performance monitoring.</p>	2	-	<p>Councillor representation is not required, unless they have a role as Chair of a:</p> <p>Community Safety Partnership</p> <p>Chairs of Safeguarding Boards: Adult and Children</p> <p>Chairs of Health and Wellbeing Boards</p> <p>Chair of the Criminal Justice Board</p> <p>Chair of the Youth Offending Board</p>	<p>Alasdair Baker Partnerships and Communities Officer Cambridgeshire Office for the Police & Crime Commissioner</p> <p>01480 42 5815</p> <p>alasdair.baker@cambs.pnn.police.uk</p> <p>Administration Support Officer Cambridgeshire Office for the Police & Crime Commissioner 0300 333 3456</p> <p>cambs-pcc@cambs.pnn.police.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>County Advisory Group on Archives and Local Studies</p> <p>The County Archives and Local Studies Advisory Group exists to provide a forum for those who share an interest in the preservation and use of the documentary heritage of Cambridgeshire (including the historic county of Huntingdonshire).</p>	2	4	<p>Previously</p> <ol style="list-style-type: none"> 1. Councillor P Ashcroft (UKIP) 2. Councillor B Ashwood (LD) 3. Councillor P Topping (Con) 4. Councillor M Mason (Ind) 	<p>Alan Akeroyd Archives & Local Studies Manager</p> <p>01223 699489 alan.akeroyd@cambridgeshire.gov.uk</p>
<p>Community Safety Partnerships</p> <p>Statutory Crime and Disorder Reduction Partnerships (CDRPs, also known as Community Safety Partnerships) were set up in each district council area of Cambridgeshire in 1998. The partnerships are responsible for carrying out a three yearly audit to review the levels and patterns of crime, disorder and misuse of drugs, to analyse and consult on the results, and subsequently develop a three-year strategy for tackling crime and disorder and combating the misuse of drugs.</p> <ul style="list-style-type: none"> • Cambridge City • East Cambridgeshire • Fenland • Huntingdonshire • South Cambridgeshire (Crime Reduction Partnership) 	3-4	1 on each	<p>Previously</p> <p>Councillor J Scutt (Lab) Councillor D Brown (Con) Councillor S Hoy (Con) Councillor P Reeve (UKIP) Councillor D Jenkins (LD)</p>	<p>Sarah Ferguson Service Director - Enhanced and Preventative Services</p> <p>01223 729099 Sarah.Ferguson@cambridgeshire.gov.uk</p> <p>Nicky Phillipson Head of Strategic Partnerships and Commissioning Cambridgeshire Office for the Police & Crime Commissioner</p> <p>0300 333 3456 nicky.phillipson@cams.pnn.police.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Eastern Agri-Tech Programme Delivery Board</p> <p>Oversees the spending of the grant funding to develop the agritech industry in the corridor from Cambridge to Norwich</p>	12	1	<p>Previously Councillor I Bates (Con)</p> <p>Substitute – Councillor M Shuter (Con)</p>	<p>Martin Lutman Agri-Tech Programme Manager Greater Cambridge/Greater Peterborough Enterprise Partnership (LEP)</p> <p>01480 277180 07715 408281</p> <p>martin.lutman@gcgp.co.uk</p>
<p>East-West Rail Consortium Central Section Member Steering Group</p>	To be agreed	1	<p>Previously Councillor I Bates (Con)</p> <p>Councillor E Cearns (Lib Dem). Substitute</p>	<p>Bob Menzies Service Director for Strategy and Development</p> <p>01223 715664</p> <p>Bob.Menzies@cambridgeshire.gov.uk</p>
<p>Ely Southern Bypass Project Board</p> <p>To oversee the continued development and delivery of the scheme and provide a forum for key issues to be considered. The Board comprises stakeholders, local County and District Members and officers</p>	4	2	<p>Previously</p> <ol style="list-style-type: none"> 1. Councillor M Rouse (Con) 2. Councillor M Shuter (Con) 	<p>Brian Stinton Team Leader Highway Projects</p> <p>01223 728330</p> <p>Brian.stinton@cambridgeshire.gov.uk</p>
<p>England's Economic Heartland Strategic Alliance – Strategic Transport Forum</p>	TBC	2	<p>Previously</p> <ol style="list-style-type: none"> 1. Councillor S Count (Con) 2. Councillor I Bates (Con) 	<p>Graham Hughes Executive Director – Economy, Transport and Environment</p> <p>01223 715660</p> <p>graham.hughes@cambridgeshire.gov.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Enterprise Zone Steering Group</p> <p>Established to review progress in the delivery of the Enterprise Zone at Alconbury with the developers, both urban and civic.</p>	6	1	Previously Councillor I Bates (Con)	<p>Graham Hughes Executive Director – Economy, Transport and Environment</p> <p>01223 715660</p> <p>graham.hughes@cambridgeshire.gov.uk</p>
