

# HIGHWAYS AND COMMUNITY INFRASTRUCTURE COMMITTEE



**Date: Tuesday, 09 October 2018**

**Democratic and Members' Services**

Fiona McMillan

Deputy Monitoring Officer

**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/ccc-conduct-code>*

- 2. Minutes (11th September 2018) and Action Log** **5 - 18**

- 3. Petitions and Public Questions**

### **OTHER DECISIONS**

- 4. Finance and Performance Report - August 2018** **19 - 50**

- 5. Service Committee Review of draft Revenue Business Planning** **51 - 78**  
**Proposals for 2019-20 to 2023-24**

- 6. Service Committee Review of the draft 2019-20 Capital Programme 79 - 88**
- 7. Highways and Community Infrastructure Committee agenda plan 89 - 90  
and Appointments to Outside Bodies**

The Highways and Community Infrastructure Committee comprises the following members:

Councillor Mathew Shuter (Chairman) Councillor Bill Hunt (Vice-Chairman)

Councillor Ian Gardener Councillor Lynda Harford Councillor Mark Howell Councillor David Jenkins Councillor Simon King Councillor Tom Sanderson Councillor Jocelynn Scutt and Councillor Amanda Taylor

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

Clerk Name: Dawn Cave

Clerk Telephone: 01223 699178

Clerk Email: dawn.cave@cambridgeshire.gov.uk

The County Council is committed to open government and members of the public are welcome to attend Committee meetings. It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens. These arrangements operate in accordance with a protocol agreed by the Chairman of the Council and political Group Leaders which can be accessed via the following link or made available on request: <http://tinyurl.com/coc-film-record>.

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 <https://tinyurl.com/ProcedureRules>.

The Council does not guarantee the provision of car parking on the Shire Hall site and you will need to use nearby public car parks <http://tinyurl.com/ccc-carpark> or public transport.



**HIGHWAYS AND COMMUNITY INFRASTRUCTURE POLICY AND SERVICE  
COMMITTEE: MINUTES**

Date: Tuesday 11<sup>th</sup> September 2018

Time: 10:00- 12:10

Present: Councillors I Gardener, M Howell, L Harford, B Hunt (Vice-Chairman), S King, T Sanderson and M Shuter (Chairman)

Apologies: Councillor D Jenkins, substituted by Councillor L Nethsingha  
Councillor A Taylor, substitute for Councillor L Dupre  
Councillor J Scutt, substituted by Councillor N Kavanagh

**74. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST**

Apologies for absence were noted as recorded above. There were no declarations of interest.

**75. MINUTES AND ACTION LOG**

The minutes of the meeting held on 10<sup>th</sup> July 2018 were confirmed as an accurate record and signed by the Chairman.

The Action Log was reviewed and the following updates noted:

- i. A Member asked why a reference to the new Performance Indicators was not included on the Action Log. Officers stated that a report on Performance Indicators would be brought to the next meeting. **ACTION**
- ii. Minute 69: Finance and Performance Report: Officers confirmed that the additional detail would be included in future reports as requested.
- iii. Minute 73: Agenda Plan, Training Plan and Appointments to Outside Bodies: Work to check the Clay Farm Centre Advisory Group Appointment was in hand and officers would report back to Councillor A Taylor as requested.

**76. PETITIONS AND PUBLIC QUESTIONS**

The Committee received a petition with over 500 signatures collected from local residents in Huntingdon. The petition requested the opening of the link road Parkway to Kingfisher Way, Hinchingsbrooke, Huntingdon. The petition organiser Councillor John Morris of Huntingdonshire District Council, was unable to attend in person so with the Chairman's permission the petition was presented by Councillor Tom Sanderson. Councillor Sanderson stated that residents were concerned that the Hinchingsbrooke Park area was too congested for residents and workers at Hinchingsbrooke Hospital trying to leave and that the problem was only going to get worse when 100 new homes were built on the former forensic site by Persimmon Homes.

Members asked the following questions and made the following comments:

- A Member asked whether the proposed link road was on private land and whether the owner of the land has been contacted and informed about the public concerns. Councillor Sanderson stated that the owner had been approached and had expressed concerns about site security;
- A Member suggested that the public should be informed that these proposed changes may cause an increase in 'rat running' through the estate and might not alleviate congestion. Councillor Sanderson suggested that consideration could be given to making it one-way traffic leading off of the estate only. Any change could be trialled and its impact assessed.
- A Member suggested creating another route further down the A14 which could help alleviate the congestion problem present in the area.

The Chairman invited Councillor Downes to address the Committee in his capacity as a local Member. With the Chairman's permission, Councillor Downes handed out photographs to highlight the Hinchingsbrooke area. He stated that the Hinchingsbrooke area contained over 1000 homes, a school, a police station and a hospital. This had led to traffic jams due to the large amount of people in the Hinchingsbrooke area. Councillor Downes stated that discussions about possible solutions were taking place with Highways England. He asked that the Committee authorise officers to investigate opening up Kingfisher Way as a short-term improvement.

The Chairman stated that officers would provide Councillor Morris with a written response to his petition within ten working days of the meeting.

The Chairman stated that he had accepted a public question relating to the Library Transformation item. He invited Antony Carpen to address the Committee.

Mr Carpen suggested that the history of Cambridge City had not been fully researched and that we know much more about the history of villages in Cambridgeshire. He stated that he had been researching the history of Cambridge and had found documents, photos and cartoons highlighting Cambridge history. Mr Carpen suggested that the cartoons and photographs could be digitalised and with help of a specialist, be used as a source of revenue for the Council.

The Chairman thanked Mr Carpen for doing this research and stated that it was a fantastic area of research and could help the library service pay for itself while expanding the knowledge of the public. He asked officers to engage with Mr Carpen on his proposal. **ACTION**

## **77. LIBRARY SERVICE TRANSFORMATION**

The committee considered an update report on the package of improvements to the Library Service and was asked to note the ongoing programme of work to transform the Library Service.

A short presentation was played to the Committee to highlight the importance of the Library team and how important mobile libraries are to the community. This can be viewed at <https://www.youtube.com/watch?v=iz6MOyMA4sQ>

The head of the library service noted that the libraries in Cambridgeshire were busy and vibrant spaces. During the previous six weeks they had hosted visits by the Chief Executive of the Arts Council, the Local Government Association and Michael Ellis MP, Parliamentary Under Secretary of State at the Department for Digital, Culture, Media and Sport, all of whom had given a positive response to the Cambridgeshire approach. .

For increasing the income for the library service, officers were looking to recruit a business officer who would be given the task of helping to acquire external funding for the service, however so far they had not been able to appoint anyone. The Head of the Library Service described the scheme to charge some library users for internet use. The charge was £1 per hour but the first 30 minutes were free. This charge does not apply to under 18s and concessionary users. With this charge in place since the 1<sup>st</sup> May 2018 computer usage had dropped by 53.71% from 40,909 hours to 18,937 hours (a drop of 50% had been predicted). This charge had already made £4,000 in the first 3 months and was expected to reach £16,000 by the end of the year. However this sum was significantly less than the £108,000 projected.

Members asked the following questions and made the following comments:

- A Member asked whether the mobile libraries would have a wider range of services in the future. Officers stated that they were working with organisations to try and have blood pressure tests, diabetes tests, weight checks and to sell devices to 'make life easier' such as devices to unscrew jars for older individuals.
- Paragraph 4.4: A Member asked what sort of opportunities this was referring to. The Head of the Library Service stated that an external non-profit organisation called Civic was offering an initial sum of £50,000 to support the Library Service, with the possibility of a further donation in the future;
- The Vice Chairman asked whether library staff were allowed to exercise their discretion in relation to computer access, as they would be best placed to judge their customers' needs. Officers confirmed that this was the case;

- A Member commended the expansion of the mobile library services offer and asked whether all additional services being provided were commercially viable. Officers confirmed that they were;
- Officers confirmed that they had been asked to look at the possibility of extending the opening hours of Soham library. The Vice Chairman suggested that the Neighbourhood Cares organisation which operated out of the library building could be involved in supporting extended opening hours whilst they had people on site. Officers agreed to explore this further, both in relation to Soham library and more widely; **ACTION**
- A Member raised concerns about the decreased use of computers in libraries following the introduction of charging. They wanted to know who no longer used the service because of the charge. Officers stated that anecdotal evidence suggested a decline in the use of library computers for recreational and entertainment purposes and for using social media. Several Members expressed concern that this might lead to an increase in social isolation for some people;
- A Member asked whether records were being kept of the numbers of computers in use and the numbers which were idle. Officers undertook to find out and report back; **ACTION**
- A Member noted the difficulty which had been encountered in recruiting a business development officer and commented that it must be increasingly difficult to identify new and innovative ideas. Officers stated that there were still lots of ideas both locally and nationally which merited investigation, and that the business development officer would also have a key role in building relationships with potential sponsors;

The Chairman stated that he was very impressed with the dedication of the library staff and was happy with the ideas coming forward. Libraries had become a central hub for communities and were a real success story. It was a concern that income generation was not yet what had been hoped given the importance of securing the financial future of the county's libraries, but many options were still evolving.

Arising from discussion of the report:

- Several Members commented on their positive experience of libraries within their Divisions and on the range and quality of services being provided;
- Paragraph 3.16: A Member commented that the annual variance was greater than the income generated by charging for computer access. A second Member commented that there was no justification for keeping the charge when the income generated was so low. Anything which supported people's social inclusion should be supported, with social isolation being recognised as one of the main predictors for health and social care need;
- A Member raised concerns about the effectiveness of the library service and how it could positively support their communities. They commented that



libraries were not reaching the people who needed it and only reaching a certain demographic in the county;

- A Member commented that the free use of computers enhanced people's social lives and involved them with the library;
- A Member commented that they were not a great fan of having computers in libraries. They felt that the hardware tended to be relatively outdated and that it was used predominantly by retired people with comfortable financial circumstances rather than those who needed it most. This view was disputed by several Members who described the positive impact of library services across a variety of user groups and commented on the positive benefits of internet access for non-utilitarian purposes;
- Members welcomed the exemptions from charging available to concessionary computer users and the discretion allowed to library staff to support extended free access for those who needed it. However, some Members remained concerned about the impact on service users from lower income households who would still be liable to pay the charge;
- A Member commented that the Library Service was leading the way in transforming service delivery and that they would be reluctant to reverse the decision to introduce charging prematurely without having a fuller understanding of the impact of the change. However, they were concerned about those people no longer using library computers and internet access and would like to know more about the impact which charging for these services was having on former users. If the charges were resulting in increased social isolation they would want to have the opportunity to revisit the decision. A second Member endorsed this view and suggested the Committee request a further review in six months' time to review the developing position in the light of the concerns expressed;

It was proposed by Councillor Dupre, seconded by Councillor Nethsingha, that, 'The charge for computer access should cease.' On being put to the vote, the resolution was defeated.

Summing up, the Chairman stated that it had always been the Committee's intention to continue to monitor the impact of the introduction of charging for computer and internet access in libraries. There were understandable concerns that this was not yet generating the income predicted, but it was too soon to decide to reverse the decision to introduce charging. A further report in six months would allow sufficient time for the change to bed in and for the concerns expressed by Members to be fully explored.

It was resolved to:

- a) note the ongoing programme of work to transform the Library Service;
- b) note the progress towards generating new revenue;

- c) request a further report in March 2019 containing more detail and analysis of computer usage in libraries and looking at the specific concerns raised by Members **ACTION**

## **78. ROAD SAFETY ACROSS CAMBRIDGESHIRE**

The Committee considered a proposal outlining the digitalisation of existing safety cameras across Cambridgeshire.

The Interim Highway Projects and Road Safety Service Manager recommended that the safety cameras which detect speed and red light offences in Cambridgeshire should be upgraded to digital cameras. This would cost £500- 600k and would be in partnership with the Police and Peterborough City Council. He noted that the current wet film technology is becoming obsolete and that the cameras still have a role to play as part of the road safety agenda.

In discussion:

- A Member welcomed the proposed upgrade and asked whether any of the current or proposed cameras were in locations with a 20mph speed limit and, if so, could the cameras be used to detect motorists exceeding that limit. Officers stated that only one camera was in a 20mph speed limit area and it was proposed that this would be decommissioned. There would be a process of monitoring and consultation around the decommissioning process, but the existing cameras could not be used at 20mph;
- The Chairman asked whether it was legal and possible to set the current 30mph cameras to detect 20mph. Officers confirmed this was the case, but that only some cameras were capable of being adjusted in this way. This requirement could be included in the procurement exercise. The Chairman stated that it would be sensible to explore this;
- Members suggested that it would be prudent for it to be made explicit in the recommendations that the Committee's decisions were subject to the outcome of discussions about funding which would take place at the Police and Crime Commissioner's Board meeting on Thursday;
- The Chairman asked that the officers come back next year with an increased analysis of the sites and research how relevant the cameras were in reducing the rate of serious crashes. **ACTION**
- Officers stated that they were working with the Police and Peterborough City Council in order to attain the funding needed. Officers stated that to postpone the decision would mean that cameras would no longer be supported and would not function;

- A Member questioned why there was only one camera in East Cambridgeshire and it was proposed that this would be removed. Another Member expressed longstanding concerns regarding the siting of a camera on the Huntingdon Road. Officers stated that speed cameras were located according to set criteria and so the number of cameras per District would be dependent on this. To protect the credibility of safety cameras as road safety tools rather than an income generation stream it was important that their locations were set using an objective and transparent process. Accident cluster site data was routinely reviewed to feed into this process;
- In response to a question about whether the new cameras would be cheaper to operate officers stated that this would be dependent on the type purchased. 'Wet film' required an officer to go out to the site to collect it for processing, but digital cameras had costs associated with data collection and storage. Final costs could exceed the current budget, but officers were working with the Police and Crime Commissioner's office to explore contingency arrangements;
- A Member commented that the Committee's duty was to focus on road safety and they did not feel that the report explored alternative options which might be cheaper. The Executive Director stated that evidence showed safety cameras to be highly effective road safety tools. The Police supported their use and the Council was working with the police to fund them. Significant analysis had been undertaken and existing cameras would not be supported and so would no longer be operational if they were not replaced;
- The Chairman stated that the Road Safety Partnership looked in detail at this information. The accident report was next due to come to Committee in March 2019 and this could include more analysis of the impact of safety cameras. **ACTION**
- In reference to appendix 2 section 49 one Member suggested that the Cherry Hinton road area is very busy around the hospital and stressed the importance of this camera and wants it to be left at 20mph rather than it being removed. The officer replied to this and stated that the camera can't be used at 20 and that particular site will be reviewed once the camera is removed.
- One Member queried whether we could use dummy cameras and if they did would that improve road safety? The officer suggested that yes safety cameras do have a positive effect and that they do have dummy cameras as some existing cameras have stopped working so are rendered ineffective.
- One Member told the committee that Northamptonshire County Council had a different result when they used dummy cameras, however he suggested that this was down to the fact that the Council told the public they were shutting them down. The officer in response to this suggested to

the committee that they must take into account their credibility when using dummy cameras.

It was resolved by a majority:

- a) to approve the suggested approach to the digitalisation of the county's safety cameras as outlined in Appendix 2 to the report;
- b) to approve the commencement of procurement to upgrade the county's safety cameras as outlined in section 2.2 of the report;
- c) to delegate authority to award the contract to the Executive Director, Place & Economy in consultation with the Chairman and Vice Chairman of the Committee;
- d) to approve the allocation of the Council's Road Safety Capital Scheme funding in 2019/20 for the upgrade of the county's safety cameras, if required, as outlined in section 2.3 of the report.
- e) that all of the above were subject to the approval of the funding options being considered by the Police and Crime Commissioner's Business Co-ordination Board on 13 September 2018.

## **79. FINANCE AND PERFORMANCE REPORT- JULY 2018**

Officers reported two significant revenue pressures relating to the Coroners Service and Waste, although some underspends were now coming through in relation to concessionary fares which would help mitigate the position. Capital project slippage of £530k was forecast in relation to Library schemes funded through developer contributions, including Cambourne and Darwin Green Libraries. Members asked for a note setting out more information on this.

**ACTION** Two of the nine key performance indicators (KPIs) were currently classed as red.

A Member commented that it had been agreed previously that the Finance and Performance Report would be taken as an earlier item on the agenda and asked that this should be done. **ACTION**

The following comments arose in discussion of the report and in response to questions from Members:

- The sooner that new Performance Indicators could be put in place the better;
- In response to a question relating to Kings Dyke, the Executive Director stated that the position remained broadly unchanged. There would be a two stage tender process and the final cost was likely to be significantly higher than originally thought so officers were working with the Cambridgeshire and Peterborough Combined Authority to explore how this might be funded. Responsibility for the project rested with the Economy and Environment Committee and a report was due to be considered in October 2018;

- West Hunts Link Road: Final valuations would take some time to come through, but this was usual with projects of this type. It was expected to come in within budget;
- Money from the Pothole Action Fund was distributed across District areas and highways officers worked with local Members on projects;
- A Member requested more information about the red KPI relating to the number of people killed or seriously injured casualties and whether any improvement was expected; the size of the Ely Bypass revenue overspend and the split between the Pothole Fund and highway maintenance funding. Officers undertook to provide a note. **ACTION**
- The Executive Director stated that the revenue pressure relating to Waste was disappointing, but that whilst there was some risk associated with this the overall position was still positive;

It was resolved to:

- a) Review, note and comment on the report.

