

# GENERAL PURPOSES COMMITTEE



**Date: Tuesday, 21 March 2017**

**Democratic and Members' Services**

Quentin Baker

LGSS Director: Law and Governance

**10:00hr**

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 **Apologies for absence and declarations of interest**

*Guidance on declaring interests is available at*  
<http://tinyurl.com/cccd-dec-of-interests>

- 2 **Minutes - 24 January 2017 and Action Log**

**5 - 36**

- 3 **Petitions**

### OTHER DECISION

- 4 **Finance and Performance Report - January 2017**

**37 - 66**

### KEY DECISIONS

<b>5</b>	<b>Integrated Resources and Performance Report for the Period Ending 31st January 2017</b>	<b>67 - 94</b>
<b>6</b>	<b>Transformation Fund Investment Proposals</b>	<b>95 - 122</b>
<b>7</b>	<b>Capital Project - CREATE</b>	<b>123 - 200</b>
	<i>Appendices 1, 2, 4 &amp; 6 of this report are confidential. If members wish to discuss these appendices, it will be necessary to exclude the press and public as detailed in item 13 below.</i>	
<b>8</b>	<b>A Corporate Energy Strategy for Cambridgeshire County Council</b>	<b>201 - 252</b>

#### **OTHER DECISIONS**

<b>9</b>	<b>Community Resilience Strategy and Delivery Plan</b>	<b>253 - 262</b>
<b>10</b>	<b>Treasury Management Report - Quarter 3</b>	<b>263 - 280</b>
<b>11</b>	<b>Corporate Risk Register Update</b>	<b>281 - 298</b>
<b>12</b>	<b>General Purposes Committee Agenda Plan, Training Plan and Appointments to Outside Bodies, Partnership Liaison and Advisory Groups, and Internal Advisory Groups and Panels</b>	<b>299 - 310</b>
<b>13</b>	<b>Exclusion of Press and Public</b>	

*To resolve that the press and public be excluded from the meeting on the grounds that the agenda contains exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed, information relating to the financial or business affairs of any particular person (including the authority holding that information)*

The General Purposes Committee comprises the following members:

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

Councillor Anna Bailey Councillor Ian Bates Councillor David Brown Councillor Paul Bullen  
Councillor Edward Cearns Councillor Steve Criswell Councillor Adrian Dent Councillor John  
Hipkin Councillor David Jenkins Councillor Mac McGuire Councillor Lucy Nethsingha  
Councillor Tony Orgee Councillor Peter Reeve Councillor Ashley Walsh 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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Public speaking on the agenda items above is encouraged. Speakers must register their intention to speak by contacting the Democratic Services Officer no later than 12.00 noon three working days before the meeting. Full details of arrangements for public speaking are set out in Part 4, Part 4.4 of the Council's Constitution <http://tinyurl.com/cambs-constitution>.

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**GENERAL PURPOSES COMMITTEE: MINUTES**

**Date:** Tuesday, 24th January 2017

**Time:** 10.15a.m. – 2.00p.m.

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

**Apologies:** Councillor Cearns

*The Chairman apologised for the delay to the start of the meeting, which was due to the impact of the closure of the A10.*

**310. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**311. MINUTES – 10TH JANUARY 2017 AND ACTION LOG**

The minutes of the meeting held on 10th January 2017 were agreed as a correct record and signed by the Chairman subject to a correction at the top of page 10 where it should read a) and b) and not b) and c). The Action Log and following updates were noted:

- the need for Children, Families and Adults to identify on its service directorate Risk Register the risks associated with call handing and the mitigation measures necessary to reduce that risk to an acceptable level. **Action Required.**
- the Chief Executive had asked the Chair of the Public Service Board (PSB) to include an item on the next agenda covering what the County Council was doing in relation to transformation and the need to find a mechanism to identify benefits to partners such as the Police, Districts and Health. She agreed to bring back a formal response from the PSB to Committee. The Chairman acknowledged that the County Council might not be able to identify some of these savings in depth but it could instead provide an estimate. **Action Required.**
- the need to communicate the impact and importance of the decisions made as part of the Transformation Fund was ongoing. It was noted that there were three case studies as part of the introductory section in the Strategic Framework. **Action Required.**
- the Project Board dealing with elections had already met and was scheduled to meet again on 26 January. The costs would be brought back to Members. **Action Required.**

### **312. PETITIONS**

No petitions were received.

### **313. INSURANCE PROCUREMENT 2017 – DELEGATION OF AUTHORITY TO LET CONTRACT**

The Committee was informed of the proposal to undertake an EU compliant tender process to procure contracts of insurance to replace existing arrangements, which were due to expire on 30th September 2017. A joint LGSS procurement exercise was being prepared which would aim to achieve cost and contract management efficiencies. Although the proposed timetable meant that Peterborough City Council could not be part of the exercise, it was proposed to consider benchmarking data and possibly align with the Council when the next review was undertaken. In response to a query, the Chief Finance Officer (CFO) confirmed that the work being undertaken by the Local Government Association regarding a national insurance programme option was included as part of the process.

It was resolved unanimously

That the Committee approve delegation of authority to the Council's Chief Finance Officer, in consultation with Chairman of General Purposes Committee, to agree and let contracts for the provision of insurance to the Council commencing 1st October 2017.

### **314. BUSINESS PLAN 2017-18**

The CFO when introducing his report proposed an alteration in order to produce a fully balanced budget by replacing Recommendation 3 in the report with the following:

Agrees that the 2017/8 revenue budget gap, in the sum of £1.4m, be covered by utilising part of the MRP adjustment thereby reducing the sum that would otherwise have been added to the Transformation Fund.

Members received a report detailing the Council's Business Plan covering the period 2017-18 in detail, and 2018-19 through to 2021-22 in outline for Committee recommendation to Council for approval. They were reminded that, at their last meeting, they had been presented with an unbalanced budget position but with potential options to achieve a balanced position. Attention was drawn to Section 2.2 which set out how the budget gap had been narrowed. There was still a budget gap of £1.4m which was proposed to be covered by utilising part of the Minimum Revenue Provision (MRP). In response, one Member commented on the need to note that there would therefore be a shortfall in the Transformation Fund from this action.

In considering the report and Business Plan, some Members commented as follows:

- the need to avoid repeating Sections 2 & 3 in the Strategic Framework.
- the need to amend recommendation 6 to 4h instead of 4i.

## UKIP Amendment

Councillor Bullen proposed an amendment (attached at Appendix 1), seconded by Councillor Reeve. In introducing his amendment, Councillor Bullen reported that UKIP believed Council Tax was unfair and regressive, as it affected the less well off. He was of the view that the Council's budget situation was not as severe as reported and that the Council had the funds to provide a balanced budget both this year and next. He was concerned about the significant amount of funding which he believed had been wasted by the Council on large projects. He also felt that the Government should be funding Adult Social Care (ASC) rather than, what was in his view, less worthy projects.

In considering the amendment, some Members commented as follows:

- the need to focus on the Council's budget, as it was not possible to affect national policy.
- queried whether UKIP supported the ASC precept of 2%. Councillor Bullen reported that he regarded the precept as Council Tax money spent on ASC. He could not support any increase in Council Tax in any shape or form.
- noted that amendment numbers 2 and 3 were included in the recommendations to Committee. The CFO acknowledged this point but drew attention to the fact that they had not yet been approved. Councillor Bullen reported that when he had raised this issue at Group Leaders, it had been agreed to accept the amendment as drafted. The Chairman felt that there had been sufficient time for UKIP to alter its amendment to reflect correct information. One Member expressed concern that the Chairman was acting beyond his remit particularly as the amendment had been submitted in advance with officer advice.
- queried whether the amendment would produce a balanced budget. The CFO stated that it would.
- highlighted the fact that following comments raised by the Chairman, opposition groups had all prepared and discussed their amendments with officers in advance. Some groups had also shared their amendments. The Leader of the Liberal Democrat Group was critical of the fact that the Conservative amendment had not been shared. She felt that it would have been useful to have had early sight of the amendments at Group Leaders. The Chairman reported that he had only been offered the sight of the amendments ten minutes before the meeting. The Leader of the Labour Group reminded the meeting that the Council was no overall control and that there were therefore no opposition groups. The Chairman reported that he had submitted a formal complaint against the Leader of the Liberal Democrat Group and the Liberal Democrat Group regarding reference to their statement that the Council was run by a Conservative Administration and officers. In response, the Leader of the Liberal Democrat Group reported that she had never suggested the Council was run by officers but she was of the view that it was a Conservative led Council. The Chairman reminded the meeting of last year's budget which had been agreed at Council by political parties joining together.

One Member expressed concern at the piecemeal approach to amendments. She asked whether the Committee could be given time to review all the amendments as there might be overlaps which could be pursued. In response, the Chairman agreed to a short adjournment to enable all the amendments to be circulated and to give Members time to read them.

In considering the UKIP amendment, some Members commented as follows:

- noted that the UKIP amendment would result in further depletion of the Transformation Fund.
- expressed concern that the Council which had received £111m in Revenue Support Grant (RSG) in 2010 would not receive any Grant in 2019. It was not possible to provide the level of services the public expected without increasing the tax base. It was noted that there were already red risks for ASC, Children's Social Care and flooding. UKIP was proposing to reduce the Council's reserves so that they were smaller than the reserves for Cambridge City Council. In response, it was noted that UKIP was of the view that a Council Investment Strategy would avoid the need to be reliant on Council Tax.
- concern expressed by two Members that the UKIP Leader had stated in the introduction to his amendment that social care was a draw on society. The UKIP Leader reported that if he had said that then he apologised. He meant to say a huge draw on reserves.
- queried why Councillor Bullen was standing as the UKIP mayoral candidate if the party opposed the introduction of a Mayor for Cambridgeshire. Councillor Bullen reported that he would use the role to reduce the levels of bureaucracy.

On being put to the vote the amendment was lost.

#### Liberal Democrat Amendment

Councillor Nethsingha proposed an amendment (attached at Appendix 2), seconded by Councillor Leeke. She expressed concern that the Conservatives were consistently refusing to raise Council Tax to support NHS Services. She drew attention to a letter from a major care provider who had stated that the current level of funding was unsustainable and if reduced further than required there would be a further crisis in the NHS. She was concerned that families were experiencing the trauma of having operations cancelled because there were no beds available. Reductions in the County Council's budget therefore went beyond care services, she was therefore of the view that the Council should be doing all it could to support its NHS colleagues. She drew attention to proposed budget cuts to children's centres, schools particularly support services provided by the Council, and bus services. She commented that by not increasing Council Tax by an additional 42p per week, the Council was choosing not to support services.

In considering the amendment, some Members commented as follows:

- support from the Leader of the Labour Group for the amendment. However, he highlighted the need to add another £400k to the budget for free parking at the Park and Ride sites around Cambridge, as it had actually cost £1.2m to fund. The Leader of the Liberal Democrat Group acknowledged the point raised and the fact that there would be a conversation with the City Council if there was a shortfall.
- queried whether the amount of money being proposed for the wide range of services except for Park and Ride was significant to make a difference. Another Member queried why the Liberal Democrat Group did not adopt the approach being proposed by Surrey County Council to increase Council Tax to cover the actual costs rather than tinkering with the figures to generate leaflets. He was surprised that these proposals had not been discussed at the Committees. The Deputy Leader of the Liberal Democrat Group acknowledged that the amount proposed for subsidising bus routes and community transport was woefully inadequate. He hoped that the new Mayor would consider the franchising of bus services. He reported that the £190k proposal to increase services to support young mothers and their babies detailed in 1a would support the cost of the current programme which did provide an adequate service. The Leader of the Liberal Democrat Group added that it would fund three members of staff so would make a difference. She added that the proposals addressed areas where it was needed. She made no apology for generating leaflets given the importance of the election process.
- noted from the Chairwoman of Children and Young People Committee that there would be no Children's Centre closures in 2017/18. There was a saving of £1m proposed in 2018/19. She drew attention to a recent Members' Seminar where detailed plans for Children's Centres linked to Community Hubs had been outlined which would hopefully avoid the need for future closures. One Member was concerned that the Liberal Democrat Group proposal for Children's Centres would undermine what was being proposed by officers. The Leader of the Liberal Democrat Group reported that the Children's Centres budget and Children's Change Programme were linked.
- expressed continued concern regarding the media reporting of Delayed Transfers of Care. The figures for September 2016 showed that ASC care delays accounted for 133 per 100,000 population compared to a total of 577. Cambridgeshire had one of the lowest figures in the area for delays attributable to ASC. The Leader of the Liberal Democrat Group acknowledged the complexity of this issue but the Council would not be doing everything it could if it did not fund services. She reported that the figures for November 2016 showed that ASC delays accounted for 991. Another member queried the accuracy and asked for the source and numbers to be validated.
- highlighted the fact that the joint commissioning of a specific home care service geared up to achieve rapid hospital discharge detailed in 2b of the amendment was to a large extent the Neighbourhood Cares Pilot Project set out in the Business Plan, which followed the individual into hospital. The pilot needed to be evaluated so it was not clear how the proposal in 2b would be implemented in the financial year.

- highlighted the fact that issues around recruitment of home care workers were more complex than just rate of pay. Another Member queried whether such a small amount of funding would be sufficient to attract and retain the required work-force. The Leader of the Liberal Democrat Group reported that a 1.4% increase was double the rate in the Business Plan.
- expressed concern about the misleading wording in 2a. The current business plan proposals were not from the Conservative Group but had been worked up through the committee system which involved all parties. The Leader of the Liberal Democrat Group reported that the budget papers were based on the Conservative proposal of a 0% increase in Council Tax and a 2% increase in ASC precept. She highlighted the fact that the Business Plan did not reflect the Liberal Democrat, Labour or UKIP proposals. The Leader of the Labour Group reported that all groups had been given the opportunity to contribute to the Business Plan and submit an amendment. It was therefore not a Conservative budget.
- welcomed £6 million of new Government funding, separate to any other income streams, to spend between now and 2020 on schools across Fenland and East Cambridgeshire. The CFO was asked to clarify what the funding could or could not be used for. **Action Required.** The Chairman commented that the Schools' Budget had received increases over the last few years he believed were £26.9m and an additional £6m as a result of the new funding formula. However the figures would need checking as they were from memory. The Leader of the Liberal Democrat Group welcomed the increase in funding for Fenland and East Cambridgeshire but highlighted the fact that Cambridge, South Cambridgeshire and Huntingdonshire had been affected adversely by the schools' funding formula.
- clarified that UKIP did not wish to privatise the NHS, as indicated in the Leader of the Liberal Democrat Group's introduction. It wanted it to be fair and free for everyone.
- acknowledgement from the Deputy Leader of the Liberal Democrat Group that Council Tax was a bad form of tax and that there were better ways to raise tax. Working within the current mechanism, it was better that people paid an average of an additional 42p per week over the increase already proposed for an improvement in services.
- clarified that the Liberal Democrat amendment was for 2017/18 and would increase the budget base.

On being put to the vote the amendment was lost.

### Labour Amendment

Councillor Walsh proposed an amendment (attached at Appendix 3), seconded by Councillor Whitehead. He drew attention to two alterations as follows: the addition of cuts after "devastating" in the fourth paragraph on page 1 and the change from "minority" to majority to the first sentence of A5.

Councillor Walsh reminded the Committee of the changes to the RSG which would not exist by 2019/20. He drew attention to the impact of growth, the risk of the proposed savings to adults and children in need, and no new financial support for care services. Whilst his group supported transformation, he could not support cuts classed as transformation which impacted on the disadvantaged such as cuts to Mental Health packages. He acknowledged that Council Tax was not perfect and did need re-banding. He drew attention to the spending proposals detailed in his amendment. He was therefore proposing to raise Council Tax by 1.99% over the coming three years and to raise the ASC precept by 3% over the coming two financial years.

In considering the amendment, some Members commented as follows:

- highlighted the fact that raising the ASC precept by 3% over the coming two financial years left an element of risk in relation to the third year. Another Member queried whether the Labour Group had considered spreading it out over three years as this would raise more funding. The Leader of the Labour Group commented that it was a marginal decrease. He considered it more important to have the funding now given the shortage of funds.
- highlighted the importance of the Transformation Fund being used to support the Council's Strategic Objectives rather than using budget cuts to transform lives.
- highlighted the proposal for a £23m commercial property investment fund at A10. The Chairman of Assets and Investments Committee reported that the Council already had such a fund managed by his Committee. The Chairman drew attention to the risks associated with the statement that each investment would produce a return of at least 6%. The Leader of the Labour Group acknowledged that the Committee was doing excellent work. With reference to the rate of return, he encouraged the Council to work with other authorities which had more experience in this area.
- welcomed many of the proposals set out in the amendment and suggested that the Leader of the Labour Group work with the Leader of the Liberal Democrat Group to produce a joint amendment.
- expressed concern about A3 which did not include villages. Another Member reminded the Committee that it was setting a budget for the whole of Cambridgeshire and not just Cambridge City. One Member challenged this view as urban did not just mean Cambridge. The proposals covering the City Shuttle Bus and Park and Ride would also benefit people from outside of Cambridge.
- expressed concern as to whether it was right to raise Council Tax to get money to invest in property.
- expressed concern about the lack of additional investment in ASC. The Leader of the Labour Group drew attention to two proposals covering learning and autism which were part of ASC.

- highlighted the impact of Brexit talks on business rates in the future. Attention was drawn to the fact that the majority of people were willing to pay more Council Tax to protect services.

On being put to the vote the amendment was lost.

#### Conservative Amendment

*The Chairman agreed to vacate the chair to allow the Vice-Chairman to take the chair to enable him to propose the Conservative amendment.*

Councillor Count proposed an amendment (attached at Appendix 4), seconded by Councillor Bailey. Councillor Count reported that his confidence in the Council's transformation of services meant that he could use the MRP to fund the costs of proposed investments detailed in his amendment and replace the funding with savings from an accelerated transformation process. This would avoid the need to increase Council Tax in 2017/18. He drew attention to proposals to increase spending on pothole repairs and carriageway cracks, gully clearance, grass cutting and visibility splay grass cutting, sealing cracks in pavements and general footway improvements, Mental Health and early year's literacy. He also drew attention to a proposal to prepare £50m of congesting busting projects.

In considering the amendment, some Members commented as follows:

- expressed disappointment at the statement that the current set up was delaying transformation.
- highlighted the importance of the Early Years Community Literacy Projects.
- questioned which members of the Conservative Group had supported a 1.99% increase in Council Tax.
- questioned why the Conservative Group had not produced a four year plan with a table outlining spending and receivable revenue proposals.
- expressed concern about the purely speculative nature of the first paragraph of the amendment. Another Member argued that the amendment was incoherent as there was no evidence of how the savings would be achieved. He queried why the mental health proposal had not been taken through the committee system. As Chairman of the Health Committee, he confirmed that the proposal relating to Mental Health had not been raised directly with him. With reference to the proposal for early year's literacy, he reported that he had raised this with the Vice-Chairman of the Health Committee. The Leader of the Conservative Group reported that this proposal had been raised with him by the Director of Public Health.
- queried whether this amendment would provide a balanced budget as there was no explanation as to where the money would come from. The reference to the £50m did not relate to the Council's budget. The CFO explained that the proposal was to balance the budget drawing on MRP in 2017/18 and replenishing it with savings from transformation in 2018/19. With reference to the second point, the capital funding for



schemes which were ready to go would need to come from other sources. He acknowledged that the written amendment did not sufficiently reflect his conversations with the Conservative Group and did not provide sufficient detail for a balanced budget.

Councillor Count withdrew his amendment. The Vice-Chairman exercising his discretion as Chairman adjourned the meeting for fifteen minutes to enable the amendment to be redrafted.

Councillor Count proposed a second amendment (attached at Appendix 5), seconded by Councillor Bailey. He reported that the narrative at the end of the amendment was the only addition to clear up the previous mismatch.

In considering the amendment, some Members commented as follows:

- questioned which members of the Conservative Group had supported a 1.99% increase in Council Tax. The Leader of the Conservative Group reminded the Committee that political group meetings were private.
- questioned why the Conservative Group had not produced a four year plan with a table outlining spending and receivable revenue proposals. The Leader of the Conservative Group reported that his Group had been fully engaged with the process throughout the year and concentrated on proposals not rhetoric therefore at this stage they did not need a five page document to outline their amendment.
- expressed concern that it was fiscally irresponsible to use the MRP to fund budget lines. Another Member highlighted the need for fully costed proposals. The Leader of the Conservative Group reported that his Group was the only one looking to replenish the MRP.
- expressed concern that this amendment was predicated on the overachievement of savings particularly given the situation relating to Looked After Children. It was suggested that the Council should not take risks with the Transformation Fund over and above what officers had indicated they could deliver. This amendment did not set a balanced budget this year and increased revenue spend over and above income. The Leader of the Conservative Group reported that he was not proposing an overachievement of savings, in fact he would be looking to draw up further savings.
- queried whether it was right to use the word investment to cover spending on pothole repairs. The Leader of the Conservative Group acknowledged the nuances associated with the word investment.
- highlighted the fact that funding of £50m of congestion busting projects was misleading. This statement should be amended to reflect County Council investment of £70,000 in revenue funding. The Leader of the Conservative Group identified other funding streams that necessitated projects being prepared to “oven ready” stage in order to qualify for funding. The £70k was the revenue implications in the budget to the County Council for that work.

- highlighted the fact that the amendment was inaccurate and disappointing with no input from the other parties.
- expressed continued concern about the purely speculative nature of the first paragraph of the amendment. The CFO reported that the amendment was using MRP to fund investment for one year. It would be taken from the total MRP funding amount for 2017-18 not taken to the revenue account of £8.6m. There was therefore no additional pressure on revenue. The organisation would need to identify £4.3m to replenish the MRP in 2018/19.
- noted that the Conservative Group was committed to radical transformation. One Member highlighted her experience at East Cambridgeshire District Council where such transformation had taken place. She expressed disappointment that members of the Liberal Democrat Group on Adults Committee had been unable to support a transformation proposal included in the Business Plan. She was of the view that the Council could do more transformation and this would happen if the Conservative Group was in control. The Leader of the Conservative Group added that a conservative majority would accelerate transformation, as it would remove the time spent by officers explaining bids.

On being put to the vote the amendment was lost.

*The Leader of the Conservative Group resumed the chair.*

#### Amendment from Councillor Jenkins

Councillor Jenkins proposed an amendment, seconded by Councillor Nethsingha, as follows:

Additional funding of £XXX be made available to enable the Community Literacy Project in Waterlees, Wisbech, and other identified locations to go ahead.

The source of this funding be determined by the CFO in consultation with etc.

Councillor Jenkins reminded the Committee that the Council was responsible for public health. Its role was to provide a productive workforce and help people live more satisfying lives, which could involve changing behaviours. He highlighted the work of Professor Marmot much of which was aimed at addressing inequality. This work was supported by Health Committee which had received a report. He thanked the Chairman for his on work on Devolution 2 which included public health. He drew attention to the Community Literacy Project pilot which had taken place in Wisbech and welcomed the fact that the Vice-Chairman of Health Committee had seen fit to include it in the Conservative amendment based on four locations over five years.

A discussion took place regarding who had initiated the proposal. The Vice-Chairman of Health Committee reported that the Chairman of Health Committee had raised it with him. However, before he had reported it back to his Group, it had been included in the amendment. Whilst all the Groups supported the investment of £120k for Early Years Community Literacy Projects to be delivered in Wisbech, Huntingdon, North Cambridge and St Neots, there was concern as to where the money would come from. On the

basis that this proposal had received general approval from the Committee, Councillor Jenkins agreed to withdraw his amendment to enable more work to be carried out to establish how it would be funded. The proposal would then be presented to full Council in February as part of the Business Plan. **Action Required.**

It was resolved to *(for clarity the recommendations which were not agreed have been struckthrough)*:

1. Consider the Business Plan, including supporting Budget, Community Impact Assessments, Consultation Responses and other material, in the light of all planning activities undertaken to date.
2. Approve the allocation of the Special Educational Needs and Disability (SEND) Implementation Grant 2017-18 to Children, Families and Adults (CFA), to ensure that this funding was used as intended by Department for Education (DfE).
- ~~3. Agrees that the 2017/8 revenue budget gap, in the sum of £1.4m, be covered by utilising part of the MRP adjustment thereby reducing the sum that would otherwise have been added to the Transformation Fund.~~
4. Recommend to Council the following:
  - ~~a. That approval be given to the Service/Directorate budget allocations as set out in each Service/Directorate table in Section 3 of the Business Plan.~~
  - ~~b. That approval be given to a total County Budget Requirement in respect of general expenses applicable to the whole County area of £780,393,000 as set out in Section 2 Table 6.3 of the Business Plan.~~
  - ~~c. That approval be given to a recommended County Precept for Council Tax from District Councils of £262,235,777.24, as set out in Section 2, Table 6.3 of the Business Plan (to be received in ten equal instalments in accordance with the fall back provisions of the Local Authorities (Funds) (England) (Amendment) Regulations 1995).~~
  - ~~d. That approval be given to a Council Tax for each Band of property, based on the number of "Band D" equivalent properties notified to the County Council by the District Councils (220,287), as set out in Section 2, Table 6.4 of the Business Plan reflecting a 2% increase in the County Council element of the Council Tax:~~

Band	Ratio	Amount (£)
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A	6/9	£793.62
B	7/9	£925.89
C	8/9	£1,058.16
D	9/9	£1,190.43
E	11/9	£1,454.97
F	13/9	£1,719.51
G	15/9	£1,984.05
H	18/9	£2,380.86

- e. That approval be given to the report of the Chief Finance Officer on the levels of reserves and robustness of the estimates as set out within the Section 25 statement.
- f. That approval be given to the Capital Strategy as set out in Section 6 of the Business Plan.
- g. That approval be given to capital expenditure in 2017-18 up to £264.9m arising from:
  - Commitments from schemes already approved; and
  - The consequences of new starts in 2017-18 shown in summary in Section 2, Table 6.9 of the Business Plan.
- h. That approval be given to the Treasury Management Strategy as set out in Section 7 of the Business Plan, including:
  - i. The Council's policy on the making of the Minimum Revenue Provision (MRP) for the repayment of debt, as required by the Local Authorities (Capital Finance & Accounting ) (England) (Amendment) Regulations 2008
  - ii. The Affordable Borrowing Limit for 2017-18 as required by the Local Government Act 2003)
  - iii. The Investment Strategy for 2017-18 as required by the Communities and Local Government (CLG) revised Guidance on Local Government Investments issued in 2010, and the Prudential Indicators as set out in Appendix 3 of Section 7 of the Business Plan.
5. Endorse the priorities and opportunities as set out in the Strategic Framework
- ~~6. Authorise the Chief Finance Officer, in consultation with the Leader of the Council, to make technical revisions to the Business Plan, including the foregoing recommendations 4a to 4i to the County Council, so as to take into account any changes deemed appropriate, including updated information on~~

~~District Council Tax Base and Collection Funds, Business Rates forecasts and  
Collection Funds and any grant changes.~~

**315. 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 item 8 – Community Hubs to be considered in March would now be part of item 7.

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

**UKIP has identified 5 core goals**

1. To freeze council tax
2. To identify new revenue streams for CCC
3. To identify savings with no impact on service delivery
4. To better integrate the council with partner organisations
5. To ultimately move to a unitary authority.

This report identifies the UKIP group's proposal for new savings, new revenue streams and new ways of working not currently in the proposed CCC budget proposal adopted by CCC. The UKIP proposal identifies what we will do differently in order to achieve a council tax freeze whilst providing a balanced budget and no extra cuts to key front line services.

**Background and national scene**

The UKIP statement on the CCC budget plan proposal is aimed at achieving the five core goals above. We aim to make the organisation as efficient as possible while also addressing the critical need for new revenue streams.

Above all UKIP aims to initiate a cultural change in CCC to develop into an organisation willing to blur the organisational boundaries with partners and to start the transformational process into an organisation willing and capable of ultimately becoming a Unitary Authority.

We will illustrate how we will fund a tax freeze for Cambridgeshire tax payers without direct cuts to front line services beyond the current plan proposed by CCC.

The UKIP group recognises that these are difficult economic times for the people of Cambridgeshire. Residents and communities are suffering from the results of poor government decisions and difficult economic conditions.

At a time when residents are finding it difficult to pay their mortgage, heat their homes, put fuel in their cars to get to work and put food on their table, we believe that it is wrong for CCC to compound this problem further by taking more money from household budgets by increasing council tax.

UKIP is the party of small government and low tax, passionate about keeping money where it belongs, in the householder's purse, paying for essential and escalating household bills, rather than in the County Council's coffers.

UKIP is the party of efficiency, believing that councils should be as lean as possible in good economic times as well as bad.

UKIP is the party of transformation, seeking a radical agenda of change management to break down the barriers in the way of the council so that its partners are fit and willing to move to unitary status.

UKIP recognises that the changes that we seek to make would have been less challenging to implement in previous better economic times and regrets that the previous administrations did not tackle waste, inefficiencies and new revenue streams that financial pressures are now forced upon them. We are now suffering from the impact of poor past decisions.

UKIP believes that the move to the committee system of governance has allowed a more collegiate approach to decision making that has achieved greater consensus, better scrutiny and better and wider debate, more input from members and communities and better decisions.

UKIP regrets that previous administrations had not grasped the nettle of introducing new revenue streams and efficiencies over the last two decades that could have created a situation where the current financial pressures would be much less challenging.

The impact on Cambridgeshire households of the planned year on year tax rises is cumulative not just over time but also across other tax raising authorities in Cambridgeshire including district councils, Police and Crime Commissioner, Fire Authority and many town and parish councils planning to increase their tax take from limited household budgets.

UKIP opposed the introduction of a Mayor for Cambridgeshire and suggested that the original claims that the mayoral office need not cause extra cost beyond existing staff within local authorities were grossly exaggerated and whilst pleased to see more honesty in the figures of the cost of the Mayor's office being presented we believe that this is an unnecessary extra burden on the residents of Cambridgeshire. Two of the powers that the new Mayor will have are to add another line to council tax payers and business rates payers bills. UKIP oppose this extra taxation.

We recognise the urgent need for UKIP to enter the decision making institutions of national government that can positively impact local government budgets.

Despite the results of the referendum on UK membership of the EU, £55 million is still being given to the European Union every day by the UK, money which UKIP would use to provide services and infrastructure in Britain. Brexit provides the opportunity to move this spend back to the UK and directly back into local services. UKIP supports the Local Government Association position of demanding that significant amounts of the Brexit dividend are channelled to services provided by local government.

UKIP strongly believes that the UK must reduce the amount of money given away in the foreign aid budget and that it should be reduced to around £2bn which is still enough to provide essential foreign aid of water, inoculations and disaster relief. The remaining £10bn, that is currently in the foreign aid budget and which is often used on wasteful, ineffective and aspirational projects, and often provided to countries that are spending money on military, space and nuclear programmes. It is UKIP policy to channel this money back home to

support British residents in need in the UK. This is the only way of solving the funding gap in adult and children's social care and the NHS. Council tax rises fail to provide enough extra money to make a difference and add substantial extra pressure to already stretched household budgets.

Some EU legislation directly impacts CCC. Landfill tax alone costs CCC nearly £8million per year.

UKIP's national policies on health, education, defence, immigration, procurement, transport and Whitehall departmental structures will also have a positive impact on local government finance and service provision.

We acknowledge, however, that UKIP is not yet in government and Cambridgeshire County Council has to work within the constraints of the poor government decisions currently being made. We therefore have not used any of these figures in our plan.

### **Amendments to the 2017/8 budget**

1. That Council tax be frozen.

This creates a deficit in the 2017/18 budget of £5,135m which when added to the current funding gap of £4.3m in the proposed budget produces a deficit that needs to be covered of £9.435m

2. That the redundancy budget be capitalised, which is permissible within the capital regulations and will create a positive impact on the revenue account of £1m
3. That the interest accrued on capital projects before assets become operational are Capitalised, this will create a positive impact on the revenue budget of £2.1m
4. Use MRP to balance the budget which will have a positive impact on the revenue budget this year of up to £4.3m of the £8.6m available leaving the remainder to further seed fund revenue generating and transformational projects.
5. Reduce the general reserve being held which is currently at £17m by £2.035m to £14.965m

UKIP will separately provide a statement on our medium and long term savings and investment strategy that will ensure future tax freezes without service reductions that will remain possible beyond the 2017/8 budget.



**Liberal Democrat's budget amendments, February 2017**

**Preamble**

The Liberal Democrat group believes that public services in Cambridgeshire are under unparalleled pressure across all sectors of service, as they are in the rest of the country. It recognises that strenuous efforts have been made by officers to provide services more cost-effectively. It is clear that:

- a. Demographic changes are increasing the demand for social care services for children and adults.
- b. Our transport network is hugely over-stretched.
- c. Central government grant has been significantly reduced over the last five years and will disappear entirely within two years

The government has allowed local councils a small level of discretion in setting council tax levels and the Liberal Democrats believe that this flexibility must be used to protect services for those who currently need them and to reduce the likelihood of even greater costs in the future.

**Specific proposals**

<b>1. Children's services: additional spending</b>	<b>£1.795m</b>
a. Increase services to supporting young mothers and their babies	£190k
b. maintain special needs support for schools	£270k
c. maintain central support for the Cambridgeshire Race and Diversity Service (CREDS)	£625k
d. support the work of locality teams	£310k
e. reducing children's centre closures	£400k
<b>2. Services for Vulnerable Adults:</b>	<b>£1.905m</b>
a. To allow for a higher percentage increase for care providers	£692k
b. jointly commission a specific home care service	£700k
c. increase the hourly rate for home care	£513k
<b>3. Roads and transport</b>	<b>£1.3 m</b>
a. free parking at Park and Ride sites for Cambridge	£800k
b. subsidise bus routes and community transport	£200k
c. better maintenance of verges and footpaths	£100k
d. additional maintenance for the County's roads, pavements and cycle ways	£200k
<b>Total extra spending</b>	<b>£5.00m</b>
<b>Yield from increasing council tax by 2%</b>	<b>£5.00m</b>

The rationale for these proposals is explained in detail below:

1 a The quality of care for young mothers and their babies is critical for their long-term well-being. The first three years of life are crucially important and international longitudinal studies demonstrate that it is a false economy to fail the youngest children, particularly those most vulnerable. 20% of Cambridgeshire 2 year olds are not receiving vital health checks.

1 b The proposals which have been presented at County Council committees remove specialist teaching support currently available to schools in Cambridgeshire. This support is particularly important for those schools in deprived areas who are struggling to meet required standards. The budget proposals suggest that schools would be able to buy back these support services from the Council. However the schools who need services the most are the least likely to be able to afford to buy in support services. We would maintain the current budget, as we believe ensuring that every child in Cambridgeshire is offered a high quality education ought to be a key aim of the County Council.

1 c The current proposals withdraw all central funding from the CREDS service. This service provides translation support to schools and other educational settings who are teaching children with diverse ethnic backgrounds, and who have English as an additional language. They also provide specialist support to gypsy, Roma and Traveller communities, where the children tend to have prolonged absences from school. To remove the funding from this service, and require schools themselves pay for this support would again put undue financial pressure on those schools which can least afford it.

1 d Locality teams work with children in the most difficult and disadvantaged families. The council's children's change programme is recommending reducing the number of teams working with struggling families from 14 to 7. We believe the cuts being made to the service are too deep and too rapid. They will be counter-productive because they will lead to higher costs later on a child's life. This additional money would halve the level of cuts required in the service, and would be focussed on increasing the number of front-line staff.

1 e The current proposals include £1 million of cuts to the children's centres budget. Children's centres offer support to young mums and toddlers, and are crucial in making sure mothers are supported, and children are ready for school at age five. This level of cuts risks undoing years of invaluable work in supporting young families. Children's centres have also often become community hubs, and places where other activities can take place and families be supported by a range of services such as health visitors. The level of cuts proposed is too deep and will fall hardest on the most vulnerable communities, including the rurally isolated. Our proposal mitigates some of the damage that might be caused.

2 a There is widespread public concern about bed delays, ambulance attendance times and Accident and Emergency waiting times. The NHS is under unprecedented pressure. We are deeply concerned that current proposals from the Conservative group will add to these pressures by restricting the money available to those providing care outside hospital. Care providers already report problems in recruiting and retaining staff in Cambridgeshire, and the County Council is struggling to find places for some elderly patients when they leave hospital. The fact that these elderly patients have to stay in hospital longer because care at home is not available leads to cancelled operations, and has led to patients being turned away at A and E. The proposals for below inflation levels of cost increase are both unwise and unrealistic.

2 b The joint commissioning of a specific home care service geared up to achieve rapid hospital discharge and provide a range of health and social care tasks would allow patients to be discharged from hospital as soon as they are ready, and confident that the care they need will be available immediately.

2 c Increasing the hourly rate for home care workers would enable CCC to attract and retain the required work-force at a time when demand is growing and the available work force is shrinking.

3 a Cambridgeshire is the fastest growing economic area in the UK, and while we are proud of this success, the impact on the County transport infrastructure is of ever-increasing congestion. Free parking at the Park and Ride sites around Cambridge (which we suggest could be joint funded with Cambridge City Council) would ensure that those who need to come into the city to work have a fair alternative, and also discourage commuters from parking in residential streets.

3 b The historic Cambridgeshire Conservative decision in 2010 to eliminate all bus subsidies has weakened the rural bus network and necessitated a continual struggle for lifeline transport. Loss of bus services falls most heavily on the young and old, and those who are not able to drive for health or economic reasons. Liberal Democrats have long argued that maintaining bus services is critical in enabling rural mobility, and that this can require an element of subsidy. Simultaneously, financial support is essential for community transport organisations, who provide door-to-door lifeline transport and access where no other options exist.

3 c This money will be available both for cutting verges more frequently to allow motorists clearer views on corners, thereby increasing road safety, but equally importantly for cutting back of hedgerows along rural cycle paths, pavements and footpaths. Growth of hedges makes many pavements and cycle paths in rural areas almost unusable in the summer months, and can be dangerous, particularly if the pavement has been designated as a safe route to school.

3 d The County's roads, pavements and cycle ways are deteriorating at an ever-increasing rate. The number of potholes and uneven pavement surfaces has made many elderly people worried about going out in the dark, for fear of falling. It is important for health that people continue to lead active lifestyles for as long as possible. Making sure the pavements are safe, as well as filling pot-holes in the roads, should be a higher priority for road maintenance.

### **Increasing council tax**

We fully recognise that nobody wants to pay more tax than necessary. Although council tax is broadly progressive i.e. those in the highest value houses pay most in cash terms, we also acknowledge that, as a proportion of disposable income, those in the lowest council tax bands are badly affected.

We feel that this proposed increase is justified in that most of the proposals outlined above specifically target the extra resources at those in greatest need. The extra 2% (i.e. on top of 2% for adult social care) will cost the average household 42p per week. We consider that to be a reasonable compromise in difficult times and we will be making that case during the coming weeks in the hope of persuading other groups on the County Council to back our budget proposals on February 14th.

**Cambridgeshire County Council Labour Group  
Alternative Budget  
2017-18**

**Overview**

Cambridgeshire County Council has now faced seven years of relentless austerity. All Revenue Support Grant provided by national government – once the main source of funding for all councils – for the County Council will no longer exist by the financial year 2019-20. In 2010-11, the County Council's Revenue Support Grant was £111m per year. In 2014-15, it was £72m per year. By 2019-20, it will not exist.

Over the same period, Cambridgeshire County Council has experienced a growth in the number of adults and children in need of social care – yet all the government has done is cut the grant given to the County Council to meet that need. Due to a combination of the reduction in Revenue Support Grant, inflation, and growing demographic need, Cambridgeshire County Council slashed £225m a year between 2011/12 and 2016/17.

In social care, this meant cuts for all age groups worth £175m a year – with a further £26m a year added in 2016/17. More than two-thirds of the £26m savings were assessed by officers as having the highest level of risk in their impact on adults and children in need. In 2017-18, cuts worth £29m a year are required with £20.5m coming from Children Families and Adults Services – rising to £99m by 2021-22. Meanwhile, the Better Care Fund simply recycles existing funds and provides no new financial support for care services.

These devastating should not be dressed in Orwellian double-speak as 'transforming lives', 'service improvements', and 'building community resilience'. Let nobody make any mistake: these are immoral and unfair cuts impacting savagely upon the most disadvantaged and vulnerable in society. At the same time, councillors must stand up for Cambridgeshire by demanding proper funding for a civilised level of public services.

We regret that the government is essentially forcing councils to raise council tax in order to remain fiscally solvent. Raising council tax should always be a last resort but the government has left councils without any choice. The costs of failing to deliver proper services now will generate far bigger costs in the future. District councils also have the power to provide discretionary welfare support for those struggling to pay council tax. Labour-run Cambridge City Council provides such support and Tory district councils across Cambridgeshire should follow suit. The government also needs urgently to re-band council tax thresholds, since council tax rates now reflect property values poorly.

However, in the end, raising council tax is a more progressive measure than denying vital help to the neediest and most vulnerable. These services should be provided by government grant. But until the government wakes up to its responsibilities, Cambridgeshire County Council must step up to the plate.

As well as investing in public services, another way to reduce poverty and inequality is to grow the county's economy fairly and sustainably. But congestion and poor bus services in our urban centres are holding our economy back. The City Deal and devolution agenda aim to reduce congestion and pollution but the County Council could do much more to make its contribution by making bus travel more affordable and incentivising public transport.

Cambridgeshire Labour's budget amendment is designed to use what little power the County Council has to raise revenue in order to save crucial services and grow the economy fairly and sustainably. The government may be trying to reduce whatever revenue sources the County Council might have but we are determined to fight them with a responsible series of budget proposals funded from a combination of council tax and revenue-raising investments.

This budget amendment aims to protect vital frontline services for the neediest and most vulnerable in our county. It also aims towards financial prudence. We propose to establish a substantial commercial property investment fund on similar principles as the commercial property strategy currently being pursued by Labour-controlled Cambridge City Council. This will allow the County Council to use commercial rents in order to fund services independently either of council tax or national government funding. We also propose to increase the County Council's reserves from their current dangerously low levels so that the County Council is prepared for the unexpected and can invest more into services, such as its looked-after children, as and when it is required.

## **Spending**

A1. The £8.25 pay rate set by the Living Wage Foundation instead of £7.20 for all direct County Council employees: £562k recurring

We propose to pay all County Council employees a proper living wage of £8.25 per hour instead of George Osborne's phoney 'living wage'. The proper living wage is set by the Living Wage Foundation in accordance with the Centre for Research in Social Policy at Loughborough University as the amount needed in order to pay for life's essentials. By paying public-sector workers a decent wage, the County Council will act as a positive role model for the private sector. A living wage would also contribute to kick-starting economic recovery by putting money in people's pockets and reducing the cost of living. In order to include agency-contracted workers, we will push to reform the County Council's agency policy so that only employers accredited by the Living Wage Foundation win contracts.

A2. Five new apprenticeship posts for the County Council: £102k recurring

We propose to create five new apprenticeship posts across all the County Council's service directorates in order to mitigate the impact of staffing cuts at the County Council and to create much-needed opportunity for young people

in Cambridgeshire. These employees would be paid the proper living wage. Again, the County Council would be contributing to economic recovery and acting as a model employer for the private sector.

A3. An emergency urban roads and pavements repair fund: £10m over four years

Over the next four financial years, we plan to plough an extra £10m into repairing roads and pavements in our urban centres. Roads and pavements in Cambridgeshire's towns and cities are a disgrace. In the busiest parts of the county, tripping hazards present a constant danger to the elderly and some streets are virtually inaccessible for wheelchairs and the disabled. Cyclists are at risk on roads and dual-use pavements. While hundreds of millions of pounds would be needed to reverse the county's backlog of repairs on roads and pavements, this fund is designed to provide an emergency measure for the most dangerous hazards.

A4. Restore Cambridge city centre shuttle bus service: £300k recurring

Together with the Labour Group on Cambridge City Council, we continue to regret the abolition of the city centre shuttle bus service by the Conservative administration several years ago. The service operated in an area not served by the commercial transport network and helped reduce congestion in Cambridge city centre. It also improved accessibility especially for the elderly and disabled.

A5. Reverse £1 Park and Ride charge: £1.2m recurring

The Park and Ride charge was imposed in the dying days of the minority Conservative administration despite howls of protest from the residents of Cambridge and the Labour Group. Implementation of the charge was a complete fiasco. Usage of the sites has plummeted. It has never raised the predicted levels of revenue. This has generated extra parking problems for nearby residents and worse congestion and pollution in the city centre. It is time those who supported the Park and Ride charge owned up and reversed their position. This budget line may come down by half in the event that the City Deal agrees to fund the other half of the cost of removing the charge.

A6. Fund streetlights on residential roads in Cambridge to 80% not 60% between 10pm and 2am: £10k recurring

Although the County Council rightly reversed its decision to switch off the streetlights at night at a recent full council meeting, many streetlights remain too dim. In a busy urban centre like Cambridge, it remains too dark between the hours of 10pm and 2am for young people, students, women, and other vulnerable groups.

A7. Remove the cut of £325k in spending on new library stock in B/R.6.209: £325k recurring

This is a decision only a total philistine would support. It is as good (or as bad) as closing libraries. Libraries are not simply the foundation of a civilised society. They provide vital recreational and employment opportunities for everyone – rich or poor.

A8. Reverse the cut to the Cambridgeshire Local Assistance Scheme in A/R.6.160: £163k recurring

The County Council nearly abolished the Local Assistance Scheme altogether before a motion from the Labour Group at full council rescued it. This is a last-resort, emergency crisis welfare fund for the neediest and most vulnerable victims of almost unimaginable circumstances. We opposed the remodelling of the service and, in the context of huge cuts, we believe the contingency is necessary and more should be done to advertise the fund.

A9. Reverse the cut to voluntary sector contracts for mental health services in A/R.6.167: £130k recurring

The voluntary sector is under too much pressure at present in delivering mental health support and the renegotiation of contracts risks resulting in deleterious outcomes for services which should be provided by local authorities.

A10. A £23m commercial property investment fund: £23m over four years

Over the coming four years, we propose to establish a commercial property investment fund and plough £23m into it. This fund would invest in commercial property primarily within Cambridgeshire but also within other opportunity areas in order to generate revenue from commercial rents which can be reinvested to deliver services. It would also be used to invest to increase revenues on County Council assets like the publicly-owned county farms estate. Each investment would produce a return of at least 6% per year. In the event that commercial opportunities exceed the budget allocated for the investment fund, the County Council might use prudential borrowing powers in order to purchase property and produce a further investment. This policy is currently being pursued by Labour-run Nottingham City Council.

A11. Invest £6.5m for adults with learning disabilities in A/R.6.114: £6.5m over four years

The County Council is proposing to cut funding for adults with learning disabilities by £8.036m over the next four financial years with the ostensible aim of 'increasing independence and resilience'. This cut would deny independence to those with learning disabilities and removal of services undermines their resilience. We believe this cut goes far too deep and will be counterproductive. The cut will be unachievable without hitting frontline services for adults with learning disabilities. We aim to mitigate the cut to more manageable levels with a savings target of £1.536m.



A12. Reverse the £2.191m cut for people with physical disabilities and autism in A/R.6.111: £2.191m over four years

The County Council's budget paper claim this cut will support people with physical disabilities and autism 'to live more independently' by slashing investment in their personal budgets. It is obvious to any sensible person that this will simply hit the most vulnerable the hardest.

A13. Reverse the cut for looked-after children by inflation savings in A/6.6.213 and add further investment in the look-after children's budget: £1.618m over four years

This cut relies on the unachievable aim of the County Council to reduce the number of children in care to 453 by 2020/21. We propose to reverse this cut and reallocate the funding within the look-after children's budget in anticipation of a likely failure to achieve this aim. We would also add a further £300k per year into the look-after children budget in light of the difficulties faced by the County Council to reduce the number of look-after children. The Department for Education's own research into children's services concluded: 'In the future, the local councils face risks such as the growing need among some groups in the population, for example child sexual exploitation and mental health, which are particularly uncertain and have implications for future spending. The capacity to forecast and prepare for these risks is very limited.' We propose, therefore, to improve Cambridgeshire County Council's capacity.

### **Revenue receivable**

B1. Raise council tax to the full maximum amount allowed by the government without triggering a referendum

We propose to accept the freedom allowed to primary-tier authorities by the Conservative government to raise council tax by 1.99% over the coming three years and to raise the adult social care precept at 3% over the coming two financial years. The government has indicated that the adult social precept can only be raised by 6% in total over the coming three financial years. The limits on council tax increases is not clear beyond 2019-20 and the County Council's Medium Term Financial Strategy (MTFS) prudently assumes that the County Council will not be able to raise council at all in 2020-21. This budget amendment concurs with the caution of the MTFS and the Labour Group will reassess the situation as 2020-21 approaches.

B2 (A10): Return from the £23m commercial property investment fund

The £23m commercial property investment fund would produce a return of at least 6% on each investment.

## Summary

### Spending proposals (£)

	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>
<b>A1</b>	562k	562k	562k	562k
<b>A2</b>	102k	102k	102k	102k
<b>A3</b>	500k	4.5m	2m	3m
<b>A4</b>	300k	300k	300k	300k
<b>A5</b>	1.2m	1.2m	1.2m	1.2m
<b>A6</b>	10k	10k	10k	10k
<b>A7</b>	325k	325k	325k	325k
<b>A8</b>	163k	163k	163k	163k
<b>A9</b>	130k	130k	130k	130k
<b>A10</b>	1m	5m	9m	8m
<b>A11</b>	2m	1.5m	1.5m	1.5m
<b>A12</b>	791k	440k	505k	455k
<b>A13</b>	424k	410k	396k	388k
<b>TOTAL</b>	<b>7.507m</b>	<b>14.642m</b>	<b>16.193m</b>	<b>16.135m</b>

### Receivable revenue proposals (£)

	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>
<b>B1</b>	7.693m	16.042m	16.347m	16.347m
<b>B2 (A10)</b>	300k	210k	630k	1.14m
<b>TOTAL</b>	<b>7.723m</b>	<b>16.252m</b>	<b>16.977m</b>	<b>17.487m</b>

### Contribution to reserves (£)

	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>
<b>TOTAL</b>	<b>216k</b>	<b>1.61m</b>	<b>784k</b>	<b>1.352m</b>

**Conservative amendment to the Council's business plan 2017 -18**

The cost to the revenue budget is an extra £2.9m, over and above that worked up under the committee system in this no overall control Council. We do not believe that this increase has to be met by the local taxpayer. In May 2017 at the elections if the control of the council is returned to the Conservatives, we believe this cost can be met by accelerated transformation denied us in the present set up. Additionally we believe that the £1.4m MRP used to balance this years budget under the committee system should also be rebalanced in this way. We are therefore proposing no increase in Council Tax for 2017/18.

We intend to increase the spending on pothole repairs and carriageway cracks sealing by an extra £2.15m. This will enable us to approximately do an extra 67,500 Pot Holes and repairs a year.

We intend to increase Gulley Clearance, grass cutting and visibility splay grass cutting by £200k. This will roughly increase cuts of visibility splays from two to three a year and allow more preventative gulley clearing to reduce localised flooding problems. These investments will help prevent some of the costly emergency response work we and represents approximately a third increase.

A further £300k will be invested in sealing cracks in pavements and general footway improvements to prevent further deterioration and arrest some of the previous decline.

We will invest £60k Mental Health in order to implement the public mental health strategy commitments as previously approved by the Health Committee.

We intend to invest £120k on early year's literacy. These Early Years Community Literacy Projects will be delivered in Wisbech, Huntingdon, North Cambridge and St Neots. They have a proven impact – the initial project in Wisbech worked with 200 families and 450 children and contributed to a 26% increase in the children achieving the early year's standard over a two year period.

Last but by no means least we intend to prepare £50m of congesting busting projects that will help alleviate those delays in our longer journeys that have such a negative effect on those that need to commute to work.

It is by listening to the needs of our residents that we have put together a package of interventions over and above that agreed by the committees. And it is by our financial expertise that we know we can deliver these at no extra cost to the public.

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The cost of these proposals set out in this amendment total £4.3m and we propose that for the financial year 2017/18 the cost of these investments be funded from the MRP. However we believe that further transformation proposals can be identified for 2018/19 that will therefore result in these investments be a single year proposal.



# **GENERAL PURPOSES COMMITTEE**

## **Minutes-Action Log**



### **Introduction:**

This log captures the actions arising from the General Purposes Committee on 24th January 2017 and updates members on the progress on compliance in delivering the necessary actions. This is the updated action log as at 13th March 2017.

## **Minutes of 24th January 2017**

<b>Item No.</b>	<b>Item</b>	<b>Action to be taken by</b>	<b>Action</b>	<b>Comments</b>	<b>Completed</b>
<b>311.</b>	<b>Minutes – 10th January 2017 and Action Log</b>	Sue Grace/ Wendi Ogle- Welbourn	The need for Children, Families and Adults to identify on its service directorate Risk Register the risks associated with call handing and the mitigation measures necessary to reduce that risk to an acceptable level.	This risk has now been included on the CFA Risk Register.	<b>Completed</b>
		G Beasley	The Chairman asked the Chief Executive to raise the issue of partnership contributions to transformation proposals which provided partners with savings as an issue at Public Service Board.	Raised at CPSB on 8th February. Unfortunately, health colleagues were not present so it will be discussed again at the next meeting. Please note that there has not been another meeting as the meeting scheduled for 27 February was cancelled.	<b>Ongoing</b>

Item No.	Item	Action to be taken by	Action	Comments	Completed
		C Malyon	The need to communicate the impact and importance of the decisions made as part of the Transformation Fund. The Chief Executive acknowledged the need to bring it to life with case studies.		Ongoing
		S Grace	Provide details of election costs in the new year.	E-mail circulated to GPC on 10 February 2017	Completed
314.	Business Plan 2017-18	C Malyon	The CFO to clarify what the £6m funding for East Cambridgeshire and Fenland schools could or could not be used for.	Information is awaited from central government on the details of the grant.	Ongoing
		C Malyon	The Chief Finance Officer to do more work to establish how £120k for early years' literacy would be funded. The proposal would then be presented to full Council in February as part of the Business Plan process.	This was funded from the base budget and approved by Council on the 14 February.	Completed



**FINANCE AND PERFORMANCE REPORT – JANUARY 2017**

**To:** General Purposes Committee

**Meeting Date:** 21<sup>st</sup> March 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 January 2017 Finance and Performance Report for Corporate Services and LGSS Cambridge Office.

The report is presented to provide GPC with an opportunity to comment on the projected financial and performance outturn position, as at the end of January 2017.

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

<b><i>Officer contact:</i></b>	
Name:	Chris Malyon
Post:	Chief Finance Officer
Email:	<a href="mailto:Chris.malyon@cambridgeshire.gov.uk">Chris.malyon@cambridgeshire.gov.uk</a>
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 both 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 January 2017 Finance and Performance report.

### 2.2 Revenue:

- At the end of January, Corporate Services (including the LGSS Managed, Deputy Chief Executive and Financing Costs) is forecasting a year-end underspend on revenue budgets of £519k.

Financing Costs are predicted to underspend by £1,330k at year-end, an increase of £200k on the underspend reported last month. This reflects the fall in the forecast for net interest payable following falling interest rates across all parts of the yield curve. There are no other new significant forecast outturn variances by value (over £100,000) to report.

- The LGSS Cambridge Office budget is forecasting a year-end underspend on revenue of £132k. There are 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:

- At the end of January, Corporate Services and LGSS Managed are forecasting that the capital budget will be underspent by £0.8m in 2016-17.

LGSS Managed is reporting in-year slippage of £1.8m on the capital programme. This exceeds the capital variation budget allocation of £1m, resulting in an underspend of £0.8m across the programme in 2016/17.

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

- At the end of January, LGSS Operational is forecasting that the capital budget will be overspent by £55k in 2016-17. LGSS Cambridge Office is reporting in-year slippage of £100k on the capital programme. This is lower than the allowance of £155k made for capital programme variations, leading to an overspend of £55k across the programme in 2016/17.

The Next Generation ERP budget for 2017/18 has been increased by £140k. This represents a correction to the budget as previously reported and is funded by a £140k revenue contribution from LGSS Operational Savings which was not previously reflected in the figures.

There are no new significant forecast outturn variances by value (over

£500,000) to report.

- 2.4 Corporate Services / LGSS Cambridge have nine **performance indicators** for which data is available. Six indicators are currently at green and three at red status.

### **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 Statutory, Risk and Legal Implications**

There are no significant implications within this category.

#### **4.3 Equality and Diversity Implications**

There are no significant implications within this category.

#### **4.4 Engagement and Consultation Implications**

There are no significant implications within this category.

#### **4.5 Localism and Local Member Involvement**

There are no significant implications within this category.

#### **4.6 Public Health Implications**

There are no significant implications within this category.

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	N/A
<b>Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?</b>	N/A

<b>Are there any Equality and Diversity implications?</b>	N/A
<b>Have any engagement and communication implications been cleared by Communications?</b>	N/A
<b>Are there any Localism and Local Member involvement issues?</b>	N/A
<b>Have any Public Health implications been cleared by Public Health</b>	N/A

<b>Source Documents</b>	<b>Location</b>
CS and LGSS Cambridge Office Finance & Performance Report (Jan 17)	1 <sup>st</sup> Floor, Octagon, Shire Hall, Cambridge

## **Corporate Services and LGSS Cambridge Office**

### **Finance and Performance Report – January 2017**

## **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
January (Number of indicators)	3		6	9

## **2. INCOME AND EXPENDITURE**

### **2.1 Overall Position**

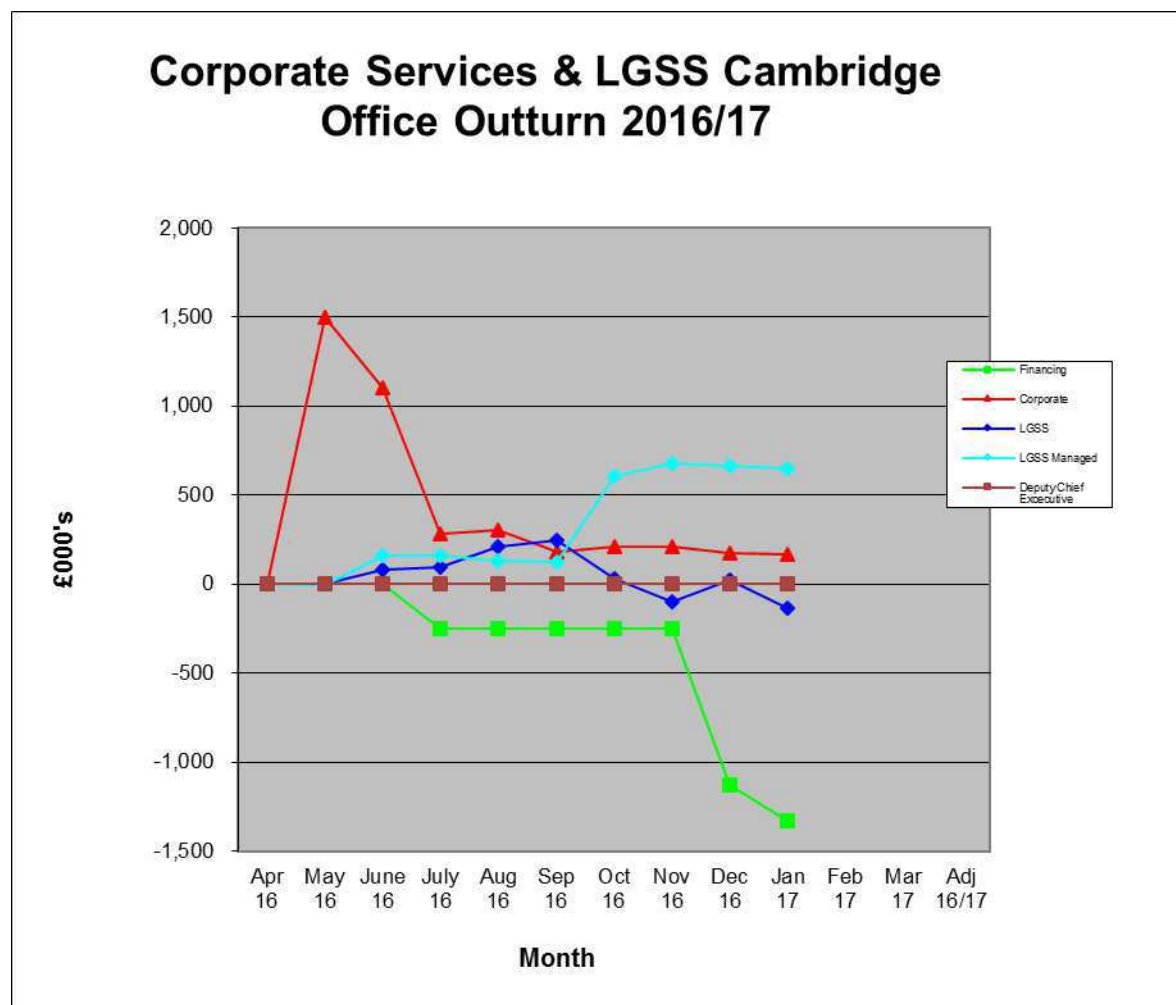
The budget figures in this table are net, with the 'Original Budget as per BP' representing the Net Budget column in Table 1 of the Business Plan for each respective Service. Budgets relating to Assets and Investments Committee have been disaggregated from these figures.

Original Budget as per BP <sup>(1)</sup>	Directorate	Current Budget	Forecast Variance - Outturn (Dec)	Forecast Variance - Outturn (Jan)	Forecast Variance - Outturn (Jan)	Current Status	DoT
£000		£000	£000	£000	%		
4,675	Corporate and Customer Services	4,980	176	166	3	Amber	↑
-1	Deputy Chief Executive	739	0	0	0	Green	↔
6,010	LGSS Managed	6,004	666	646	11	Amber	↑
34,206	Financing Costs	34,206	-1,130	-1,330	-4	Green	↔
<b>44,890</b>	<b>Sub Total</b>	<b>45,930</b>	<b>-289</b>	<b>-519</b>			
8,194	LGSS Cambridge Office	8,249	22	-132	-2	Green	↑
<b>53,084</b>	<b>Total</b>	<b>54,179</b>	<b>-267</b>	<b>-650</b>			

The service level budgetary control report for Corporate Services, LGSS Managed and Financing Costs for January 2017 can be found in [CS appendix 1](#).

The service level budgetary control report for LGSS Cambridge Office for January 2017 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

- Corporate and Customer Services budgets are currently predicting a year-end overspend of £166k, a reduction of £10k on the figure reported last month.
- There are no exceptions to report this month.

### 2.2.2 Significant Issues – Deputy Chief Executive

- Deputy Chief Executive budgets are currently predicted to be in balance at year-end.
- There are no exceptions to report this month.

### 2.2.3 Significant Issues – LGSS Managed

- LGSS Managed is currently predicting a year-end overspend of £646k, an improvement of £20k compared to last month's figures.
- There are no exceptions to report this month.

#### **2.2.4 Significant Issues – Financing Costs**

- Financing costs are currently predicting an underspend of £1,330k for the year, an increase of £200k on the underspend reported last month. This reflects the fall in the forecast for net interest payable following falling interest rates across all parts of the yield curve.
- An underspend of £1,330k is currently forecast for Debt Charges. This is due to several factors: raising short term loans at very low rates of interest rather than medium to long term loans at higher rates (£500k); receipt of unexpected interest for s106 relating to Clay Farm (£380k); and the fall in the forecast for net interest payable following falls in interest rates across all parts of the yield curve.

#### **2.2.5 Significant Issues – LGSS Cambridge Office**

- LGSS Cambridge Office is currently predicting an underspend of £132k, an improvement of £154k since last month.
- Any year-end deficit / surplus is subject to a sharing arrangement with Northamptonshire County Council and Milton Keynes Council and will therefore be split between partner authorities on the basis of net budget, with an equalisation adjustment processed accordingly at year-end. This will be incorporated into the report as outturn figures become available during the course of the year.
- There is a forecast deficit of £487k on the consolidated trading activities in place prior to April 2016. This will be ring-fenced and met, if necessary, from the LGSS Smoothing Reserve at year-end.
- There are no exceptions to report this month.

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

The following additional grant income below the de minimis reporting limit is included for January:

#### **Deputy Chief Executive:**

	<b>Awarding Body</b>	<b>Expected Amount £</b>
Non-material grants (+/- £30k)	CLG	17,530

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 have been made this month to reflect changes in responsibilities.

### **Corporate and Customer Services:**

	<b>£</b>	<b>Notes</b>
Non material virements (+/- £30k)	-13,014	CCR1 adjustments

### **Deputy Chief Executive:**

	<b>£</b>	<b>Notes</b>
Non material virements (+/- £30k)	4,806	CCR1 adjustments

### **LGSS Cambridge Office:**

	<b>£</b>	<b>Notes</b>
Transfer of LGSS Operational Savings to LGSS Cambridge Office budget	140,000	Funding for Next Generation ERP
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 has a capital budget of £48k in 2016/17 and there is £54k spend to date. An overspend of £12k is predicted for the programme in 2016/17.

It is currently expected that the scheme budgets will be fully spent at year-end with no in-year slippage. Therefore the capital programme variation target of £12k will not be achieved, resulting in an overspend of this amount.

There are no new exceptions to report for January.

- LGSS Managed has a capital budget of £4m in 2016/17 and there is spend to date of £2.7m. It is currently expected that the programme will be underspent by £0.8m at year-end, and that total scheme variances will amount to £0k across the programme.

LGSS Managed is reporting in-year slippage of £1.8m on the capital scheme budgets. This exceeds the capital variation budget allocation of £1m, resulting in an underspend of £0.8m across the programme in 2016/17.

There are no new exceptions to report for January.

- LGSS Cambridge Office has a capital budget of £758k in 2016/17 and there is spend to date of £0k. It is currently expected that the capital scheme budgets will be overspent by £55k at year-end and that total scheme variances will amount to £0k across the programme.

LGSS Cambridge Office is reporting in-year slippage of £100k on the capital scheme budgets. This is lower than the allowance of £155k made for capital programme variations, leading to an overspend of £55k across the programme in 2016/17.

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

##### Funding

- Corporate Services has capital funding of £48k in 2016/17. As reported above, the Corporate Services budget is expected to overspend by £12k, which will result in an additional funding requirement of this amount.

- LGSS Managed has capital funding of £4m in 2016/17. As reported above, the LGSS Managed budget is expected to underspend by £0.8m which will result in a reduced funding requirement of this amount.
- LGSS Cambridge Office has capital funding of £758k in 2016/17. As reported above, the LGSS Cambridge Office budget is expected to overspend by £55k, which will result in an additional 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
<b>Corporate and Customer Services</b>									
Proportion of FOI requests responded to within timescales	Monthly	High	%	08/02/17	90.0%	90.0%	Green	↓	95 FOI requests due, 85 sent on time.
For context only - number of FOI requests received annually	Annually	Low	Num	11/01/17	N/A*	970	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	%	07/02/17	90.0%	91.8%	Green	↑	Number of customer complaints for October 2016 = 159 Breakdown of September 2016 figures: CS&T 14 complaints all responded to in time (100% pass rate) ETE 108 complaints. 104 responded to within 10 working days (96.3% pass rate) CFA 37 complaints. 28 responded to within 10 working days (86.2% pass rate)
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	%	10/01/17	75.0%	64.9%	Red	↑	This indicator dropped to red when the concessionary bus pass renewals started. However, performance against this measure has significantly increased this quarter – it is now 64.9% in quarter three (up from 55.8% in quarter two). Achieving 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.
<b>LGSS Managed Services</b>									
IT – availability of Universal Business System****	Half-yearly	High	%	31/10/16	95.0%	99.7%	Green	↑	Q4 2015/16 - 95% Q3 2015/16 - 94% Q2 2015/16 - 100.0% Q1 2015/16 - 100.0%
IT – incidents resolved within Service Level Agreement	Half-yearly	High	%	31/10/16	90.0%	87.5%	Red	↓	The percentage figure given covers the half-year period April to October 2016. Action has, and is, being taken to address performance in this area. Additional IT Service Desk staff have been recruited (up from 8 FTEs to 10 FTEs and 1 part-time) and induction and training has been improved. Service Desk statistics now show that more calls are being answered more quickly and with fewer calls abandoned. January 2017 customer satisfaction survey feedback on service desk calls had 106 excellent ratings and 11 good ratings out of a total return of 127. The further improvement of the responsiveness of the IT Service Desk is an explicit item in the CCC IT Service Improvement Plan for 2017-18.