<p>European Metal Recycling (EMR) Liaison Group (Snailwell)</p> <p>The aim of this group is to develop and maintain lines of communication between the site operator, the County Council & other regulatory bodies and the local community in order that matters of concern can be resolved in a timely and non-confrontational manner.</p> <p>Note: It is not likely to have to require to meet unless the Council gets a spate of complaints or EMR wants to make changes to the site. The Local Member attending normally chairs the meeting. Helen Wass, Development Manager Officer County Planning Minerals and Waste attends from the officer side.</p> <p>Helen.Wass@cambridgeshire.gov.uk</p> <p>01223 715522</p>	As and when required. No more than twice a year. See note.	2	Previously 1. Councillor J Palmer (Con) 2. Councillor J Schumann (Con)	<p>Peter Vasey Operations Manager EMR Newmarket 111 Fordham Road Snailwell NEWMARKET CB8 7ND</p> <p>01638 720377</p> <p>Peter.Vasey@emrgroup.com</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>F40 Group</p> <p>F40 (http://www.f40.org.uk/) represents a group of the poorest funded education authorities in England where government-set cash allocations for primary and secondary pupils are the lowest in the country.</p>	TBC	1 +substitute	Previously Councillor D Harty (Con) Councillor P Downes (LD). Substitute	<p>Meredith Teasdale Service Director: Strategy and Commissioning</p> <p>01223 714568</p> <p>Meredith.teasdale@cambridgeshire.gov.uk</p>
<p>Fenland Association for Community Transport (FACT) Board</p> <p>The purpose of the Board of FACT is (a) to monitor current progress to date, to have an overview of current services and provide advice where required, suggest improvements, and (b) to steer FACT (and HACT, its parallel service in Huntingdonshire) towards meeting future need, including new initiatives, projects, potential sources of funding</p>	4	1	Previously Councillor M McGuire (Con)	<p>Jo Philpott Fenland Association for Community Transport Ltd</p> <p>01354 661234</p> <p>www.fact-cambs.co.uk</p>
<p>Fenland Strategic Partnership</p> <p>The Fenland Strategic Partnership aims to make a difference by working better together across different sectors. The partnership has consulted extensively with the local community to identify the most important issues specific to Fenland.</p>	2	1	Previously Councillor S Count (Con)	<p>Fenland District Council Fenland Hall County Road MARCH</p>
<p>Great Fen Steering Committee</p> <p>Steering Group to oversee and guide the development of the Great Fen Project.</p>	6 approx	1 Observer status	Previously Councillor A Orgee (Con)	<p>Kate Carver Great Fen Project Manager</p> <p>01954 713513</p> <p>Kate.Carver@wildlifebcn.org</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Greater Cambridgeshire Greater Peterborough Local Enterprise Partnership Management Board</p> <p>The LEP Board comprises 14 leaders of industry, education and the public sector. With a business Chair, six further business representatives from a range of locations and backgrounds, five local authority representatives, one education representative and one voluntary sector/ social enterprise representative.</p>	9 approx	1	<p>Previously Councillor S Count (Con)</p> <p><i>This single appointment is through competitive voting open to the leaders of the 13 councils involved. It is therefore <u>not</u> in Cambridgeshire County Council's gift to appoint a representative.</i></p>	<p>Greater Cambridge Greater Peterborough Enterprise Partnership, The Incubator, Alconbury Weald Enterprise Campus, Alconbury Airfield, Huntingdon, Cambridgeshire, PE28 4WX</p>
<p>Growth Delivery Joint East Cambridgeshire District Council/Cambridgeshire County Council Member Liaison Group</p> <p>Members & officers from both authorities advising on growth and infrastructure issues for East Cambridgeshire including Section 106 & Community Infrastructure Levy funding.</p>	4 but see note.	3	<p>Previously</p> <ol style="list-style-type: none"> 1. Councillor I Bates (Con) 2. Councillor J Palmer (Con) 3. Councillor D Brown (Con) 	<p>Juliet Richardson Head of Growth and Economy</p> <p>01223 699868</p> <p>juliet.richardson@cambridgeshire.gov.uk</p> <p>Note. This group is not currently meeting, but meetings may be resumed when the North Ely Development commences.</p>
<p>Highways and Improvement Panels</p> <p>Established to consider and make recommendations to the Highways and Community Infrastructure Committee on the allocation of funds for locally led minor highway improvements.</p>			<p>See listings below – Previous appointments listed</p>	<p>Andy Preston Highways Projects & Road Safety Manager</p> <p>andrew.preston@cambridgeshire.gov.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
East Cambridgeshire LHI Panel	1	6 (subs allowed)	Previous appts. Listed: 1. Councillor B Hunt (Con) 2. Councillor J Palmer (Con) 3. Councillor M Rouse (Con) 4. Councillor J Schumann (Con) 5. Councillor L Dupre (LD) 6.	