**80. AGENDA PLAN, TRAINING PLAN AND APPOINTMENTS TO OUTSIDE BODIES**

Members reviewed the agenda plan and training plan and offered the following comments:

- A report was requested on how traffic on the A1123 had been affected by the opening of the Ely Bypass, including initial feedback (anecdotal if necessary) on the impact on reducing traffic levels through the surrounding villages. Officers stated that this would fall within the remit of the Environment and Economy Committee, but that this information could be shared with this Committee. **ACTION** The Vice Chairman also asked that consideration should be given to a sign to avoid Witcham, Haddenham and Stretham. **ACTION**
- A Member had recently attended a seminar on the A14 which had been very good and suggested inviting a member of the A14 project team to a future Members' Seminar. **ACTION**

It was resolved to:

- a) review the agenda plan attached at Appendix 1 to the report, including the updates provided orally at the meeting;
- b) review the training plan attached at Appendix 2 to the report;

Chairman



**HIGHWAYS &  
COMMUNITY  
INFRASTRUCTURE  
POLICY & SERVICE  
COMMITTEE**

**Minutes-Action Log**



**Introduction:**

This is the updated action log as at **1<sup>st</sup> October 2018** and captures the actions arising from the most recent Highways & Community Infrastructure Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

| <b>Minutes of 10<sup>th</sup> October 2017</b>  |   |                              |  |   |                                     |
|---|---|------------------------------|--|---|-------------------------------------|
| <b>27.</b>                                      | <b>Relocation of Ely Registration Office to Cambridgeshire Archives</b> | Louise Clover                | Requested a monitoring report of the first year's operation be presented including qualitative data regarding user experience. | Move to Ely Archives likely to take place in the Summer of 2019, so report back to Committee will be in Aug/Sept 2020.  | Noted for reporting in Summer 2020. |
| <b>Minutes of 24<sup>th</sup> November 2017</b> |   |                              |  |   |                                     |
| <b>34.</b>                                      | <b>Parking Schemes and Charges</b>                                      | Richard Lumley/<br>Dawn Cave | Review Park & Ride parking charges in two years' time, following the removal of the £1 parking charge.                         | Added to Agenda Plan. Regarding timescales, officers will be reviewing charges in preparation for the 2020/21 financial year, so it will be scheduled to coincide with future | Noted for future action.            |

|   |  |                                  |   |   |             |
|---|--|----------------------------------|---|---|-------------|
|   |  |                                  |   | business planning committee dates, i.e. Oct/Nov 2019.   |             |
| <b>Minutes of 4<sup>th</sup> December 2017</b>  |  |                                  |   |   |             |
| <b>40.</b>                                      | <b>Integrated Transport Block Funding Allocation Proposals</b> | Elsa Evans                       | Requested that the breakdown of monies allocated from the County-wide Minor walking and cycling improvements budget be provided at year end.  | This will be added to the Finance & Performance report.   | In progress |
| <b>Minutes of 16<sup>th</sup> January 2018</b>  |  |                                  |   |   |             |
| <b>45(3)</b><br>.                               | <b>Minutes and Action Log</b>                                  | Graham Hughes/<br>Richard Lumley | Discuss with Skanska the feasibility of offering an enhanced pothole repair service.  | Part of a wider, longer term piece of work looking at possible delivery models (including future funding) for highway services.   | In progress |
| <b>Minutes of 13<sup>th</sup> February 2018</b> |  |                                  |   |   |             |
| <b>53.</b>                                      | <b>Library Service Transformation</b>                          | Sue Wills/<br>Christine May      | Officers to investigate the feasibility of adding other websites to the free internet usage part of the proposal.<br><b>10/07/18: Cllr A Taylor requested a list of the benefits/allowances included.</b> | Following discussion with DWP it was agreed to create a new library user category for job hunters and benefit claimants for whom all internet use is free. An update will be provided at September Committee. | Complete    |



**Minutes of 10<sup>th</sup> April 2018**

|            |  |                              |   |   |                          |
|------------|--|------------------------------|---|---|--------------------------|
| <b>69.</b> | <b>Finance &amp; Performance Report</b>                              | Sarah Heywood                | Officers asked to include more detail e.g. likely timescales for the delayed King's Dyke scheme, including the reasons for the land acquisition delays. |   |                          |
| <b>70.</b> | <b>Cambridgeshire Highways Contract Annual Report 2017-18</b>        | Richard Lumley / Emma Murden | Share with the Committee the stakeholder survey that was being developed.   | Survey has not yet been developed. Will be shared with committee once drafted.      | Noted for future action. |
| <b>70.</b> | <b>Cambridgeshire Highways Contract Annual Report 2017-18</b>        | Richard Lumley / Emma Murden | Report back on the plastic asphalt trial.   | Commencing in Peterborough in September 2018, results to be shared at a later date. | In progress              |
| <b>73.</b> | <b>Agenda Plan, Training Plan and Appointments to Outside Bodies</b> | Dawn Cave/ Christine May     | Officers agreed to check the Clay Farm Centre Advisory Group appointment and report back to Councillor A Taylor   | Committee to consider appointment at its meeting on 09/10/18.                       | Complete.                |

**Minutes of 11th September 2018**

|            |                                       |           |   |                         |  |
|------------|---------------------------------------|-----------|---|-------------------------|--|
| <b>76.</b> | <b>Petitions and Public Questions</b> | Sue Wills | Engage with Mr Carpen on history of Cambridge proposal.         |                         |  |
| <b>77.</b> | <b>Library Service Transformation</b> | Sue Wills | Explore extending the hours of Soham Library                    |                         |  |
| <b>77.</b> | <b>Library Service Transformation</b> | Sue Wills | Requested a report back on the usage of computers in libraries. | To follow in March 2019 |  |

|            |   |                         |   |   |           |
|------------|---|-------------------------|---|---|-----------|
| <b>78.</b> | <b>Road Safety across Cambridgeshire</b>          | Matt Staton             | Requested increased analysis in next year's report on analysis of the impact of safety cameras on sites.  | To be included in the Accident Report to be presented to Committee in March 2019. | Ongoing   |
| <b>79.</b> | <b>Finance and Performance Report – July 2018</b> | Sue Wills/Sarah Heywood | Request an update on Library schemes being funded through developer contributions.  |   |           |
| <b>79.</b> | <b>Finance and Performance Report – July 2018</b> | Dawn Cave               | Routinely schedule Finance and Performance Report at the beginning of the agenda.   | Implemented with effect from October agenda.                                      | Completed |
| <b>79.</b> | <b>Finance and Performance Report – July 2018</b> | ?/Sarah Heywood         | Requested further information on the KPI relating to Killed and Seriously Injured casualties; size of the Ely Southern Bypass overspend and split between the Pothole Fund and highway maintenance funding. |   |           |
| <b>80.</b> | <b>Agenda Plan</b>                                | Graham Hughes           | Schedule a report (to E&E?) on the impact of the opening of the Ely Southern Bypass on the A1123, and the possibility of signage to avoid Witcham, Haddenham and Stretham.                                  |   |           |

**FINANCE AND PERFORMANCE REPORT – AUGUST 2018**

*To:* **Highways and Community Infrastructure Committee**

*Meeting Date:* **9<sup>th</sup> October 2018**

*From:* **Executive Director, Place & Economy Services  
Chief Finance Officer**

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

*Forward Plan ref:* **N/a** *Key decision:* **No**

*Purpose:* **To present to Highways and Community Infrastructure Committee the August 2018 Finance and Performance report for Place & Economy Services.**

**The report is presented to provide Committee with an opportunity to comment on the projected financial and performance outturn position as at the end of August 2018.**

*Recommendations:* **The Committee is asked to:-**

- **review, note and comment on the report.**

| <b><i>Officer contact:</i></b> |  |
|--------------------------------|--|
| Name:                          | Sarah Heywood  |
| Post:                          | Strategic Finance Manager  |
| Email:                         | <a href="mailto:Sarah.Heywood@cambridgeshire.gov.uk">Sarah.Heywood@cambridgeshire.gov.uk</a> |
| Tel:                           | 01223 699714   |

## 1. BACKGROUND

- 1.1 The **appendix** attached provides the financial position for the whole of Place & Economy Services, and as such, not all of the budgets contained within it are the responsibility of this Committee. To aid reading of the report, budget lines that relate to the Economy and Environment Committee have been shaded, and those that relate to the Highways and Community Infrastructure Committee are not shaded. Members are requested to restrict their questions to the lines for which this Committee is responsible.
- 1.2 The report only contains performance information in relation to indicators that this Committee has responsibility for.

## 2. MAIN ISSUES

- 2.1 The report attached as Appendix A is the Place & Economy Services Finance and Performance report for August 2018.
- 2.3 **Revenue:** The Service has started the financial year with two significant pressures for Coroners Services and Waste. The Coroners pressure of £284K is due to ongoing pressures and the requirement to address a backlog of cases. The £600K waste pressure is due to delays in signing the new contract. Offsetting these pressures is a £380K underspend on concessionary fares, of which £110K relates to an accrual which was not required (the actual year-end figures were lower than estimated) and an in-year underspend of £270K. The P and E service is showing that it will make a further £586K savings by year-end to bring the budget back into balance, and this will be either be through additional income and new underspends or planned reductions in service if required at the later stages of the year.
- 2.4 **Capital:** Community Hub – Sawston; the scheme has been slightly delayed due to planning issues and will now be completed in 2019/20. The pressures on the King's Dyke capital scheme are being considered by the Environment & Economy Committee.
- 2.5 **Performance:** The Finance & Performance report provides performance information for the suite of key Place & Economy (P&E) indicators for 2018/19. Of the nine performance indicators, three are currently red, two are amber, and four are green. The indicators that are currently red are:
- Number of visitors to libraries /community hubs
  - Classified Road Condition – narrowing the gap between Fenland and the other areas of the County.
  - Killed or seriously injured casualties – 12 month rolling total
- 2.9 At year-end, the current forecast is that The Classified Road Condition performance indicator will remain red, three will be amber and five will be green.

## 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**

- Resource Implications –The resource implications are contained within the main body of this report.
- Statutory, Legal and Risk – There are no significant implications within this category.
- Equality and Diversity – There are no significant implications within this category.
- Engagement and Communications – There are no significant implications within this category.
- Localism and Local Member Involvement – There are no significant implications within this category.
- Public Health – There are no significant implications within this category.

| <b>Source Documents</b> | <b>Location</b> |
|-------------------------|-----------------|
| None                    |                 |



**Place & Economy Services****Finance and Performance Report (F&PR) for Highways & Community Infrastructure Committee – August 2018****1. SUMMARY****1.1 Finance**

| Previous Status | Category               | Target                          | Current Status | Section Ref. |
|-----------------|------------------------|---------------------------------|----------------|--------------|
| Green           | Income and Expenditure | Balanced year end position      | Green          | 2            |
| Green           | Capital Programme      | Remain within overall resources | Green          | 3            |

**1.2 Performance Indicators – Predicted status at year-end: (see section 4)**

| Monthly Indicators                | Red | Amber | Green | Total |
|-----------------------------------|-----|-------|-------|-------|
| Current status this month         | 3   | 2     | 4     | 9     |
| Year-end prediction (for 2018/19) | 1   | 3     | 5     | 9     |

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

| Forecast Variance - Outturn (Previous Month) £000 | Directorate                         | Budget 2018/19 £000 | Actual £000   | Forecast Variance - Outturn (August) £000 | Forecast Variance - Outturn (August) % |
|---|-------------------------------------|---------------------|---------------|---|--|
| +21   | Executive Director                  | 426                 | 467           | +21                                       | +5                                     |
| 0   | Highways                            | 19,549              | 6,643         | +1  | 0                                      |
| +320  | Cultural & Community Services       | 11,402              | 2,865         | -45                                       | 0                                      |
| +598  | Environmental & Commercial Services | 37,590              | 9,654         | +609                                      | +2                                     |
| 0   | Infrastructure & Growth             | 1,870               | 1,089         | 0   | 0                                      |
| 0   | External Grants                     | -29,108             | -1,639        | 0   | 0                                      |
|   |                                     |                     |               |   |  |
| -939  | Savings to be found within service  |                     |               | -586                                      |  |
| 0   | <b>Total</b>                        | <b>41,729</b>       | <b>19,080</b> | <b>0</b>                                  | <b>0</b>                               |

The service level budgetary control report for August 2018 can be found in [appendix 1](#).

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

To ensure financial information is presented in a consistent way to all Committees a standardised format has now been applied to the summary tables and service level budgetary control reports included in each F&PR. The same format is also applied to the Integrated Resources and Performance Report (IRPR) presented to General Purposes Committee (GPC). The data shown provides the key information required to assess the financial position of the service and provide comparison to the previous month.

## **2.2 Significant Issues**

### Waste Private Finance Initiative (PFI) Contract

Contract changes that deliver full year savings totalling £1.3m have been identified however delays to reaching formal agreement with the contractor that will allow contract changes to deliver a series of positive initiative will result in a shortfall in delivered savings. It is hoped that agreement will be reached to allow savings to commence in October (previously reported as September) resulting in a savings shortfall of approximately £600,000 this financial year.

Until agreement is reached with the contractor on the contract changes the variable nature of the Mechanical and Biological Treatment (MBT) creates uncertainty in the forecast and actual performance could improve, resulting in an underspend, or worsen, resulting in an overspend

### Coroners

The Coroners Service is projecting an overspend of £284k for Cambridgeshire, which is caused by a mixture of on-going workload pressure i.e. the number of cases and the complexity of cases increasing, and a need to reduce the backlog of cases built up over previous years.

### Concessionary Fares

Concessionary fares are projected to underspend based on the final spend in the last financial year and currently the initial indications are that this level of underspend will be achieved this year. This underspend will be used to help cover other pressures within Place & Economy.

### Summary position

Although not yet identified it is expected that savings/underspends will be found within Place & Economy to fund the current projected overspend.

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

There were no items above the de minimis reporting limit recorded in August 2018.

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



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

There are two items above the de minimis reporting limit recorded in August 2018.

Transfer unspent Combined Authority contribution budget to CCC Finance Office budget to cover cost of Community Transport Audit investigation -£43k.

Transfer of income budget for rent received from leasing shop unit situated within the Grand Arcade below the central library which will be managed by Property services rather than Libraries +£50k.

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

### **3. BALANCE SHEET**

#### **3.1 Reserves**

A schedule of the Service's reserves can be found in [appendix 5](#).

#### **3.2 Capital Expenditure and Funding**

##### Expenditure

##### **King's Dyke**

More detailed design work and land costs will fall into 2018/19 than was originally planned. Consequently construction is commencing later, and expenditure for 2018/19 financial year is now estimated at £6.7m, The original works budget for this year was estimated at £11m. A higher forecast spend for construction is expected in the 2019/20 financial year.

##### **Ely Southern By Pass**

The completion date is still expected to be October 2018 and the revised estimated outturn cost remains at £49m. The expenditure for the 2018/19 financial year is forecast at £14.2m (i.e. £34.8m was spent prior to the 2018/19 financial year).

##### **Community Hub – Sawston**

Due to a number of planning issues, this scheme has been delayed slightly but is expected to commence by the end of October. The scheme is now projected to be completed in 2019-20.

##### Funding

Further grants have been awarded from the Department for Transport since the published business plan, these being Pothole grant funding 18/19 (£1.608m), a second tranche of Pothole grant funding (£0.807m) and further Safer Roads funding (£0.128m).

All other schemes are funded as presented in the 2018/19 Business Plan.

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

## **4. PERFORMANCE**

### **4.1 Introduction**

This report provides performance information for the suite of key Place & Economy (P&E) indicators for 2018/19. At this stage in the year, we are still reporting pre-2018/19 information for some indicators.

New information for red, amber and green indicators is shown by Committee in Sections 4.2 to 4.4 below, with contextual indicators reported in Section 4.5. Further information is contained in Appendix 7.

A new set of indicators is currently being prepared that will replace this set and this will be reported to Committee in October.

### **4.2 Red Indicators (new information)**

This section covers indicators where 2018/19 targets are not expected to be achieved.

#### **a) Highways & Community Infrastructure**

No new information this month

### **4.3 Amber indicators (new information)**

This section covers indicators where there is some uncertainty at this stage as to whether or not year-end targets will be achieved.

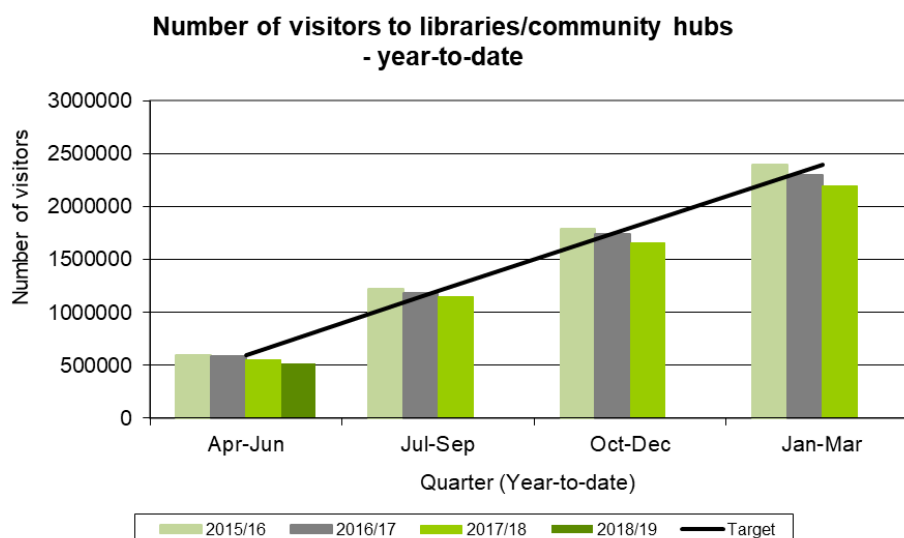
#### **a) Highways & Community Infrastructure**

##### **Library Services**

##### Number of visitors to libraries/community hubs - year-to-date (to June 2018)

There have been 517,450 visitors to libraries/community hubs between April and June 2018 and the same number for the year to date figure because the reporting year starts from April. The year to date figure will increase with each new reporting period.

This is 13.8% off the target for the first quarter and 6.08% down on the same period in the last reporting year.