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
<b>LGSS Cambridge Office</b>									
Percentage of invoices paid within term for month	Monthly	High	%	01/01/17	97.5%	99.3%	Green	↓	99.6% last period
Percentage of invoices paid within term cumulative for year to date	Monthly	High	%	01/01/17	97.5%	99.6%	Green	↓	99.7% last period
Total debt as a percentage of turnover	Monthly	Low	%	01/01/17	10.0%	4.9%	Green	↓	4.1 % last period
Percentage of debt over 90 days old	Monthly	Low	%	01/01/17	20.0%	26.7%	Red	↑	33.5% last period

## CS APPENDIX 1 – Corporate Service Level Budgetary Control Report

The variances to the end of January 2017 for Corporate Services, Chief Executive, LGSS Managed and Financing Costs are as follows:

Original Budget as per BP £000	Service	Current Budget for 2016/17 £000	Forecast Variance - Outturn (Dec) £000	Forecast Variance - Outturn (Jan) £000	%
<u>Corporate &amp; Customer Services</u>					
-1,022	Director, Corporate & Customer Services	-1,105	283	272	25
686	Business Intelligence	897	0	1	0
198	Chief Executive	198	-75	-75	-38
1,434	City Deal	1,434	0	0	0
545	Communications & Information	694	-4	2	0
1,305	Customer Services	1,382	0	0	0
381	Digital Strategy	381	0	0	0
176	Emergency Planning	181	-10	-11	-6
165	Elections	165	0	0	0
908	Redundancy, Pensions & Injury	908	-19	-23	-3
-101	Grant Income	-154	0	0	0
<b>4,675</b>		<b>4,980</b>	<b>176</b>	<b>166</b>	<b>3</b>
<u>Deputy Chief Executive</u>					
0	CCC Finance Team	144	0	0	0
-1	Transformation Team	613	0	0	0
0	Grant Income	-18	0	0	0
<b>-1</b>		<b>739</b>	<b>0</b>	<b>0</b>	<b>0</b>
<u>LGSS Managed</u>					
141	External Audit	141	0	0	0
1,894	Insurance	1,894	0	0	0
1,869	IT Managed	1,863	155	153	8
1,020	Members' Allowances	1,020	0	-18	-2
131	OWD Managed	131	-39	-39	-30
108	Subscriptions	108	0	0	0
1,000	Corporate Redundancies	1,000	550	550	55
-53	Authority-wide Miscellaneous	-53	0	0	0
-100	Grant Income	-100	0	0	0
<b>6,010</b>		<b>6,004</b>	<b>666</b>	<b>646</b>	<b>11</b>
<u>Financing Costs</u>					
34,206	Debt Charges and Interest	34,206	-1,130	-1,330	-4
<b>44,890</b>	<b>CORPORATE SERVICES TOTAL</b>	<b>45,930</b>	<b>-289</b>	<b>-519</b>	<b>-1</b>
<u>MEMORANDUM - Grant Income</u>					
-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	-18	0	0	0
<b>-265</b>		<b>-271</b>	<b>0</b>	<b>0</b>	<b>0</b>

## CS APPENDIX 2 – Commentary on Forecast Outturn 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	Forecast Variance - Outturn	
		£'000	%
<b>Director, Corporate and Customer Services</b>	-1,105	272	25%
<p>An overspend of £272 is predicted for Director, Corporate and Customer Services, an improvement of £11k since last month.</p> <p>As reported in December, the position had previously improved by £30k, due to budgeted support for Corporate teams which is not now required as a result of ongoing work on Corporate Capacity Review.</p> <p>It is predicted that the Corporate Capacity Review (CCR) may not be unable to achieve the full year savings that were anticipated in Business Planning in the current year though further work is underway to bring this in line with the budget.</p> <p>This is because the CCR timetable has been 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 has been 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 has been in place since the consultation process commenced to mitigate the pressures resulting from this extension to the timescale. We expect the position to improve over the coming months. It is likely that directly attributable savings from CCR will be in the region of £875k.</p> <p>In addition to the refining of the projection as set out above further opportunities to reduce this pressure are:</p> <ul style="list-style-type: none"> <li>• Other proposed re-structures across the Council will be brought forward, including the potential for jointly funded posts with other organisations;</li> <li>• Provision that had been identified in the budget, and that is no longer required, will be released such as the contractual provision in relation to Capita/Mouchel latent defect corrections;</li> <li>• Improved rates of collection of debt will also contribute to the overall picture.</li> </ul>			

Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
<b>IT Managed</b>	1,863	153	8%
An overspend of £153k is predicted for IT Managed budgets. This is 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.			
<b>Corporate Redundancies</b>	1,000	550	55
An overspend of £550k is currently predicted on the Corporate Redundancies budget. As agreed in the Business Plan for 2016/17, the Council has 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 is anticipated that this year the level of costs incurred will exceed this provision.			
<b>Debt Charges</b>	34,206	-1,330	-3
<p>An underspend of £1,330k is currently forecast for Debt Charges, which is an increase of £200k on the underspend reported last month. The underspend is due to several factors: raising short term loans at very low rates of interest rather than medium to long term loans at higher rates (£500k); receipt of unexpected interest for s106 relating to Clay Farm (£380k); and the fall in the forecast for net interest payable following falls in interest rates across all parts of the yield curve. The increase in underspend since last month reflects the fall in the forecast for net interest payable following falling interest rates across all parts of the yield curve.</p> <p>The impact of lower borrowing on the Debt Charges budget would normally result in a favourable forecast variance (due to lower interest payments). However the Debt Charges budget was reduced in anticipation of capital expenditure slippage during the budget setting process, so the magnitude of the variance reported is muted.</p>			

### CS APPENDIX 3 – Grant Income Analysis

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

<b>Grant</b>	<b>Awarding Body</b>	<b>Expected Amount £000</b>
<b>Grants as per Business Plan</b>	Public Health	201
LGA Digital Transformation		40
Non-material grants (+/- £30k)		30
<b>Total Grants 2016/17</b>		<b>271</b>



## CS APPENDIX 4 – Virements and Budget Reconciliation

### Corporate Services:

	£000	Notes
<b>Budget as per Business Plan</b>	<b>4,674</b>	
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	
Non-material virements (+/- £30k)	14	
<b>Current Budget 2016/17</b>	<b>4,980</b>	

### Deputy Chief Executive:

	£000	Notes
<b>Budget as per Business Plan</b>	<b>0</b>	
Transfer of Trainee budget to CCC Finance Office	79	
Transfer of Chief Finance Officer budgets to CCC Finance Office	65	
Transfer of CCR1 Transformation Team budgets	591	
Non-material virements (+/- £30k)	4	
<b>Current Budget 2016/17</b>	<b>739</b>	

### LGSS Managed:

	£000	Notes
<b>Budget as per Business Plan</b>	<b>8,720</b>	
Disaggregation of Assets and Investments budgets	-2,714	
Non-material virements (+/- £30k)	-2	
<b>Current Budget 2016/17</b>	<b>6,004</b>	

**Financing Costs:**

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

## CS APPENDIX 5 – Reserve Schedule

### 1. Corporate Services Reserves

Fund Description	Balance at 31 March 2016	Movements in 2016-17	Balance at 31/01/17	Forecast Balance at 31 March 2017	Notes
	£'000	£'000	£'000	£'000	
<b><u>General Reserve</u></b>					
Corporate Services Carry-forward	1,218	0	1,218	0	1
subtotal	1,218	0	1,218	0	
<b><u>Equipment Reserves</u></b>					
Postal Service	57	0	57	57	
subtotal	57	0	57	57	
<b><u>Other Earmarked Funds</u></b>					
Shape Your Place - Fenland Grant	18	0	18	0	2
Election Processes	325	0	325	479	
EDRM Project	232	0	232	0	
City Deal - NHB funding	699	0	699	699	
subtotal	1,274	0	1,274	1,178	
<b><u>Short Term Provisions</u></b>					
Transforming Cambridgeshire	962	-962	0	0	3
Overarching Transformation Programme	0	250	250	0	
Transformation Fund	250	-250	0	0	
Community Resilience	100	0	100	100	
subtotal	1,312	-962	350	100	
<b>TOTAL</b>	<b>3,862</b>	<b>-962</b>	<b>2,900</b>	<b>1,336</b>	

#### Notes

- 1 The year-end position reflects the Corporate Services overspend of £166k. It is expected that £817k from reserves will be required to fund Transformation services as previously approved; this is a reduction of £90k compared to the original estimate, due to a number of posts remaining vacant. The estimated balance of £235k will contribute towards funding the shortfall on CCR savings.
- 2 The underspend on the Elections budget will be transferred to the earmarked reserve. This is to ensure that sufficient funding is available for the four-yearly County Council election.
- 3 This account has been re-classified as an earmarked reserve as a result of the external audit of the 2015-16 accounts. The opening balance has therefore been transferred to the Transformation Fund reserve, which is reported in Appendix 2 of the Integrated Resources Performance Report.

## 2. LGSS Managed Reserves

Fund Description	Balance at 31 March 2016	Movements in 2016-17	Balance at 31/01/17	Forecast Balance at 31 March 2017	Notes
	£'000	£'000	£'000	£'000	
<b>Other Earmarked Funds</b>					
CPSN Partnership Funds	149	43	192	192	1
subtotal	149	43	192	192	
<b>Short Term Provisions</b>					
Insurance Short-term Provision	2,324	0	2,324	2,324	
External Audit Costs	89	0	89	89	
Insurance MMI Provision	1,182	0	1,182	1,182	
Back-scanning Reserve	56	0	56	56	
Contracts General Reserve	893	0	893	893	
Operating Model Reserve	1,000	-1,000	0	0	3
subtotal	5,545	-1,000	4,545	4,545	
<b>Long Term Provisions</b>					
Insurance Long-term Provision	3,613	0	3,613	3,613	
subtotal	3,613	0	3,613	3,613	
<b>SUBTOTAL</b>	<b>9,306</b>	<b>-957</b>	<b>8,349</b>	<b>8,349</b>	
<b>Capital Reserves</b>					
P&P Commissioning (Property)	422	-350	72	72	2
subtotal	422	-350	72	72	
<b>TOTAL</b>	<b>9,728</b>	<b>-1,307</b>	<b>8,421</b>	<b>8,421</b>	

### Notes

- 1 Funds ring-fenced for CPSN partnership to be used for procurement of replacement contract.
- 2 Reserves totalling £322k have been written back to revenue - this relates to Capita/Mouchel latent defect corrections for which no further costs are expected.
- 3 This account has been re-classified as an earmarked reserve as a result of the external audit of the 2015-16 accounts. The opening balance has therefore been 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	Forecast Spend - Outturn (Jan) £000	Forecast Variance - Outturn (Jan) £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
	<b>Corporate Services</b>						
33	Essential CCC Business Systems Upgrade	60	54	60	-	300	-
-	Other Schemes	-	-	-	-	-	-
-	Capital Programme Variations	(12)	-	-	12	-	-
<b>33</b>		<b>48</b>	<b>54</b>	<b>60</b>	<b>12</b>	<b>300</b>	<b>-</b>
	<b>LGSS Managed</b>						
1,105	Sawston Community Hub	1,105	10	124	(981)	1,309	-
1,150	Optimising IT for Smarter Business Working	1,638	1,770	1,770	132	3,375	111
900	IT Infrastructure Investment	912	134	368	(544)	2,400	(111)
-	Cambridgeshire Public Sector Network	33	57	57	24	5,554	-
1,000	Microsoft Enterprise Agreement	1,000	496	500	(500)	1,902	-
250	Implementing IT Resilience Strategy for Data Centres	250	73	250	-	500	-
-	Other Schemes	87	144	144	57	100	-
-	Capital Programme Variations	(1,029)	-	-	1,029	-	-
<b>4,405</b>		<b>3,996</b>	<b>2,684</b>	<b>3,214</b>	<b>(782)</b>	<b>15,140</b>	<b>(0)</b>
<b>4,438</b>	<b>TOTAL</b>	<b>4,044</b>	<b>2,738</b>	<b>3,274</b>	<b>(770)</b>	<b>15,440</b>	<b>(0)</b>

### Previously Reported Exceptions

The Optimising IT for Smarter Business Working scheme budget has been rephased, resulting in an increase of £500k in the budget for 2016/17. This will not affect the overall scheme cost.

Sawston Community Hub is expected to underspend by £945k in 2016/17 due to a delay in obtaining planning permission. As a result, construction work is not expected to start before February 2016 and some of the expenditure planned for 2016/17 will now be re-phased to 2017/18.

Microsoft Enterprise Agreement scheme is predicted to underspend 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 will be re-phased to 2017/18.

As agreed by the Capital Programme Board, any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall. Slippage in the capital programme for LGSS Managed has exceeded its capital variation budget allocation. However, as the variation budget across the Council as a whole has not yet been fully utilised, at this stage this does not lead to an overall forecast underspend on the capital programme.

## 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	Forecast Spend Outturn (Jan) £000	Forecast Funding Variance Outturn (Jan) £000
	<b>Corporate Services</b>			
33	Prudential Borrowing	48	60	12
<b>33</b>		<b>48</b>	<b>60</b>	<b>12</b>
	<b>LGSS Managed</b>			
4,405	Prudential Borrowing	3,996	3,214	(782)
<b>4,405</b>		<b>3,996</b>	<b>3,214</b>	<b>(782)</b>
<b>4,438</b>	<b>TOTAL</b>	<b>4,044</b>	<b>3,274</b>	<b>(770)</b>

## 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 start to be reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when slippage exceeds 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	Year end RAG (2014-15)
<b>Corporate and Customer Services</b>											
Proportion of FCI requests responded to within timescales	Monthly	High	%	09/02/17	1 - 31 January 2017	90%	90%	Green	↓	95 FCI requests due, 65 sent on time.	Green
<i>For context only - number of FCI requests received annually</i>	<i>Annually</i>	<i>Low</i>	<i>Num</i>	<i>11/01/17</i>	<i>1 April - 31 Dec 2016</i>	<i>N/A*</i>	<i>970</i>	<i>N/A</i>	<i>N/A</i>	<i>* No target or RAG status for this indicator. Purpose is to set the context.  2015/16 - 1228 2014/15 - 1177 2013/14 - 1553 2012/13 - 889 2011/12 - 917 2010/11 - 634  Running total will be collected quarterly. Data to be next reported on in April 2017 to include Q4 2016/17.</i>	<b>N/A</b>
Proportion of customer complaints received in the month before last that were responded to within minimum response times	Monthly	High	%	07/10/17	1 - 31 October 2016	90%	91.8%	Green	↑	Number of customer complaints for October 2016 = 153  <u>Breakdown of September 2016 figures</u> CS&T 14 complaints all responded to in time (100% pass rate) ETE 108 complaints. 104 responded to within 10 working days (96.3% pass rate) CFA 37 complaints. 28 responded to within 10 working days (86.2% pass rate)	<b>Ambit</b>
<i>For context only - number of complaints received annually per thousand population</i>	<i>Annually</i>	<i>Low</i>	<i>Num</i>	<i>13/07/16</i>	<i>1 April 2015 - 31 March 2016</i>	<i>N/A*</i>	<i>2.2**</i>	<i>N/A</i>	<i>N/A</i>	<i>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</i>	<b>N/A</b>
Proportion of all transformed transaction types to be completed online by 31 March 2017***	Quarterly	High	%	10/01/17	1 October - 31 December	75%	64.9%	Red	↑	This indicator dropped to red when the concessionary bus pass renewals started. However, performance against this measure has significantly increased this quarter - it is now 64.9% in quarter three (up from 55.8% in quarter two). Achieving 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.	<b>Red</b>
Deprivation measure - Number of physically active adults (narrowing the gap between Ferland 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.	<b>N/A</b>

Measure	Reporting frequency	What is good	Unit	Data last entered	Time period covered	Target	Actual	RAG status	Direction of travel	Comments	
<b>LGSS Managed Services</b>											
IT – availability of Universal Business System**** IT Availability	Half-yearly	High	%	31/10/16	1 April - 30 September 2016	95%	99.7%	Green	↑	Q4 2015/16 - 95% Q3 2015/16 - 94% Q2 2015/16 - 100.0% Q1 2015/16 - 100.0%	Green
IT – incidents resolved within Service Level Agreement	Half-yearly	High	%	31/10/16	1 April - 30 September 2016	90%	87.5%	Red	↓	The percentage figure given covers the half-year period April to October 2016. Action has, and is, being taken to address performance in this area. Additional IT Service Desk staff have been recruited (up from 8 FTEs to 10 FTEs and 1 part-time) and induction and training has been improved. Service Desk statistics now show that more calls are being answered more quickly and with fewer calls abandoned. January 2017 customer satisfaction survey feedback on service desk calls had 106 excellent ratings and 11 good ratings out of a total return of 127. The further improvement of the responsiveness of the IT Service Desk is an explicit item in the CCC IT Service Improvement Plan for 2017-18.	Green



## LGSS APPENDIX 1 – Service Level Budgetary Control Report

The variances to the end of January 2017 for LGSS Cambridge Office are as follows:

Original Budget as per BP £000	Service	Current Budget for 2016/17 £000	Forecast Variance - Outturn (Dec) £000	Forecast Variance - Outturn (Jan) £000	%
<b><u>LGSS Cambridge Office</u></b>					
0	Managing Director Costs	0	50	50	0
<b><u>Strategic Management</u></b>					
0	Medium Term Planning	34	0	0	0
-8,787	Trading	-8,994	0	0	0
587	LGSS Equalisation	912	0	0	0
-410	Grant Income	-454	0	0	0
<b>-8,610</b>		<b>-8,502</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Finance Services</u></b>					
740	Audit	347	-18	-27	-8
1,548	Finance Operations	1,585	-25	-25	-2
231	Integrated Finance Services	181	-21	0	0
101	LGSS Business Planning & Finance	51	0	16	31
2,643	Professional Finance	2,531	45	30	1
0	Pensions Service	0	0	0	0
<b>5,262</b>		<b>4,695</b>	<b>-19</b>	<b>-7</b>	<b>0</b>
<b><u>Human Resources</u></b>					
1,334	Business Partners	1,333	-34	-42	-3
299	Policy, Workforce Planning & Health & Safety	267	-27	-32	-12
291	Learning & Development	225	-7	-63	-28
-272	Transactional Services	-308	-22	-69	23
<b>1,652</b>		<b>1,517</b>	<b>-90</b>	<b>-206</b>	<b>-14</b>
<b><u>Business Services, Systems &amp; Change</u></b>					
1,852	Business Systems & Change	1,971	109	88	4
62	Customer Engagement	8	0	0	0
213	Procurement	312	-54	-61	-20
2,327	Revenues and Benefits	2,382	41	0	0
<b>4,455</b>		<b>4,674</b>	<b>96</b>	<b>27</b>	<b>1</b>
<b><u>Law &amp; Governance</u></b>					
425	Democratic & Scrutiny Services	420	-37	-29	-7
-174	LGSS Law Ltd	102	0	0	0
<b>250</b>		<b>522</b>	<b>-37</b>	<b>-29</b>	<b>-6</b>
5,184	IT Services	5,344	22	33	1
<b>8,194</b>	<b>Total LGSS Cambridge Office</b>	<b>8,249</b>	<b>22</b>	<b>-132</b>	<b>-2</b>
<b><u>MEMORANDUM - Grant Income</u></b>					
-220	Public Health Grant	-220	0	0	0
0	Counter Fraud Initiative Grant	-234	0	0	0
<b>-220</b>		<b>-454</b>	<b>0</b>	<b>0</b>	<b>0</b>

## LGSS APPENDIX 2 – Commentary on Forecast Outturn 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	Forecast Variance - Outturn	
		£'000	%
<b>Medium Term Planning</b>	34	0	0
Medium Term Planning budgets are currently forecasting a balanced budget, as compared to an underspend of £121k reported in previous months. This is because the CCC share of unbudgeted MKC savings has been removed from individual service lines to create a contingency.			
<b>IT Services</b>	5,344	33	1
<p>It is forecast that IT Services in the LGSS Cambridge Office will overspend by £33k at year end, an increase of £11k compared to last month.</p> <p>There is a £100k additional cost in CCC Operations required for unbudgeted contractors as part of the CCC Platform Stability Plan. There is a further pressure of £25k where in-year savings targets have not been fully mitigated. Service Delivery is reporting a £40k underspend due to the forecast over achievement of income targets and a net underspend on staffing across the service where there have been temporary vacancies. There are also budget pressures of approximately £298k which have been mitigated by staff vacancies, additional income and additional recharging to, for example, capital projects. The net share of these pressures and savings for CCC is £16k.</p> <p>There is a £10k forecast overspend within NCC/CCC operations due to the additional recruitment of digital analysts to in-source work previously procured at a premium by the retained organisations and additional developer posts recruited over and above the establishment in agreement with NCC and CCC. There is an additional £5k overspend forecast in CCC, due to a cross cutting saving not being met. There is also a £14k pressure due to a decision to recruit to a Head of IT in Norwich in order to expand the LGSS offering in this geographical area.</p> <p>A £208k saving was originally planned to be delivered from additional IT budgets being transferred from the CCC retained organisation into LGSS, but this will not be achieved this year. This saving has been allocated across all LGSS budgets, including the Property and Strategic Assets budgets returned to NCC and CCC.</p>			

### LGSS APPENDIX 3 – Grant Income Analysis

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

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

## LGSS APPENDIX 4 – Virements and Budget Reconciliation

	£'000	Notes
<b>Budget as per Business Plan</b>	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 to CCC Finance Office	-79	
Transfer of Operational Savings funding re Citrix	78	
Transfer of CFO budgets to CCC Finance Office	-65	
Transfer of Operational Savings funding re Next Generation ERP	140	
Non-material virements (+/- £30k)	4	
<b>Current Budget 2016-17</b>	<b>8,249</b>	

## LGSS APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31 March 2016	Movements in 2016-17	Balance at 31/01/17	Forecast Balance at 31 March 2017	Notes
	£'000	£'000	£'000	£'000	
<b>General Reserve</b>					
LGSS Cambridge Office Carry-forward	1,013	-218	795	343	1
subtotal	1,013	-218	795	343	
<b>Other Earmarked Funds</b>					
Counter Fraud Initiative	130	0	130	130	
subtotal	130	0	130	130	
<b>SUBTOTAL</b>	<b>1,143</b>	<b>-218</b>	<b>925</b>	<b>473</b>	
<b>TOTAL</b>	<b>1,143</b>	<b>-218</b>	<b>925</b>	<b>473</b>	

### Notes

- 1 The year-end position reflects £670k expected use of operational savings. £78k has been 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	Forecast Spend - Outturn (Jan) £000	Forecast Variance - Outturn (Jan) £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
	- R12 Convergence*	-	-	-	-	416	-
1,104	Next Generation ERP	913	-	813	(100)	1,428	-
	- Capital Programme Variations	(155)	-	-	155	-	-
<b>1,104</b>	<b>TOTAL</b>	<b>758</b>	<b>-</b>	<b>813</b>	<b>55</b>	<b>1,844</b>	<b>-</b>

### Previously Reported Exceptions

There are no previous exceptions to report.

### 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	Forecast Spend Outturn (Jan) £000	Forecast Funding Variance Outturn (Jan) £000
	- Other Contributions	140	140	-
	- Developer Contributions	-	-	-
1,104	Prudential Borrowing	618	673	55
<b>1,104</b>	<b>TOTAL</b>	<b>758</b>	<b>813</b>	<b>55</b>

### Previously Reported Exceptions

There are no previous exceptions to report.

**INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING  
31<sup>ST</sup> JANUARY 2017**

**To:** General Purposes Committee

**Date:** 21<sup>st</sup> March 2017

**From:** Chief Finance Officer

**Electoral  
division(s):** All

**Forward Plan ref:** 2017/002 **Key decision:** Yes

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

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

- a) Analyse resources and performance information and note any remedial action currently being taken and consider if any further remedial action is required.
- b) Approve the allocation of £0.5m additional capital funding to CFA and note the recommendation to A&I 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 will 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.

<b><i>Officer contact:</i></b>
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Tel: 01223 699796

## 1. PURPOSE

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

## 2. OVERVIEW

- 2.1 The following table provides a snapshot of the Authority's forecast performance at year-end by value, RAG (Red, Amber, Green) status and direction of travel (DoT).

Area	Measure	Forecast Year End Position (December)	Forecast Year End Position (January)	Current Status	DoT (up is improving)
Revenue Budget	Variance (£m)	+£1.3m	+£1.7m	Amber	↓
Basket Key Performance Indicators	Number at target (%)	44% (7 of 16) <sup>1</sup>	56% (9 of 16) <sup>1</sup>	Amber	↑
Capital Programme	Variance (£m)	£0.0m	£0.0m	Green	↔
Balance Sheet Health	Net borrowing activity (£m)	£414m	£414m	Green	↔

<sup>1</sup> The number of performance indicators on target reflects the current position.

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

- The overall revenue budget position is showing a forecast year-end overspend of £1.7m, a net increase of +£0.4m on the overspend reported last month. The main movement has been in Children, Families and Adults (CFA), which is reporting an increase in its net overspend. This has been partially net out by increasing underspends in other areas. See section 3 for details.
- Key Performance Indicators; the corporate performance indicator set has been refreshed for 2016/17. There are 18 indicators in the Council's new basket, with data currently being available for 16 of these. Of these 16 indicators, 9 are on target. All three of the indicators rated Amber are now within 3% of their target values. See section 5 for details.
- The Capital Programme is forecasting a balanced budget at year end. Although all directorates except Corporate Services are all reporting in-year slippage on their capital programmes, totalling £18.4m, this is within the allowances made for capital programme variations, leading to a balanced outturn overall. See section 6 for details.
- Balance Sheet Health; the original forecast net borrowing position for 31<sup>st</sup> March 2017, as set out in the Treasury Management Strategy Statement (TMSS) is £479m. This



projection has now fallen to £414m; there has been no change since last month. See section 7 for details.

### 3. REVENUE BUDGET

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

#### Key to abbreviations

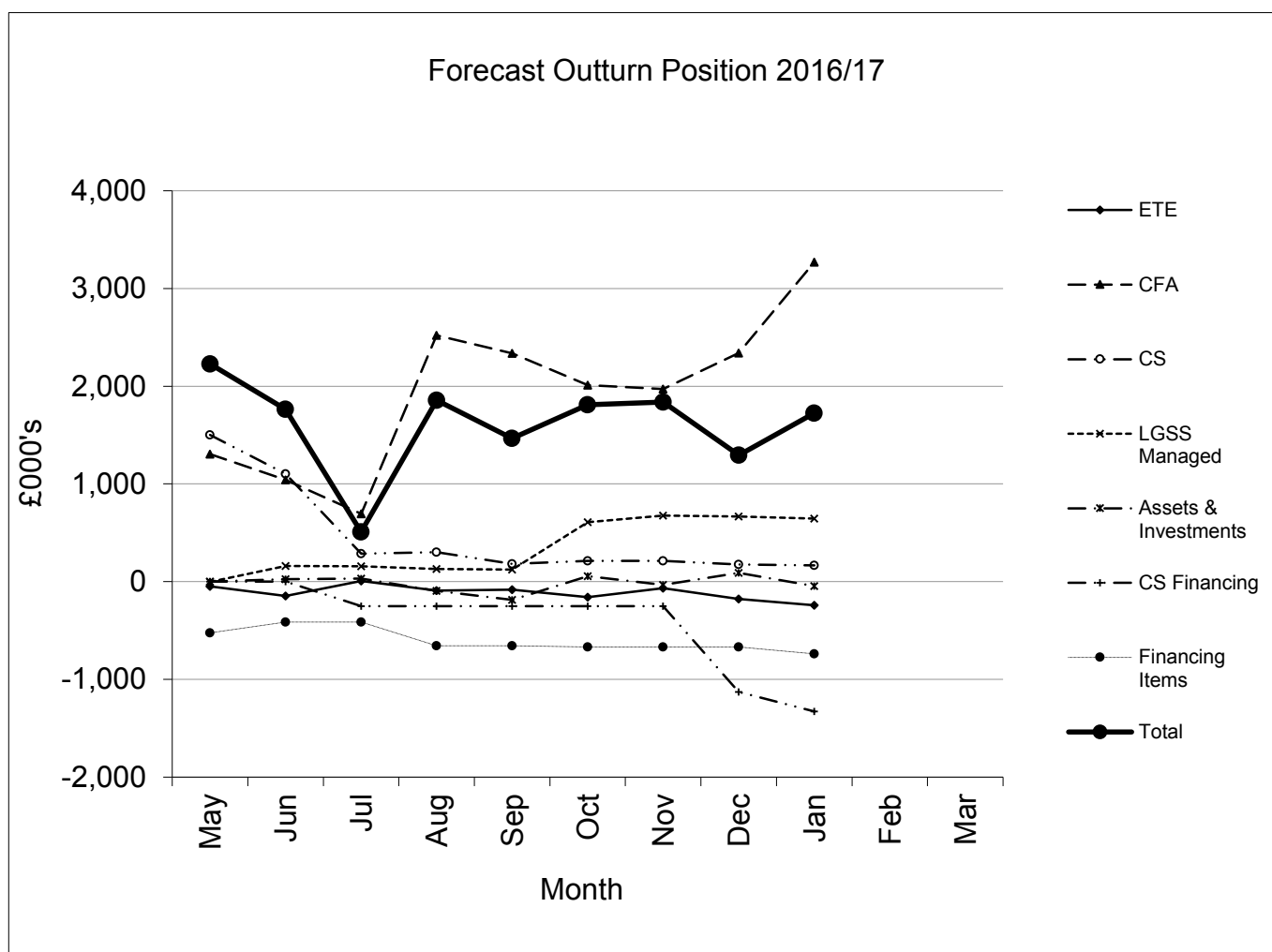
ETE – Economy, Transport and Environment  
 CFA – Children, Families and Adults  
 CS Financing – Corporate Services Financing  
 DoT – Direction of Travel (up arrow means the position has improved since last month)

Original Budget as per Business Plan £000	Service	Current Budget for 2016/17 £000	Forecast Variance - Outturn (Dec) £000	Forecast Variance - Outturn (Jan) £000	Forecast Variance - Outturn (Jan) %	Overall Status	DoT
59,952	ETE	61,811	-178	-243	-0.4%	Green	↑
242,563	CFA	241,645	2,340	3,271	1.4%	Red	↓
182	Public Health	182	0	0	0.0%	Green	↔
4,674	Corporate Services	5,576	176	166	3.0%	Amber	↑
6,006	LGSS Managed	6,004	666	646	10.8%	Amber	↑
2,714	Assets & Investments	4,204	88	-47	-1.1%	Green	↑
34,206	CS Financing	34,206	-1,130	-1,330	-3.9%	Green	↑
<b>350,297</b>	<b>Service Net Spending</b>	<b>353,628</b>	<b>1,962</b>	<b>2,463</b>	<b>0.7%</b>	<b>Amber</b>	<b>↓</b>
4,677	Financing Items	1,781	-668	-739	-41.5%	Green	↑
<b>354,974</b>	<b>Total Net Spending</b>	<b>355,409</b>	<b>1,294</b>	<b>1,724</b>	<b>0.5%</b>	<b>Amber</b>	<b>↓</b>
<b>Memorandum items:</b>							
9,589	LGSS Operational	8,393	22	-132	-1.6%	Green	↑
222,808	Schools	222,808					
<b>587,371</b>	<b>Total Spending 2016/17</b>	<b>586,610</b>					

<sup>1</sup> 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.

<sup>2</sup> The forecast variance outturn does not include the £9.3m budget saving in 2016/17 following the change in Minimum Revenue Provision (MRP) policy, which was approved by Council on 16 February 2016.

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



3.2 Key exceptions this month are identified below.

3.2.1 **Economy, Transport and Environment:** -£0.243m (-0.4%) underspend is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [ETE Finance & Performance Report](#).

3.2.2 **Children, Families and Adults:** +£3.271m (+1.4%) overspend is forecast at year-end.

- **Older People's Localities** – an underspend of -£530k is forecast for year end, which is an adverse movement of +£674k on the position reported last month. This is largely due to the increased cost of new placements, with an increase in the number of nursing placements, which are the most costly. The main changes are in the following areas:

	£m	%
	-0.530	(-1%)

- Fenland Locality: movement of +£227k due to rising numbers of higher cost placements. Ended packages at care homes were fully replaced, at increased prices, by new clients, in addition to clients needing further support where previous provision at home or in settings without nursing care is no

longer sufficient. New residential and nursing placements this month cost £103 more per week on average than those placements which ended. A downwards adjustment on likely savings for the rest of this season has also been needed given this context.

- Huntingdonshire Locality: movement of +£194k as all forms of care excluding domiciliary support are showing an increased commitment this month; the number of nursing placements increased by 7 compared to the previous period. Savings expectations have been adjusted accordingly.
- City and South Locality: movement of +£174k. The number of nursing placements increased by 8 compared to the previous period, which has led to reduced savings expectations.
- **Catering and Cleaning Services** – a shortfall of +£269k on the budgeted contribution for this traded service is forecast for year-end. This is mainly caused by CCS losing the contract for provision of the schools meals service to Northamptonshire schools and the subsequent loss of 3.1million meal orders on an annual basis. This necessitated the closure of the B4 Distribution Centre (October 16), and the mothballing of the C3 Cook Freeze Centre (December 16). Following redeployment of staff where possible, the cost of the redundancies is forecast to be £149k in 2016/17. Other service level agreements have been terminated during the year with a resulting loss of income, and in some areas the take up of school meals has been below expectations. +0.269 (+67%)

Additionally there are pressures relating to staff costs, both through maintaining service provision whilst covering sickness and vacancies, and increases in salary from the implementation of the national living wage.

- **Commissioning Services** – an overspend of +£266k is forecast for year-end. The out of school tuition budget is forecast to overspend by £300k due to a number of children with a Statement of Special Educational Needs (SEN) / Education, Health and Care Plan (EHCP) out of school and in receipt of alternative education (tuition) packages. When moving a child with an EHCP, the LA must adhere to placement consultation process outlined by government. The overspend has risen as the current packages are needed to be extended for longer than committed for, due to difficulties in securing agreed school places with headteachers as well as numbers rising faster than predicted. Until the process is complete, the Council has a statutory duty to provide 25 hours per week of interim full-time education. This budget is funded from schools grant and some small underspends have reduced the net overspend to £266k. +0.266 (+6%)

- For full and previously reported details see the [CFA Finance & Performance Report](#).
- 3.2.3 **Public Health:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [PH Finance & Performance Report](#).
- 3.2.4 **Corporate Services:** +£0.166m (+3.0%) overspend is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#).
- 3.2.5 **LGSS Managed:** +£0.646m (+10.8%) overspend is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#).
- 3.2.6 **CS Financing:** -£1.330m (-3.9%) underspend is currently forecast for Debt Charges, which is a favourable movement of -£0.2m on the position reported last month. This reflects the fall in the forecast for net interest payable following falling interest rates across all parts of the yield curve. For full and previously reported details see the [CS & LGSS Finance & Performance Report](#).
- 3.2.7 **LGSS Operational:** -£0.132m (-1.6%) underspend is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#).
- 3.2.8 **Assets & Investments:** -£0.047m (-1.1%) underspend is forecast at year-end. There are no new exceptions to report this month; for full and previously reported details see the [A&I Finance & Performance Report](#).

***Note:** exceptions relate to Forecast Outturns that are considered to be 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. PERFORMANCE TARGETS

5.1 As previously reported to GPC the key performance indicators are currently under review and a new set of indicators will be considered as part of the Business Plan.

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-30-Sept-2016	%	78.1%	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 <sup>1</sup>	ETE	Low	At-31-May-2016	%	Gap of 6.4 percentage points Most deprived areas (Top 10%) = 11.3% 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 (Enhanced & Preventative – E&P)	High	December 2016	%	95.4%	96.5%	Amber	↓
	Percentage of 16-18 year olds not in education, employment or training (NEET) <sup>2</sup>	CFA	Low	December 2016	%	3.7%	3.8%	Green	↔
	The proportion of pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	CFA (Learning)	High	December 2016	%	82.4%	82.0%	Green	↑

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 of pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	CFA (Learning)	High	December 2016	%	72.8%	75.0%	Amber	↔
	The proportion of pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	CFA (Learning)	High	December 2016	%	100%	100%	Green	↑
	The proportion of Adult Social Care and Older People's Service users requiring no further service at end of re-ablement phase	CFA	High	December 2016	%	57.0%	57%	Green	↑
	Reduced proportion of Delayed Transfers of care from hospital, per 100,000 of population (aged 18+)	CFA	Low	November 2016	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	November 2016	Number	145	114	Red	↓
	Healthy life expectancy at birth (males)	Public Health	High	2012 – 2014	Years	66.1	N/A – contextual indicator	Green (compared with England)	↓ (compared with previous year)
	Healthy life expectancy at birth (females)	Public Health	High	2012 – 2014	Years	67.6	N/A – contextual indicator	Green (compared with England)	↑ (compared with previous year)

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)
	Absolute gap in life expectancy between the most deprived 20% of Cambridgeshire's population and the least deprived 80% (all persons)	Public Health	Low	2013-2015 (Q4 2015)	Years	2.6	N/A – contextual indicator	N/A – contextual indicator	↔
Supporting and protecting vulnerable people	The number of looked after children per 10,000 children	CFA (Children's Social Care)	Low	December 2016	Rate per 10,000	48.6	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 October – 31 December 2016	%	64.9%.	75%	Red	↑
	The average number of days lost to sickness per full-time equivalent staff member	LGSS HR	Low	January 2017	Days (12 month rolling average)	7.67	7.8	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, but 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. Analysis of information about these young people gathered during the autumn term will give a clearer idea of our actual performance.

5.2 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](#)

## 6. CAPITAL PROGRAMME

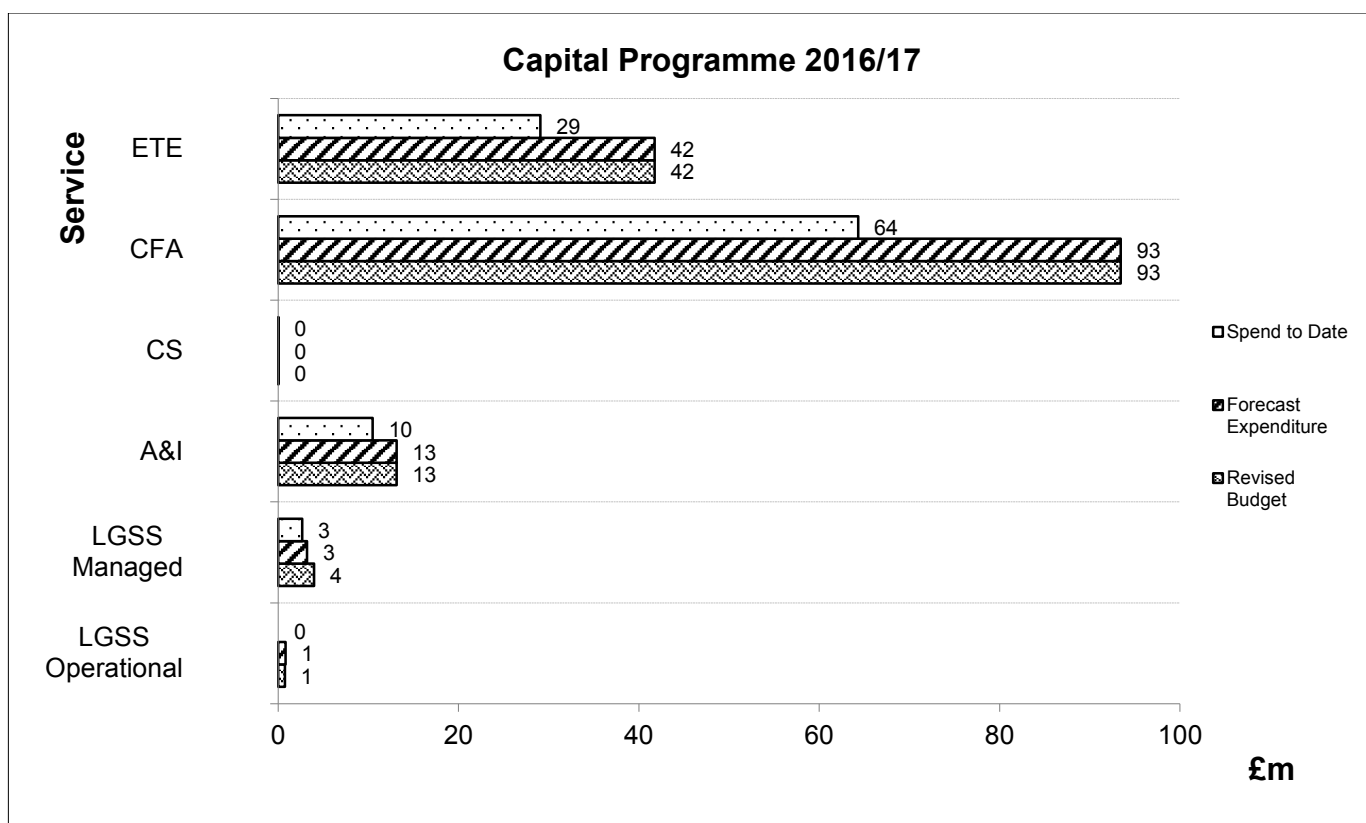
6.1 A summary of capital financial performance by service is shown below:

2016/17						TOTAL SCHEME	
Original 2016/17 Budget as per Business Plan £000	Service	Revised Budget for 2016/17 £000	Forecast Variance - Outturn (Dec) £000	Forecast Variance - Outturn (Jan) £000	Forecast Variance - Outturn (Jan) %	Total Scheme Revised Budget (Jan) £000	Total Scheme Forecast Variance (Jan) £000
71,699	ETE	41,743	-	-	0.0%	415,691	-
97,156	CFA	93,421	0	0	0.0%	543,722	31,825
33	Corporate Services	48	-	12	25.0%	300	-
4,405	LGSS Managed	3,996	-	-782	-19.6%	15,140	-0
11,397	A&I	13,132	0	0	0.0%	241,800	-3,483
1,104	LGSS Operational	758	-	55	7.3%	1,844	-
	Outturn adjustment			715		-	-
<b>185,794</b>	<b>Total Spending</b>	<b>153,098</b>	<b>0</b>	<b>-0</b>	<b>0.0%</b>	<b>1,218,497</b>	<b>28,341</b>

### 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 has a budget for 2016/17 of £7.4m and is currently forecasting an in-year underspend of £2.25m.





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

6.2 A summary of the use of capital programme variations budgets by services is shown below. As forecast underspends are reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when slippage exceeds this budget.

2016/17					
Service	Capital Programme Variations Budget	Forecast Variance - Outturn (Jan)	Capital Programme Variations Budget Used	Capital Programme Variations Budget Used	Revised Forecast Variance - Outturn (Jan)
	£000	£000	£000	%	£000
ETE	-10,500	-5,540	5,540	52.76%	0
CFA	-10,282	-9,911	9,911	96.39%	0
Corporate Services	-12	0	0	0.00%	12
LGSS Managed	-1,029	-1,811	1,029	100.00%	-782
A&I	-2,850	-1,058	1,058	37.11%	0
LGSS Operational	-155	-100	100	64.52%	55
Outturn adjustment	0	0	715		715
<b>Total Spending</b>	<b>-24,828</b>	<b>-18,420</b>	<b>18,353</b>	<b>73.92%</b>	<b>-0</b>

- 6.3 Slippage in the capital programme for LGSS Managed is forecast to exceed its capital programme variations budget allocation of £1m, while Corporate Services and LGSS Operational are forecasting that their capital programmes will not slip by their allocated variations budget. At this stage it is still anticipated that the total variations budget will be met across the overall capital programme, although it is not yet clear where the mitigating variances will arise. Thus a balancing line has been added to the outturn to reflect this.
- 6.4 A more detailed analysis of current year key exceptions this month by programme for individual schemes of £0.5m or greater are identified below.

6.4.1 **Economy, Transport and Environment:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [ETE Finance & Performance Report](#).

6.4.2 **Children, Families and Adults:** a balanced budget is forecast at year-end.

- |  | £m   | %      |
|--|------|--------|
| <ul style="list-style-type: none"> <li>• <b>Basic Need – Secondary</b> – a -£4.0m in-year underspend is forecast, which is a movement of -£1.8m on the position reported last month. This is mainly due to movement on the outturns for the following two schemes:               <ul style="list-style-type: none"> <li>○ Littleport Secondary and Special School: -£1.9m (-6%) in-year underspend (a movement of -£1m since last month) due to revised estimates from the contractor for the cost of a six week delay, which has been caused by design changes following the appointment of a new academy sponsor for the schools. The slippage forecast has been revised to reflect this and it is estimated completion on site will now be in January 2018.</li> <li>○ Cambourne Village College: -£1.3m (-21%) in-year underspend (a movement of £0.7m since last month). The contractors have provided a revised estimate of works to be completed by the end of March 2017.</li> </ul> </li> </ul> | -4.0 | (-10%) |
| <ul style="list-style-type: none"> <li>• <b>CFA Capital Variation</b> – as agreed by the Capital Programme Board, any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall. There has been a movement of +£1.4m in the outturn for CFA capital variation since last month.</li> </ul>   | +9.9 | (+96%) |
| <ul style="list-style-type: none"> <li>• For full and previously reported details see the <a href="#">CFA Finance &amp; Performance Report</a>.</li> </ul>   |      |        |

6.4.3 **Corporate Services:** an overspend of +£0.012m (+0.0%) is forecast at year-end, due to no anticipated slippage on the capital programme so the variations budget will not be utilised. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#).

- 6.4.4 **LGSS Managed:** an underspend of -£0.782m (-19.6%) is forecast at year-end, as forecast slippage on the capital programme has exceeded the allocated capital programme variations budget. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#).
- 6.4.5 **LGSS Operational:** an overspend of +£0.055m (+7.3%) is forecast at year-end, as slippage on the capital programme is not anticipated to utilise the full capital programme variations allocation. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#).
- 6.4.6 **Assets & Investments:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [A&I Finance & Performance Report](#).
- 6.5 A more detailed analysis of total scheme key exceptions this month by programme for individual schemes of £0.5m or greater are identified below:
- 6.5.1 **Economy, Transport and Environment:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details see the [ETE Finance & Performance Report](#).
- 6.5.2 **Children, Families and Adults:** a +£31.8m (+6%) total scheme overspend is forecast. There are no exceptions to report this month; for full and previously reported details see the [CFA Finance & Performance Report](#).
- 6.5.3 **Corporate Services:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#).
- 6.5.4 **LGSS Managed:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#).
- 6.5.5 **LGSS Operational:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#).
- 6.5.6 **Assets & Investments:** -£3.5m (-1.4%) total scheme underspend is forecast. There are no exceptions to report this month; for full and previously reported details see the [A&I Finance & Performance Report](#).

6.6 A breakdown of the changes to funding has been identified in the table below.

<b>Funding Source</b>	<b>B'ness Plan Budget £m</b>	<b>Rolled Forward Funding<sup>1</sup> £m</b>	<b>Revised Phasing £m</b>	<b>Additional/Reduction in Funding £m</b>	<b>Revised Budget £m</b>	<b>Outturn Funding £m</b>	<b>Funding Variance £m</b>
<b>Department for Transport (DfT) Grant</b>	20.5	0.2	-1.7	1.0	<b>20.0</b>	20.0	-
<b>Basic Need Grant</b>	3.8	-	-	-	<b>3.8</b>	3.8	-0.0
<b>Capital Maintenance Grant</b>	4.6	-	-	0.1	<b>4.7</b>	4.7	-
<b>Devolved Formula Capital</b>	1.1	0.9	-	-0.0	<b>1.9</b>	1.9	-0.0
<b>Specific Grants</b>	21.1	3.6	-12.7	1.7	<b>13.8</b>	13.8	-
<b>S106 Contributions &amp; Community Infrastructure Levy</b>	30.3	1.1	-3.7	0.2	<b>27.9</b>	27.9	-
<b>Capital Receipts</b>	10.3	-	-	-6.4	<b>3.9</b>	3.9	0.0
<b>Other Contributions</b>	10.7	0.2	-8.8	1.7	<b>3.8</b>	3.8	-
<b>Revenue Contributions</b>	-	-	-	0.1	<b>0.1</b>	0.1	-
<b>Prudential Borrowing</b>	83.4	10.2	-29.3	8.9	<b>73.2</b>	73.2	-0.0
<b>TOTAL</b>	<b>185.8</b>	<b>16.3</b>	<b>-56.1</b>	<b>7.1</b>	<b>153.1</b>	<b>153.1</b>	<b>-0.0</b>

<sup>1</sup> 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.

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

<b>Funding</b>	<b>Service</b>	<b>Amount (£m)</b>	<b>Reason for Change</b>
Additional/Reduction in Funding (Other Contributions)	CFA	+£0.5	An insurance payment is due to be received in 2016/17 towards the cost of rectifying fire damage at St Bede's School in Cambridge. This is to be treated as additional funding and will increase the budget for this scheme in 2016/17, thus removing the in-year overspend that has previously been reported on this scheme as a result of these works.

			<b>General Purposes Committee is asked to approve the allocation of the £0.5m additional funding from the insurance payment to CFA.</b>
Additional/Reduction in Funding (Prudential Borrowing)	A&I	+£0.7	<p>The following schemes were not originally anticipated to begin until 2017/18 and therefore have no budget agreed for 2016/17. However, these schemes have progressed to the planning application stage ahead of the original schedule so budget is required this financial year.</p> <ul style="list-style-type: none"> <li>• Belsar Farm, Willingham £55k</li> <li>• Soham Northern Gateway £100k</li> <li>• Clear Farm, Bassingbourn £70k</li> <li>• Wicken, Housing Allocation £30k</li> <li>• Management costs £240k</li> </ul> <p>Additionally, increased resourcing on the East Barnwell project has brought forward work to the value of £194k that was due to be funded from the housing budget from 2017/18.</p> <p>The implications on future years' budgets are being addressed through the Business Plan.</p> <p><b>General Purposes Committee is asked to note the recommendation to A&amp;I Committee to approve the in-year request for £0.734m re-phased budget for the housing schemes.</b></p>

- 6.8 Approval is also requested in advance of the first Report of 2017/18 for funding to support the procurement and delivery of a fourth phase of Superfast Broadband rollout. This will extend access to fibre broadband for Cambridgeshire businesses and provide access to high speed broadband connectivity to over 99% of homes and businesses across the County, following on from current rollout phases. Further information can be found in [Appendix 3](#).

**General Purposes Committee is asked to 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.**

## 7. FUNDING ALLOCATIONS

- 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, an appropriate approach for the treatment of each grant will be presented to the General Purposes Committee (GPC) for approval. GPC are therefore asked to agree the following:

## High Needs Strategic Planning Fund

The high needs funding system supports provision for pupils and students with special educational needs and disabilities from their early years to age 25. A High Needs Strategic Planning Fund has been provided to local authorities as a one-off, non-ring-fenced grant, in order to support a strategic review of services commissioned through the high needs block element of dedicated schools grant (DSG) funding. The current in-year DSG position shows there are significant pressures on the High Needs Block and the Department for Education (DfE)'s illustrative national funding formula data suggests that the proposed national formula for high needs funding would result in no additional funding for the High Needs Block for Cambridgeshire. Therefore this review is essential for managing provision within anticipated future levels of resource.

Cambridgeshire's allocation of the High Needs Strategic Planning Fund is £267,429 and it is proposed to utilise this to undertake a strategic review of existing provision and plan for future requirements of special provision. This fund will also provide capacity to support both the transition to and implementation of the recommendations of the review and as required by the DfE, to publish the outcomes of the review in a strategic plan for Cambridgeshire.

**General Purposes Committee is therefore asked to approve that this funding is allocated in full to CFA.**

## Education Services Grant (ESG)

The ESG is a non-ring-fenced 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 converts to an academy.

In the August report General Purposes Committee (GPC) were advised that based on the revised estimate for academy conversions in 2016/17 the forecast for ESG was c.£4.29m, c.£241k more than was budgeted. A number of expected academy conversions have been further delayed by some months since that report and the revised estimate for ESG is c.£4.36m, c.£312k more than was originally budgeted.

It is proposed that this additional income will be transferred to corporate reserves at year end, subject to GPC approval. Further updates to the current reported position will be provided if this projection changes and approval will be sought at year-end once the final figure is known.

- 7.2 General Purposes Committee approval is also required for any material virements of revenue budget (+/- £160k).

In May GPC approved the allocation of earmarked reserves funding to services for use on specific projects in 2016/17. The following projects will not use their allocated funding in 2016/17, so virements are required to return the budget to reserves. All projects will continue in 2017/18, so the funding is required to be carried forward to next year.

### Child Sexual Exploitation Return Interviews

£250k of earmarked reserves funding was allocated for voluntary sector support to undertake missing interviews and to provide an intensive support service for young people at greatest risk of child sexual exploitation. This is a statutory expectation that is also monitored by OFSTED and has been a gap in our provision; at present social workers are performing this function in addition to their mainstream work, which is not sustainable. Attempts have been made to commission the service externally but there has been no or little interest from providers, so the funding has not been used in 2016/17.

There is a plan in place to use the funding to set up an internal unit to conduct return interviews for Looked After Children; there are 80-90 return interviews per month, which would otherwise be conducted by an external organisation at a cost of £250 per interview. The unit will also coordinate a multi-agency approach to Missing, Exploited and Trafficked Children with partner organisations including mental health services and the police.

Potential candidates have been identified to take up the 5 posts in this internal unit from April 2017, pending GPC approval of the funding. Therefore approval is requested in advance of the first Integrated Resources & Performance Report of 2017/18 to carry forward the funding into 2017/18. For 2016/17 this funding will return to earmarked reserves. Longer term resourcing of this activity will be addressed through the Children's Change Programme and in the 2018/19 business planning process.

### Strategic Transport Feasibility Studies

£200k of earmarked reserves funding was allocated to undertake early stage feasibility studies in order to build on the Long Term Transport Strategy and identify options to address those parts of the strategic highway network where lack of capacity is restricting continued economic prosperity.

The funding has not been required in 2016/17 as originally planned because of a lack of capacity in the team that would deliver this work, so it will be returned to reserves in year. The work is still required and the team will have more capacity to deliver the work in 2017/18, therefore approval is requested in advance of the first Integrated Resources & Performance Report of 2017/18 to carry forward the funding into 2017/18.

### LED Lighting

£200k of earmarked reserves funding was allocated to the development of LED lighting for street lighting, in order to deliver greater energy efficiency as the cost of LED technology has reduced and this now presents a cost effective option.

The funding has not been used in 2016/17 because the service is still looking at options with Balfour Beatty so it will be returned to reserves. However, the funding will be required to progress the project in 2017/18, therefore approval is requested in advance of the first Integrated Resources & Performance Report of 2017/18 to carry forward the funding into 2017/18.

**General Purposes Committee is therefore asked to approve the virements of the above funding back to reserves in 2016/17.**

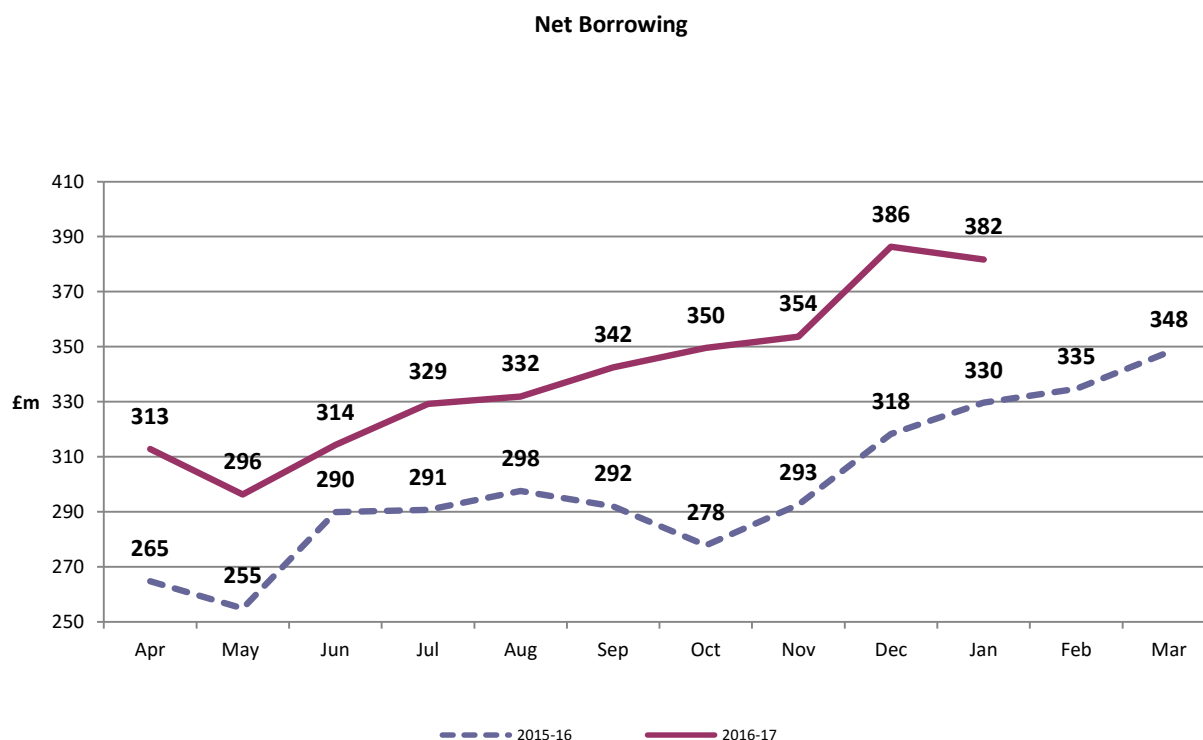
**General Purposes Committee is also asked to approve virements to carryforward the above funding, already earmarked by the committee for specific projects, to the 2017/18 budget.**

## 8. BALANCE SHEET

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

Measure	Year End Target	Actual as at the end of January
Level of debt outstanding (owed to the council) – 4-6 months, £m	£0.4m	£0.7m
Level of debt outstanding (owed to the council) – >6 months, £m	£1.0m	£2.1m
Invoices paid by due date (or sooner)	97.6%	99.6%

8.2 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 January were £14.3m (excluding 3rd party loans) and gross borrowing was £396.0m.





- 8.3 The Treasury Management Strategy Statement (TMSS) sets out the plan for treasury management activities over the year. It identifies the expected levels of borrowing and investments based upon the Council's financial position and forecast capital programme. When the 2016-17 TMSS was set in February 2016, it was anticipated that net borrowing would reach £479m at the end of this financial year. Net borrowing at the beginning of this year (£348m) started at a lower base than originally set out in the TMSS (£417m). As a result the outturn projection is forecast to be substantially lower than originally expected, currently £414m.
- 8.4 The Council's cash flow profile varies considerably during the year as payrolls and payment to suppliers are made, and grants and income are received. Cash flow at the beginning of the year is typically stronger than at the end of the year as many grants are received in advance.
- 8.5 Key exceptions are identified below:

Key exceptions	Impacts and actions
Less borrowing activity than planned –original net borrowing forecast was £479m. Actual net borrowing at 31st January was £382m.	<p>A £1.330m underspend is currently forecast for Debt Charges, an increase of £200k month on month. This reflects the fall in the forecast for net interest payable following falling interest rates across all parts of the yield curve. New loans have been raised on a short term basis (up to 3 months) to take advantage of cheaper rates of interest than originally budgeted. In addition £380k received in respect of interest on S106 for Clay Farm, which wasn't budgeted is included in the forecast.</p> <p>The impact of lower borrowing on the Debt Charges budget would normally result in a favourable forecast variance (due to lower interest payments). However the Debt Charges budget was reduced in anticipation of capital expenditure slippage during the budget setting process, so the magnitude of the variance reported is muted.</p> <p>The Council is continually reviewing options as to the timing of any potential borrowing and also the alternative approaches around further utilising cash balances (where possible) and undertaking short term borrowing which could potentially generate savings next year, subject to an assessment of the interest rate risks involved.</p>

- 8.6 Further detail around the Treasury Management activities can be found in the latest [Treasury Management Report](#).
- 8.7 A schedule of the Council's reserves and provisions can be found in [appendix 2](#).

## **9. ALIGNMENT WITH CORPORATE PRIORITIES**

### **9.1 Developing the local economy for the benefit of all**

There are no significant implications for this priority.

## 9.2 **Helping people live healthy and independent lives**

There are no significant implications for this priority.

## 9.3 **Supporting and protecting vulnerable people**

There are no significant implications for this priority.

# 10. **SIGNIFICANT IMPLICATIONS**

## 10.1 **Resource Implications**

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

## 10.2 **Statutory, Risk and Legal Implications**

There are no significant implications within this category.

## 10.3 **Equality and Diversity Implications**

There are no significant implications within this category.

## 10.4 **Engagement and Consultation Implications**

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

## 10.5 **Localism and Local Member Involvement**

There are no significant implications within this category.

## 10.6 **Public Health Implications**

There are no significant implications within this category.

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Chris Malyon
<b>Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?</b>	No Name of Legal Officer: Not applicable
<b>Are there any Equality and Diversity implications?</b>	No Name of Officer: Not applicable

<b>Have any engagement and communication implications been cleared by Communications?</b>	No Name of Officer: Not applicable
<b>Are there any Localism and Local Member involvement issues?</b>	No Name of Officer: Not applicable
<b>Have any Public Health implications been cleared by Public Health</b>	No Name of Officer: Not applicable

<b>Source Documents</b>	<b>Location</b>
ETE Finance & Performance Report (January 17) CFA Finance & Performance Report (January 17) PH Finance & Performance Report (January 17) CS and LGSS Cambridge Office Finance & Performance Report (January 17) A&I Finance & Performance Report (January 17) Performance Management Report & Corporate Scorecard (January 17) Capital Monitoring Report (January 17) Report on Debt Outstanding (January 17) Payment Performance Report (January 17)	1 <sup>st</sup> 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	Assets & Investments	LGSS Operational	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 following demerger							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	
Transfer from reserves to fund extra gritter routes			570						-570
ETE return of service reserves not needed in 16/17			-604						604
Corporate Capacity Review transfer of budgets			8		-8				
LGSS use of service reserves for Agresso								140	-140
<b>Current budget</b>	<b>241,645</b>	<b>182</b>	<b>61,811</b>	<b>34,206</b>	<b>5,576</b>	<b>6,004</b>	<b>4,204</b>	<b>8,393</b>	<b>1,781</b>
Rounding	0	0	1	0	0	0	0	0	0

## APPENDIX 2 – Reserves and Provisions

Fund Description	Balance at 31 March 2016	2016-17		Forecast Balance 31 March 2017	Notes
		Movements in 2016-17	Balance at 31 January 17		
	£000s	£000s	£000s	£000s	
<b><u>General Reserves</u></b>					
- County Fund Balance	18,921	-2,509	16,413	17,883	
- Services					
1 CFA	1,623	-1,062	561	-2,711	
2 PH	1,138	-176	962	638	
3 ETE	3,386	-1,950	1,436	0	
4 CS	1,218	0	1,218	0	
5 LGSS Operational	1,013	-218	795	343	
subtotal	27,299	-5,915	21,385	16,153	
<b><u>Earmarked</u></b>					
- Specific Reserves					
6 Insurance	2,864	0	2,864	2,864	
subtotal	2,864	0	2,864	2,864	
- Equipment Reserves					
7 CFA	782	-80	702	702	
8 ETE	218	0	218	250	
9 CS	57	0	57	57	
subtotal	1,057	-80	977	1,009	
<b><u>Other Earmarked Funds</u></b>					
10 CFA	4,097	-2,249	1,848	900	Includes liquidated damages in respect of the Guided Busway - current balance £2.4m.
11 PH	2,020	0	2,020	1,445	
12 ETE	6,631	-925	5,706	4,919	
13 CS	1,274	0	1,274	1,178	
14 LGSS Managed	149	43	192	192	
15 Assets & Investments	233	103	336	336	
16 LGSS Operational	130	0	130	130	
17 Transformation Fund	11,853	-497	11,356	20,607	Savings realised through change in MRP policy
subtotal	26,387	-3,525	22,862	29,707	
<b>SUB TOTAL</b>	<b>57,607</b>	<b>-9,520</b>	<b>48,088</b>	<b>49,733</b>	
<b><u>Capital Reserves</u></b>					
- Services					
18 CFA	2,428	11,968	14,396	425	Section 106 and Community Infrastructure Levy balances.
19 ETE	11,703	20,037	31,740	10,200	
20 LGSS Managed	422	-350	72	72	
21 Assets & Investments	230	-17	213	0	
22 Corporate	39,388	6,423	45,811	24,477	
subtotal	54,171	38,061	92,232	35,174	
<b>GRAND TOTAL</b>	<b>111,778</b>	<b>28,541</b>	<b>140,320</b>	<b>84,907</b>	

**Notes:**

1. The figures do not include City Deal reserves, which have a current balance of £37.8m and are anticipated to have a year-end balance of £30.4m.

In addition to the above reserves, specific provisions have been made that set aside sums to meet both current and long term liabilities that are likely or certain to be incurred, but where the amount or timing of the payments are not known. These are:

Fund Description	Balance at 31 March 2016	2016-17		Forecast Balance 31 March 2017	Notes
		Movements in 2016-17	Balance at 31 January 17		
	£000s	£000s	£000s	£000s	
<b>- Short Term Provisions</b>					
1 ETE	712	-33	679	0	
2 CS	350	0	350	100	
3 LGSS Managed	4,545	0	4,545	4,545	
4 Assets & Investments	50	0	50	50	
subtotal	5,657	-33	5,624	4,695	
<b>- Long Term Provisions</b>					
5 LGSS Managed	3,613	0	3,613	3,613	
subtotal	3,613	0	3,613	3,613	
<b>GRAND TOTAL</b>	<b>9,270</b>	<b>-33</b>	<b>9,237</b>	<b>8,308</b>	

## **APPENDIX 3 – Connecting Cambridgeshire Plan to 2020**

### Background

The Connecting Cambridgeshire programme was set up in late 2011 to secure a 21<sup>st</sup> century digital infrastructure (including broadband, mobile and Wi-fi access) across Cambridgeshire to:

- Drive forward economic growth
- Help build and sustain thriving, connected communities across the county
- Facilitate streamlined public service delivery.

The programme is jointly funded by Cambridgeshire County Council and Peterborough City Council, with additional investment drawn from government, EU and private funding.

### Introduction

Although the current plans for 97% Superfast broadband coverage in Cambridgeshire represents a significant achievement, as demand for connectivity continues to increase there is ongoing pressure from businesses and communities in Cambridgeshire to continue to improve all aspects of the digital infrastructure.

Plans to continue to improve the digital connectivity infrastructure for Cambridgeshire through to 2020 have been set out in detail in a [report](#) to the Economy and Environment Committee; the Committee agreed the recommendations set out in the report on 9<sup>th</sup> March 2017.

Proposed targets include:

1. Superfast broadband coverage > 99%
2. Mobile 3G & 4G services at least equalling national targets (currently below)
3. Further 50 public access Wi-fi hotspots
4. Cambridgeshire as 5G test-bed/pilot location

These will be delivered in four work streams, three of which can be financed within the existing funding envelope. A fourth phase superfast broadband rollout will require borrowing against future income, as set out below.

### Finance/contract overview

In 2011 the Council allocated a capital sum of up to £20m to deliver the Connecting Cambridgeshire Programme and Peterborough City Council committed £3m funding. This was to complement an initial allocation of £6.75m government funding.

Over the life of the project the programme has been successful in using the Council's investment to leverage a range of additional external funding streams. This includes around £18m private investment, £12m central government funding and over £2m EU funding to date.

Programme running costs have also been partially offset by taking on consultancy and support work from other local authorities and administering the SCCP voucher scheme for the East & Midlands on behalf of BDUK.

The contract for delivery of Superfast Broadband access in Cambridgeshire and Peterborough was awarded to BT in 2013, following a competitive procurement process. Delivery of the contract so far has been in three phases, with progress summarised below:

- Phase One - completed end 2015 (from ~ 60% to 93% Superfast broadband coverage).
- Phase Two - underway. Supported by additional government and EU funding (target 95% by end 2017).
- Phase Three - currently being planned (target 97% by end 2018).

The gap funding contract with BT incorporates a “claw-back” clause which requires them to contribute a proportion of any higher than anticipated profits (generated via take-up) into a joint investment fund during the life of the contract . This has phased payments which will conclude at the end of the 10 year contract term in 2023. The clawback clause requires that the Council and BT work together to utilise the joint investment fund to provide greater coverage. Any remaining funds post-2023 are subject to UK Government clawback (at approximately 30%) but thereafter any remaining amount will revert to Cambridgeshire County Council and Peterborough City Council.

Take-up to date in Cambridgeshire has exceeded original expectations. At 41% at the end of 2016, it is amongst the highest in the country and continues to increase.

Based on take-up to date, a relatively pessimistic calculation estimates the total gainshare investment fund would total £10.5m by the contract end date in 2023. A more optimistic estimation projects a fund of £12.6m. For the purposes of this proposal the lower figure has been assumed, and includes any associated interest charges for borrowing.

£5.3m gainshare investment funding has already been pulled forward by BT at their risk, and together with contract underspends this is providing the funding for the Phase Three rollout currently being planned. This approach was approved by the E&E Committee in March 2016. This means the projected remaining gainshare fund will range from £5.2m to £6.3m at 2023.

It is proposed that Phase Four broadband rollout, targeting the remaining 2-3% premises is funded by a combination of ERDF (European Regional Development Fund - £2.4m) and borrowing up to £5m against the joint investment fund - which is otherwise not available until 2023. This provides matched funding to enable an ERDF bid to be made. Whilst rollout Phases 1-3 have been undertaken as part of the original contract procured in 2013, Phase 4 rollout will require a separate procurement to be undertaken in order to comply with state aid rules.

5G test-bed/pilot costs are unknown at present. Government has announced a very substantial funding stream to support global competitiveness in 5G. However, the process for areas to bid for inclusion will not be known until later this year. This funding allocation is proposed in the event that local match is required in order to participate. Funding for the proposed work streams to improve mobile coverage and public access Wi-fi is available within the programme budget.

A table of the budgetary requirements to meet the proposed connectivity targets, along with proposed funding sources as outlined above are as follows:



<b>Connectivity</b>	<b>Target</b>	<b>Funding</b>	<b>Funding source</b>
Fixed (Phase 4)	>99%	Up to £7.4m	Up to £5m borrowing against joint investment fund £2.4m ERDF bid
Mobile	>=National coverage	-	No capital investment – requires programme support
Public Access Wi-fi	+50 locations	£25k	Programme contingency – within original funding allocation
Future Digital (5G)	Test-bed location	£250k	Programme contingency – within original funding allocation

### Recommendation

#### ***GPC are recommended to:***

- 1) 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. This will extend access to fibre broadband for Cambridgeshire businesses and provide access to high speed broadband connectivity to over 99% of homes and businesses across the County, following on from current rollout phases.



**TRANSFORMATION FUND INVESTMENT PROPOSALS**

*To:* **General Purposes Committee**

*Meeting Date:* **21 March 2017**

*From:* **Chief Finance Officer**

**Executive Director: Children, Families and Adults**

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

*Forward Plan ref:* **2017/016**      *Key  
decision:* **Yes**

*Purpose:* **To seek approval for two investments to be made through the Council's Transformation Fund**

*Recommendation  
:* **It is recommended that General Purposes Committee approves 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;**
- b) C/R.5.320 (Adult social care services delivery – sustaining budgetary performance in the older people budget).**

<b><i>Officer contact:</i></b>	
Name:	Charlotte Black
Post:	Service Director: Older People and Mental Health Services
Email:	<a href="mailto:charlotte.black@cambridgeshire.gov.uk">charlotte.black@cambridgeshire.gov.uk</a>
Tel:	01223 727991

## **1. BACKGROUND**

- 1.1 In response to recognising that the traditional method of developing budgets and savings targets through departmental based cash limits was unsustainable in the long term, the Council has agreed a new outcome focussed approach to Business Planning.
- 1.2 As a consequence 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.
- 1.3 It has been agreed that executive summaries of proposals seeking pump priming investments of over £50,000 from the Transformation Fund will be presented to the Committee. Investments below this level can be approved without General Purposes Committee approval but will be reported to the Committee retrospectively.