Fenland Rural LHI Panel	1	6 (subs allowed)	1. Councillor R Butcher (Con) 2. Councillor D Connor (Con) 3. Councillor S Count (Con) 4. Councillor S Hoy (Con) 5. Councillor A Lay (UKIP) 6.	
Huntingdonshire LHI Panel	1	7 (subs allowed)	1. Councillor P Brown (Con) 2. Councillor P Bullen (UKIP) 3. Councillor S Criswell (Con) 4. Councillor D Giles (Ind) 5. Councillor M McGuire (Con) 6. Councillor P Reeve (UKIP) 7. Councillor G Wilson (LD)	
South Cambridgeshire LHI Panel	1	6 (subs allowed)	1. Councillor S Frost (Con) 2. Councillor R Hickford (Con) 3. Councillor D Jenkins (LD) 4. Councillor S Kindersley (LD) 5. Councillor T Orgee (Con) 6. Councillor M Smith (Con)	

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Huntingdonshire Area Partnership</p> <p>Meetings are chaired by Daniel Beckett, (daniel.beckett@godmanchesterbaptist.org) also attends them.</p> <p>Cambridgeshire County Council's Children and Young People's Area Partnerships' Manager is Gill Hanby (gill.hanby@cambridgeshire.gov.uk).</p>	3-4	1	Previously Councillor P Bullen (UKIP)	<p>Dawn Shepherd Business Support Officer St Ives Locality/Hunts SEND SS/ PA for Sarah Tabbitt Unit 7 The Meadow, Meadow Lane St Ives PE27 4LG dawn.shepherd@cambridgeshire.gov.uk 01480 699173</p>
<p>Huntingdon Association for Community Transport (HACT) Board</p> <p>The purpose of the Board of HACT is to (a) monitor current progress to date, to have an overview of current services and provide advice where required, suggest improvements, and (b) to steer HACT (and FACT, its parallel service in Fenland) towards meeting future need, including new initiatives, projects, potential sources of funding.</p>	4	1	Previously Councillor M McGuire (Con)	<p>Jo Philpott Fenland Association for Community Transport Ltd</p> <p>Tel: 01354 661234</p> <p>www.hact-cambs.co.uk</p>
<p>Huntingdon BID Board</p> <p>BID is the town management vehicle for Huntingdon. It is an arrangement where businesses in a defined area agree improvements they want to make, over and above what the public agencies have to do. The fund is ring fenced and used solely to deliver the agreed set of projects and activities voted on by the businesses within the BID area.</p>	10	1	Previously Councillor P Brown (Con)	<p>Sue Bradshaw BID Huntingdon Manager</p> <p>01480 450250</p> <p>sue@bidhuntingdon.co.uk or info@bidhuntingdon.co.uk</p> <p>http://www.huntingdonfirst.co.uk/bid-huntingdon/</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
Huntingdonshire Community Safety Partnership	4	1	Previously Councillor P Brown (Con)	Huntingdonshire District Council
Huntingdonshire Growth & infrastructure Group Member/ officer & key infrastructure partners group (3 from CCC and 3 HDC) advising on infrastructure and growth issues for Huntingdonshire including Community Infrastructure Levy & Section 106 funding. The Group will also discuss the Huntingdonshire District Council Local Plan.	4	3	Previously one appointment 1. Councillor I Bates (Con) Chair E&E Committee 2. Councillor 3. Councillor	Clara Kerr Planning Services Manager Huntingdonshire District Council clara.kerr@huntingdonshire.gov.uk
Huntingdonshire Health & Wellbeing Group	4	1	Previously Councillor J Wisson (Con)	Huntingdonshire District Council
Joint Consultative Committee (Teachers) The Joint Committee provides an opportunity for trade unions to discuss matters of mutual interest in relation to educational policy for Cambridgeshire with elected members.	2	6	Previously 1. Councillor D Brown (Con) 2. Councillor D Divine (UKIP)_ 3. Councillor P Downes (Lib Dem) 4. Councillor F Onasanya (Lab) 5. Vacancy (Ind) 6. Councillor J Whitehead (Lab)	Richenda Greenhill Democratic Services Officer 01223 699171 richenda.greenhill@cambridgeshire.gov.uk