We are seeing a slight dip in visitor figures and that may be in part due to the introduction of computer charges from the 1st May. We are closely monitoring the situation and actively promoting the first free half an hour for all library users as well as the free computer use for all children and young people up to and including 16 year olds and people accessing gov.uk and ccc.gov.uk web sites as well as those accessing universal credit.

#### 4.4 Green Indicators (new information)

The following indicators are currently on-course to achieve year-end targets.

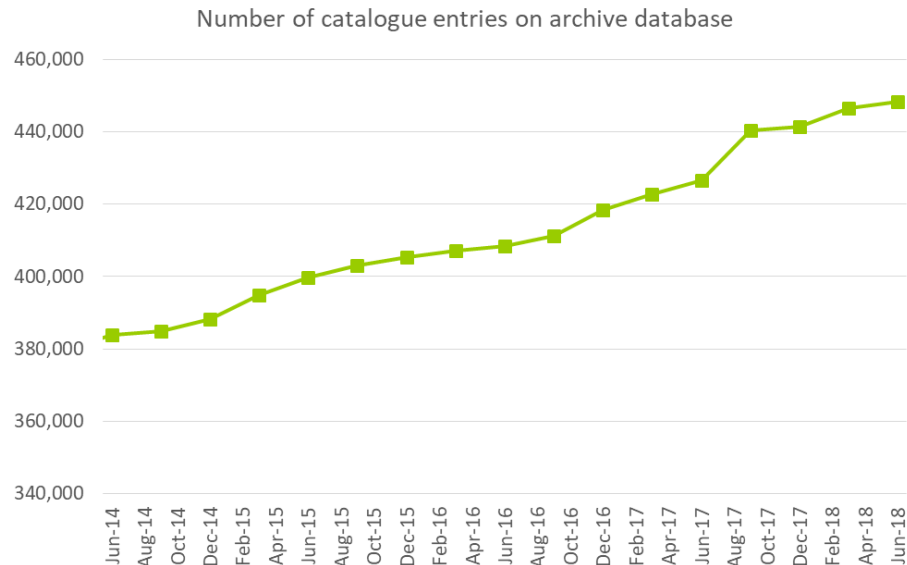
##### b) Highways & Community Infrastructure

###### Archives

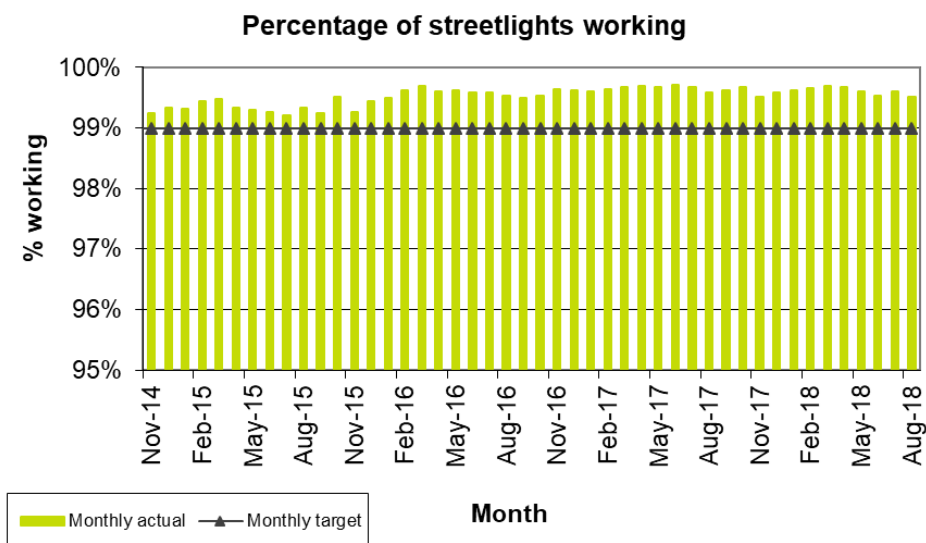
Increase digital access to archive documents by adding new entries to online catalogue (to June 2018)

The figure to the end of June 2018 is 428,660.

This equates to an increase over the previous quarter of 1,749, or roughly 27 new catalogue entries per working day. This is significantly lower than previous periods because the cataloguing archivist has left and the new archivist has not yet started. The archives are also moving to Ely and the focus of work during the transition has been preparation for the move of the archives to Ely rather than cataloguing.



Streetlights working (as measured by new performance contract) (to August 2018)  
The 4-month average (the formal contract definition of the performance indicator) is 99.5% this month, and remains above the 99% target.

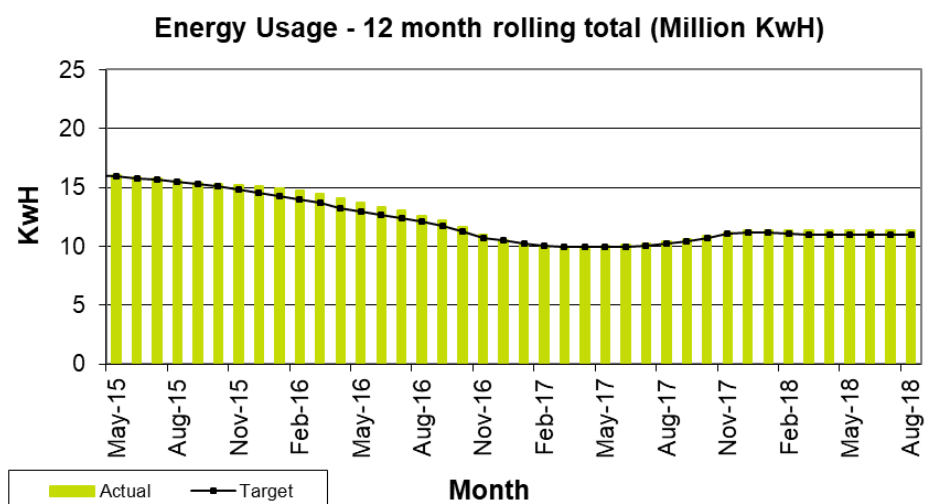


## Street Lighting

### Energy use by street lights – 12-month rolling total (to August 2018)

Actual energy use to August is 11.35 KWh, which is very slightly below the last reported figure of 11.32 and currently above our target of 10.96.

The energy targets have now been updated to reflect other measures agreed elsewhere (such as the presence or absence of part night lighting, including those being funded by Cambridge City and Parish Councils).



## 4.5 Contextual indicators (new information)

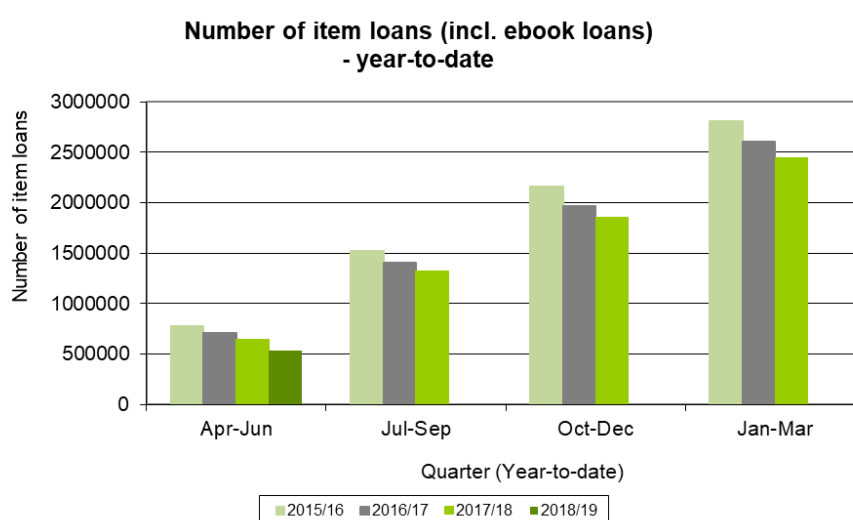
### a) Highways & Community Infrastructure

#### Library Services

Number of item loans (including eBook loans) – year-to-date (to June 2018)

There have been 534,782 item loans between April and June 2018. This is 17% down on the same period for the previous year.

The year to date figure is the same as the quarterly figure because the reporting year starts from April. The year to date figure will increase with each new reporting period.



The drop in issues may be related to the small drop in visitors. We are working hard over the next 6 months to improve the book stock in libraries and that work should start to reverse this trend. That is supported by the additional money for

the book fund this year, as agreed as part of the Library Service Transformation Programme, because the book fund has seen significant decline in past years.

## Waste management

### Municipal waste landfilled - 12 month rolling average (to July 2018)

During the 12-months ending July 2018, 33.6% of municipal waste was landfilled.



## Rogue Traders

### Money saved for Cambridgeshire consumers as a result of our intervention in rogue trading incidents - annual average (to June 2018)

£6,345 was saved as a result of our intervention in rogue trading incidents during the first quarter of 2018/19 (April to June 2018). The annual average based on available data since April 2014 is £130,174. Data for 2018/19 includes Peterborough savings.

It is important to note that the amounts recovered do not reflect the success of the intervention. In many cases the loss of a relatively small amount can have significant implications for victims; the impact can only be viewed on a case-by-case basis. It is also important to note that not all of the money saved has been reimbursed at the same time as the repayments of court ordered reimbursements may be repaid over months or years.

## APPENDIX 1 – Service Level Budgetary Control Report

### Place & Economy Service Level Finance & Performance Report

#### Finance & Performance Report for P&E - Aug 2018

| Forecast<br>Outturn<br>Variance<br>(July)      |  | Budget<br>2018/19 | Actual Aug<br>2018 | Forecast Outturn Variance |           |
|--|--|-------------------|--------------------|---------------------------|-----------|
| £000's   |  | £000's            | £000's             | £000's                    | %         |
| <b>Executive Director</b>                      |  |                   |                    |                           |           |
| 28   | Executive Director                                   | 186               | 386                | 28                        | 15%       |
| -7   | Business Support                                     | 240               | 80                 | -7                        | -3%       |
| <b>21</b>                                      | <b>Executive Director Total</b>                      | <b>426</b>        | <b>467</b>         | <b>21</b>                 | <b>5%</b> |
| <b>Highways</b>                                |  |                   |                    |                           |           |
| 0  | Asst Dir - Highways                                  | 120               | 44                 | -6                        | -5%       |
| 0  | Local Infrastructure Maintenance and Improvement     | 6,351             | 3,029              | 22                        | 0%        |
| 0  | Traffic Management                                   | -135              | 93                 | 0                         | 0%        |
| 0  | Road Safety  | 506               | 188                | -11                       | -2%       |
| 0  | Street Lighting                                      | 9,771             | 2,887              | 0                         | 0%        |
| 0  | Highways Asset Management                            | 570               | 299                | -4                        | -1%       |
| 0  | Parking Enforcement                                  | 0                 | -731               | 0                         | 0%        |
| 0  | Winter Maintenance                                   | 2,048             | 267                | 0                         | 0%        |
| -0   | Bus Operations including Park & Ride                 | 319               | 569                | 0                         | 0%        |
| <b>0</b>                                       | <b>Highways Total</b>                                | <b>19,549</b>     | <b>6,643</b>       | <b>1</b>                  | <b>0%</b> |
| <b>Cultural &amp; Community Services</b>       |  |                   |                    |                           |           |
| -0   | Asst Dir - Cultural & Community Services             | 123               | 50                 | -0                        | 0%        |
| 37   | Public Library Services                              | 3,294             | 1,411              | 50                        | 2%        |
| -1   | Cultural Services                                    | 104               | -41                | 1                         | 1%        |
| 0  | Archives   | 354               | 137                | -0                        | 0%        |
| 0  | Registration & Citizenship Services                  | -541              | -168               | -0                        | 0%        |
| 284  | Coroners   | 903               | 468                | 284                       | 31%       |
| 0  | Community Transport                                  | 2,496             | 581                | -0                        | 0%        |
| 0  | Concessionary Fares                                  | 4,668             | 428                | -380                      | -8%       |
| <b>320</b>                                     | <b>Cultural &amp; Community Services Total</b>       | <b>11,402</b>     | <b>2,865</b>       | <b>-45</b>                | <b>0%</b> |
| <b>Environmental &amp; Commercial Services</b> |  |                   |                    |                           |           |
| 0  | Asst Dir - Environment & Commercial Services         | 134               | 15                 | 0                         | 0%        |
| 0  | County Planning, Minerals & Waste                    | 418               | -0                 | 0                         | 0%        |
| 0  | Historic Environment                                 | 56                | 49                 | 0                         | 0%        |
| 0  | Trading Standards                                    | 694               | 180                | 0                         | 0%        |
| -2   | Flood Risk Management                                | 411               | 143                | 5                         | 1%        |
| 0  | Energy   | 59                | 208                | 4                         | 6%        |
| 600  | Waste Management                                     | 35,820            | 9,060              | 600                       | 2%        |
| <b>598</b>                                     | <b>Environmental &amp; Commercial Services Total</b> | <b>37,590</b>     | <b>9,654</b>       | <b>609</b>                | <b>2%</b> |
| <b>Infrastructure &amp; Growth</b>             |  |                   |                    |                           |           |
| -0   | Asst Dir - Infrastructure & Growth                   | 120               | 50                 | -0                        | 0%        |
| 0  | Major Infrastructure Delivery                        | 1,100             | 849                | 0                         | 0%        |
| 0  | Transport Strategy and Policy                        | 103               | 95                 | 0                         | 0%        |
| 0  | Growth & Development                                 | 547               | 203                | 0                         | 0%        |
| 0  | Highways Development Management                      | 0                 | -107               | 0                         | 0%        |
| <b>-0</b>                                      | <b>Infrastructure &amp; Growth Total</b>             | <b>1,870</b>      | <b>1,089</b>       | <b>-0</b>                 | <b>0%</b> |
| -939   | Savings to be found within service                   |                   |                    | -586                      |           |
| <b>0</b>                                       | <b>Total</b>   | <b>70,837</b>     | <b>20,719</b>      | <b>0</b>                  | <b>0%</b> |
| <b>Grant Funding</b>                           |  |                   |                    |                           |           |
| 0  | Non Baselined Grants                                 | -29,108           | -1,639             | 0                         | 0%        |
| <b>0</b>                                       | <b>Grant Funding Total</b>                           | <b>-29,108</b>    | <b>-1,639</b>      | <b>0</b>                  | <b>0%</b> |
| <b>939</b>                                     | <b>Overall Total</b>                                 | <b>41,729</b>     | <b>19,080</b>      | <b>586</b>                | <b>1%</b> |



## 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 for 2018/19<br>£'000 | Actual<br>£'000 | Outturn Forecast |     |
|---|-------------------------------------|-----------------|------------------|-----|
|   |                                     |                 | £'000            | %   |
| <b>Public Library Services</b>  | 3,294                               | 1,411           | +50              | 0   |
| A savings target of £50k relating to the Icon (self-service payment) system roll out within Libraries will not be achieved; this was a savings target set retrospectively as part of overall Council savings targets for automation.  |                                     |                 |                  |     |
| <b>Coroners</b>   | 903                                 | 468             | +284             | +31 |
| The Coroners Service is projecting an overspend of £284k for Cambridgeshire, which is caused by a mixture of on-going workload pressure i.e. the number of cases and the complexity of cases increasing, and a need to reduce the backlog of cases built up over previous years.  |                                     |                 |                  |     |
| <b>Community Transport</b>  | 2,496                               | 581             | 0                | 0   |
| Community Transport has pressures of £295k, which is due to the cost of former commercial routes now being subsidised; this can be covered in the short-term from earmarked reserves. It had already been agreed that £84k would be used from the community transport earmarked reserve for the former commercial routes. The Economy & Environment Committee has now agreed to continue to subsidise 19 routes until the end of the 2018/19 financial year, to be fully covered from reserves. In addition the Combined Authority has agreed to fund the continuation of the number 46 service and three further recently de-registered services to the end of the financial year, and has undertaken to provide further funding should additional de-registrations arise this financial year. |                                     |                 |                  |     |
| <b>Concessionary Fares</b>  | 4,668                               | 428             | -380             | -8  |
| The projected underspend is based on the final spend in the last financial year and currently the initial indications are that this level of underspend will be achieved this year. This underspend will be used to help cover other pressures within Place & Economy.  |                                     |                 |                  |     |
| <b>Waste Management</b>   | 35,820                              | 9,060           | 600              | +2  |
| Contract changes that deliver full year savings totalling £1.3m have been identified however delays to reaching formal agreement with the contractor that will allow contract changes to deliver a series of positive initiative will result in a shortfall in delivered savings. It is anticipated that agreement will be reached to allow savings to commence in October (previously reported as September) resulting in a savings shortfall of approximately £600,000 this financial year.   |                                     |                 |                  |     |

Until agreement is reached with the contractor on the contract changes the variable nature of the MBT creates uncertainty in the forecast and actual performance could improve, resulting in an underspend, or worsen, resulting in an overspend

### APPENDIX 3 – Grant Income Analysis

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

| <b>Grant</b>                       | <b>Awarding Body</b> | <b>Expected Amount<br/>£'000</b> |
|------------------------------------|----------------------|----------------------------------|
| <b>Grants as per Business Plan</b> | Various              | 29,108                           |
|                                    |                      |                                  |
|                                    |                      |                                  |
| Non-material grants (+/- £30k)     |                      | 0                                |
| <b>Total Grants 2018/19</b>        |                      | <b>29,108</b>                    |

## APPENDIX 4 – Virements and Budget Reconciliation

|   | £'000         | Notes             |
|---|---------------|-------------------|
| <b>Budget as per Business Plan</b>  | 41,428        |                   |
| Funding of former commercial bus routes from earmarked reserve  | +84           | Agreed in 2017/18 |
| Further funding of former commercial bus routes from earmarked reserve  | +211          | Agreed in 2018/19 |
| Transfer unspent Combined Authority contribution budget to CCC Finance Office budget to cover cost of Community Transport Audit investigation | -43           |                   |
| Transfer of income budget for rent of Grand Arcade shop from Libraries to Property services.  | +50           |                   |
|   |               |                   |
| Non-material virements (+/- £30k)   |               |                   |
| <b>Current Budget 2018/19</b>   | <b>41,729</b> |                   |