## **2. INVESTMENT PROPOSALS**

- 2.1 Attached within the appendices to this report are two proposals requesting funding from the Transformation Fund. These proposals will collectively support the service's ability to manage demand and avoid increases in the base revenue budget. Both investments are included in the 2017-18 Business Plan for CFA.
- 2.2 The titles of the two proposals are:-  
  
**C/R.5.319** Adult social care services investment to develop a transformation programme for all adult social care client groups (Appendix A)  
  
**C/R.5.320** Adult social care services delivery – sustaining budgetary performance in the older people budget (Appendix B)
- 2.3 Together the proposals represent our response to the severe challenges in the adult social care market where we see a growing mismatch between the demand for and supply of care.
- 2.4 Investments in prevention and early intervention have had some success in holding back demand in the face of a growing and ageing population and rising levels of need. The Council has over-delivered on planned savings from the Older People's budget and is forecasting an underspend in the Older People and Mental Health Directorate (OPMH) for this financial year, mitigating the Council's overall financial position in 2017-18. However analysis suggests these approaches are becoming unsustainable and are not going to be sufficient to meet the challenges ahead for all adult client groups. In particular, it is important to note that the current underspend in OPMH is explained as much by the challenge of securing the requisite supply of care as it is by a genuine reduction in the level of demand.

- 2.5 The Council is now at a point where the current trajectory of delivery of savings cannot continue without a significant step change. The growing level of demand and the diminishing supply of care combined with challenges in recruitment and retention present a risk to delivering required performance.
- 2.6 The proposal is to plan a whole-system transformation of all adult social care services, including services for people with learning disabilities, physical disabilities, mental health needs, and older people. Proposal C/R.5.319 calls for an initial investment to tender for an external organisation or combination of organisations to work with us, carrying out diagnostic work and developing more detailed business cases that would create this step change. This will provide the rationale for a significant change management programme to facilitate whole system transformation. This diagnostic work will include a comprehensive engagement exercise drawing in teams from across the Council, care providers and service users; as well as partners in the NHS. A competitive tendering process will be conducted to determine the most appropriate provider or providers.
- 2.7 In addition to the commencement of the whole-system review it is recommended that another time-limited investment in a number of initiatives (C/R.5.320) is made in 2017-18 to manage demand, deliver required savings and sustain performance. These investments focus on prioritising care to the service users most in need of it, ensuring we can safely manage demand despite pressures on the system and providing short term capacity in key areas to keep the system functioning effectively and performing well. These short term investments will help ensure statutory responsibilities, financial and service performance are maintained whilst plans for longer term transformation are developed and implemented.
- 2.8 The following tables set out the total request for funding from the Transformation Fund for the two proposals, and the total savings across the period of the Business Plan. Please note that the figures are in absolute terms as opposed to the previous presentation that was aligned to the approach that is adopted for the Business Plan i.e. marginal movements between years, in accordance with the request from Members at a previous Committee meeting.
- 2.9 It should be noted that no figures are provided for proposal C/R.5.319 at this stage. At the time of writing market testing is beginning and it is not possible to provide a specific sum. A verbal update will be provided at the meeting and the Committee is asked to delegate authority to the Chief Finance Officer in conjunction with the Chair of General Purposes Committee to approve an investment for this diagnostic work. Due to the scale of work involved from the consultants, we anticipate a six-figure investment will be necessary. C/R.5.320 is not a request for funding to deliver additional savings, but represents one-off support to deliver existing savings whilst also managing risk and working towards the aspiration of delivering additional savings in the Council's' transformation pipeline.

Investment request (relating only to C/R.5.320):

	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000
C/R.5.320	-	600	-	-	-	-
C/R.5.319	-	TBC	TBC	-	-	-
<b>Total</b>	-	600	TBC	-	-	-

Savings:

	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000
Adults Programme	-	-1,861	-1,861	-1,861	-1,861	-1,861
<b>Cumulative total</b>	-		-3,722	-5,583	-7,444	-9,305

### **3. ALIGNMENT WITH PRIORITIES AND WAYS OF WORKING**

#### **3.1 Developing the local economy for the benefit of all**

There are no significant implications within this priority.

#### **3.2 Helping people live healthy and independent lives**

This report sets out proposed investments and savings across Transformation workstreams. The impacts associated with the people living healthy and independent lives will be captured within supporting detail and/or Community Impact Assessments within the Business Plan.

#### **3.3 Supporting and protecting vulnerable people**

This report sets out proposed investments and savings across Transformation workstreams. The impacts associated with supporting and protecting vulnerable people will be captured within supporting detail and/or Community Impact Assessments within the Business Plan.

### **4. SIGNIFICANT IMPLICATIONS**

#### **4.1 Resource Implications**

The report sets out details of significant implications in paragraphs 2.4 to 2.9.

#### **4.2 Statutory, Risk and Legal Implications**

Adult social care services remain an area of financial risk for the authority, which if not managed effectively would harm the Council's ability to meet its statutory implications for Adult Social Care.

#### **4.3 Equality and Diversity Implications**

The draft Community Impact Assessments provided as supporting information capture the current understanding from the services of the impacts on

Equality and Diversity. These CIAs will be updated as the projects progress to develop that understanding.

#### 4.4 Engagement and Consultation Implications

There are no significant implications within this category.

#### 4.5 Localism and Local Member Involvement

There are no significant implications within this category.

#### 4.6 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
<b>Have the resource implications been cleared by Finance?</b>	Yes – Chris Malyon
<b>Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?</b>	Yes/No – confirmation awaited
<b>Are there any Equality and Diversity implications?</b>	Yes/No – Charlotte Black
<b>Have any engagement and communication implications been cleared by Communications?</b>	N/A – no implications Mark Miller
<b>Are there any Localism and Local Member involvement issues?</b>	N/A – no implications Mark Miller
<b>Have any Public Health implications been cleared by Public Health?</b>	N/A – no implications Tess Campbell

Source Documents	Location
None	Not applicable





### **C/R.5.319 Adult social care services investment to develop a transformation programme for all adult social care client groups**

#### Overview

#### Context and current pressures

Across Cambridgeshire, demand for adult social care, older people and mental health services continues at a level that if fully met would exceed the available budget. There is a rapidly expanding population of frail older people within Cambridgeshire who have increasingly complex needs and support requirements, and all Council services are experiencing high levels of demand.

Whilst the Council has secured significant efficiencies in adult social care budgets, its services are already comparatively efficient. Cambridgeshire has amongst the lowest spending levels on adult services within its Chartered Institute of Public Finance and Accountancy (CIPFA) benchmarking group. The Council spends less than the national average on staffing and commissioning of adult social care, meaning that the majority of its spend is on hands-on care.

However our comparatively positive financial performance is unsustainable in the longer term in view of the following factors:

- **National Living Wage (NLW)**

The national living wage will increase further in April 2017. The care sector is a low paid occupation where this will have a significant impact. Providers are reporting significant recruitment difficulties across the County, struggling to attract workers to jobs, particularly in competition with other forms of lower paid work, such as retail. The national living wage leads to a permanent increase in costs.

- **Demographic and demand pressures**

Across Adult social care services, £3.8m of demographic pressures have been proposed for funding into CFA in 2017-18. The rationale for this is:

- There will be 760 extra Cambridgeshire residents aged 85+ in 2017 compared to 2016 – this is likely to lead to over 100 extra social care clients.
- The number of nursing dementia placements made by the Council has increased by 5% since the beginning of the financial year. There are emerging pressures on bed placement numbers.
- Last year saw an increase in the number of people known to Adult Mental Health services of more than twice the expected number.
- 79 young people with disabilities will start receiving support from Adults Service as they turn 18 next year.

Capacity gaps and shortfalls across the Council and independent sector typically mean there is an estimated £1,600k of demand awaiting care each month: either in hospital, awaiting a social care assessment in the community or with a short term service such as Reablement or Transitions, awaiting arranged care.

- **System-wide demand**

- Partners in the local health system are also facing significant pressures, compounding the challenges faced by adult social care. Collectively, Cambridgeshire and Peterborough's health and care system is one of the most challenged in England. Initiatives such as the Better Care Fund have encouraged closer working between health and social care services. However, NHS challenges continue, seen particularly in the increase in the number of non-elective (unplanned) hospital admissions over 85 years and Delayed Transfers of Care (DToC) including social care-related delays are also worsening. Social care makes a strong contribution to avoiding admissions by supporting people in their homes or in residential care. This creates an urgent need to transform services to address shared challenges through the Cambridgeshire and Peterborough Sustainability and Transformation Plan. (STP).

A number of strategies have been deployed with the Adult Social Care and Older People and Mental Health Directorates to increase financial control, manage demand and deliver services within the reducing budget. Strategies have included:

- Managers who hold care budgets being trained, supported and held to account for the budget their teams spend, resulting in a high level of scrutiny over spend in collaboration with Finance colleagues and the Heads of Service and Director.
- Not committing to additional spend in excess of the budget available in response to DToC pressures unless funded through the Better Care Fund
- A series of planned initiatives and transformation projects to reduce spend-set out in previous business plans.
- A focussed approach to reviews especially in Learning Disability and Physical disability and a review of policies has been taken through the Adults Committee.
- A focus on income and making sure that benefits are being applied for income secured in a timely way as well as reclaiming unspent direct payments.
- The introduction of Early Help and development of short term measures such as reablement, Assistive Technology, community equipment, double up Occupational Therapy project, as well as more collaborative working with neighbourhood teams to pre-empt hospital admission and the impact of increasing frailty.

GPC has recently confirmed transformation funding for a number of projects in adult social care and Older People's and Mental Health services that will support the continued delivery of savings through specific projects and work that will manage and reduce demand and contain costs. These investments include:

Title	Investment (£000, 2017-22)	Savings over five year MTFS (£000)
Specialist Support for Adults with Autism to increase their independence	50	-360

Using assistive technology to help people with learning disabilities live and be safe more independently without the need for 24hr or overnight care	232	-1070
Enhanced Occupational Therapy Support to reduce the need for double-handed care	180	-1260
Supporting people with physical disabilities and people with autism to live more independently	128	-8140
Increasing independence and resilience when meeting the needs of people with learning disabilities	750	-19605
Recouping under-used direct payment budget allocations for service users	174	-1975
Increase in income from Older People and Older People with mental health's client contributions from increased frequency of reassessments	46	-1905
Neighbourhood cares	1312	0
Enhanced response service	417	-1560
<b>TOTAL</b>	<b>3289</b>	<b>-35875</b>

The Council is now at a point where despite these significant transformation investments, the expected financial benefits will not be sufficient to meet continued challenges ahead. The budget is at a point of diminishing returns; the current trajectory of delivery of savings cannot continue without a significant step change.

This investment is proposed to provide significant additional investment to address the issues and challenges set out above. Across Adult Social Care and Older People and Mental Health Services, there are plans for £17,348k of savings in the Council's Business Plan in 2017/18 and 2018/19; between 2019 and 2022 there is a further £34m of unidentified savings across the two directorates.

### Proposal outline

In order to continue to meet eligible need in a context of continued financial pressure, it is anticipated that the Council will need to considerably increase the scale and pace of the shift of focus described in Transforming Lives – away from high cost statutory services focussed on people who can no longer live independently towards proactive early help and reablement and meeting needs quickly, preventing escalation and promoting independence. The focus will be on doing everything possible to avoid someone requiring a statutory assessment and care package. Even where the statutory threshold is reached, people should benefit from self-help, community resources, friends and family, the voluntary sector, technology and equipment to help meet their needs alongside any traditional care provision.

In practice this is likely to require increased investment in services such as:

- Tier 2 services such as reablement that are focused on meeting immediate needs and then supporting the individual to return to independence.
- Community equipment and Assistive Technology.
- Adult Early Help.
- Housing related support.

- Increased personalisation through direct payments as the default method of service provision.
- Creative solutions to the lack of home care and investment in developing micro enterprises to deliver local home care solutions, such as Neighbourhood Cares.
- Developing a more personalised response to care needs based on planning around assets available in local communities.

The Council has already made a commitment to investment in each of these areas, but there is a need to move beyond projects and pilots to a holistic approach placing the needs of our clients at the centre of what we do. This requires a considered, whole system transformation of the way all aspects of adult social care are organised and delivered, with an explicit focus on reducing demand and containing cost as well as designing systems that make sense to those delivering and receiving services.

To support the development of that programme at the pace required, external specialist support will be required. Detailed analytical work is needed, taking into account the evidence available; best practice nationally and internationally; and to identify what key changes and interventions can effectively prevent or reduce demand for social care for adults in Cambridgeshire. It will also be necessary to ensure that the Council is operating in the most cost-effective way to meet need and managing risk. This work will be based on clearly articulated outcomes for service users that the service must achieve; and informed by the experiences of the Council's current service users, gathered through a significant engagement exercise.

Whilst the Council has some of the skills available internally to deliver this work, specialist expertise is required; alongside additional capacity to ensure that this work can be carried out at the pace required. Phase one of this transformation is the development of a specification to procure an external organisation or organisations to work with the Council, producing an authoritative report which describes a service model for the next ten years – and a plan for the Council to transition to that model. There are a range of organisations which have supported other local authorities in this work nationally and could bring specialist expertise and experience from other areas. Tasks would include diagnostic work and the development of a more detailed business case for a full transformation programme. This would include an external perspective on whether existing proposals are likely to deliver what is needed; or whether a different approach is required. The external provider(s) would need to work closely with Business Intelligence, the Council's Transformation Team, Commissioning and Adults Directorate staff and managers, building on the Council's knowledge and experience. It is intended that the Council would retain the intellectual property for the work commissioned.

A key consideration would be the need for the Council to meet its statutory duties and manage risk effectively. It is anticipated that the scope will include:

- analysis of management and financial information, performance data and existing service user data (complaints, compliments and annual survey)
- structured interviews with service users and their carers to identify any areas of inefficiency or where intervention at a different stage could have reduced cost

and improved outcomes – to ensure that our services are informed by the voices of our service users

- analysis of best practice nationally and internationally, including what changes the evidence available suggests will make greatest impact
- options and recommendations for supporting business cases that will offer the greatest return on investment
- development of a demand management strategy for adults, building on transformation and budgetary control work so far to understand where demand is being created and why
- identification of current system and process issues that are driving delay, cost, inefficiency or a poor customer experience
- a review of the role of IT in supporting transformation and an analysis of the technology and systems that could support the sustainability of the service.
- analysis of the financial impact of 'hidden costs' or needs that haven't been met and how these impact on the Council or other partners
- A review of existing transformation approaches, particularly the Neighbourhood Cares pilots, to understand their impact and whether they are likely to meet our needs if implemented at scale
- analysis of the interdependence of costs as a result of actions or decisions taken by partner organisations on the Council and vice versa, to inform the Council's approach to work through initiatives such as the NHS Sustainability and Transformation Programme.

The outcome of the work will include proposals for a new, fully costed service and demand model which would be sustainable in the context of current challenges.

### Approach to investment

It is likely that the proposed transformation programme will require significant investment from the Transformation Fund. However, at this stage, GPC is requested to approve a smaller investment to support the development of the full Adult Services transformation programme alongside an external provider or providers. Providers will be commissioned via a competitive tendering process. At the time of writing, market testing is beginning and it is not possible to provide a specific sum for investment. A verbal update will be provided at the meeting and Committee will be asked to delegate authority to the Chief Finance Officer in conjunction with the Chair of General Purposes Committee to approve an investment for this diagnostic work. Due to the scale of work involved, officers anticipate a six-figure investment will be necessary.

Plans for the transformation programme will then be discussed and approved by Adults Committee, before a further business case is brought to General Purpose Committee (GPC) as required for the Transformation Programme. It is anticipated that the Transformation Programme would begin in Quarter 3 2017/18, and continue through the financial year 2018/19.

### Outcomes expected

The immediate output of the work would be an authoritative report describing a service model for the next ten years – and a plan for the Council to transition to that

model. The proposed Adult Services Transformation Programme will support continued delivery of planned savings in adult social care over the next decade. It will ensure that the service is able to continue to meet eligible need, whilst shifting demand to reduce overall eligible needs in the community and supporting people to live more independently.

### Risks

There is a risk that the Adult Services Transformation Programme does not identify the full level of savings required; or does not go on to deliver those savings. However, it is believed that working with an external provider to identify those savings offers the best opportunity to identify the savings required; and the risk of not investing to transform adult social care is significantly higher.

### Community Impact Assessment

A community impact assessment for this proposal is presented as supporting information

### Return on investment

This initial investment will not in itself demonstrate a return on investment. However it is anticipated that measures included in the Transformation Programme to be developed will be fully costed and allow decisions to be made at a later date about further phases of the investment. This limits the financial risk to the £500k first phase investment. The transformation programme will contribute to the £30m of savings required across adult social care budgets in 2018-22.

**C/R.5.320 Adults service delivery – sustaining budgetary performance in the older people budget**

Whilst longer term pressures will require significant transformation of adult social care services, the service requires immediate support to sustain its current budgetary performance.

Current budgetary performance

The Older People's Services and Mental Health (OPMH) Directorate is forecasting an underspend of £3.0m as at the December CFA Finance and Performance Report. This is over and above achieving savings of £6.177m allocated to the Directorate in the 2016/17 Business Plan.

The underspend position has been factored into the 'Ongoing underspends redistribution and rebaselining' proposal (A/R.4.022) in the 2017/18 Business Plan as part of the finance and budget review aspect of the corporate transformation programme.

Whilst the Directorate's financial performance in 2016/17 has been favourable, it is underpinned by some specific risks; and there is increasing evidence of rising demand for high cost packages. There is a risk that actions taken now to reduce costs of care and prevent escalation, could result in additional demand at a later stage - through the requirement for more intensive high cost specialist services to meet more complex needs. The Directorate has a number of challenges at present which are contributing to its underspend position, including:

- Pending waiting list for care - at any one time there can be on average 200 people waiting for care/an increase in care (£431k cost per month); some of these people will receive support from the reablement service as an interim measure.
- Due to difficulties in access to home care the reablement service isn't able to complete demand management and cost avoidance work it is best placed to do (£460K cost in September).
- Delayed transfers of care from hospital prevent us from paying for care that we have a statutory requirement to provide. Since April 2016 there has been average of 745 bed-days lost per month due to social care delays (around £650k per month).
- Waiting lists – there are currently 150 people waiting for an assessment from one Older People's team in Cambridgeshire, some of these people will not be receiving any services. Another sub-group of these will already be in receipt of services as a self-funder and be awaiting an assessment for local authority funding. (£241k cost per month).
- Outstanding reviews – the national standard is that a review takes place once a year. As of 31/12/16, 27% of people in receipt of long-term services for more than one year had received a review since 1 April 2016.
- Staffing difficulties – the Directorate continues to have difficulties in securing staff and carries a high number of vacancies- this is particularly acute in the

reablement service and in the largest Locality Team for South Cambs and City.

Taking all of this into account, it is estimated that the OPMH underspend includes approximately £1,600k of costs that will need to be met imminently. This means that the Council is operating outside its acceptable performance parameters, despite achieving good results in terms of financial control. This proposal is for a number of short term investments in additional capacity to ensure that we can manage potential risks in service provision and deliver planned savings.

These investments focus on prioritising care to the service users most in need of it, ensuring we can safely manage people's health and wellbeing despite the myriad pressures on the system and provide short term capacity in key areas to unblock the parts of the system working beyond capacity.

The proposals below represent a total £600k investment from the transformation fund and is requested to support sustained budgetary performance in Older People's and Mental Health Services in 2017/18, enabling the service to continue to manage demand whilst longer-term plans are developed.

#### Current service performance

As of 31 December 2016, 3,900 service users were receiving long-term services from the Older People and Mental Health Directorate. Cumulatively, between 1 April 2016 and 31 December 2016, 5,227 service users received long-term services from the directorate.

DToC performance – The average number of bed-day delays in Cambridgeshire stands at 2,682 per month for 2016/17 to date, higher than any previous year since records began in 2012/13. Those delays for which adult social care are responsible account for an average of 745 per month. On average, 1,973 bed-day delays per month are attributable to NHS organisations. Cambridgeshire DToC performance echoes the national picture, where each of the last 5 months (July 2016 – November 2016) are all in the top five months on record for the number of bed-day delays recorded.

Reablement performance – So far in 2016/17, the proportion of reablement packages completed where the service user is managing independently stands at 57%. The proportion of hours of genuine reablement activity delivered by the reablement teams has been reducing over recent months as the teams find themselves delivering mainstream domiciliary care to bridge the capacity gap in the independent sector. To date, for 2016/17 the proportion of mainstream hours delivered by the reablement team stands at 26%, up from 15% in 2014/15.

Assessment and review performance - In 2016/17 so far, 1,256 assessments have been completed by the OPMH directorate; 62% were completed within 28 days of referral. In the same period, 1,825 planned reviews were completed by OPMH directorate. Of these, 53% were completed on or before the due date. 835 unplanned reviews have been completed over the same period. As of 31 December



2016, 27% of people in receipt of long-term services for one year or more had received a review since 01/04/2016.

Any under-performance in the service can lead to increased pressure on budgets; particularly as any delays to an older person receiving the appropriate service are likely to result in that individual developing additional needs, and therefore requiring a more costly service.

### Proposal outline

The £600k will be spent on a number of initiatives, which will collectively contribute to maintaining financial performance in adult social care, as outlined in 'return on investment' below.

### **Proposal summary:**

<b>Full Name</b>	<b>FTE</b>	<b>Cost (£000)</b>
Additional capacity across a range of services:		
• Multi-Agency Safeguarding Hub (MASH)	1	30
• Early Help	3	109
• Social work following Reablement	2	86
• Care planning and reviews	2	90
• Peterborough City Hospital	1	15
Dedicated Continuing Healthcare Team to ensure ongoing health needs are met and funded appropriately	3	140
Centralising Brokerage of homecare to improve prioritisation	3	70
Dedicated capacity to focus on recruitment - having staff in place quickly, and managers focused on social work aids our financial control	1	60
<b>Grand Total</b>	<b>16</b>	<b>600</b>

<b>Title</b>	<b>Additional capacity across a range of services</b>
<b>Cost</b>	£330k
<b>Description</b>	<p>It is identified that investment in additional capacity in a range of different services would support the service to maintain its current performance as follows:</p> <p><b>MASH for Adults</b>  £30k for a two thirds contribution towards the cost of a social worker, to ensure that the team can continue to manage workload in line with risk response guidelines; improve monitoring of quality; and release the MASH manager to carry out management activities and continue to develop the service. This would be permanently funded after a year through resource being moved to the MASH from existing teams.</p>

	<p><b>Increased Investment for Adult Early Help (AEH)</b> It is proposed to increase the AEH team by 3 posts for a year to broaden the range of advice offered and allow the Early Help Team to improve pathways into Reablement and ATT. This investment would be made permanent as AEH's work continued to divert activity away from long-term support, with the movement of posts from long-term teams to AEH.</p> <p><b>Dedicated social work capacity to ensure ongoing care is available for people after Reablement support</b> This proposal will invest in two additional social workers in the reablement team. They would focus on ensuring that assessments happen earlier so by the time people reach the end of their period of Reablement support for their ongoing care is available to commence. This will reduce the risk of delays, minimise the time people spend waiting for care, ensure care packages reflect need, and allow Reablement teams to be deployed with a greater focus on increasing independence.</p> <p><b>Time limited increase in capacity to complete reviews</b> This proposal would secure additional capacity to focus on carrying out reviews of people's care, ensuring that the support people are receiving is effective for their level of need, and that where possible people are supported to live more independently. The additional capacity would focus on particularly high cost packages where there is no known change as these reviews are more likely to result in a saving to the council.</p> <p><b>Contribution towards Peterborough City Hospital post</b> Peterborough City Hospital is within the Peterborough local authority area, but receives patients from a number of different areas; the most frequent are Peterborough, Lincolnshire and Cambridgeshire. The three local authorities have agreed to invest in a joint post to focus on reducing delayed transfers of care (DToc) for people who are eligible for social care regardless of the local authority that they are based in . This will provide additional capacity in the hospital and support better management of demand across the three areas. Peterborough Hospital does not currently fine the Council for delays and retaining good performance is essential to this continuing.</p>
<b>Outcomes</b>	Increasing capacity across the range of services outlined above will focus on prioritising care to the service users most in need of it, ensuring we can safely manage people's health and wellbeing despite the myriad pressures on the system and provide short term capacity in key areas to unblock the parts of the system working beyond capacity.
<b>Risks</b>	Ability to recruit social workers remains a key risk as there is a limited number of skilled staff within the local workforce.

<b>Title</b>	<b>Dedicated Continuing Healthcare Team to ensure ongoing health needs are met and funded appropriately</b>
<b>Cost</b>	£140k, based on three posts.
<b>Description</b>	<p>In many cases, individuals with personal care needs will also have continuing healthcare (CHC) needs. If an individual is eligible for continuing healthcare following an assessment, they may qualify for the full cost of their personal care needs to be met by the NHS.</p> <p>If a CHC need is not correctly identified, this may lead to the individual, or the County Council, paying for care that should be funded by the NHS. CHC is also often linked to ongoing treatment for a health condition. If the need is not correctly identified there is a danger that the individual will not receive the most appropriate care, and this will lessen their chances of recovery and going on to live more independently. At present significant work is conducted by social work teams to support Continuing Healthcare assessments, including provision of information for assessments, completion of reviews, and monitoring and tracking the process. This is part of a joint action plan agreed with the CCG. Over time a backlog of this work has developed and temporary investment was made in the last quarter of 2016/17 to support teams, by conducting additional CHC-related work and clear the backlog. New cases have continued to appear quickly and additional investment would support teams to maintain current budgetary performance into the 2017/18 financial year.</p> <p>It is anticipated that once this backlog of cases has been dealt with, the capacity could be used to upskill team members to deal effectively with CHC cases as they arise, without the need of specialist additional advice.</p>
<b>Outcomes</b>	<p>This proposal would continue the temporary CHC manager post, recruiting further dedicated resource to support CHC work and clear the immediate backlog of cases. The proposed workers would also be able to upskill the general workforce to quickly identify when CHC may apply in order to ensure people receive the support that they are entitled to and that is most appropriate to their needs.</p> <p>Existing CHC work has given a return on investment to the Council based on people's needs being met more appropriately through Continuing Healthcare. It is anticipated that this investment will recoup costs in the short term.</p>
<b>Risks</b>	Ability to create social work capacity remains a key risk.

<b>Title</b>	<b>Centralising Brokerage of homecare to improve prioritisation</b>
<b>Cost</b>	£70k for three new care purchasing coordinator posts
<b>Description</b>	The Brokerage Team is based with the Contracts and Care Placements team, assisting the Older People's Locality and Discharge Planning Teams with finding care placements within

	<p>Cambridgeshire and beyond. The aim of the Brokerage Team is provide an effective, responsive service to the teams whilst ensuring best value for money is achieved</p> <p>At present, the team focuses on finding placements for individuals requiring residential and nursing care. However, there is insufficient domiciliary care capacity in parts of Cambridgeshire at the moment and the proposal is that centralising decision making about care would allow for better prioritisation and ensure that limited capacity is more effectively utilised.</p> <p>This would be achieved by extending a brokerage approach to domiciliary care services to secure care more quickly, and based on an overall assessment of risk and need – rather than care being sought on a case by case basis as is currently the case. This would help to reduce the size of the pending list and ensure that those service users most at risk are the ones who are least likely to have to wait for it to be available. This work would be time limited as Mosaic purchasing changes will lead to a review of distribution of CPCs in 12 months.</p>
<b>Outcomes</b>	<p>Centralising Brokerage will support the Council's shift in approach towards a new 'dynamic purchasing system', whereby the Council will move away from a closed framework contract approach to an approved list of providers updated quarterly. Management of that approach will require closer relationships with providers, and a better understanding of capacity in the market at any given time. This will support the delivery of savings in the Business Plan against A/R.6.143, which is planned to generate £306k of savings in 2017/18.</p>
<b>Risks</b>	<p>There is insufficient domiciliary care capacity in parts of Cambridgeshire at the moment; centralising decision making about care would allow for better prioritisation and ensure that limited capacity is more effectively utilised.</p>

<b>Title</b>	<b>Dedicated capacity to focus on recruitment</b>
<b>Cost</b>	£60k
<b>Description</b>	<p>The local social care and health system is facing severe personnel shortages at all levels; as a result the Council is facing a number of challenges relating to both recruitment and retention, with a number of key vacancies. This remains a key area of risk for the local authority, and many of the proposals outlined here will rely on an ability to secure additional capacity.</p> <p>This proposal will continue existing successful time-limited posts focusing on recruitment in hard to fill posts, and create a small associated budget to explore new recruitment methods, increasing the chances of filling key posts.</p>
<b>Outcomes</b>	<p>It is anticipated that a new dedicated post will help to increase the chances of filling vacancies, allowing the local authority to continue to maintain budgetary performance.</p>

<b>Risks</b>	Recruitment remains one of the most significant risks facing adult social care; this investment will support minimising that risk.
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### Community Impact Assessment

A community impact assessment for this proposal is presented as supporting information.

### Return on investment

A/R.4.022	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021- 22 £000	TOTAL
Investment	600	-	-	-	-	600
Savings	-	-1,861	-1,861	-1,861	-1,861	-9,305
Return on Investment						310%



## COMMUNITY IMPACT ASSESSMENT

Directorate / Service Area		Officer undertaking the assessment	
Older People's and Mental Health Services		Name: Charlotte Black .....  Job Title: Service Director: Older People and Mental Health Services .....  Contact details:  Tel. 01223 727990 E-mail charlotte.black@cambridgeshire.gov.uk	
Service / Document / Function being assessed			
Investment to develop a transformation programme for all adult social care client groups			
Business Plan Proposal Number (if relevant)	C/R.5.319		
Aims and Objectives of Service / Document / Function			
<p>Adult social care services support adults and older people who have disabilities, mental health problems, a sensory loss or general frailty. In broad terms, services include:</p> <ul style="list-style-type: none"> <li>• Prevention, early intervention and support for vulnerable adults, including through the provision of advice, information, advocacy and support for carers. Effective use of assistive technology and reablement services to promote independence and prevent the need for more expensive services in the future. Work with partners to help prevent the need for people to access our statutory services.</li> <li>• Assessment of the needs of older people with particular vulnerabilities, adults with learning disabilities, physical disabilities or sensory needs and adults and older people with mental health needs. These assessments will be directed by adults themselves and support personal choice and control in how assessed eligible needs are met, including the use of personal budgets and the needs of family carers.</li> <li>• Commissioning, procuring and providing services that meet assessed eligible needs, support choice and control and maximise independence.</li> <li>• Safeguarding and protecting vulnerable adults from abuse.</li> </ul>			
What is changing?			
<p>Across Cambridgeshire, demand for adult social care, older people and mental health services continues at a level that if fully met would exceed the available budget. There is a rapidly expanding population of frail older people within Cambridgeshire who have increasingly complex needs and support requirements, and all Council services are experiencing high levels of demand. Whilst the Council has secured significant efficiencies in adult social care budgets, its services are already comparatively efficient. Cambridgeshire has amongst the lowest spending levels on adult services within its Chartered Institute of Public Finance and Accountancy (CIPFA) benchmarking group. The Council spends less than the national average on staffing and commissioning of adult social care, meaning that the majority of its spend is on hands-on care.</p> <p>The Council is now at a point where despite these significant transformation investments, the expected financial benefits will not be sufficient to meet continued challenges ahead. The budget is at a point of diminishing returns; the current trajectory of delivery of savings cannot continue without a significant step change. In order to continue to meet eligible need in a context of continued financial pressure, it is anticipated that the Council will need to considerably increase the scale and pace of the shift of focus described in Transforming Lives – away from high cost statutory services focussed on people who can no longer live independently towards proactive early help and reablement and meeting needs quickly, preventing escalation and promoting independence.</p> <p>This proposal seeks external support to develop the programme at the pace required.</p> <p>The outcome of the work will include proposals for a new, fully costed service and demand model which would be sustainable in the context of current challenges. Community Impact Assessments will be completed for any proposals to be implemented as a result of these proposals.</p>			

**Who is involved in this impact assessment?**

e.g. Council officers, partners, service users and community representatives.

Council officers



## What will the impact be?

Tick to indicate if the impact on each of the following protected characteristics is positive, neutral or negative.

Impact	Positive	Neutral	Negative
Age		X	
Disability		X	
Gender reassignment		X	
Marriage and civil partnership		X	
Pregnancy and maternity		X	
Race		X	

Impact	Positive	Neutral	Negative
Religion or belief		X	
Sex		X	
Sexual orientation		X	
The following additional characteristics can be significant in areas of Cambridgeshire.			
Rural isolation		X	
Deprivation		X	

For each of the above characteristics where there is a positive, negative and / or neutral impact, please provide details, including evidence for this view. Describe the actions that will be taken to mitigate any negative impacts and how the actions are to be recorded and monitored. Describe any issues that may need to be addressed or opportunities that may arise.

<b>Positive Impact</b>
<b>Negative Impact</b>
<b>Neutral Impact</b>
This work in itself will not have an impact on services provided, but it will result in proposals to transform service provision. Community Impact Assessments will be completed for any proposals to be implemented as a result of these proposals.
<b>Issues or Opportunities that may need to be addressed</b>

## Community Cohesion

If it is relevant to your area you should also consider the impact on community cohesion.

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## COMMUNITY IMPACT ASSESSMENT

Directorate / Service Area		Officer undertaking the assessment	
Older People's and Mental Health Services		Name: Charlotte Black .....  Job Title: Service Director: Older People and Mental Health Services .....  Contact details:  Tel. 01223 727990 E-mail charlotte.black@cambridgeshire.gov.uk	
Service / Document / Function being assessed			
<b>Adults service delivery – sustaining budgetary performance in the older people budget</b>			
<b>Business Plan Proposal Number (if relevant)</b>	C/R.5.320		
Aims and Objectives of Service / Document / Function			
<p>Adult social care services support adults and older people who have disabilities, mental health problems, a sensory loss or general frailty. In broad terms, services include:</p> <ul style="list-style-type: none"> <li>• Prevention, early intervention and support for vulnerable adults, including through the provision of advice, information, advocacy and support for carers. Effective use of assistive technology and reablement services to promote independence and prevent the need for more expensive services in the future. Work with partners to help prevent the need for people to access our statutory services.</li> <li>• Assessment of the needs of older people with particular vulnerabilities, adults with learning disabilities, physical disabilities or sensory needs and adults and older people with mental health needs. These assessments will be directed by adults themselves and support personal choice and control in how assessed eligible needs are met, including the use of personal budgets and the needs of family carers.</li> <li>• Commissioning, procuring and providing services that meet assessed eligible needs, support choice and control and maximise independence.</li> <li>• Safeguarding and protecting vulnerable adults from abuse.</li> </ul>			
What is changing?			
<p>Whilst the Older People's and Mental Health Services (OPMH) Directorate's financial performance in 2016/17 has been favourable, it is underpinned by some specific risks; and there is increasing evidence of rising demand for high cost packages. There is a risk that actions taken now to reduce costs of care and prevent escalation, could result in additional demand at a later stage - through the requirement for more intensive high cost specialist services to meet more complex needs. The Directorate has a number of challenges at present which are contributing to its underspend position.</p> <p>These proposed investments focus on prioritising care to the service users most in need of it, ensuring we can safely manage people's health and wellbeing despite the myriad pressures on the system and provide short term capacity in key areas to unblock the parts of the system working beyond capacity. The proposals below represent a total £600k investment from the transformation fund and is requested to support sustained budgetary performance in Older People's and Mental Health Services in 2017/18, enabling the service to continue to manage demand whilst longer-term plans are developed.</p>			
Who is involved in this impact assessment?			
e.g. Council officers, partners, service users and community representatives.			

Council officers

## What will the impact be?

Tick to indicate if the impact on each of the following protected characteristics is positive, neutral or negative.

Impact	Positive	Neutral	Negative
Age		X	
Disability		X	
Gender reassignment		X	
Marriage and civil partnership		X	
Pregnancy and maternity		X	
Race		X	

Impact	Positive	Neutral	Negative
Religion or belief		X	
Sex		X	
Sexual orientation		X	
The following additional characteristics can be significant in areas of Cambridgeshire.			
Rural isolation		X	
Deprivation		X	

For each of the above characteristics where there is a positive, negative and / or neutral impact, please provide details, including evidence for this view. Describe the actions that will be taken to mitigate any negative impacts and how the actions are to be recorded and monitored. Describe any issues that may need to be addressed or opportunities that may arise.

<b>Positive Impact</b>
<b>Negative Impact</b>
<b>Neutral Impact</b>
The impact of these investments will be neutral across the protected characteristics – they will support the service to maintain its budgetary performance and continue to provide the same standard of care to social care service users.
<b>Issues or Opportunities that may need to be addressed</b>

## Community Cohesion

If it is relevant to your area you should also consider the impact on community cohesion.

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**CAPITAL PROJECT – CREATE**

**To:** General Purposes Committee

**Meeting Date:** 21st March 2017

**From:** Wendi Ogle-Welbourn,  
Executive Director – Children Families and Adults

**Electoral division(s):** All (and specific to Arbury Ward)

**Forward Plan ref:** 2017/018      **Key decision:** Yes

**Purpose:** To advise General Purposes committee on work to date and obtain views and support for 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.

- Recommendation:**
- 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 may not be required if external sources of funding are 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.

<b><i>Officer contact:</i></b>	
Name:	Matthew Gunn
Post:	Head of Cambridgeshire Music
Email:	<a href="mailto:Matthew.gunn@cambridgeshire.gov.uk">Matthew.gunn@cambridgeshire.gov.uk</a>
Tel:	01480 373830

## **1.0 BACKGROUND**

- 1.1 This project will convert the St Luke's Barn, a Cambridgeshire County Council (CCC) owned (formerly Cambridge City Council managed) community centre on the site of St Luke's Primary School, French's Road, Cambridge, into a National Centre for Research and Engagement in Arts, Technology and Education.
- 1.2 This is part of a long-term facilities development project by Cambridgeshire Music to establish bases in areas of disadvantage: Oxmoor (Huntingdon), Wisbech and Arbury (North Cambridge).
- 1.3 The improved building will support cultural arts using digital technology and distributed blended learning programmes enabling children and young people and their extended families across the whole county to benefit. It will provide a refreshed and resilient community hub in the Arbury ward that can attract local people and connect them not only culturally but with other services and self-supporting opportunities. It increases the available locations for intervention work to support vulnerable young people and the health and well-being of the population.
- 1.4 Drivers behind this project include:
- Entry for GCSE arts subjects are almost 20% lower than in recent years. There are now 15% less arts teachers and hours of provision in schools than in previous years. This programme will provide alternative models for engagement by young people alongside the creative curriculum in schools.
  - Creative industries are one of the largest, fastest growing and major export sectors in our national economy and are important to local business in Cambridgeshire. Digital creativity development is the priority in this sector and this is recognised by our cultural partners in the county as a need locally.
  - Transport barriers affect socially excluded those in rural areas and young people reliant on adults for mobility in being able to access cultural engagement. Population growth in the county will impact this further.
  - Lower levels of attainment need targeted support to improve the chances for vulnerable children; cultural education provides an engagement mechanism that benefits attendance at school and learning outcomes for less academic students.
  - Active ageing is an important part of ensuring older people are connected and able to engage with their communities, both locally and linked to their areas of interest.
  - A third of boys only access arts activities in school, yet those engaged in cultural activity are 3 times more likely to obtain a degree, stay in jobs for longer and have higher job satisfaction. Disadvantaged children are more likely to vote and have better health if engaged in the arts.



- 1.5 The lead organisation for the project will be Cambridgeshire Music, the local authority's music service providing traded music and music therapy services to schools, settings and families, bands and orchestras, events and projects and increasingly dance and drama. It is also the Lead Partner for the Music Education Hub, established to lead the implementation of the National Plan for Music Education in the county. Delivery of this includes activities, commissioning and bursaries, supported by annual funding from the Department for Education (DfE) via the Arts Council of England (ACE), which it was confirmed in the Autumn of 2017 will be sustained over the next four years. Much of the organisation's work operates on a full cost recovery basis already and securing new income streams will increase productivity service resilience and reduce risk to Council.
- 1.6 In determining locations for the service, assessments from 2010 onwards concluded that a small number of high quality locations would provide a best solution for cultural services outside of schools to meet community need. Sites close to known areas of disadvantage maximise benefit from such facilities to those communities and the potential for securing funding investment. Ideally these need to be in larger population areas in order to attract market share.
- 1.7 The Music Service relocated from Papworth to Huntingdon (Oxmoor) in 2016 as the first stage of the three centre project. The other identified locations are in North Cambridge (Arbury) and Fenland (Wisbech). The site proposed in North Cambridge is the St Luke's Barn, behind St Luke's Primary School.
- 1.8 A feasibility study (Appendix 3) identified an option to remodel the building at a cost of £3.6m. Management of design and build process will be via the appropriate internal team.
- 1.9 Considerable work has already been undertaken to consider the options for developing the cultural facilities required, the choice of available sites and associated market places, feasibility, business planning and modelling and programming. These are provided as Appendices 1-6:
- Appendix 1 - Options Appraisal – background document
  - Appendix 2 - Draft Travel Plan
  - Appendix 3 - Feasibility Study
  - Appendix 4 - Summary of financial plan
  - Appendix 5 - Business development strategy
  - Appendix 6 - Fundraising plan

## **2.0 MAIN ISSUES**

### **2.1 The purpose of the centre**

- 2.1.1 In addition to the existing work of the Music Hub and service, the business model includes programmes that increase economic, environmental, capital, social and human resilience.
- 2.1.2 The programme of activity made possible by the development of such a facility adds to existing work by enabling:
- Local North Cambridge communities to access a high quality cultural education infrastructure.

- Arts organisations, artists and venues to use a creative space with high quality acoustics, recording and streaming capability that supports interaction/collaboration between young people and artists across the county using cutting edge digital technology.
  - Young people in Cambridgeshire to access specialist expertise, engage with professional, high quality arts, use space to practice and connect artistically, access digital skills development for career development, music therapy, cultural resources beyond traditional venues, and leadership opportunities.
  - Cambridgeshire school staff and arts educationalists to gain confidence and skills to deliver cultural engagement within the modern education system.
  - An addition to the County profile of a national centre of excellence driving forward technology in arts education supporting Cambridgeshire business, economy and research.
  - An improved community resilience not only in the local ward but also across the community of interest in cultural education.
- 2.1.3 The programme builds upon the digital sector expertise and “brand” of the county, and expects that at the heart of all the programmes will be the use of technology to export opportunities to engage, discover, learn and interact using streaming and broadcast/recording mechanisms. Whilst some of this can be delivered using individual technology and situations, safeguarding requirements will need to be modelled and led through piloted and monitored mechanisms prior to rolling out delivery individually. Dance, drama and larger music ensemble cultural activities need outreach spaces designed and set up for this process and these cannot be delivered by a single webcam process.
- 2.1.4 Many people are unable to physically access city based cultural education resources available from visiting and resident individuals or organisations. The use of digital access will increase nationally over the next generation to address this (it is already happening) and the authority needs to plan for an infrastructure that can support it for communities in Cambridgeshire.
- 2.1.5 Locally the space will provide high quality affordable access to rehearsal and production facilities for local venues. It will complement and support outreach work by enabling them to access currently unavailable resources.
- 2.1.6 Cultural talent is drawn away from the county to London, reducing the potential for communities to benefit from a pool of local expertise. Resources for young artists to support continued connection to their communities increases the quality of culture available across the county.
- 2.1.7 Arts therapies such as Music and Drama therapy, are clinical interventions which are rated highly by users and schools for the benefit to people in communication and social development, health & well-being and behaviour. There is unfulfilled demand for these opportunities.
- 2.1.8 We have strong and respected research hubs in our Universities. There is a need to disseminate results of studies and link this to activity that can benefits delivery and maximises the knowledge gained from such research locally. It provides an action research base for further education research and practice in ‘creativities’.

- 2.1.9 As modelled in the business plan – these types of programmes will increase investment and generate engagement and some surplus which will improve the financial position of the Council overall and lower the risk of a trading unit operating in a not-for-profit marketplace.

## **2.2 Site Condition**

- 2.2.1 The existing building will require financial investment to improve, sustain or demolish and restore the original site, probably within 5 years. Due to position and access, there are limitations on the types of activity for which the site could be used: change of use, planning and transportation will all be factors in any non-community education usage which is why it is ideal for a digital distribution based centre for arts education.

## **2.3 Investment and Fundraising**

- 2.3.1 The conversion costs of the building are £3.6m, 93% of which is being sought outside the County Council.
- 2.3.2 A non-repayable investment of between £250,000-£500,000 is requested from CCC towards the costs of the project.
- 2.3.3 In relation to the other funding streams being pursued, by July 2017, if the maximum investment from County Council was possible, this would secure £2.24million (62%) of investment including:
- An application to the Arts Council of England (ACE) for £1m of public funding has been made and is pending decision in July. Our conversations with officers there are indicative of the strength of our bid and it is national and regional context that will determine the outcome. We know that they value significantly any investment from local government and that a local commitment will send a strong message. As part of the bid, some of the funds released will enable the design and planning phase to be completed.
  - Loan finance options have been explored with advice from Creative United with a potential low 3.5% loan rate for a 10 year repayment of £500K.
  - It is proposed to use £240K of Cambridgeshire Music trading reserves accumulated towards the project.
- 2.3.4 We are pitching for investment from multiple business investors through meetings with group forums such as Cambridge Ahead and through individual contacts. Being able to indicate potential funding in place of 62% again will support these conversations as we know they wish to invest locally in appropriate projects – particularly those that support skills, cultural and educational needs. We are asking for an investment level of £1million towards the project, which may be across multiple companies. Together with the above funding this is 90% of the investment required.
- 2.3.5 Applications are to be made to 40 + trusts and charities that support these kinds of activity and small scale crowd funding for the remaining investment. It is intended that 100% of fundraising will be completed by

April 2018 but there is provision in the risk management for some slippage in timescale.

## **2.4 Risk management for Capital Project and Programme**

- 2.4.1 Existing standards for management of capital project risk will be applied through the design and build process. Programme risk has been assessed as part of the ACE application and mitigation measures identified.

## **3.0 ALIGNMENT WITH CORPORATE PRIORITIES**

### **3.1 Developing the local economy for the benefit of all**

- 3.1.1 1 in 11 jobs in the UK are within the creative industries. Arts and creative thinking skills are vital for our economy and schools need support to embed this in all curriculum areas. Young people need places to access opportunities beyond school to advance skills and connect with creative industries. The centre will provide a focus for this and connectivity with other centres, schools and settings to ensure this is available beyond the major population areas, via a blended learning programme. It will increase the knowledge and skills-base of teachers and leaders in creative education to maximise use of quality digital-based pedagogy to engage people.
- 3.1.2 The programme and building will increase investment into and economic output in the local area of Arbury Ward. New digital service development will impact economies in communities across the county and beyond. The identity and “brand” of Cambridgeshire digital, learning and research practice will promote high quality provision widely. Links with library, education, health and business sectors will enhance the reach of the digital provision and economic benefit.
- 3.1.3 An operating surplus will be generated and reinvested or held to support financial resilience. This will improve the security of the economy of the existing arts education infrastructure, associated jobs and related industries as well as a potential return to Council.
- 3.1.4 The building will provide spaces that were identified as needed by the City Council in Audit & Needs Analysis of the Arts Infrastructure in the City of Cambridge (2013) to meet the impact of population growth and corresponding cultural infrastructure. Added activity space will generate new income. Service turnover increases from £1.98m (16/17) to £2.97m in Year 6 of programme operation (2025/26) as a result of economic change.
- 3.1.5 Learning programmes will enable people to develop and apply digital and media skills within the cultural industries, providing new routes into employment and workforce for the technology and cultural sectors.
- 3.1.6 By Year 5 we will engage annually 52,000 young people and 5100 adults. This will include 17,000 people in rurally isolated areas and 11,000 that are economically disadvantaged. 12,000 of these contacts will come from the North Cambridge and Fenland areas.
- 3.1.7 We will be working with 240 education institutions and providing through them access to cultural resources for their pupils and families. The

potential reach therefore for this project is across the whole school population and extended community once embedded within the education and health structures, increasing the return value of the original investment.

### **3.2 Helping people live healthy and independent lives**

- 3.2.1 Strong cultural communities support a range of benefits to people, in their work and leisure, their health & relationships, their self-confidence and resilience and their personal and local economy. Cultural activity happens as part of most people's leisure time and often surrounds us informally in and around work as well. It provides a connection with place and people, society and community. It is about quality of living in our County.
- 3.2.2 In the Council strategy for building resilient communities as well as recognising geographical requirements, it is also noted that: "Communities include families and wider networks and 'communities of interest'". This community hub is built upon a wide community of interest in cultural engagement and education through digital connectivity. If peoples' lives are enriched, they can influence the available opportunities for themselves.
- 3.2.3 The building will provide spaces so people to come together to create and explore culture both in the building and remotely with digital connectivity. This will provide a greater access to a wider cultural experience, linking diverse communities.
- 3.2.4 As people learn and improve skills, with access to support and guidance, they can make choices about their leisure activities and/or opportunities for developing careers in cultural or other industries.
- 3.2.5 The design and operation of the building will be steered by members of our community of interest (both local and virtual) and the programmes of activity similarly. We will encourage volunteering, co-curation of projects and engagement in the design of major events.
- 3.2.6 By Year 5 we expect our work each year to engage with 47,000 school pupils, over 6000 amateur artists developing their skills, 500 older people and 700 professional artists.

### **3.3 Supporting and protecting vulnerable people**

- 3.3.1 Situating this development in a location with identified need will enable us to reach and support a community, including vulnerable people. A community hub, focused on creativity and arts, can encourage different connections with people through culture but signpost to additional support. Such engagement will lead to other needs being identified, local support and where provided, County expertise.

- 3.3.2 As this hub is also a virtual resource with connectivity beyond a physical location, it connects people across the county with resources for help and support, in their own area, through other community hubs or via targeted support where required. The information transfer potential is high if the structures are created with teams across the Council in a way that provides a “soft” mechanism for an individual to choose to access them. The extension of the access to schools to all their pupils and pupil families increases the reach further. These benefits have a financial value to Council by increasing community resilience and information.
- 3.3.3 Arts therapy spaces provide opportunities to support mental health and wellbeing – participation for disabled and non-disabled people in integrated activities and adaptations using technology to enable all people to contribute and create – modelling best practice to institutions and a base for research into new ideas and developments.
- 3.3.4 Skills development will be targeted through projects and activities towards those at risk of unemployment or disengagement using integrated mechanisms to support aspiration, again across the county using the digital mechanisms.
- 3.3.5 Cultural centres can reach across diverse communities and enable dialogue and respect to be developed through understanding and creative endeavour.
- 3.3.6 Our partnership working with Cultural Education Partnerships, the County Virtual School and Intervention teams and our Health sector projects mean that by year 5, of the total people we will be engaging with annually, 2,700 will be experiencing mental ill-health, 1,700 will have special education needs and 11,000 will be identified as disadvantaged.

## **4.0 SIGNIFICANT IMPLICATIONS**

### **4.1 Resource Implications**

- 4.1.1 The following bullet points set out details of significant implications identified by officers:
- 4.1.2 The capital costs of the project are £3.6 million of which up to £500K is requested as a non-returnable investment from the County Council; the remainder is to be raised externally from a range of sources.
- 4.1.3 The fundraising strategy (Appendix 6) spreads the financial risk across:
- Public Income (CCC) £250k-£500k
  - Public Income (ACE) £1 million
  - Public Income (Cambridge City Council) £100k
  - Public Income: £1.35m
  - Corporate Sponsorship: £700k
  - Grants and Donations: £656k
  - Loan Finance: £500k
  - Founder Partners' Investment (from arts organisation stakeholders): £350k
  - Contributions from Cambridgeshire Music Trading Reserves during the build period. £240K

- 4.1.4 By Year 5 of operation the combined capital and revenue expenditure will be over £13.6million, achieving a 27:1 value from a single £500K investment made by CCC. We have modelled by this stage to be returning an annual £80k surplus for return to CCC or reinvestment which cumulatively would exceed the original investment within 7 years and over a 20 year period provide a potential cash return of £1.6million.
- 4.1.5 Ongoing revenue costs form part of the music service budget and will be covered by earned income and external grants as per the business model. This includes national funding from the Department for Education which has been sustained for a further four years. The programme is annually reviewed to take account of available grant income and scaled accordingly in order to manage financial risk.
- 4.1.6 Cambridgeshire Music currently operates on a zero budget basis and has for the last two years provided a small return from trading to the Council. It is considered nationally to be a strong music education hub providing a broad range of high quality provision and commissions. There are no other countywide cultural providers of this type, nature, scale and structure. It is requested that reserves to be developed by the service are used towards the programme to reduce other fundraising targets and increase the impact of the revenue work. This capital project will be the first that a music education hub, if successful, will have undertaken with Arts Council investment.
- 4.1.7 The property involved will require investment within the medium term, to ensure safe continued usage; or removal of the facility, with associated adverse consequences for local community and environment. The costs of this are not quantified by Council currently but will be significant.
- 4.1.8 The development will improve the digital cultural provision across the county and is expected to be built within public sector IT structures. Data management for sensitive information will not be affected.
- 4.1.9 There will be some additional human resources required for building operation, which is modelled in the business planning. However the technology design is planned to provide for remote opening and closing of the building to limit out of hours costs.
- 4.1.10 The current building is in a poor state and the improvements proposed will significantly improve the environmental impact of the facility. The design stage will consider all options for further enhancing the environmental effects of the building operation.
- 4.1.11 The proposal has been recognised within the cultural education sector as innovative and developing new models of work in this field, both for current and future needs.

## **4.2 Statutory, Legal and Risk**

- 4.2.1 The following bullet points set out details of significant implications identified by officers:

- 4.2.2 There is no statutory driver behind this project.
- 4.2.3 A Legal agreement will be needed to manage the asset, in order to secure some external funding, to protect the access rights to the facility and maintenance of access, to change land usage if required and ensure the project is not affected adversely by any future change in school status.
- 4.2.4 There is a need to ensure that consideration is given to existing community access and alternatives supported should this not be possible as a result of the upgrade of the building.
- 4.2.5 Risks to the project are:  
a) Capital build risks – mitigated by design and build process in line with Milestone schemes and  
b) Programme funding and grants – mitigated by cautious business modelling spread across different activity areas and a scalable programme according to available funding.
- 4.2.6 Community safety implications rest with the need to ensure no adverse impact on residential surrounding areas with regard to people and vehicle movements. Improvements to the grounds, access, lighting and visibility and security mechanisms will result in a net improvement in safety overall. Proximity of the school site will require safeguarding review.
- 4.2.7 Health and Safety risks are higher with the building in its current state of repair. The project will provide a safer and more appropriate building suitable for all people including those who are disabled. The improvements to the school site that are being discussed as part of the development will increase pedestrian safety and provide more controlled access to the site.
- 4.2.8 The project supports the rights of the child to cultural engagement and education.

### **4.3 Equality and Diversity**

- 4.3.1 The following bullet points set out details of significant implications identified by officers:
- 4.3.2 The project will improve access to the services and cultural resources in the County by developing the digital infrastructure to connect people beyond the City. It has been designed taking into account the Council's responsibilities under the Equality Act 2010.
- 4.3.3 Programmes created in the new facility are provided by a service that operates the same provision for all users and staff, under the equality guidance for the Council. Support is provided to enable access for those who are unable to afford or engage for some reason. It is expected that the development will increase diversity of the workforce and participants in the activities provided above current levels due to the nature of the programmes.



#### **4.4 Engagement and Communications**

- 4.4.1 The following bullet points set out details of significant implications identified by officers:
- 4.4.2 A public consultation was carried out in Autumn 2015 with arts and education stakeholders. The potential of the centre to provide for access, infrastructure and opportunity was recognised and supported by the consultation.
- 4.4.3 The Community Impact Assessment will be prepared for the General Purposes Committee paper as part of the next stage of planning.
- 4.4.4 A further local community consultation is planned as part of the design stage after July 2017.
- 4.4.5 Discussion has taken place with the City Council cultural team as part of the process, the Music Education Hub Board, the Arts Council of England and with Senior Management Team in the Council.
- 4.4.6 There is an increased opportunity for volunteering locally and community engagement as a result of this project. We expect to use models created in other places to fully involve our geographical community and our community of interest virtually to both design the space and the programme provided in it as well as provide opportunities for volunteers. The project will extend the emerging links between the arts, cultural, education, local authority and private sectors in Cambridgeshire, sharing the resource of the redeveloped building and working together to drive quality and engagement in cultural education.
- 4.4.7 Employees are already mobile workers and are not affected. The local Members have been consulted and their advice followed.
- 4.4.8 Partnerships are already in place to develop the programme and profile of the building with BBC Cambridgeshire (who wish to support the digital skills agenda) both universities in relation to research and education teams, cultural leaders in the city and other arts venues and the local school.

#### **4.5 Localism and Local Member Involvement**

- 4.5.1 The following bullet points set out details of significant implications identified by officers:
- 4.5.2 The project will create a facility that connects local people in Arbury ward, through a space to meet and exchange ideas, and interests and through this encourage support for each other.
- 4.5.3 The community of interest digitally connected across the County will support cultural development in local areas by linking them with schemes and projects that target such work as well as each other.

- 4.5.4 The development of the programme will be embedded in the population interest both from the local ward and online. Local people will identify their interests and demands for support and will help with the design and use of available funding to target this. This will particularly benefit the local ward, and the member for Arbury has been consulted about the project.
- 4.5.5 As part of the project, improvements to manage the traffic and access issues that exist locally near the venue, school site security and improvements to the school environment have all been discussed. As well as direct access to six schools within walking distance, the design of a digital centre is focused on broadcast outwards rather than physical attendance, deliberately to minimise pressures on transportation.
- 4.6 Public Health**
- 4.6.1 The following bullet points set out details of significant implications identified by officers:
- 4.6.2 Quality of life benefits individual health directly and cultural engagement therefore plays an important part in supporting social, physical and mental activity.
- 4.6.3 By connecting people who cannot travel to locations digitally we can bring them together with positive experiences and connect them with others, reducing isolation. This can enable better access for older people and those in residential settings and improve the engagement for people with long term activity limiting illness.
- 4.6.4 By providing blended learning programmes people can develop themselves and be empowered to make positive choices for their work as well as leisure, benefiting their economic situation and health.
- 4.6.5 Our programmes in arts therapy provide evidenced opportunities to support improvements in mental health (higher prevalence in Cambridge City and Fenland), autism, emotional and behavioural conditions, alongside social development as part of participatory activities generally.
- 4.6.6 The provision of a community based cultural hub will attract a range of local visitors that can be connected to support mechanisms within the community and targeted where necessary supporting the resilience strategy.
- 4.6.7 Targeted projects using cultural engagement as a medium for work with specific groups of people (e.g. young carers, adults with long-term conditions) will help us to provide positive experiences for their wellbeing and ensure connection with relevant support benefiting individuals and their families.
- 4.6.8 Reducing the reliance on transportation to access cultural education will contribute positively to air quality.

- 4.6.9 Improvements in attainment and social development for children and young people through cross-county engagement will benefit their long-term health.
- 4.6.10 Opportunities to encourage physical activity and nutrition through digitally communicated dance, health and well-being programmes will support the agenda for improving healthy behaviours.

Implications	Officer Clearance
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: M Wade (CYP)
<b>Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?</b>	No response
<b>Are there any Equality and Diversity implications?</b>	Yes Name of Officer: Keith Grimwade CFA Service Director
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes Name of Officer: Simon Cobby
<b>Are there any Localism and Local Member involvement issues?</b>	Yes Name of Officer: Keith Grimwade CFA Service Director
<b>Have any Public Health implications been cleared by Public Health</b>	Yes Name of Officer: Tess Campbell

Source Documents	Location
<i>Supporting New Communities Strategy- CCC</i>	<a href="http://www.cambridgeshire.gov.uk/download/downloads/id/4543/ccs_supporting_new_communities_strategy_final.pdf">http://www.cambridgeshire.gov.uk/download/downloads/id/4543/ccs_supporting_new_communities_strategy_final.pdf</a>
<i>Community resilience strategy</i>	<a href="http://www.cambridgeshire.gov.uk/download/s/file/4176/community_resilience_strategy">http://www.cambridgeshire.gov.uk/download/s/file/4176/community_resilience_strategy</a>
<i>Taking Part 15-16 Child Report</i>	<a href="https://www.gov.uk/government/collections/sat--2">https://www.gov.uk/government/collections/sat--2</a>
<i>Taking Part 15-16 Quarter 4 report</i>	<a href="https://www.gov.uk/government/collections/sat--2">https://www.gov.uk/government/collections/sat--2</a>
<i>Cambridge Joint Needs Assessment</i>	<a href="http://cambridgeshireinsight.org.uk/jsnasummaryreport">http://cambridgeshireinsight.org.uk/jsnasummaryreport</a>
<i>Milestone 1 feasibility report</i>	Cambridgeshire Music 36, Mayfield Rd, Huntingdon PE29 1NL

<i>CREATE Consultation report with Stakeholders</i>	Cambridgeshire Music 36, Mayfield Rd, Huntingdon PE29 1NL
<i>Music Education Audit – Schools Headlines 2015-16</i>	Cambridgeshire Music 36, Mayfield Rd, Huntingdon PE29 1NL
<i>Audit &amp; Needs Analysis of the Arts Infrastructure in the City of Cambridge (2013)</i>	<a href="http://www.cambridge.gov.uk">www.cambridge.gov.uk</a>
<i>ACE Cultural Education Data Portal</i>	<a href="http://www.artscouncil.org.uk/research-and-data/children-and-young-people">http://www.artscouncil.org.uk/research-and-data/children-and-young-people</a>
<i>2015 Exec summary Primary Research (into school perceptions of the benefit of music)</i>	Cambridgeshire Music 36, Mayfield Rd, Huntingdon PE29 1NL
<i>ImagineNation: The Case for Cultural Learning</i>	<a href="http://www.culturallearningalliance.org.uk/about-us/imagine-nation-the-case-for-cultural-learning/">http://www.culturallearningalliance.org.uk/about-us/imagine-nation-the-case-for-cultural-learning/</a>
<i>Social Mobility and the Skills Gap, Creative Agenda October 2016</i>	<a href="http://www.creativeindustriesfederation.com/supporters/">http://www.creativeindustriesfederation.com/supporters/</a>
<i>Health &amp; Wellbeing benefits research</i>	<a href="http://www.artshealthandwellbeing.org.uk/resources/research">http://www.artshealthandwellbeing.org.uk/resources/research</a>
<i>A Level candidate numbers 2002 onwards</i>	Cambridgeshire Music 36, Mayfield Rd, Huntingdon PE29 1NL
<i>Accelerating the Achievement of Vulnerable Groups ELG 260916</i>	<a href="http://www.cambridgeshire.gov.uk/downloads/file/3322/accelerating_achievement_strategy">http://www.cambridgeshire.gov.uk/downloads/file/3322/accelerating_achievement_strategy</a>
<i>Children and Young People Mental Health Slides</i>	Cambridgeshire Music 36, Mayfield Rd, Huntingdon PE29 1NL
<i>Cross sector participation</i>	As above
<i>Dance Research Report Sept 2015</i>	As above
<i>How do young people engage with music</i>	As above
<i>Social Media</i>	As above
<i>Vision for Dance</i>	As above
<i>Taking Part Year 10 longitudinal report</i>	As above
<i>150413 School Improvement Strategy</i>	As above
<i>Confidential Appendix 1 - Options</i>	Attached

Appraisal – background document	
Confidential Appendix 2 - Draft Travel Plan	Attached
Appendix 3 - Feasibility Study	Attached
Confidential Appendix 4 - Summary of financial plan	Attached
Appendix 5 - Business development strategy	Attached
Confidential Appendix 6 - Fundraising plan	Attached



The Centre for Research and Engagement  
for Arts & Technology in Education (CREATE)  
**Milestone One Report**

Document Ref:5139049  
Rev D

October 2016

# Centre for Research and Engagement for Arts & Technology in Education

Cambridgeshire County Council

Milestone One Report

Notice

This report was produced by Atkins Limited for the Client (Cambridgeshire County Council) for the specific purpose of the remodelling/refurbishment or New Build of St Luke’s Barn to create a new Centre for Research and Engagement for Arts & Technology in Education. This report may not be used by any person other than the Client without the Client’s express permission. In any event, Atkins accepts no liability for any costs, liabilities or loses arising as a result of the use or reliance upon the contents of this report by any person other than the Client.

JOB NUMBER: 5139049			DOCUMENT REF: Milestone One Report			
REV D	Updated Programme Final Issue	ML	AL	RC	RC	19.10.16
REV C	Updated MS1 Final Issue	ML	AL	RC	RC	16.10.16
REV B	MS1 Final Client Issue	ML	AL	RC	RC	30.04.15
REV A	MS1 Final Draft	ML	AL	RC	RC	29.04.15
REV O	MS1 Issue	ML	AL	RC	RC	30.03.15
Revision	Purpose description	Originated	Checked	Reviewed	Authorised	Date



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# 1.0 Introduction

01

## Site Details : St Luke’s Barn

Site Location: **St Luke’s Barn, St Luke’s CofE Primary School**  
Address: French’s Road  
Cambridge  
CB4 3JZ  
Tel: 01223 566879 (St Luke’s CofE Primary School)  
Site Email: office@stlukes.cambs.sch.uk  
Client Contact: Mr. Matthew Gunn  
Client Email: matthew.gunn@cambridgeshire.gov.uk

### Rationale for Project

#### Changes in Arts Education

Over the last decade the formal education system has been changing rapidly. The creation of academies, chains of schools collaborating, teaching alliances and adjustments to National Curriculum has led to changes in arts education practice and levels of support and as a result, new opportunities.

Institutions are considering how curriculum art and cultural education is accommodated in innovative ways. Community needs are for participatory activities in groups and individual skill development outside of formal education.

Changes in demand, need and available funding mean that provision needs to accommodate informal and formal learning mechanisms achieving the same level of quality of delivery and experience.

Partnership working is vital to developing long-term sustainable arts education practice and engaging busy organisations and schools to ensure this is not marginalised by other priorities.

Support for arts education in the traditional “heritage” infrastructure can be eroded by economic pressures and fragmented education systems. Creating a facility with a specific focus will stabilise the access to creative learning that may be affected.

It is anticipated that other opportunities will present themselves during the course of development as more supporters engage with the development.

## Feasibility Study for Cambridgeshire Music, Cambridgeshire County Council

This Milestone One Report has been undertaken in relation to the site and surroundings of the St Luke’s Community Barn adjacent to St Luke’s Primary School, French’s Road, Cambridge.

The study aims determine and provide estimated costs for creation of the facility, either:

- By renovating and converting the existing property
- By demolishing and new build.

In particular the study will investigate the difference in the two approaches and the potential benefits of new build in meeting the specification for the new facility.

### Building Scope

The centre would need to include a degree of the following facilities:

- Office facilities, reception and waiting areas including network access, wireless provision, internet streaming, alarm and camera systems, reprographics and storage.
- Resource Storage facilities e.g. for instrument stock, workshop area for repairs and management.
- Arts/Music Sets collection storage
- Multi-use and sized spaces with appropriate acoustic treatments for tuition, meetings, recording from small group tuition size to full symphony orchestra size, including dedicated spaces appropriate for percussion, music therapy, music technology and recording and dance/drama, with streaming and recording network connections and audio-visual equipment.
- Ancillary facilities potentially including toilets, cleaning storage, staff area, café or shop or vending machine area, parking and access sufficient for vans up to Luton size, nearby drop off and pick up points, pedestrian access, security and disabled access requirements including if required lifts and audio loops.

These elements have all been identified as needs for arts development, county and community arts organisation and structures for supporting the technology integration into the arts education work.

## Future Requirements

Further information will be required in respect of the following items, prior to commencement of an outline design proposal to Milestone Two.

- Consultation with the relevant Planning Authority
- Consultation with the relevant Highways Authority.
- Site and soil investigation
- Detailed structural survey of the existing building
- Alignment with CCC Sustainability Agenda
- Community Consultation

### Design Team

The following team members have been appointed to carry out the Feasibility Study:

**Faithful + Gould**  
Project Management  
Cost Management

**Atkins**  
Architecture  
Landscape Architecture  
MEPH  
Acoustician

# 2.0 Executive Summary

## Purpose of Report

This report has been prepared for Cambridgeshire County Council to test the feasibility of St Luke's Barn accommodating the Centre for Research and Engagement for Arts & Technology in Education (CREATE). The report will investigate remodelled/refurbished and a new build option of the site of the existing Barn.

## Scope of Report

The scope of the Milestone One report is simply to confirm if the site and existing building is able to physically accommodate the accommodation required for the Centre for Research and Engagement for Arts & Technology in Education. As such, it stops short of a concept design study and should the project progress, then further study and consultation would be required. This would develop the plan of the building and adjacencies of spaces and assess how to resolve some of the more complex issues to do with expanding the existing accommodation.

The report looks at two building options:

1. Remodelled/refurbished development of the existing Barn
2. Demolition of the existing Barn and a new build Centre

The report looks at three landscaping options:

1. Improvements to existing school access from French's Drive
2. New access from Chesterton Mill (Private Road)
3. New access from Rackham Close

## Brief

Following consultation with the Stakeholders the model net area required for the building totals 1,063m<sup>2</sup>. The total GIA of the existing building is 650m<sup>2</sup> over two floors. A summary of the brief and external area requirements is included within Section 5.1. Acoustic requirements are summarised in Appendix A.