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Joint East Cambridgeshire District Council and Cambridgeshire County Council Member and Officer Steering Group for Planning and Transport</p> <p>The purpose of the Group is to discuss the development of the Transport Strategy for East Cambridgeshire and the Community Infrastructure Levy. The Group may in the future be needed to discuss the District Council's emerging Local Plan.</p>	4	3	<p>Previously</p> <ol style="list-style-type: none"> 1. Councillor I Bates (Con) 2. Councillor D Brown (Con) 3. Councillor J Schumann (Con) <p>Councillor M Shuter (Con) to act as substitute for Councillor Bates</p> <p>Note. The East Cambridgeshire District Council membership included Councillors James Palmer and Mike Rouse.</p>	<p>Jack Eagle Lead Transport and Infrastructure Officer</p> <p>01223 703209</p> <p>Jack.Eagle@cambridgeshire.gov.uk</p>
<p>Joint Strategic Transport and Spatial Planning Group</p> <p>Provides co-ordination of spatial planning and integrated transport strategy for Cambridge City and South Cambridgeshire and an oversight of Growth Strategy.</p>	4	3	<p>Previously</p> <p>Councillor I Bates (Con) Councillor J Hipkin (Ind) Councillor D Jenkins (Lib Dem)</p> <p>Cllrs E Cearns (Lib Dem), M Mason (Ind) and L Harford (Con) to act as substitute members</p>	<p>Democratic Services Cambridge City Council PO Box 700 CAMBRIDGE CB1 0JH</p> <p>01223 457169</p> <p>Democratic.Services@cambridge.gov.uk</p>
<p>King's Dyke Project Board</p> <p>To oversee the continued development and delivery of the Scheme and provide a forum for key issues to be considered. The Board comprises stakeholders, local County and District Members.</p>	4	1	<p>Previously</p> <p>Councillor J Clark (Con)</p>	<p>Brian Stinton Team Leader Highway Projects</p> <p>01223 728330</p> <p>Brian.stinton@cambridgeshire.gov.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Learning Disabilities Partnership Board</p> <p>Membership of the Board comprises clients, service users, carers and staff from the County Council, social care, National Health Service and voluntary sector organisations</p>	6	1	Previously Councillor G Kenney (Con)	<p>Tracy Gurney Head of Learning Disability</p> <p>01223 714692</p> <p>tracy.gurney@cambridgeshire.gov.uk</p>
<p>LGSS Joint Overview and Scrutiny Working Group</p> <p>The role of the Joint Working Group (JWG) is to hold the LGSS Joint Committee to account for the discharge of its functions and to investigate issues associated with LGSS and make recommendations that seek to improve the quality of services delivered through LGSS.</p>	3	3	Previously 1. Councillor L Harford (Con) 2. Councillor P Clapp (UKIP) 3. Councillor M Mason (Ind)	<p>James Edmunds Democratic Services Assistant Manager and Statutory Scrutiny Officer Northamptonshire County Council Room 144 County Hall Northampton NN1 1DN</p> <p>01604 366053</p> <p>jedmunds@northamptonshire.gov.uk</p>
<p>Local Access Forum</p> <p>Cambridgeshire County Council has established a Local Access Forum, as required under the Countryside Rights Of Way Act (CROW) 2000. The Forum represents the interests of everyone who lives and works in the countryside and is trying to strike a balance between conserving it, working it and helping people to enjoy it.</p>	4	2	Previously 1. Councillor A Dent (UKIP) 2. Councillor M Smith (Con)	<p>Philip Clark Community Greenspaces Manager</p> <p>01223 715686</p> <p>philip.clark@cambridgeshire.gov.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Local Safeguarding Children's Board</p> <p>LSCBs have been established by the government to ensure that organisations work together to safeguard children and promote their welfare. In Cambridgeshire this includes Social Care Services, Education, Health, the Police, Probation, Sports and Leisure Services, the Voluntary Sector, Youth Offending Team and Early Years Services.</p>		1	Previously Councillor J Whitehead (Lab)	<p>Andy Jarvis, LSCB Business Manager</p> <p>01480 373582 07827 084135</p> <p>andy.jarvis@cambridgeshire.gov.uk</p>