## APPENDIX 5 – Reserve Schedule

| Fund Description                                     | Balance at 31st March 2018<br>£'000 | Movement within Year<br>£'000 | Balance at 31st August 2018<br>£'000 | Yearend Forecast Balance<br>£'000 | Notes   |
|--|-------------------------------------|-------------------------------|--------------------------------------|-----------------------------------|---|
| <b>Equipment Reserves</b>                            |                                     |                               |                                      |                                   |   |
| Libraries - Vehicle replacement Fund                 | 30                                  | 0                             | 30                                   | 0                                 |   |
| <b>Sub total</b>                                     | <b>30</b>                           | <b>0</b>                      | <b>30</b>                            | <b>0</b>                          |   |
| <b>Other Earmarked Funds</b>                         |                                     |                               |                                      |                                   |   |
| Deflectograph Consortium                             | 55                                  | 0                             | 55                                   | 55                                | Partnership accounts, not solely CCC                |
| Highways Searches                                    | 55                                  | 0                             | 55                                   | 0                                 |   |
| On Street Parking                                    | 2,812                               | 0                             | 2,812                                | 1,700                             |   |
| Streetworks Permit scheme                            | 117                                 | 0                             | 117                                  | 0                                 |   |
| Highways Committed Sums                              | 700                                 | 16                            | 716                                  | 700                               |   |
| Streetlighting - LED replacement                     | 184                                 | 0                             | 184                                  | 0                                 |   |
| Community Transport                                  | 444                                 | -295                          | 149                                  | 149                               | This is being used to meet legal costs if required. |
| Guided Busway Liquidated Damages                     | (35)                                | 0                             | (35)                                 | 0                                 |   |
| Waste and Minerals Local Development Fra             | 59                                  | 0                             | 59                                   | 59                                |   |
| Flood Risk funding                                   | 20                                  | 0                             | 20                                   | 0                                 |   |
| Proceeds of Crime                                    | 356                                 | 0                             | 356                                  | 356                               |   |
| Waste - Recycle for Cambridge & Peterborough (RECAP) | 203                                 | 0                             | 203                                  | 200                               | Partnership accounts, not solely CCC                |
| Travel to Work                                       | 172                                 | 0                             | 172                                  | 172                               | Partnership accounts, not solely CCC                |
| Steer- Travel Plan+                                  | 54                                  | 0                             | 54                                   | 54                                |   |
| Northstowe Trust                                     | 101                                 | 0                             | 101                                  | 101                               |   |
| Archives Service Development                         | 234                                 | 0                             | 234                                  | 234                               |   |
| Other earmarked reserves under £30k                  | (149)                               | 0                             | (149)                                | 0                                 |   |
| <b>Sub total</b>                                     | <b>5,382</b>                        | <b>(279)</b>                  | <b>5,103</b>                         | <b>3,780</b>                      |   |
| <b>Short Term Provision</b>                          |                                     |                               |                                      |                                   |   |
| Mobilising Local Energy Investment (MLEI)            | 55                                  | 0                             | 55                                   | 0                                 |   |
| <b>Sub total</b>                                     | <b>55</b>                           | <b>0</b>                      | <b>55</b>                            | <b>0</b>                          |   |
| <b>Capital Reserves</b>                              |                                     |                               |                                      |                                   |   |
| Government Grants - Local Transport Plan             | 3,897                               | 19,410                        | 23,307                               | 0                                 | Account used for all of P&E                         |
| Other Government Grants                              | 1,579                               | (4,431)                       | (2,853)                              | 0                                 |   |
| Other Capital Funding                                | 4,724                               | (815)                         | 3,909                                | 1,000                             |   |
| <b>Sub total</b>                                     | <b>10,200</b>                       | <b>14,163</b>                 | <b>24,364</b>                        | <b>1,000</b>                      |   |
| <b>TOTAL</b>   | <b>15,668</b>                       | <b>13,884</b>                 | <b>29,552</b>                        | <b>4,780</b>                      |   |

## APPENDIX 6 – Capital Expenditure and Funding

### Capital Expenditure

| 2018/19                                    |   |                                     |                          |  |   | TOTAL SCHEME                         |   |
|--|---|-------------------------------------|--------------------------|--|---|--------------------------------------|---|
| Original<br>2018/19<br>Budget as<br>per BP | Scheme  | Revised<br>Budget<br>for<br>2018/19 | Actual Spend<br>(August) | Forecast<br>Spend -<br>Outturn<br>(August) | Forecast<br>Variance -<br>Outturn<br>(August) | Total<br>Scheme<br>Revised<br>Budget | Total<br>Scheme<br>Forecast<br>Variance |
| £'000                                      |   | £'000                               | £'000                    | £'000                                      | £'000   | £'000                                | £'000                                   |
|  | <b>Integrated Transport</b>                         |                                     |                          |  |   |                                      |   |
| 200  | - Major Scheme Development & Delivery               | 514                                 | 41                       | 513  | -1  | 513                                  | 0                                       |
| 682  | - Local Infrastructure Improvements                 | 682                                 | 323                      | 683  | 1   | 682                                  | 0                                       |
| 594  | - Safety Schemes                                    | 594                                 | 407                      | 594  | 0   | 594                                  | 0                                       |
| 345  | - Strategy and Scheme Development work              | 345                                 | 122                      | 345  | 0   | 345                                  | 0                                       |
| 1,346                                      | - Delivering the Transport Strategy Aims            | 3,313                               | 625                      | 3,313                                      | 0   | 3,313                                | 0                                       |
| 23   | - Air Quality Monitoring                            | 35                                  | -7                       | 35   | 0   | 35                                   | 0                                       |
| 14,591                                     | <b>Operating the Network</b>                        | 16,262                              | 3,835                    | 16,262                                     | 0   | 16,004                               | 0                                       |
|  | <b>Highway Services</b>                             |                                     |                          |  |   |                                      |   |
| 4,300                                      | - £90m Highways Maintenance schemes                 | 5,062                               | 544                      | 5,062                                      | 0   | 83,200                               | 0                                       |
| 0  | - Pothole grant funding                             | 2,415                               | 162                      | 2,415                                      | 0   | 2,415                                | 0                                       |
| 0  | - National Productivity Fund                        | 692                                 | 509                      | 692  | 0   | 2,890                                | 0                                       |
| 0  | - Challenge Fund                                    | 4,171                               | 1,289                    | 4,171                                      | 0   | 6,250                                | 0                                       |
| 0  | - Safer Roads Fund                                  | 1,302                               | 462                      | 1,302                                      | 0   | 1,302                                | 0                                       |
|  | <b>Environment &amp; Commercial Services</b>        |                                     |                          |  |   |                                      |   |
| 395  | - Waste Infrastructure                              | 300                                 | 0                        | 300  | 0   | 5,120                                | 0                                       |
| 250  | - Energy Efficiency Fund                            | 374                                 | 0                        | 374  | 0   | 1,000                                | 0                                       |
| 0  | - Other Schemes                                     | 0                                   | 0                        | 0  | 0   | 214                                  | 0                                       |
|  | <b>Cultural &amp; Community Services</b>            |                                     |                          |  |   |                                      |   |
| 2,611                                      | - Cambridgeshire Archives                           | 2,862                               | 259                      | 2,463                                      | -399  | 5,180                                | 0                                       |
| 1,321                                      | - Libraries   | 2,480                               | -162                     | 1,243                                      | -1,237  | 3,340                                | 0                                       |
|  | <b>Infrastructure &amp; Growth Services</b>         |                                     |                          |  |   |                                      |   |
| 3,129                                      | - Cycling Schemes                                   | 3,273                               | 642                      | 3,267                                      | -6  | 17,650                               | 0                                       |
| 0  | - Huntingdon - West of Town Centre Link Road        | 957                                 | 1                        | 167  | -790  | 9,116                                | 0                                       |
| 1,077                                      | - Ely Crossing                                      | 13,109                              | 6,005                    | 14,200                                     | 1,091   | 49,000                               | 0                                       |
| 500  | - Guided Busway                                     | 500                                 | -332                     | 500  | 0   | 148,886                              | 0                                       |
| 6,663                                      | - King's Dyke                                       | 6,000                               | 797                      | 6,699                                      | 699   | 13,580                               | 0                                       |
| 0  | - Scheme Development for Highways Initiatives       | 388                                 | 191                      | 388  | 0   | 1,000                                | 0                                       |
| 0  | - A14   | 0                                   | 46                       | 0  | 0   | 25,200                               | 0                                       |
| 0  | - Soham Station                                     | 0                                   | 0                        | 0  | 0   | 6,700                                | 0                                       |
| 0  | - Other schemes                                     | 22                                  | 48                       | 22   | 0   | 1,000                                | 0                                       |
| 0  | - Combined Authority Schemes                        | 4,437                               | 1,762                    | 4,462                                      | 25  | 4,422                                | 0                                       |
|  | <b>Other Schemes</b>                                |                                     |                          |  |   |                                      |   |
| 6,000                                      | - Connecting Cambridgeshire                         | 6,000                               | 0                        | 6,000                                      | 0   | 36,290                               | 0                                       |
| <b>44,027</b>                              |   | <b>76,089</b>                       | <b>17,569</b>            | <b>75,472</b>                              | <b>-617</b>                                   | <b>445,241</b>                       | <b>0</b>                                |
|  | Capitalisation of Interest                          | 707                                 | 0                        | 707  | 0   |                                      |   |
| -8,071                                     | Capital Programme variations                        | -14,931                             | 0                        | -14,314                                    | 617   |                                      |   |
| <b>35,956</b>                              | <b>Total including Capital Programme variations</b> | <b>61,865</b>                       | <b>17,569</b>            | <b>61,865</b>                              | <b>0</b>                                      |                                      |   |

The increase between the original and revised budget is partly due to the carry forward of funding from 2017/18, this is due to the re-phasing of schemes, which were reported as underspending at the end of the 2017/18 financial year. The phasing of a number of schemes have been reviewed since the published business plan. This still needs to be agreed by GPC.

Additional grants have been awarded since the published business plan, these being 2 tranches of Pothole grant funding and further Safer Roads funding.

The Capital Programme Board have recommended that services include a variation budget to account for likely slippage in the capital programme, as it is sometimes difficult to allocate this to 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. The allocations for these negative budget adjustments have been calculated and shown against the slippage forecast to date.

### **Cambridgeshire Archives**

The revised spend figure in 2018/19 is based on a revised cashflow from the contractor. The scheme is still expected to spend to the total budget allocated.

### **Libraries**

Library schemes funded by developer contributions will not commence until 2019/20, these include Cambourne Library and a new library at Darwin Green.

### **Community Hub – Sawston**

Due to a number of planning issues, this scheme has been delayed slightly but is expected to commence by the end of October. The scheme is now projected to be completed in 2019-20.

### **Huntingdon West of Town Centre Link Road**

Land cost claims which were not resolved as anticipated in 2017/18 (only £553,000 of that year's £1,510,000 budget was spent) are now expected to be resolved in 2018/19 or beyond. Land values are still under discussion between agents and no payments can be made until agreement is reached, hence timescales for payment are uncertain.

### **Kings Dyke**

The detailed design is now 90% complete with the final elements programmed for completion in October. The current cost estimate is based on the detailed design with the cost of remaining elements based on significant design progress at this stage, with allowances for risk.

The detailed design has proved that there are considerable engineering challenges that will add significant cost to the scheme. In addition to the contractor's increased estimate for the detailed development and construction, increases in land and statutory undertakers' costs over early estimates have added to the forecast cost, which currently stands at £29.98m, including risk allowances and optimism bias. Therefore substantial additional funding of £16.38m over the initial £13.6 m currently allocated in the Business Plan will be required if the scheme is to progress to the construction phase.

The Cambridgeshire and Peterborough Combined Authority (CPCA) as the now Transport Authority, has been approached for it to consider meeting the funding gap. It is anticipated that this will be considered at the CPCA Board on 31st October 2018.

As the costs have become more robust following the detailed design, the Business Case has been revised and the benefits of the scheme recalculated. The geometric design of the roundabouts has reduced journey times on the new route and the reassessment of current delays at the level crossing has shown longer delays than when the Benefit Cost Ratio (BCR) was initially calculated. The revised BCR has now therefore increased, despite the

increase in cost. The Business Case shows that along with the unquantified local benefits in supporting growth and accessibility, the scheme represents extremely high value for money.

The contract with Kier has been split into two stages, design followed by construction. A breakpoint between the two stages means that the Council could choose not to proceed to construction. An independent cost review has indicated that the construction costs are commensurate with the scale and scope of work identified in the design. Retendering the scheme is therefore unlikely to result in savings and would more likely add considerable time and cost to the scheme.

Based on current timescales the Economy and Environment Committee will be asked to approve awarding the contract and acquiring the necessary land, at its meeting on 11th October, to allow work to commence at the earliest opportunity, subject to approval of the additional funding from the CPCA. If funding is approved, utility diversions are scheduled to commence in December/Jan, followed by the main construction activity in February/March, with completion expected in late 2020.

### **Ely Southern By Pass**

The completion date is still expected to be October 2018 and the revised estimated outturn cost remains at £49m. The expenditure for the 2018/19 financial year is forecast at £14.2m (i.e. £34.8m was spent prior to the 2018/19 financial year).

### **St Neots Northern Foot and Cycle Bridge**

Spend for 2018/19 is anticipated to meet the £300,000 budget as work continues on determining the preferred design of the bridge, obtaining political approval for this, and then moving into detailed design and statutory processes.

Public consultation on the bridge design was completed in August with over 1,300 responses. The Economy and Environment Committee will consider the consultation results on November 15th.

### **General Cycling**

£35,000 has been allocated for minor cycling improvements countywide alongside funding that was rolled over from 2017/18. This is currently shown overspent in the financial monitoring due to a miscoding which needs rectifying but the forecast is to spend the allocation.

Works to improve a short length of Barton to Cambridge cycleway have now been completed on budget though this is not reflected in the financial monitoring due to the same miscoding as above which needs rectifying.

The final phase of Huntingdon Road will be taking place this year to install a wider, red cycle lane between Storey's Way and Girton Corner.

A feasibility study will be undertaken to see how Boxworth can be linked to the A14 / Swavesey for walking and cycling.



£231,000 is currently allocated towards a new foot and cycleway on the A1198 between Cambourne and Papworth, which will allow for the scheme to be designed and developed, but further funding will be needed to complete the construction. It is anticipated that this will come in due course from Highways England and from S106 developer contributions. Despite some £212,000 of the budget being profiled into the final two months of the financial year, it is forecast that the full budget will be spent.

### **S106 funded Cycling projects**

Detailed design is underway on the UK's first Dutch style roundabout at Fendon Road/Queen Edith's Way. There will be a number of public exhibitions held in the autumn ahead of work starting on site early in 2019, with scheme completion planned for June/July 2019. £550,000 of DfT Cycle Safety funding has been secured to give an overall lifetime project budget of £800,000. To date there is not much spend as costs for detailed design have not been billed as yet.

There will be further consultation in early 2019 on proposals for Queen Edith's Way and Cherry Hinton Road.

### **Abbey-Chesterton Bridge**

Pre commencement planning conditions have now been signed off. Legal sign off on land deals is being finalised, and once completed the construction contract will be let. The target date for this is 8<sup>th</sup> October, and on that basis it is forecast that the £3,028,000 budget will be spent.

The contract will include the new bridge as well as Phase 1 of The Chisholm Trail, with completion planned for Christmas 2019.