## Option 1 (Preferred Option)

### Remodelled/refurbished development of the existing Barn.

Option 1 accommodates the required area over three floors. The total GIA of the proposed option equals 1,239m<sup>2</sup>. This comprises 883m<sup>2</sup> of remodelled area (existing Barn) and 356m<sup>2</sup> of new build area. To accommodate the area the existing barn has been lengthen by 5.2m to the rear and 6m to the front elevations.

## Option 2

### New Build development of the existing Barn site.

Option 2 accommodates the required area over three floors. The total GIA of the proposed option equals 1,169m<sup>2</sup>.

Both options differ slightly from the model brief depending on layout and configuration of the spaces provided. Layouts are provided in Section 5.2 and 5.3.

## Option 1 Landscaping

### Retain and widen existing access off French's Road.

(Widening has been suggested for all options).

This option retains and widens the existing school access road and is detailed in section 6.4.

## Option 2 Landscaping

### Provide new access off Chesterton Mill (private road).

This option provides a new access road off Chesterton Mill, a private road to the rear of the Barn and is detailed in section 6.5.

## Option 3 Landscaping

### Provide new access off Rackham Close.

This option provides a new access road off Rackham Close and is detailed in section 6.6.

Options two and three explore alternative routes into the site. Both options require the loss of existing playing field which does not comply with the latest Sport England guidance and will likely face objection. Further guidance with CCC Highways Department, input from a highways engineer and transport consultant will be required at the next stage should the site be deemed appropriate.

On all options additional car parking is proposed increasing capacity beyond 40no.. spaces including Blue Badge parking. Additional cycle parking is also provided increasing numbers by minimum 50no. spaces.

## Risks

All known risks have been identified as far as possible within the Risk Register in Section 10.0. Prior to any further design it is recommended that a risk workshop be carried out with all relevant parties to identify any further risks that may impact on the development proposals.

## Programme

A programme for each option is indicated in Section 10.0.

## Planning

At present no consultations have been carried out with Cambridgeshire County Council Planning Department. It is recommended that consultation with the local planning authority and Highways Department be undertaken prior to the next milestone of the project.

## Archaeological

No Archaeological surveys were carried out for this Milestone Report.

## Conservation Area

Investigations by the team suggest that the St Luke's Barn site is

not within a Conservation Area. There are no listed buildings whose curtilage borders the site (see Section 3.2).

## Highways

Cambridgeshire County Council Highways Department have not been consulted in the development of this Milestone One study. Consultation should occur before any further design work is undertaken.

## Acoustic Design

An Acoustic assessment was made of the requirements for the new/refurbished building and this is illustrated in section 7.0.

## MEP Assessment

An MEP assessment was made of the existing building and this is illustrated in section 8.0.

## Sustainable Design

A Technical Note covering the Sustainability requirements for the refurbished building (Option 1) has been carried out and this is illustrated in section 9.0.

## Cost

Cost reports have been prepared for each Option. As with all costings prepared at this stage of a project, they are based on limited available information and will be subject to refinement as the project progresses through the subsequent stages.

The total anticipated project costs for each option are as follows:

Remodelled Option 1 £3,541,000.00 (preferred option)

New Build Option 2 £4,556,000.00

The additional cost to the overall project value to utilise Landscape Option 2 instead (new access road from Rackham Close) is £ 80,000.00

The additional cost to the overall project value to utilise Landscape Option 3 instead (new access road from Chesterton Mill) is £ 20,000.00

## Summary

In summary, it has been concluded that the site can accommodate the accommodation required by the Centre for Research and Engagement for Arts & Technology in Education (CREATE) in either a remodelled or new build option. Due to constraints it is recommended that the access options indicated in Section 6.0 be developed further during Milestone two, in conjunction with Cambridgeshire County Council Highways department before a preferred option is chosen.



# Background to the Project

St Luke's Barn

The Centre for Research and Engagement for Arts & Technology in Education

Milestone One Report





# 3.1 Site Overview

03

## Cambridgeshire

Cambridgeshire County is located in the South East of England bordering Lincolnshire to the North, Norfolk to the Northeast, Suffolk to the East, Essex and Hertfordshire to the South, and Bedfordshire and Northamptonshire to the west. Formed from the historic counties of Cambridgeshire, Huntingdonshire and Fenland. It is the 28th largest authority in England by population. Cambridgeshire has 201 primary schools, 30 secondary schools and 8 SEN schools. Maple Grove Infants School is located in the town of March.

### The site

St Luke's C of E Primary School is located to the north of the city centre of Cambridge. The main pedestrian and vehicular access is from French's Road which is accessed from Victoria Road. The School shares this access arrangement with the adjacent residential area.

### Conservation area

The Castle and Victoria Road Conservation Area includes the area bounded by Northampton Street, Chesterton Lane and Chesterton Road in the south and Madingley Road, Mount Pleasant and Huntingdon Road to the west. The northern edge is Oxford Road and the streets off the north side of Victoria Road, including the southern section of Histon Road.

The area is bounded by the Historic Core Conservation Area to the south, Storey's Way Conservation Area to the northwest, and the West Cambridge Conservation Area to the west.

The Conservation Area comprises the Roman settlement and Norman Castle with a huddle of small streets off Castle Street. It also includes the 19th century residential terraced streets south of Victoria Road to Chesterton Road, Victoria Park estate to the north, Histon Road cemetery and the streets around it, and the Edwardian development north-east of Huntingdon Road. There is an area of modern office development at the top of Castle Street to the rear of Shire Hall.

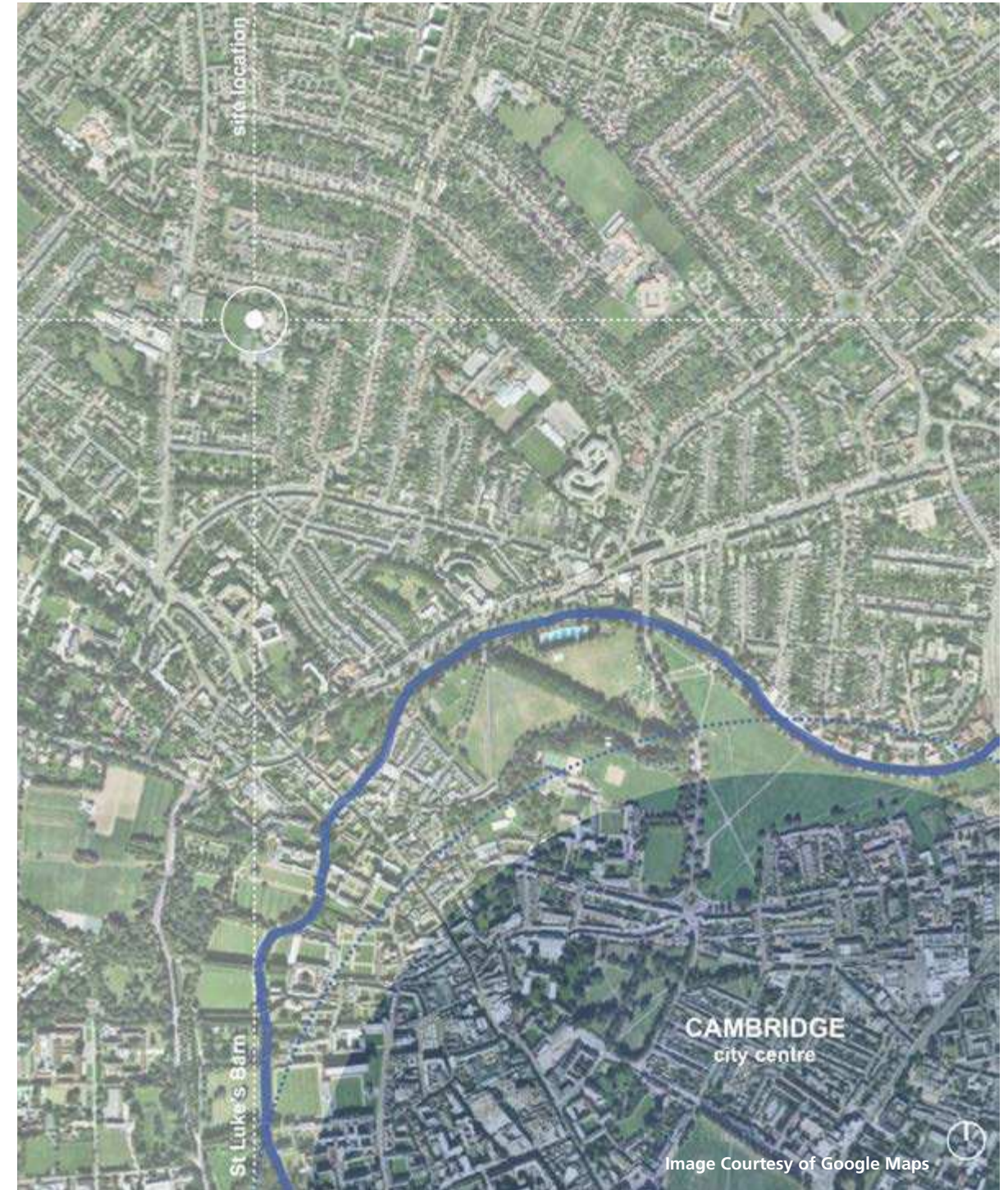
The Conservation Area is an intensely urban area, heavily built-up with housing and offices, with good provision of pubs and churches but an unfortunate lack of shops and cafes. For historic reasons, it has small open green spaces of great character and historic interest (e.g. Castle Mound, churchyards of St Peter's, St Giles' and St Luke's, Histon Road Cemetery), but Alexandra Gardens, Histon Road Recreation Ground and Shelly Gardens are the only parks maintained for recreation (although proximity to Jesus Green and Midsummer Common make this less significant than it otherwise might be). Practically the whole area was either farmland in the Middle Ages or, being royal land, was deliberately kept clear of settlement to protect the defensive value of the castle. This pattern continued well after the Enclosure of the parish of Chesterton in 1840.



01. Map of the British Isles



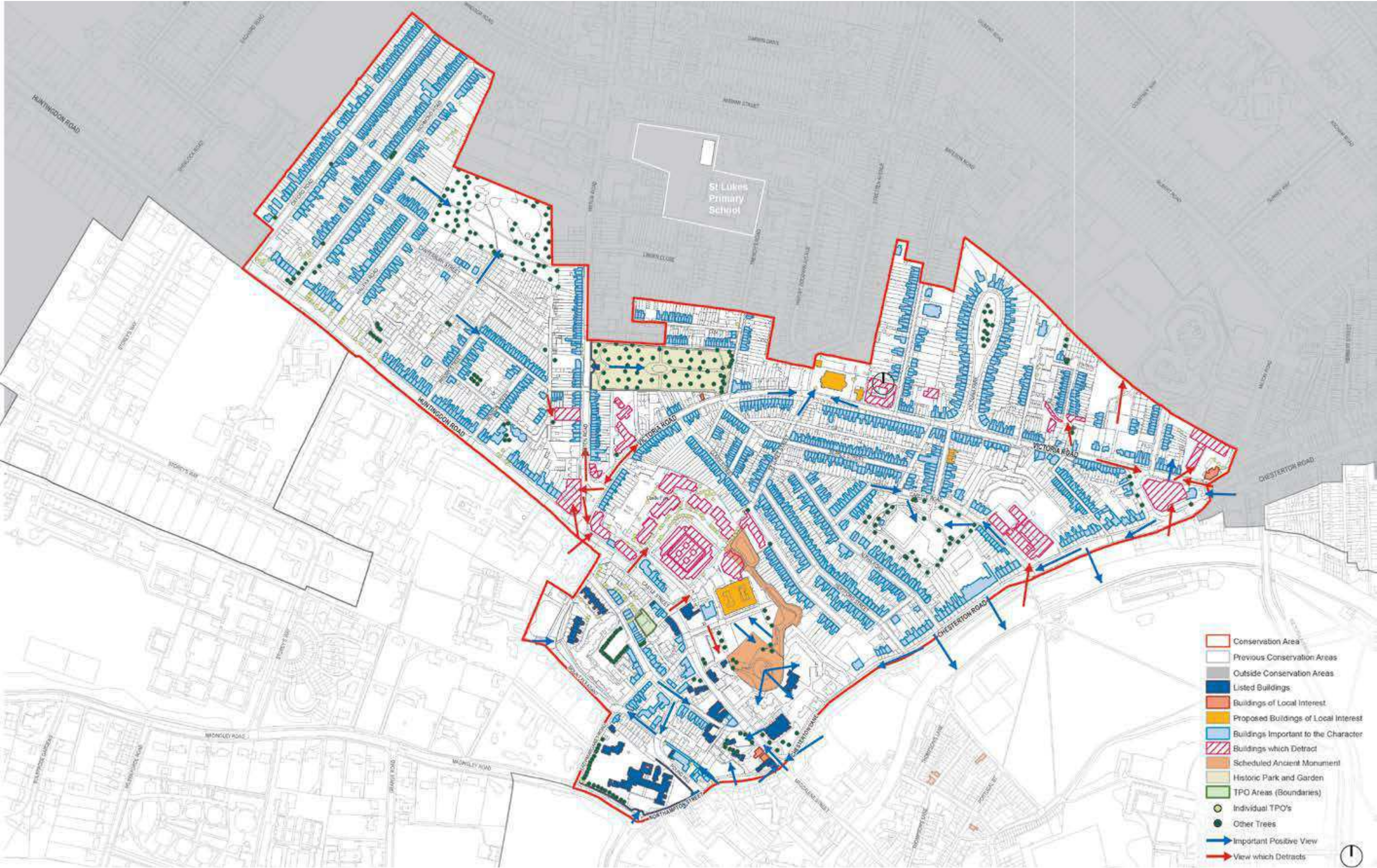
02. Map of Cambridgeshire County



03. Site aerial view



# 3.2 Conservation Areas

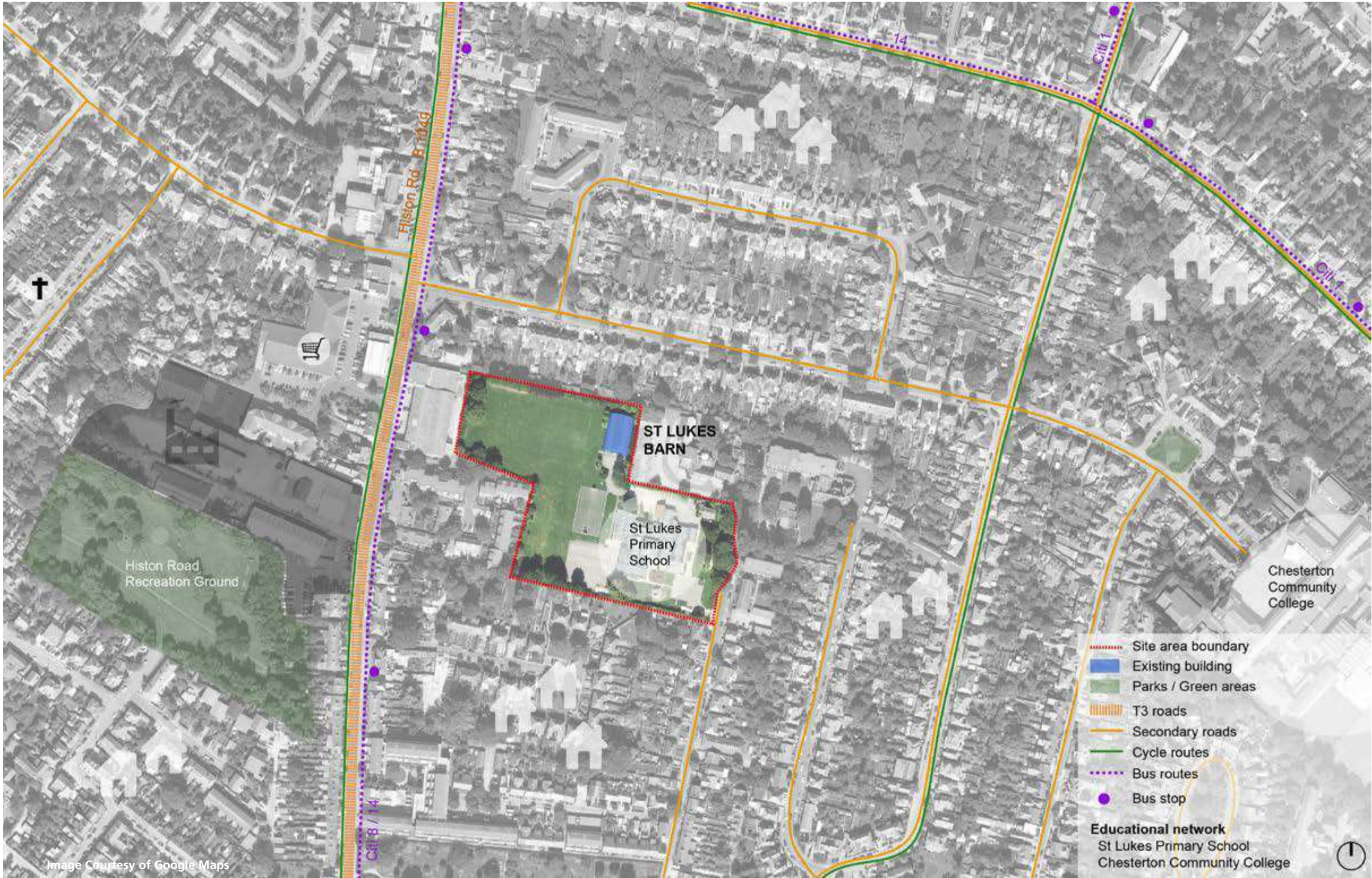


Castle and Victoria Rd Conservation Area



# 3.3 Site Connectivity & Flood Risk

03



## Site Connectivity

St Luke's C of E Primary School is located within a residential district of Cambridge, approximately 0.5 miles north of Cambridge city centre. Surrounding dwellings are a mixture two storey detached houses and two storey semi-detached houses. Most of dwellings include a drive and front and back gardens. Facing materials are generally either brick or render to external walls and either clay, slate or concrete tiles to roofs.

The school shares its only access driveway from French's Road with this adjacent residential area. Being surrounded only by secondary roads, an additional pedestrian and vehicular access is proposed in order to connect the site with Histon Road (B1049) which leads to the city centre. In addition, this main road comprises the nearest bus stops and considers a cycle route. A lack of bus routes in the proximity of the site has been identified, apart from the ones located in Histon Rd (Citi 8 and 14)

## Flood Risk

Based on information from Environment Agency Flood Map, the site is outside the flood plain. However, since the maps only cover flooding from rivers and the sea, it should be considered that flooding can occur at any time and in any place from sources such as rising ground water levels, burst water mains, road drains.



# 3.4 Site Analysis



## Site Environmental Analysis

Due to its central location within a residential area, the site is surrounded by existing buildings and trees, thus it is protected from prevailing winds throughout the year.

Additionally, the absence of any massive built form and open nature of the south-western site area provide good solar access during the day. With daylight being one of the main factors to consider when designing educational buildings, further solar studies could be considered.

The adjacent open field will allow the building to benefit from good levels of natural ventilation and daylight, while the existing houses located on the east boundary will act as winter winds barrier.

As it can be seen from the location map and site views, adjacent to the west boundary of the site there is an existing green barrier, made of leafy trees, which acts as a buffer space, mitigating the traffic noise effect coming from Histon Road.





# The Existing Site

St Luke's Barn

The Centre for Research and Engagement for Arts & Technology in Education

Milestone One Report





# 4.1 The Existing Site - Aerial View

04



Image Courtesy of Google Maps

04. Site aerial view

----- St Luke's CofE Primary School Site



# 4.2 The Existing Site - Current Building & Site

## Current Use

St Luke's Barn is currently used as a community sports facility with a first floor community room. The building sits on land within St Luke's Primary School site on land owned by the County Council. It is accessed over land owned by the Trustees of the Church Schools of Cambridge. The building is currently being operated by the Governing Body of St Luke's C of E Primary School under a tenancy at will whilst long-term options for the building are being investigated. Current client groups using St Luke's Barn include:

- University Badminton Club
- Bottisham Badminton Club
- Community arts events
- Cambridge Islamic Youth Project - Asian Boys Groups
- St Luke's School children

There are a number of sports and community facilities within close proximity to the barn. There is a hall within St Luke's School that the community can use in the evenings and during school holidays. St Luke's Church Centre has a range of halls and rooms for hire and Chesterton Sports Centre off of Gilbert Road has a swimming pool, tennis courts and a hall used for activities such as badminton, basket ball and football. The University will soon be opening new sports facilities in West Cambridge.

## Land and Building Ownership and Position

The building and land including adjacent green recreation areas for the primary school are owned by Cambridgeshire County Council, the building having reverted to their management at the end of City Council operation. Current access routes to the Barn via the main school site gates. Additional parking and access improvement to the site would be required to meet the needs of the new building and indirectly would benefit the residents of French's Road by reducing the on-street parking issues that can occur currently. Agreement will be required to improve and develop the access and parking on a shared basis.

There is interest in continued local community group and primary school usage of spaces in the Barn as it currently operates going forward. Use of the building by third party groups will need to be

documented in the appropriate manner. Similarly there would be a benefit to the centre in having access to the green spaces on occasion and the school indicates that this would be feasible.

Although near to residential areas there do not appear to be major light, air or sound considerations that would change as a result of the process although consideration of traffic levels and access should be made, particularly during any period of construction work should the project proceed.

## Building condition

Visual inspection of the building does not appear to indicate major structural issues, however clearance of some of the overgrown areas around the building would be needed prior to a fuller inspection.

A previous survey by the City Council to bring the building maintenance up to standard indicated that significant repair would be required to elements of the roof.

It is recommended that a further condition survey be carried prior to milestone two to fully assess the repair and replacement requirements of the existing roof, structure and fabric and to inform the milestone two design moving forward.

## Stakeholders and Partnership Development

The following are existing or potential partners in the development and others are expected to be identified in the course of the development:

- Cambridgeshire Music (County Music Service with developing Performing Arts remit)
- Cambridgeshire Music Education Hub (Music Education Hub reaching over 400 music partners including schools, national portfolio arts organisations)
- Cambridgeshire County Council (County LA)
- Cambridge City Council (City LA)
- St Luke's Primary School (adjacent to site)
- Spinney Primary School (Teaching Alliance)

- Church Schools trust (County church school support)
- Diocese of Ely (Supporting organisation for Primary school)
- Cambridge Live (Entertainment Venue Partner with outreach activity)
- Cambridge Junction (Entertainment Venue Partner with outreach activity)
- Education ICT Service (County Education Service for Information Technology)
- University of Cambridge (Computer Lab, Outreach and Education Departments)
- Anglia Ruskin University (Electro-acoustic music department and Music Therapy partner)
- Dance East (Regional Dance Network)
- Arts Council of England (National Arts Council)
- Norfolk & Norwich Bridge Organisation (Bridge)
- Business Investment partners (redacted until confirmed)
- Kettle's Yard Gallery



# 4.3 The Existing Site - Site Access & Features

04



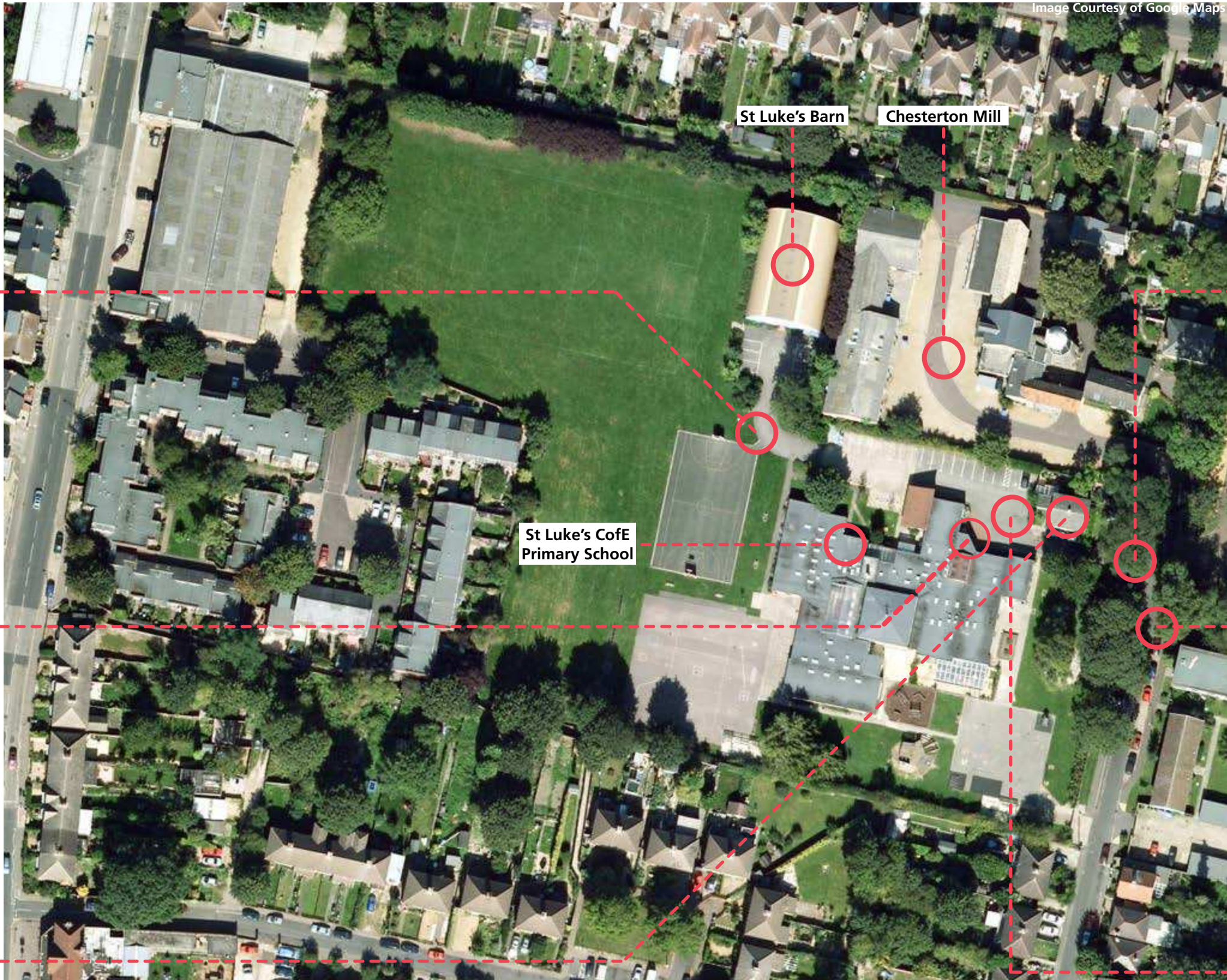
A - Fencing into St Luke's Barn Entrance



B - School Main Entrance



C - Caretakers House



05. Site aerial view



# 4.4 The Existing Site - Site Access & Features

## Existing Site Plan & Buildings

### St Luke's CofE Primary School and St Luke's Barn Site

Vehicular access into the site is provided by a single entrance from French's Road. A separate staff and visitor access is located to the left hand side of the vehicular entrance. Vehicle access to the school car park is currently restricted to staff, official visitors and deliveries. Currently the parking provides approximately 23 spaces and the St Luke's Barn site provides a further 6 spaces.

An additional access point to the field is located off Rackham Close.

### St Luke's Barn Site

There is a field to the west of St Luke's Barn which is part of the School grounds. To the East is Chesterton Mill and The Little Gym facility. To the North is Chesterton Mill (private road) and to the South is St Luke's Barn car park.

Access is significant constraint that will affect any major development of the St Luke's Barn site. Options have been developed within Section 6.0 to mitigate this constraint.



D - Entrance to St Luke's CofE Primary School



E - French's Road



F - School Carpark



G - Entrance to St Luke's CofE Primary School from St Luke's Barn



H - School Car Park



# 4.5 The Existing Site - Current Building & Site

04



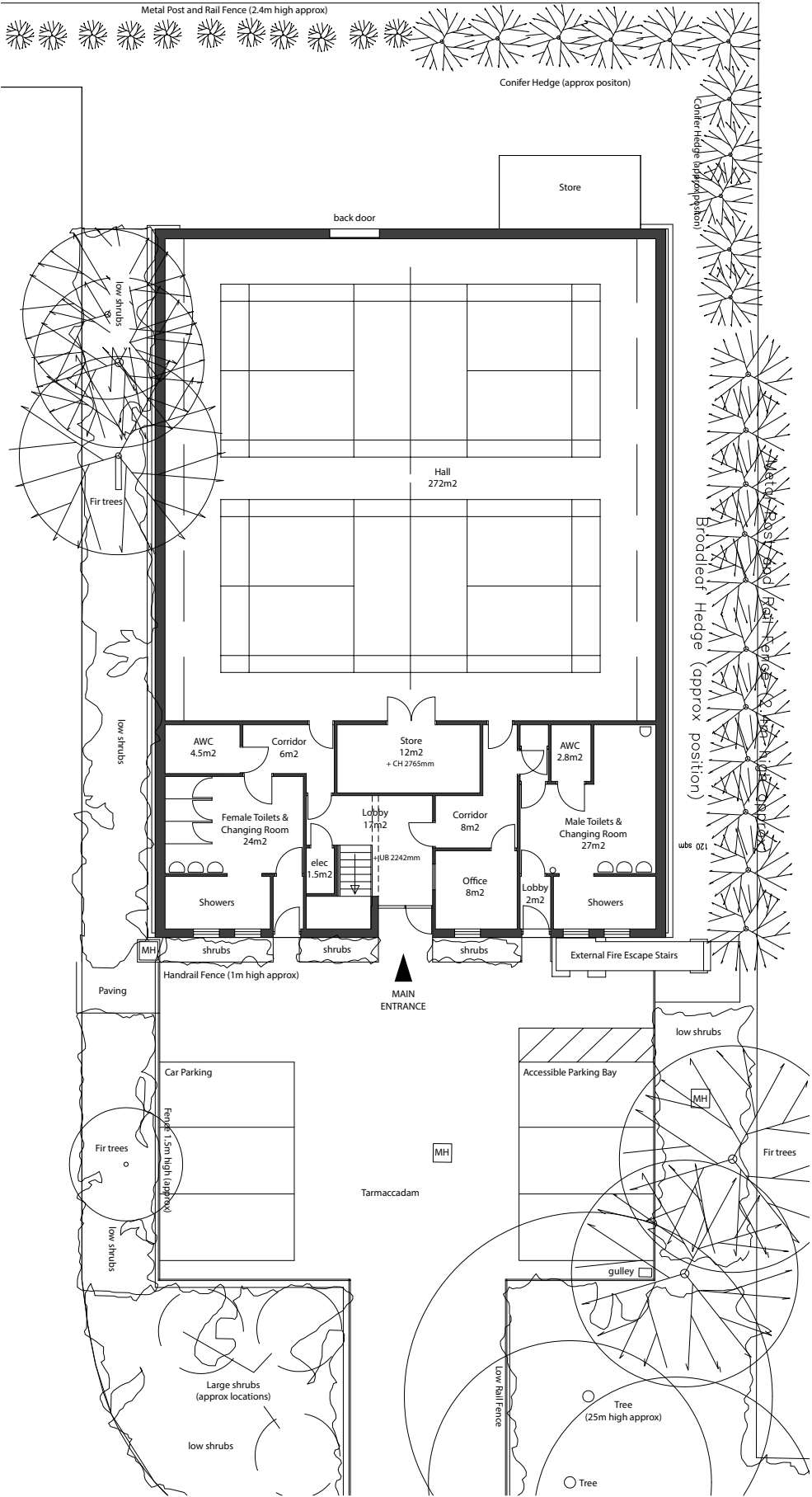
J - Entrance hall / stair



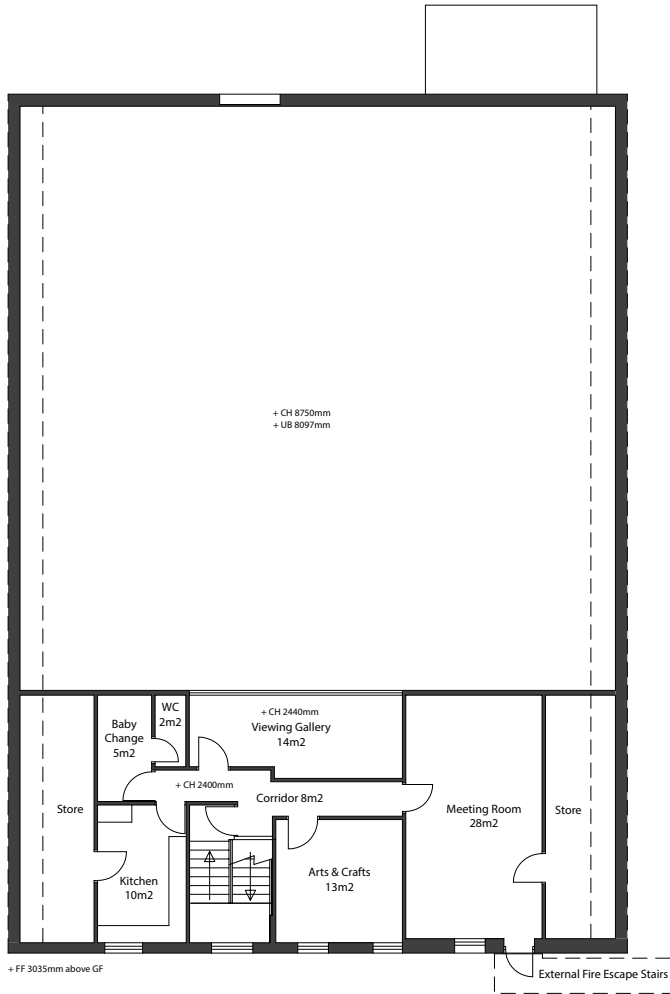
K - First Floor Meeting Room



L - Main Hall

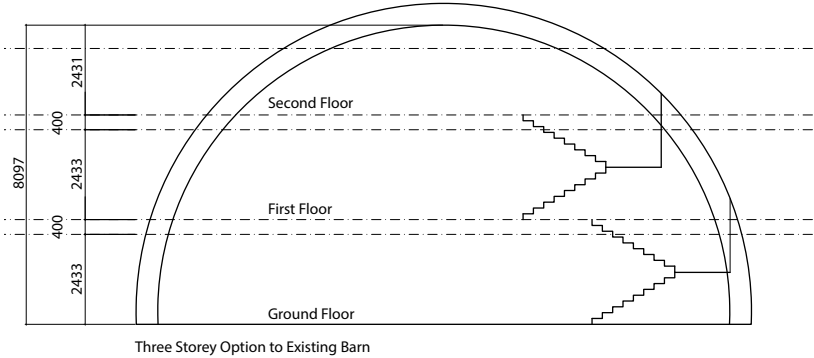


Existing Ground Floor Plan  
Page 156 of 310



Existing First Floor Plan

Existing building footprint 400m²  
Existing building GIA 650m²



Existing Section (indicating potential 3 storeys)



# 4.6 The Existing Site - Current Building & Site



M - Front Entrance to St Luke's Barn



N - Side Elevation to St Luke's Barn



P - Rear Elevation to St Luke's Barn



# 4.6 The Existing Site - Current Building & Site

04



Q - Fire Escape from first floor



R - Cladding types - Brick and corrugate Metal



S - St Luke's Barn Car Parking

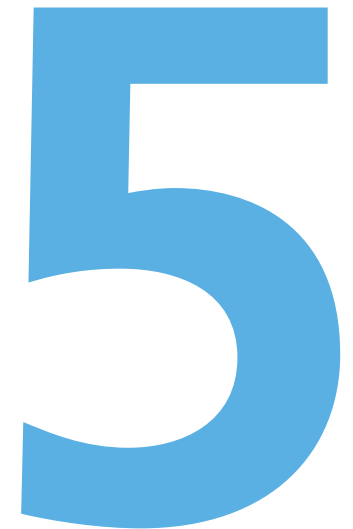


# Options - Remodelled & New Build

St Luke's Barn

The Centre for Research and Engagement for Arts & Technology in Education

Milestone One Report



# 5.1 The Brief

05

## Cambridgeshire Music

Cambridgeshire Music are a County music service and Lead Partner for the Music Education Hub. There are a whole range of opportunities available through Cambridgeshire Music or their partner organisations in which people can take part.

Cambridgeshire Music has formed many partnerships with parent groups, schools, performing ensembles, venues and organisations. They work closely with the new music education hub in Cambridgeshire to ensure more opportunities can be made available to children and young people.



## Feasibility Study for Cambridgeshire Music, Cambridgeshire County Council

This Milestone One Report has been undertaken in relation to the site and surroundings of the St Luke's Community Barn adjacent to St Luke's Primary School, French's Road, Cambridge.

The study aims determine and provide estimated costs for creation of the facility, either:

- By renovating and converting the existing property
- By demolishing and new build.

In particular the study will investigate the difference in the two approaches and the potential benefits of new build in meeting the specification for the new facility.

The facility will need to include for:

- Creation of additional car parking on the site (including options on the school part of the site).
- Consideration of highways agency issues in terms of access and congestion and alternative access options.
- Ground clearance around the existing site
- State of repair of existing building and renovation of exterior under the conversion option (further information will need to be provided in a condition survey prior to detailed design).
- Ground work and structure for internal frame and floor under conversion option
- Demolishing costs
- New build costs
- Internal layout, utilities, improvements to heating and lighting (including natural light), gas boiler installation and acoustic treatments
- Security and boundaries
- Permissions and authorities required

A discussion with the client was undertaken with the Client prior to the feasibility study to explore the above and documentation that was issues including:

- Outline purpose for the facility to date
- Specifications affecting internal layout and acoustic treatments

- Access and site parking options
- Available plans

An estimated cost is was also requested for this study.

Suggested specifications for internal spaces:

### Usage parameters:

The facility will have multiple attendees at any one time, with a normal usage expected of 100 and a possible maximum of 200. Facilities should be sufficient to cater for this in terms of toilets, corridors and access.

Parking will be limited due to location and available spaces but it is expected that up to 40 spaces might be possible on site, more if feasible. Cycle racks will be used and pedestrian and cycling access encouraged. Disability access will need to meet national standards.

Environmental considerations including alternative power/heat mechanisms would be expected.

### Main Hall:

One level of the building would need to be large enough to cope with a symphony orchestra rehearsal e.g. 80-100 people in orchestra format. Therefore the largest space will need to take account of that scale estimated as a minimum of 200m2.

This area would be subdivided into smaller halls, suitable for 25-35 players where possible.

The flooring for the hall areas would be a sprung floor.

The acoustics of the main hall would need to be sufficient for choirs and orchestras estimate 1.8 secs. Smaller halls might be less in natural reverberation due to the additional wall characteristics.

Small studios would be at least 16sqm in size with a square or rectangular shape to ensure some depth. There would not need to be specific flooring and acoustics would be relatively dry 1 sec or less.

5.1 The Brief

Large studios:

It is anticipated that large studios would be the size of a medium classroom, effectively a mid-range between small hall and small studio with appropriate characteristics and no need for specific flooring.

The range of options would look to establish a mix of provision e.g:

- 1 hall – up to 3 spaces
- 8 or more small studios
- 3 or more large studios
- Workshop and instrument store – spec from existing max storage equivalent to 3 large studios
- Music Library increase on current store – similar to large studio
- Office space equivalent to 2 small studios
- Reception area and small shop/space for vending equivalent to 1 large studio
- Lift and stairwell
- Second stair exit for fire purposes.

However there are lots of variables and options which can be explored for final layout as long as the basic 3 floor space provides for the minimum above.

Typical areas are indicated below:

Space	No.	Area	Total area
Main Hall	1	200	200
Large Studio	2	60	120
Small Studio	8	16	128
Workshop / Instrument Store	1	120	120
Music Library	1	60	60
Office Space	3	16	48
Reception Area / small shop space	1	40	40
Lift & stairwell	1	120	120
Toilets	2	26	52
Circulation			100
Breakout Areas			45
Plant Room 3% Net			30
Total required area			1063

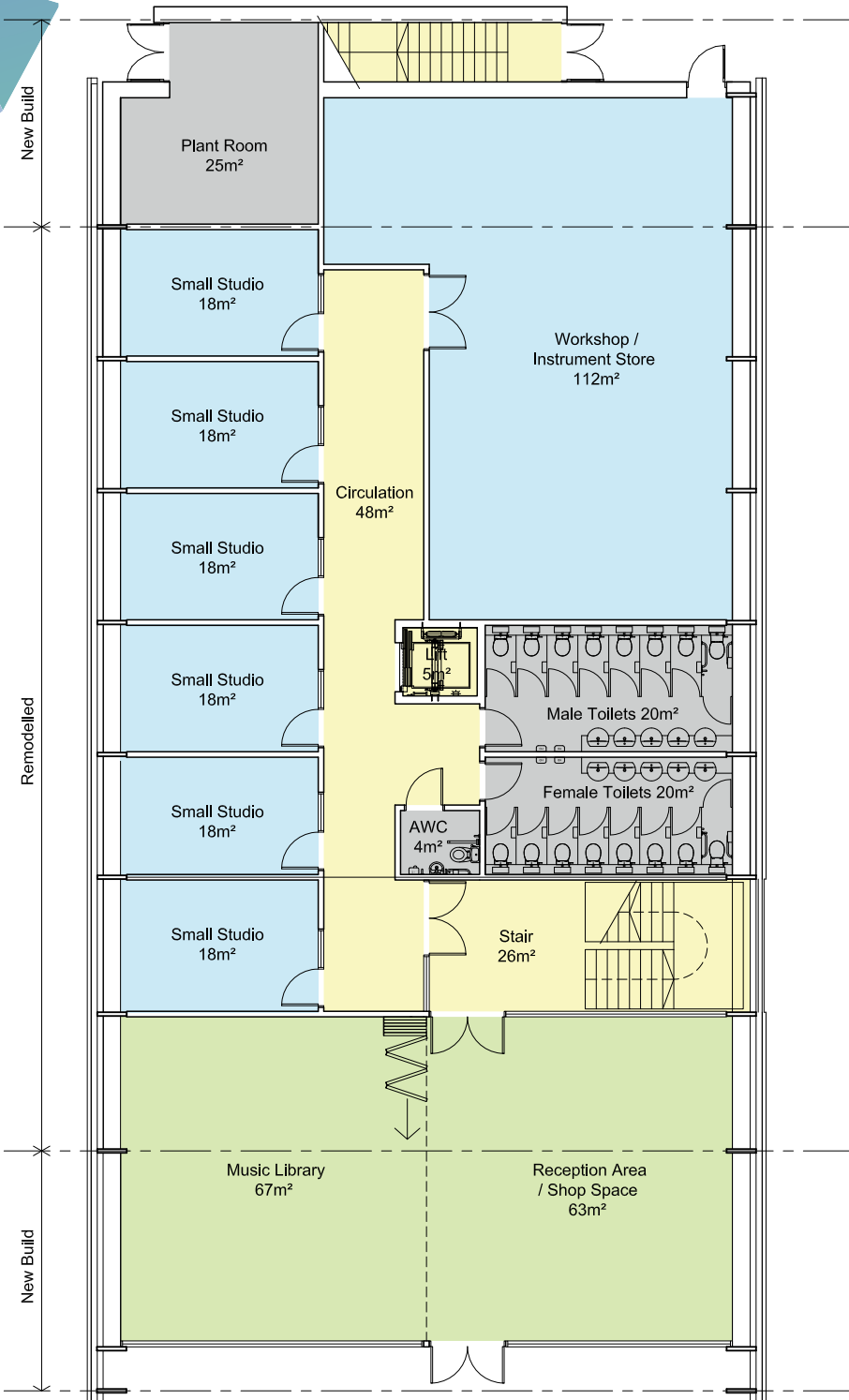
Elements to consider in the centre:

- Library Area for e.g. Music Sets – general public browsing access
- Storage e.g. for instruments – general public “try out” opportunities and instrument exchange
- Repair and maintenance area for instruments – with option for running workshops and training and “shop front” if required.
- Arts IT studio – with provision for digital arts and music creation, editing and training
- Recording facilities, linked from all learning, studio and ensemble spaces to enable audio visual transmission and recording with 2-way live streaming to internet or storage.
- Secure staff wireless internet access throughout building with guest option for visitors, network access from office and IT spaces.
- Reception and office area space with waiting seating and Monitor feed of centre activities/welcome screen, and security monitoring
- Bookable office rooms with phone points, wireless IT. Duty managers office with same.
- Meeting spaces – for 1;1 groups, large groups, conference hall – bookable as required
- Live and internet based tuition spaces – for 1:1, groups, large groups, full hall size activities – bookable as required
- Toilets, changing and limited kitchen facilities – max centre numbers anticipated 500 at any time.
- Parking and cycle storage on site.
- Heating/ventilation system– potential change to gas ducted heating/air condition?
- Lighting requirements for main hall and smaller rooms including natural light control as required.

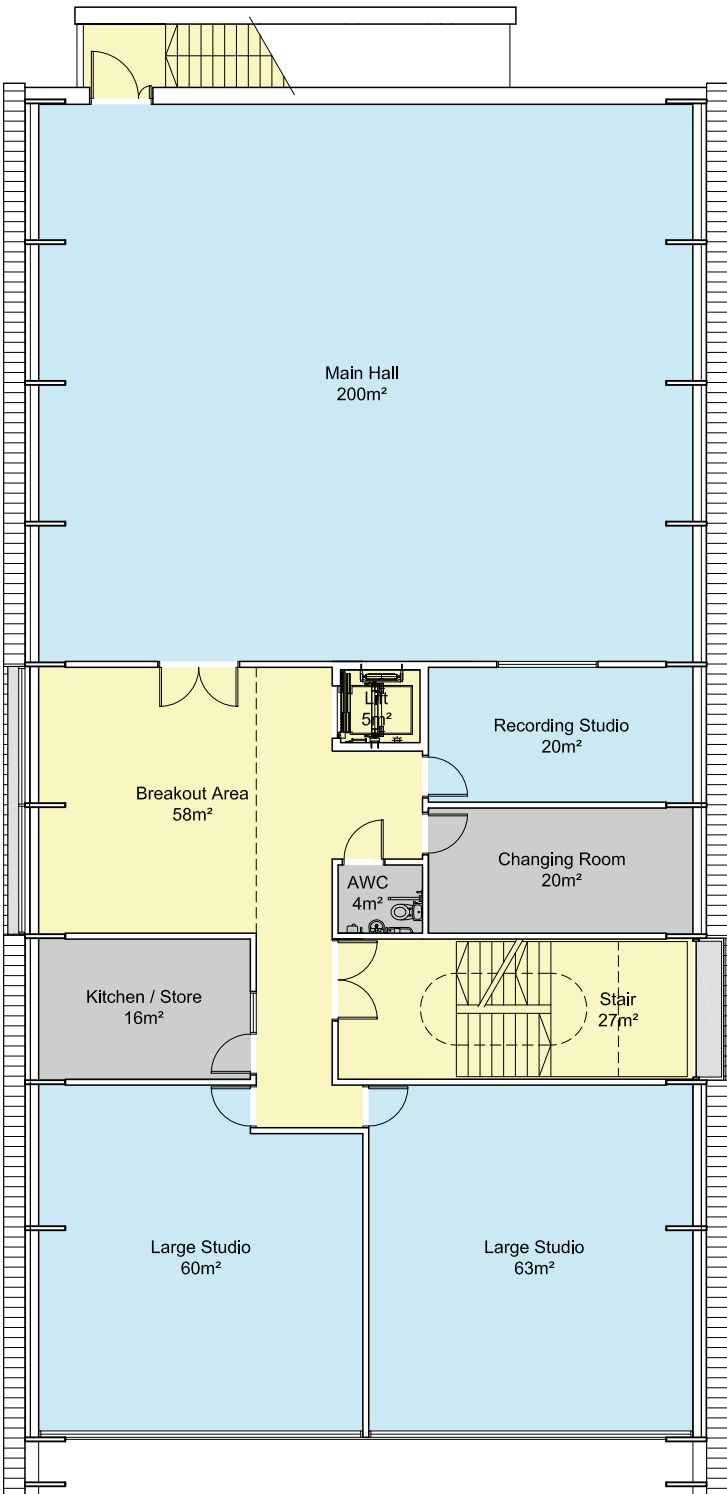


# 5.2 Option 1 - Remodelled Option

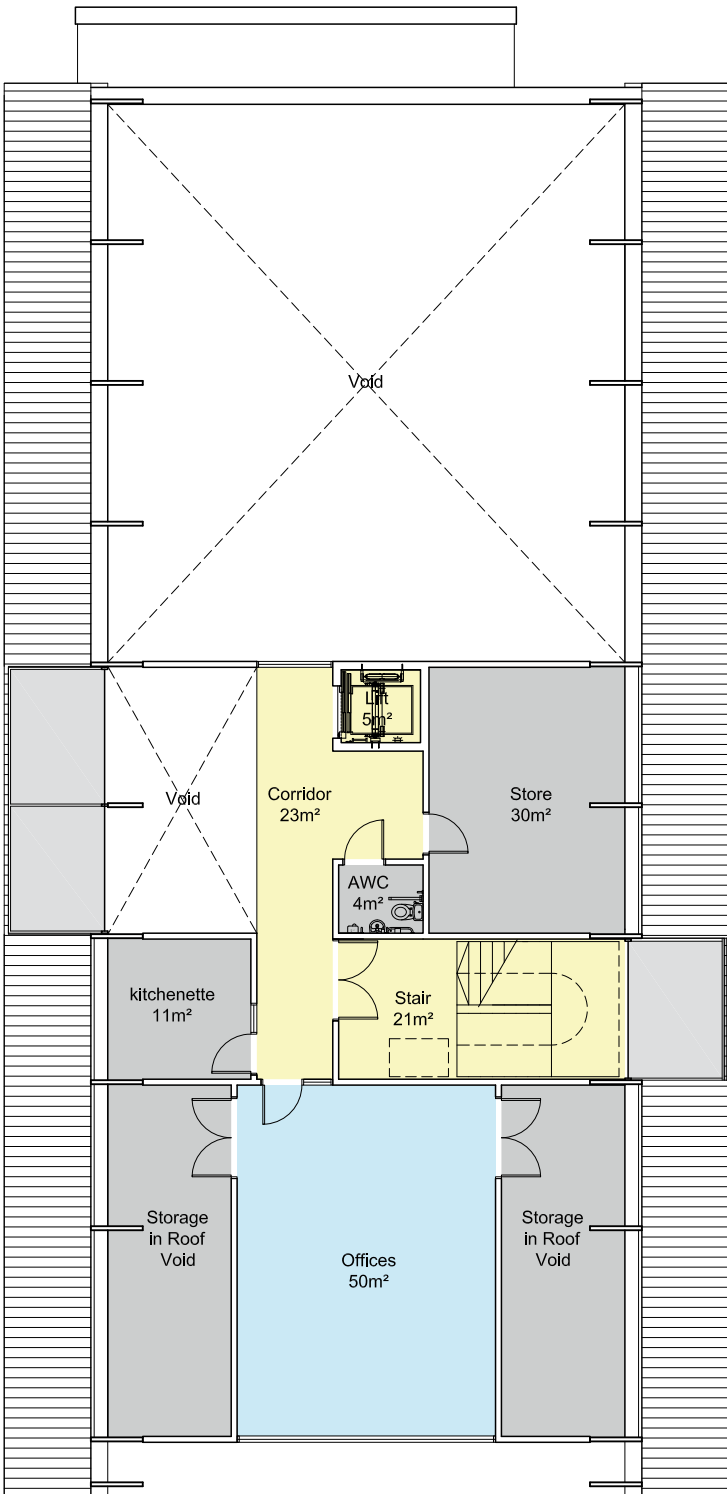
05



Ground Floor Plan  
New Build GIA 148m2  
Remodelled GIA 360m2



First Floor Plan  
New Build GIA 148m2  
Remodelled GIA 360m2

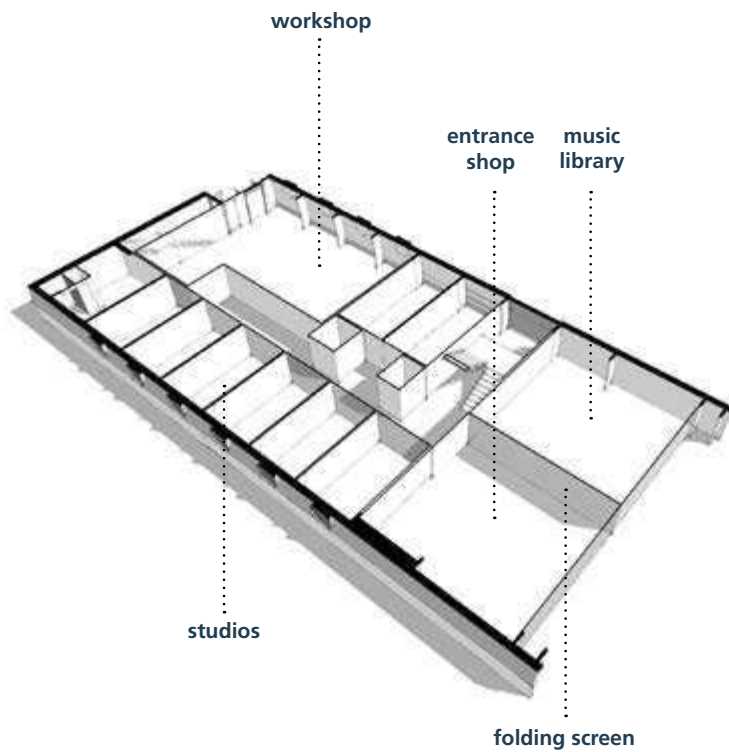


Second Floor Plan  
New Build GIA 60m2  
Remodelled GIA 163m2

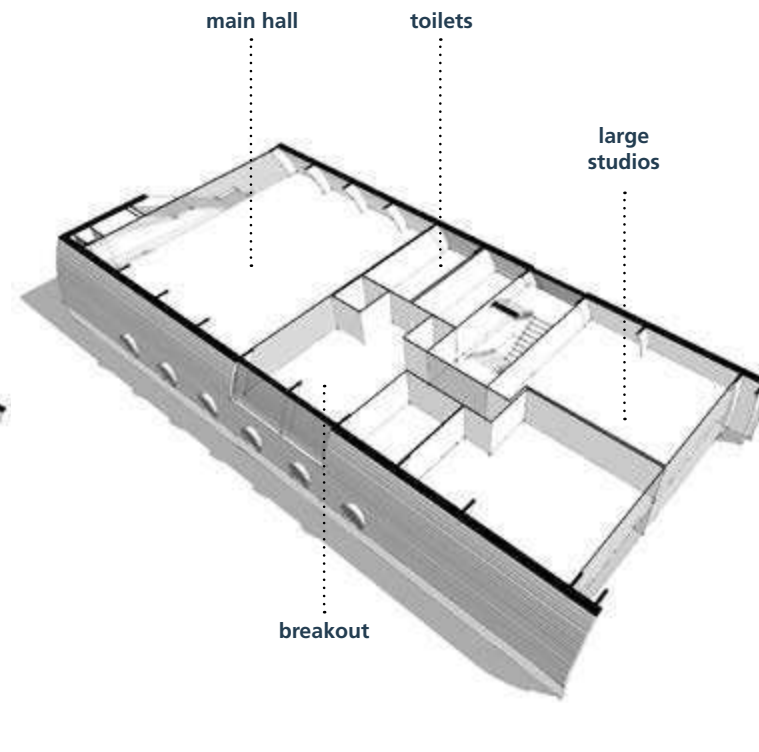




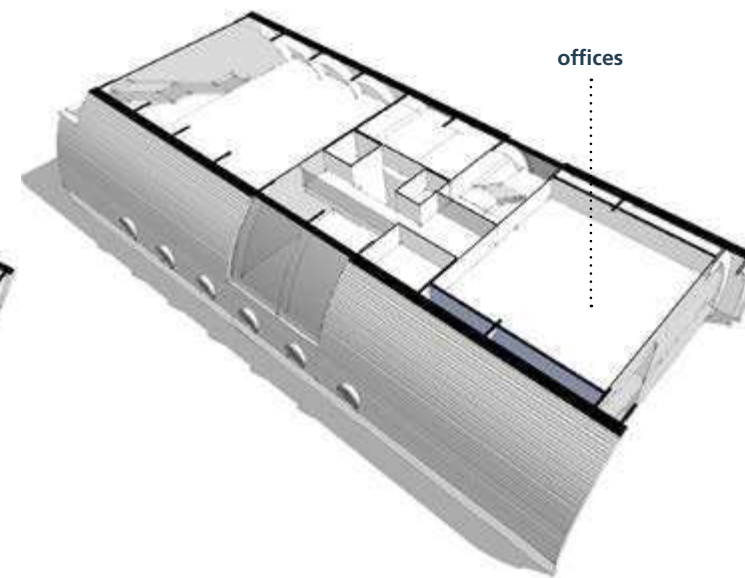
## 5.2 Option 1 - Remodelled Option



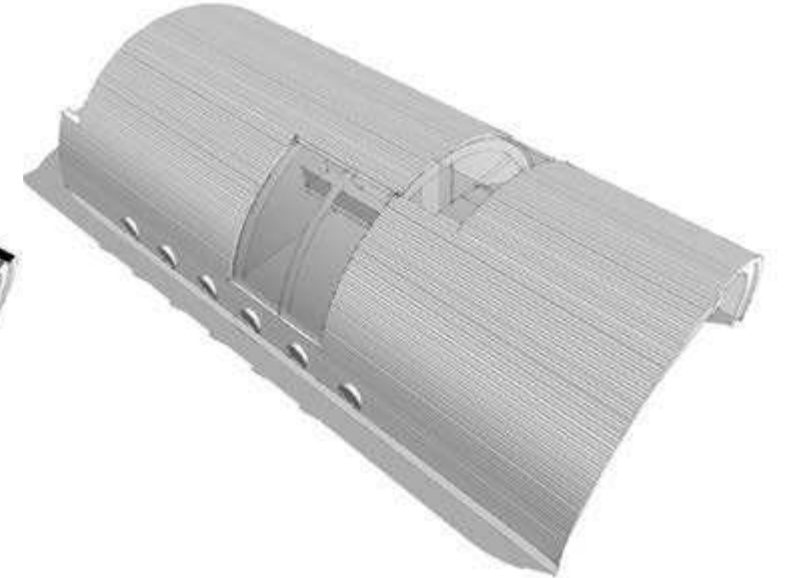
Option 1 - Ground Floor Arrangement



Option 1 - First Floor Arrangement



Option 1 - Second Floor Arrangement



Option 1 - Roof Arrangement

### Option 1

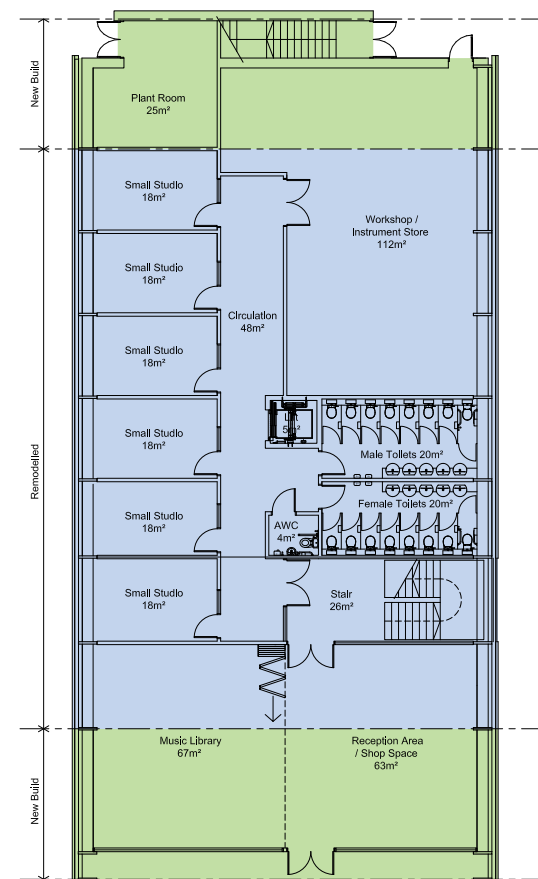
Option One utilises the existing building glulam structure to create the Music Centre. All existing internal and external walls will be removed including replacement of the existing external metal cladding.

The existing two storey building is now split into three storeys giving a maximum ceiling height of 2400mm.

The ground floor accommodates the Entrance, shop, Library, Workshop and Studios together with ancillary Accommodation. The first floor accommodates the Main Hall (to benefit from additional ceiling height), the Large Studios and ancillary areas. The second floor accommodates Office Area and storage. This floor is restricted due to the curve of the roof structure.

Circulation is via one main stair and a lift. An additional escape stair is provided to the rear of the building accessed through the Main Hall.

Glazed areas are provided in the curve with 'punched' circular windows providing light and ventilation to individual rooms.



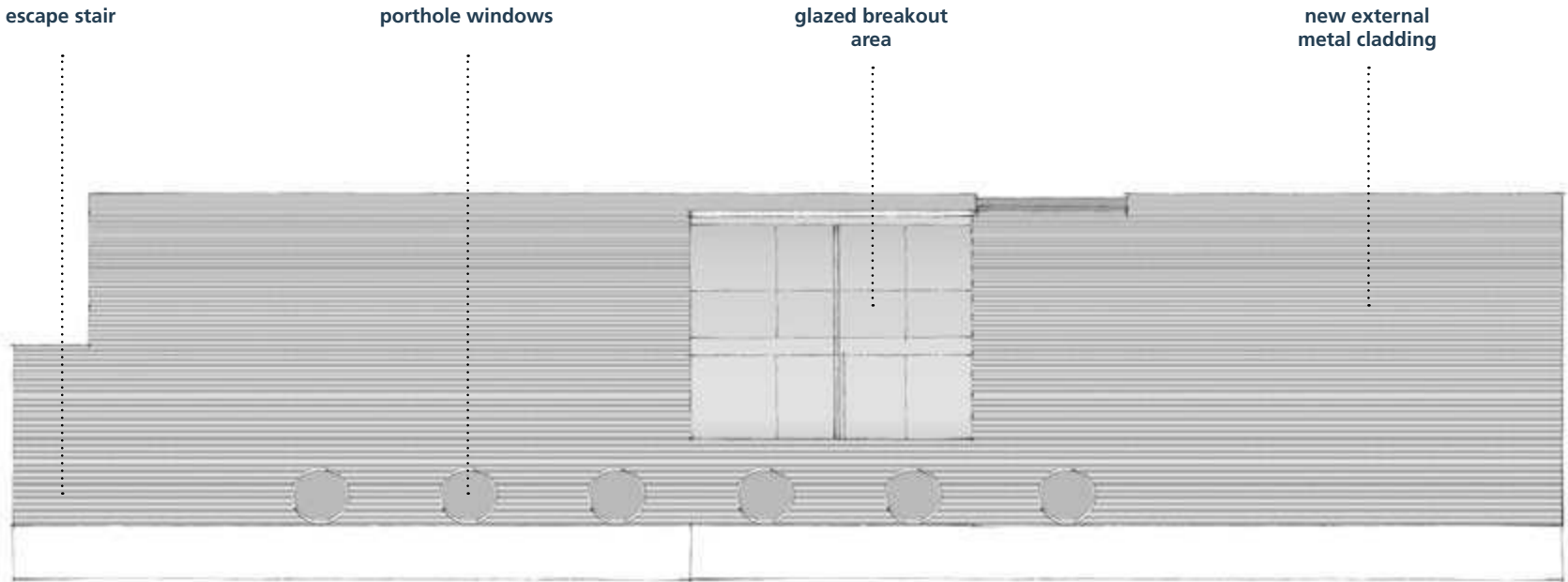
Extent of New Build & Remodelling



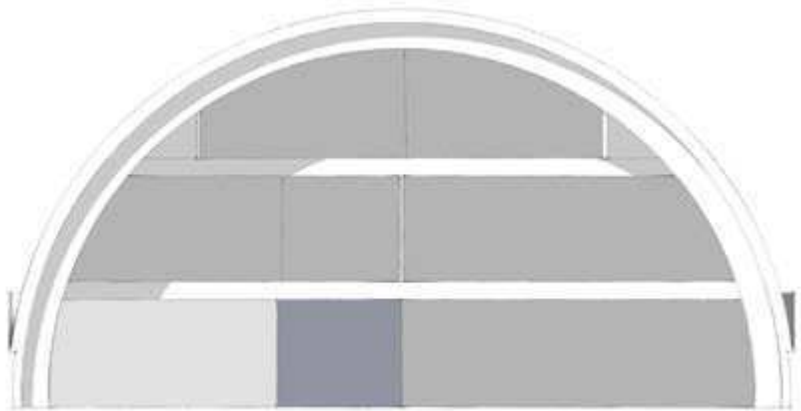
Option 1 - External View



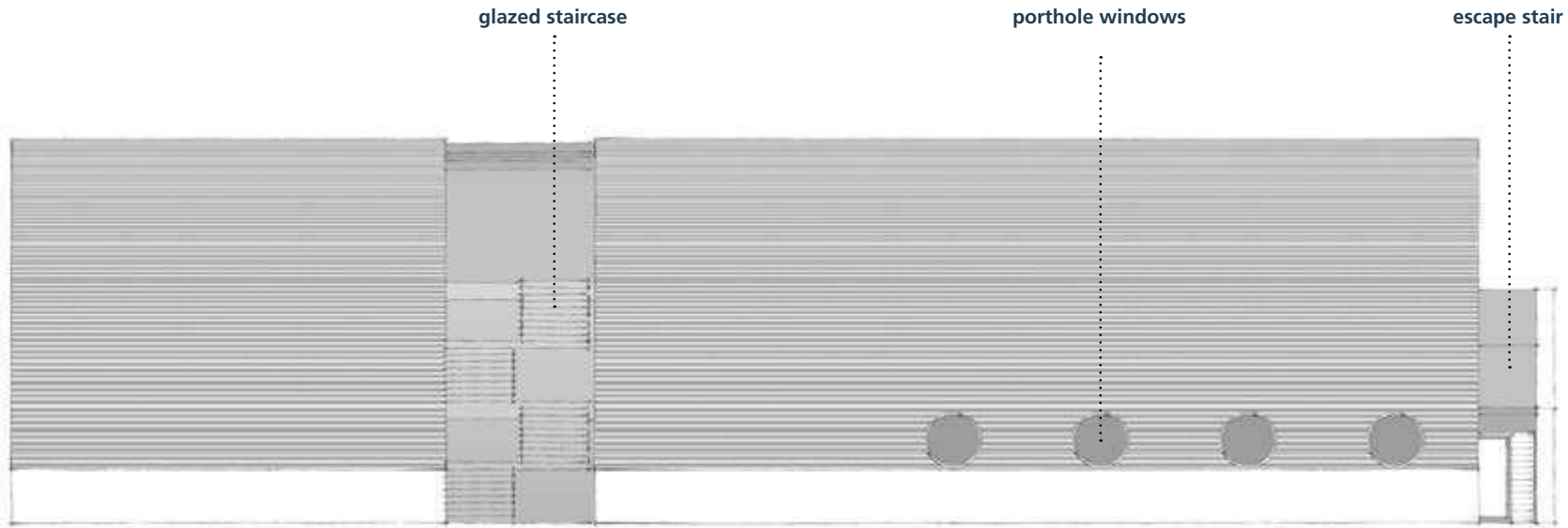
# 5.2 Option 1 - Elevations



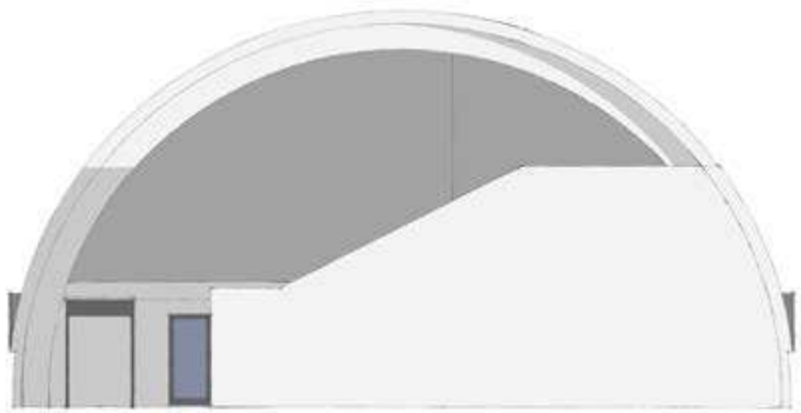
Option 1 - West Elevation



Option 1 - South Elevation



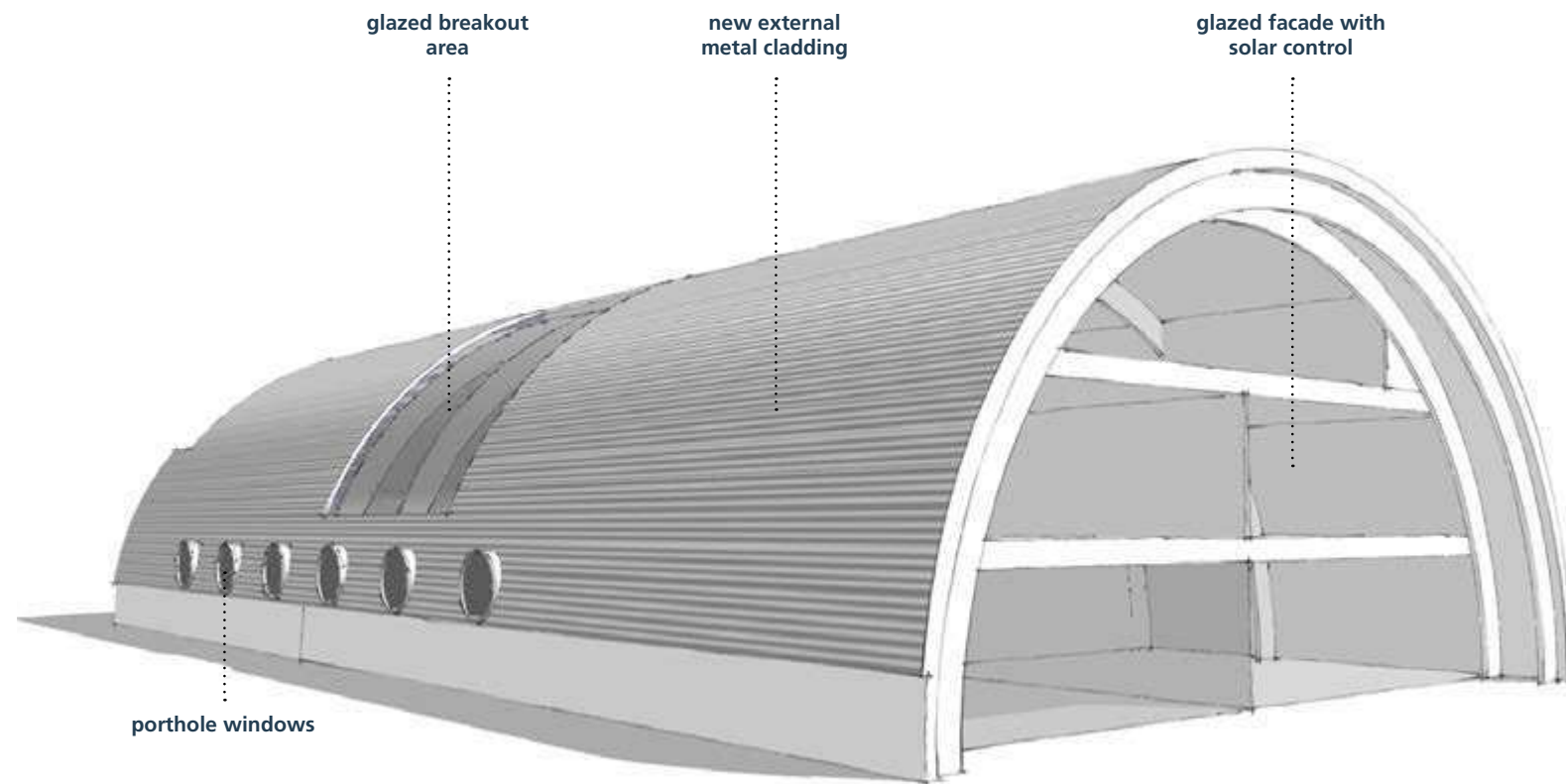
Option 1 - East Elevation



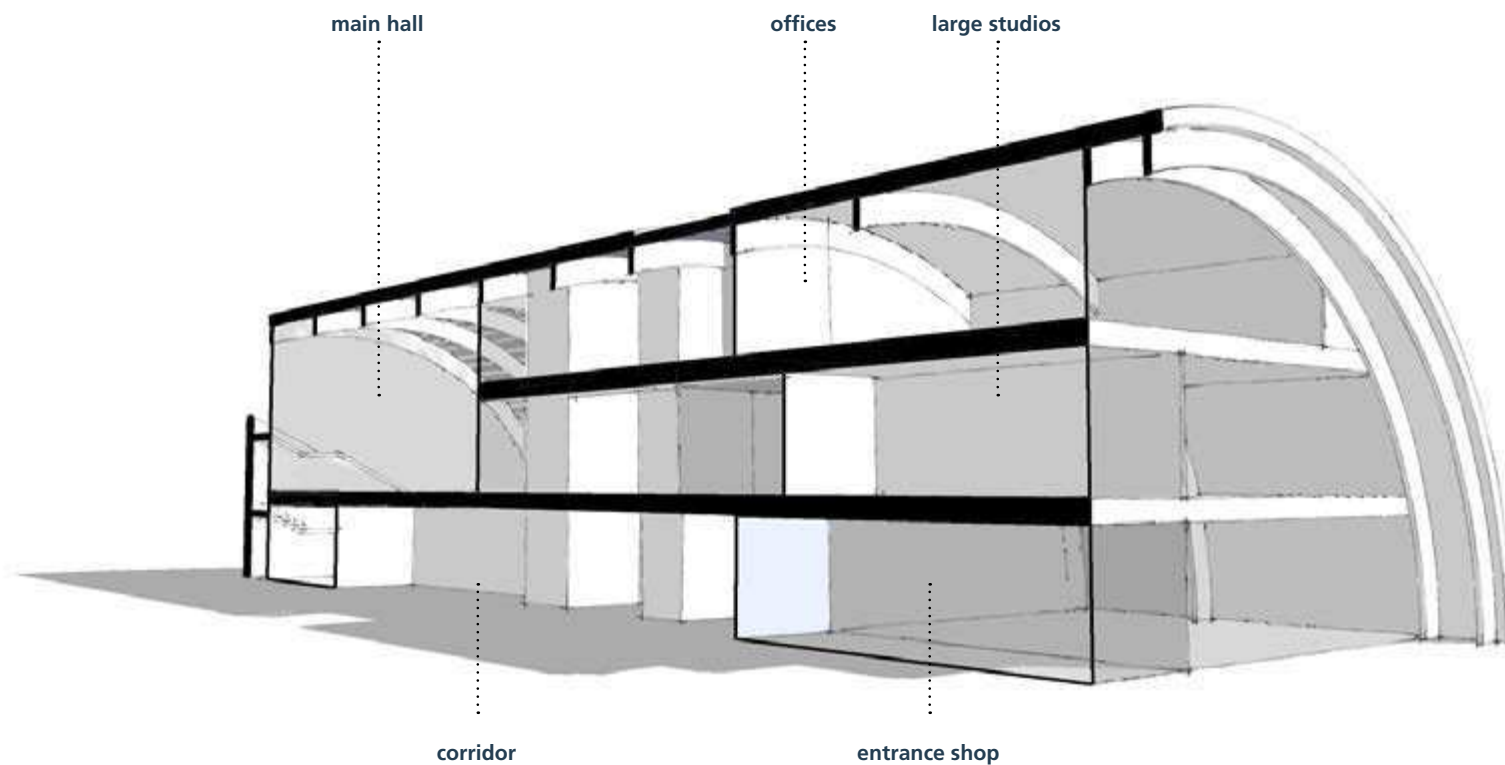
Option 1 - North Elevation



## 5.2 Option 1 - Section & Images



Option 1 - Eye View



Option 1 - Birds Eye View

## External cladding option



### SPECIFICATION

Euroclad Elite PLUS 53 – Wall Profile over sheeting rails.