<p>Making Assets Count Reference Group</p> <p>MAC is governed by a Programme Board, which has representation from all the main partners. A Members Reference Group steers and inputs to the programme, and is made up of Councillors and other key representatives from partner organisations.</p>	Quarterly	1	<p>Previously Councillor S Count (C) Councillor M McGuire (C). Substitute.</p> <p><i>(Membership is automatically leader with leader to nominate his or her sub)</i></p>	<p>David Bethell</p> <p>Programme Manager – Making Assets Count (MAC)</p> <p>01223 715687</p> <p>david.bethell@cambridgeshire.gov.uk</p>
<p>Mental Health Governance Board</p> <p>Provide the strategic governance overview of the delegated Service as set out in the Section 75 Agreement.</p>	Bi-monthly	1	Previously Councillor G Kenney (Con)	<p>Charlotte Wolstenholme Business Support Assistant Older People's Mental Health Team</p> <p>01223 715940</p> <p>charlotte.wolstenholme@cambridgeshire.gov.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Natural Cambridgeshire</p> <p>Natural Cambridgeshire consists of a broad range of local organisations, businesses and people whose aim is to bring about improvements in their local natural environment.</p>	4	1	Previously Councillor M Shuter (Con)	<p>Phil Clark Community Green Spaces Manager</p> <p>01223 715686</p> <p>philip.clark@cambridgeshire.gov.uk</p>
<p>Needingworth Quarry Liaison Group</p> <p>The aim of this group is to develop and maintain lines of communication between the site operator, the County Council & other regulatory bodies and the local community in order that matters of concern can be resolved in a timely and non-confrontational manner.</p>	2	4	Previously 1. Councillor P Bullen (UKIP) 2. Councillor S Criswell (Con) 3. Councillor K Reynolds (Con) 4. Vacancy	<p>Hilton Law Unit Manager – Cambridgeshire Hanson Aggregates</p> <p>hilton.law@hanson.com</p> <p>Direct dial – 01487 849026 07773 313194</p>
<p>North West Anglia NHS Foundation Trust Council of Governors</p> <p>Peterborough & Stamford Hospitals NHS Foundation Trust and Hinchingbrooke Health Care Trust are due to merge. The implementation date for the enlarged organisation is 1 April 2017 and from that date, the Trust have a reformed Council of Governors that reflects the wider catchment of both organisations and which includes representation from Cambridgeshire County Council as a statutory partner required by the Health and Social Care Act 2012 and NHS Act 2006.</p>		1	Previously Councillor P Brown (Con)	<p>Jane Pigg Company Secretary North West Anglia Foundation Trust</p> <p>01733 677926 (direct dial)</p> <p>jane.pigg@pbh-tr.nhs.uk</p> <p>PA Jackie Bingley 01733 677953 (Weds) 01480 418755 (rest of week)</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Older People's Partnership Board</p> <p>The OPPB brings together Older People, their representatives, the public and third sector, to work together to ensure the highest quality and best value services for older people across Cambridgeshire.</p>	6	1	Previously Councillor A Bailey (Con)	<p>Leisha O'Brien Development Officer Older People's Partnership Board</p> <p>0300 111 2301</p> <p>leisha@cambridgeshirealliance.org.uk</p>
<p>Papworth Hospital NHS Foundation Trust Council of Governors</p> <p>NHS Foundation Trusts are not-for-profit, public benefit corporations. They are part of the NHS and provide over half of all NHS hospital and mental health services. The County Council is represented on the Council as a nominated Governor.</p>	4	1	Previously Councillor P Topping (Con)	<p>Mary MacDonald Trust Secretary</p> <p>Mary.macdonald9@nhs.net</p> <p>Liz Bush Office Manager and EA to Chief Executive and Medical Director</p> <p>Direct Line 01480 364585</p> <p>liz.bush@nhs.net</p>