### **Capital Funding**

| 2018/19  |   |   |   |   |
|--|---|---|---|---|
| Original<br>2018/19<br>Funding<br>Allocation<br>as per BP<br>£'000 | Source of Funding                                   | Revised<br>Funding<br>for<br>2018/19<br>£'000 | Forecast<br>Spend -<br>Outturn<br>(August)<br>£'000 | Forecast<br>Funding<br>Variance -<br>Outturn<br>(August)<br>£'000 |
| 17,781   | Local Transport Plan                                | 17,801  | 17,801  | 0   |
| 373  | Other DfT Grant funding                             | 6,870   | 6,870   | 0   |
| 1,287  | Other Grants  | 5,708   | 5,719   | 11  |
| 5,475  | Developer Contributions                             | 7,439   | 6,142   | -1,297  |
| 8,170  | Prudential Borrowing                                | 24,637  | 24,581  | -56   |
| 10,941   | Other Contributions                                 | 13,634  | 14,359  | 725   |
| <b>44,027</b>  |   | <b>76,089</b>                                 | <b>75,472</b>                                       | <b>-617</b>   |
| <b>-8,071</b>  | Capital Programme variations                        | -14,931                                       | -14,931   | 617   |
| <b>35,956</b>  | <b>Total including Capital Programme variations</b> | <b>61,158</b>                                 | <b>60,541</b>                                       | <b>0</b>  |


The increase between the original and revised budget is partly due to the carry forward of funding from 2017/18, this is due to the re-phasing of schemes, which were reported as underspending at the end of the 2017/18 financial year. The phasing of a number of schemes have been reviewed since the published business plan. Additional grants have been awarded since the published business plan, these being 2 tranches of Pothole grant funding and further Safer Roads funding.

| Funding  | Amount (£m) | Reason for Change  |
|--|-------------|--|
| Revised Phasing (Specific Grant)                 | 4.4         | Rephasing of grant funding for King's Dyke (£4.4m) from 2017/18, costs to be incurred in 2018/19.  |
| Additional Funding (Section 106 & CIL)           | 2.0         | Additional developer contributions to be used for a number of schemes (£0.7m). Roll forward of CIL funding for Hunts Link Road for outstanding land compensation costs (£1.0m).                      |
| Revised Phasing (Other Contributions)            | -2.7        | Revised phasing of King's Dyke spend.  |
| Additional Funding / Revised Phasing (DfT Grant) | 6.5         | Roll forward and additional Grant funding – National Productivity Fund (£0.7m), Challenge Fund (£1.1m), Safer Roads Fund (£1.3m), Cycle City Ambition Grant (£1.4m) and Pothole Action Fund (£2.4m). |

|   |      |   |
|---|------|---|
| Additional Funding / Revised Phasing (Prudential borrowing) | 16.4 | Additional funding required for increased costs for Ely Crossing (£9.2m). Rephasing of spend for Highways maintenance (£2.5m), Challenge Fund (£2.2m) and Sawston Community Hub (£1.4m) |
|---|------|---|


## APPENDIX 7 – Performance (RAG Rating – Green (G) Amber (A) Red (R))

### Highways and Community Infrastructure


| Outcome: Exploiting digital solutions and making the best use of data and insight      |           |                 |         |         |                     |   |                          |                                |  |
|--|-----------|-----------------|---------|---------|---------------------|---|--------------------------|--------------------------------|--|
| Measure  | Frequency | Previous period | Target  | Actual  | Date of latest data | Direction of travel (up is good, down is bad)   | Current month RAG Status | Year-end prediction RAG Status | Comments   |
| Archives   |           |                 |         |         |                     |   |                          |                                |  |
| Increase digital access to archive documents by adding new entries to online catalogue | Quarterly | 446,457         | 417,000 | 428,660 | June 18             | <br>High is good | On target                | On target                      | The figure to the end of June 2018 is 428,660.<br><br>This equates to an increase over the previous quarter of 1,749, or roughly 27 new catalogue entries per working day. This is significantly lower than previous periods because the cataloguing archivist has left and the new archivist has not yet started. The archives are also moving to Ely and the focus of work during the transition has been preparation for the move of the archives to Ely rather than cataloguing. |



| Outcome: The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents & People lead a healthy lifestyle and stay healthy for longer |           |                 |        |        |                     |   |                          |                                |          |
|---|-----------|-----------------|--------|--------|---------------------|---|--------------------------|--------------------------------|----------|
| Measure   | Frequency | Previous period | Target | Actual | Date of latest data | Direction of travel (up is good, down is bad) | Current month RAG Status | Year-end prediction RAG Status | Comments |
| Communities   |           |                 |        |        |                     |   |                          |                                |          |




**Outcome: The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents & People lead a healthy lifestyle and stay healthy for longer**




| Measure  | Frequency | Previous period | Target | Actual | Date of latest data | Direction of travel (up is good, down is bad)   | Current month RAG Status | Year-end prediction RAG Status | Comments  |
|--|-----------|-----------------|--------|--------|---------------------|---|--------------------------|--------------------------------|---|
| Proportion of Fenland And East Cambs residents who participate in sport or active recreation three (or more) times per week. Derived from the Active People Survey | Annual    | 20.4%           | 24.2%  | 22.7%  | 2015/16             | <br>High is good | Within 10%               | Within 10%                     | The indicator is measured by a survey undertaken by Sport England. The Council's target is for Fenland and East Cambridgeshire to increase to the 2013/14 county average over 5 years. Applying this principle to Sport England's revised baseline data gives a 5-year target to increase the participation rate in Fenland and East Cambridgeshire (combined) to 26.2%.<br><br>The 2013/14 figure was 21.3% and the 2014/15 figure improved to 21.9%. The 2015/16 figure has continued the improving trend at 22.7% but is slightly off track. |

**Library Services**

|   |           |           |  |          |            |   |            |            |  |
|---|-----------|-----------|--|----------|------------|---|------------|------------|--|
| Number of visitors to libraries/community hubs - year-to-date | Quarterly | 2,196,257 | 600,000 for the 1 <sup>st</sup> quarter<br><br>2.4 million at year end | 517, 450 | 30 June 18 | <br>High is good | Off target | Within 10% | There have been 517,450 visitors to libraries/community hubs between April and June 2018 and the same number for the year to date figure because the reporting year starts from April. The year to date figure will increase with each new reporting period.<br><br>This is 13.8% off the target for the first quarter and 6.08% down on the same period in the last reporting year.<br><br>We are seeing a slight dip in visitor figures and that may be in part due to the introduction of computer charges from the 1st May. We are closely monitoring the situation and actively promoting the first free half an hour for all library users as well as the free computer use for all children and young people up to and including 16 year olds and people accessing gov.uk and ccc.gov.uk web sites as well as those accessing universal credit. |
|---|-----------|-----------|--|----------|------------|---|------------|------------|--|


| Outcome: The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents & People lead a healthy lifestyle and stay healthy for longer |           |                 |        |          |                     |  |                          |                                |   |
|---|-----------|-----------------|--------|----------|---------------------|--|--------------------------|--------------------------------|---|
| Measure   | Frequency | Previous period | Target | Actual   | Date of latest data | Direction of travel (up is good, down is bad)  | Current month RAG Status | Year-end prediction RAG Status | Comments  |
| Outcome: The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents & People live in a safe environment                           |           |                 |        |          |                     |  |                          |                                |   |
| Measure   | Frequency | Previous period | Target | Actual   | Date of latest data | Direction of travel (up is good, down is bad)  | Current month RAG Status | Year-end prediction RAG Status | Comments  |
| <b>Road and Footway Maintenance</b>   |           |                 |        |          |                     |  |                          |                                |   |
| Principal roads where maintenance should be considered  | Annual    | 2%              | 3%     | 2.8%     | 2017/18             | <br>Low is good | On target                | On target                      | Provisional results indicate that maintenance should be considered on 2.8%, rounded to a reportable 3%, of the County's principal road network. This indicates a slight deterioration from the previous year where the figure was 2.3%, rounded to a reportable 2%  |
| Classified road condition - narrowing the gap between Fenland and other areas of the County   | Annual    | 2.68%           | 2% gap | 3.5% gap | 2017/18             | <br>Low is good | Off target               | Off target                     | Provisional figures show the gap increasing by 0.5%. However, the gap is not significant, and may be affected by the experimental error within the machine condition survey methodology. It should also be mentioned that significant investment has recently been carried out in the Fenland area associated with the DfT Challenge Fund bid, and these works will not have been included in this year's survey. Additionally, this is only an annual sample survey and does only include 25% of the classified road network, and so will not always capture recent improvement works undertaken. The narrowing the gap indicator will continue to be monitored. |

| Outcome: The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents & People lead a healthy lifestyle and stay healthy for longer |           |                 |        |        |                     |  |                          |                                |  |
|---|-----------|-----------------|--------|--------|---------------------|--|--------------------------|--------------------------------|--|
| Measure   | Frequency | Previous period | Target | Actual | Date of latest data | Direction of travel (up is good, down is bad)  | Current month RAG Status | Year-end prediction RAG Status | Comments   |
| Non-principal roads where maintenance should be considered  | Annual    | 6%              | 8%     | 6%     | 2017/18             | <br>Low is good   | Green                    | Green                          | Provisional results indicate that maintenance should be considered on 6% of the County's non-principal road network. This is considered a steady state condition and is the same as the figure for 2016/17 and for 2015/16 and better than the Council's target of 8%.   |
| Unclassified roads where structural maintenance should be considered  | Annual    | 33%             | N/A    | 22%    | 2017/18             | <br>Low is good   | Contextual               | Contextual                     | Provisional figures suggest the condition has seen significant improvement from 33% to 22%<br><br>However, unlike last year, when the worst roads were surveyed to assist in prioritising works, a random sample has been undertaken, and this will reflect more accurately the condition of the unclassified network.   |
| Road Safety   |           |                 |        |        |                     |  |                          |                                |  |
| Killed or seriously injured (KSI) casualties - 12-month rolling total   | Monthly   | 331             | <275   | 315    | 31 March 2018       | <br>Low is good | Off target               | Within 10%                     | The provisional 12 month total to the end of March 2018 is 315 compared with 391 for the same period of the previous year. The March figure is down compared to the last reported figure of 331 for February 2018. This continues the downturn we have seen in the KSI trend since August 2017. If the trend continues the KSI figure is anticipated to be within 10% of the target by year end.<br><br>During March 2018 there were no fatal and 15 serious casualties. |


| Outcome: The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents & People lead a healthy lifestyle and stay healthy for longer |           |                 |        |          |                     |   |                          |                                |  |
|---|-----------|-----------------|--------|----------|---------------------|---|--------------------------|--------------------------------|--|
| Measure   | Frequency | Previous period | Target | Actual   | Date of latest data | Direction of travel (up is good, down is bad)   | Current month RAG Status | Year-end prediction RAG Status | Comments   |
| Slight casualties - 12-month rolling total  | Monthly   | 1555            | N/A    | 1525     | 31 March 2018       | <br>Low is good    | Contextual               | Contextual                     | There were 1,525 slight injuries on Cambridgeshire's roads during the 12 months ending March 2018 compared with 1,774 for the same period the previous year.<br><br>During March there were 110 slight casualties.   |
| Rogue Traders   |           |                 |        |          |                     |   |                          |                                |  |
| Money saved for Cambridgeshire consumers as a result of our intervention in rogue trading incidents. (Annual average)                                     | Quarterly | £104,180        | N/A    | £130,174 | 30 June 2018        | <br>High is good   | Contextual               | Contextual                     | £6,345 was saved as a result of our intervention in rogue trading incidents during the first quarter of 2018/19 (April to June 2018). The annual average based on available data since April 2014 is £130,174. Data for 2018/19 includes Peterborough savings.<br><br>It is important to note that the amounts recovered do not reflect the success of the intervention. In many cases the loss of a relatively small amount can have significant implications for victims; the impact can only be viewed on a case-by-case basis. Not all of the money saved has been reimbursed at the same time as the repayments of court ordered reimbursements may be repaid over months or years. |
| Street Lighting   |           |                 |        |          |                     |   |                          |                                |  |
| Percentage of street lights working   | Monthly   | 99.5%           | 99%    | 99.5%    | 31 August 2018      | <br>High is good | On target                | On target                      | The 4-month average (the formal contract definition of the performance indicator) is 99.5% this month, and remains above the 99% target.   |




**Outcome: The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents & People lead a healthy lifestyle and stay healthy for longer**

| Measure  | Frequency | Previous period   | Target            | Actual            | Date of latest data | Direction of travel (up is good, down is bad)  | Current month RAG Status | Year-end prediction RAG Status | Comments   |
|--|-----------|-------------------|-------------------|-------------------|---------------------|--|--------------------------|--------------------------------|--|
| Energy use by street lights – 12-month rolling total | Monthly   | 11.32 million Kwh | 10.96 million Kwh | 11.35 million Kwh | 31 August 2018      | <br>Low is good | Within 10%               | On target                      | Actual energy use to August is 11.35 Kwh, which is very slightly below the last reported figure of 11.32 and currently above our target of 10.96.<br><br>The energy targets have now been updated to reflect other measures agreed elsewhere (such as the presence or absence of part night lighting, including those being funded by Cambridge City and Parish Councils). |

**These indicators do not link clearly to a single Operating Model outcome but make a key contribution across other outcomes and can have a large financial impact on the Council**

| Measure   | Frequency | Previous period | Target | Actual | Date of latest data | Direction of travel (up is good, down is bad)  | Current month RAG Status | Year-end prediction RAG Status | Comments  |
|---|-----------|-----------------|--------|--------|---------------------|--|--------------------------|--------------------------------|---|
| <b>Waste Management</b>                               |           |                 |        |        |                     |  |                          |                                |   |
| Municipal waste landfilled – 12-month rolling average | Monthly   | 32.9%           | N/A    | 33.6%  | 31 August 2018      | <br>Low is good | Contextual               | Contextual                     | During the 12-months ending July 2018, 33.6% of municipal waste was landfilled. |
| <b>Library Services</b>                               |           |                 |        |        |                     |  |                          |                                |   |

**These indicators do not link clearly to a single Operating Model outcome but make a key contribution across other outcomes and can have a large financial impact on the Council**

| Measure   | Frequency | Previous period | Target | Actual  | Date of latest data | Direction of travel (up is good, down is bad)   | Current month RAG Status | Year-end prediction RAG Status | Comments   |
|---|-----------|-----------------|--------|---------|---------------------|---|--------------------------|--------------------------------|--|
| Number of item loans (including eBook loans) – year-to-date | Quarterly | 2,443,959       | N/A    | 534,782 | 30 June 18          | <br>High is good | Contextual               | Contextual                     | <p>There have been 534,782 item loans between April and June 2018. This is 17% down on the same period for the previous year.</p> <p>The year to date figure is the same as the quarterly figure because the reporting year starts from April. The year to date figure will increase with each new reporting period.</p> <p>The drop in issues may be related to the small drop in visitors. We are working hard over the next 6 months to improve the book stock in libraries and that work should start to reverse this trend. That is supported by the additional money for the book fund this year, as agreed as part of the Library Service Transformation Programme, because the book fund has seen significant decline in past years.</p> |

**SERVICE COMMITTEE REVIEW OF DRAFT REVENUE BUSINESS PLANNING  
PROPOSALS FOR 2019-20 TO 2023-24**

*To:* **Highways and Community Infrastructure Committee**

*Meeting Date:* **9 October 2018**

*From:* **Graham Hughes - Executive Director: Place and Economy  
Chris Malyon - Chief Finance Officer**

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

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

*Purpose:* **This report provides the Committee with an overview of the draft Business Plan Revenue Proposals for services that are within the remit of the Highways and Community Infrastructure Committee.**

*Recommendation:* **a) It is requested that the Committee note the overview and context provided for the 2019-20 to 2023-24 Business Plan revenue proposals for the Service.**

**b) It is requested that the Committee comment on the draft revenue proposals that are within the remit of the Highways and Community Infrastructure Committee for 2019-20 to 2023-24.**

| <b><i>Officer contact:</i></b> |  |
|--------------------------------|--|
| Name:                          | Graham Hughes  |
| Post:                          | Executive Director of Place & Economy (P&E)  |
| Email:                         | <a href="mailto:graham.hughes@cambridgeshire.gov.uk">graham.hughes@cambridgeshire.gov.uk</a> |
| Tel:                           | 01223 715660   |

## 1. OVERVIEW

- 1.1 The Council's Business Plan sets out how we will spend the resources we have at our disposal to achieve our vision and priorities for Cambridgeshire, and the outcomes we want for people.



- 1.2 To ensure we deliver this agenda, our focus is always on getting the maximum possible value for residents from every pound of public money we spend and doing things differently to respond to changing needs and new opportunities. The Business Plan therefore sets out how we aim to provide better public services and achieve better results for communities whilst responding to the challenge of reducing resources.
- 1.3 Like all Councils across the country, we are facing a major challenge. Demand is increasing and funding is reducing at a time when the cost of providing services continues to rise significantly due to inflationary and demographic pressures. Through our FairDeal4Cambs campaign we are currently linking with the 39 Shire County areas who make up membership of the County Council's Network and who are raising the issue of historic underfunding of Shire Counties with our MPs and through them with Government. As the fastest growing County in the country this financial challenge is greater in Cambridgeshire than elsewhere. We have already delivered £186m of savings over the last five years and have a strong track record of value for money improvements which protect front line services to the greatest possible extent. However we know that there will be diminishing returns from existing improvement schemes and that the substantial pressure on public finances remains. It is therefore clear that we need to work more closely with local communities to help them help themselves as well as going further and faster in redesigning the way we commission and deliver services.
- 1.4 As such our Business Plan recognises the scale of change needed and proposes a significant programme of change across our services, with our partners and, crucially, with our communities. To support this we have a dedicated transformation fund, providing the resource needed in the short term to drive the change we need for the future.
- 1.5 As the scope for traditional efficiencies diminishes our plan is increasingly focused on a range of more fundamental changes to the way we work. Some of the key themes driving our thinking are;
- Income and Commercialisation - identifying opportunities to bring in new sources of income which can fund crucial public services without raising taxes significantly and to take a more business-like approach to the way we do things in the council.
  - Strategic Partnerships – acting as 'one public service' with our partner organisations in the public sector and forming new and deeper partnerships

with communities, the voluntary sector and businesses. The aim being to cut out duplication and make sure every contact with people in Cambridgeshire delivers what they need now and might need in the future.

- Demand Management – working with people to help them help themselves or the person they care for e.g. access to advice and information about local support and access to assistive technology. Where public services are needed ensuring support is made available early so that people's needs don't escalate to the point where they need to rely heavily on public sector support in the long term– this is about supporting people to remain as healthy and independent as possible for as long as possible.
- Commissioning – ensuring all services that are commissioned to deliver the outcomes people want at the best possible price – getting value for money in every instance.
- Modernisation – ensuring the organisation is as efficient as possible and as much of the Council's budget as possible is spent on front line services and not back office functions taking advantage of the latest technologies and most creative and dynamic ways of working to deliver the most value for the least cost.

1.6 The Council continues to undertake financial planning of its revenue budget over a five year period which creates links with its longer term financial modelling and planning for growth. This paper presents an overview of the proposals being put forward as part of the Council's draft revenue budget, with a focus on those which are relevant to this Committee. Increasingly the emerging proposals reflect joint proposals between different directorate areas and more creative joined up thinking that recognise children live in families and families live in communities, so many proposals will go before multiple Committees to ensure appropriate oversight from all perspectives.

1.7 Funding projections have been updated based on the latest available information to provide a current picture of the total resource available to the Council. At this stage in the year, however, projections remain fluid and will be reviewed as more accurate data becomes available.