#### Benefits:

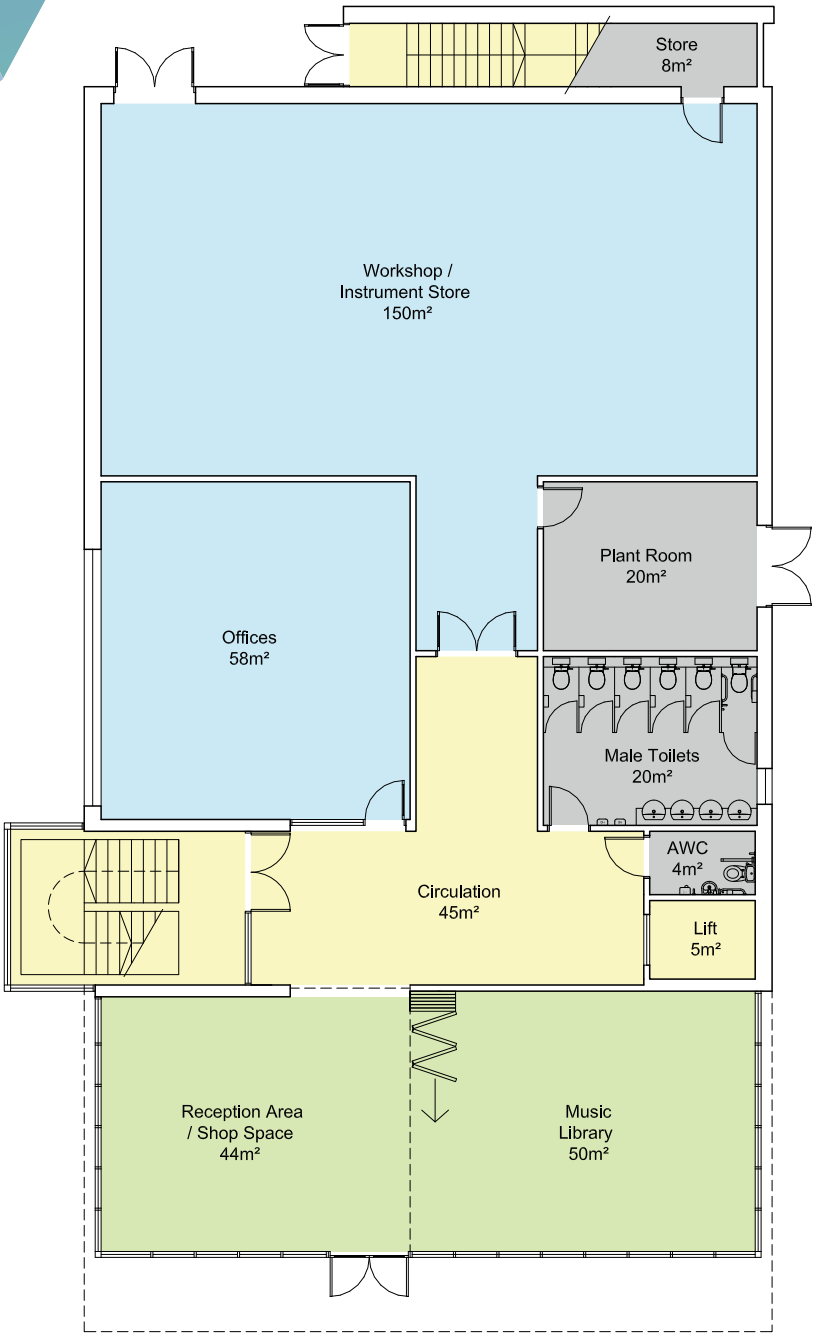
- Recyclable wall system
- Sound Reduction 40dB RW (min. for 0.31 U value, specific test data available on request)
- Suitable for all humidity class buildings
- Suitable for normal applications where acoustic absorption is not a requirement (acoustic absorption is to be provided by internal room lining).
- Economic wall solution
- Part B Firewall compliant 2 hours Integrity, 15 minutes insulation
- Available LPCB approved to LPS1181
- 25 year system guarantee
- BRE Green Guide rated A+ summary rating
- Non-Combustible insulation
- Best suited for industrial, commercial and warehousing applications

#### Features:

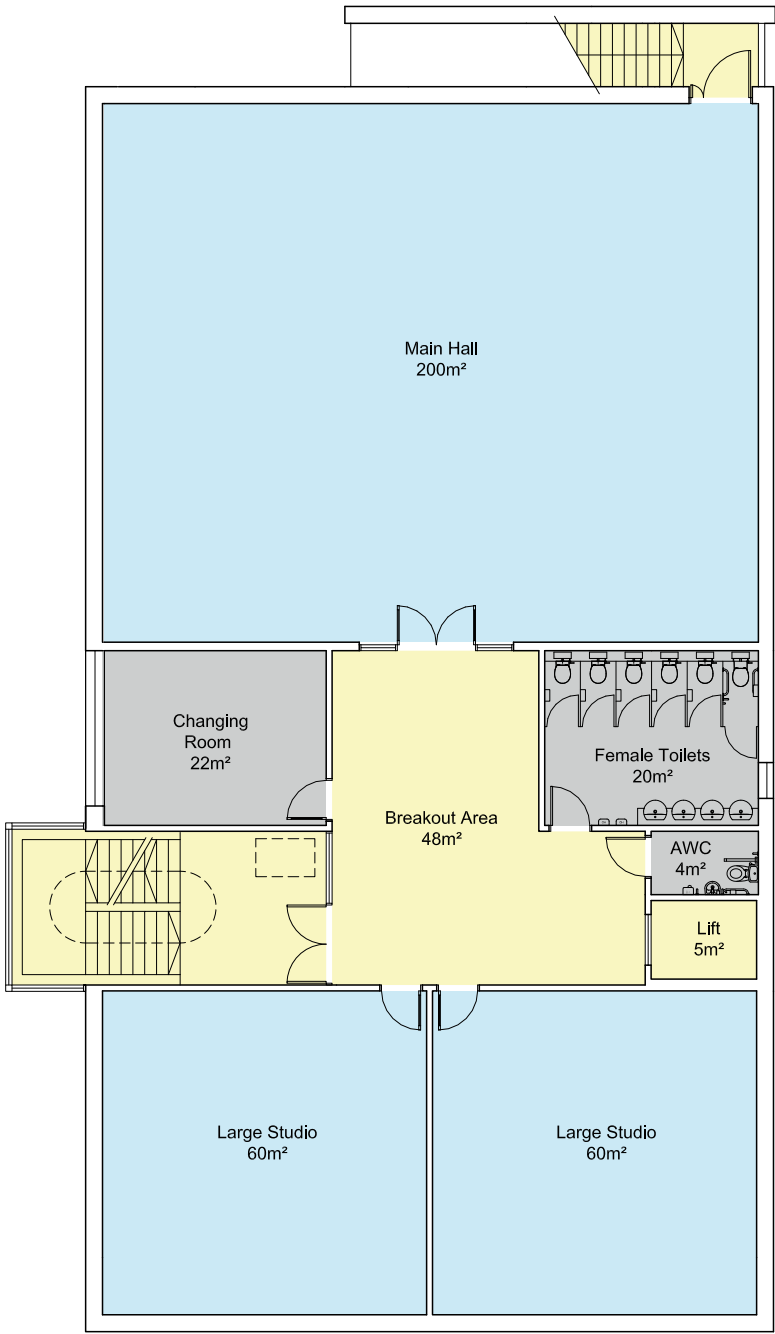
- 13.5\_3 Sinusoidal profile sheet
- Colorcoat® with Confidex® Guarantee
- Quattro spacer system
- Glass Fibre insulation to achieve required U value
- 19/1000 0.4mm steel liner sealed to form VCL
- Steel sheeting rails (by others) gauge 1.5mm to 3.0mm
- Overall system depth from sheeting rail to crest of outer profile - see System Drawing file

# 5.3 Option 2 - New Build Option

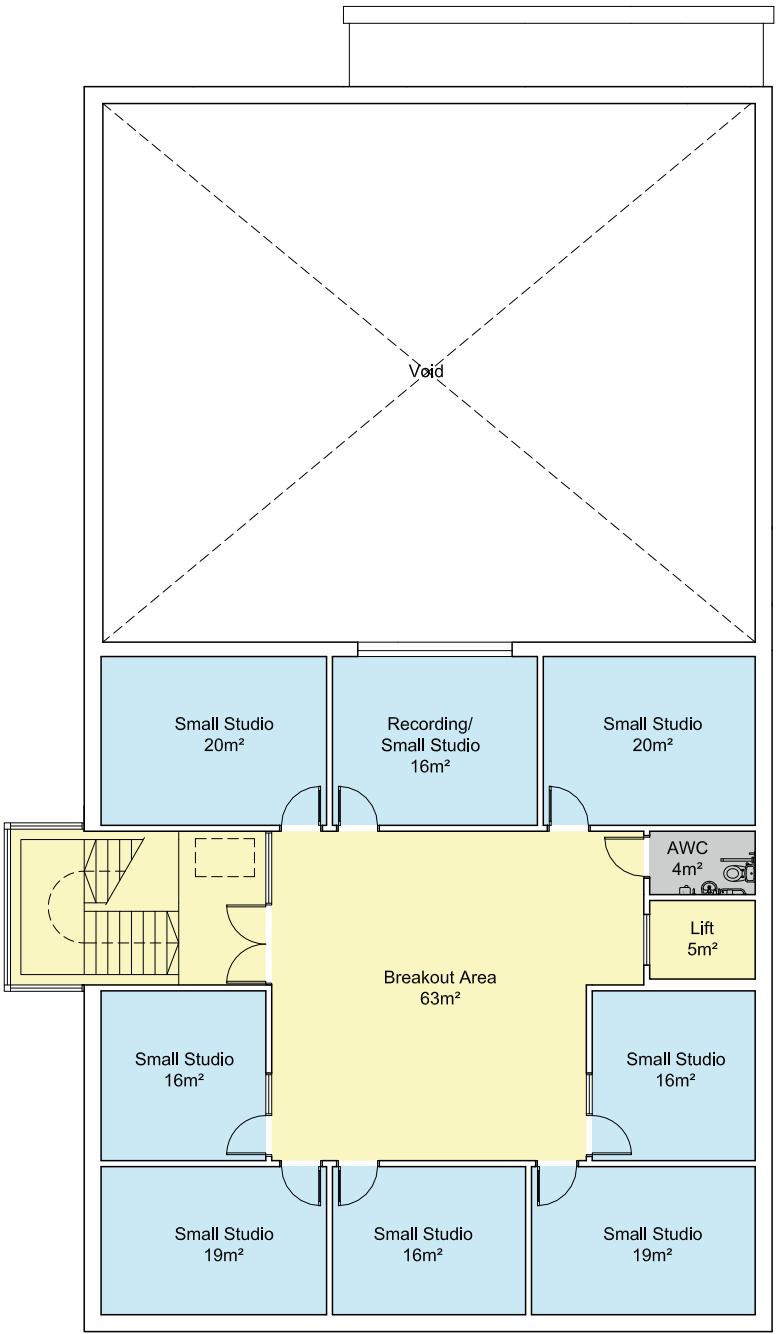
05



Ground Floor Plan  
GIA 448m2



First Floor Plan  
GIA 471m2

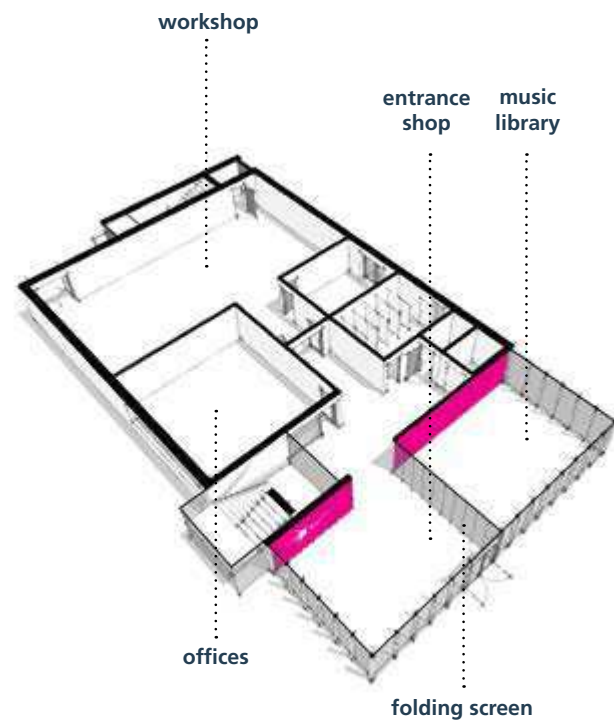


Second Floor Plan  
GIA 250m2

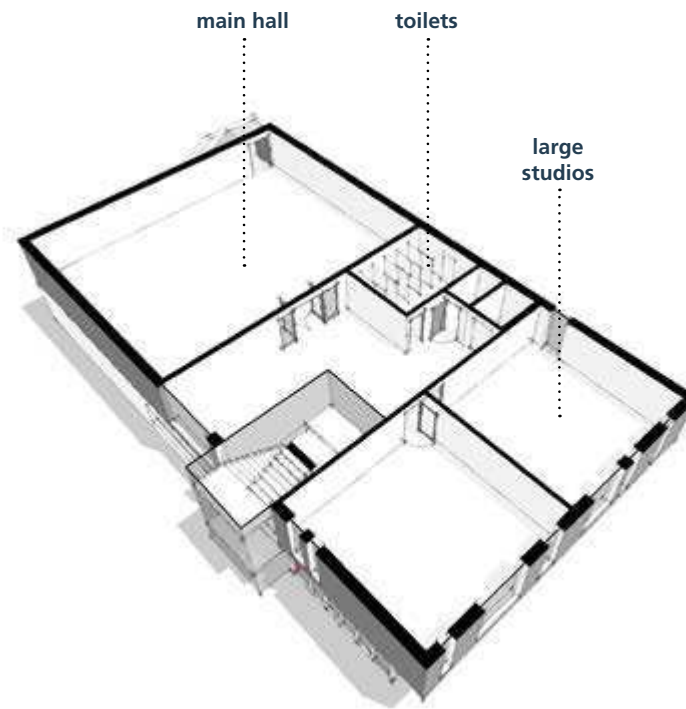




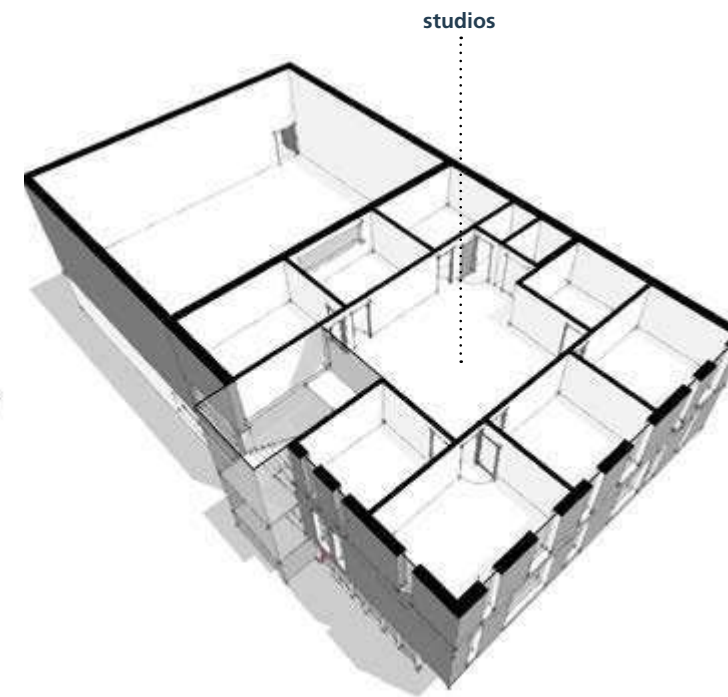
## 5.3 Option 2 - New Build Option



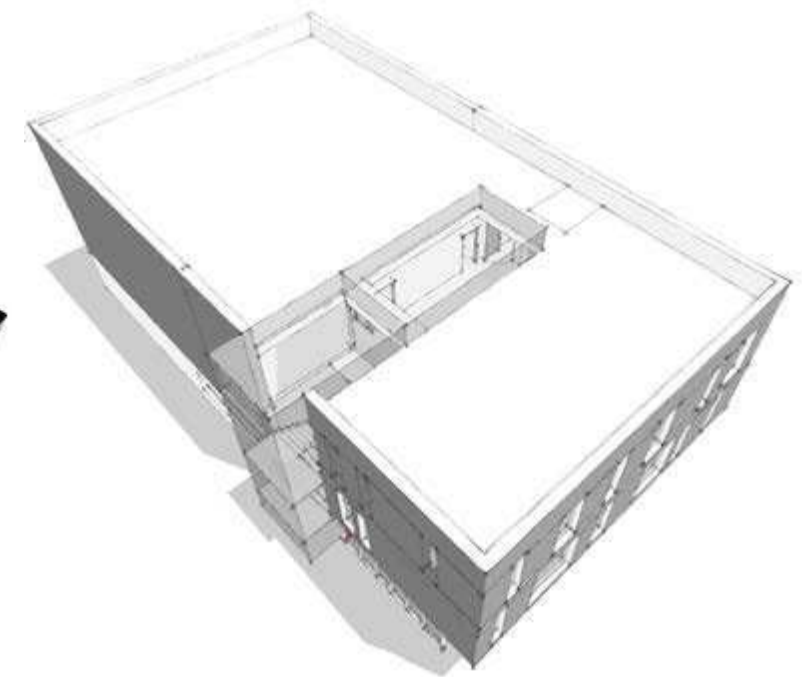
Option 2 - Ground Floor Arrangement



Option 2 - First Floor Arrangement



Option 2 - Second Floor Arrangement



Option 2 - Roof Arrangement

### Option 2

With Option Two the existing building will be demolished to make way for a new build solution. Where possible the footprint has been designed to match the existing, so reducing the impact on external parking.

The proposed building will consist of three floors with an internal floor to ceiling height of 2700mm.

The ground floor accommodates the Entrance, shop, Library, Workshop and Offices together with ancillary accommodation. The first floor accommodates the Main Hall (to benefit from additional ceiling height), the Large Studios and ancillary areas.

The location of the main hall on the first floor enables sufficient space to be provided on the ground floor without compromise and allows the hall to benefit from double height without the need to build over it. This will however mean that the Main Hall floor will require additional acoustic treatment.

The second floor accommodates a suite of studios with ample breakout space and ancillary areas.

Circulation is via one main stair and a lift. An additional escape stair is provided to the rear of the building accessed through the Main Hall.

Glazed areas are provided in the with 'punched' windows providing light and ventilation to individual rooms and larger amounts of curtain walling to bring light deep into the building. A large rooflight is also proposed across the second floor breakout area.

For the purpose of this Milestone One report no external materials have been specified for the facade. This can be developed during Milestone Two/Three.

Images indicating possible concepts for the facade are shown in the following pages.

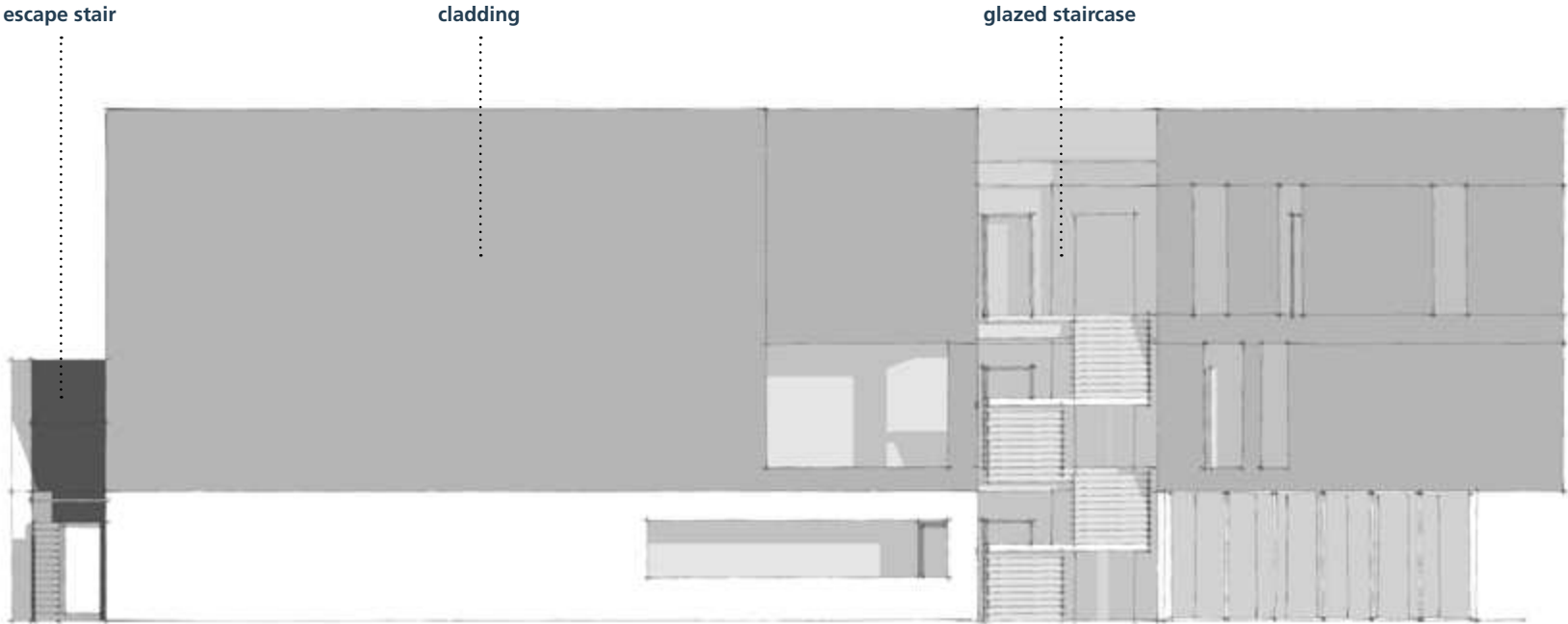
**Total New Build 1,169m2 GIA**



Option 1 - External View

# 5.3 Option 2 - Elevations

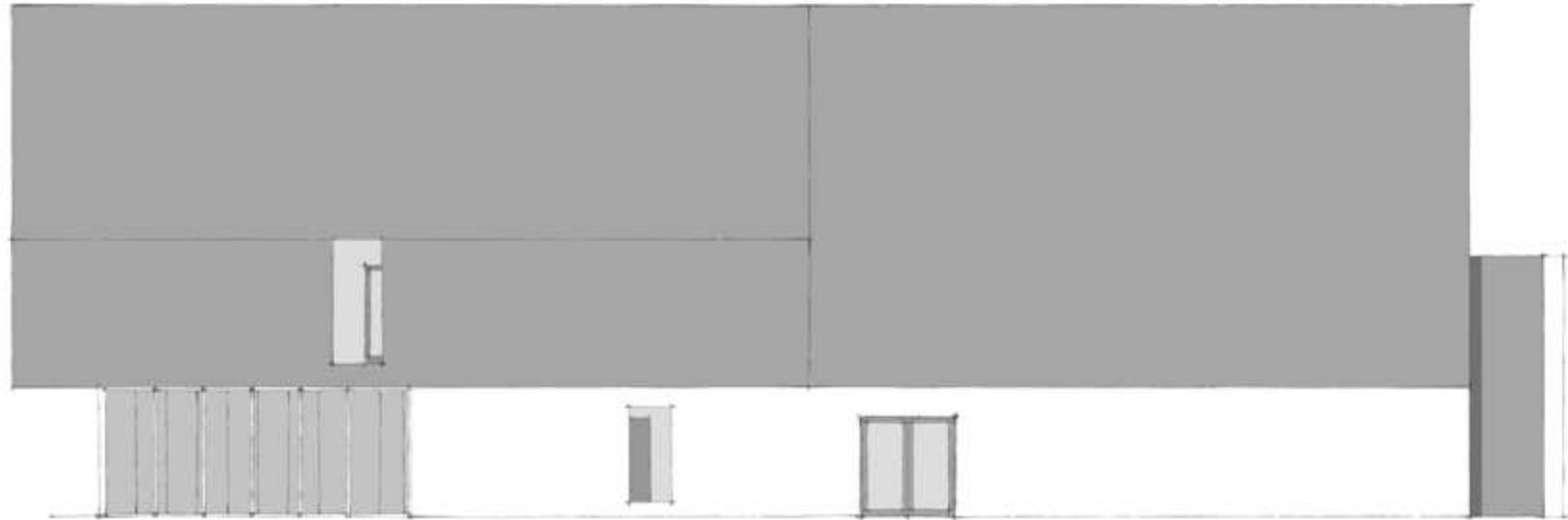
05



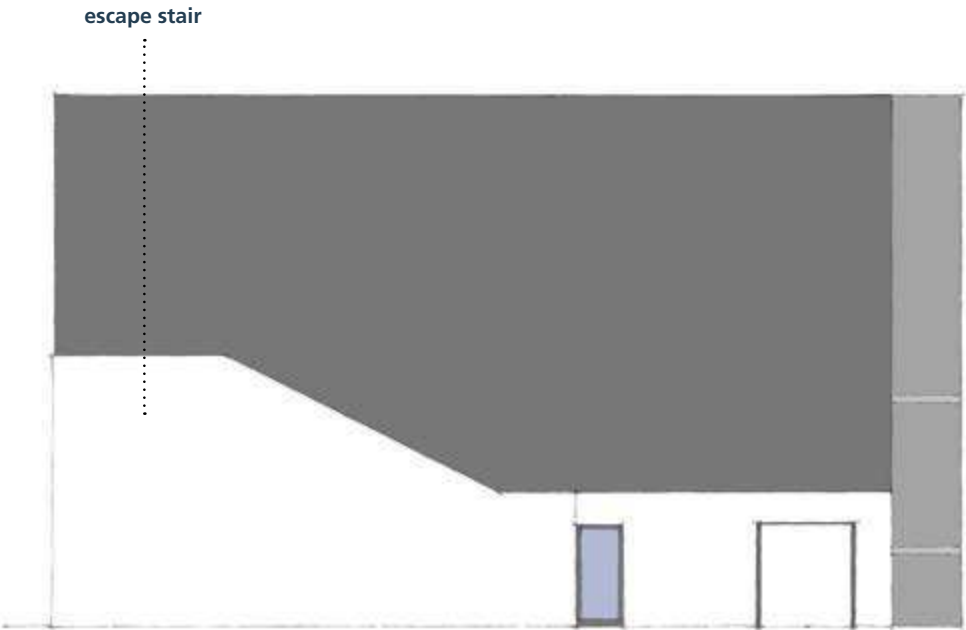
Option 2 - West Elevation



Option 2 - South Elevation



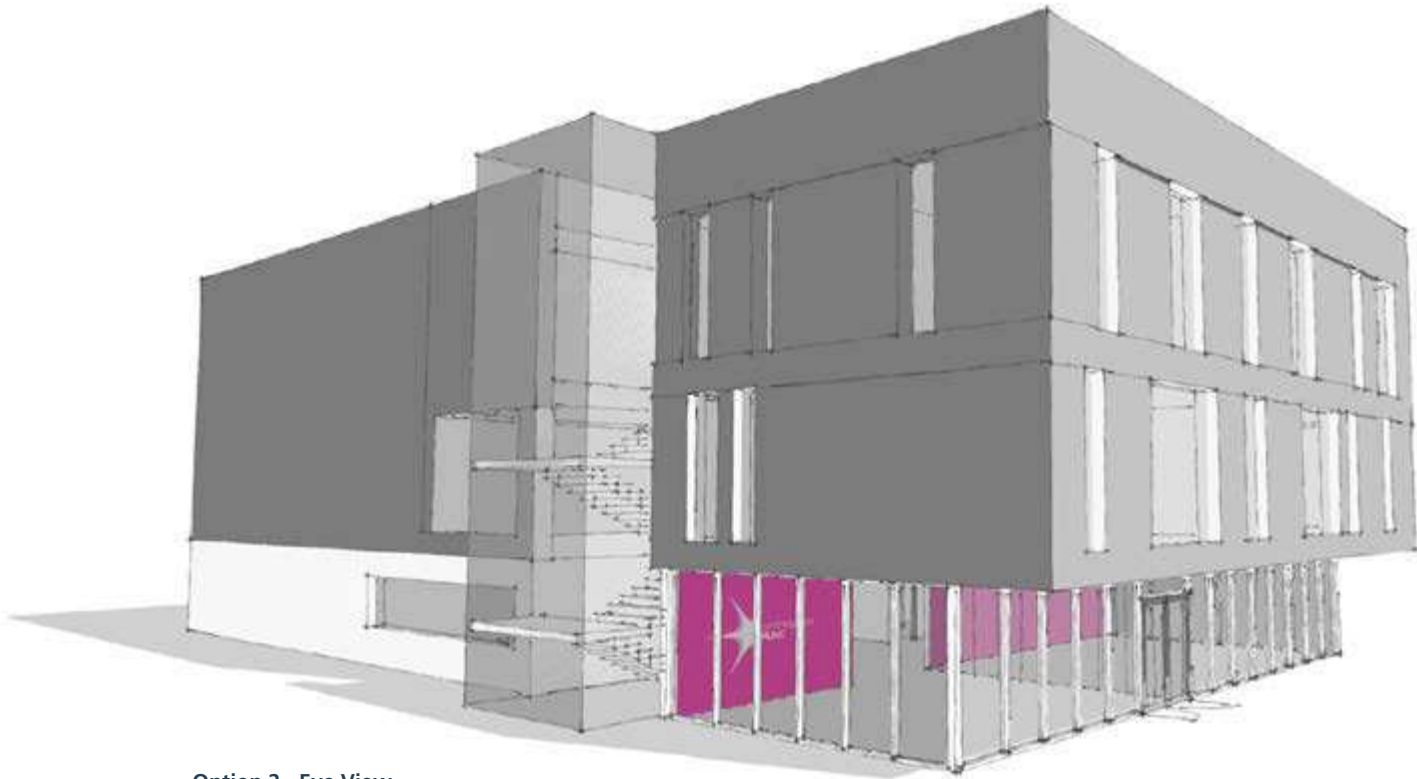
Option 2 - East Elevation



Option 2 - North Elevation



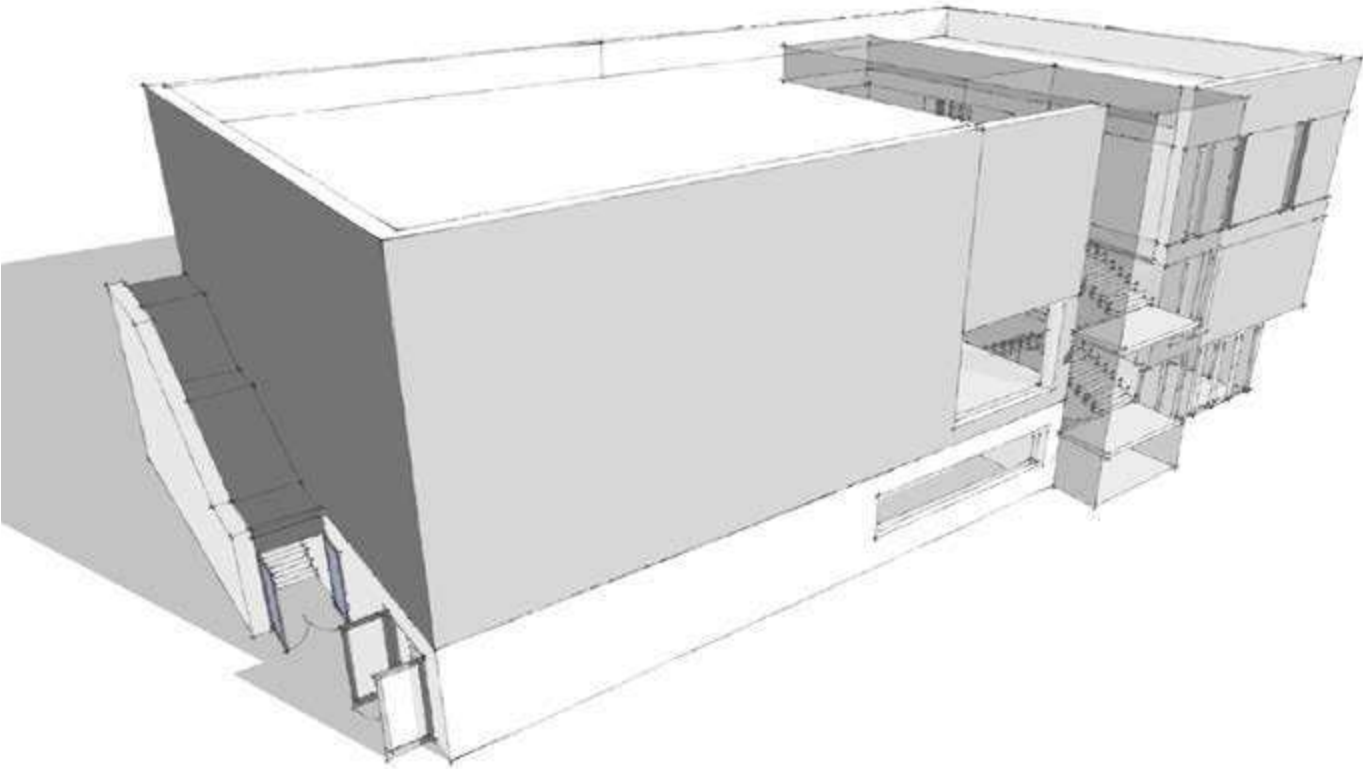
5.3 Option 2 - Section & Images



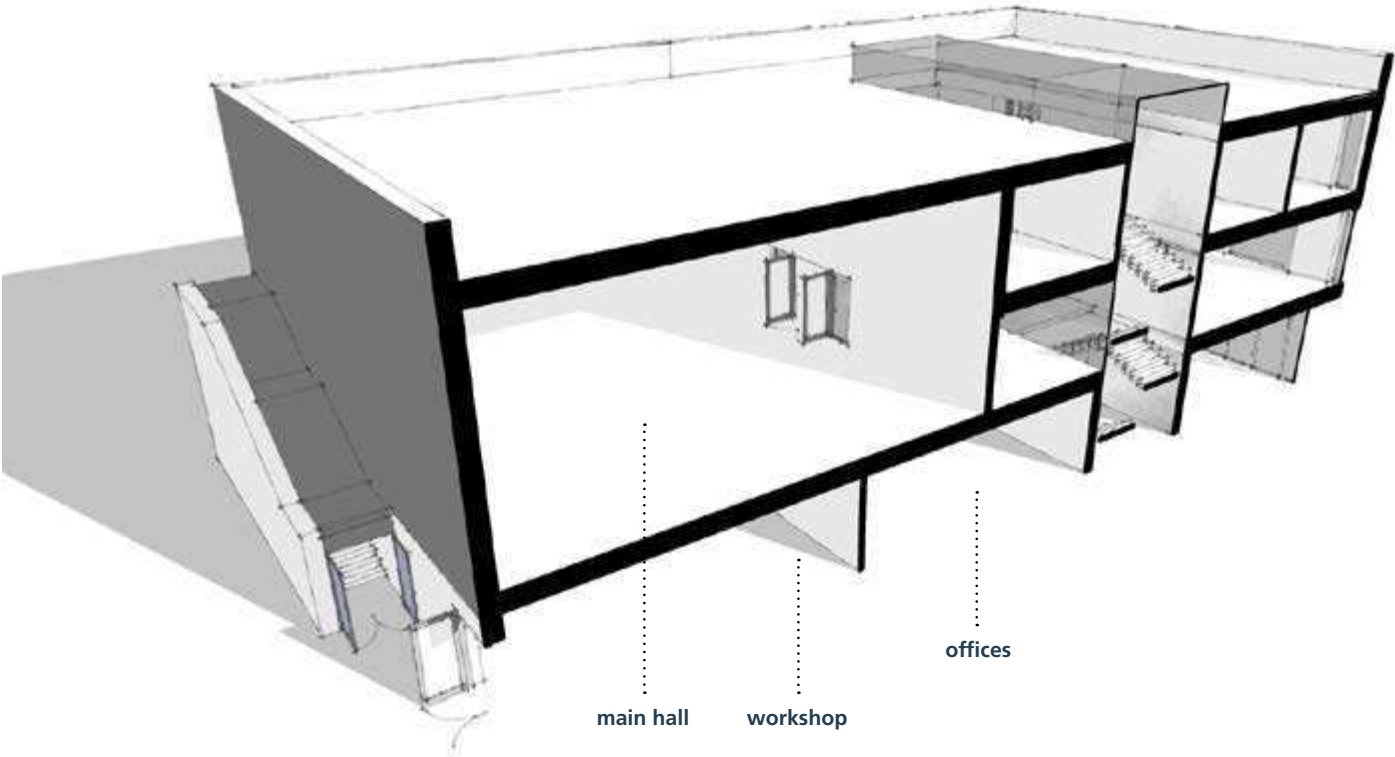
Option 2 - Eye View



Option 2 - Eye View Section



Option 2 - Birds Eye View



Option 2 - Birds Eye View Section



## 5.4 Option 2 - Facade Precedents

05



D - Helsinki Music Centre



D - Laban Centre



D - Modernist Cube



E - Performing Arts Centre Australia



E - Cut-Out Cube Architecture



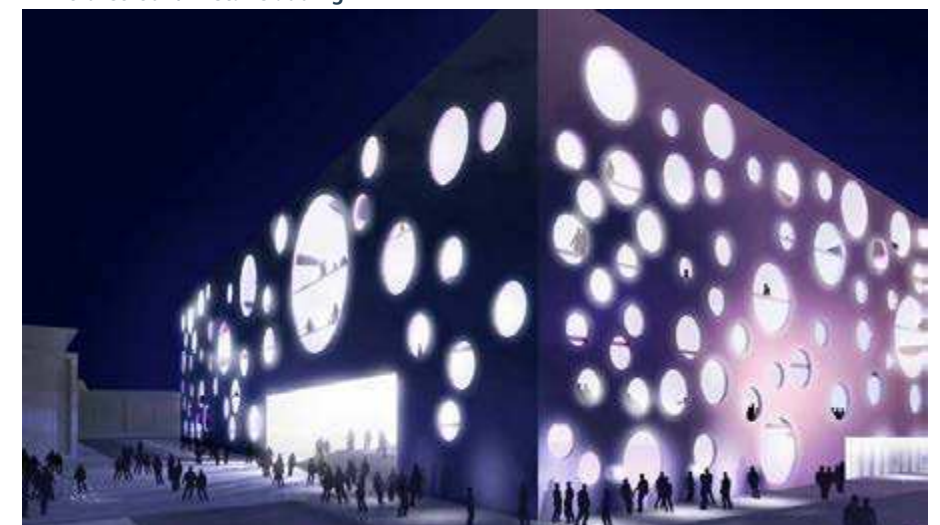
E - Bold Colour / Metal Cladding



E - Sheffield University Music Box



E - Coloured Glass Facade



E - Perforated Skin



# Landscape

St Luke's Barn

The Centre for Research and Engagement for Arts & Technology in Education

Milestone One Report



# 6.1 Landscape Intent

06

## Setting and Planning Considerations

The site is located in Chesterton, Cambridgeshire, and are bordered by predominantly residential properties to the north, east, and south, and by commercial properties to the west.

St Luke's Barn is located within the Site Boundary of St Luke's Church of England Primary School.

The main vehicular access to the school and St Luke's Barn is from the east, off French's Road which runs the length of the eastern boundary.

The existing St Luke's Primary School / St Luke's Barn site has one significant constraint that will affect any major development of the site. Access to St Luke's Barn is via the existing school vehicular entrance which is a narrow single track road passing the main school entrance and through the existing carpark. It is recommended that consultation should be had with the School Stakeholders, Cambridgeshire County Council Highways / Planning Department prior to any further design development.

## Vision

The overall vision for the landscaping design at St Luke's Barn is to provide a stimulating and vibrant entrance area with sufficient parking for the building use. Any future proposals should be low maintenance and provide access for all.

Considered and sensitive design techniques should be adopted throughout the design process, and the existing features of the site will be utilised to reduce the impact of development on the surrounding environment. Fundamental to this approach will be the retention of existing mature trees across the site wherever possible, and the provision of new planting to strengthen and augment the existing.

The ethos that architecture, landscape, and community are intrinsically linked will be promoted by providing efficient circulation routes throughout the site, linking the School to the Music Centre with suitable and robust hard landscaping.

One of the key principles of the design is "The shared and integrated environment" between the Centre and the School. Key design considerations should include separation of pedestrian and vehicular access, Cycle access and parking, accessible & general parking.

## Vehicular Access to the Site

As part of this feasibility three options have been explored for access to St Luke's Barn. These are:

### Option 1

Retain and widen existing access off French's Road. (Widening has been suggested for all options).

### Option 2

Provide new access off Chesterton Mill (private road).

### Option 3

Provide new access off Rackham Close.

The current access into the site is restricted to one vehicle entering the site with limited passing places. The existing school building and the caretakers property currently restrict access, this is further compounded by existing trees and pedestrian footway which all hinder access onto the site.

The proposed site options show the main entrance road widened until they reach the main school building. The widened road allows two vehicles to pass without causing restriction. The significant constraint comes at the pinch point between the existing school building and the caretakers property, which only allows space for one vehicle. Significant alterations would be required to either building to allow two vehicles to pass comfortably. The proposals show the existing pedestrian route realigned to improve access and reduce congestion, thus providing a safe and secure route for all pedestrians entering the site. An existing tree will likely be lost due to the impact on the root area, subject to further assessment from Arboriculturalist. However, if the loss of the tree is acceptable there is opportunity for tree mitigation planting.

On all options additional car parking is proposed increasing capacity beyond 40no. spaces including Blue Badge parking. Additional cycle parking is also provided increasing numbers by minimum 50no.spaces.

Options two and three explore alternative routes into the site. Both options require the loss of existing playing field which does not comply with the latest Sport England guidance and will likely face objection.

Further guidance with CCC Highways Department, input from a highways engineer and transport consultant will be required at the next stage should the site be deemed appropriate.



1 - View of field adjacent to the St Luke's Barn Site



## 6.2 Option 1, 2 & 3 - Proposed Access Options



OPTION 1 - Access via French's Road (existing access)



OPTION 2 - Access via Chesterton Mill (Private Road)



OPTION 3 - Access via Rackham Close



Current entrance to St Luke's Barn site from School grounds



# 6.3 Existing Site Plan

06

Caretakers building

Existing football pitch  
(Not to recognised Sport England size)

Existing car park

Existing refuse store

Existing playground





# 6.4 Option 1 - Current Access Option

- Outer building footprint represent renovation and extension of existing building. Inner building footprint represent to new building. Footpaths and plaza area to be extended as appropriate.
- Existing trees at the back of the building removed and replaced with dense hedge to provide new screening and allow improved, separate pedestrian access with double gates where appropriate
- Potential coach drop-off point
- Grasscrete for service access (subject to Sport England approval)
- Large entrance plaza highlights the main building entrance and provides high quality, impressive setting to the building. Area to include seating and planting.
- Additional gate onto field
- Minimal impact on the existing playing fields
- Refuse store relocated and increased in size to allow additional parking spaces to be proposed.
- New car parking spaces provided to increase the existing provision
- New cycle storage for minimum 50no. cycles
- New trees planted to mitigate the loss of existing trees felled for the implementation of additional parking / access facilities
- Entrance area improved to provide safe and secure access
- Entrance road widened to allow two cars to pass (with the exception of narrowing between School entrance area and the existing caretakers driveway)
- Main pedestrian footpath relocated to provide safe access route to the main school entrance





# 6.5 Option 2 - New Rackham Close Access

06

- Outer building footprint represent renovation and extension of existing building. Inner building footprint represent to new building. Footpaths and plaza area to be extended as appropriate.
- Additional access road follows playing field perimeter. The route is restricted by Tree root protection areas and playing field pitch markings.
- (Note: Access route does not comply with Sport England guidance on playing fields)
- Existing trees at the back of the building removed and replaced with dense hedge to provide new screening and allow improved, separate pedestrian access with double gates where appropriate.
- Potential coach drop-off point
- Large entrance plaza highlights the main building entrance and provides high quality impressive setting to the building. Area to include seating and planting.
- Access road leading direct from Rackham Close (max 4m road width)
- Minimal impact on the existing playing fields
- Additional access road joins existing car park. New route reduces the amount of space for additional parking
- Refuse store relocated and increased in size to allow additional parking spaces to be proposed.
- New car parking spaces provided to increase the existing provision
- New cycle storage for minimum 50no. cycles
- New trees planted to mitigate the loss of existing trees felled for the implementation of additional parking / access facilities
- Entrance area improved to provide safe and secure access
- Entrance road widened to allow two cars to pass (with the exception of narrowing between School entrance area and the existing caretakers driveway)
- Main pedestrian footpath relocated to provide safe access route to the main school entrance





# 6.6 Option 3 - New Chesterton Mill Access

Outer building footprint represent renovation and extension of existing building. Inner building footprint represent to new building. Footpaths and plaza area to be extended as appropriate.

Access off Chesterton Mill private access road (subject to agreement)

Potential coach drop-off point

Existing trees at the back of the building removed and replaced with dense hedge to provide new screening and allow improved, separate pedestrian access with double gates where appropriate.

Large entrance plaza highlights the main building entrance and provides high quality, impressive setting to the building. Area to include seating and planting.

Additional access road follows playing field perimeter. The route is restricted by Tree root protection areas and playing field pitch markings)

(Note: Access route does not comply with Sport England guidance on playing fields)

Additional access road joins existing car park. New route reduces the amount of space for additional parking

Refuse store relocated and increased in size to allow additional parking spaces to be proposed.

New car parking spaces provided to increase the existing provision

New cycle storage for minimum 50no. cycles

New trees planted to mitigate the loss of existing trees felled for the implementation of additional parking / access facilities

Entrance area improved to provide safe and secure access

Entrance road widened to allow two cars to pass (with the exception of narrowing between School entrance area and the existing caretakers driveway)

Main pedestrian footpath relocated to provide safe access route to the main school entrance





# 6.7 Parking Arrangements

06

## Cambridgeshire Local Plan (2006) parking standards

Public halls require 1 space per 100m2 floor area, plus a disabled car parking bay if the development is located within the ' Controlled Parking Zone'. (Note, due to the proximity of the school to the city centre, it is assumed the scheme is within ' Controlled Parking Zone' although this needs confirmation from transport specialist.)

Based on this calculation (assuming 3 floors, each floor 500m2) would require a total of 15no. standard spaces and 3no. Blue Badge. Alternatively if the building is outside the 'Controlled Parking Zone' at total of 75no. standard spaces plus Blue Badge parking would be required.

### Maximum Parking Provision (All Options)

#### Existing Parking on Site:

22no New spaces  
7no. Blue Badge

#### Proposed Parking on Site:

37no. standard spaces  
4no. Blue Badge

#### Plus: Overflow parking:

22no. standard spaces

#### Combined Proposed Total:

59no. standard spaces  
4no. Blue Badge

Although the proposed parking provision can not extend to 75no. spaces is is recommended that dialouge with Cambridgeshire County Council Highways Department is carried out and a full and conclusive travel plan is produced. This will highlight the exact requirement of the facility and provide recommendations for alternative parking and/or alternative travel options.

### Coach Drop-off

It is proposed that coach drop-off for parties of visitors to the centre would be on Histon Road or an alternative location used by St Lukes Primary School. No 'signed' coach drop-off locations were located during this study, therefore further discussion with Cambridgeshire County Council Highways will be required in Milestone 2 to agree a suitable location.

Table 4: Assembly, Culture, Leisure and Sports Uses.

Use	Inside CPZ	Outside CPZ
Museums, exhibition venues	Disabled only	On merit
Sports & recreational facilities, swimming baths	1 space for every 3 staff plus disabled car parking	2 spaces for every 3 staff, plus 1 space for every 4 seats, including disabled car parking
Cinema	Disabled and 1 space for every 2 staff	1 space for every 5 seats, including disabled car parking
Stadia	Disabled car parking only	1 space for every 15 seats, including disabled car parking
Places of assembly including, theatre, auditoria and concert hall	Disabled car parking and 1 space for every 2 staff	1 space for every 4 seats, including disabled and staff car parking
Place of worship	1 space per 100 m <sup>2</sup> floor area, plus disabled car parking	1 space for every 8 seats, including disabled car parking
Public halls/ community centres	1 space per 100 m <sup>2</sup> floor area, plus disabled car parking	1 space per 20 m <sup>2</sup> of public space, including disabled car parking

Cambridgeshire Local Plan (2006) parking standards



View of Histon Road



# Acoustic Design

St Luke's Barn

The Centre for Research and Engagement for Arts & Technology in Education

Milestone One Report



# 7.1 Acoustic Design - Technical Note on Acoustic requirements

07

It is understood that the design of St Luke's Barn Music Centre is to achieve a music centre of a professional standard.

Two options for the development are proposed:

- Option 1 - the refurbishment of an existing building, and
- Option 2 - a complete new build.

It is considered that Option 2 is likely to represent the most complete acoustic design as the constraints of the existing building, as in option 1, could cause difficulties in achieving the desired acoustic performance. In both options the centre is proposed to have a large hall for orchestral music, a number of small and large studios for recording music, workshop/instrument store, music library, break out spaces and an office.

So that the expected activities within the proposed rooms can be carried out as intended and enhanced by quality acoustic conditions, and also, so that activities are not disturbed by external or internal noise or interference, the following points should be carefully considered:

- Sound insulation from external noise sources – the building envelope, external walls and roof, should be carefully designed to insulate from external noise sources. The extent of the design will depend on the external noise climate, which should be extensively surveyed. Also, the location and orientation of the building should be considered if possible, i.e. away from roads, rail and any noisy sites etc. With external structures to protect the building from noise considered, such as noise barriers. Appropriate site selection and orientation with regards to acoustic considerations, could save the project considerable amounts of money on treatment to the external fabric of the building.
- Indoor Ambient Noise Levels (IANL) for each room and its expected use should be considered, taking into account the

ventilation strategy and building services noise. Building services levels may need to be as low as NR18, which requires a large element of coordination between building services engineers and the acoustic specialists.

- Sound insulation between rooms and spaces is highly critical in such a development and for simultaneous use of rooms, high performance walls and floors will be required with a performance in the order of 65 – 75dB Rw likely, with high performance at low frequencies.

The following examples are for typical wall and floor constructions likely to be required, these are not exhaustive more specialist constructions may be necessary:

1. Partition wall: 2 or 3 layers of soundblock either side of a metal stud with resilient bars, and high density insulation within the cavity; overall partition width ranging from 300-500mm. (Any glazing in studio walls should be heavy weight and will require detailed design).
2. Partition wall: high density full height blockwork with a dry lining each side consisting of at least 2 layers of plasterboard with high density insulation in each cavity.
3. Separating floor: high density structural slab of heavyweight concrete with an isolated floating floor finish above and acoustic mass suspended ceiling below of at least 2+layers of 15mm soundblock and high density insulation in the void.

The room arrangement/layout should be considered at an early stage to minimise where possible the need for high performance partitions and floors. Stores and lobbies can be used as a buffers to aid sound insulation between critical rooms. For example, it is noted from the option layouts provided that the main hall is located on the first floor, ideally the hall would be on the ground floor to avoid the need for a high performance floor.

- Reverberation Time design is also critical for music spaces, acoustic treatment to walls and ceilings is likely, including bass traps, panel absorbers and diffusers. All of these are likely to be required in the main hall.
- Room dimensions should also be considered to reduce the effect of flutter echoes and colouration to sound. Room dimensions that are multiples of each other are to be avoided at all costs. Non parallel walls, particularly in the studios can be utilised for this effect.
- Careful design of building services, including no service penetrations through critical partitions or floors.
- Careful design of the junction detailing between walls, floors, ceilings and the external façade is essential.
- All critical music spaces should be modelled using acoustic software, particularly the main hall and large studios to understand and optimise the design.

# Mechanical, Electrical & Public Health

St Luke's Barn

The Centre for Research and Engagement for Arts & Technology in Education

Milestone One Report



# 8.1 - MEP - Technical Note on MEP requirements

08

## MEP INCOMING SERVICES

### Incoming Gas

An incoming gas main enters the primary school site underground from Frenchs Road which feeds the school only.

There is currently no incoming gas supply to St Luke's barn.

The existing Barn is currently heated via electrical panel and convectors heaters. It is proposed that the existing system is removed and is replaced with a gas fired boiler heating system. This will remove a large electrical load from the building and will help in removing the risk of upgrading the electrical incoming service.

A new incoming mains gas supply will need to be applied for from the network utility provider for either of the proposed options for the redevelopment of the barn.

It is proposed that the new gas main runs underground from Frenchs Road and rises at the rear of the barns new main plant room.

It is considered that the existing incoming gas supply feeding the school is not adequately sized to suit the increased gas load.

The final capacity of the gas load is dependent on the final heating design.

New estimated gas supply £8,000 – £15,000; cost could be higher if the existing network is unable to take increased load.

### Incoming Water

The barns existing mains cold water service enters the site underground and rises internally within the male toilet area adjacent to the wash hand basins. The existing water supply then rises to the loft where it feeds two large water storage tanks one for the cold water down services and the other for electrically heated hot water service.

It is proposed that the existing electrically heated hot water service is replaced with a gas fired hot water generation. This will remove a further large electrical load from the building which will help

further in removing the risk of upgrading the electrical incoming service.

The existing mains water will need to be re-routed to the new plant room through an underground duct.

The new hot and cold water services distribution shall need to be designed in compliance with the local water board requirements.

It is considered that the existing incoming water supply feeding the barn is sized to suit both of the proposed options water load. However the final capacity of the water load is dependent on the final hot and cold water services distribution design.

Estimated upgrade of main water supply £5,000 – £8,000 cost could be higher if the existing network is unable to take increased load.

### Incoming Electrical Supply

The existing incoming supply to the barn is provided by UKPN and enters the site underground from Frenchs Road and terminates into a 100 Amp TP&N service head (72KVA) and meter located all located in an electrical service cupboard within the main office.

From a visual inspection of the incoming utility supply service indicates the supply is 100 Amps TP&N, should the supply require upgrading a new service will need to be provided from the main network within Frenchs Road and a new incoming location found due to the existing cupboard not being large enough to house the required CT chamber and meter for a 200amp (144KVA) service head.

A calculation has been carried out based on the overall existing area and the areas of the two proposals using BISRA Rules of Thumb - Guidelines for building services (5th Edition).

The results from the calculation shows the overall extra load required for both of the proposal is 35 amps per phase. This indicates that the existing supply should be suitable for either of the two proposals dependant on final equipment loads.

A load test on the existing incoming supply should been undertaken

over 7 continuous days during term time. This report will determine if the existing 100A services would need to be upgraded to 200A.

A review of the current 5 yearly Periodic Inspection Report shall also be required to ascertain the condition of the current electrical wiring installation should any be retained.

Estimated upgrade of the electrical supply £10,000 – £20,000 cost could be higher if the existing network is unable to take increased load.

### Risk Items

- Discovery of uncharted, buried services and obstructions requiring additional surveys and diversions
- Local Authority, Anglian Water, Environment Agency requirements
- Uncharted gas and water mains connections from adjacent sites
- Report findings based on visual, non-intrusive MEP condition site surveys.

### Renewable Energy Sources

It is an aim for the End User to have a cost effective and environmentally friendly way to generate energy within the new/ remodelled building. During the next Milestone renewable energy sources should be researched and proposed to meet the current Statutory & Planning requirements and also those that provide costs savings in the running/maintenance of the building.

Options for renewable energy could include but are not limited to:

- Solar - Photovoltaic
- Solar - Thermal heaters
- Ground Source Heat Pump (GSHP)

# Sustainable Design

St Luke's Barn

The Centre for Research and Engagement for Arts & Technology in Education

Milestone One Report





# 9.1 - Technical Note on Sustainability requirements

09

## EXISTING BUILDING

St.Lukes Barn is a community and sports facility. The Barn is situated within the grounds of St. Luke's School in Arbury. It was built by the Council in 1987 on land owned by Cambridgeshire County Council and we have correspondence indicating that following completion the building was handed over to the Trustees of the Church Schools of Cambridge (The Old Schools) who own the access road to the Barn.

The Barn has been managed by St.Luke's School since 2004 through annual Service Level Agreements with the Council. It is primarily used for badminton (by the University and Bottisham badminton clubs) and by the school for activities and meetings. There are a couple of first floor meeting rooms which can only be accessed via a narrow staircase.

The Barn is constructed with large curved timber beams (Glulam beams) which are covered with corrugated aluminium sheets. The sheets have 150mm thick internal 'rock wool quilt' insulation fixed to their underside. The Barn is very poorly insulated and inefficient to heat. A dehumidifier is used in the sports hall to try and minimise the effects of condensation. The building also present single glazing windows and no shading devices.

Therefore, the Barn now requires substantial modernisation, repair and decoration if it is to be retained for community use into the future.

## IMPROVED BUILDING - PROPOSED ENVIRONMENTAL STRATEGIES

### BUILDING SERVICES

The mechanical services will include the following elements:-

- Plant Areas
- Ventilation systems
- Domestic hot and cold water systems.
- Automatic controls
- Internal sanitary pipe work
- Natural gas
- Water pumps
- Underfloor Heating System
- Sub metering

All plant selection, installation, commissioning, controls and energy monitoring devices and procedures shall meet and exceed the current regulations.

### PLANT AREAS

A new plant room will be located on the south facing of the existing building. The plant room will accommodate new condensing heating boilers of approximately 130 kW of total capacity.

New gas fired heating boilers will help in reducing energy consumption and CO2 footprint.

### External Plant

The new incoming gas service pipe, new gas meter and the existing gas house will be provided within the site boundary at a location as agreed with the project architect.

### VENTILATION

The system will primarily be a mixed mode ventilation system. Ventilation system will employ mostly manual openable windows, thermally broken glazed louvres, automatic windows actuator and MVHR system.

The ground & first floor proposed studios will be equipped with MVHR fan system with a CO2 sensor.

The reception will be equipped with an air curtain.

All the doors and windows will be equipped with max in glazed type trickle ventilator (TITON) for background ventilation.

The corridor ventilation will be aided by extracting some air via undercutting toilet doors by 10mm and high level louvres.

All toilets and kitchenette shall have extract fans. The disable, Male and Female WC's will have a MVHR fan system. All extract fans will be coupled with smart sensor, it will trickle at set rate and will boost to maximum set speed by PIR sensor. All the toilet doors will be undercut by 10 mm. Kitchen door will be equipped with intumescent type air transfer grille.

The store doors will have a low and a high level air transfer door grilles.

All office and store will comply with AD Part F.

Air volumes will be established by consideration of heat gains and also the air change rate necessary for comfort and safety as appropriate for the activity carried out in each area.

### LPHW Heating Systems

New heating plant could consist of 2 No. 65 kW wall hung type cascaded condensing boilers.

All the areas will be divided in different zones and each zone will have a dedicated zone valve.

All areas shall be served by underfloor heating.

All motorised manifolds for underfloor heating shall be located in the store or as agreed by the architect.

Circulating pumps will be provided on duty and standby basis by a variable twin headed pumps.

### Reception Lobby

The reception will have an air curtain.

# 9.1 - Technical Note on Sustainability requirements

## Cold Water Service

Water is a scarce resource and costs are rising rapidly. A public place that is equipped with water conservation devices may use less than 50% amount of water used in other public places. Installations such as cistern dams, urinal controllers, flow restrictors and self-closing taps, PIR operated valves save water and money.

The Cold Water Mains Services shall be designed in compliance with the local water board requirements. Mains water will be provided from the existing local authority supply. Water consumption will be monitored and recorded using pulsed output water meter to the BMS system.

Following flow rate is recommended, which have been found to achieve a saving of at least 25% on top of consumption rate set by BS EN 806.

Component	Rate	Unit	Comments
WC	4.5	Effective Flush Volumes	Actual maximum
WHB Taps	5	litres/min	Flush Volumes flow rate of each tap at a dynamic pressure.
Kitchen Tap: kitchenette	5	Litres/min	Maximum flow rate
Domestic Washing Machines	40	Litres/use	For a Typical wash Cycle
Domestic Dishwashers	12	Litres/cycle	For a Typical wash Cycle

The existing incoming cold water mains for building shall be equipped with a sample point and with a Hydromag type physical water conditioner. This measure will increase the longevity and will help to maintain the efficiency of this appliances connected to it.

## Hot Water Service

Proposed new build hot water demand will be provided mainly by point of use water heaters. As point of use water heaters are more efficient for this intermittent type used building (as it does not have stored energy losses).

The pipework shall be disinfected in accordance with Health & Safety Procedure HSG 70. On completion, a Certificate of Disinfection must be issued, giving all relevant details and dates.

## Leak Detection System

Mains cold water and gas will be equipped with a leak detection system

## Automatic Controls

A fully integrated Building Management System would be incorporated to provide operation and control of all items of building services plant and equipment. The control shall comply with CCC's TAN, Building Bulletin and IGEM requirements.

The controls would ensure the required internal environmental conditions and time schedules are achieved for the external conditions encountered.

The following software features will be included as standard within the system to deliver an efficient heating system:

- First and second stage frost protection.
- External ECO high limit
- Occupation time ECO high limit room temperature
- Boost control to occupation time
- Optimiser control
- Time and Temperature control on heating zones.
- Boiler sequence control
- Boiler Direct Compensation Control
- Pump Duty Change-over
- Summer / winter control
- Plant Hours Run
- Plant alarms
- On site user screen

## ENVIRONMENT & SUSTAINABILITY

### Options for Environmental Measures in Design

Our aim is to design the most energy efficient building and services that meet the needs of the occupants, are responsive to the external climate, have minimal carbon footprint and are realistic in terms of buildability and cost constraints.

As part of the design it is the intention to target an EPC rating of B. It is therefore essential that the building incorporates measures to ensure energy efficiency and therefore in the development of the

services strategy, we consider the following criteria:

Be Lean

- Minimise consumption of energy and valuable natural resources.
- Minimise waste
- Reduce energy costs
- Keep it simple

Be Clean

- Use energy efficiently
- Recovery energy
- Minimise emissions
- Selection of fuel sources

Be Green

- Use renewable energy
- Local source
- Local generation
- Ethical/fair trade

Be Realistic

- Affordable
- Actually works
- Total satisfaction
- Provides long life durability

Key strengths of the proposal are the replacement of existing external fabric which are extremely energy inefficient with a new energy efficient envelope and with a new energy efficient services.

### Fabric of the building

The building fabric, structure and orientation has a significant effect on the environmental control of a building.

The choices in materials, configuration and arrangement influence the heating capacity, the quantity of solar gains admitted and therefore the type and sizes of mechanical equipment required. Designing the building fabric, structure and orientation to act as a filter and as a damper of outdoor extremes can greatly simplify the mechanical services solutions required.

# 9.1 - Technical Note on Sustainability requirements



CIBSE Guide AM13:2000 states that “Using the building fabric to harness alternative natural cooling methods can achieve major cost savings in terms of mechanical systems. Temperature reductions of 3-4°C below design outdoor peak conditions can be achieved for normal office use, with greater cooling effect during periods of exceptionally hot weather.”

It is recommended that the insulating U-values for major construction elements be of a high performance, in order to meet or better the requirements of Part L. The U-values provided within the table below have been found to offer a good level of performance and typically are able to achieve the requirements of Part L. The U-values are a significant factor in achieving a compliant CO2 emission figure in terms of Part L of the Building Regulations for the proposed design.

Building Element	Existing U-Value (W/m²K)	Proposed U-Value (W/m²K)
External Walls	0.7	0.18
Floor	0.35	0.15
Roof	0.35	0.15
Windows / Louvre	2.25	1.4
Personnel Doors	2.25	1.8

## Avoidance of Solar Overheating

The summertime temperature performance requirement shall be tested in accordance with the CIBSE TM52 criteria:

In order to achieve the above requirements and also to comply with the solar gain limits detailed within Part L of the Building Regulations, the avoidance of solar overheating will be a significant part of this project.