<p>Peterborough and Cambridgeshire Community Covenant (Military) Board</p> <p>The Armed Forces Covenant Board aims to improve the outcomes and life choices of military personnel, reservists, their families and veterans living in Cambridgeshire and Peterborough. The Covenant Board also aims to enhance the relationship between civilian and military communities.</p>	4	1	Previously Councillor M McGuire (Con)	<p>Sue Grace Director of Corporate and Customer Service</p> <p>01223 715680</p> <p>sue.grace@cambridgeshire.gov.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Physical Disability and Sensory Impairment Partnership Board</p> <p>The Board comprises people with physical disability and sensory impairments, carers, local voluntary organisations and staff from the Adults Department within the County Council</p>		1	Previously Councillor M Smith (Con)	<p>Linda Mynott Head of Disability Services</p> <p>01480 373252</p> <p>Linda.Mynott@cambridgeshire.gov.uk</p>
<p>RECAP Board</p> <p>RECAP (Recycling in Cambridgeshire & Peterborough) is a partnership of authorities across Cambridgeshire & Peterborough working together to provide excellent waste and recycling services to meet local needs. The RECAP Board is the Member level group of this partnership.</p>	4	1	Previously Councillor M McGuire (Con) Councillor P Reeve (UKIP) - substitute	<p>Neil Slopes</p> <p>neil.slopes@huntingdonshire.gov.uk</p>
<p>Soham Station Project Board</p>			<p>Previously Councillor J Palmer (Con) Councillor M Rouse (Con) Councillor J Schumann (Con)</p> <p>Note. The East Cambridgeshire District Council representatives have been Councillors Ian Bovingdon, Hamish Ross and Carol Sennitt</p>	<p>Adrian Shepherd Project Manager Public Transport Projects</p> <p>01223 728110</p> <p>Adrian.J.Shepherd@cambridgeshire.gov.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Total Transport Policy Member Steering Group (Formerly Cambridgeshire Future Transport (CFA))</p> <p>The purpose of the Group is to assist members in gaining a detailed understanding of some of the opportunities and challenges relating to transport, and of the possible consequences of decisions regarding service levels, fares, etc. The Total Transport project represents the next iteration of the CFT work. It is based on the simple idea that, on the ground, it doesn't make sense for different vehicles to collect neighbouring residents who are making similar journeys but for different purposes (healthcare, education, social care, etc). In rural areas in particular, integrating the provision of transport will allow scarce resource to be used more efficiently, so that the impact of reduced budgets can be softened.</p>	2	8	<p>Previously</p> <ol style="list-style-type: none"> 1. Councillor P Ashcroft (UKIP) 2. Councillor A Bailey (Con) 3. Councillor R Butcher (Con) 4. Councillor D Jenkins (LD) 5. Councillor M Mason (Ind) 6. Councillor M McGuire (Con) 7. Councillor S van de Ven (LD) 8. Councillor J Whitehead (Lab) 	<p>Paul Nelson Interim Head of Passenger Transport Services</p> <p>01223 715608</p> <p>paul.nelson@cambridgeshire.gov.uk</p>
<p>Traffic Penalty Tribunal</p> <p>The Traffic Penalty Tribunal is an independent tribunal whose impartial, independent Adjudicators consider appeals by motorists and vehicle owners whose vehicles have been issued with penalty charges, removed or towed away or immobilised by a Council in England or Wales (excluding London) that enforces parking contraventions under the Traffic Management Act 2004.</p>	As required	1 + substitute	<p>Previously Councillor M McGuire (Con)</p> <p>Substitute – none</p>	<p>Philip Hammer Parking Operations Manager</p> <p>01223 727903</p> <p>Philip.hammer@cambridgeshire.gov.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>UTC Cambridge</p> <p>A specialist science college for 14-19 year olds providing a curriculum closely aligned to the local and national labour markets in Biomedical and Environmental Science and Technology</p>		1	Previously Cllr T Orgee (Con)	<p>Jon Green Chair of Governors UTC Cambridge Robinson Way CAMBRIDGE CB2 0SZ</p> <p>Tel: 01223 724300</p> <p>corporationclerk@utccambridge.co.uk</p>