1.8 Equally as our proposals become more ambitious and innovative, in many instances they become less certain. Some proposals will deliver more or less than anticipated, equally some may encounter issues and delays and others might be accelerated if early results are promising. To manage this we need to incorporate some changes to our business planning approach, specifically;

- We want to develop proposals which exceed the total savings/income requirement – so that where some schemes fall short they can be mitigated by others and we can manage the whole programme against a bottom-line position
- We aim to establish a continual flow of new proposals into the change programme – moving away from a fixed cycle to a more dynamic view of new thinking coming in and existing schemes and estimates being refined

- A managed approach to risk – with clarity for members about which proposals have high confidence and certainty and which represent a more uncertain impact
- 1.9 The Committee is asked to comment on these initial proposals for consideration as part of the Council's development of the Business Plan for the next five years. Draft proposals across all Committees will continue to be developed over the next few months to ensure a robust plan and to allow as much mitigation as possible against the impact of these savings. Therefore these proposals may change as they are developed or alternatives found.
- 1.10 Committees will receive an update to the revenue business planning proposals in December at which point they will be asked to endorse the proposals to GPC as part of the consideration for the Council's overall Business Plan.

## **2. BUILDING THE REVENUE BUDGET**

- 2.1 Changes to the previous year's budget are put forward as individual proposals for consideration by committees, General Purposes Committee and ultimately Full Council. Proposals are classified according to their type, as outlined in the attached Table 3, accounting for the forecasts of inflation, demand pressures and service pressures, such as new legislative requirements that have resource implications, as well as savings.
- 2.2 The process of building the budget begins by identifying the cost of providing a similar level of service to the previous year. The previous year's budget is adjusted for the Council's best forecasts of the cost of inflation, the cost of changes in the number and level of need of service users (demand) and proposed investments. Should services have pressures, these are expected to be managed within that service where possible, if necessary being met through the achievement of additional savings or income. If it is not possible, particularly if the pressure is caused by legislative change, pressures are considered corporately. It should be noted, however, that there are no additional resources and therefore this results in an increase in the level of savings that are required to be found across all Council Services. The total expenditure level is compared to the available funding and, where this is insufficient to cover expenditure, the difference is the savings/income requirement to be met through transformational change, and or, savings projects in order to achieve a set of balanced proposals.
- 2.3 The budget proposals being put forward include revised forecasts of the expected cost of inflation following a detailed review of inflation across all services at an individual budget line level. Inflation indices have been updated using the latest available forecasts and applied to the appropriate budget lines. Inflation can be broadly split into pay, which accounts for inflationary costs applied to employee salary budgets, and non-pay, which covers a range of budgets, such as energy, waste, etc. as well as a standard level of inflation based on government Consumer Price Index (CPI) forecasts. All inflationary uplifts require robust justification and as such general inflation was assumed to be 0%. Key inflation indices applied to budgets are outlined in the following table:

| <b>Inflation Range</b>                              | <b>2019-20</b> | <b>2020-21</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> |
|---|----------------|----------------|----------------|----------------|----------------|
| Standard non-pay inflation                          | 1.8%           | 1.9%           | 2.0%           | 2.0%           | 2.0%           |
| Other non-pay inflation (average of multiple rates) | 3.1%           | 2.2%           | 2.5%           | 2.4%           | 2.4%           |
| Pay (admin band)                                    | 2.0%           | 1.0%           | 1.0%           | 1.0%           | 1.0%           |
| Pay (management band)                               | 1.0%           | 1.0%           | 1.0%           | 1.0%           | 1.0%           |

2.4 Forecast inflation, based on the above indices, is as follows:

| <b>Service Block</b>                     | <b>2019-20</b> | <b>2020-21</b> | <b>2021-22</b> | <b>2022-23</b> | <b>2023-24</b> |
|--|----------------|----------------|----------------|----------------|----------------|
| People and Communities (P&C)             | 3,010          | 2,692          | 2,697          | 2,699          | 2,699          |
| Economy, Transport and Environment (P&E) | 1,107          | 1,105          | 1,150          | 1,190          | 1,228          |
| P&E (Waste Private Finance Initiative)   | 101            | 34             | 38             | 39             | 39             |
| Public Health                            | 16             | 18             | 18             | 19             | 19             |
| Corporate and Managed Services           | 403            | 401            | 401            | 401            | 401            |
| LGSS Operational                         | 137            | 120            | 120            | 120            | 120            |
| <b>Total</b>                             | <b>4,774</b>   | <b>4,370</b>   | <b>4,424</b>   | <b>4,468</b>   | <b>4,506</b>   |

2.5 A review of demand pressures facing the Council has been undertaken. The term demand is used to describe all anticipated demand changes arising from increased numbers (e.g. as a result of an ageing population, or due to increased road kilometres) and increased complexity (e.g. more intensive packages of care as clients age). The demand pressures calculated are:

| <b>Service Block</b>                     | <b>2019-20<br/>£'000</b> | <b>2020-21<br/>£'000</b> | <b>2021-22<br/>£'000</b> | <b>2022-23<br/>£'000</b> | <b>2023-24<br/>£'000</b> |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| People and Communities (P&C)             | 8,326                    | 8,847                    | 9,011                    | 10,385                   | 10,621                   |
| Economy, Transport and Environment (P&E) | 567                      | 344                      | 351                      | 359                      | 366                      |
| <b>Total</b>                             | <b>8,893</b>             | <b>9,191</b>             | <b>9,362</b>             | <b>10,744</b>            | <b>10,987</b>            |

2.6 The Council is facing some cost pressures that cannot be absorbed within the base funding of services. Some of the pressures relate to costs that are associated with the introduction of new legislation and others as a direct result of contractual commitments. These costs are included within the revenue tables considered by service committees alongside other savings proposals and priorities:

| <b>Service Block / Description</b>            | <b>2019-20<br/>£'000</b> | <b>2020-21<br/>£'000</b> | <b>2021-22<br/>£'000</b> | <b>2022-23<br/>£'000</b> | <b>2023-24<br/>£'000</b> |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <b>New Pressures Arising in 19-20</b>         |                          |                          |                          |                          |                          |
| P&C: Looked After Children Placements         | 2,700                    |                          |                          |                          |                          |
| P&C: Supervised contact (numbers of children) | 235                      | -35                      |                          |                          |                          |

|   |               |              |              |              |          |
|---|---------------|--------------|--------------|--------------|----------|
| P&C: Independent reviewing officers (numbers of children)             | 85            |              | -85          |              |          |
| P&C: New duties – leaving care  | 390           |              |              |              |          |
| P&C: Children's services reduced grant income expectation             | 295           |              |              |              |          |
| P&C: Education Directorate pressure                                   | 148           |              |              |              |          |
| P&C: Home to School Transport Special                                 | 750           |              |              |              |          |
| C&I: Closure of Cambridgeshire Catering & Cleaning Services           | 479           |              |              |              |          |
| C&I: Traded services to Schools                                       | 250           |              |              |              |          |
| <b>Existing Pressures Brought Forward</b>                             |               |              |              |              |          |
| P&C: Fair Cost of Care and Placement Costs                            |               | 1,000        | 2,000        | 1,000        |          |
| P&C: Impact of National Living Wage on Contracts                      | 2,561         | 3,367        | 3,185        | 2,324        |          |
| P&C: Dedicated Schools Grant Contribution to Combined Budgets         | 3,079         |              |              |              |          |
| P&C: Pressures from 18/19 in Adult Social Care                        | 2,000         |              |              |              |          |
| P&E: Libraries to serve new developments                              |               | 49           |              |              |          |
| P&E: Minerals and Waste Local Plan                                    |               | -54          | -54          |              |          |
| P&E: Archives Centre  | 78            |              |              |              |          |
| P&E: Guided Busway Defects  | 200           | -1,300       |              |              |          |
| CS: Disaster Recovery facility for critical business systems          | 41            |              |              |              |          |
| Impact of Local Government Pay offer on CCC Employee Costs (combined) | 409           | 174          | 174          |              |          |
| CS: De-capitalisation of rolling laptop refresh                       | 1,100         |              |              |              |          |
| C&I: Renewable energy – Soham   | 5             | 4            | 5            | 40           |          |
| <b>Total</b>  | <b>14,805</b> | <b>3,205</b> | <b>5,225</b> | <b>3,364</b> | <b>-</b> |



### 3. SUMMARY OF THE DRAFT REVENUE BUDGET

- 3.1 In order to balance the budget in light of the cost increases set out in the previous section and reduced Government funding, savings or additional income of £33m are required for 2019-20, and a total of £62m across the full five years of the Business Plan. The following table shows the total level of savings necessary for each of the next five years, the amount of savings attributed from identified savings and the residual gap for which saving or income has still to be found.:

| Service Block                            | 2019-20<br>£'000 | 2020-21<br>£'000 | 2021-22<br>£'000 | 2022-23<br>£'000 | 2023-24<br>£'000 |
|--|------------------|------------------|------------------|------------------|------------------|
| Total Saving Requirement                 | 38,509           | 7,989            | 5,368            | 7,822            | 3,151            |
| Identified Savings                       | -14,178          | 347              | -1,438           | 246              | -                |
| Identified additional Income Generation  | -2,826           | 502              | -123             | 10               | -                |
| <b>Residual Savings to be identified</b> | <b>21,505</b>    | <b>8,838</b>     | <b>3,807</b>     | <b>8,078</b>     | <b>3,151</b>     |

- 3.2 As the table above shows there is still a significant level of savings or income to be found in order to produce a balanced budget for 2019-20. While actions are being taken to close the funding gap, as detailed below, it must be acknowledged that the proposals already identified are those with the lower risk and impact profiles and the further options being considered are those considered less certain, or with greater impact.
- 3.3 The actions currently being undertaken to close the gap are:
- Reviewing all the existing proposals to identify any which could be pushed further – in particular where additional investment could unlock additional savings
  - Identifying whether any longer-term savings can be brought forward
  - Reviewing the full list of in-year and 2019-20 pressures – developing mitigation plans wherever possible to reduce the impact of pressures on the savings requirement
  - Bringing more ideas into the pipeline – this work will continue to be led across service areas with support from the Transformation team – recognising that it is the responsibility of all areas of the Council to keep generating new proposals which help meet this challenge
- 3.4 There are also a number of risks or assumptions which are not included in the numbers above, or accompanying tables. These will be incorporated (as required) as the Business Plan is developed and the figures can be confirmed:
- The Business Plan includes a combined pressure relating to the increase in the National Living Wage, however the apportionment of this pressure between service areas has not been confirmed. Additionally, the size of this pressure is likely to change following an update of establishment information in the Autumn.

- The result of schools funding reforms, in particular the control of the Dedicated Schools Grant shifting further toward individual schools, is still under discussion and the significant current pressure will be updated as the outcome of this discussion becomes clear.
  - Movement in current year pressures – Work is ongoing to manage our in-year pressures downwards however any change to the out-turn position of the Council will impact the savings requirement in 2019-20. This is particularly relevant to demand led budgets such as children in care or adult social care provision.
  - Due to the level of reduction in Government grants in later years the Council did not take the multi-year settlement offered as part of the 2015 Spending Review. The settlement included a negative allocation of Revenue Support Grant for the Council in 2019/20. There has been a recent consultation regarding Negative Revenue Support Grant however the outcome will not be known until the provisional local finance settlement in mid-December. Our business plan currently makes a prudent assumption of a £7m negative RSG allocation in 2019/20 as proposed in the 2015 Spending Review. The Government's preferred treatment is to eliminate negative RSG using the central share of business rate receipts.
  - From 2020/21, local authorities will retain 75% of business rates, the tier split of business rates between Counties and Districts is subject to change, and the funding baselines for local authorities will be reassessed. There is therefore a significant level of uncertainty around the accuracy of our funding assumptions from 2020/21 onwards. The Council's future funding position will remain unclear until Government provides an indicative allocation of business rates in Spring 2019.
- 3.5 In some cases services have planned to increase income to prevent a reduction in service delivery. For the purpose of balancing the budget these two approaches have the same effect and are treated in the same way.
- 3.6 This report forms part of the process set out in the Medium Term Financial Strategy whereby the Council updates, alters and refines its revenue and capital proposals in line with new savings targets. New proposals are developed across Council to meet any additional savings requirement and all existing schemes are reviewed and updated before being presented to service committees for further review during December.
- 3.7 The level of savings required is based on a 1.99% increase in Council Tax, and an additional 2% increase through levying the Adults Social Care precept. It should be noted that the Government has only confirmed that ASC precept will be available up to and including 2019-20. For each 1% more or less that Council Tax is changed, the level of savings required will change by approximately +/-£2.5m.
- 3.8 There is currently a limit on the increase of Council Tax to 2.99%, above which approval must be sought from residents through a positive vote in a local referendum. This presents the Council with the option to increase Council tax by a further 1%. It is estimated that the cost of holding a

referendum for increases above 2.99% would be around £100k, rising to as much as £500k should the public reject the proposed tax increase (as new bills would need to be issued).

- 3.9 Following October and December service committees, GPC will review the overall programme in December, before recommending the programme in January as part of the overarching Business Plan for Full Council to consider in February.

#### **4.0 BUSINESS PLANNING CONTEXT FOR PLACE AND ECONOMY**

- 4.1 Place & Economy (P&E), as the focus for the Council's place based work, provides a very wide and diverse range of services to the people and businesses of Cambridgeshire. Much of what is provided by the Directorate is experienced by residents on a daily basis.
- 4.2 A broad overview of the services provided by the Directorate includes highway maintenance and improvement, winter operations, the delivery of all major transport infrastructure schemes, the management of a series of major contracts such as highways, waste and street lighting, tackling rogue and other illegal trading and providing business advice, delivery of non-commercial superfast broadband services, waste disposal, libraries, heritage and cultural services, registration and coroner services, planning, enforcement, s106 negotiation, economic development, floods and water management, development of transport policy, funding bids, cycling, commissioning of community transport and contracted bus services, operation of the Busway and the park and ride sites, energy investment programmes, and management of home to school, special needs and adults social care transport.
- 4.3 Transformation of the way we do things has been the main focus in developing new savings proposals for the new financial year. There are also a series of savings proposals that are already identified in the business plan and are due to be made in 2019/20
- 4.4 The full list of P&E proposals can be seen below and the associated Business Cases and Community Impact Assessments (CIA's) for this Committee are contained in Appendix 1 in draft form and these will be updated as the savings proposals develop.
- 4.5 Given the level of savings required by the Council as a whole for 2019/20, the P&E list contains all current and new proposals that are considered achievable. Members are asked to consider and comment on that list. Members should bear in mind that any savings removed will increase the pressure on the Council as a whole. Therefore, thought should also be given to what could replace removed savings.

#### **5. OVERVIEW OF PLACE AND ECONOMY'S DRAFT REVENUE PROGRAMME**

- 5.1 The paragraphs below provide an overview of the draft 2019/20 P&E business planning proposals. In each case the reference to the business planning table is included along with the anticipated level of financial saving or additional

income. It is important for the Committee to note that the proposals and figures are draft at this stage and that work on the business cases is ongoing. Updated proposals will be presented to Committee again in November and December at which point business cases and the associated impact assessments will be final for the Committee to endorse.

- 5.2 Additional investment is required to deliver transformation at this scale and the programme of savings described below will need to be supported by resource agreed through the Council's Transformation fund process. A report will be prepared for General Purposes Committee detailing the additional resource requirements, the associated savings and therefore the return on investment. This report will go to the November meeting of General Purposes Committee.

## **SUMMARY OF P&E PROPOSALS:**

### **FOR HIGHWAYS AND COMMUNITY INFRASTRUCTURE COMMITTEE**

**5.3 B/R.6.201 Partnerships, Projects and Funding Team (-101k in 2019-20)**

Cambridgeshire County Council (CCC) currently funds a Partnerships, Projects and Funding Team. This small team delivers a range of projects (the majority of which are funded or part-funded by external grants), provides expertise on cultural projects to the organisation, identifies potential sources of funding, works with external partners and also provides advice to Members.

The team currently costs the Council £101k and generates more than £200k in external funding each year. The team includes the Museums Development Officer post which is largely externally funded and works to support and develop museums across Cambridgeshire and Peterborough. It also manages the 4-year library service National Portfolio Organisation (NPO) project funded by Arts Council England.

The proposal is to remove this discretionary service in order to improve the council's ability to safeguard statutory services.

**5.4 B/R.6.202 Highways Maintenance (-350k in 2019-20)**

Utilising a greater proportion of the on-street parking surplus to fund highways and transport works as allowed by current legislation.

The proposal is for more local highways work to be covered by funding generated through the on-street parking account. This proposal will not change the amount of work undertaken but the funding source will change. This will mean that surplus money raised from on-street parking will be used to offset the current revenue budget and reduce cost to Highways.

**5.5 B/R.6.204 Road Safety (-50k in 2020-21)**

A new transformative model for delivering all elements of road safety (education, engineering, school crossing patrols, safety cameras, audits) was approved by Cambridgeshire County Council's (CCC) Highways & Community Infrastructure (H&CI) Committee on 13 March 2018. The approach is an integrated model with Peterborough City Council (PCC). Once implemented,

the new model will achieve savings by establishing more efficient working practices.

## **FOR ECONOMY AND ENVIRONMENT COMMITTEE**

### **5.6 B/R.6.101 Passenger Transport - Remove Discretionary Concessions and taxi vouchers (-260k in 2019-20)**

Cambridgeshire County Council is currently spending £250,000 per year on non-statutory concessions to subsidise a range of travel schemes which were originally designed to make transport available to residents who might otherwise struggle to access affordable transport. These include:

- 15p per mile subsidy to users of community car schemes
- 50% subsidy on dial-a-ride services for concessionary bus pass holders
- Free travel for blind and partially sighted concessionary bus pass holders before 9.30 on weekdays
- Subsidised taxi journeys in parts of South Cambridgeshire

There are no referral pathways from adult social care or the learning disability service and clients' eligibility to access the scheme is based on the criteria for each scheme.

The proposal is to remove these discretionary concessions and subsidies in order to improve the council's ability to safeguard statutory services whilst ensuring that the authority is continuing to effectively meet our duties under the Care Act and the English National Concessionary Travel Scheme.

### **5.7 B/R.6.103 Historic Environment (-10k in 2019-20)**

For greater alignment between Cambridgeshire County Council (CCC) and Peterborough City Council (PCC) for the provision of archaeological services. This proposal will require the approval of PCC as well as CCC and further work on that is required.