It is envisaged that the south elevation of the building is likely to receive high levels of solar gains in the middle part of the day. This will be overcome by incorporating overhangs, recessed windows and solar controlled glazing.

## Ventilation

The role of ventilation within the building will primarily be to satisfy the following functions:-

- To provide adequate fresh air for the occupants while removing/diluting pollutants
- To reduce summertime peak temperatures

It is the design intent to form the spaces where possible to maximise the use of natural ventilation during time of the season when temperatures and activity in the space allow.

## Air Tightness

The air tightness of the building impacts on its energy consumption and CO2 emission. The more airtight the building, the less energy is required to heat it during cold periods. Part L2 of the Building Regulations states that air permeability must be less than 10m3/h/m2 at 50Pa. As part of the project it is the intention to target an air permeability of 5m3/h/m2 at 50Pa in order to comply with Part L and achieve energy efficient operation.

## Daylighting

Glazing that will be provided throughout the building will offer a number of functions including good daylight penetration, natural ventilation, heat loss, heat gain and views out. Maximising the use of daylight also provides an opportunity to switch off artificial lighting manually or automatically, reducing energy and CO2 emissions.

Good daylight penetration contributes to a pleasant environment within the building. Good daylight levels are considered to provide a feeling of well-being and stimulate individual performance. It is the design intent to form the spaces where possible to maximise the use of natural daylight along with natural ventilation discussed earlier in this report.

Where natural daylighting is insufficient to balance ambient artificial lighting will be used to meet the requirements of the space.

It will be demonstrated through computer modelling that illuminance levels will be minimum 300 lux for 9 a.m. and 3 p.m., on a clear-sky day at the equinox, for the 75% of the regularly occupied floor area.

## Thermal Modelling

The building shall be thermally modelled to determine the internal temperature profile. The model will determine choice of construction materials and the solar control measures required.

## Low and Zero Carbon Technologies

There are a number of Low and Zero Carbon Technologies that will be considered as part of this development.

The final selection of LZC installations will be agreed in the next stage.

## Design Criteria

It is necessary to establish outdoor and indoor conditions at this stage in order to determine approximate plant size and costs. Outdoor design conditions are based on the reference data utilised by IES Virtual Environment thermal modelling software. The reference station selected is Norwich as this is the nearest data available.

## Summer Design Temperatures

The reference data indicates that the design temperature for summer conditions should be 28.7°C (db) 19.6°C (wb). This is based on Norwich reference data.

## Winter Design Temperatures

The reference data indicates that the design temperature for winter conditions should be -2.0 °C (db) 100% Sat. This is based on reference data for Norwich. However, we will be considering -5.0 °C (db) 100% Sat for this project.

## Heating and HWS Energy Consumption

New heating gas fired heating boilers will be used with underfloor heating system. The new heating boilers selection and new control system will be selected to ensure that the energy consumption and CO2 produced per annum is reduced.

The new gas fired condensing heating boilers with underfloor heating system will save energy consumption by eliminating the need the use of electric fan convectors. This will not only save the energy consumption per annum but also save CO2 produced per annum.

Based on benchmark data of existing building of this age, it can be observed that proposed work especially for option 1 will improve the energy consumption.



# 9.1 - Technical Note on Sustainability requirements

If lighting and its control is improved and after converting electrical heating system to gas heating system it will improve the energy consumption efficiency by at least 50% in total and hence the CO2 emission will come down by a minimum of 60%. The figures below are based on assumption that building envelope will be brought to current standard. This will include measures such as increasing the U-values, airtightness, thermal bridging etc.

For this calculation, we have taken a pessimistic view for the electrical consumption and we have considered only 40% improvement overall. These days 60 - 80% efficiency can be achieved in lighting load alone.

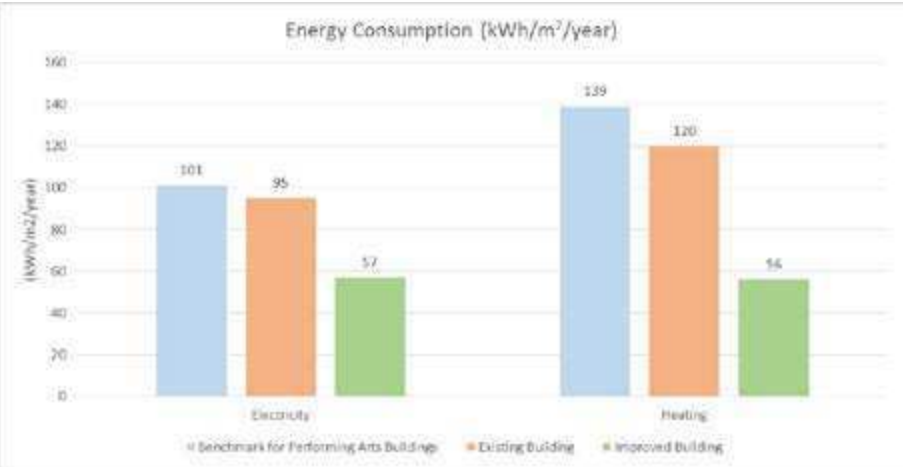
Heating with under floor heating which will be operated at low temperature combined with condensing boilers can bring substantial energy saving. For this calculation we have considered 195 heating days and 12 hrs opening hours per day.

Description	Existing Consumption kWh/m <sup>2</sup> /yr	% Improvement	Proposed	Improved Consumption kWh/m <sup>2</sup> /yr	Existing CO <sub>2</sub> kg/m <sup>2</sup> /yr	Improved CO <sub>2</sub> kg/m <sup>2</sup> /yr
Electrical (Lighting & Small Power Load)	95	40	New LED, Compact Fluorescent Lighting etc.	57	39.14	23.48
Heating (Electrical)	120	N/A	Condensing Boiler & UFH	N/A	49.44	N/A
Heating (gas)		64		56		10.36
Total	215			110	86.52	33.74

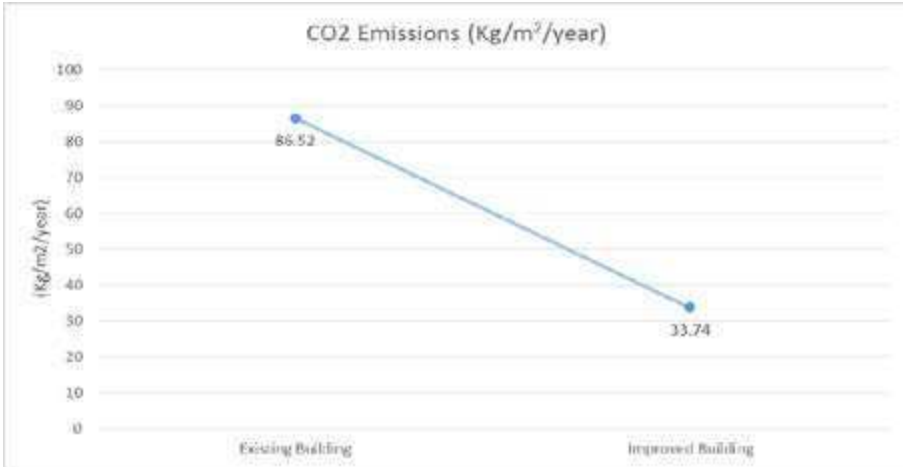
## Summary of Energy Efficiency Methods

The proposed development will be designed to incorporate the following energy efficiency measures:

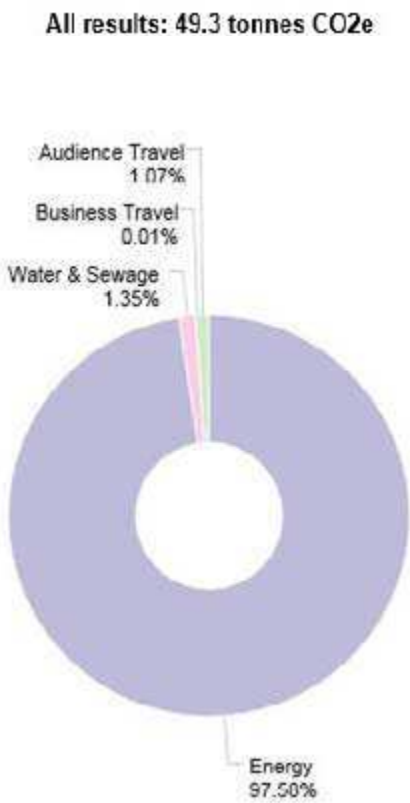
- Computer modelling techniques will be fully utilised to ensure internal environment and aid in the design of the mechanical and electrical services.
- The use of an efficient building envelope that utilises U-valves that offer reduced heat loss resulting in a reduction of CO2 gases.
- The incorporation of a predominantly natural ventilation system and use of mechanical heat recovery fans where it is necessary to maintain the use of space.



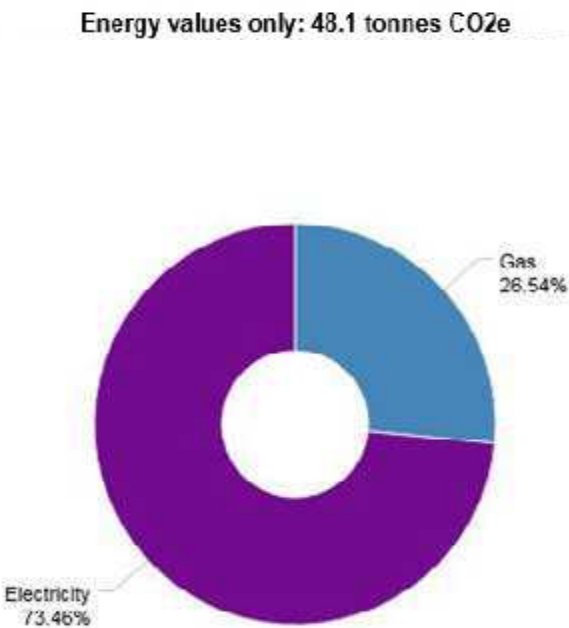
Energy consumption comparison chart



CO<sub>2</sub> emissions comparison chart



CO<sub>2</sub> emissions chart. Source: Julie's Bicycle



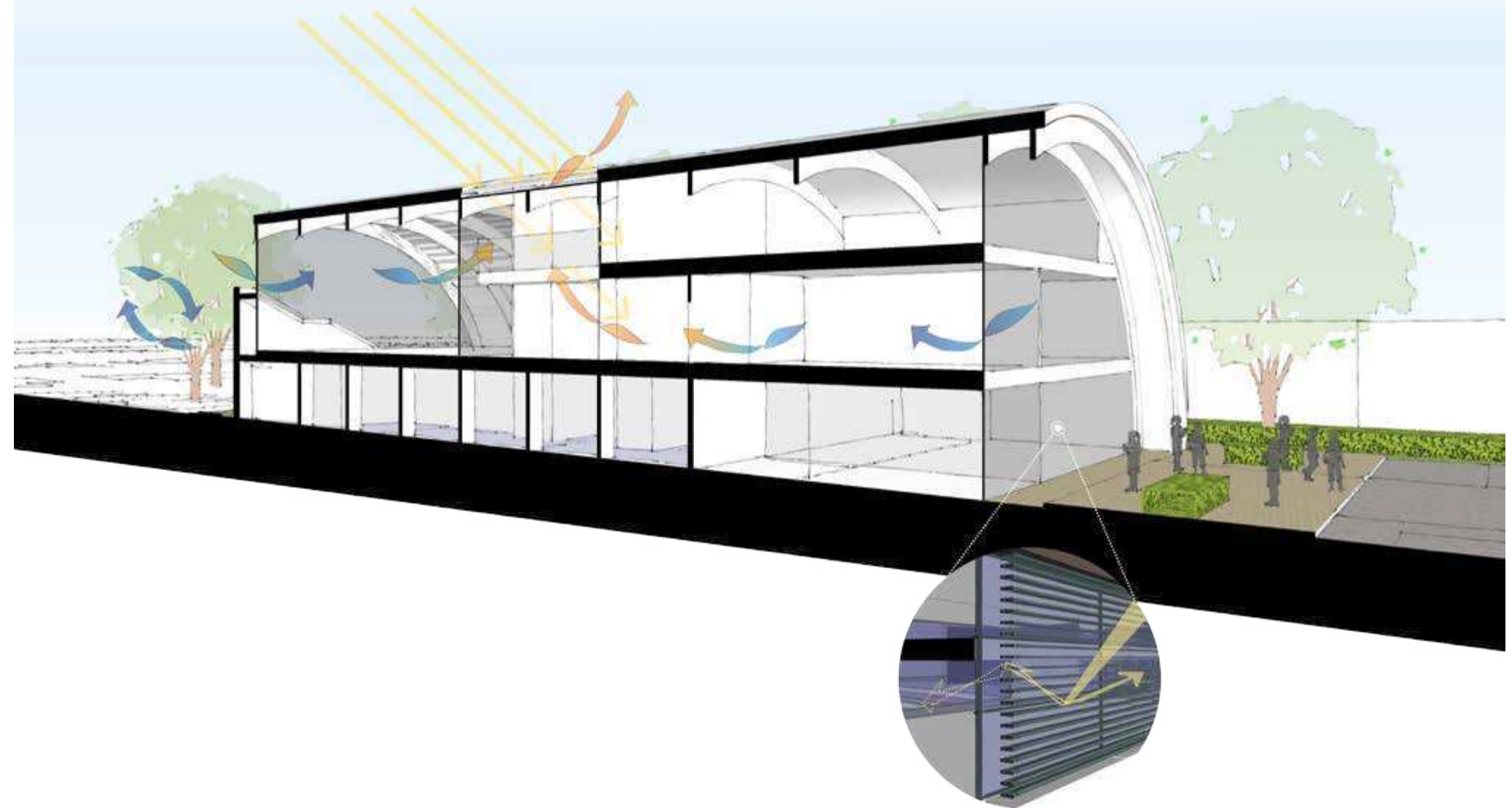
CO<sub>2</sub> emissions chart. Source: Julie's Bicycle

## 9.1 - Technical Note on Sustainability requirements

- Introducing a new heating condensing boilers to replace electric fan convectors etc. complete with new control system. This will save energy consumption and in turn this will reduce CO2 emission per annum.
- Zoning and introducing new heating controls can save energy from 5-10% of the heating bill. Operating the heating systems for an hour less each day will save a similar account.
- Using energy efficient lighting which will save energy consumption, lighting accounts for around half of the electricity used in a typical art and studio building.
- By using and selecting electrical efficient equipment and enabling power management features.
- Daylight and presence detection to automatically control the lighting systems in appropriate locations and consequently the energy used.
- All external lighting will be controlled by a suitable time clock and photocell to offer energy efficient operation.
- Regular maintenance will ensure that the proposed efficiencies are continued and where possible, by the introduction of appropriate new technology, enhanced during the lifetime of the building.
- Install smart metering.

### Improvements to the existing buildings

The energy performance of the existing building will be significantly improved with the renewal and upgrade of the existing services and heating system as well as improvement to certain parts of the internal and external fabric.



Environmental performance scheme of the proposed building (Option 01)



# Construction Issues

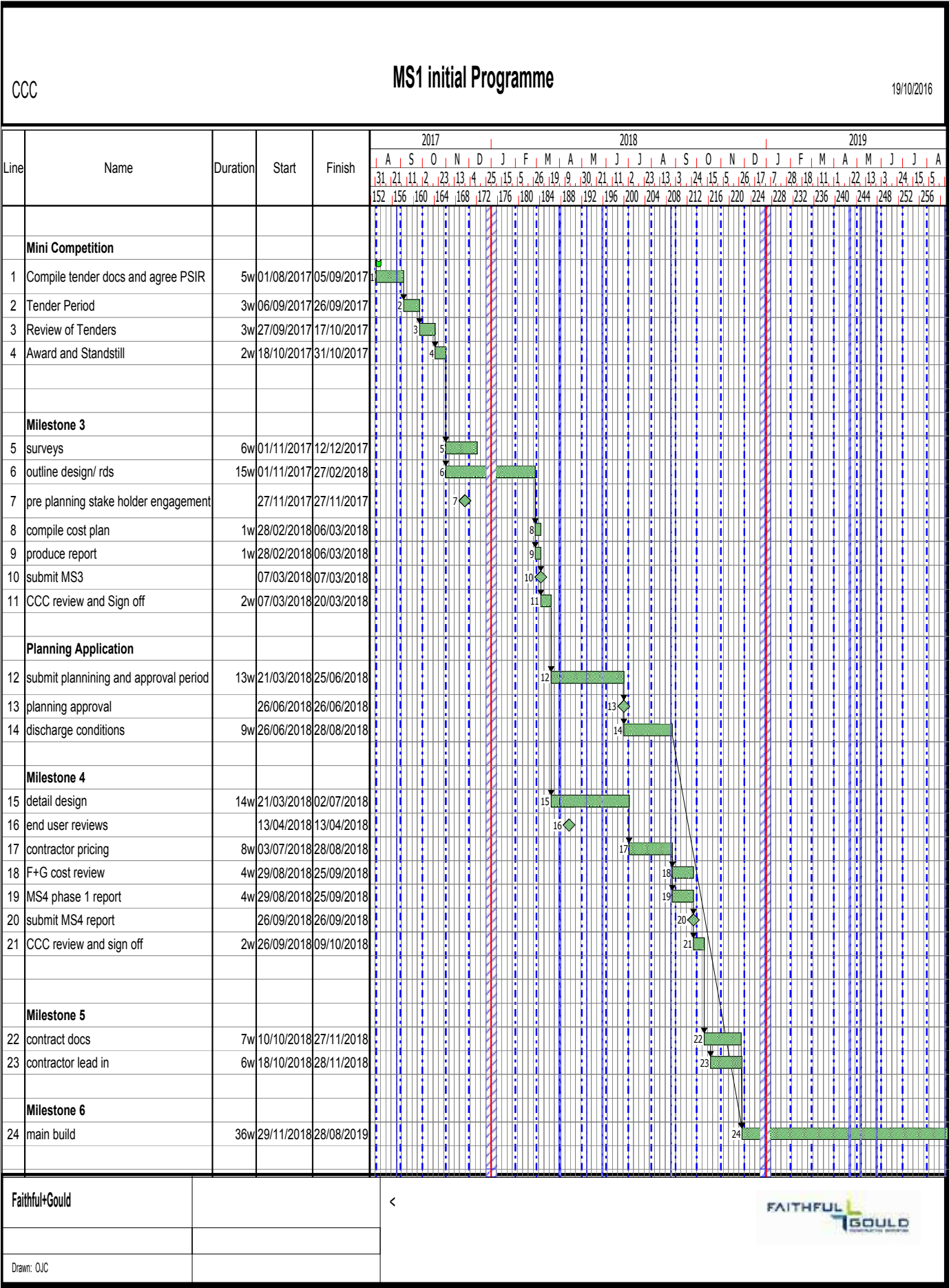
St Luke's Barn

The Centre for Research and Engagement for Arts & Technology in Education

Milestone One Report

10

10.1 Programme Option 1 (Preferred Option)



# 10.1 Programme

## Programme

An outline programme has been developed and included in this report which targets the following key dates:

### Milestone 2 (Mini-Tender)

01 August 2017 – 31 October 2017

### Milestone 3

1 November 2017 – 20 March 2018

### Milestone 4

21 March 2018 – 9 October 2018

### Milestone 5

10 October 2018 – 28 November 2018

### Milestone 6 to Handover

29 November 2018 – 28 August 2019

Please note the above is based on the following assumptions:

1. Approval to proceed is given by Cambridge County Council.
2. Programme is based on the new build development, if a different option is taken forward then the programme would need to be reviewed and updated to reflect this.
3. Site logistics (access etc) will need to be agreed with the school. It has been assumed that by utilising decant space and the necessary segregation the construction works can take place during the school term time, again to target the earliest completion date as is practical.

10.2 Risk Register



Where **IMPACT OF RISK x LIKELIHOOD OF RISK OCCURING = DEGREE OF RISK**

Impact			
Rating	Programme (P)	Budget (B)	Safety/Health/Environmental (SHE)
5	Client/Business stakeholder interests severely damaged	Budget overrun which impacts on client's programme of works	Multiple fatality Major environmental incident involving threat to public health or safety Criminal liability
4	Programme overrun resulting in penalties and additional audits	Significant and non-recoverable impacts in budget spend	Worker/Public fatality Environmental incident leading to breach Criminal liability and compensation costs
3	Minor and recoverable programme overrun that impacts critical path	Minor and recoverable budgetary fluctuations	Major injury to worker or third party Operation likely to cause damage, complaint or nuisance
2	Minor delays not impacting on critical path	Minor budgetary fluctuations within allowance given by client	Minor injury to worker or third party Environmental impact requiring management response to recover
1	Negligible impact	Negligible impact	Negligible impact

Project Number: **5139049**

Project Location: **St Lukes Barn, Cambridge, Cambridgeshire**

LIKELIHOOD	
5	Almost Certain (>91%)
4	Probable (51-90%)
3	Possible (31-51%)
2	Unlikely (11-30%)
1	Negligible (<10%)

=

DEGREE OF RISK					
5 - Catastrophic	5	10	15	20	25
4 - Critical	4	8	12	16	20
3 - Serious	3	6	9	12	15
2 - Marginal	2	4	6	8	10
1 - Insignificant	1	2	3	4	5
	1 - Improbable	2 - Could Happen	3 - As Likely As Not	4 - Very likely	5 - Highly Probable

Impact (max rating)

Likelihood (L/H)

**PROJECT RISKS**

Date Issued: **30/03/2015**

Current Milestone: **MS 1**

Issue Number: **1**

Design Team Partners Ref:

Contract Risk Assessment													
Item No.	Risk	Risk Owner (Named Person)	Consequence	Calculation of Risk					Risk Mitigation / Control Measure / Comments	Min. Cost £	Max Cost £	Weighted Cost £	Close-out Date
				Impact			x Likelihood	Degree of Risk (max)					
				P	B	SHE							
	SITE RISKS												
1	Hazardous materials discovered during site activities affecting critical path activities. Risk of exposure, poorly controlled removal.	Client / Design Team	Effect on programme and cost	2	4	4	2	8	Site Survey during design phase to be completed of all work areas and service routes. Monitor works on site establish any issues as early as possible. Early liaison with local authority regarding historical records of contamination in the local area.	TBC	TBC	TBC	MS 3
2	Potential for site flooding issues.	Design Team	Impact on design, and cost of design. Programme.	2	3	2	1	3	Complete FRA during concept phase during MS 3, undertake analysis of site, establish causes and propose new system.	TBC	TBC	TBC	MS 3
3	Unforeseen obstructions in ground.	Client /Structural Engineer	Prog and Cost	4	4	4	3	12	Undertake suitable ground investigations to establish general ground conditions	TBC	TBC	TBC	MS 3
4	Contaminated ground	Client	Prog and Cost	3	3	3	3	9	Undertake suitable ground investigations to establish risk, monitor soil contamination during progress on site.	TBC	TBC	TBC	MS 3
5	Delays due to issues relating to drainage scheme not suitable i.e. Flow rates, connections etc	Client	Prog and Cost	4	3	3	1	4	Establish dialogue with EA to confirm flow rates and design principles	TBC	TBC	TBC	MS 3
6	Substructure requirements unknown	Design Team	Cost	2	3	1	2	6	Investigate further during design phase.	TBC	TBC	TBC	MS 3
7	Capacity of UK Power Networks	Electrical Engineer	Prog and Cost	3	2	1	1	3	Assessment of Electrical load requirements to be issued to UKPN to review requirements and capacity of local distribution.	TBC	TBC	TBC	MS 3
8	MOLAS/Unexploded bombs assessments	Client / Design Team	Prod and Cost	3	3	3	1	3	Undertake suitable ground investigations.	TBC	TBC	TBC	MS 3
9	Site specific restrictions from ecological/archaeological findings etc	Client / Design Team	Prog and Cost	3	3	1	2	6	Further surveys required during design process to establish existing site conditions.	TBC	TBC	TBC	MS 3
	DESIGN/TEAM												
10	MS 1 & 2 Report not signed off by client	Client/Design Team	Prog and Cost	3	3	0	2	6	Project Manager to ensure design team provide all required information and client signs off all related reports	TBC	TBC	TBC	MS 1 & 2
11	Changing legislation	Design Team	Impact on design and cost.	3	2	2	3	9	Design Team to review any proposed changes in legislation before progressing with design.	TBC	TBC	TBC	MS 3
12	Planning process	Design Team	Programme and may impact design	4	2	0	4	16	Concern for receiving approval for alternations to principle entrance with the Highways Agency.. Submit request for Pre-Application Consultation. Timely submission of full planning application	TBC	TBC	TBC	MS 3
13	Planning objections	Design Team	Programme and may impact design	3	2	0	4	12	Early consultation with public (neighbouring landowners) and planning department	TBC	TBC	TBC	MS 3

10.2 Risk Register

Item No.	Risk	Risk Owner (Named Person)	Consequence	Calculation of Risk					Risk Mitigation / Control Measure / Comments	Min. Cost £	Max Cost £	Weighted Cost £	Close-out Date
				Impact			x Likelihood	Degree of Risk (max)					
				P	B	SHE							
14	Aspirations/expectations of client different from design team understanding	Client / Design Team	Programme and may impact design	2	3	1	2	6	Thorough interrogation of brief during MS 3 to be undertaken	TBC	TBC	TBC	MS 3
	FUNDING/CLIENT												
15	Project not given funding	Client	Programme and may impact design	2	2	0	2	4	Client to provide full details of available budget	TBC	TBC	TBC	MS 3
16	Insufficient funding to meet FF&E budget	Client	Cost	2	2	0	2	4	Client to provide full details of available budget	TBC	TBC	TBC	MS 3
17	Project Delays	Client / Design Team	Prog and Cost	4	3	0	3	12	Detailed programmes to be produced and regularly reviewed	TBC	TBC	TBC	MS 3
	CONSTRUCTION												
18	Contractor going into liquidation	Client	Prog and Cost	4	4	1	2	8	Client to carry-out regular financial check & include performance bond in tender	TBC	TBC	TBC	MS 3
19	Claims for delays caused by information feed not being met by design team	Design Team	Prog and Cost	2	2	1	2	4	Design Team to produce information required schedule with contractor to ensure all required information is made available	TBC	TBC	TBC	MS 3 - 6
20	Failure of contractor to meet established programme	Client	Prog and Cost	4	3	1	3	12	Works onsite to be closely monitored	TBC	TBC	TBC	MS 3 - 6
21	Construction Period Insufficient	Design Team / Contractor	Programme and may impact design	4	2	1	3	12	Detailed programmes to be produced	TBC	TBC	TBC	MS 5 - 6
22	Inadequacy of sub-contract labour	Contractor	Prog and Cost	3	1	1	2	6	Vet, review and regularly monitor sub-contractors	TBC	TBC	TBC	MS 5 - 6
23	Vandalism during construction process	Contractor	Programme	2	2	1	3	6	Contractor to ensure site security	TBC	TBC	TBC	MS 5 - 6
24	Location of extension disrupting school activities	Design Team / Contractor	Prog and Cost	4	3	3	3	12	Contractor to ensure site security	TBC	TBC	TBC	MS 5 - 6
25	Proposed works cannot be carried out in term time	Design Team / Contractor	Prog and Cost	4	4	2	3	12	Appropriate phasing and timing of works is agreed with the school. Additional temporary provision may be required for catering / kitchen facilities whils hall area is remodelled	TBC	TBC	TBC	MS 5 - 6
26	Land Issues	Client	Programme / Cost / design	4	4	2	3	12	Client to confirm and resolve Land issues	TBC	TBC	TBC	MS3
Sum carried forward to project cost plan as Risk Provision										0	0	0	





# Cost Summary

St Luke's Barn

The Centre for Research and Engagement for Arts & Technology in Education

Milestone One Report



11.1 Cost Summary - Options 1 & 2

ST LUKE'S BARN MUSIC CENTRE

Milestone 1 Feasibility Budget - Options 1 & 2 v6  
16-Oct-16



Gross internal floor areas	
Studio new build areas Studio remodelled areas <b>Total - All studios</b>	
All other new build areas All other remodelled areas <b>Total - All other areas</b>	
<b>Total new build areas</b> <b>Total remodelled areas</b> <b>Inflation after 1Q2019 is excluded.</b>	
Ref	Element
<b>1.00</b>	<b>NEW BUILD</b>
1.01	Studios
1.02	Other new build areas
1.03	Enhanced acoustics to main hall
	<b>Sub-total (£)</b>
<b>2.00</b>	<b>WORKS TO EXISTING BUILDINGS</b>
2.01	Internal remodelling and refurbishment works to studios
2.02	Internal remodelling and refurbishment works to all other areas
2.03	New roof throughout
2.04	New windows and external doors
2.05	Demolition works
	<b>Sub-total (£)</b>
<b>3.00</b>	<b>EXTERNAL WORKS</b>
	<b>Sub-total (£)</b>
<b>4.00</b>	<b>INFLATION &amp; REGULATION CHANGES</b>
4.01	Adjustment made to mid-point of construction (1Q2019)
4.02	Allowance for changes to Building Regulations
4.03	Allowance for the impact £/Euro exchange rate
	<b>Sub-total (£)</b>
<b>5.00</b>	<b>PRELIMINARIES</b>
5.01	Fixed preliminaries
5.02	Time related preliminaries
5.03	Site specific
<b>6.00</b>	<b>PRE-CONSTRUCTION &amp; DESIGN FEES</b>
6.01	Main Contractor's pre-construction fee MS3-4
6.02	Consultants' design fees MS3 - 4
6.03	Surveys
6.04	Consultants' design fees MS5 - 8
	<b>Sub-total (£)</b>
<b>7.00</b>	<b>CONTRACTOR'S RISK ALLOWANCE</b>
7.01	Contractor's design risk
	<b>Sub-total (£)</b>
<b>8.00</b>	<b>MAIN CONTRACTOR'S OVERHEADS &amp; PROFIT</b>
8.01	Main Contractor's overheads & profit
	<b>TOTAL ANTICIPATED CONTRACT SUM (£)</b>
<b>9.00</b>	<b>PROFESSIONAL FEES</b>
9.01	Professional fees MS1-2/mini tender
9.02	Project Manager, QS and NEC Supervisor (MS3-8)
9.03	Health & Safety Advisor (MS 3-7)
9.04	Legal fees and other direct fees
<b>10.00</b>	<b>LOCAL AUTHORITY FEES</b>
10.01	Planning fees
10.02	Building Control fees
<b>11.00</b>	<b>EMPLOYER'S OTHER DIRECT COSTS</b>
11.01	ICT installations
11.02	Loose furniture
<b>12.00</b>	<b>OUTSTANDING RISK</b>
	<b>Sub-total (£)</b>
<b>13.00</b>	<b>INTERNAL FEES</b>
13.01	Employer's internal costs / programme management fees
	<b>Sub-total (£)</b>
<b>14.00</b>	<b>EMPLOYER'S RISK</b>
14.01	Employer's change risk/contingency
	<b>TOTAL ANTICIPATED PROJECT COST (£)</b>
	<b>TOTAL ANTICIPATED PROJECT COST ROUNDED (£)</b>

OPTION 1		
Total		
m²		
74		
177		
<b>251</b>		
282		
706		
<b>988</b>		
356		
883		
<b>1,239</b>		
MS1 Cost Plan		
	£	£/m²
	192,400	2,600
	382,778	1,357
	150,000	750
	<b>725,178</b>	<b>2,037</b>
	312,405	1,765
	582,450	825
	256,354	220
	37,170	53
	-	-
	<b>1,913,557</b>	<b>1,544</b>
	220,000	178
	<b>2,133,557</b>	<b>1,722</b>
4.81%	102,624	83
3.00%	67,085	55
5.50%	126,680	103
	<b>2,429,946</b>	<b>1,963</b>
36 wks	32,848	27
	108,242	87
	29,473	24
	9,122	7
	112,370	91
	35,969	29
3.09%	75,085	61
	<b>2,833,055</b>	<b>2,289</b>
1.50%	42,496	34
	<b>2,875,551</b>	<b>2,323</b>
2.75%	79,078	64
	<b>2,954,629</b>	<b>2,387</b>
4.75%	19,861	16
0.233%	140,345	113
	6,884	6
	5,000	4
	15,000	12
	-	-
	20,000	16
	50,000	40
5.00%	147,731	119
	<b>3,359,450</b>	<b>2,713</b>
1.00%	33,595	27
	<b>3,393,045</b>	<b>2,740</b>
5.00%	147,731	119
	<b>3,540,776</b>	<b>2,859</b>
Option 1	<b>3,541,000</b>	<b>2,858</b>

OPTION 2		
Total		
m²		
262		
-		
<b>262</b>		
907		
-		
<b>907</b>		
1,169		
-		
<b>1,169</b>		
MS1 Cost Plan		
	£	£/m²
	681,200	2,600
	1,590,878	1,754
	150,000	750
	<b>2,422,078</b>	<b>2,072</b>
	280,000	240
	<b>2,767,078</b>	<b>2,368</b>
4.81%	133,096	114
3.00%	87,005	74
5.50%	164,295	141
	<b>3,151,474</b>	<b>2,697</b>
36 wks	28,475	24
	232,725	199
	49,492	42
	38,416	33
	172,386	147
	29,998	26
2.49%	78,472	67
	<b>3,781,438</b>	<b>3,235</b>
1.00%	37,814	32
	<b>3,819,252</b>	<b>3,267</b>
2.50%	95,481	82
	<b>3,914,733</b>	<b>3,349</b>
4.24%	19,861	17
0.199%	165,985	142
	7,790	7
	5,000	4
	15,000	13
	-	-
	20,000	17
	50,000	43
5.00%	195,737	167
	<b>4,394,106</b>	<b>3,759</b>
1.00%	43,941	38
	<b>4,438,047</b>	<b>3,797</b>
3.00%	117,442	100
	<b>4,555,489</b>	<b>3,897</b>
Option 2	<b>4,556,000</b>	<b>3,897</b>

F+G comments
Option 1: Remodelling works and new build extension to the existing building. Option 2: Demolition of existing building and construction of new build music centre.
Studio areas comprise large studios, small studios and recording studios.
All other areas include the main hall, music library, workshop, offices and ancillary areas.
Benchmark rate of £2,750/m² (inc. preliminaries) to new build studio areas. Allow £2,600/m² as net building rate (excluding preliminaries shown below). Benchmark rates applied to all other areas. Alconbury benchmark used for roof, external walls and windows/external doors for Option 2. Allow £150k. Total area of main hall is 200m².
Allow £1,765/m² to all remodelled studio areas (based on modular design £30K for 17m²). Allow £825/m² to all other remodelled areas. Based on Alconbury Weald benchmark, £300/m² to roof area (8m high and 34m long semi-cylinder). Based on Alconbury Weald benchmark, £30/m² applied to total GIFA. Based on £100/m². Total area to be demolished 650m² as per RC email 27.03.15.
Based on Landscape Option 1 (no allowance for a new access road). Allowance added for 350sqm of grasscrete, 2nr set of double gates and 1nr single gate.
Inflation to 1Q2019 construction mid-point. Allow 3% increase due to updated Building Regulations.
Option 1 contractor prelims based on average Lot 1 band 2 framework rates. Option 2 contractor prelims based on average Lot 2 band 1 framework rates.
Option 1 contractor surveys and fees based on average Lot 1 band 2 framework rates. Option 2 contractor surveys and fees based on average Lot 2 band 1 framework rates.
Option 1 contractor design risk and OH&P based on nearest-to-average Lot 1 band 2 framework rate. Option 2 contractor design risk and OH&P based on nearest-to-average Lot 2 band 1 framework rate.
Feasibility fees plus 1 mini tender fee As per fee call off schedule. As per fee call off schedule. Allow £5k.
Allow £15k. Included in contractor's design fees.
Allow £20k for computers and printers to offices only. As per FF+E calc. Furniture to kitchens and changing rooms and supply of musical instruments excluded.
Allow at 5% of anticipated contract sum.
Allow at 5% for Option 1 (remodelling) and 3% for Option 2 (new build).

# 11.2 Cost Summary - Assumptions & Exclusions

## ST LUKE'S BARN MUSIC CENTRE

### Assumptions and exclusions

- 1 VAT is excluded.
- 2 Option 1: Remodelling works and new build extension to the existing building.  
 Draft programme: *Inflation to 1Q2019 construction mid-point.*  

Start	24/09/2018	3Q 2018	Estimate period TPI:	261	2Q2015
Completion	31/05/2019	2Q 2019	Mid construction TPI:	270	1Q2019
	<b>36 weeks</b>			<b>3.45%</b>	
- 3 Option 2: Demolition of existing building and construction of new build music centre.  
 Draft programme: *Inflation to 1Q2019 construction mid-point.*  

Start	24/09/2018	3Q 2018	Estimate period TPI:	261	2Q15
Completion	31/05/2019	2Q 2019	Mid construction TPI:	270	1Q2019
	<b>36 weeks</b>			<b>3.45%</b>	
- 4 Inflation after 1Q2019 is excluded.
- 5 The additional cost to the overall project value to utilise Landscape Option 2 instead (new access road from Rackham Close, less grasscrete) i £ 80,000
- 6 The additional cost to the overall project value to utilise Landscape Option 3 instead (new access road from Chesterton Mill, less grasscrete) is £ 20,000
- 7 Option 1 contractor's preliminaries, mark-ups and fees based on the average of current lot 1 band 2 CCC framework rates. I should be noted, however, that a new contractor framework will be in place before this project is tendered so the rates should be treated with some caution.  
  
 Option 2 contractor's preliminaries, mark-ups and fees based on the average of current Lot 2 band 1 CCC framework rates. See comment above
- 8 regarding contrator framework.
- 9 No allowance for audio equipment, musical instruments and IT equipment outside of the offices has been included.
- 10 No allowance for loose FF&E to the changing rooms, kitchen/kitchenette and stores has been included.
- 11 No allowance for MS2 fees other than for the mini tender has been included.

### 12 Total area of studios for Option 1:

	New build	Refurb
Small studio	0	108
Large studio	74	49
Recording	0	20
<b>Total (m²)</b>	<b>74</b>	<b>177</b>

### 13 Total area of studios for Option 2:

	New build
Small studio	126
Large studio	120
Recording	16
<b>Total (m²)</b>	<b>262</b>



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## **Business Development Strategy 2017-18**

### **Evidence or Supposition of Need**

- Customers need primarily web-based, interactive information, resources and points of sale.
  - The internet was used daily or almost daily by 82% of adults (41.8 million) in Great Britain in 2016, compared with 78% (39.3 million) in 2015 and 35% (16.2 million) in 2006. In 2016, 70% of adults accessed the internet 'on the go' using a mobile phone or smartphone, up from 66% in 2015 and nearly double the 2011 estimate of 36%. 21% of adults used smart TVs to connect to the internet in 2016. In 2016, 77% of adults bought goods or services online, up from 53% in 2008, but only up 1 percentage point from 2015. (source: ONS 08/16)
- Cambridgeshire Music needs to increase its financial resilience by diversifying its business model and spreading its financial risk across new value propositions and sectors. Potential individual donors seek opportunities to financially support the arts, wellbeing and social justice in their communities. Potential corporate sponsors seek opportunities to support and develop quality of life for their employees and customers.
  - Charitable giving to DCMS-funded directly and indirectly organisations is holding steady at £444m 2014/15 compared to £455m in 2013/14 and after a significant rise from £292m in 2012/13
  - Over four years (2010/11-2014/15) the turnover of Cambridge companies has grown by 31%, employment by 26% and the number of companies by 24%. To put this into an international context, over the same four years' total employment grew in China by 1.5%, in the USA by 7.4%, and in the UK as a whole by 6.4%. (Source Cambridge Ahead Feb16)
- Cambridgeshire Music needs high quality, consistent evidence of its reach, quality, engagement, impact and resilience to inform performance management, strategy development and business development
  - Quantifying the benefits [of arts and culture] and expressing them in terms of facts and figures that can evidence the contribution made to our collective and individual lives has always presented a problem, but it is something that arts and culture organisations will always have to do in order to secure funding from both public and private sources. (Arts Council England 03/14)
- Cambridgeshire Music needs to mobilise its staff to advocate and promote its activities
  - 60% of CM staff lack confidence in engaging with business development (primary research 01/17)

### **Core Services/Activities to be provided 2016/17**

- Financial management
  - Budget planning, forecasting and monitoring
  - Risk analysis & cost control
  - Hub support for learning
- Business model diversification
  - Sponsorship development
  - Room hire
  - Trust/grant funding development
  - Loan finance
- Public engagement
  - Evidence gathering and analysis
  - Web development and analytics
  - Direct marketing inc. e-newsletter
  - PR
  - Social media

### **Success Criteria by end March 2018**

- 20 funding partners (15/16 actual – 4; 16/17 target – 6)
- 3500 active direct customers (15/16 actual 3000)
- 200 active school customers (15/16 actual 200)
- 2000 social media followers (15/16 actual 600; 16/17 target 1200)
- Baseline web analytics established
- 12 new value propositions launched
- Evidence bank grown to include 30 images, 6 videos, 30 endorsements, 30 case studies and 12 KPIs.
- 50% of staff confident about and engaging effectively in business development

- 8 hub partners working collaboratively with CM on business development

### **Inclusion, Projects and Events**

- Public engagement (Lead Manager JI)
- Business model diversification (Lead Manager JI)
- Young Promoters (Lead Manager LH)
- Cambridge Live Outreach (Lead Manager LH)
- Support for learning through Hub bursary scheme (programme H) (Lead Manager LH)

### **Partnerships and Collaborations**

- Academy of Ancient Music
- Aldeburgh Music
- Anglia Ruskin University
- Arts Council England
- Britten Sinfonia
- Cambridge City Council
- Cambridge University
- CCC Transformation
- Greater Cambridge Greater Peterborough Enterprise Partnership (LEP)
- NNF Bridge

### **Resources, Support, Links relating to the strategy**

- Cultural shift
  - Deliver training and mentoring to project managers
  - Involve staff and hub partners in business development research, planning, review, advocacy through Business Development Group (BDG)
- People
  - Head of Business Development
  - Heads of Service/Departments and Project Managers
  - Business Development Officer
  - Business Support Officer
  - Business Support Administrators
  - Web Developer
  - Business Development Group (staff and hub board representation)
  - All staff
- Key suppliers
  - Cream Ink – design and print
  - Creative United - loan finance brokerage
  - Creative Warehouse – PR, audiovisual media, web graphic/interface design & content development
  - Local World (Cambridge News) - media coverage
  - Mailchimp – software subscription
  - Netbanx – finance platform
  - Realnet – web development
  - TBC - CREATE fundraising
  - TBC – third party web analytics
  - TBC – customer data analysis

### **Training**

- Videography and photography (all staff)
- Fundraising (BDG)
- Social media (all staff)
- Developing young tutors and project managers ‘on the job’
- Placement opportunities for university students and/or interns

Owner: Julia lent

Budget Proposed: tbc

Date of next review: November 2018

**A CORPORATE ENERGY STRATEGY FOR CAMBRIDGESHIRE COUNTY COUNCIL**

**To: General Purposes Committee**

**Meeting Date: 21 March 2017**

**From: Executive Director, Economy, Transport and the Environment**

**Electoral division(s): All**

**Forward Plan ref: 2017/019 Key decision: Yes**

**Purpose: To share the results from the external consultation, 3 January – 31 January 2017 on the Council's draft Corporate Energy Strategy and seek approval for the updated strategy.**

**Recommendation: Committee is asked 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**

<b><i>Officer contact:</i></b>	
<b>Name:</b>	Sheryl French
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## **1. BACKGROUND**

- 1.1 On 20<sup>th</sup> December 2016, Members agreed a draft Corporate Energy Strategy for external consultation targeting key partners and stakeholders including Central Government, District Councils, Parish Council, Local Partnerships, Environment Agency, Local Government Association, Greater Cambridge and Greater Peterborough Local Enterprise Partnership, Cambridge Cleantech, Housing Associations and the Wildlife Trust.
- 1.2 The final strategy, when it is adopted, will provide a clear statement of the Council's intentions on sustainable energy, and give officers a clear view of the type of projects that could be investigated and developed further.

## **2. CONSULTATION RESULTS**

- 2.1 45 responses were received via the online questionnaire and an additional five responses were received from Parish Councils confirming they had discussed the draft strategy at their parish council meetings with no comments to add.
- 2.2 The consultation comprised seven questions with each question focusing on a different aspect of the strategy document. Overall there is strong support for the strategy. The results summary is attached as Appendix A.
- 2.3 The consultation allowed for more detailed feedback on aspects of the strategy which are contained in Appendix B. Based on the feedback received, some changes have already been made, and this has improved the content of the strategy. However, some of the more fundamental suggestions are listed below for discussion and agreement with Members before being taken forward.
- It was suggested that targets or actions could be included in the strategy. An action plan will be developed to support the delivery of the strategy at an officer level.
  - It was suggested that a description of why the strategy is important to the County Council and what it hopes to achieve from the delivery of the strategy should be included. A foreword from the Leader of the Council has been drafted, and can be found in Appendix C, in the updated strategy document.
  - Six priorities have been identified in the strategy. Feedback has highlighted the importance of energy efficiency as a key priority. Currently, the six priorities in the strategy are ranked equally on the basis that low carbon generation, and the supply of cost effective energy are as equally important. The revised strategy highlights the overarching importance of energy efficiency.
  - Linked to the point above, it was felt that a stronger emphasis for implementing policies and processes that minimise energy use was needed in the strategy. To accommodate this, updates have been suggested to the purpose of the strategy particularly in section one, bullet point two. The strategy outcomes now, also, include reductions of energy through service delivery redesign and policy development.

- Small scale nuclear has been suggested for inclusion in table 3.1 as a fuel option. It is not recommended to include this in the strategy at this time. It is suggested that this is reassessed when there is further government guidance, and demonstrator projects to enable the County Council to understand if this is appropriate for Cambridgeshire.
- Providing funding and advice to Town and Parish Councils on how to access funding and support community projects on parish land was suggested. Signposting grants and new funding opportunities can be promoted with little impact on resources via our website and this has been included in the section 3.3 of the strategy.

### **3 DELIVERING THE STRATEGY**

- 3.1 An action plan with targets will be developed to implement and monitor the successful delivery of the strategy. To make a difference it will be important to ensure that the strategy is embedded in a number of key programmes including Greater Cambridge City Deal; Connecting Cambridgeshire; Farm Estate Strategy; transport planning as well as contracts including waste, highways and lighting.
- 3.2 Monitoring and reporting progress on the strategy will be undertaken annually, and it is suggested that this could be done via Group Leaders. To oversee the strategy, Strategic Property Asset Board could provide the internal support, and guidance for its implementation. Individual projects will be developed, and decisions facilitated, by the relevant committees.

### **4. ALIGNMENT WITH CORPORATE PRIORITIES**

#### **4.1 Developing the local economy for the benefit of all**

The strategy, when agreed and implemented, should contribute towards improved local energy security and the development of a modern low carbon economy. Benefits to the local economy will come through the design and delivery of new and innovative projects on the Council's assets; generating local renewable energy and potentially reducing the Councils costs for landfilling waste.

#### **4.2 Helping people live healthy and independent lives**

The resulting projects when they come forward could have a beneficial impact on health through improving air quality, and reducing fossil fuel emissions.

#### **4.3 Supporting and protecting vulnerable people**

The strategy recognises that managing the Council's own energy costs through reducing consumption, generating and selling local energy should bring income to the authority to help front line services. In addition, schemes for collective buying of energy helps residents and businesses reduce energy bills and reduce the impact of future energy price rises.



## **5. SIGNIFICANT IMPLICATIONS**

### **5.1 Resource Implications**

The implementation of the strategy has implications including:

- *Making better use of our assets.* Investment in energy projects, particularly on county owned land, has the potential to provide a financial return.
- *Development costs.* The Council will be taking the up front development risk on larger projects. If a project is successful, development costs are repaid. However, some projects may not get delivered for technical or other reasons despite costs being incurred. However the assumption will be that revenue generating schemes will need to cover all development costs.
- *Public Works Loan Board (PWLB) borrowing.* Financing new energy schemes will require the Council to continue to provide funding, e.g. by borrowing from the Public Works Loan Board. The Council will continue to carefully manage risks to projects.
- *Property implications.* There are a range of opportunities to explore for the Council's property and land assets. It is important for close collaboration to ensure projects are not competing or compromised by different agendas.

### **5.2 Statutory, Legal and Risk Implications**

Investment decisions will be made on a project by project basis, based on a sound business case.

### **5.3 Equality and Diversity Implications**

When individual projects are developed and brought forward for investment decision, community impact assessments will be required for those eligible to do so and strong engagement with the community is required by the strategy to get early input into project designs.

### **5.4 Engagement and Consultation**

Individual energy projects will need to undertake community engagement and public consultation to secure local benefits. In addition compliance with national and local planning policies will be required.

## 5.5 Localism and Local Member Involvement

Where individual projects are brought forward it will be important to engage with local members early in the process.

## 5.6 Public Health



Displacing fossil fuels through clean energy and reducing energy consumption will bring health benefits through improved air quality and tackling the impacts of climate change.



Implications	Officer Clearance
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Sarah Heywood
<b>Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?</b>	Yes Name of Legal Officer: Fiona MacMillan
<b>Are there any Equality and Diversity implications?</b>	No Name of Officer: Tamar Oviatt-Ham
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes Name of Officer: Mark Miller
<b>Are there any Localism and Local Member involvement issues?</b>	No Name of Officer: Tamar Oviatt-Ham
<b>Have any Public Health implications been cleared by Public Health</b>	Yes Name of Officer: Iain Green



Source Documents	Location
SmartSurveys – Online questionnaire and results-summary of external consultation and detailed feedback on individual questions	\\ccc.cambridgeshire.gov.uk\data\ETE Growth & Economy\EIU\New Business\Strategy Development\Corporate Energy Strategy\Consultation\Results>
Asset Management Strategy 2011-2021	Cambridgeshire County Council website  \\ccc.cambridgeshire.gov.uk\data\ETE Growth &



Draft Corporate Energy Strategy_v17	Economy\EIU\New Business\Strategy Development\Corporate Energy Strategy
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Appendix A: Summary of the results from the external consultation on the Council's  
DRAFT Corporate Energy Strategy



Q1. Is the purpose of the draft strategy clear?							
						Response Percent	Response Total
1	Yes					91.11%	41
2	No					8.89%	4
Analysis	Mean:	1.09	Std. Deviation:	0.28	Satisfaction Rate:	8.89	answered
	Variance:	0.08	Std. Error:	0.04			skipped
							45
							0

Q 2. Will our approach to energy contribute positively to our vision for a Sustainable and Prosperous place?							
						Response Percent	Response Total
1	Yes					86.67%	39
2	No					13.33%	6
Analysis	Mean:	1.13	Std. Deviation:	0.34	Satisfaction Rate:	13.33	answered
	Variance:	0.12	Std. Error:	0.05			skipped
							45
							0



Q3: Are the six priority areas and their outcomes on page 5, the right ones? If No, please explain in the comment box below how these can be adapted and improved. Thank you.							
						Response Percent	Response Total
1	Yes					80.00%	36
2	No					20.00%	9
Analysis	Mean:	1.2	Std. Deviation:	0.4	Satisfaction Rate:	20	answered
	Variance:	0.16	Std. Error:	0.06			skipped
							45
							0

Q4. Cambridgeshire has the technical potential to deliver energy projects from a range of renewable fuels and technologies as set out in table 3.1 on page 6 of the strategy. Are there any local fuels missing from table 3.1 that you would expect to see in this list? If Yes, please comment below and identify the opportunities and challenges. Thank you.							
						Response Percent	Response Total
1	Yes					23.81%	10
2	No					76.19%	32
Analysis	Mean:	1.76	Std. Deviation:	0.43	Satisfaction Rate:	76.19	answered
	Variance:	0.18	Std. Error:	0.07			skipped
							42
							3



**Q5.** In section 3.3 of the strategy, pages 10-13, we identify the work we are currently doing on energy and new opportunities that need developing to deliver our energy ambitions. **Have we missed any opportunities that you think we should develop and include in the draft strategy? If Yes, please add your ideas and opportunities in the comment box. Thank you.**

						Response Percent	Response Total
1	Yes					38.10%	16
2	No					61.90%	26
Analysis	Mean:	1.62	Std. Deviation:	0.49	Satisfaction Rate:	61.9	answered
	Variance:	0.24	Std. Error:	0.07			skipped
							3

**Q6.** The funding and resourcing of the strategy is set out under section 4 of the draft strategy. It is a high level summary of the funding opportunities as it is assumed the business cases will be developed individually for projects based on the financial and policy merits of the and that every project that is developed will need an engagement plan to secure community inputs. **Is there anything more you would like to see added under section 4? Please tell us what else you would like to see in the comments box. Thank you.**

						Response Percent	Response Total
1	Yes					17.50%	7
2	No					82.50%	33
Analysis	Mean:	1.82	Std. Deviation:	0.38	Satisfaction Rate:	82.5	answered
	Variance:	0.14	Std. Error:	0.06			skipped
							5

**Q7.** Are there additional skills or mechanisms (such as existing procurements or new procurements, government schemes or public sector companies) that could facilitate the draft strategy that we have not yet captured in section 3.3 and 4? Please tell us more in the comments box. Thank you.

						Response Percent	Response Total
1	Yes					18.42%	7
2	No					81.58%	31
Analysis	Mean:	1.82	Std. Deviation:	0.39	Satisfaction Rate:	81.58	answered
	Variance:	0.15	Std. Error:	0.06			skipped
							7

**Q8.** The following section asks about yourself. All information provided by you remains completely confidential, however, if you do not feel comfortable providing us with any of this information, it is not mandatory.

			Response Percent	Response Total
1	An officer at Cambridgeshire County Council	<div><div></div></div>	13.33%	6
2	An officer at a Cambridgeshire district or Peterborough Local Authority	<div><div></div></div>	4.44%	2
3	An officer at an other public sector organisation	<div><div></div></div>	11.11%	5
4	Parish or town Councillor	<div><div></div></div>	48.89%	22
5	None of the above, please tick and add in comments section below	<div><div></div></div>	22.22%	10
			answered	45







**Appendix B: Responses to the detailed comments arising from the draft Corporate Energy Strategy external consultation, 3<sup>rd</sup>-31<sup>st</sup> January 2017**

Question 1	Consultation Feedback	Officer Comment	Change made to the strategy
	<p>The purpose of the strategy and the introduction are very clear. The document clearly sets out why it important to act now (the opportunity as well as the risk that inertia would present to economic productivity).</p> <p>I understand that there has been a national shift in subsidies for renewable energy and this is negatively influencing innovation in the sector - Is this correct? Should this challenge be reflected in the strategy?</p>	<p>Noted.</p> <p>Include the challenge of changing subsidies and its negative impact on innovation</p>	<p>Updated section 4 under Feed in Tariff that business cases will reflect the FIT where they still apply. Updated table 3.1</p>
	<p>Too ambiguous if it is JUST for CCC and the CCC asset base or is it for Cambridgeshire in total; how does it fit (or replace) private sector initiatives. Getting CCC to be 'joined up' should be easy!</p>	<p>Check introduction to ensure the emphasis is on CCC assets.</p>	<p>Changes to section 1 introduction and purposes to reflect emphasis on CCC assets</p>
	<p>Is it about future proofing and transforming our local energy supply to meet low carbon demands or is it about minimizing supply disruption? Seems to be more about supply disruption but is this really an issue?</p>	<p>Noted. The emphasis should be on transforming local energy supply to meet low carbon demands.</p>	<p>Updated section 1</p>
	<p>But it's missing something. I don't think the strategy really defines the type of organisation that we are aspiring to be or sets out an overall aim. Currently, there are no targets.</p>	<p>Noted.</p> <p>A foreword is drafted to provide the political leadership for the strategy and define the organisational aspiration.</p>	<p>A foreword to the strategy from the Council leader has been drafted for agreement and inclusion in the strategy.</p>

		Targets are good idea. An action plan will be developed and the intention is to include targets in the action plan.	
	Yes but it misses completely the importance of sustainability in any modern energy strategy	Noted. Review strategy to strengthen the importance of sustainability in the introduction.	Updated section 1 to reflect energy sustainability.
	Would be good to link the strategic aims here into wider support for sustainable infrastructure investment beyond energy, so that water, transport, communications are also recognised.	Noted.	Updated purpose to better reflect the links. Section 1.
	Mostly clear although the final point about attracting investment needs more information, especially in relation to any risk to the council's assets	Noted. Risk assessment comes in at the individual project level.	No further action.
	As long as the strategy is supported by political will for example if the result of the consultation is to encourage energy from waste incineration then there must be the will to push it forward rather than bow to the will NIMBY groups.	Noted.	See foreword.
	It's riddled with jargon and gibberish. e.g. "delivery mechanisms to facilitate energy resilience."	Noted. Review of jargon to simplify text where necessary.	Section 1 simplified.
	For any new housing development going forward, (e.g Northstowe phase 2+, Borne Airfield etc) strong consideration should be given to district heating schemes, with land set aside for the energy assets (even if not deployed straight away). Addition of solar PV on roofs or integrated into roofs should also be considered, so the costs can be reduced for households to adopt, and stronger consideration given to aesthetics of lots of homes with solar added. Underpinning this needs to be having new homes which are energy efficient, like the code for sustainable homes which was recently removed. Planning	Noted.	This is included indirectly into the purpose of the strategy bullet 2.

	authorities I believe, still have the power to insist homes can be built to these kinds of standards.		
	We are not sure that the title of the document reflects the purpose of the strategy. 'Corporate Energy Strategy' implies a focus on the energy use of an organisation from an asset management perspective, similar to the City Council's Carbon Management Plan. However, the strategy presented goes much further than this considering the wider role of the County Council in energy investment across Cambridgeshire with its associated social, environmental and economic benefits, an approach that is supported. A suggested alternative title could be "Low Carbon Energy and Investment Strategy for Cambridgeshire County Council".	Noted.	<p>The change of title was discussed internally and it preference to retain the existing title.</p> <p>However, the strategy has strengthened section 1 and a foreword has been drafted which should address this issue.</p>
Q2	Huge opportunity in this regard - I think the vision/strategy is well pitched to harness this opportunity to provide cleaner more resilient energy.	Noted.	No action needed.
	I think there may also be an opportunity to describe the way that sustainable energy can play a role in sustainable public services. My own view is that a council (or set of devo partners) which invests wisely in energy generation schemes that provide an ongoing financial return, is moving towards being self-financing and therefore more independent from Whitehall.	Noted.	Bullet point 1 & 2 under purpose of the strategy describes this.
	Benchmark activities with current best practice, especially comparable public authorities.	<p>Noted.</p> <p>Other public authority energy strategies reviewed as part of the development process of the strategy.</p>	No further action needed.
	Have you explored Hydro Electricity as we are an Island surrounded by water, also many rivers that could generate lots of energy without the need of sun or wind?	Noted. Small scale hydro included in table 3.1.	No further action needed as tidal energy is dealt with by the coastal authorities and national government.

	There is as always only emphasis on supply side initiatives; the phrase "energy efficiency" is not enough - of course we need efficiency - but we need policies/methods to simply use LESS ENERGY	Agreed.	Bullet point 2 includes service redesign to reduce consumption. Greater emphasis on reducing energy waste and consumption included in introduction paragraph.
	It could include a policy statement on what we won't do - I'd like to see this county and its partners (Northants, Peterborough - anywhere in which we share services) refusing to allow fracking.	Noted. There is very little opportunity for fracking in Cambridgeshire due to its geography. This was covered in a Committee meeting and a note on fracking circulated to all Members.	No further action.
	Nothing about sustainable energy sourcing in the above. Needs to be more explicit. Also how does 'prosperous' get covered - is it in community? Nothing about why we need energy.	Agreed. Purchasing sustainable sources of energy as part of our corporate contracts is included in section 3.3, opportunities to be explored (priority 4, middle column).	No further action required.
	Of course. Also require engagement / awareness from end users.	Noted.	Updated section 5 on engagement.
	You have omitted the most important components of a sustainable energy strategy: 1. Implement policies and processes which minimise energy use  2. Work towards ensuring that all new energy generation and transmission infrastructure has a neutral carbon life-cycle. (That is to say that any saving in carbon emissions during use is not negated by additional carbon emissions during manufacture and construction)	Point 1 is addressed by bullet point 2 on the purpose of the strategy.  Point 2, life cycle costing has not yet been addressed in the draft and should be	No further action.  Included in figure 1, outcomes. Analysis of life



		included in the updated strategy.	cycle carbon emissions on energy projects.
	Be cautious about exploiting new technologies. Some are gimmicky and can be of high energy consumption in setting up. The cost benefit ratio needs exploring	Noted.  As projects are developed it will be important to look at life cycle costing and cost benefit.	
	Liaise with Dept of Environment and land owners to develop micro generation from watercourses by selective damming. Tie this in to flood management and use IoT to manage water flows	Noted. Hydro schemes Included under table 3.1	Included in section 3.3 as an opportunity.
	There is a need to invest in PV on all public buildings - this reduces the reliance on the grid and also enables free energy for the council/income stream. This should be supported by the installation of batteries as well.	Yes, agreed. Seven council buildings already have solar PV and further projects to be developed.	No further action – already in section 3.3
	Make it obligatory for all new builds to have at least solar panels	Noted. National policy requirements.	No further action for the strategy.
	Making money should be much lower on this list.	Noted. However, generating finance from council's assets will help provide valued local services to the community.	No action needed.
	Please don't focus this just on Cambridge itself. The rural areas need help. They are very far behind with energy infrastructure and sustainability.	Noted. The strategy is for all Council assets which cover the whole county.	No further action needed.
	expand on the funding streams for Parish and Town Councils and give them some advice on how to get this funding.	Noted.	Update website to include advice for parish and town councils on how to get funding
	There is no mention of the cost of energy. Renewable energy is expensive and you need to balance income generation with the cost of the energy to the end user.	Noted. The cost of solar and wind renewable energy is now comparable to fossil fuel generation.	No further action.

	With regards to energy supply and the infrastructure needed to supply local energy to consumers, there is a need to make the grid fit for purpose through investment in smart technology.	Agreed. Government is investing in research projects to improve the management of the grid through smart technology.	No further action.
	Suggest that the strategy also seek to attract investment from third parties to develop new energy infrastructure not just upgrade the existing infrastructure?	Agreed. Section 2, Our Vision, bullet point 6 describes this recommendation.	No further action.
	Business cases need to be built on the documents strategy of local generation and local usage. Any business case should stand up without any current incentives. For example, FIT is expected to disappear by 2020. Consideration should be given to non-CCC assets. For example, could CCC set up energy company that also does PPA on commercial roofs?	Where finance incentives are available for technologies these will be accessed until a point when projects are viable without incentives. For example, nuclear is financially incentivised for the next 30 years. In section 3.3, CCC will explore the options for an energy company.	No further action
	<p>However, there needs to be a careful balance between the aims of maximising commercialism and ensuring that energy generation and low carbon projects do not have a negative impact on the environment and Cambridgeshire communities. We would suggest words to reflect this need for balance are added to the second bullet point.</p> <p>In addition, while the vision makes reference to low carbon energy sources, it does not specifically reference renewable energy sources, which are considered elsewhere in the strategy. We would suggest that the first bullet point at the top of page 4 under 2.0 be reworded to read "helping to secure renewable and low carbon energy supplies...."</p>	<p>Agreed.</p> <p>Agreed.</p>	Section 2, Our Vision, bullet point 1 and 2 updated to reflect comments.

	<p>East Cambridgeshire District Council support the need for a clear energy strategy to be adopted.</p> <p>However, what is not made clear in the strategy is a mechanism as to how the County Council will work with Local Authorities to deliver the strategy, particularly onshore Wind Farms.</p> <p>ECDC Local Plan policy LP24:</p> <p>"Wind Energy</p> <p>In line with national policy wind energy developments will only be permitted if following consultation, it can be demonstrated that the planning impacts identified by affected local communities have been fully addressed and therefore the proposal has their backing."</p> <p>It will be essential for the strategy to succeed to ensure that a mechanism for engaging with the communities is developed and must demonstrate how it has complied with Local Plan policies such as the one identified above.</p>	<p>Noted.</p> <p>Agreed.</p>	<p>Section 5 updated to include how the local authorities will work with national and local plan policies and demonstrate engagement with local communities.</p> <p>Further advice being sort from Community Engagement colleagues at CCC</p>
Q3	<p>I agree with all of these priorities - Maybe there is scope for us to work more with the private sector to bring forward innovative solutions. Having innovative energy-tech providers on board and helping to provide a test bed to pilot their tech feels like it could be a win-win.</p> <p>Also - I know the University does a lot in looking at sustainable business ecosystems and it would be good if CCC can access some of their findings.</p> <p>Of course we have seen large advances in greener vehicle technology (buses, cars) - Should the energy strategy do more</p>	<p>Agreed. Section 3.3., priority 6 identifies partnerships with the private sector to test new ideas.</p> <p>Agreed.</p>	<p>No further action.</p> <p>Section 3.3 priority 6 updated to include electric vehicle charging for buses project.</p>

	to support this agenda? Government has been keen to promote more energy efficient buses for instance.		
	As above, energy efficiency means using as much energy but more efficiently. Beware the Jevons paradox, we may end up using MORE energy, although efficiently! We need a priority to REDUCE energy needs and demands.	Noted.	No action needed.
	Generally ok but some strange definitions. Why is a prosperous economy just about creating energy jobs or making money? Surely it's more than that (and what type of jobs?).	Noted. A prosperous place is also defined in the strategy as generating and using its own energy locally and creating the jobs to manage this.	No further action.
	I think they're the right ones, although I'm not sure that they're in the right order?	Noted. The priorities are currently all equal in the strategy but highlighting energy efficiency may be an option.	Energy efficiency is highlighted as a key issue in the strategy in section 2.0.
	1. Economic growth is not a priority outcome. As society, our economic model needs to change to one where scarce resources are carefully husbanded and willingly shared. The growth model is not sustainable. 2. The reason energy usage and efficiency are so important to human survival is the damage that the carbon dioxide and methane emissions that result from our energy use are doing to our small blue planet. Hence the number 1 priority of any modern energy strategy should be the MINIMISATION OF CARBON DIOXIDE AND METHANE EMISSIONS.	Agreed.  Section 2, Our Vision includes carbon reductions in bullet point 2 and 5.	Updated section 2, our Vision, bullet point 4 to include make better use of scarce resources.  Updated strategy to include methane reductions in section 2, bullet point 5
	Reference to adapting to and mitigating climate change could be more explicit in the priority areas. Suggest "supporting sustainable growth" as better title for 6th	Agreed.	Priority 6 updated to supporting sustainable growth
	Cheap energy is the key.	Noted.	No action needed.
	The only viable energy generation is small scale nuclear, and I can't see that on the Council's list.	Noted.	Members to agree if small scale nuclear be included on the list of technologies and fuels?

	I think priority 3 could be swapped with number 2.	Noted. All priorities are equal in the strategy.	No further action.
	Suggest the inclusion of attracting investment and financial support	Noted. Included in section 1, the purpose of the strategy and section 2 our vision, bullet point 6.	No further action.
	<p>Wind Energy</p> <p>In line with national policy, wind energy developments will only be permitted if following consultation it can be demonstrated that the planning impacts identified by affected local communities have been fully addressed and therefore the proposal has their backing.</p>	Noted.	Included in section 5, paragraph 3 compliance with national and local plan policies.
	The priority areas are correct, however priority 3 (energy efficiency) has to underpin priority 1	Agreed.	Strategy to emphasise the importance of energy efficiency under section 2.
	<p>We would like to also see reference to supporting the energy efficiency and resilience of businesses and individuals, especially actions to address fuel poverty. While there is reference to energy efficiency, generation, and working with district authorities it would be good if (where possible) there was an aspiration to provide a joined up approach with energy efficiency activity being undertaken by all Cambridgeshire authorities and it would be good if any related energy opportunities could be considered for the benefit of all our priorities e.g. across the different tenures, domestic sector, commercial sector, and priorities like fuel poverty.</p> <p>With regards to energy supply and the infrastructure needed to supply local energy to consumers, there is a need to work towards smarter energy grids to help alleviate the critical issues surrounding the capacity of current grid infrastructure, working with UK Power Networks and the National Grid. As such, reference to attracting investment to help upgrade local energy infrastructure is supported.</p>	<p>Noted. CCC set up the collective switch scheme for Cambridgeshire residents to help manage energy bills. And section 5, paragraph 3 identifies a joined up approach to delivery to bring benefits to the communities we serve.</p> <p>Noted.</p>	No further action.

Q4: Are there any local fuels missing in table 3.1	<p>I'm no expert but the least looks reasonable to me.</p> <p>For interest sake - here's an interesting article about generating very small amounts of energy from human movement. Every little helps</p> <p><a href="http://www.popsci.com/environment/article/2009-01/harvesting-energy-humans">http://www.popsci.com/environment/article/2009-01/harvesting-energy-humans</a></p>	Noted.	No action needed.
	Once again Hydro turbines to generate energy without these unsightly wind turbines that are a blot on the landscape and blade turning disturbance. Who wants to live near them? With Hydro the water is already there it just needs adapting.	Noted.	No further action.
	Possible river-based low-head hydro (not sure of the economics?); Solar thermal is not to be rejected if warming occurs? Technologies for 'demand response' are useful; Are we thinking about local distributed DC grids?	Noted.	Included demand response in table 3.1
	<p>Should there be a need to grow non wood-based biomass fuel crops, and in the event that planting to develop the wood based fuel crop will take place on the county estate, please note that these crops can have deleterious consequences for archaeological remains. Cost to conserve the significance of archaeological assets (in NPPF terms - i.e. to excavate and record) must be factored in to the costs of any land use or new crop change scheme.</p> <p>Also, Geothermal heating - especially ground source heating has archaeological consequences, where vast coils or vertical ducts are excavated through sites. Beware of excavation &amp; publication costs.</p>	Noted.	Included in table 3.1 under biomass and geothermal challenges
	Groundsource heat (certainly for some larger infrastructure) and possibly run-of-river hydro?	Noted. Included in table 3.1 already.	No further action.
	I have no idea because it was impossible to access the document referred to from the questionnaire link or from the Council web site. However I suspect that no thought will have been given to the carbon lifecycle analysis of any of the listed	Noted. Energy efficiency is one of the six key priorities for the strategy.	No further action needed.