<p>Visit Cambridge and Beyond Destination Management Company (DMO) - Board of Directors</p> <p>This is a new delivery mechanism led by Cambridge City for the future provision of tourism services in Cambridge and the surrounding area.</p> <p>Governance: It is to be governed by a Board of Directors.</p> <p>Representation: The representation includes one councillor appointment to the full board from Cambridge City, South Cambridgeshire District Council (SCDC) and Cambridgeshire County Council.</p>	12	1	Previously Cllr Shuter (Con)	<p>Emma Thornton Head of Tourism and City Centre Management The Tourist Information Centre Peas Hill Cambridge CB2 3AD</p> <p>Tel 01223 457464</p> <p>Mobile: 07712788550</p> <p>emma.thornton@cambridge.gov.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Warboys Landfill Site Liaison Group</p> <p>The aim of this group is to develop and maintain lines of communication between the site operator, the County Council & other regulatory bodies and the local community in order that matters of concern can be resolved in a timely and non-confrontational manner.</p>	1-2	1	Previously Councillor M Tew (Con)	<p>Mark Farren Managing Director, Woodford Waste Management Services Ltd</p> <p>01487 824240</p> <p>Mark.Farren@woodfordrecycling.co.uk</p>
<p>Waterbeach Waste Management Park Liaison Group</p> <p>The aim of this group is to develop and maintain lines of communication between the site operator, the County Council & other regulatory bodies and the local community in order that matters of concern can be resolved in a timely and non-confrontational manner.</p>	2-3	1	Previously Councillor M Leeke (LD)	<p>Tim Marks Planning Manager Amey LG Ltd</p> <p>Direct line: 01223 815463 Mobile: 07917 731076</p> <p>tim.marks@amey.co.uk</p>
<p>Whitemoor Distribution Centre, March (Network Rail)</p> <p>The aim of this group is to develop and maintain lines of communication between the site operator, the County Council & other regulatory bodies and the local community in order that matters of concern can be resolved in a timely and non-confrontational manner.</p>	As required	1	Previously Cllr S Count (Con)	<p>Tony Masciopinto Site Manager Whitemoor Material Handling Depot</p> <p>01733 559729</p> <p>Tony.masciopinto@networkrail.co.uk</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p>Wisbech Access Strategy Steering Group</p> <p>Growth Deal Funding of £1 million has been allocated to the Wisbech Access Strategy, with a further £10.5 million conditional upon delivery of an acceptable package of measures. The Steering Group, set up Oct 2016, will make recommendations to the Economy and Environment Committee and to Fenland District Council's Cabinet, who will in turn make recommendations to the LEP (Local Enterprise Partnership) Transport Body or Greater Cambridge Greater Peterborough LEP Board.</p>	6 approx between Oct 2016 and Jul 2017	2	Previously 1. Councillor S Hoy (Con) 2. Councillor A Lay (UKIP)	<p>Jack Eagle Lead Transport & Infrastructure Officer</p> <p>01223 703269 jack.eagle@cambridgeshire.gov.uk</p>
<p>Woodhatch Farm Waste Recycling Site Liaison Group (Ellington)</p> <p>The aim of this group is to develop and maintain lines of communication between the site operator, the County Council & other regulatory bodies and the local community in order that matters of concern can be resolved in a timely and non-confrontational manner.</p>	As required	2	Previously 1. Councillor S Bywater (Con) 2. Councillor P Downes (LD)	<p>Kelly Howe Planning Assistant Mick George Ltd</p> <p>07824 991151 Kellyh@mickgeorge.co.uk</p>