### **5.8 B/R.6.105 Transformation of the Infrastructure & Growth Service into a profit centre (-79k in 2019-20)**

Maximising income for the Council and creating the potential for areas that cannot be recharged to capital to be supplemented by the areas that can, through income from external organisations and enabling a more commercial approach to the management of risk to the authority and overall cost of providing services.

## **6 LONGER TERM TRANSFORMATION TO CREATE A SUSTAINABLE SERVICE MODEL**

- 6.1 This programme of work includes innovative approaches that will improve outcomes whilst continuing to deliver a further level of efficiency and significant savings.
- 6.2 A Transformation resource was established in 2016 to enable investment in longer term initiatives, identifying opportunities where better outcomes can be

delivered at reduced cost and demand for services can be reduced. To date, savings of £9.7m have been released as a result of services using this resource.

## **7.0 NEXT STEPS**

7.1 The high level timeline for business planning is shown in the table below.

|          |   |
|----------|---|
| November | Service Committees will review draft proposals again, for recommendation to General Purposes Committee  |
| December | General Purposes Committee will consider the whole draft Business Plan for the first time               |
| January  | General Purposes Committee will review the whole draft Business Plan for recommendation to Full Council |
| February | Full Council will consider the draft Business Plan  |

## **8. ALIGNMENT WITH CORPORATE PRIORITIES**

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

Many of the services delivered by Place and Economy (P&E) are used by our residents on a daily basis and are vital in maintaining and developing the local economy. Well maintained roads and local public transport services where commercial companies can't provide buses are but two of the key elements of the work of P&E. If these current or transformed versions of these services are not available there will be a significant impact on our communities.

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

See wording under 8.1 above.

### **8.3 Supporting and protecting vulnerable people**

See wording under 8.1 above.

## **9. SIGNIFICANT IMPLICATIONS**

### **9.1 Resource Implications**

Resource Implications – All implications are detailed in the Business Cases and CIAs at Appendix 1

Procurement/Contractual/ Council Contract Procedure Rules – All implications are detailed in the Business Cases and CIAs at Appendix 1

### **9.2 Statutory, Legal and Risk implications**

All implications are details in the Business Cases and CIAs in Appendix 1.

### **9.3 Equality and Diversity Implications**

The Community Impact Assessments describe the impact of each proposal, in particular any disproportionate impact on vulnerable, minority and protected groups. (See Appendix 1)

### **9.4 Engagement and Consultation Implications**

Draft Community Impact Assessments (CIAs) for the savings proposals are attached to this paper for consideration by the Committee, and where applicable these will be developed based on consultation with service users and stakeholders. (See Appendix 1)

### **9.5 Localism and Local Member Involvement**

As the proposals develop, we will have detailed conversations with Members about the impact of the proposals on their localities. We are working with members on materials which will help them have conversations with Parish Councils, local residents, the voluntary sector and other groups about where they can make an impact and support us to mitigate the impact of budget reductions.

### **9.6 Public Health Implications**

All implications are details in the Business Cases and CIAs in Appendix 1.

| <b>Implications</b>   | <b>Officer Clearance</b>    |
|---|-----------------------------|
|   |                             |
| <b>Have the resource implications been cleared by Finance?</b>                            | Yes<br>Tom Kelly            |
|   |                             |
| <b>Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?</b> | Yes<br>Debbie Carter-Hughes |
|   |                             |

|   |  |
|---|--|
| <b>Are there any Equality and Diversity implications?</b>                                 | Covered in Business Case Impact Assessment<br>Julia Turner |
| <b>Have any engagement and communication implications been cleared by Communications?</b> | Yes<br>Matthew Hall  |
| <b>Are there any Localism and Local Member involvement issues?</b>                        | No<br>Julia Turner   |
| <b>Have any Public Health implications been cleared by Public Health</b>                  | Yes<br>Liz Robin   |

### **SOURCE DOCUMENTS GUIDANCE**

*It is a legal requirement for the following box to be completed by the report author.*

| <b>Source Documents</b> | <b>Location</b>   |
|-------------------------|---|
| Strategic Framework     | <a href="https://cmis.cambridgeshire.gov.uk/cc_live/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/580/Committee/2/Default.aspx">https://cmis.cambridgeshire.gov.uk/cc_live/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/580/Committee/2/Default.aspx</a> |

### **APPENDIX ONE: Draft Business Cases for business planning proposals within the remit of the Highways and Community Infrastructure Committee**

### **APPENDIX TWO: Financial summary – Table 3**



# Business Case

## B/R.6.201 Partnerships, Projects and Funding Team

### Project Overview

|                                     |   |                             |           |
|-------------------------------------|---|-----------------------------|-----------|
| Project Title                       | B/R.6.201 Partnerships, Projects and Funding Team                               |                             |           |
| Project Code                        | TR001385  | Business Planning Reference | B/R.6.201 |
| Business Planning Brief Description | To consider withdrawing funding of the Partnerships, Projects and Funding Team. |                             |           |
| Senior Responsible Officer          | Christine May   |                             |           |

### Project Approach

#### Background

##### Why do we need to undertake this project?

Cambridgeshire County Council (CCC) currently funds a Partnerships, Projects and Funding Team within Community and Cultural Services. This small team comprises three posts (Partnerships, Projects and Funding Manager, Museums Development Officer, and Business Support Officer) and delivers a range of projects (the majority of which are funded or part-funded by external grants), provides expertise on cultural projects to the organisation, identifies potential sources of funding, works with external partners and also provides advice to Members.

As this work is entirely discretionary for the Council, and given the financial challenges faced by the Council, this business case considers the case for discontinuing the service to save c£101k.

##### What would happen if we did not complete this project?

We would continue to fund the Partnerships, Projects and Funding Team, costing the Council c£101k pa, and would continue to gain income of c£200k pa to fund a range of projects which are beneficial to the residents of Cambridgeshire.

#### Approach

##### Aims / Objectives

The aim is to consider whether, given current financial constraints, the Council can continue to fund this non-statutory service.

##### Project Overview - What are we doing

We are considering whether it would be appropriate to remove funding from the Partnerships, Projects and Funding Team.

##### What assumptions have you made?

We have assumed that no other bodies would be able to continue the role fulfilled by the Partnerships, Projects and Funding Team at less cost.

##### What constraints does the project face?

The Partnerships, Projects and Funding team have successfully applied for, and are members of partnerships delivering, a number of different grants including National Portfolio Organisation (NPO) status from the Arts Council, and Creative

People and Places funding. The Council therefore has obligations to meet as part of these externally funded projects and programmes, to which the capacity of the team is critical. CCC has also committed to match funding through officer time (part of existing salaries).

The team is constantly working towards new funding bids and projects. The external funding is for cultural work with communities, enabling people to come together in shared positive activities. These activities are not only positive in their own right, but also have beneficial effects of reducing social isolation, raising aspiration and skills, helping to create social cohesion, and wider health and wellbeing benefits.

The Museum Development Officer post in the team is part funded by CCC and delivers an agreed programme of work across Cambridgeshire and Peterborough, largely funded by Arts Council England through the regional museums partnership, SHARE.

| Delivery Options                                      |
|---|
| Has an options and feasibility study been undertaken? |
|   |

| Scope / Interdependencies   |
|---|
| Scope   |
| What is within scope?   |
| The work carried out by the Partnerships, Projects and Funding Team |
| What is outside of scope?   |
|   |

| Project Dependencies |
|----------------------|
| Title                |

| Cost and Savings                  |
|-----------------------------------|
| See accompanying financial report |

| Non Financial Benefits  |
|---|
| Non Financial Benefits Summary  |
| There are no non-financial benefits associated with abolishing the Partnerships, Projects and Funding Team. As mentioned above, the Team provides a wealth of knowledge and expertise, essential capacity to run externally funded projects and programmes of work which are of wide benefit to the people of Cambridgeshire. |
| Title   |

| Risks                          |
|--------------------------------|
| Title                          |
| External funding               |
| Partnership working            |
| Health and wellbeing           |
| External reputation - Partners |

|                               |
|-------------------------------|
| External reputation - Public  |
| External reputation - Members |
| Capacity Building             |

## Project Impact

### Community Impact Assessment

#### Who will be affected by this proposal?

Members of the public who attend events organised through the 'Library Presents' programme would be affected by this proposal. The business case indicates that there are 12,531 attendees expected at 'Library Presents' events over the four years of the programme, with 2,700 due to attend in the first year.

The work of the Partnerships, Projects and Funding Team in Cultural Services is targeted at priority groups across the county who would not normally attend arts events or visit the library, so this would particularly impact on these residents.

Cambridgeshire-based artists involved in the 'Library Presents' programme would also be affected as they would lose the opportunity to perform in their communities, to build their profile and to gain further work opportunities.

Volunteers involved in the running of events would also be affected, and could lose an opportunity to develop core skills.

Museums across Cambridgeshire and Peterborough (many of which are independently run volunteer museums) would lose a key Officer to advise, support and mentor.

#### What positive impacts are anticipated from this proposal?

There are no positive impacts anticipated from this proposal.

#### What negative impacts are anticipated from this proposal?

See section above on 'who will be affected by this proposal'.

#### Are there other impacts which are more neutral?

No.

### Disproportionate impacts on specific groups with protected characteristics

#### Details of Disproportionate Impacts on protected characteristics and how these will be addressed

The programmes of events planned by the Cultural Services team look to spread the cultural capital of Cambridge throughout the county, in particular, providing events in the more rural areas of the county. They also target events at priority groups across the county who would not normally attend arts events or visit the library.

# Business Case

## B/R.6.202 Highways Maintenance

### Project Overview

|                                     |   |                             |           |
|-------------------------------------|---|-----------------------------|-----------|
| Project Title                       | B/R.6.202 - BP 19/20 - Highways Maintenance   |                             |           |
| Project Code                        | TR001405  | Business Planning Reference | B/R.6.202 |
| Business Planning Brief Description | Utilising a greater proportion of the on-street parking surplus to fund highways and transport works as allowed by current legislation. |                             |           |
| Senior Responsible Officer          | Richard Lumley  |                             |           |

### Project Approach

#### Background

##### Why do we need to undertake this project?

If the on-street parking account generates sufficient surplus, then it makes sound business sense to reinvest that surplus back into the highway network, given the pressure on revenue funding.

##### What would happen if we did not complete this project?

There would be a continued pressure on revenue funding that may result in a reduction to the money invested into highways and transport.

#### Approach

##### Aims / Objectives

More local highways work to be covered by funding generated through the on-street parking account. This proposal will not change the amount of work undertaken but the funding source will change. This will mean that surplus money raised from on-street parking will be used to offset the current revenue budget and reduce cost to Highways.

##### Project Overview - What are we doing

£350k of highway maintenance (reactive) will be recharged to the on-street account and this will be set up at the start of the 2019/20 financial year.

##### What assumptions have you made?

That the on-street account continues to generate sufficient surplus to cover this additional cost.

##### What constraints does the project face?

The availability of sufficient surplus in the on-street account.

### Delivery Options

##### Has an options and feasibility study been undertaken?

Having investigated the restrictions placed on use of the on-street account, it is possible to cover more highway maintenance from this funding stream. It will ensure that maintenance does not have to be scaled back and we can continue to deliver our asset management strategy as currently detailed.

## Scope / Interdependencies

### Scope

#### What is within scope?

The figure of £350k is sufficient to cover a proportion – approximately 38% - of the existing revenue element of highway maintenance in Fenland, East Cambridgeshire, and Huntingdonshire.

#### What is outside of scope?

South Cambridgeshire and Cambridge City are already being funded by the on-street parking account and will continue to be funded in this way. This proposal is to ensure that Fenland, East Cambridgeshire and Huntingdonshire are also funded in this way.

## Project Dependencies

### Title

## Cost and Savings

See accompanying financial report

## Non Financial Benefits

### Non Financial Benefits Summary

The ability to maintain the current level of service for maintaining the highway network.

### Title

## Risks

### Title

## Project Impact

### Community Impact Assessment

#### Who will be affected by this proposal?

The funding source will change, allowing savings on the revenue budget. This proposal will not change the amount of work undertaken, so would not affect residents.

#### What positive impacts are anticipated from this proposal?

The on-street account surplus may be spent on highway / transport / environmental measures.

#### What negative impacts are anticipated from this proposal?

None.

#### Are there other impacts which are more neutral?

Neutral impact. No change to amount of funding, therefore level of service and functions undertaken will remain as before.

### Disproportionate impacts on specific groups with protected characteristics

#### Details of Disproportionate Impacts on protected characteristics and how these will be addressed

None.

# Business Case

## B/R.6.204 Road Safety

### Project Overview

|                                     |  |                             |           |
|-------------------------------------|--|-----------------------------|-----------|
| Project Title                       | B/R.6.204 Road Safety  |                             |           |
| Project Code                        | TR001390   | Business Planning Reference | B/R.6.204 |
| Business Planning Brief Description | Implementation of a new transformative model for delivering all elements of road safety. |                             |           |
| Senior Responsible Officer          | Richard Lumley/Matt Staton   |                             |           |

### Project Approach

#### Background

##### Why do we need to undertake this project?

A new transformative model for delivering all elements of road safety (education, engineering, school crossing patrols, safety cameras, audits) was approved by Cambridgeshire County Council's (CCC) Highways & Community Infrastructure (H&CI) Committee on 13 March 2018.

The approach is an integrated model with Peterborough City Council (PCC). Once implemented, the new model will achieve savings by establishing more efficient working practices.

##### What would happen if we did not complete this project?

The Service would continue as now, with the road safety function sitting across a number of different teams. This would mean that the associated inefficiencies relating to a lack of coordinated activity would continue to exist.

Opportunities to access external funding would be missed. As well as providing the capacity to apply for external funding, the new structure will create greater transparency in terms of the bid process, ensuring the correct resource is used for the appropriate funding. This will mean less wasted effort, increased chance of success and bids that are aligned to the broader road safety and public health agendas.

#### Approach

##### Aims / Objectives

Implement a new delivery structure that will:

- Improve coordination of road safety activity across Cambridgeshire and Peterborough
- Provide the flexibility and expertise to access additional external grant funding to enhance service delivery
- Maximize opportunities to offer services to others including, but not limited to, the Greater Cambridge Partnership, Combined Authority and Peterborough City Council
- Provide a basic, universal level of service through online resources
- Target resource more effectively at the areas of highest need
- Embed a more proactive approach based around a safe systems framework, as suggested in the Government's Road Safety Statement 2015.

##### Project Overview - What are we doing

The proposed approach recognises the value of the road safety expertise that exists within the Council and relies on developing and exploiting this to realise commercial opportunities as well as deliver the Council's responsibilities and objectives.

The proposed approach would separate activity into core, additional and commercial elements:

Core activity comprises our statutory duties under the Road Traffic Act 1988 to:

- prepare and carry out a programme of measures designed to promote road safety
- investigate accidents arising out of the use of vehicles
- implement measures as appear to the authority to be appropriate to prevent such accidents

Core activity would also include programmes that mitigate the risk of higher costs to another Council service area.

Additional activity comprises those activities which would supplement core activity should additional funding be available/sourced for specific projects.

Commercial services are charged-for activities that the Road Safety Team will deliver for others (internally or externally).

Efficiency savings will be achieved through:

- The more efficient use of staff resources

In the Hub Model, roles will be much more flexible, not so task specific and areas of responsibility will be increased through integration with PCC. The hub will increasingly become a commissioning team, utilising specialists to carry out work as required but with the oversight of the hub team.

- Conversion of some resources to a digital online resource kit

The aim is to move as much activity as possible from the current face to face and hard resource approach e.g. leaflets, posters, booklets, demonstrations and visits, towards a self-service model.

#### What assumptions have you made?

There will be sufficient staff capacity to source, secure and manage additional grant income and moving forwards, there will be a good level of grant funding available.

The majority of service users will be able to access online resources.

#### What constraints does the project face?

The hub works closely with a number of services across the Council including Public Health, Business Intelligence, Highways project delivery. There will be new processes for the way these services interact with the Road Safety Hub and it is likely these will take time to be understood and bed in and this will apply across both Cambridgeshire and Peterborough.

### Delivery Options

Has an options and feasibility study been undertaken?

### Scope / Interdependencies

#### Scope

##### What is within scope?

Road safety related services across Cambridgeshire and Peterborough.

##### What is outside of scope?

The initial scope does not include any other road safety activity outside the control of the Local Authorities, although this could be explored as a future development.

## Project Dependencies

Title

## Cost and Savings

See accompanying financial report

## Non Financial Benefits

### Non Financial Benefits Summary

Reduction in road traffic collisions.  
Improved perception of safety by communities.

Title

## Risks

Title

## Project Impact

### Community Impact Assessment

#### Who will be affected by this proposal?

- Road safety staff
- Home to school transport
- Public health
- Projects delivery teams that will be commissioned to carry out work by the hub
- Schools

#### What positive impacts are anticipated from this proposal?

Road traffic collisions are known to disproportionately affect young males and is of particular concern in areas of rural isolation where exposure is higher due to access to education/services often being reliant on vehicle ownership, higher annual mileage and higher speed roads. This new approach aims to enable better targeting of resources in areas of specific need while ensuring a greater basic level of service available to all through greater opportunities for self-service.

#### What negative impacts are anticipated from this proposal?

If the new approach is adopted it is not expected to have any negative impact on the above protected characteristics.

#### Are there other impacts which are more neutral?

The change in approach is expected to have a neutral impact to characteristics not known to affect the risk of collision involvement in Cambridgeshire & Peterborough.

### Disproportionate impacts on specific groups with protected characteristics

#### Details of Disproportionate Impacts on protected characteristics and how these will be addressed

The introduction of more self-service elements to the programme will need to be monitored to ensure that these resources are easily accessible, particularly where the focus is likely to be on digital platforms. The approach should enable resource to be allocated in target areas where self-service is not being routinely utilised in order to either support self-service in the future or deliver on behalf of at-risk groups.