	<p>'fuels'. Professionally speaking, as a Chartered Environmentalist and Member of the Society for the Environment, I am horrified that none of the so-called green energy sources being promoted today has an accurately measured carbon life-cycle let alone a sustainable one. Wind turbines increase carbon dioxide emissions by 10% per MWh. Current silicon Solar Panels are only carbon neutral if installed in regions of continual high sunlight. Electric cars generate at least twice as much CO2 as petrol ones when the remote energy generation, transmission and battery storage losses are taken into account and so on, and so on. The most cost effective and carbon effective strategy the council can follow is the promotion of reduced energy consumption.</p>		
	<p>Could also consider options related to biosolids from water recycling and CHP etc</p>	<p>Noted. Biosolids are currently mainly used for soil nutrition which save carbon emissions from energy intensive processes to produce inorganic fertilisers from water recycling.</p>	<p>Water recycling is not included in the strategy but certainly the issue of saving energy from this process is important. This point needs to be communicated to the water industry. Action: email water companies.</p>
	<p>Shale gas.</p>	<p>Noted. Shale gas is a fossil fuel and so not for inclusion in this particular strategy.</p>	<p>No further action.</p>
	<p>Rural villages to the north of the County have inadequate roads to cope with the large lorries transporting the maize used for Biomass. The transportation of the maize causes disruption to the rural community and should cease until adequate infrastructure is in place. There is no financial benefit to the local community to compensate for the disruption whereas cheaper electricity is available for residents from the wind turbine farms together with a community grants scheme.</p>	<p>Noted.</p>	<p>Included in table 3.1 as a challenge for larger biomethane schemes.</p>

	If companies can produce their own Woodchips they should not be charged for being able to do this. Look at bureaucracy surrounding this - it's not local council bureaucracy but small companies need support over this.	Noted. Thank you for bringing this to our attention.	
	Suggest including waste from food production, processing and retail supply chain	Noted.	Included in table 3.1 as an opportunity under the waste section
	Under geothermal energy and extraction of heat from air, a useful addition here may also be reference to the use of water source heat pumps.	Noted.	Included in table 3.1 under geothermal energy opportunities.
Q5	I may have missed this but I think there is potential to work with innovative private sector energy companies to trial new technology and initiatives in our area.	Noted. This is included in section 3.3 priority 6.	No further action
	See above - joining with next-door Counties may give us scale for really big Storage and Demand Response thinking?	Agreed.	Included in section 3.3 under future opportunities
	Land and buildings owned by parish councils	Noted.	Included in section 3.3 under priority 6 opportunities. Check with Members.
	The UK is a relatively small country and we have to balance land usage between the requirements for housing, industry, leisure, agriculture etc. I do not believe we should be creating green field solar electricity farms until every roof in the county has solar panels.	Noted. We support your view that more buildings need to include solar and battery storage too across Cambridgeshire.	No further action.
	Good start but its only the start. Many more similar projects possible but all need capital investment.	Noted.	No further action.
	Explore wider scale DHN, particularly relative to larger scale new communities	Noted. Included in section 3.3, priority 1 opportunities.	No further action.
	Links to legislation. E.g. EPC rating to achieve solar FITs, minimum energy efficiency standards for the letting of property	Good point. Noted.	No further action.
	Promotion of energy reduction	Noted. One of our key priorities in the strategy.	No further action.

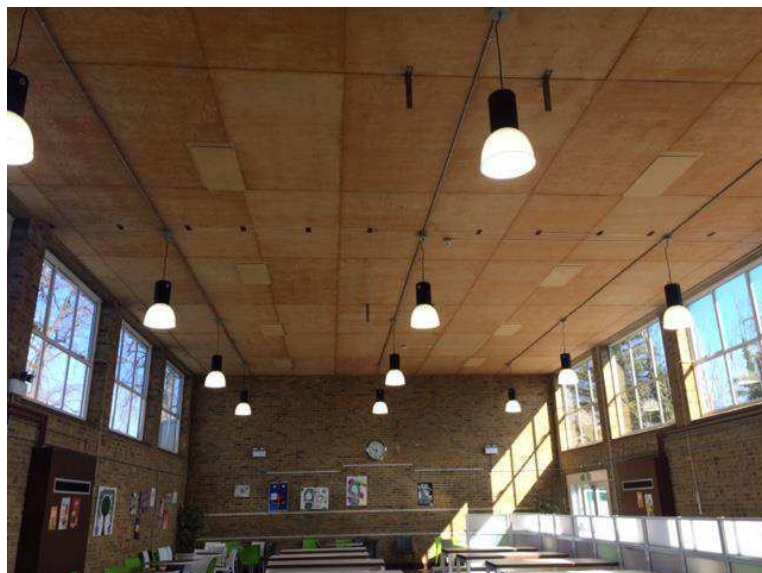
Q6	No expert but maybe there are other opportunities through future devolution deals - the suggestion from Government being that future monies could be more flexible.	Noted. Section 5, paragraph 1 identifies devolution plans as an opportunity.	Included in section 3.3 under priority 6 and future opportunities.
	I'm not sure if this is really right or not - but it seems to me that this strategy should also act as a bit of a brochure for anybody that is looking to invest in sustainable energy, and therefore should be a bit more aimed towards attracting investment approaches?	Agreed.	Promote the strategy when it is agreed through our website and other media to attract interest.
	Bio Methane is using fuel to transport the grain it uses as the tractors that are needed to move it are always up and down the road about 20 or more times a day it's defeating the object of generating power by this method.	Noted. Table 3.1 identifies the issue of carbon emissions through transportation of biofuels over distance.	
	Co-investment with the private sector should be considered; there are investors (not just in UK) who might see the "tech-centric- energy county of Cambridgeshire a good investment?	Agreed.	Section 4, Co-investment paragraph updated to include private sector funding not just from the UK
	Consideration of environmental impacts of schemes needs to be mentioned and how national/international policy will be followed to mitigate these where found to be present. Archaeological impacts can range from physical harm to affecting the historic environment setting of designated sites (scheduled monuments, listed buildings, conservation areas....)	Agreed.	Section 5 has been updated to include national policy.
	Greater emphasis on insulation. Domestic take-up of grants has been poor and would have been better used on local government facilities.	Noted.	No further action.
	projects wholly funded by the private sector	Noted.	No further action.
	Business cases should not count on the medium-term availability of FiT/renewable incentives, or should front load projects to ensure these are available. The Government has talked about renewables standing on their own two feet by the end of 2019. Therefore, business cases can be built if	Noted. Business cases will be brought forward for individual projects based on the merits of the projects and what is available in terms of finance incentive.	No further action.

	generation is near the load, or generation is used to help with grid balancing.		
Q7	Have already done so Hydro Electricity would be more efficient.	Noted.	No further action.
	Funding opportunities from Department for Business, Energy & Industrial Strategy	Noted. The Industrial Strategy is currently open for consultation. There are funding opportunities for heat networks that will be explored.	No further action.
	Energy Performance Contracts - covered under co-investment? Could be more obvious? Council's Invest to Save money - ability to fund smaller scale improvement measures	Noted.	No further action.
	As one of the key learning centres of the world, Cambridge could do the planet a favour by using its technical and scientific skills to establish a 'carbon database of things and processes'. If the carbon lifecycle of every manufactured object (EAN numbered goods?) and implementation and usage process were measured and assembled in a publicly accessible database, carbon lifecycle analysis would gradually become cheap and easy to perform. This would lead to gradual improvements in design, manufacture and usage of goods and services from a carbon emission viewpoint. It is an obvious use of 'big data' leading to modelled and actual environmental improvement. However, it needs the kind of brainpower and expertise that resides in our City and it needs funding.	Agreed. A good idea for a research project for one of our Universities.	No further action.
	As well as innovative companies there are departments in the university engineering faculty which could advise. You might also contact Warwick University which is working on energy conservation	Noted. The Council collaborates across a number of departments with our Universities. Contact with Warwick University is a good idea too.	No further action.
	Could skills and support available from DECC, DEFRA or Local Partnerships?	Local Partnerships are engaged in energy	No further action.

		performance contracting and waste projects. BEISS and DEFRA may have relevant skills to link with.	
	There could be links between some of the projects being considered as part of the strategy and the development of local skills in relation to the priorities for energy generation and energy efficiency priorities working in partnership with local organisations such as Cambridge Regional College and the SmartLIFE Centre. Projects delivered as part of the Strategy could include requirements related to local apprenticeships and training opportunities. Also – strategy should be linked with LEP, Combined Authority and/or City Deal as sources of strategic direction (and potentially funding) and the local plans of the Cambs districts.	Agreed.	New paragraph added into section 5 on the collaboration with strategic bodies and local authorities local plans.







## A CORPORATE ENERGY STRATEGY FOR CAMBRIDGESHIRE COUNTY COUNCIL

*A clean, secure and sufficient supply of energy is essential for a modern, low carbon economy. Even minor disruptions in supply can cause major problems for communities and businesses.*



Bassingbourn Village College improved their lighting, generate renewable energy from solar, heat their buildings through a new biomass boiler and receive income from the renewable heat incentive and feed in tariff from government.



# Foreword

As a society we need to move towards energy sustainability. This will require changes not only in the way energy is supplied, but in the way it is used. We need to reduce the amount of energy required to deliver goods and services. Renewable energy and [energy efficiency](#) are sometimes said to be the "twin pillars" of sustainable energy policy. Both resources need developing if we want to stabilise and reduce carbon dioxide emissions to help tackle climate change but also if we wish to remain a competitive modern society.

Historically the rate of [energy efficiency](#) improvements has generally been outpaced by the rate of growth in energy demand. This is due to continuing economic and [population growth](#) coupled with inefficient energy use. This needs to change. Slowing the growth in energy demand is essential and we need to reduce the carbon content of energy sources.

Cambridgeshire County Council owns more than two hundred public buildings, 240 schools, manages the largest local authority farm estate in England and Wales at 13,400 hectares and manages over 2,700 road assets. We also run significant services across Cambridgeshire including transport, waste, street lighting, adult and family services and education and employ thousands of staff. Changing how we use, run and manage our services and assets can make a difference. For example, we can reduce energy demand in our buildings through insulation and better energy management, we can redesign services to reduce energy consumption and we can deliver low carbon energy generation on our land and other assets.

We have recently set up a new Housing Company to deliver local housing for our community. It is important that these new housing developments can be used to demonstrate sustainable energy opportunities that others can learn from and replicate. By setting out our ambitions for our buildings and land assets in this energy strategy we hope to provide a clear statement of political leadership and commitment to sustainable energy. It is also important to us that we demonstrate best practice community engagement as it is vital our communities come on this journey and support us.

We are still learning how to deliver our ambitions. During the last three years we are proud that we have invested more than £20million into energy efficiency and renewable energy projects, cut our energy bills and generated income from renewables that directly support the delivery of services. We have invested in developing staff skills across finance, legal, project development and contracts to have the confidence to develop and deliver energy projects that bring new innovations. Moving forward, it is essential that we develop strong partnerships and collaborations with colleagues in Local Authorities, the Private Sector, our Universities and our Communities to help deliver a successful strategy and support the change to a low carbon Cambridgeshire economy.

Yours Sincerely

Cllr Steve Count

Leader, Cambridgeshire County Council

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## A **DRAFT** Corporate Energy Strategy

### 1.0 INTRODUCTION – WHY DO WE NEED A CORPORATE ENERGY STRATEGY?

A low carbon and secure supply of energy is essential for our economy. We need energy to heat and light our homes, to power our businesses and to transport people and goods. At the same time, we need to design out energy waste, reduce energy consumption and minimise carbon emissions from the generation and distribution of energy to help combat climate change.

The UK is becoming increasingly dependent on imported energy, such as oil and gas. This is at a time when global demand for energy and prices are increasing. At the same time, many of our coal and nuclear power stations are coming to the end of their useful lives and without action to ensure reliable supplies to replace power plants, there will be a dramatic shortfall in our energy capacity and risks to our energy security. Even minor disruptions in supply can cause major problems for communities and businesses. Without low carbon energy, we could not function as a modern, competitive society.

There is also significant change taking place across the energy market. *Decentralised* and *decarbonised* energy along with new technologies are *disrupting* the energy market. Technological advances such as battery storage, internet of things and data analytics alongside smart meters and smart grids will help facilitate greater diversity of energy supplies, better local balancing of supply and demand for energy and opportunities for consumers to participate both in the buying and selling of energy as part of the energy market. This means more local generation and selling of energy and more shifting of energy demand to achieve lower or higher tariffs that help balance our local distribution grid.

The **aim of the strategy** is to improve the efficiency of the Council's assets, reduce energy consumption of its services and produce low carbon energy on its assets for local energy consumption. We hope by doing this, we can bring bigger policy and other benefits for our businesses and communities.

#### **The objectives of the strategy are to:**

- Provide a better joined up, corporate approach to energy investment on our assets to generate income and make savings for the Council;
- Identify how we can reduce energy consumption through service delivery redesign and policy development
- Attract investment into energy infrastructure on the Council's assets which can benefit the Council and the broader community
- Identify how the Council's assets can facilitate the development of low carbon energy infrastructure to support transport, housing, waste management and smart community projects
- Work with all partners ( public and private sector) and the local community to identify and facilitate low carbon energy projects using the Council's assets that bring benefits to all partners



## 1.1 The National Perspective

In August 2010, legislation was passed to allow Local Authorities to sell electricity generated from renewable sources to create an opportunity for councils to gain financially (as well as environmentally) from developing local renewable energy projects, either on their own or in partnership. This was intended to encourage the development of local renewable electricity projects and open up new sources of income for local councils.

Government, through the UK Energy Efficiency Strategy (November 2012) is keen to promote that the UK gets as close as possible to using only the energy it really needs. It calculated that through reducing energy consumption, the equivalent of 22 power stations could potentially not be required if cost-effective investment in energy efficiency develops at scale. To facilitate this change, government is supporting the public sector to increase knowledge on the process, costs and benefits of financed energy efficiency projects, and how these investments work with public sector budgets.

Government published the Energy Bill 2012 to deliver electricity market reform (EMR) and attract £110 billion investment to replace current generating capacity (e.g. coal-fired power stations and old nuclear facilities), upgrade the grid by 2020 and to cope with the rising demand for electricity. The focus is on energy security and supporting growth to ensure UK businesses and consumers have secure supplies of energy. This will ensure that energy projects maximise the benefits to the economy in terms of jobs, growth and investment.

The Climate Change Act places legally binding obligations on the UK to reduce its CO<sub>2</sub> emissions by 80% by 2050. The UK has also signed up to delivering 15% of its primary energy from renewable energy sources by 2020 and a series of market mechanisms have been introduced to stimulate investment into clean energy to meet these targets including Feed in Tariff, Contracts for Difference and the Renewable Heat Incentive. Demand for fossil fuels is greatest from the transport sector and Government is tackling this problem through supporting the market for plug-in electric vehicles, recharging infrastructure and the development of bio-fuels to support the shift to low carbon.

## 1.2 The Local Context

Cambridgeshire has the technical potential to deliver 28% of its energy needs (for buildings and services but excluding transport) through local renewable energy projects (CRIF 2012)<sup>1</sup>. The main opportunities are set out in table 3.1 below and include solar, wind, micro renewables and biomass. The Council has the potential to deliver energy infrastructure via schools, offices, non-domestic buildings and land developments as well as through our obligations to manage waste, transport planning, street lighting and other services.

The role of the public sector is particularly relevant as we move towards a Cambridgeshire and Peterborough Devolution Deal that attracts infrastructure and other funding opportunities that could support energy investment opportunities. Working in partnership with the public, private and community sectors we can realise investment into local decentralised energy infrastructure that benefits our communities and helps us transition to greater energy self-sufficiency and a low carbon economy.

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<sup>1</sup> Cambridgeshire Local Authorities adopted the Cambridgeshire Renewables Infrastructure Framework (CRIF) in 2012 as an evidence base for local plan and policy development.

Cambridgeshire County Council owns more than 200 buildings, land assets and manages a large farm estate. It has responsibility to deliver a range of services including transport, education, street lighting and waste. The County produced over 82,000 tonnes of municipal biomass waste (green waste) and 141,500 tonnes of black bin waste during 2015/16. The Cambridgeshire and Peterborough Joint Municipal Waste Management Strategy 2008-2022 includes objectives to manage waste as a resource, ensuring energy is recovered where possible and putting outputs from waste treatment facilities to beneficial use. The Waste PFI contract is at a stage where there are enough years remaining within it to allow investment into an energy from waste facility. This would reduce the costs for landfilling, generate income from the sale of heat and electricity locally and provide more local jobs.

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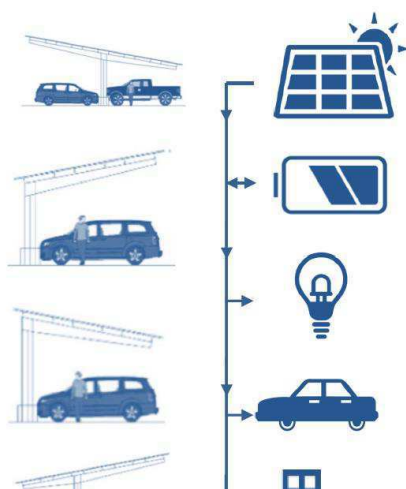
## 2.0 OUR VISION

Cambridgeshire County Council's vision is for a *Sustainable and Prosperous Place* and to ensure the whole county can benefit from Cambridgeshire's economic prosperity. An ambitious approach to energy can support the delivery of this vision through:

- Helping to secure renewable and low carbon energy supplies and infrastructure on our assets that can help support the needs of our businesses and communities;
- Maximising commercialism, income generation and making best use of the Council's assets to reduce carbon emissions and environmental impacts;
- Building energy resilient communities through aligning the Council's assets and its potential for energy generation with local needs
- Exploiting new technologies, Internet of Things (IoT) and data analytics to reduce energy consumption and make better use of scarce resources; and
- Integrating energy solutions into our work on waste, transport, housing and digital infrastructures to bring new solutions and innovation to the growth agenda as well as reducing carbon and methane emissions and
- Attracting investment into Cambridgeshire from third parties to upgrade energy infrastructure on the Council's assets for the benefit of the wider community

### 2.1 Setting out the priorities and outcomes

Reducing energy consumption is key. If we don't reduce consumption through greater energy efficiency there will be insufficient resources on this planet to provide for global growth and development and maintain our quality of life and that of future generations. To help deliver our vision, six priorities for the energy strategy have been developed, and include:



1. Energy generation – exploiting local availability of fuels and assets to generate low carbon electricity and heat;
2. Energy supply – putting in the infrastructure to supply local energy to consumers;
3. Energy efficiency – reducing consumption and waste, helping to make supplies go further;
4. Managing costs - reduce energy costs through collective purchasing, contract negotiations, data analytics and the Internet of Things (IoT)
5. Selling energy – generating income through selling electricity and heat to local consumers; and
6. Supporting sustainable growth – integrating energy and digital infrastructure with transport and housing to strategically manage supply and demand for energy.

In addressing these priorities, we will deliver a number of key outcomes as set out in the figure 1 below and in the following pages, recognising that each of the priorities is mutually supportive with many interdependencies. National policy will drive some outcomes more swiftly than others through the use of financial incentives and other mechanisms.

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**Figure 1 - Outcomes anticipated from each priority**

Priority 1 - Energy Generation	Priority 2 - Energy Supply	Priority 3 - Energy Efficiency	Priority 4 - Managing Costs	Priority 5 - Selling Energy	Priority 6 - Supporting Growth
<ul style="list-style-type: none"> <li>• <b>Make best use of our assets</b> through energy generation on our schools, offices, non-domestic buildings and land assets to reduce energy bills and generate income</li> <li>• Attract investment to help <b>upgrade local energy infrastructure</b></li> <li>• <b>Generating income</b> through attracting finance incentives and selling energy to cover costs as a minimum</li> <li>• <b>Developing the Low carbon</b> economy by using local renewable and waste fuels to shift from dependence on fossil fuels</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Build resilient communities</b> through developing local energy supplies outside of the influence of global market changes</li> <li>• <b>Supporting vulnerable people</b> through continuity of local energy supplies to support critical local services</li> <li>• <b>Supporting a prosperous economy</b> through creating local energy related jobs and sharing our learning</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Reducing costs and waste</b> by reducing energy consumption</li> <li>• <b>Supporting vulnerable people</b> to keep warm, improve health and reduce costs</li> <li>• <b>Making best use of our assets</b> by reducing energy consumption and bringing down service costs</li> <li>• <b>Supporting growth</b> of new technologies and integrated design for communities to balance energy demand and supply more efficiently</li> <li>• <b>Reduce energy consumption</b> through service redesign and policy development</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Supporting vulnerable people</b> by collective purchasing and negotiation on energy to reduce bills</li> <li>• <b>Working in partnership</b> to procure low carbon energy and reduce costs</li> <li>• <b>Amend contracts</b> such as Street Lighting, Waste and Highways to include new technologies to save or generate low carbon energy</li> <li>• <b>Attracting investment</b> by equipping councillors and officers with the skills and knowledge to negotiate and attract energy investments</li> <li>• <b>Collect and analyse data</b> to improve decision making on life cycle carbon emissions and energy projects.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Make best use of our assets</b> by integrating energy schemes into what we already do, for example electric vehicle charging for park and ride, and then sell energy to customers.</li> <li>• <b>Create a sustainable and prosperous local economy</b> through selling locally produced energy to <b>generate income</b>.</li> <li>• <b>Exploiting digital infrastructure</b> to meter, control and sell energy to local customers</li> </ul>	<ul style="list-style-type: none"> <li>• Manage energy supply and demand for transport and housing developments by integrating new technologies and digital infrastructure to <b>create smart energy</b> communities.</li> <li>• <b>Improve air quality</b> for new developments through access to local clean energy supplies for transport and housing.</li> <li>• Supporting local ownership and investment in energy infrastructure will keep financial returns local which is good for a <b>prosperous economy</b>.</li> </ul>

### 3.0 LOCAL RENEWABLE ENERGY OPPORTUNITIES

3.1 Cambridgeshire has the technical potential to deliver renewable energy projects across a range of different technologies listed below. It is important that all opportunities for local generation are explored. Due to the geography and population distribution across Cambridgeshire, research shows that there is potential for projects at all scales but greater numbers of smaller projects are likely due to balancing of supply and demand.

Fuel Type	Opportunities	Challenges	Income potential
<b>Solar PV</b>  Suitable for buildings and land assets (small scale to large scale projects)	<ul style="list-style-type: none"> <li>Generates electricity</li> <li>Attracts feed-in tariff at low levels</li> <li>At scale, can apply for Contracts for Difference via the auction process</li> <li>Electricity can be sold to local consumers if connected to battery storage to smooth the generation profile (this applies to wind below)</li> <li>Local planning policy generally supportive</li> </ul>	<ul style="list-style-type: none"> <li>Exporting electricity via the local distribution network is difficult due to network constraints</li> <li>Identifying the right business model to make a project financially viable with reduced or no incentives</li> <li>Assessing glint and glare of projects on local wildlife and housing</li> <li>Planning permission required</li> </ul>	Triangle Farm 12 MW Solar Park delivers sufficient electricity for approximately 3000 homes per annum and generates £350K net revenue p.a. The contracts for difference price started at £79 per MWh in 2015. (For comparison the cost of the Hinckley Point nuclear plant, is either <a href="#">£90 or £93 per MWh</a> depending on how many reactors are eventually built.)
<b>Bioenergy / Biomass</b> (wood-based)  Suitable for school/office boilers or heating for housing or industrial buildings. (Small – large scale)	<ul style="list-style-type: none"> <li>Generates low carbon heat and electricity</li> <li>Attracts renewable heat incentive at a good price (2016)</li> <li>Wood can be sourced locally</li> <li>Green waste from households can be prepared and used as a fuel for larger schemes</li> </ul>	<ul style="list-style-type: none"> <li>Planning permission required for the biomass boilers and chimney</li> <li>Negotiating local supplies of biomass pellets and the length of contracts</li> <li>Design and delivery challenges for new sites</li> <li>Air quality management zones need to be checked</li> <li>Cost to conserve archaeological assets must be factored into new crop schemes where appropriate</li> </ul>	For a 499kWth biomass boiler for larger schools, renewable heat incentive of £0.05 per kWth (March 2016) is paid. School projects are generating income of £23K-£25K per annum.
<b>Biomethane</b> (Produced through the anaerobic digestion of organic matter, such as plant or livestock waste materials)	<ul style="list-style-type: none"> <li>Potential opportunities for the farm estates e.g. energy beet crops</li> <li>Can be delivered at a range of scales</li> <li>Attracts Renewable Heat Incentive (RHI)</li> </ul>	<ul style="list-style-type: none"> <li>Planning permission is required for anaerobic digestion facilities</li> <li>There are some tracts of land not appropriate to grow energy crops e.g. Grade 1 and 2 agricultural land</li> </ul>	Renewable Heat Incentives (RHI)

Fuel Type	Opportunities	Challenges	Income potential
Appropriate for farm estate – <b>(Small - Medium Scale)</b>	for smaller schemes which can aid viability	<ul style="list-style-type: none"> <li>Sourcing sufficient on-site or local organic matter to support an energy project</li> </ul>	
<b>Biomethane (larger scale)</b>	<ul style="list-style-type: none"> <li>Larger schemes can attract Contracts for Difference (CfD)</li> <li>Community benefits can be addressed through consultation and engagement with the local community if larger schemes are developed.</li> </ul>	<p>As above but including</p> <ul style="list-style-type: none"> <li>Transporting large amounts of organic waste onto site by road over long distances, brings higher carbon emissions and traffic impacts</li> <li>Local road infrastructure can be inadequate for large scale lorries creating disruption to rural communities.</li> </ul>	**For schemes greater than 5MW, contracts for difference maximum strike price is estimated at £140 per MWh for projects deploying in 2021/22
<p><b>Waste</b></p> <p>Pre-treated organic waste and black bin waste used to extract energy for heating and electricity generation</p> <p>(Small – large scale)</p>	<ul style="list-style-type: none"> <li>Produces electricity and heat.</li> <li>Anaerobic digestion of organic waste also produces biogas that be used as a fuel (see above)</li> <li>Supply energy for new housing developments and /or existing developments. To generate income through Combined Heat and Power (CHP) and district heating networks.</li> <li>Attracts renewable heat incentives (RHI) for small schemes and CfD for large schemes</li> <li>Cost savings on waste disposal via landfill</li> <li>Extract value from waste locally (rather than give to others to get this value)</li> <li>A local EfW could reduce the transport costs associated with shipping Refuse Derived Fuel (RDF) to a facility outside the county or outside the country and provide a more sustainable</li> </ul>	<ul style="list-style-type: none"> <li>Local perception of energy from waste schemes. Schemes can be controversial</li> <li>Planning permission required. The planning application will need to address: <ul style="list-style-type: none"> <li>transport impacts</li> <li>environmental impacts</li> <li>visual impact</li> </ul> </li> <li>Environmental Permit required. Permit application will need to address environmental impacts including impact on air quality</li> <li>Grid reinforcement costs could be significant to export electricity as part of early financial viability</li> </ul>	<p>**Contract for difference maximum strike price is estimated at £80 per MWh for projects commissioned in 2017/18</p> <p>**Dedicated Biomass with Combined Heat and Power for projects deploying in 2021/22 is estimated at £115KWh</p>

Fuel Type	Opportunities	Challenges	Income potential
	<p>solution for waste from local commercial sources than landfill.</p> <ul style="list-style-type: none"> <li>• Provide long term capacity for the treatment of household and commercial waste</li> <li>• Commercial food, processing and retail waste could be used for anaerobic digestion.</li> </ul>		
<p><b>Wind</b></p> <p>Appropriate for transport assets (e.g. guided bus route way) or farm estate</p>	<ul style="list-style-type: none"> <li>• Generates electricity</li> <li>• Significant land development opportunities particularly along the guided bus way and farm estate</li> <li>• Finance incentives available particularly via Contracts for Difference</li> <li>• Wind at scale generates good commercial returns</li> <li>• Wind with battery storage and EV charging is an opportunity to balance supply and demand for electricity</li> </ul>	<ul style="list-style-type: none"> <li>• Planning permission will be required</li> <li>• National and Local planning policy is less supportive of onshore wind development</li> <li>• Noise and flicker of the blades give rise to local concerns</li> <li>• Local perception of wind projects on house prices can be negative</li> <li>• Grid connection is a barrier unless developed with local customers and storage options</li> <li>• The Council currently has a policy to not build wind turbines on its assets</li> </ul>	<p>*The future strike price for onshore wind projects is expected to be around <a href="#">£79 per MWh</a>. (For off-shore wind the price is anticipated at £114 per MWh).</p>
<b>Hydro electricity</b>	<ul style="list-style-type: none"> <li>• Small opportunities on the river and canal systems that could be developed</li> </ul>	<ul style="list-style-type: none"> <li>• Limited opportunities as low lying, flat geography</li> <li>• Economics of small scale hydro in low lying areas still to be tested</li> </ul>	
<p><b>Geothermal energy and extraction of heat from air and water</b></p> <p>Thermal energy generated and stored in the Earth or water.</p>	<ul style="list-style-type: none"> <li>• Produces low level heat</li> <li>• Ground source heat pumps can supply low level heat for new buildings and communities to reduce heat consumption.</li> </ul>	<p>Ground source heating can have archaeological consequences, where vast coils or vertical ducts are excavated through sites. This can be costly if it applies.</p>	<p>**For large scale schemes greater than 5MW, contracts for difference maximum strike price is estimated at £140 per MWh for projects commissioned in 2017/18.</p> <p>***Air and Ground source heat pumps attract renewable heat incentive of</p>



Fuel Type	Opportunities	Challenges	Income potential
	<ul style="list-style-type: none"> <li>Air source heat pumps extract heat and recirculate warm air</li> <li>Water source heat pumps provide heat</li> <li>Attracts renewable heat incentives (RHI) for Ground Source heat pumps</li> </ul>		between £0.0257 and £0.0895 per kWhth dependent on projects.
<b>Energy Storage</b>  <b>Not a fuel type</b> but a technology to help manage the variability of renewable energy	<ul style="list-style-type: none"> <li>Stores excess energy produced when renewables are working</li> <li>Supplies energy when needed</li> <li>Helps balance generation with the need for continuity of supply</li> </ul>	<ul style="list-style-type: none"> <li>To be eligible for finance incentives under National Grid's STOR programme a minimum of 3MW is needed</li> </ul>	Short Term Operating Reserves (STOR) is a negotiated payment for access to extra power either generation or demand reduction during certain periods of the day where actual demand is greater than forecast.
<b>Demand response technologies</b>  <b>Not a fuel type</b> but technology to manage supply and demand	<ul style="list-style-type: none"> <li>IT control systems</li> <li>Smart meters</li> <li>Smart Grid development</li> <li>DC microgrids</li> </ul>	<ul style="list-style-type: none"> <li>Empowering individuals to become active energy consumers and generators to manage their energy better</li> </ul>	These mechanisms support reduced financial costs for grid reinforcements, better management of energy flows and therefore greater efficiency.

(\*Source: <https://fullfact.org/economy/cost-onshore-wind/> 2016)

(\*\*Source: Investing in renewable technologies – CfD contract terms and strike prices, DECC, Dec 2013)

(\*\*\*<https://www.ofgem.gov.uk/environmental-programmes/non-domestic-rhi/contacts-guidance-and-resources/tariffs-and-payments-non-domestic-rhi>)

### Cambridgeshire County Council – 12 MW Solar Farm

A £10million investment by the Authority and a 'Contract for Difference' with the Low Carbon Contracts finance company generating income for the Authority.

Below is an aerial view of the solar farm scheme, which generates electricity for the equivalent of 3000 homes.



### Peterborough City Council – Energy from Waste Plant



The facility is located on the Eastern edge of the Fengate Resource Recovery Park in Peterborough. Viridor runs the facility and handles approximately 85,000 tonnes of waste per annum. The scheme makes a significant contribution to both waste policy and to energy policy.

3.2 Cambridgeshire has the potential to deliver 28% of its energy needs for buildings and services (excluding transport) if all types of technologies and renewable fuels are deployed. It is recognised that there are some technologies that are currently more acceptable to the public than others, some which are more complex to deliver and some with significant technical and financial barriers. The key challenges include difficulties connecting to the local grid to export electricity; uncertainty over energy finance availability and community acceptability. However, innovation, technology and cooperation can help manage these issues providing there is leadership and willingness to find solutions.

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### 3.3 What are the new opportunities that can be explored by the Energy Strategy?

Priorities and outcomes	Energy Projects underway	New areas of work and key Opportunities	Resources
<b>1 - Energy Generation</b> <ul style="list-style-type: none"> <li>• Making best use of our assets</li> <li>• Attracting Investment</li> <li>• Generating income</li> <li>• Developing the low carbon economy</li> <li>• Displace carbon emissions from fossil fuels</li> </ul>	<p>£15million of projects including twenty four schools, seven CCC buildings and a 12 MW solar park are under contract. Solar energy and heat generated from biomass boilers attract feed in tariff, renewable heat incentive and contracts for difference. Investment to date at £15million generating approximate returns of £1.4million per annum.</p> <p>A further 23 schools have signed up for energy performance and have received outline business cases for decision.</p> <p>The aim is to maximise investment into Cambridgeshire schools and public buildings.</p>	<p>Bring forward the business cases for large scale energy projects on transport, farm estate, housing, waste and other assets. <b>See appendix A for potential project areas. In particular scope the options for:</b></p> <ul style="list-style-type: none"> <li>• wind turbines along the guided bus route</li> <li>• a demonstrator project for community energy for a new CCC housing development site</li> <li>• Energy from Waste technologies and sites to provide heat and electricity for local communities (grid capacity is a challenge)</li> <li>• Further solar parks</li> <li>• Opportunities for large scale storage</li> </ul> <p>Identify opportunities to access grants, finance incentives and other funding options.</p> <p>Collaborate with local partners and other counties to achieve scale for generation, battery storage or other projects.</p>	<p><i>Capacity and skills:</i> Energy Investment Unit LGSS Finance and Legal Asset Managers Refit Service Provider (Engineering support) Farm Estate Assets and Commissioning</p> <p><i>Finance</i> PWLB loan facility Upfront development budgets recovered through profits from schemes Finance incentives and grants Private sector finance to share risk on large projects</p>

<p><b>2 – Energy Supply</b></p> <ul style="list-style-type: none"> <li>• Building resilient communities</li> <li>• Supporting vulnerable people</li> <li>• Supporting a prosperous economy</li> </ul>	<p>Development of the Smart Energy Grid Project for St Ives Park and Ride to generate, store and supply local energy.</p> <p>Delivery of a business support programme using the lessons learnt from the smart energy grid project to help build the supply chain.</p>	<p>Assess the local grid capacity and its ability to accommodate growth. Report the findings and impacts to Members.</p> <p>Work with key services to scope the opportunities to develop energy projects on buildings and local sites to directly access local energy generation. This includes working with Children, Families and Adults Department to identify potential sites and the broader health and care networks.</p> <p>Work with partners to assess the benefit of different energy supply models for local government including council-run fully licensed supplier, license lite, white label or sleeved supply arrangements, private wire or license exempt supplier. Assessment includes the potential scale of energy generation and local demand to guide the potential options for 'energy company' set up.</p>	<p>As above but including:</p> <p><i>Capacities and skills</i> Park and Ride Smarter Cambridge</p>
<p><b>3- Energy Efficiency</b></p> <ul style="list-style-type: none"> <li>• Reducing cost and waste</li> <li>• Supporting vulnerable people</li> <li>• Making best use of our assets</li> <li>• Supporting Growth</li> <li>• Reduce carbon emissions</li> </ul>	<p>Please see activities on schools and public buildings in 1 above. Energy performance contracting covers both energy generation and energy efficiency.</p>	<p>Continue to grow the pipeline of buildings to improve energy efficiency improvements and investment – see Appendix A.</p> <p>Bring forward the business case to invest in LEDs for street lighting to save money on the contract.</p>	<p>As for 1 above</p>

<p><b>4- Cost management</b></p> <ul style="list-style-type: none"> <li>• Supporting vulnerable people</li> <li>• Working in partnership</li> <li>• Managing changes to contracts and procurements</li> <li>• Attracting investment</li> </ul>	<p>Delivered five 'collective switch' opportunities for residents and businesses to reduce energy bills.</p> <p>Procured electricity and gas supply tariffs for public sector buildings.</p> <p>Skills audit undertaken 2015 to identify in-house availability of skills to deliver energy projects</p> <p>Procured an energy service provider from the REFIT 2 Framework to deliver energy projects, manage performance risk on projects and upskill staff/members on the business model.</p> <p>The Council has developed a decision making tool for energy projects, DAREED Project, which includes:</p> <ul style="list-style-type: none"> <li>• Data collection and monitoring</li> <li>• Renewables simulation</li> <li>• Energy simulation</li> <li>• Demand Management</li> <li>• Awareness raising</li> <li>• Market place</li> <li>• Best practice</li> </ul>	<p>Continue to deliver collective switch opportunities for residents and businesses through sharing the Peterborough's Collective Switch scheme.</p> <p>Evolving the current traffic signals platform to become a 21<sup>st</sup> century intelligent network.</p> <p>Develop demonstrator lighting projects (that sit outside the existing PFI) and migrate these opportunities to include smart meters and control for managing data to inform greater energy efficiency and load management. Links to priority 6 below)</p> <p>Review electricity and heat supply tariffs and contracts to source low carbon energy and renewable energy supplies for public sector buildings.</p> <p>Scope opportunities for setting up a data platform for energy and other data to analyse and identify new solutions to reduce consumption.</p> <p>Procure 'white label' or other opportunities for securing low cost energy</p> <p>Review skills audit to identify relevant skills and knowledge across</p>	<p>LGSS Energy Manager LGSS Procurement Energy investment Unit</p> <p>ICHOOSR/Peterborough collective switch scheme</p> <p>Assets and Commissioning Service</p> <p>Energy Investment Unit LGSS Finance and Legal Asset Managers Refit Service Provider (Engineering support)</p>
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		<p>Cambridgeshire and Peterborough to support energy project delivery across the priorities, identify key skills gaps and potential new procurements.</p> <p>Procure new partner arrangements under REFIT 3 Framework to deliver Energy Performance Contracting for larger more complex projects to bring the engineering design skills and innovation to projects.</p> <p>All projects developed through the Energy Strategy to upload data into System Link - an energy management system, K2 – an asset management system and identify the potential for using the DAREED system to support data collection and analytics.</p>	
<p><b>5- Selling Energy</b></p> <ul style="list-style-type: none"> <li>• Make best use of our assets</li> <li>• A sustainable and prosperous economy</li> <li>• Generate income</li> </ul>	<p>Work is underway engaging with customers for the direct sale of electricity for the Smart Energy Grid Project described below.</p> <p>Draft power purchase templates are under discussion and negotiations on tariffs starting.</p>	<p>To participate directly in the buying and selling of energy is a trading activity and must be pursued through a company structure (the exception is where the supply is a result of solely selling output from generating assets held by the local authority). With partners, assess corporate structure options and the conditions under which this is best pursued.</p> <p>Identify if existing schools have extra land not required for educational purposes but which could be used for local energy projects. This land could generate</p>	<p>As for 1 above but in addition:</p> <p>Licensed energy company arrangements</p> <p>Blue Sky Peterborough</p>



		energy to sell to the school and local community. Identify if and how this can be achieved.	
<b>6 – Sustainable Growth</b> <ul style="list-style-type: none"> <li>• Creating Smart Energy Communities</li> <li>• Improving air quality</li> <li>• Supporting prosperous local economy</li> <li>• Working with innovative companies to test new ideas</li> <li>• Supporting electric vehicles</li> <li>• Future infrastructure funding through devolution deals</li> </ul>	<p>The business case for the development of a Smart Energy Grid Demonstrator Project on St. Ives Park and Ride has been agreed by the Authority and match funding is to be agreed before this project is finalised. The scheme will supply renewable energy for electric vehicle charging and to sell to local consumers.</p>	<p>Replicating the learning from this project to deliver Smart Energy Solutions on other park and ride sites and land assets including City Deal and growth area projects.</p> <p>Scope 'demand response' opportunities using cloud based software and the internet of things, to identify Virtual Energy Storage (VES) options that help balance the national grid earning revenue for the authority through the use of existing batteries on computers and other devices.</p> <p>Identify how 5<sup>th</sup> generation mobile network will inform the development of energy projects</p> <p>Explore opportunities for developing low carbon transport projects and smart community projects supported directly by local decentralised energy generation schemes.</p> <p>Collaborate with the private/ community sectors to identify new projects, planning in the energy requirements upfront and integrated into projects.</p>	<p>As for 1 above but in addition:</p> <p>City Deal Smarter Cambridge Growth and development</p>

		<p>Identify energy projects that can act as demonstrator projects to test innovative technologies, new business models and commercials to identify replication opportunities for the future.</p> <p>Signpost parish and town councils to funding opportunities for renewable energy projects via the CCC website.</p> <p>Collaborate on parish council land and building projects.</p> <p>Replicate the Smart Energy Grid Project at St Ives on further park and ride schemes but including the opportunity to supply renewable energy for electric bus charging.</p> <p>Work with local Cambridgeshire Local Authorities, Peterborough City Council and neighbouring counties to collaborate on really big storage and demand response thinking.</p> <p>Identify opportunities for future devolution deal monies to support low carbon energy infrastructure delivery</p>	
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## 4.0 FUNDING AND RESOURCES TO DELIVER THE ENERGY STRATEGY

### 4.1 Grants funding and income generation

There are a range of financial incentives to support renewable energy projects. The Energy Investment Unit has already accessed and explored funding opportunities in the following areas:

#### Feed in Tariff (FiT)

This is available for renewable electricity generation and is generally applied to solar, wind, combined heat and power and anaerobic digestion. Access to high levels of incentive for technologies can reduce over time as experienced recently with solar but remains available for schemes, albeit at a reduced level. Individual business cases will include the expected level of support from finance incentives where they still apply.

#### Renewable Heat Incentive

Specific examples include financing incentives from Government that have been accessed to bring forward heat projects. The Renewable Heat Incentive (RHI) is available for biomass, ground source heat pumps and combined heat and power. Some Cambridgeshire schools are already accessing this money through the installation of biomass boilers.

#### Contracts for Difference

Government also runs annual auctions to apply for 'Contracts for Difference'. This is aimed at larger projects where FITs don't apply and is an opportunity for projects to compete for finance incentive ensuring that competition drives down prices. The Authority has signed a Contract for Difference for the 12MW solar park.

#### Government Grants

Government is keen to incentivise heat networks, electric vehicles, smart meters and other technologies. There are also opportunities to apply for government grants to support projects and schemes to apply for support for innovation or change.

##### Milton CoE Primary School, Milton, Cambridgeshire



##### Cost of project: £166,000

##### Energy measures include:

- Insulation
- Building Management System
- Heating controls
- New boilers
- Solar PV

##### Savings:

- 26% savings on energy cost
- £11,000 energy spend reduction per annum
- 45 tonnes of CO<sub>2</sub> per annum saved

## Cambridgeshire's Energy Investment Fund

The Authority has invested directly in projects through borrowing from Public Works Loan Board (PWLb). A set of investment principles has been agreed by Members to guide the development of project business cases. For smaller projects, under £1million, a delegated decision making process is in place to facilitate investment and a loan facility has been agreed under which project approvals can be facilitated. For larger projects, it is agreed to set development budgets which are repaid through the profits on a project if investment is approved via Assets and Investment Committee.

### Co-Investment

The Authority is supportive of co-investment into projects. At a small scale, this has worked through schools and academies contributing funds towards energy performance contracting, or attracting other grants such as Salix Finance but for larger projects this could include private sector and pension fund investments (not just from the UK) to help manage project risk.

### Data collection and analysis

To improve energy efficiency and generation projects, data platforms and systems including System Link - an energy management system, K2 -an asset management system and a new platform called DAREED can help collect and report data that can inform decision making. For example, the DAREED platform includes monitoring data, renewables simulation, energy simulation, demand management, awareness raising, the market place and best practice. It is important to ensure that data collected from projects is analysed and used to improve performance of energy systems and can help prepare us for a future local energy market where consumers are more active managers of their energy, switching tariffs to reduce costs and selling energy generated. For further information <http://www.dareed.eu/>

### 4.2 The Energy Investment Unit

The Council has formed the Energy Investment Unit to develop and deliver energy projects to save money for the public sector and generate income for the authority. The unit is funded through income generated by projects and it works with asset managers and service managers to identify potential projects, access existing and new procurements, and brings forward the engineering, financial and legal skills to deliver projects on the ground. Working closely with finance and legal colleagues over the last three years, the unit has built a solid base of skills and knowledge to bring forward energy projects, assess complex business cases, identify benefit share arrangements and advise on contracting arrangements. The unit is currently managing over twenty five energy performance contracts.

#### Contact information

If your team has energy project ideas but not the capacity or know how to move forward, we are happy to help. Tel: 01223 728552 or email [sheryl.french@cambridgeshire.gov.uk](mailto:sheryl.french@cambridgeshire.gov.uk)

### 4.3 Who will monitor the action plan, where will the process be reported and how will success be measured?

The strategy will be approved by Cambridgeshire County Council's General Purposes Committee which will also receive annual progress reporting. The Strategy will be reviewed every 3-4 years and progress closely monitored via the Strategic Asset Management Board which meets monthly. This officer board will help unlock barriers to the identification and delivery of projects.

## 5.0 WORKING WITH PARTNERS, KEY STAKEHOLDERS AND OUR COMMUNITY

Delivery of the strategy requires collaboration and partnerships across a range of stakeholders and professional disciplines, both internal and external to the authority.

Early engagement with government is needed to understand their plans for supporting local energy schemes and whether devolution plans could help facilitate delivery through new powers, responsibilities and funding.

Strategic direction and potential funding for the delivery of the strategy can come through The Greater Cambridge Greater Peterborough Local Enterprise Partnership, Greater Cambridge City Deal and the new Combined Cambridgeshire and Peterborough Authority. These organisations have a key role setting the ambition and context for infrastructure development across Cambridgeshire and Peterborough. Working with these organisations will provide the opportunity to influence cross sector collaboration on projects to help manage supply and demand for energy projects, seek solutions to barriers to delivery and support new innovative ideas and cross- border project development.

Owing to the local grid network having reached its capacity in many parts of Cambridgeshire, connections to the grid to export electricity are difficult to obtain and costly. It will be important to work closely with Ofgem, (the regulator), the network operator and National Grid to establish where there are opportunities to connect and export electricity or to establish new partnerships, projects or models where supply and demand for decentralised energy can be facilitated in other ways such as smart grids, private wire and energy storage or other new innovations.

Working with colleagues in Cambridgeshire Local Authorities and Peterborough City Council is also key. This will draw on the skills and experiences across the organisations to identify and deliver projects as well as ensuring a joined up approach to delivery and resource sharing to bring benefits to the communities we serve. It will be important to ensure that any projects under development can (i) comply with national and local plan policies and (ii) demonstrate that any planning impacts that affect local communities are adequately addressed.

Fundamental to the successful delivery of the strategy will be strong engagement with the community. The Council will look to achieve best practice engagement with Parish and Town Councils and their broader communities to feed into early design proposals. Engagement plans will need to facilitate constructive dialogue with different sectors in a community to understand the impact of an energy project, build relationships in the community and to seek views on how best to mitigate any problems. We will need to explore a range of engagement techniques, including social media, to secure as broad a range of engagement as possible. Through early engagement we hope to influence early design and thinking on a project and bring additional benefits for the community where possible. For example, an energy project could involve the village hall benefiting from energy efficiency improvements as part of an overall energy scheme.

## **6.0 THE BENEFITS OF AN ENERGY STRATGY FOR CAMBRIDGESHIRE COMMUNITIES**

Energy bills have more than doubled in the last 10 years and further price increases are expected. More than 40% of the UK's energy is imported and global demand for energy continues to grow. Buying energy on the global market is competitive. Becoming more energy self-sufficient through generating local energy on buildings, car parks and other land assets reduces the amount of energy we import, provides more certainty around energy bills, builds community resilience should global energy supplies become restricted, and supports the local economy.

The UK Climate Change Act 2008 along with global agreements to reduce carbon emissions means that investors such as university pension funds are increasingly moving away from investing in fossil fuels and supporting low carbon investments. This brings emission reductions in the form of improved air quality and health as well as slowing global warming impacts.

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## Appendix A: Existing and Future potential project areas for energy project development

White= already happening light grey= potential new opportunities dark grey= need scoping

Please note: Some projects may not yet be viable but could become viable should policy and finance incentives change.

Type of Asset	Project Development underway Y/N	Potential New project	Delivery of Strategy Priorities (All projects to collect data to inform future decision making)
<b>Schools</b>			
240 schools (existing)	Yes		Energy Generation Energy Efficiency Managing costs -
10 new schools	No	Yes	Energy Generation Energy Supply Selling Energy Supporting Growth
<b>CCC Buildings</b>			
Offices	Yes		Energy Generation Energy Efficiency Managing costs
Libraries	Yes		As above
Catering Services	No	Y- Small scale	As above
Community buildings	No	Y- Small scale	As above
Children Centres	No	Y -Small scale	As above
<b>Transport Assets</b>			
Park and Ride	Y- Demonstrator project	Yes – replication of demonstrator project	Energy Generation Energy Supply Selling Energy Supporting Growth
Guided busway	N	Yes – large scale	Energy Generation Energy Supply Selling Energy
Cycle ways	N	Possible demonstrator for solar paving	Energy Generation
Highways land/verges	N	Yes- small to large scale	Energy Generation Energy Supply Selling Energy
<b>Farm Estate</b>			
Barns + farm buildings	Y	Y – small scale	Energy Generation
Other Land - Further five sites		Y – medium to large scale	Energy generation Selling energy
<b>Other</b>			
Housing Company - land development	N	Demonstrator project potential	Energy Generation Energy Supply Energy Efficiency Selling Energy
<b>Contracts</b>			
Waste	N	Y- large scale	Energy Generation Energy Supply Energy Efficiency Selling Energy Managing contract costs
Street lighting	Y	Y – large scale	Energy Efficiency Managing Contract Costs
Highways	N	To be explored-large scale	Energy Generation Energy Supply Selling Energy

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**COMMUNITY RESILIENCE STRATEGY AND DELIVERY PLAN**

**To:** General Purposes Committee

**Meeting Date:** 21 March 2017

**From:** Sue Grace, Director: Corporate and Customer Services  
  
Christine May, Interim Service Director: Infrastructure Management and Operations (IMO)  
  
Theresa Leavy, Interim Director: Children's Services

**Electoral division(s):** All

**Forward Plan ref:** n/a **Key decision:** No

**Purpose:** To provide an update on progress with the delivery of Cambridgeshire County Council's Community Resilience Strategy.

**Recommendation:** General Purposes Committee is asked 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").

<b><i>Officer contact:</i></b>	
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## **1. BACKGROUND**

- 1.1 Stronger Together – our strategy for building resilient communities was endorsed by General Purposes Committee (GPC) in October 2015. The full strategy can be accessed [here](#). This paper is the first of the six-monthly updates on the delivery of that strategy requested by GPC.
- 1.2 It outlines progress made with the County Council's Cambridgeshire Communities Innovation Fund - established with agreement of GPC with money drawn from the Council's Transformation Fund to invest in community groups and organisations, who wish to increase community resilience, enhance the wellbeing of local people and achieve savings for the council by meeting needs better locally.
- 1.3 It summarises the officer activity and the partnership engagement that has taken place so far, and also the start being made on work to help officers develop ideas around bringing together key services for the community – focussed on the communities that need them. Work so far has been a 'desk top' exercise, looking at demographics, population predictions and service needs to develop thinking.
- 1.4 There are no proposals for change in this paper, which updates Members on officer considerations so far. Before any proposals are developed, further discussions will take place at local level with Members, parish councils, community groups and user groups and this will happen after the May 2017 elections.

## **2. COMMUNITY RESILIENCE STRATEGY DELIVERY PLAN PROGRESS**

- 2.1 Planned activity for 2016-17 has either been successfully completed or is ongoing. Progress so far demonstrates some exciting new ways of working which are making a difference to the way we work, and to how we work with our partners, as well as to the lives of people in our communities.
- 2.2 As part of the review of corporate capacity, staff from across the council who work in roles related to supporting resilient communities, have been brought together into one team which will now take responsibility for delivering the whole community resilience strategy and action plan.
- 2.3 Within this new 'Strengthening Communities Service' we have staff delivering, or supporting, a range of statutory and non-statutory services and functions, including libraries, Trading Standards, the youth offer, and early years. Support is aimed at expanding what the service can offer, exploiting new technologies and working closer with volunteers. Examples of where this is happening already include:
  - Library at Home volunteers, helping people access all council services online but also spotting where their users need extra help;
  - Trading Standards helping local communities to create good neighbour schemes; and
  - Youth and Community Services, supporting adults to deliver activities for young people in their own local communities.

### 3. THE INNOVATION FUND

- 3.1 Launched at the Cambridgeshire Parish Councils' conference on 18 November 2016, the Innovation Fund is being managed on the council's behalf by Cambridgeshire Community Foundation. Proposals go to the panel of Members and officers, with expert advice provided by service leads, who can recommend next steps which might include progress to full application, advice on strengthening the proposal or signposting to alternative contacts for project or community support or suitable alternative funding for those which aren't successful.
- 3.2 The fund has received 32 outline project proposals. Nine have strongly met the criteria of the fund and are currently developing their full application which will be heard at the first quarterly selection panel in March 2017. The total sum requested from these 9 is £257,717 and the panel will be considering whether the projects meet all the criteria for the fund and where there might be further support available to enhance delivery. Appendix 1 sets out broad details of the 9 proposals expected to be received as full applications.

### 4. CLOSER TO OUR COMMUNITIES

- 4.1 **Community resilience learning sites:** four are underway in Barnwell, Brampton, Ely and Littleport, and Histon and Impington, where the aim is for officers to help communities create, develop and deliver activities they consider important to their community.
- 4.2 This work is already showing results with **Barnwell**, seeing the health visitor recommending community activities to clients, and the local fitness instructor linking with the youth club to promote family fitness sessions. **Brampton** who are investigating a village hub for older and disabled people with a micro library, IT mentoring, good neighbour and befriending scheme – our library staff have already trained volunteers to run their own library, opening in March 2017, using surplus stock from the council's own catalogue system along with the loan of 10 Kindle Fires to support visually impaired people. **Ely and Littleport** are making the most of the Timebank and time credit opportunities, and in **Histon and Impington** adult social care staff are to train community representatives as trusted advisors for assistive technology.
- 4.3 **Neighbourhood Cares:** A new way of delivering local, community-based care for older people in two areas of Cambridgeshire will be piloted in the coming year through adult social care.
- 4.4 **Time Credits:** Our time credits work won a national MJ (management journal for local authority business) award for Excellence in Community Engagement. We've expanded the scheme to include Cambridge, Ely & Littleport, March, St Neots, Huntingdon, March & Chatteris as well as the forerunner in Wisbech. This means an additional 25,000 hours of volunteer time is being given by 1500 individuals in 70 organisations and teams. 49% of time credits members were not regular volunteers before.
- 4.5 **Support Cambridgeshire:** Support Cambridgeshire is a new partnership of the Hunts Forum of Voluntary Organisations, Cambridgeshire Council for Voluntary Services and Cambridgeshire ACRE (Action with Communities in Rural England). It has been commissioned to build the capacity of Cambridgeshire's community groups, voluntary organisations and parish and town councils.

- 4.6 **A stronger local focus for our services:** It is important for families to know where and when they can access the services they need as easily as possible.
- 4.7 Minimising the number of different places they have to visit to get all their needs met is crucial to this, especially for our most vulnerable children and families who may be receiving support from a number of agencies. This has led the council to look closely at the needs for the future provision of children's centres.
- 4.8 To complement and support this work, officers have also begun to draw together ideas around how Cambridgeshire County Council might develop a network of community hubs and 'pop up services' across the county to bring our universal, customer facing services together, siting them in the heart of communities who need them based on demographic and needs analysis data.
- 4.9 Early thinking is that these 'hubs' could combine with other public and voluntary sector services, where possible, and would be a place in the community where people can access the widest range of information, advice and support – building on the strengths of libraries as safe, trusted and neutral places used by people of all ages and abilities. This thinking is in line with the [Department for Culture Media and Sport's Ambition for Libraries Strategy](#).
- 4.10 The council may then use hubs to complement its website and contact centre, making hubs the first point of contact for face to face service, assisting people to make digital transactions, providing information and being a focus for community development and volunteering.
- 4.11 As part of this thinking we have been looking at how we could develop a Child and Family Centre offer, evolving from the current Children's Centre offer, to cover the 0-19 age range with a particular focus on families with identified vulnerabilities. We think this offer could be delivered from child and family centre buildings that work alongside the delivery from community hubs and 'pop-up' services.
- 4.12 To help shape their thinking, officers have undertaken desk top analysis to consider, if this approach were to be taken forward, where these hubs and centres might best be located. Some outline discussions have been held with Members, partners and local community groups to share initial thinking and find out how best we can engage with them in the future.
- 4.13 All work to date has been about developing ideas – there are no firm proposals as yet for the location or number of community hubs or child and family centres and, should Members agree to this work continuing, the way these facilities are developed, how many there should be and where they should be sited, will come out of discussions with local people, users of our service and elected Members.
- 4.14 Officers intend to resume partner engagement in May 2017 so that the potential and appetite to share services can be more fully discussed – at local level with Members, parish councils, community groups and user groups. All of this information and feedback would then be used to inform proposals for public consultation resulting in a final business case for agreement by County Council committees in Autumn 2017.
- 4.15 While the drivers behind this work are mainly around improving the offer to the most vulnerable people in our community – children, families, older people and adults with



disabilities – and maintaining or even enhancing services in the light of growing demand, the council also has to factor into any considerations for change and development the need to deliver savings previously agreed by Members for 2018/19, including a target for the library service (Business Plan Ref: B/R6.208/209) and for children's services (Business Plan Ref A/R 6.224) in 2018/19.

## **5. PARTNERSHIPS**

- 5.1 **Parish Council Conference:** Our first countywide parish council conference 'Stronger Together' was held in November 2016 and attended by 160 people. It was organised by a working group comprising of Cambridgeshire ACRE (Action with Communities in Rural England), CaPALC (Cambridgeshire and Peterborough Association of Local Councils), SLCC (Society of Local Council Clerks), parish councillors, clerks, district councils and the County Council. Nine projects were showcased by parish councils in the workshops and 85 ideas were shared between participants. Feedback showed that 94% of people would attend again. The group is now planning peer learning sessions for parish councils to continue to showcase their good work
- 5.2 **New connections:** Recognising we are just contributors to building community resilience, we have started early conversations with new, potential future partners including faith group representatives, who already do so much in many of our communities, and business representatives who are interested in making the most of their corporate social responsibility.
- 5.3 **Countywide Community Partnership Board:** the inaugural meeting brought together public sector partners in Cambridgeshire to drive our shared ambitions in relation to community resilience. The network will maximise opportunities to collaborate, seeking countywide and local opportunities to jointly commission, and pooling resources and expertise where it makes sense to do so.

## **6. MEMBER SEMINAR/MEMBER ENGAGEMENT**

- 6.1 A 'Councillors as Community Connectors' programme has been created and delivered by the Member Champion for Localism alongside the Community Engagement team. Two cohorts of the programme have been run with 29 Councillors engaged with one or more sessions.
- 6.2 The programme has focussed on practical ways that Members can help to build community capacity within their divisions, and already there have been some brilliant examples of this. In **Warboys and Upwood** the Member worked with parish councils to support the creation of the Warboys Timebank. In **Melbourn**, the Councillor encouraged the local school to apply to the Cultivating Communities fund to set up an Edible Garden project, which is a continuing success.

## **7. ALIGNMENT WITH CORPORATE PRIORITIES**

- 7.1 **Developing the local economy for the benefit of all**  
The following bullet points set out details of implications identified by officers:
- Skills developed by individuals through participating in their community will help them within the workplace;

- Involving statutory and non-statutory partners in this work, such as local businesses, will ensure that all resources available to support this work can be harnessed.

## **7.2 Helping people live healthy and independent lives**

The following sets out implications identified by officers:

- There is evidence that community engagement and resilience supports the adoption of a healthy lifestyle and builds engagement in health improving initiatives.

## **7.3 Supporting and protecting vulnerable people**

The following bullet point sets out details of implications identified by officers:

- The County Council's activity to build community capacity and to invest in supporting places and communities that are safe, and good places to live, is a cornerstone of our early help and preventative strategies for vulnerable people.

# **8. SIGNIFICANT IMPLICATIONS**

## **8.1 Resource Implications**

The following bullet point sets out details of significant implications identified by officers:

- The Innovation Fund is council investment intended to bring savings to the council over time. When the Innovation Fund is allocated to projects there should be a plan as to how the savings will be made and which budgets will be reduced. The strategy will help to establish how we best use our property assets to achieve the most value for Cambridgeshire residents.

## **8.2 Statutory, Risk and Legal Implications**

The following bullet points set out details of significant implications identified by officers:

- There is a continuing legal duty on local authorities to ensure that vulnerable people are not exposed to additional or unreasonable levels of risk as a result of the implementation of these strategic objectives;
- The establishment and delivery of the Innovation Fund will involve ongoing consultation with LGSS Law Ltd to ensure that any relevant legal implications have been addressed.

## **8.3 Equality and Diversity Implications**

The following bullet points set out details of significant implications identified by officers:

- Evidence indicates that some services delivered by local people within local communities can be more successful than statutory services at reaching people who may need support. Building capacity within local communities to help people help each other should therefore support more equal and diverse accessible provision locally;
- Some of our services will become increasingly more localised, so that we can meet local and individual need within each specific community context;
- Additional support to access the Innovation Fund will be provided in disadvantaged areas or those with less social capital.

## **8.4 Engagement and Consultation Implications**

The following bullet point sets out details of significant implications identified by officers:

- Successful delivery of all aspects of the delivery plan will only be possible with significant community engagement and engagement with our partners and with County Council staff.

## 8.5 Localism and Local Member Involvement

The following bullet point sets out details of significant implications identified by officers:

- The role of Members helps in contributing towards the success of the council's community resilience ambitions in engaging communities and in acting as community advocates. Since community resilience is an integral part of the council's new business planning model and service delivery plans, all County Councillors will be informed and supported to be able to operate in a way that supports resilient communities, as reflected in the latest approved Member's role description.

## 8.6 Public Health Implications

The following bullet points set out details of significant implications identified by officers:

- Building Community Resilience supports individuals and communities to take responsibility for their health. It can engage them in taking steps to adopt a healthy lifestyle and other health improving activities;
- Building community resilience will impact on many of the needs identified in different Joint Strategic Needs Assessments (JSNAs), including the following:
  - Long term conditions;
  - New communities;
  - Homelessness and at risk of homelessness;
  - Vulnerable children and adults;
  - Carers;
  - Older people's mental health.

Implications	Officer Clearance
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Sarah Heywood
<b>Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?</b>	Yes Name of Legal Officer: Virginia Moggridge
<b>Are there any Equality and Diversity implications?</b>	Yes Name of Officer: Sue Grace
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes Name of Officer: Christine Birchall
<b>Are there any Localism and Local Member involvement issues?</b>	Yes Name: Cllr Criswell, Localism Champion
<b>Have any Public Health implications been cleared by Public Health</b>	Yes Name of Officer: Val Thomas

### **SOURCE DOCUMENTS GUIDANCE**

<b>Source Documents</b>	<b>Location</b>
NICE Guidelines NG44 Community Engagement	<a href="https://www.nice.org.uk/guidance/NG44">https://www.nice.org.uk/guidance/NG44</a>
JSNAs	<a href="http://www.cambridgeshireinsight.org.uk/jsna">http://www.cambridgeshireinsight.org.uk/jsna</a>
Stronger Together Strategy for building resilient communities	<a href="http://www.cambridgeshire.gov.uk/download/downloads/id/4176/community_resilience_strategy.pdf">http://www.cambridgeshire.gov.uk/download/downloads/id/4176/community_resilience_strategy.pdf</a>

## **Appendix 1 – Innovation Fund applications**

The nine projects that have progressed to phase two of the application process are as follows:

<b>Target area</b>	<b>Objective</b>	<b>Target beneficiaries</b>
Countywide (initially Ramsey, Ely, Shelford, Melbourn, Wisbech and Cambridge)	To develop and deliver carer friendly community hubs alongside the Council's community hubs programme.	Carers (in particular carers over 80).
Countywide	To expand timebanks across the county, in particular targeting older or socially isolated people.	Local residents, in particular older people, the socially isolated, people with mental health issues, young parents.
Countywide (Ramsey, St Neots, Ely, March and Wisbech, Cambridge City and South Cambridgeshire)	To expand the provision of support services for families with disabled children.	Families with children who have additional needs, disabilities and life limiting conditions.
Cambridge City	To support older or vulnerable people across the city through using volunteer runners.	Older people.
East Cambridgeshire	To help residents to set up new community groups which focus on health and wellbeing.	Vulnerable people with general health issues.
Huntingdonshire	To support the development of a village hub.	Local residents, in particular people who are lonely, vulnerable or nearing crisis.
Huntingdonshire	To provide community care for older and vulnerable people in the parish.	Older and vulnerable people.
Huntingdonshire	To provide support and activities for people with neurological conditions in the parish.	People with multiple disabilities.
Huntingdonshire	To train, support and mentor young adults with learning difficulties/disabilities to progress towards voluntary, supported, paid or self-employment.	People with learning difficulties.





**TREASURY MANAGEMENT - QUARTER THREE**

*To:* **General Purposes Committee**

*Meeting Date:* **21st March 2017**

*From:* **Chief Finance Officer**

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

*Forward Plan ref:* **n/a** *Key decision:* **No**

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

*Recommendation:* **The General Purposes Committee is recommended to;**  
**a) Note the Treasury Management Quarter Three Report 2016-17**

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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 third quarter to 31<sup>st</sup> December 2016.

## **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 0.35% was achieved compared to the 7 day and 3 month London Interbank Bid Rate (LIBID) benchmark (0.12%, 0.26% respectively). See section 6.
  - An underspend of £1.330m is currently forecast and reported for debt charges. This is largely due to falling interest rates across the yield curve resulting in lower projections for net interest payments. Careful management of the Council's balance sheet and a strategy of internal borrowing will continue throughout the course of the year to optimise the treasury position and maximise savings where possible. 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 31<sup>st</sup> December 2016, the significant UK headlines of this analysis were:
  - The Economic growth has barely lost pace despite Brexit;
  - Consumer spending continued to be the key driver for economic growth;
  - Labour markets recent strength seems to be diminishing;
  - CPI inflation rose above 1% for the first time since October 2014;
  - The chancellor eased the fiscal squeeze, but the MPC kept policy

unchanged;

- Monetary policy in the US and the Euro-zone diverged.
- UK Government still plans to trigger Article 50 and Begin Brexit.

#### 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 31st December 2016		Revised Forecast to March 2017	
	£m	Rate %	£m	Rate %	£m	Rate %	£m	Rate %
<b>Long term borrowing</b>								
PWLB	405.0	4.3	278.6	4.3	278.6	4.5	278.6	4.5
PWLB (3 <sup>rd</sup> Party Loans)	-		0	-	3.9	2.3	3.9	2.3
Market	-		0	-	45.0	4.0	45.0	4.0
LOBO	79.5	3.7	79.5	3.7	34.5	3.2	34.5	3.3
<b>Total long term</b>	<b>484.5</b>	<b>4.2</b>	<b>358.1</b>	<b>4.2</b>	<b>362.0</b>	<b>4.3</b>	<b>362.0</b>	<b>4.3</b>
<b>Short term borrowing</b>	-	-	-	-	34.0	0.3	60.0	0.5
<b>Total borrowing</b>	<b>484.5</b>	<b>4.2</b>	<b>358.1</b>	<b>4.2</b>	<b>396.0</b>	<b>3.9</b>	<b>422.0</b>	<b>4.2</b>
<b>Investments</b>	<b>5.6</b>	<b>0.5</b>	<b>10.1</b>	<b>0.5</b>	<b>9.8</b>	<b>0.5</b>	<b>8.0</b>	<b>0.4</b>
<b>Total Net Debt / Borrowing</b>	<b>478.9</b>	<b>-</b>	<b>348</b>	<b>-</b>	<b>386.2</b>	<b>-</b>	<b>414.0</b>	<b>-</b>
<b>3<sup>rd</sup> Party Loans &amp; Share Capital</b>	<b>-</b>	<b>-</b>	<b>0.4</b>	<b>-</b>	<b>4.3</b>	<b>-</b>	<b>4.4</b>	<b>-</b>

- 4.2 The revised forecast reflects the current prudential borrowing projections in the capital programme, which is likely to fluctuate through the course of the year. This currently shows that net borrowing is likely to be significantly lower than originally forecast. 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 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.

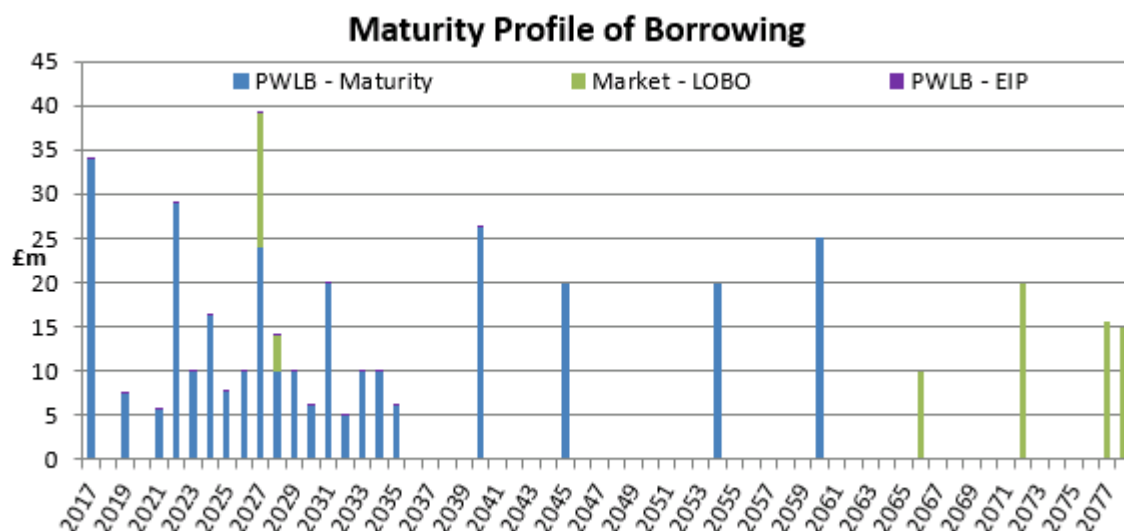
#### New loans and repayment of loans:

- 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

#### Maturity profile of borrowing:

- 5.4 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 LOBO Loans run to maturity) is 21.4 years.
- 5.5 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:

- 5.6 When market conditions are favourable long term loans can be restructured to:

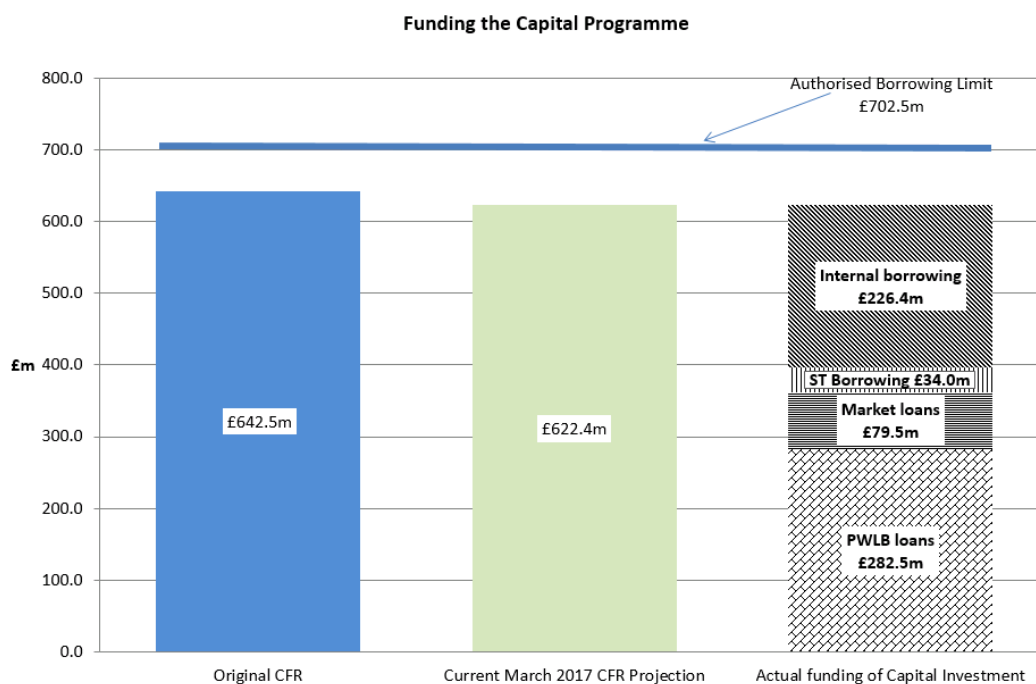
- to generate cash savings
- to reduce the average interest rate
- to enhance the balance of the portfolio by amending the maturity profile and/or the level of volatility. (Volatility is determined by the fixed/variable interest rate mix.)

5.7 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:

5.8 The Treasury Management Strategy Statement (TMSS) sets out the plan for treasury management activities over the next year. It identifies where the authority expects to be in terms 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.

5.9 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 December 2016.

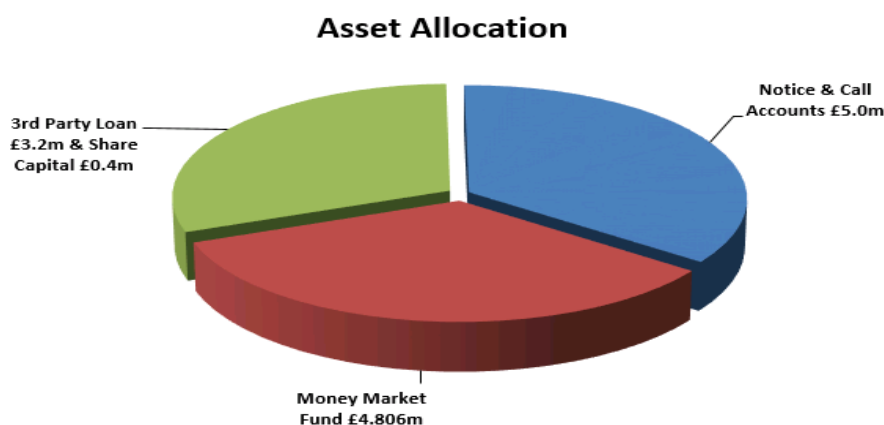


5.10 As shown on the chart above, it can be seen that the council's current CFR projection is £80.1m below the statutory Authorised Borrowing Limit set for the Council at the start of the year.

- 5.11 In addition, the chart shows how the Council is currently funding its borrowing requirement (through internal and external resources). As at 31<sup>st</sup> December, internal borrowing is forecasted to be £226.4m to finance capital investment by the end of the year. Internal borrowing is the use of the Council's surplus cash to finance the borrowing liability instead of borrowing externally.
- 5.12 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. Sources of finance include short term loans (out to 5 years) from other local authorities, the PWLB and the Municipal Bonds Agency.

## 6. INVESTMENTS

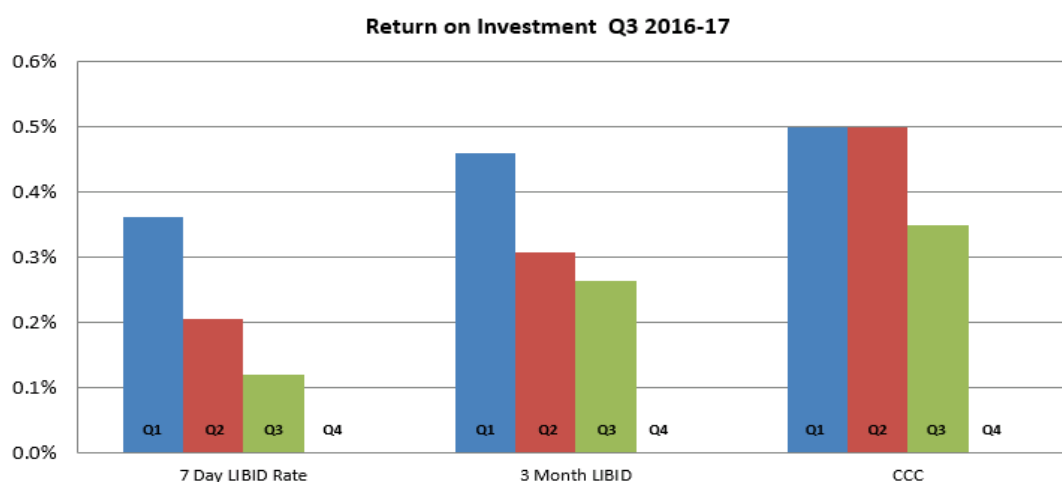
- 6.1 Investment activity is carried out within the Council's counterparty policies and criteria, and with a clear strategy of risk management in line with the Council's treasury strategy for 2016-17. This ensures that the principle of considering security, liquidity and yield, in that order (SLY), is 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 5.11, 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 31<sup>st</sup> December the level of investment totalled £9.8m, excluding 3<sup>rd</sup> 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 31<sup>st</sup> December is 1 day. Where possible deposits are placed for longer durations with appropriate counterparties to obtain enhanced rates of return in an environment of falling interest rates.



- 6.5 The graph below compares the returns on investments with the relevant



benchmarks for the each quarter this year.

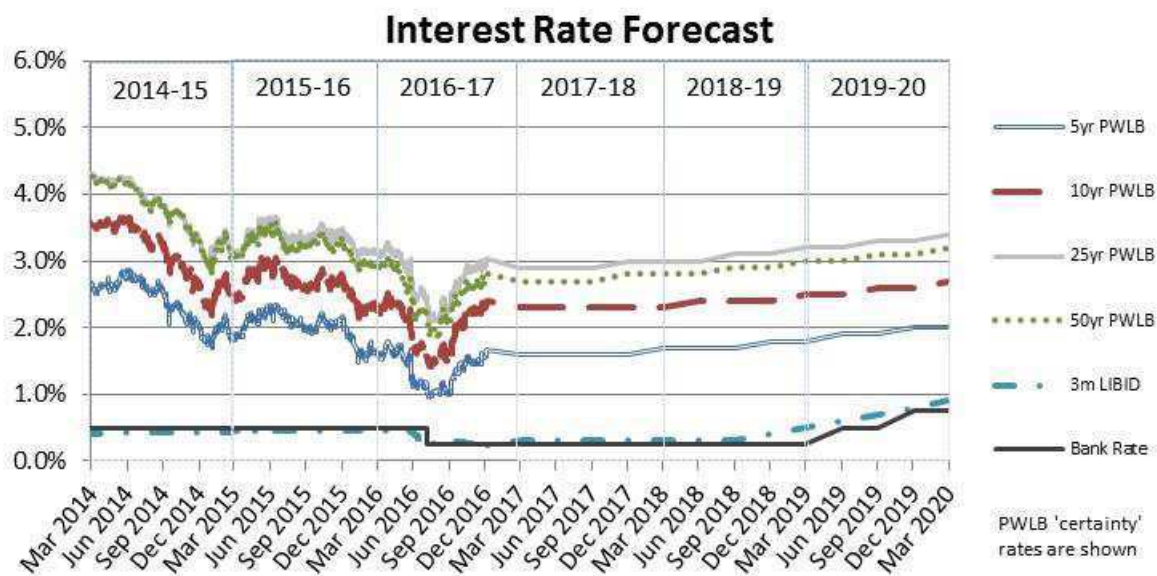


- 6.6 It can be seen from the graph that investments returned 0.35% during the quarter which is more than both the 7 day LIBID (0.12%), 3 month LIBID (0.26%) benchmarks.
- 6.7 Using credit ratings, the investment portfolio's historic risk of default stands at 0.0001%. This simply provides a calculation 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 can't 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 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 borrowing undertaken. However during 2016-17 additional borrowing 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 £1.33m is currently forecasted and reported for Debt Charges (**as at January 2017**). The variance is largely due to the continuation of the Internal Borrowing strategy resulting in lower than budgeted forecast net interest payments. The positive variance for interest receivable includes interest of £380k received on S106 for Clay Farm which was not budgeted.

	Budget	Estimated Outturn	Variance
	£m	£m	£m
Interest payable	16.363	15.031	-1.332

Interest receivable	-0.459	-0.894	-0.435
Internal recharges & Other	0.568	0.614	0.046
Technical	-0.085	-0.065	0.020
MRP	8.560	8.931	0.371
<b>Total</b>	<b>24.947</b>	<b>23.617</b>	<b>-1.330</b>

- 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 and Performance 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 Statutory, Risk and Legal 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.

**13.3 Equality and Diversity Implications**

There are no significant implications in this category

**13.4 Engagement and Consultation Implications**

There are no significant implications in this category.

**13.5 Localism and Local Member Involvement**

There are no significant implications in this category

**13.6 Public Health Implications**

There are no significant implications in this category

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Chris Malyon
<b>Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?</b>	Yes Name of Legal Officer: Fiona McMillan
<b>Are there any Equality and Diversity implications?</b>	No Name of Officer: n/a
<b>Have any engagement and communication implications been cleared by Communications?</b>	No Name of Officer: n/a
<b>Are there any Localism and Local Member involvement issues?</b>	No Name of Officer: n/a
<b>Have any Public Health implications been cleared by Public Health</b>	No Name of Officer: n/a

### **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

<b>Source Documents</b>	<b>Location</b>
None	N/A

**Economic Update (provided by CAS Treasury Solutions)**

**Quarter Ended 31<sup>st</sup> December 2016**

1. Economic growth appears to have barely lost pace, despite the vote for Brexit. Indeed, quarterly GDP growth in Q3 of 2016 is now estimated to have been 0.6%, up from the initial estimate of 0.5%: Q2's growth rate was also nudged down from 0.7% to 0.6%. Moreover, the average level of the Markit/CIPS all-sector PMI in October and November was 54.8, compared to an average of 51.4 in Q3. On the basis of past form, this is consistent with quarterly GDP growth of about 0.5%. And the sharp rise in the manufacturing PMI in December suggests the sector ended the year solidly.
2. Consumer spending continued to be the key driver of growth in Q4. Admittedly, retail sales only rose by a monthly 0.2% in November. But this followed a whopping 1.8% monthly increase in October. As a result, even if sales volumes were flat in December, they would have risen by 2.1% over Q4 as a whole, the largest increase since Q2 2014 and up from Q3's 1.9% rise.
3. This does not look sustainable though. Q3's National Accounts revealed a fall in households' real disposable incomes, and as a result the 0.7% rise in overall household spending was funded entirely through a fall in the household saving ratio. With inflation having picked up and employment growth having slowed in Q4, it looks likely that the saving ratio may have fallen further.
4. The labour market's recent strength seems to be waning. Employment actually fell in the three months to October, the first fall since Q2 2015. Annual growth in employment remained positive, albeit weak, at 1.1%. Granted, the unemployment rate held steady at its post-crisis low of 4.8%. But note that this was due to people moving into inactivity rather than employment.
5. Note that some slowdown in employment growth was inevitable, regardless of the outcome of the referendum, as labour market slack has diminished. Indeed the unemployment rate is now around the level often thought to be its "natural" rate. Looking ahead, we doubt that any job losses will be particularly severe or sustained. Survey measures of firms' employment intentions are consistent with annual growth in private sector employment of about 1% over the coming months.
6. Meanwhile, perhaps in response to past tightening in the labour market, there have been some more optimistic signs on the wages front, with annual growth in average weekly earnings (including bonuses) holding broadly stable at 2.5% in the three months to October, following a 2.4% rise in Q3.
7. At the current time, this is enough to outpace inflation. CPI inflation picked up from 0.7% in Q3 to average 1.1% in October and November. The 1.2% level reached in November was the highest since October 2014, although this still remains low by historical standards. However, inflation is on a steep upward trajectory.



Components of inflation that typically respond quite quickly to exchange rate movements, such as petrol and food prices, have had big upward influences on the headline rate recently, and will continue to do so as the drop in the pound makes its way through the inflation pipeline.

8. Price pressures at the beginning of the pipeline are already building rapidly. Producer input price inflation rose from 6.5% in Q3 to an average of 12.6% in October and November. There is typically quite a long lag between producer prices and CPI inflation, but we should start to see this feed through to higher prices on the high street over the course of 2017. Indeed, CPI inflation is still on track to breach the 2% inflation target in spring 2017, and should peak at around 3% by spring 2018.
9. For now at least, the MPC doesn't appear to be too fazed by this overshoot of the 2% inflation target: it left interest rates unchanged at 0.25% during Q4. Given the uncertainty about the economic outlook, and especially the impact from the two year window for Brexit negotiations from March 2017, interest rates look set to remain on hold for a long while yet.
10. By contrast, the US Fed pressed ahead and raised interest rates by 25bp in December, as expected, taking the Fed funds target range to between 0.50% and 0.75%. At the same time, the ECB announced that it would slow the pace of its asset purchases from April 2017, but committed to extending the purchases by another nine months (to December 2017). This highlights the unusual divergence in western monetary policy set to occur over the next year or so.
11. Meanwhile, the latest data suggests that the public finances are broadly on track to meet the recently revised OBR's near-term forecasts. Borrowing on the PSNB ex measure in the first eight months of the fiscal year so far was about 11% lower than last year. This compares to the OBR's expectations of a 10% fall for the fiscal year as a whole.
12. But hopes of a complete "reset" of fiscal policy were dashed in November's Autumn Statement. Chancellor Philip Hammond did lessen the fiscal squeeze a bit, but the UK still faces another bout of austerity over the coming years. Of course, the new fiscal rules – which include achieving a cyclically-adjusted budget deficit of below 2% by 2020/21 – do offer the Chancellor a bit of room for manoeuvre if the economy were to turn out much weaker. On the basis of the OBR's new forecasts, the deficit will be about 0.8% on this measure by that point, leaving him about 1.2% of GDP to play with.
13. Ongoing deficit reduction in the UK is in contrast to the US, where we expect a major fiscal stimulus on the back of Trump's victory. Indeed, we have revised up our US GDP growth forecast for 2017 from 2% to 2.7%.
14. Meanwhile, in financial markets, the FTSE 100 rose by 2.4% between Q3 and Q4 of 2016, taking it to a record high. This partly reflected the 3.5% drop in the trade-weighted value of sterling, (which boosts the sterling value of UK firms' overseas profits), but also the generally positive market reaction to Trump's victory in the US election. That said, Brexit worries are still lingering, with the FTSE UK Local Index,

which only includes firms of which more than 70% of their sales are generated in the UK, falling by 5.4%. Meanwhile, reflecting a combination of rising US Treasury yields on the back of Trump's victory, as well as fears about the sterling-driven rise in inflation over the next few years in the UK, 10-year UK government bond yields rose by close to 50bp during Q4.

15. Finally, the UK government still plans to trigger Article 50 and begin Brexit negotiations by the end of March, and has promised to lay out its plans before it does so. A soft(ish) form of Brexit still looks in prospect. Granted, controlling immigration and ending the influence of the European Court of Justice appear to be key priorities, but the government has stated it wants to retain a very close trading relationship, and that a transitional deal may be considered in order to smooth the process.

## Prudential and Treasury Indicators at 31<sup>st</sup> December 2016

### 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%	85.84%
Variable rate	65%	14.16%
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:

$$\frac{(\text{Fixed rate borrowing } £331.6m^* - \text{Fixed rate investments } £0m^*)}{\text{Total borrowing } £396.1m - \text{Total investments } £9.806m} = 85.84\%$$

\*Defined as greater than 1 year to run

Variable Rate calculation:

$$\frac{(\text{Variable rate borrowing } £64.5m^{**} - \text{Variable rate investments } £9.806m^{**})}{\text{Total borrowing } £396.1m - \text{Total investments } £9.806m} = 14.16\%$$

\*\* 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**

	<b>2016-17 Limit £m</b>	<b>Actual £m</b>
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**

	<b>Upper Limit</b>	<b>Actual</b>
under 12 months	80%	16%
12 months and within 24 months	50%	1%
24 months and within 5 years	50%	10%
5 years and within 10 years	50%	16%
10 years and above	100%	57%

**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**

<b>2016-17 Original Estimate %</b>	<b>2016-17 Revised Estimate %</b>	<b>Difference %</b>
10.53	6.71	-3.82

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

<b>2016-17 Original Estimate £</b>	<b>2016-17 Revised Estimate £</b>	<b>Difference £</b>
21.27	(41.42)	-62.69

This indicator has fallen significantly as a result reductions to the Debt Charges budget in respect of lower Minimum Revenue Provision of £9.3m 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)**

<b>Original 2016-17 Capital Financing Requirement (CFR) £m</b>	<b>2016-17 CFR (based on latest capital information) £m</b>	<b>Actual Gross Borrowing £m</b>	<b>Difference between actual borrowing and original CFR £m</b>	<b>Difference between actual borrowing and latest CFR £m</b>
642.5	622.4	362.0	280.5	260.4

**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**

<b>2016-17 Authorised Limit £m</b>	<b>Actual Borrowing £m</b>	<b>Headroom £m</b>
702.5	362.0	340.5

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**

<b>2016-17 Operational Boundary £m</b>	<b>Actual Borrowing £m</b>	<b>Headroom £m</b>
672.5	362.0	310.5

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 31<sup>st</sup> December 2016

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
<b>3rd Party Loans &amp; Share Capital Total</b>							<b>3.3400%</b>	<b>4,320,000.00</b>
Deposit	Call	CCC/CE/6	01/12/14		Barclays Bank plc	Maturity	0.1500%	5,000,000.00
<b>Call Total</b>							<b>0.1500%</b>	<b>5,000,000.00</b>
Deposit	MMF	CCC/ST/7	22/07/15		Deutsche Managed Sterling Platinum	Maturity	0.2781%	4,806,000.00
<b>MMF Total</b>							<b>0.2781%</b>	<b>4,806,000.00</b>
<b>Deposit Total</b>							<b>1.0746%</b>	<b>-</b>
<b>Grand Total</b>								<b>14,126,000.00</b>



**CORPORATE RISK REGISTER UPDATE**

*To:* **General Purposes Committee**

*Meeting Date:* **21st March 2017**

*From:* **Sue Grace: Director of Corporate and Customer Services**

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

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

*Purpose:* **To provide the General Purposes Committee with details of the current status of corporate risk.**

*Recommendation:* **It is recommended that the General Purposes Committee notes the position in respect of corporate risk.**

<b><i>Officer contact:</i></b>	
Name:	Duncan Wilkinson
Post:	LGSS Head of Internal Audit
Email:	<a href="mailto:Duncan.Wilkinson@Milton-keynes.gov.uk">Duncan.Wilkinson@Milton-keynes.gov.uk</a>
Tel:	01908 252089

## **1. BACKGROUND**

1.1 In accordance with best practice the Council operates a risk management approach at corporate and directorate levels across the Council seeking to identify any key risks which might prevent the Council's priorities, as stated in the Business Plan, from being successfully achieved.

1.2 The risk management approach is encapsulated in 2 key documents:

- Risk Management Policy

This document sets out the Council's Policy on the management of risk, including the Council's approach to the level of risk it is prepared to countenance as expressed as a maximum risk appetite. The Risk Management Policy is owned by the General Purposes Committee.

- Risk Management Procedures

This document details the procedures through which the Council will identify, assess, monitor and report key risks. Risk Management Procedures are owned by Strategic Management Team (SMT).

1.3 The respective roles of the General Purposes Committee and the Audit and Accounts Committee in the management of risk are:

- The General Purposes Committee has an executive role in the management of risk across the Council in its role of ensuring the delivery of priorities.
- The Audit and Accounts Committee provides independent assurance of the adequacy of the Council's risk management framework and the associated control environment.

1.4 The Corporate Risk Register was reviewed by SMT on 2<sup>nd</sup> March 2017.

1.5 This report is supported by:

- The Corporate Risk Profile (Appendix 1)
- Corporate Risk Register (Appendix 2)

## **2. CHANGES TO THE CRR FOR GPC TO REVIEW**

2.1 Following the review of corporate risk by SMT on 2<sup>nd</sup> March, SMT is confident that the Corporate Risk Register is a comprehensive expression of the main risks faced by the Council and that mitigation is either in place, or in the process of being developed, to ensure that each risk is appropriately managed.

### **General points from the Audit and Accounts Committee on 24<sup>th</sup> January 2017 for GPC to review**

A discussion took place on the issue of the number of Corporate Risks, there was a difference of opinion between the Chairman, who believed there should be more added, and the Vice Chairman, who indicated that most

organisations in his experience only held about 10 corporate, high level risks. In his view the County Council Corporate Risk Register contained too many risks and challenged whether the level of detail was accessible to senior management and asked that his views should be passed on.

Risk 1b 'Failure to deliver the current 5 year Business Plan 2016-2021' - Trigger 3 reading 'Organisations not sufficiently aligned to face challenges' – the Chairman asked whether those in the Council were?. In response it was indicated that this was being reviewed. The Chairman expressed concern that for such an important risk there seemed to be few actions and requested that this be looked at further. Councillor Chapman suggested there should be some reference to the right skills / resources being available.

Risk 3 'The Council does not have appropriate staff with the right skills and experience to deliver the Council's priorities at a time of significant demand pressures' The Chairman asked what the position would be when the UK left the European Union where he had seen figures saying there would be a loss of 2.4 million migrant workers and a gain 1.2 million older people with huge potential implications for adult social care, which he considered was a real and significant risk.

Risk 15 'Failure of the Council's arrangements for safeguarding vulnerable children and adults' a) The Chairman made reference to his concerns that DBS checks on taxi drivers being used by Councils was still not robust enough especially when a replacement driver was provided at short notice. b) Councillor Crawford suggested that the probability score should be higher to reflect the current issues regarding delayed transfers of care from hospital, not enough care home places were available and that the delays in assessments were adding to the problem.

Risk 20 'Non Compliance with legislative and regulatory requirements' – The Chairman suggested that loss of staff and the use of agency staff should be a consideration.

Risk 22 'The Total Transport project fails to identify and implement affordable solutions that allow service levels to be maintained' – There was a suggestion from the Chairman that the probability rating of 2 should be increased to 5. In response the Chairman of the Economy and Environment Committee Councillor Bates stated that this might apply to some parts of the County but not all, highlighting that Cambridge and market towns had better transport provision than rural areas, suggesting that the score might possibly need to be more than 2 but not as much as 5.

Risk 27 'The Pension Fund has the potential to be materially underfunded' – Reference should be made to the triennial review which the Chairman suggested had resulted in the probability risk reducing from 3 to 2.

- 2.2 **Appendix 1** shows the profile of Corporate Risk against the Council's risk scoring matrix and illustrates that there are two red residual risks. Risk 1a '*Failure to produce a robust and secure Business Plan over the next five years*', and Risk 1b '*Failure to deliver the current 5 year Business Plan*' remains unchanged from the previous report to the Committee.
- 2.3 The Audit and Accounts Committee have made some comments about the number of risks, the presentation of information in the Risk Register (including the risk map), and the need for the results of the comparison with other authorities' risk registers to be shown clearly in the Risk Register. Also, a new IT system, Grace, will be introduced from April 2017 to support improved risk management practice.
- 2.4 In response to these comments and in the light of the need to develop processes that make use of the new IT system, a review of the risk register will be undertaken in April and May. The approach will be to use workshops, facilitated by Business Intelligence and LGSS Internal Audit and Risk Management, with SMT and senior officers and Members, to design a risk register that is aligned with the Business Plan outcomes and monitoring, good risk management practice and that is accessible and easy to understand. A proposal will be brought to GPC as early as timescales allow.

### **3. ALIGNMENT WITH CORPORATE PRIORITIES**

- 3.1 Risk management seeks to identify and to manage any risks which might prevent the Council from achieving its three priorities of:
- Developing the local economy for the benefit of all
  - Helping people live healthy and independent lives
  - Supporting and protecting vulnerable people

### **4. SIGNIFICANT IMPLICATIONS**

#### **4.1 Resource Implications**

There are no significant implications within this category.

#### **4.2 Statutory, Risk and Legal Implications**

This report discusses a range of risks and the Council's approach to managing those risks. These may have implications across the Council's areas of business, as set out in the risk register.

#### **4.3 Equality and Diversity Implications**

There are no significant implications within this category.

#### **4.4 Engagement and Consultation Implications**

There are no significant implications within this category.

#### **4.5 Localism and Local Member Involvement**

There are no significant implications within this category.

#### 4.6 Public Health Implications

There are no significant implications within this category.

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	<b>Yes</b> <b>Name of Financial Officer: Sarah Heywood</b>
<b>Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?</b>	<b>N/A</b>
<b>Are there any Equality and Diversity implications?</b>	<b>No</b> <b>Name of Officer: Tom Barden</b>
<b>Have any engagement and communication implications been cleared by Communications?</b>	<b>Yes</b> <b>Name of Officer: Christine Birchall</b>
<b>Are there any Localism and Local Member involvement issues?</b>	<b>No</b> <b>Name of Officer: Tom Barden</b>
<b>Have any Public Health implications been cleared by Public Health</b>	<b>Yes</b> <b>Name of Officer: Tess Campbell</b>

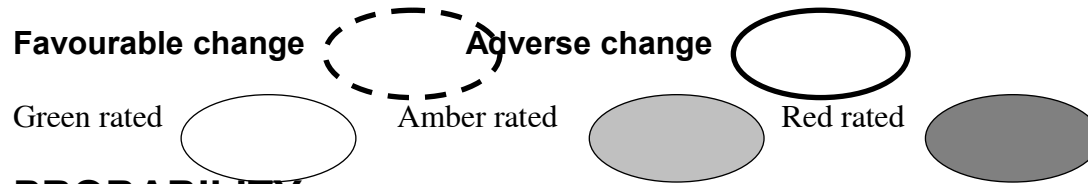
<b>Source Documents</b>	<b>Location</b>
Corporate Risk Register	Internal Audit and Risk Management OCT1108



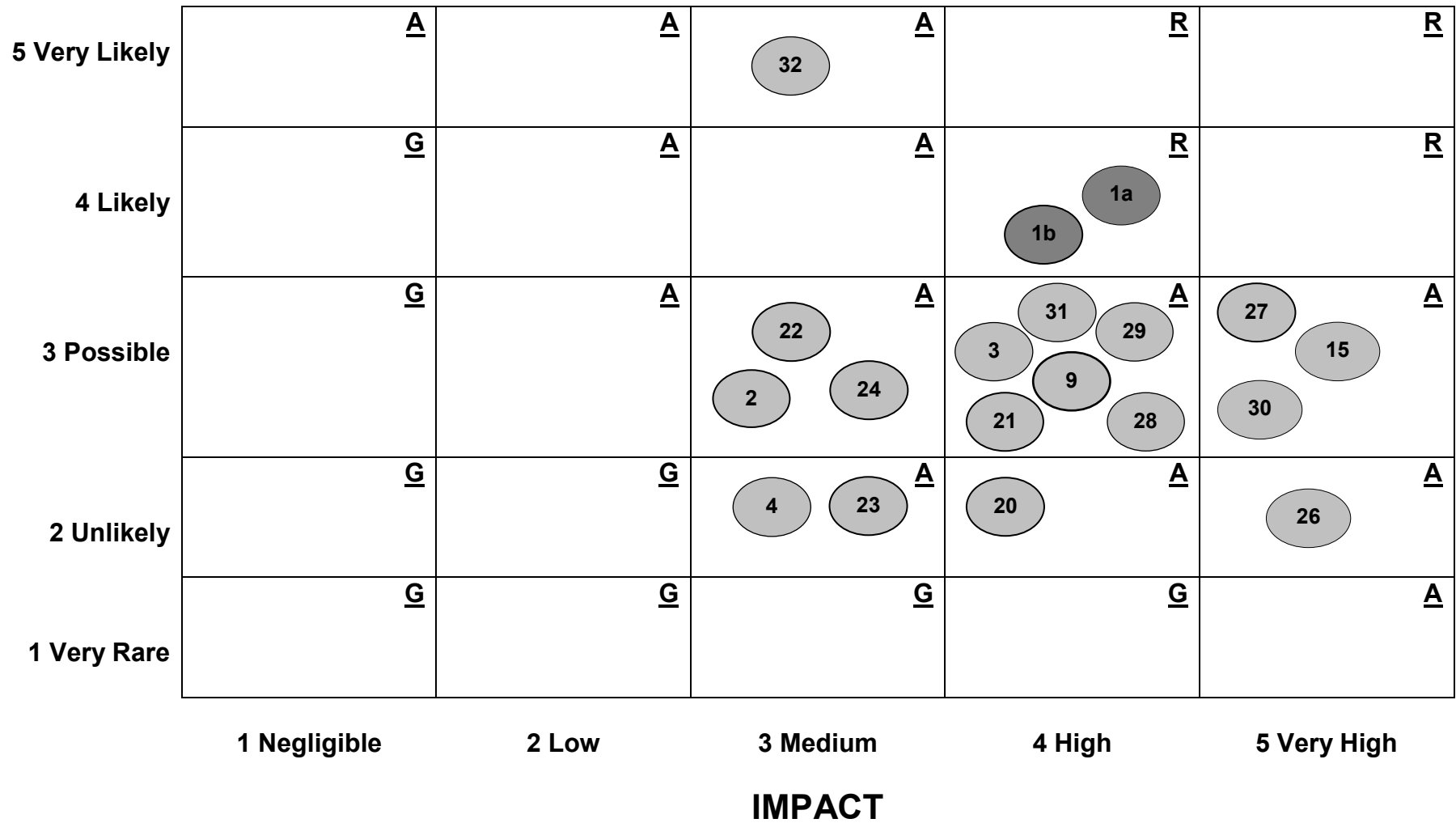


# CORPORATE RESIDUAL RISK MAP – FEBRUARY 2017

Appendix 1



## PROBABILITY





# CORPORATE RISK REGISTER

Details of Risk				Owner	Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
1a	Failure to produce a robust and secure Business Plan over the next 5 years	1. Failure to have clear political direction, vision, priorities, and outcomes in the Business Plan. 2. Failure to plan effectively to achieve necessary efficiency savings and service transformation. 3. Unfavourable result of negotiations with Government about settlement 4. Worsening Pension Fund deficit 5. Legislative changes add unforeseen pressures to Council savings targets	1. The Council lacks clear direction for resource use and either over-spends, requiring the need for reactive savings during the life of the plan, or spends limited resources unwisely, to the detriment of local communities.	CD CS&T	1. Robust political leadership, strong vision, clear priorities and policies, developed through councillor engagement 2. Robust engagement with members of CLT and Councillors through the Business Planning process timetable, to ensure greater cross-organisational challenge and development of options. 3. Full consultation with public, partners and businesses during planning process, including thorough use of data research and business intelligence to inform the planning process 4. Stronger links with service planning across the Council seeking to transform large areas of spend. 5. Business Planning process requires early identification of possible impacts of legislative changes, as details emerge 6. A working party is exploring alternatives to the existing business planning process 7. Capital Programme Board - robust management of the delivery of capital elements of the Business Plan 8. CFA savings tracker in place and reviewed by the CFA Performance Board monthly and weekly at the working group 9. An 'in-year savings tracker' in place to enable SMT to strengthen performance management of the delivery of the Business Plan 10. Business Case process in place as part of the development of savings proposals for the Business Plan	4	4	16							
1b	Failure to deliver the current 5 year Business Plan 2016 - 2021	1. Failure to deliver (with partners) the Business Plan and achieve required efficiency savings and service transformation. 2. Assumptions in existing Business Plan regarding the wider economic situation are inaccurate. 3. Organisation not sufficiently aligned to face challenges.	1. The Council is unable to achieve required savings and fails to meet statutory responsibilities or budget targets; need for reactive in-year savings; adverse effect on delivery of outcomes for communities	CE	1. Robust service planning; priorities cascaded through management teams and through appraisal process 2. Strategy in place to communicate vision and plan throughout the organisation 3. Performance Management 4. Governance framework to manage transformation agenda: a. Integrated portfolio of programmes and projects b. Routine portfolio review to identify and address dependencies, cross cutting opportunities and overlaps c. Directorates to review and recommend priorities d. Directorate Management Teams/Programme Gvnce Boards ratify decisions 5. Rigorous RM discipline embedded in all transformation programmes/projects, with escalation process to Directorate Management Teams / Programme Boards 6. Integrated performance and resource reporting (monthly to GPC) a. Monthly progress against savings targets b. Corporate Scorecard monitors performance against priorities c. Budget holders monthly meetings with LGSS Finance Partner/External Grants Team, producing BCR d. Regular meetings with Director of Finance/s151 Officer, Committee Chairs and relevant Directors to track exceptions and identify remedial actions 7. Rigorous treasury management system in place plus ongoing tracking of national and international economic factors and Government policy 8. Limited reserves for minor deviations	4	4	16	6. Work is ongoing on resolving issues with CCG over jointly funded packages of support (CHC, section 41 and section 117). Further action will be taken if back payments cannot be secured.	SD OPMH	Sep-16	Apr-17	G	Service Director Children's Social Care	This action is still underway, and is being closely overseen by Adults Committee. On CHC assessments, we have agreed an action plan with CCG for all assessments to have been completed by 1 April. We will review in Feb / Mar 2017 whether this deadline will be met. On other outstanding areas, we have now exhausted attempts at negotiation between officers and LGSS Law and PCC Law are seeking legal opinion.

# CORPORATE RISK REGISTER

Version Date: January 2017

Details of Risk					Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result	Owner		Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
					9. Routine monitoring of savings delivery to identify any required interventions 10. Bi-annual Leaders and Chairs meeting and Cambridgeshire Public Service Board 11. Board Thematic Partnerships including the LEP and the Health and Well Being Board, commissioning task and finish groups 12. LGSS governance arrgts incl representation on SMT (Section 151 Officer)										
2	The quality, responsiveness and standard of LGSS Services fail to meet CCC requirements	1. LGSS resources available to support CCC are reduced as LGSS expands its customer base 2. Failure to manage LGSS service delivery to CCC	1. Support services to CCC are not provided in a timely, accurate and professional manner	CFO	1. Joint Committee Structure incl CCC Cllr representation, LGSS Overview and Scrutiny Cttee, Chief Executive sits on LGSS Management Board  2. LGSS director representation on SMT to ensure LGSS meets current and future Council needs  3. LGSS Strategic Plan, Strategy Map and Improvement Activities identified 4. Programme Management arrangements in place to move forward workstreams 5. CCC performance management arrangements 6. LGSS performance management team 7. LGSS SLA's in place and regularly reviewed in detail 8. Corporate Director CS&T responsible for managing LGSS / CCC relationship	3	3	9	2. In depth reviews of the SLAs in the Council's contract with LGSS. Further information required by SMT prior to sign off for Audit and Risk Management, Learning and Development and Strategic Assets	CD CS&T	May-15	Mar-16 May-16 Jul-16 Dec-16 Feb 17	G	Corporate Director, Customer Service and Transformation	Reviews of SLAs are underway, and will be aligned with improvement planning work timetabled for the end of January'
3	The Council does not have appropriate staff resources with the right skills and experience to deliver the Council's priorities at a time of significant demand pressures	1. Ineffective recruitment outcomes 2. Ineffective planning processes 3. Unattractive terms and conditions of employment. 4. High staff turnover 5. Lack of succession planning to capture experience and knowledge 6. Increasing demand for services 7. Lack of trained staff 8. National pressures on the recruitment of key staff	1. Failure to deliver effective services 2. Regulatory criticism/sanctions 3. Civil or criminal action to the Council 4. Reputational damage 5. Low morale, increased sickness levels	DoPTT	1. Annual business planning process identifies staffing resource requirements  2. Children and Adults Workforce Strategy and Development plans with focus on recruitment and retention  3. Robust performance management and development practices in place.  4. Flexible terms and conditions of employment  5. Appropriate employee support mechanisms in place through the health and well being and counselling service agenda. 7. Use of statistical data to shape activity relating to recruitment and retention 8. Workforce Strategy and Development Plan which is reviewed by LGSS Management Board on a quarterly basis. 9. Extensive range of qualifications and training available to social care staff to enhance capability and aid retention. 10. Increased use of statistical data to shape activity realting to social care recruitment and retention. 11. ASYE programme ensures new social workers continue to develop their skills, knowledge and confidence. 12. Social care frontline managers support their own professional development through planning regular visits with frontline services. 13. Cross directorate Social Care Strategic Recruitment and Workforce Development Board and Social Work Recruitment and Retention Task and Finish Group proactively address the issue of social care recruitment and retention.	3	4	12	1. LGSS Management Board will review the workforce strategy as part of the Transformation Programme  2. Production of common training programme by OWD taken from service needs and compiled from PADP outcomes (annually) 3. Annual employee survey to feed into LGSS service improvement plans  <del>4. Production of the County wide Organisational Workforce Development Programme</del> 8. Deliver the Recruitment and Retention Action Plan	LGSS MB  LGSS  LGSS SAC&S  HoP  SD OP&MH	Jan-16  <del>Sep-16</del>  Nov-16  Jul-16  Mar-17	Mar-16 Jul-16 <del>Dec-16</del> June 17  Jun-17  Jun-17  Dec-16	G  G G G G	LGSS Management Board  LGSS Service Assurance, Customers and Strategy  Head of People	

# CORPORATE RISK REGISTER

Version Date: January 2017

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4	The Council does not achieve best value from its procurement and contracts	1. ineffective procurement processes 2. Lack of awareness of procurement processes across the Council 3. Ineffective contract management processes 4. Untrained contract managers	1. Poor value for money 2. Legal challenge 3. Wasted time and effort in contractual disputes	DoLPG	1. Contract Procedure Rules and Procurement Best Practice Guidance and templates kept updated with changes in best practice	2	3	6	1. Audit reviews to provide assurance that individual managers have the appropriate skills and training	HIA	Mar-16	Mar-17	G	Head of Internal Audit	Included in the 2016/17 Audit Plan
					3. Procurement Training provided on a regular basis with differing levels targeted at specific audiences				2. Audit reviews to provide assurance on the effectiveness of contract management in selected contracts	HIA	Mar-16	Mar-17	G		Included in the 2016/17 Audit Plan
					4. Central Contract register maintained and access available to relevant Officers										
					5. Use of checklist (Summary Procurement Proposal) on all new procurement activity undertaken via central Procurement team. This includes a review of options to achieve optimal value and where feasible captures existing costs and new costs after the procurement.										
					6. Nursing and residential care purchased through central brokerage unit										
					7. Develop long term sustainable relationships with providers wherever appropriate (e.g. Home care contract)										
9	Failure to secure sufficient funding for infrastructure	1. Insufficient funding is obtained from a variety of sources, including growth funds, section 106 payments, community infrastructure levy and other planning contributions, to deliver required infrastructure. This is exacerbated by austerity measures and reduced government funding for local authorities  2. Significant reduction in school infrastructure funding in 2016/17 from £34m per annum to £4m	1. Key infrastructure, services and developments cannot be delivered, with consequent impacts on transport, economic, environmental, and social outcomes. This could also result in greater borrowing requirement to deliver essential infrastructure and services which is unsustainable.	ED ETE ED CFA	1. Maximisation of developer contributions through Section 106 negotiations.	3	4	12	15. County Planning Obligation Strategy for District's and County Council use, to go to E&E Committee.	HoG&E	Jun-17		G	HoTIPF - Head of Transport Infrastructure Policy and Funding	
					2. Prudential borrowing strategy is in place.									HoGE - Head of Growth and Economy	
					3. Section 106 deferrals policy is in place.									HoS - Head of Strategy	
					4. External funding for infrastructure and services is continually sought including grant funding.									SD S&C - Service Director, Strategy and Commissioning	
					5. Maintain dialogue with Huntingdonshire District Council and East Cambridgeshire District Council where Community Infrastructure Levy is in place to secure CIL monies for County Projects.									ED CFA - Exec Director, Children, Families and Adults	
					6. Strategic development sites dealt with through S106 rather than CIL and S106. In dealing with sites through S106 alone, the County Council has direct involvement in negotiation and securing of developer contributions to mitigate the impact of a specific development.										
					7. County planning obligation strategy being developed for district's and CCC use in identifying community infrastructure needs.										
					8. Lobby with LGA over infrastructure deficit										
					9. On-going review, scrutiny and challenge of design and build costs to ensure maximum value for money.										
					10. Coordination of requirements across Partner organisations to secure more viable shared infrastructure.										
					11. Respond to District Council Local Plans and input to infrastructure policy at all stages of the Local Plan process.										
					12. Annual school capacity return to the Department of Education seeks to secure maximum levels of funding for basic need.										
					13. Maintain dialogue with Cambridge City Council and South Cambridgeshire District Council to input into Community Infrastructure Levy prior to adoption of the Local Plan (Adoption of CIL anticipated 2017)										
					14. City Deal										

## CORPORATE RISK REGISTER

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15	Failure of the Council's arrangements for safeguarding vulnerable children and adults	Children's Social Care:  1. Children's social care case loads reach unsustainable levels as indicated by the unit case load tool 2. More than 25% of children whose referral to social care occurred within 12 months of a previous referral 3. Serious case review is triggered  Adult Social Care (inc. OPMH):  1. Care homes, supported living or home care agency suspended due to a SOVA (safeguarding of vulnerable adults) investigation 2. Serious case review is triggered 3. Outcomes of reported safeguarding concerns reveals negative practice	1. Harm to child or an adult receiving services from the Council 2. Reputational damage to the Council	ED CFA	1. Multi-agency Safeguarding Boards provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity  2. Skilled and experienced safeguarding leads and their managers.  3. Comprehensive and robust safeguarding training, ongoing development policies and opportunities for staff, and regular supervisions monitor and instil safeguarding procedures and practice. 4. Continuous process of updating practice and procedures, linking to local and national trends, including learning from local and national reviews such as Serious Case Reviews. 5. Multi Agency Safeguarding Hub (MASH) supports timely, effective and comprehensive communication and decisions on how best to approach specific safeguarding situation between partners. 6. Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance  7. Whistleblowing policy, robust Local Authority Designated Officer (LADO) arrangements and complaints process inform practice 8. Regular monitoring of social care providers and information sharing meetings with other local organisations, including the Care Quality Commission 9. Joint protocols, practice standards and QA ensure appropriate joint management and case transfer between Children's Social Care and Enhanced and Preventative Services 10. Coordinated work between Police, County Council and other agencies to identify child sexual exploitation, including supporting children and young people transitions to adulthood, with the oversight of the LSCB  11. Audits, reviews and training provided to school staff, governors and settings. All schools must have child protection training every 3 years. Education CP Service supports schools and settings with safeguarding responsibilities	3	5	15	3. Investigating referral arrangements to ensure most effective arrangements are in place to the MASH - proposals to be reviewed and next steps decided by CFA management team  <del>6. Work is ongoing on resolving issues with CCG over jointly funded packages of support (CHC, section 41 and section 117). Further action will be taken if back-payments cannot be secured.</del>	HoS FREDt  SD-OPM	May-16  Sep-16	May-17  Apr-17	G  G	Service Director Adult Social Care  Service Director Children's Social Care	Complete for investigating referrals arrangements with education and are now moving to the health system   



## CORPORATE RISK REGISTER

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					16. Whistleblowing policy 17. Anti Fraud and Corruption Strategy incl Fraud Response Plan 18. Developed information and advice provision (an inspection handbook) 19. Developed an arrangement for disseminating legislative change to all directorates and services										
21	Business Disruption	1. Loss of staff (large quantities or key staff) 2. Loss of premises (including temporary denial of access) 3. Loss of IT, equipment or data 4. Loss of a supplier 5. Loss of utilities or fuel 6. Flu Pandemic	1. Inability to deliver consistent and continuous services to vulnerable people 2. School closures at critical times impacting students' ability to achieve 3. Inability to fully meet legislative and statutory requirements 4. Increase in service demand 5. Inability to respond to citizens' request for services or information 6. Lasting reputational damage	CD CST	1. Corporate and service business continuity plans 2. Relationships with the Unions including agreed exemptions 3. Corporate communication channels 4. Multi-agency collaboration through the Cambridgeshire & Peterborough Local Resilience Forum (CPLRF) 5. First phase of IT resilience project including the increased alternative power/environment conditions in major machine rooms 6. Operational controls 7. Resilient Internet feed 8. Business continuity testing 9. CCC corporate BCP Group incl LGSS BC leads	3	4	12	3. Project to establish 2nd LGSS data centre for resilience/backup of all systems, in addition to Scott House facility. 14. Review of accommodation provision in business continuity plans with LGSS	DoIT HoEP	Mar-13 Jul-16	Dec-15 <del>Dec-16</del> June 17 Sep-16 <del>Dec-16</del> April 17	G G	DoIT - Director of Information Technology HoEP - Head of Emergency Planning	The second LGSS data centre is in Northampton and this is finished and it is connected but much more work is needed before this becomes the live failover site for CCC. Much of the new hardware and systems is on order and/or being installed now but they will keep using Scott House for some time to come Consideration of accommodation provision within the Business Continuity arrangements is still being worked upon
22	The Total Transport project fails to identify and implement affordable solutions that allow service levels to be maintained	1. The changes to services that Total Transport introduces generate a level of adverse opinion such that they prove impossible to sustain. 2. One or more individual serious incidents undermine confidence in the overall provision of the service. 3. It proves impossible to secure savings for the transport budget without incurring additional costs elsewhere (e.g. the impact on domiciliary care	1. An overall reduction in transport budgets would then result in the same amount as now being spent on meeting statutory obligations using a standalone model, meaning that non-statutory but socially necessary services (for example, community transport or local bus routes) would face withdrawal. This would contribute to social exclusion, poor take up of employment and education opportunities, and reduced quality of life	ED ETE	1. A Total Transport Member Steering Group meets bi-monthly, offering a wide range of political insight and providing a steer for the project 2. A Total Transport Programme Board meets at least quarterly, bringing together Service Directors from CFA and ETE to provide strategic direction 3. A Total Transport Project Group meets monthly, bringing together Heads of Services from CFA and ETE, to consider the operational impacts and opportunities. 5. A new procurement framework has been established, and work continues to engage with (potential operators). High level work is also being undertaken to explore the costs and benefits of in-house operation 6. The Council is actively engaged with other local authorities pursuing a Total Transport agenda, and attends quarterly DFT meetings to share experience and ideas	2	3	6	4. A new Flexible Minibus Service is scheduled for introduction in <b>April</b> 2017. This will test a possible model that could mitigate future reductions to the budget for local bus services	TTAO	Jan-17	Apr-17	G	TTAO - Total Transport Area Officer	

Details of Risk				Owner	Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
		provision would outweigh the savings available by changing travel times).  4. The provider market proves unable or unwilling to meet the Council's requirements at an affordable rate.			7. Active plans are being made to determine the best approach following the formal end of the pilot period in March 2017. This includes the roll-out proposal for phase one, which is being considered by GPC on 20 December, and the use of an underspend on the original grant to support the on-going implementation of phase two										
23	Major Fraud or Corruption	1. Non compliance with the internal control framework and lack of awareness of anti-fraud and corruption processes. 2. Increased personal financial pressures on individuals as a result of economic circumstances	1. Reputational damage 2. Financial loss	CE	1. Financial Procedure rules  2. Anti Fraud and Corruption Strategy incl Fraud Response Plan  3. Whistle blowing policy  4. Codes of conduct 5. Internal control framework 6. Fraud detection work undertaken by Internal Audit 7. Awareness campaigns 8. Anti Money Laundering policy 9. Monitoring Officer/Democratic Services role 10. Publication of spend data in accordance with Transparency Agenda 11. New Counter Fraud Team established in LGSS	2	3	6	3. Implement anti bribery policy	HIARM	Mar-14	Dec-16 <del>Mar-16</del> Jun 17	A	HIARM - Head of Internal Audit and Risk Management	
24	A lack of Information Management and Data Accuracy and the risk of non compliance with the	1. Failure to equip staff and managers with the training, skills, systems and tools to enable them to meet the statutory standards for information management. 2. Failure to ensure that information and data held in systems (electronic and paper) is accurate, up to date, comprehensive and fit for purpose to enable managers to make confident and informed decisions.	1. Adverse impact on Council's reputation. 2. Adverse impact on service delivery, as unable to make informed decisions. 3. Financial penalties. 4. Increase in complaints and enquiries by the ICO. 5. Decisions made by managers are not appropriate or timely.	CD CST	1. Governance; SIRO, CIO, Corporate Information Management Team encompassing Information Management, Information Governance, Records Management, policies confirming responsibilities (see below) Data protection registration requirements  2. Policies: Data Protection, Freedom of Information, Information Security Incidents, Mobile Devices, Code of conduct, Retention schedules, IT security related policies (computer use, email), Information Management Strategy  3. Procedures: FOI, Subject Access Request Handling, Records Management, service level operational procedures, 4. Tools: Encrypted laptops and USB sticks, secure email and file transfer solutions, asset registers (USB sticks, encrypted laptops) device control 5. Training and awareness: Data Protection, information security, information sharing, Freedom of Information and Environmental Information Requests 6. Advice: Information Management advice service (IM, IG, RM, security), Information Management addressed via the Gateway project  7. Information asset catalogue/register - to catalogue all information assets which are managed by CCC 8. Information sharing protocols embedded internally and with partners 9. Audit/QA of accountabilities process 10. e-safety policy 11. Assurance monitoring - The SIRO and Information Management Board will receive a report as part of the Information Risk Management work package highlight any information risks across CCC. Details of any IG Security Incidents will be included in the IG Annual Update report to Senior Management team/ members. 12. Mapping Flows of Personal Confidential Data - To adequately protect personal information, organisations need to know how the information is transferred into and out of the organisation, risk assess the transfer methods and consider the sensitivity of the information being transferred.	3	3	9	6. Roll out of EDRM to manage the information lifecycle (including information standards). Task and finish group established to drive forward greater awareness raising and training 7. Updated Information Asset Register  8. Mapping data flows  11. Implementation of CFA social care Business Systems on new rationalized platform	IM  IM  HoS IM	Mar-13  Apr-17  Mar-18	Apr-17	G  G G G	IM - Information Manager	

## CORPORATE RISK REGISTER

Version Date: January 2017

Details of Risk					Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result	Owner		Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
	Compliance with the Data Protection Act				13. Incident reporting - Damage resulting from potential and actual information security events should be minimised and lessons learnt from them. All information security incidents, suspected or observed, should be reported through the CCC Incident Reporting system and managed in line with the Incident Reporting Procedures and Integrated Risk Management Policy. 14. Intrusion or Perimeter Security including use of next generation hardware firewalls in several tiers, network traffic minotoring by Virgin Media Business, hardware appliances to check in bound mail traffic, spam filters and web content filtering on internet traffic and anti-virus software on the servers  15. Local device protection including anti-virus on individual devices (sourced from a different supplier to the anti-virus software on the servers), Microsoft tools to restrict users ability to modify or install software and all mobile devices are encrypted  16. Record all attempted attacks and have an established relationship with the local and regional cyber crime teams in the Police and have established links and information sharing with the national crime and intelligence agencies 17. Individual Services Business Continuity Plans. 18. LGSS IT Disaster Recovery Plan 19. LGSS IT service resilience measures (backup data centre, network re-routing). 20. Version upgrades to incorporate latest product functionality 21. Training for CFA Business systems prior to use 22. Information sharing agreement 23. Backup systems for mobile working 24. Back up systems for CFA Business Systems										
26	Increasing manifestation of Busway defects	1. Failures of Busway bearings or movement of foundations continue and increase	1.Significant and ongoing costs to maintain the Busway or restricted operation of the Busway to the extent that it will no longer be attractive to operators or passengers.	ED ETE	1. Monitoring and inspection regime in place   5. Independent Expert advice has been taken confirming that the defects are defects under the Contract and that a programme of preventative remedial action is required and will be cheaper overall and less disruptive in the long run than a reactive response. 6. Legal Advice has been taken confirming that the defects are defects under the contract and that the Council has a good case for recovering the cost of correction from the Contractor 7. Retention monies held under the contract have been withheld from the Contractor and used to meet defect correction and investigation costs. 8. Funds have been set aside from the Liquidated Damages withheld from the Contractor during construction, which are available to meet legal costs 9. General Purposes Committee have resolved to correct the defects and to commence legal action to recover the costs from the Contractor 10. Initially defects are being managed on a case by case basis until the contractual issues are resolved, minimising impact on the public.	2	5	10	<del>1. Survey and investigation work - Programme of investigation and surveys agreed with BAM Nuttall to better understand nature, cause and possible solutions to defects are complete. Our independent experts have produced a Report to the General Purpose Committee 29/11/16</del> 2. Negotiations are taking place with Bam Nuttall 3. Initiate any necessary legal proceedings to recover costs of defect correction.	SD S&D ETE SD S&D ETE SD S&D ETE	Feb-16  	Jun-16 Sep-16 Nov-16  	G G G	Service Director, Strategy & development, ETE.	There are no dates. It's a sensitive matter with negotiations going on with legal, contractors, etc. For now they can only give the brief description of actions but no dates. It was agreed with Bob Menzies to present the actions this way.

Details of Risk						Residual Risk			Actions					Action Owner Acronyms explained	Comments
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27	The pension fund has the potential to become materially under-funded	2. Contribution levels do not maintain the level of the fund 3. The longevity of scheme members increases 4. Government changes to pensions regulations 5. Volatility of financial markets 6. Change to tax threshold causing exceedingly high contribution 7. Shrinking workforce	1. Significant increases in revenue contributions to the Fund are necessary placing additional savings requirements on services	CFO	1. Governance arrangements including CCC Constitutional requirements and Pensions Committee including response to Hutton enquiry  2. Investment Panel work plan  3. Triennial valuation  4. Risk agreed across a number of fund managers  5. Fund managers performance reviewed on a regular basis by Pensions Committee  6. Opt in legislation  7. Review investment manager performance quarterly  8. Ongoing monitoring of skills and knowledge of officers and those charged with governance	3	5	15	1. Updated Funding Strategy Statement to be agreed as part of the 2016 triennial valuation process setting out the funding approach for secure, tax rising scheme employers such as CCC  2. An established approach to employer contributions to continue, recognising the secure nature of CCC and the long term nature of the pension liabilities. 3. Review strategic asset alloaction as part of valuation process	HoP  HoP  HoP	<del>Dec-16</del>  Mar-17  Mar-17	<del>Mar-17</del>    	G  G  G	HoP - Head of Pensions	
29	Failure to address inequalities in the county continues	1. Impact of wider economic and social determinants, which may require mitigation through Council services. 2. Failure to target/promote services to disadvantaged or vulnerable populations, or in areas of deprivation, appropriately for local need.	1. Worsening inequalities between geographical areas and/or disadvantaged or vulnerable populations, including health, educational achievement, income.	CE	1. Council's business plan  2. Committee monitoring of indicators for outcomes in areas of deprivation (following full Council motion)  3. Joint Strategic Needs Assessment, Annual Public Health Report, and Joint Health and Wellbeing Strategy (Health inequalities)  4. Implementation of Health Committee Priority 'Health Inequalities' actions and targetting of Public Health programmes (health inequalities)  6. Child Poverty Strategy (income)  7. Targetted services e.g: Travellers Liaison, Traveller Health Team, Chronically excluded adults team etc. 9. Buy with confidence approved trader scheme.  10. Cambridgeshire Ineqalities Charter  11. Wisbech 20:20 programme  12. Cambridgeshire 0-19 Education Organisation Plan  13. Cambridgeshire Older People Strategy	3	4	12	1. Implementation of health inequalities aspects of Joint Health and Wellbeing Strategy	DoPH	<del>Dec-16</del>	<del>Mar-17</del>	G	DoPH - Director of Public Health DoCFA - Director and Children, Families and Adults SD L - Service Director Learning	
		1. Failure to realise Waste PFI contract opportunities (eg. Reduce cost of CLO and increase income from TPI) and manage operational risk of unforeseen contractual events (eg. Wet IVC waste) leading to significant budget pressures	1.Savings not delivered and potential increased costs leading to significant budget pressures.		1. Strong contract management and close working with legal and procurement to reduce unforeseen costs where possible e.g. management of amount of waste going to landfill. Regular communication, exchange of information and decision-making at the Waste PFI Delivery Board. The Board provides focused management of issues, ensuring contract delivers as required.  2. The Waste PFI is in service delivery phase - the protection that is provided by the contract terms and conditions is in place.				6. Deliver further contract management training if November review identifies a requirement.  <b>7. Identify options for savings in collaboration with Amey and carry-out trials where appropriate.</b>	HoH&C  HoH&C	Sep-16  Aug-16	<del>Jan-17</del> <del>Mar 17</del>  <del>Oct-16</del> <del>Nov-16</del> <del>Dec-16</del>	G  G		

## CORPORATE RISK REGISTER

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Details of Risk				Owner	Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
30	Failure to deliver Waste savings / opportunities and achieve a balanced budget			ED ETE	3. Officers working closely with DEFRA, WIDP, Local Partnerships, WOSP and other local authorities 4. The contract documentation apportions some risks to the contractor, some to the authority and others are shared. 5. Clear control of the risk of services not being delivered to cost and quality by levying contractual deductions and controls if the contract fails or issues arise. 6. During the procurement process, the authority appointed a lead to negotiate risk apportionment. The results of the negotiation relating to financial risk are captured in the Payment Mechanism (schedule 26) and Project Agreement that form part of the legally binding contract documentation. 7. Waste PFI contractor investigating contract for Refuse Derived Fuel (RDF) option for Compost Like Output (CLO).	3	5	15	8. Resolve legacy issues in the round with discussions on savings and opportunities.	HoH&C	Aug-16	Nov-16 <del>Dec-16</del> Mar 17	G G		
31	Insufficient availability of affordable Looked After Children (LAC) placements	1. The number of children who are looked after is above the number identified in the LAC strategy action plan 2015-17 2. % LAC placed out of county and more than 20 miles from home as identified in CFA performance dashboard 3. The unit cost of placements for children in care is above targets identified in the LAC strategy action plan 2015 to 2017	1. Client dissatisfaction and increased risk of harm. 2. Reputational damage to the council. 3. Failure to meet statutory requirements. 4. Regulatory criticism. 5. Civil or criminal action against the Council	ED CFA	1. Regular monitoring of numbers, placements and length of time in placement by CFA management team and services to inform service priorities and planning 2. Maintain an effective range of preventative services across all age groups and service user groups 3. Looked After Children Strategy provides agreed outcomes and describes how CCC will support families to stay together and provide cost effective care when children cannot live safely with their families. 4. Community resilience strategy details CCC vision for resilient communities 5. CFA management team assess impacts and risks associated with managing down costs 6. Edge of care services work with families in crisis to enable children and young people to remain in their family unit	3	4	12	7. Deliver the actions in the LAC action plan to manage demand and costs	SD CSC	Mar-17		G G G G G G	Service Director Children's Social Care	
32	Insufficient availability of care services at affordable rates	1. Average number of ASC attributable bed-day delays per month is above national average (aged 18+) as identified by CFA performance dashboard 2. Delayed transfers of care from hospital attributable to adult social care as identified by CFA performance dashboard 3. Home care pending list	1. Client dissatisfaction and increased risk of harm and hospital admission 2. Increase in delayed discharges from hospital 3. Reputational damage to the Council	ED CFA	1. Data regularly updated and monitored to inform service priorities and planning 2. Maintain an effective range of preventative services across all age groups and service user groups 3. Community resilience strategy details CCC vision for resilient communities 4. Directorate and CFA Performance Board monitors performance of service provision 5. Coordinate procurement with the CCG to better control costs and ensure sufficient capacity in market 6. Use of the benchmark rate to control costs of care homes 7. Market shaping activity, including building and maintaining good relationships with providers, so we can support them if necessary 8. Capacity Overview Dashboard in place to capture market position 9. Residential and Nursing Care Project has been established as part of the wider Older People's Accommodation Programme looking to increase the number of affordable care homes beds at scale and pace.	5	3	15	4. Retender the main home care contract 5. To support home based services, reablement and its relationship with the intermediate tier is being reviewed and refined to increase efficiency	HoS Procurement HoS DOP	Jul-16 Apr-17	Oct-17	G	Service Director Older People HoS Service Development Older People	

CORPORATE RISK REGISTER

Version Date: January 2017

Details of Risk				Owner	Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
					10. Business Case for Council owned Care Home  11. Delivered first phase of Early Help Offer for Adults and OP  12. Retendered the block purchase of care										

SCORING MATRIX (see Risk Scoring worksheet for descriptors)

VERY HIGH (V)	5	10	15	20	25
HIGH (H)	4	8	12	16	20
MEDIUM (M)	3	6	9	12	15
LOW (L)	2	4	6	8	10
NEGLIGIBLE	1	2	3	4	5
IMPACT LIKELIHOOD	VERY RARE	UNLIKELY	POSSIBLE	LIKELY	VERY LIKELY

Risk Owners

CD CS&T - Sue Grace  
CE - Gillian Beasley  
DoPTT - Christine Reed  
DoLPG - Quentin Baker  
ED ETE - Graham Hughes  
ED CFA - Wendi Ogle-Welbourn  
DoSD - Bob Menzies  
CFO - Chris Malyon



# GENERAL PURPOSES COMMITTEE AGENDA PLAN

Published on 1st March 2017



Cambridgeshire  
County Council

## Notes

## Agenda Item No.12

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	Spokes meeting date	Deadline for draft reports	Agenda despatch date
<b>21/03/17</b>	1. Minutes – 24/01/17	M Rowe	Not applicable		08/03/17	10/03/17
	2. Quarterly Risk Management Report	S Norman	Not applicable			
	3. Integrated Resources and Performance Report (January)	R Bartram	2017/002			
	4. Resources and Performance Report (January) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
	5. Treasury Management Report – Quarter 3	M Batty	Not applicable			
	6. Transformation Bids	C Malyon	2017/016			
	7. Community Resilience – Six Month Update on Delivery Plan	S Grace	Not applicable			

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes meeting date	Deadline for draft reports	Agenda despatch date
	8. CREATE Project Investment	W Ogle-Welbourn	2017/018			
	9. A Corporate Energy Strategy for Cambridgeshire County Council	S French	2017/019			
<i>[25/04/17] Provisional Meeting</i>					25/04/17	13/04/17
<b>06/06/17</b>	1. Minutes – 21/03/17	M Rowe	Not applicable		23/05/17	25/05/17
	2. Integrated Resources and Performance Report (March)	R Bartram	2017/003			
	3. Resources and Performance Report (March) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
	4. Treasury Management Report – Quarter 4 and Outturn Report*	M Batty	Not applicable			
	5. Assistive Technology in Older People's Care & Assessments – Monitoring Report	C Black	Not applicable			
	6. Workforce Strategy*	L Fulcher	Not applicable			
<b>25/07/17</b>	1. Minutes – 06/06/17	M Rowe	Not applicable		12/07/17	17/07/17
	2. Integrated Resources and Performance Report for the Period Ending 31st March 2017	R Bartram	2017/026			
	3. Integrated Resources and Performance (May)	R Bartram	2017/022			
	4. Resources and Performance Report (May) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Spokes meeting date</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	5. Medium Term Financial Strategy	C Malyon	Not applicable			
	6. Capital Strategy	C Malyon	Not applicable			
	7. County Council Consultation Strategy	S Grace	Not applicable			
<i>[22/08/17] Provisional Meeting</i>					09/08/17	11/08/17
<b>19/09/17</b>	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) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
	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			
<b>24/10/17</b>	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) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
	4. Service Committee Review of Draft Revenue Business Planning Proposals for 2018/19 to 2022/2023	C Malyon	Not applicable			

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Spokes meeting date</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	5. Draft 2018/19 Capital Programme and Capital Prioritisation	C Malyon	Not applicable			
<b>28/11/17</b>	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			
	3. Resources and Performance Report (September) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
	4. Treasury Management Report – Quarter 2*	M Batty	Not applicable			
<b>19/12/17</b>	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) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
	4. Amendments to Business Plan Tables (if required)	C Malyon	Not applicable			
<b>09/01/18</b>	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) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
	4. Local Government Finance Settlement	C Malyon	Not applicable			
	5. Draft Business Plan	C Malyon	Not applicable			

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Spokes meeting date</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	6. Quarterly Risk Management Report	S Norman	Not applicable			
<b>23/01/18</b>	1. Minutes – 09/01/18	M Rowe	Not applicable		10/01/18	12/01/18
	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
<b>27/03/18</b>	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) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
	5. Quarterly Risk Management Report	S Norman	Not applicable			
<i>[24/04/18] Provisional Meeting</i>					11/04/18	13/04/18
<b>29/05/18</b>	1. Minutes – 27/03/18	M Rowe	Not applicable		16/05/18	18/05/18

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Spokes meeting date</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	2. Integrated Resources and Performance Report (March)	R Bartram	2018/003			
	3. Resources and Performance Report (March) – Customer Service and Transformation and LGSS Managed	S Heywood	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](mailto: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.

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
	Strategic finance and budgeting	Members will gain a more detailed understanding of the strategic financial management of the Council's budget, and the future challenges associated.		TBC	Chris Malyon				
	The Council's asset portfolio and approach to asset management	Background knowledge on the Council's asset portfolio, and understanding of the approaches taken to best utilise this		TBC	Chris Malyon				
	Background to services provided by Customer Service & Transformation	Members will gain an insight into the range of frontline and back-officer services provided across CS&T: <ul style="list-style-type: none"> <li>Consultation</li> </ul>		24 Nov	Sue Grace  Mike Soper / Elaine O'Connor	Presentations & Q&A.	Cllrs Schumann, Count, Leeke, Kavanagh, Rouse, Orgee, Hickford, Bates. Criswell, Cearns, Tew, Reeve, Bullen, Jenkins, Nethsingha & McGuire		

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
	Understanding Health and Social Care integration	<i>Collaboration with Service Committee development around the Better Care Fund to be explored</i>		TBC	TBC				
	Regional governance	Understanding the range of regional governance structures that exist across Cambridgeshire, such as the LEP. Also understanding potential future models of governance for local public services		TBC	TBC				
	Equality and Diversity responsibilities	Understanding the responsibilities the Committee has to comply with equality legislation and to provide services for all Cambridgeshire communities		20 Oct 2015	LGSS Law / CS&T		Cllrs Bailey, Bates, D Brown, Count, Criswell, Hickford, Hipkin, Jenkins, McGuire, Reeve, Tew, Walsh, Divine, Williams		
	Background to services provided by Customer Service & Transformation	Members will gain an insight into the range of frontline and back-officer services provided across CS&T: Information Security & Sharing		22 Dec 2015	Sue Grace  Dan Horrex. (CS&T)	Presentati on & Q&A.	Cllrs Bailey, Bates, D Brown, Bullen, Cearns, Count, Criswell, Hickford, Jenkins,		

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
							McGuire, Orgee, Reeve, Tew, Whitehead		
	Emergency Planning	Members will gain an insight into the role of Emergency Planning		14 Jan 2016	Sue Grace Stuart Thomas	Presentati on & Q&A.	Cllrs Bailey, Bates, D Brown, Cearn, Count, Criswell, Divine, Hickford, Hipkin, Orgee, Reeve, Rouse and Tew		
	Open Data & Cambridgeshire Insight Training			15 March 2016	M Soper	Presentati on & Q&A.	Cllrs Bailey, Bates, D Brown, Bullen, Cearn, Count, Criswell, Hickford, Hipkin, Jenkins, Nethsingha, Reeve, and Tew		
	An overview of information management at CCC including the new data			29 November 2016	D Horrex	Presentati on & Q&A	Cllrs Bailey, Bates, D Brown, P Bullen, E		

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
	protection regulations						Cearns, S Count, A Dent, R Hickford, D Jenkins, L Nethsingha, T Orgee, P Reeve and J Schumann		