## Section 3 - B: Place and Economy

**Table 3: Revenue - Overview**

Budget Period: 2019-20 to 2023-24

|              |   | Detailed Plans  |                 | Outline Plans   |                 |                 |  |           |
|--------------|---|-----------------|-----------------|-----------------|-----------------|-----------------|--|-----------|
| Ref          | Title   | 2019-20<br>£000 | 2020-21<br>£000 | 2021-22<br>£000 | 2022-23<br>£000 | 2023-24<br>£000 | Description  | Committee |
| <b>1</b>     | <b>OPENING GROSS EXPENDITURE</b>                                | <b>89,583</b>   | <b>91,125</b>   | <b>91,922</b>   | <b>94,396</b>   | <b>96,899</b>   |  |           |
| B/R.1.005    | Movement of Business and Communities PH funding from P&E to P&C | -10             | -               | -               | -               | -               | Public Health grant funding for Kick Ash has moved to P&C within Communities and Partnership.  | E&E       |
| <b>1.999</b> | <b>REVISED OPENING GROSS EXPENDITURE</b>                        | <b>89,573</b>   | <b>91,125</b>   | <b>91,922</b>   | <b>94,396</b>   | <b>96,899</b>   |  |           |
| <b>2</b>     | <b>INFLATION</b>  |                 |                 |                 |                 |                 |  |           |
| B/R.2.001    | Inflation   | 1,932           | 2,023           | 2,161           | 2,140           | 2,140           | Some County Council services have higher rates of inflation than the national level. For example, this is due to factors such as increasing oil costs that feed through into services like road repairs. This overall figure comes from an assessment of likely inflation in all ETE services. | E&E, H&CI |
| <b>2.999</b> | <b>Subtotal Inflation</b>                                       | <b>1,932</b>    | <b>2,023</b>    | <b>2,161</b>    | <b>2,140</b>    | <b>2,140</b>    |  |           |
| <b>3</b>     | <b>DEMOGRAPHY AND DEMAND</b>                                    |                 |                 |                 |                 |                 |  |           |
| B/R.3.004    | Coroner Service   | 194             | 20              | 20              | 20              | 20              | Extra costs associated with an increasing population and a higher number of deaths.  | H&CI      |
| B/R.3.007    | Waste Disposal  | 373             | 324             | 331             | 339             | 346             | Extra cost of landfilling additional waste produced by an increasing population.   | H&CI      |
| <b>3.999</b> | <b>Subtotal Demography and Demand</b>                           | <b>567</b>      | <b>344</b>      | <b>351</b>      | <b>359</b>      | <b>366</b>      |  |           |
| <b>4</b>     | <b>PRESSURES</b>  |                 |                 |                 |                 |                 |  |           |
| B/R.4.005    | Libraries to serve new developments                             | -               | 49              | -               | -               | -               | - Cost of running the Eddington Library in North West Cambridge to serve the new community.  | H&CI      |
| B/R.4.008    | Impact of National Living Wage (NLW) on CCC Employee Costs      | -               | 14              | 14              | -               | -               | - The extra cost of the National Living Wage on directly employed CCC staff.   | E&E, H&CI |
| B/R.4.009    | Cambridgeshire and Peterborough Minerals and Waste Local Plan   | -               | -54             | -54             | -               | -               | - Work has commenced on a new Minerals and Waste Plan with Peterborough City Council. The plan requires to be updated to minimise the risk of future challenge from developers.  | E&E       |
| B/R.4.011    | Archives Centre   | 78              | -               | -               | -               | -               | - Funding towards the running costs of the new Archives Centre at Ely.   | H&CI      |
| B/R.4.013    | Guided Busway Defects   | 200             | -1,300          | -               | -               | -               | - The Council is in dispute with the contractor over defects in the busway construction. This is to fund repairs to defects and legal costs in support of the Council's legal action against the Contractor. The Council expects to recover these costs.                                       | E&E       |
| <b>4.999</b> | <b>Subtotal Pressures</b>                                       | <b>278</b>      | <b>-1,291</b>   | <b>-40</b>      | <b>-</b>        | <b>-</b>        |  |           |
| <b>5</b>     | <b>INVESTMENTS</b>  |                 |                 |                 |                 |                 |  |           |
| <b>5.999</b> | <b>Subtotal Investments</b>                                     | <b>-</b>        | <b>-</b>        | <b>-</b>        | <b>-</b>        | <b>-</b>        |  |           |
| <b>6</b>     | <b>SAVINGS</b>  |                 |                 |                 |                 |                 |  |           |
| B/R.6.101    | Passenger Transport - Remove Discretionary Concessions          | -260            | -               | -               | -               | -               | - Community car schemes - remove 15p per mile subsidy (£120k); Remove 50% concession on dial-a-ride services (£120k); Remove pre-9.30 am concession for blind and partially sighted customers (£10k); Remove the taxicard scheme (£10k).   | E&E       |
| B/R.6.103    | Shared Service: Historic Environment                            | -10             | -               | -               | -               | -               | - Income generation shared services with Peterborough.   | E&E       |

## Section 3 - B: Place and Economy

**Table 3: Revenue - Overview**

Budget Period: 2019-20 to 2023-24

|           |   | Detailed Plans  |                 | Outline Plans   |                 |                 |   |           |
|-----------|---|-----------------|-----------------|-----------------|-----------------|-----------------|---|-----------|
| Ref       | Title   | 2019-20<br>£000 | 2020-21<br>£000 | 2021-22<br>£000 | 2022-23<br>£000 | 2023-24<br>£000 | Description   | Committee |
| B/R.6.105 | Transformation of the Infrastructure & Growth Service into a profit centre. | -79             | -               | -               | -               | -               | - The service predominantly recovers its operating costs through recharge and development related income. A large proportion of this is for external clients, such as the Combined Authority & GCP. Commercial operation of the service will maximise income opportunities and standardise the approach to working with external clients, enabling consideration of the associated risks. Revenue generated from this approach will support those services such as strategy and development related planning activities that aren't rechargeable. | E&E       |
| B/R.6.201 | <b>H&amp;CI</b><br>Partnership, Projects and Funding team                   | -101            | -               | -               | -               | -               | - Withdraw all Partnerships, Projects and Funding posts supporting cultural development across the county including Libraries NPO, museums development etc.   | H&CI      |
| B/R.6.202 | Highways Maintenance  | -350            | -               | -               | -               | -               | - Utilising a greater proportion of the on-street parking surplus to fund highways and transport works as allowed by current legislation.   | H&CI      |
| B/R.6.204 | Road Safety   | -               | -50             | -               | -               | -               | - At the March H&CI committee members approved the implementation of a new transformative model for delivering all elements of road safety (education, engineering, school crossing patrols, safety cameras, audits etc). The approach is an integrated model with Peterborough, built around core and commercial activities. The £50k will be achieved through more efficient working practices (moving resource online and co-location)   | H&CI      |
| B/R.6.206 | Highways Shared Services Model  | -150            | -               | -               | -               | -               | - Creation of a single, shared highway service across Cambridgeshire and Peterborough. Whilst the emphasis is on creating resilience and flexibility there will be the opportunity to make some savings through the creation of the new,streamlined structure.  | H&CI      |
| B/R.6.208 | Shared Services: Registration   | -36             | -               | -               | -               | -               | - Create a joint service with PCC, enabling greater resilience and some savings through a shared, streamlined management structure  | H&CI      |
| B/R.6.210 | Anticipated further savings within Place and Economy                        | -250            | -250            | -               | -               | -               | -   | 0 H&CI    |
| B/R.6.214 | Street Lighting - contract synergies  | 11              | 21              | 2               | 4               | -               | - Annual saving from joint contract drafting with partners. This will not lead to any reduction in street lighting provision.   | H&CI      |
| 6.999     | <b>Subtotal Savings</b>   | <b>-1,225</b>   | <b>-279</b>     | <b>2</b>        | <b>4</b>        | <b>-</b>        |   |           |
|           |   |                 |                 |                 |                 |                 |   |           |
|           | <b>TOTAL GROSS EXPENDITURE</b>  | <b>91,125</b>   | <b>91,922</b>   | <b>94,396</b>   | <b>96,899</b>   | <b>99,405</b>   |   |           |
| 7         | <b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>                               |                 |                 |                 |                 |                 |   |           |
| B/R.7.001 | Previous year's fees, charges & ring-fenced grants                          | -48,155         | -48,970         | -49,768         | -50,779         | -51,729         | Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.  | E&E, H&CI |
| B/R.7.002 | Fees and charges inflation  | -16             | -11             | -11             | -11             | -11             | Additional income for increases to fees and charges in line with inflation, not including the effect of the Combined Authority Levy.  | E&E, H&CI |
| B/R.7.004 | Inflation on Levy charged to the Combined Authority                         | -809            | -907            | -1,000          | -939            | -901            | Inflation of the Combined Authority Levy - this is matched to the inflation in ETE expenditure for which the Combined Authority are billed.   | E&E, H&CI |
| B/R.7.202 | <b>Changes to fees &amp; charges</b><br>Change in Public Health Grant       | 10              | 120             | -               | -               | -               | - Change in ring-fenced Public Health grant to reflect change of function and treatment as a corporate grant from 2019-20 due to removal of ring-fence.   | E&E, H&CI |
| 7.999     | <b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>                      | <b>-48,970</b>  | <b>-49,768</b>  | <b>-50,779</b>  | <b>-51,729</b>  | <b>-52,641</b>  |   |           |
|           |   |                 |                 |                 |                 |                 |   |           |
|           | <b>TOTAL NET EXPENDITURE</b>  | <b>42,155</b>   | <b>42,154</b>   | <b>43,617</b>   | <b>45,170</b>   | <b>46,764</b>   |   |           |

## Section 3 - B: Place and Economy

**Table 3: Revenue - Overview**

Budget Period: 2019-20 to 2023-24

|                        |   | Detailed Plans  |                 | Outline Plans   |                 |                 |   |           |
|------------------------|---|-----------------|-----------------|-----------------|-----------------|-----------------|---|-----------|
| Ref                    | Title                                     | 2019-20<br>£000 | 2020-21<br>£000 | 2021-22<br>£000 | 2022-23<br>£000 | 2023-24<br>£000 | Description   | Committee |
| <b>FUNDING SOURCES</b> |   |                 |                 |                 |                 |                 |   |           |
| <b>8</b>               | <b>FUNDING OF GROSS EXPENDITURE</b>       |                 |                 |                 |                 |                 |   |           |
| B/R.8.001              | Budget Allocation                         | -42,155         | -42,154         | -43,617         | -45,170         | -46,764         | Net spend funded from general grants, business rates and Council Tax.   | E&E, H&CI |
| B/R.8.002              | Public Health Grant                       | -120            | -               | -               | -               | -               | Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team. | E&E, H&CI |
| B/R.8.003              | Fees & Charges                            | -42,215         | -43,133         | -44,144         | -45,094         | -46,006         | Fees and charges for the provision of services.   | E&E, H&CI |
| B/R.8.004              | PFI Grant - Street Lighting               | -3,944          | -3,944          | -3,944          | -3,944          | -3,944          | PFI Grant from DfT for the life of the project.   | H&CI      |
| B/R.8.005              | PFI Grant - Waste                         | -2,691          | -2,691          | -2,691          | -2,691          | -2,691          | PFI Grant from DEFRA for the life of the project.   | H&CI      |
| <b>8.999</b>           | <b>TOTAL FUNDING OF GROSS EXPENDITURE</b> | <b>-91,125</b>  | <b>-91,922</b>  | <b>-94,396</b>  | <b>-96,899</b>  | <b>-99,405</b>  |   |           |



**SERVICE COMMITTEE REVIEW OF THE DRAFT 2019-20 CAPITAL PROGRAMME**

**To:** Highways & Community Infrastructure Committee

**Meeting Date:** 9<sup>th</sup> October 2018

**From:** Executive/Corporate Director, Place and Economy  
Chief Finance Officer

**Electoral division(s):** All

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

**Purpose:** This report provides the Committee with an overview of the draft Business Plan Capital Programme for Place and Economy

**Recommendation:**

- a) It is requested that the Committee note the overview and context provided for the 2019-20 Capital Programme for Place and Economy
- b) It is requested that the Committee comment on the draft proposals for Place and Economy's 2019-20 Capital Programme and endorse their development

| <b><i>Officer contact:</i></b>   | <b><i>Member contact:</i></b>   |
|--|---|
| Name: Graham Hughes<br>Post: Executive Director, P&E<br>Email: <a href="mailto:Graham.Hughes@Cambridgeshire.gov.uk">Graham.Hughes@Cambridgeshire.gov.uk</a><br>Tel: 01223 715660 | Name: Councillor Mathew Shuter<br>Chairman: Highways & Community Infrastructure Committee<br>Email: <a href="mailto:Mathew.shuter@cambridgeshire.gov.uk">Mathew.shuter@cambridgeshire.gov.uk</a><br>Tel: 01223 706398 |

## **1. CAPITAL STRATEGY**

- 1.1 The Council strives to achieve its vision through delivery of its Business Plan. To assist in delivering the Plan the Council needs to provide, maintain and update long term assets (often referred to as 'fixed assets'), which are defined as those that have an economic life of more than one year. Expenditure on these long term assets is categorised as capital expenditure, and is detailed within the Capital Programme for the Authority.
- 1.2 Each year the Council adopts a ten-year rolling capital programme as part of the Business Plan. The very nature of capital planning necessitates alteration and refinement to proposals and funding during the planning period; therefore whilst the early years of the Business Plan provide robust, detailed estimates of schemes, the later years only provide indicative forecasts of the likely infrastructure needs and revenue streams for the Council.
- 1.3 This report forms part of the process set out in the Capital Strategy whereby the Council updates, alters and refines its capital planning over an extended planning period. New schemes are developed by Services and all existing schemes are reviewed and updated as required before being presented to the Capital Programme Board and subsequently Service Committees for further review and development.
- 1.4 An Investment Appraisal of each capital scheme (excluding committed schemes and schemes with 100% ring-fenced funding) is undertaken / revised, which allows schemes within and across all Services to be ranked and prioritised against each other, in light of the finite resources available to fund the overall Programme and in order to ensure the schemes included within the Programme are aligned to assist the Council with achieving its outcomes.

## **2. DEVELOPMENT OF THE 2019-20 CAPITAL PROGRAMME**

- 2.1 Prioritisation of schemes (where applicable) is included within this report to be reviewed individually by Service Committees alongside the addition, revision and update of schemes. Prioritisation of schemes across the whole programme will also be reviewed by General Purposes Committee (GPC) in November, before firm spending plans are considered again by Service Committees in November. GPC will review the final overall programme in December, in particular regarding the overall levels of borrowing and financing costs, before recommending the programme in January as part of the overarching Business Plan for Full Council to consider in February.
- 2.2 The introduction of the Transformation Fund for the 2017-18 planning process has not impacted on the funding sources available to the Capital Programme as any Invest to Save or Earn schemes will continue to be funded over time by the revenue payback they produce via savings or increased income. This is the most financially sensible option for the Council due to the ability to borrow money for capital schemes and defray the cost of that expenditure to the Council over the life of the asset. However, if a scheme is transformational, then it should also move through the governance process agreed for the transformation programme, in line with all other transformational schemes, but without any funding request to the Transformation Fund.



- 2.3 There are several schemes in progress where work is underway to develop the scheme, however they are either not sufficiently far enough forward to be able to include any capital estimate within the Business Plan, or a draft set of figures have been included but they are, at this stage, highly indicative. The following are the main schemes that this applies to:
- The Adults Committee first considered the Older People's Accommodation Strategy in 2016, and in September 2017 agreed a blended approach for increasing capacity for residential/nursing care. One element of this was to procure an increase in capacity through a number of new build sites, which has potential for implications for the Council's capital plans through provision of land or other assets, or involvement with construction. The Council is engaged with health partners on these challenges, to maximise a 'one public estate' approach.
  - The Council, in cooperation with health partners, is reviewing the care that is provided to service-users with learning disabilities, particular those placed out-of-county due to lack of suitable local provision. One option being considered is the acquisition of land and/or buildings that could provide bespoke services to groups of individuals with high needs reducing the need to source high-cost residential placements while improving outcomes. This would have an impact on the Council's capital plans through provision of land or other assets, or involvement with construction. This will only be done where the new provision is more cost-effective than current arrangements.
  - The Cambs 2020 project is moving forward with pace; one element of this project relates to the Shire Hall Relocation capital scheme where the Council is looking to change ways of working and move out of its current premises. However, there is still significant work to be undertaken to determine the capital investment required to enable the Hub and Spokes model to be implemented.
  - King's Dyke – this scheme is due to be discussed at October Economy & Environment Committee, following which some changes may be required.

### **3. REVENUE IMPLICATIONS**

- 3.1 All capital schemes can have a potential two-fold impact on the revenue position, relating to the cost of borrowing through interest payments and repayment of principal and the ongoing revenue costs or benefits of the scheme. Conversely, not undertaking schemes can also have an impact via needing to provide alternative solutions, such as Home to School Transport (e.g. transporting children to schools with capacity rather than investing in capacity in oversubscribed areas).
- 3.2 The Council is required by the Chartered Institute of Public Finance and Accountancy's (CIPFA's) Prudential Code for Capital Finance in Local Authorities 2017 to ensure that it undertakes borrowing in an affordable and sustainable manner. In order to ensure that it achieves this, GPC recommends an advisory limit on the annual financing costs of borrowing (debt charges) over the life of the Plan. In order to afford a degree of flexibility from year to year, changes to the phasing of the limit is allowed within any

three-year block (starting from 2015-16), so long as the aggregate limit remains unchanged.

- 3.3 For the 2018-19 Business Plan, GPC agreed that this should continue to equate to the level of revenue debt charges as set out in the 2014-15 Business Plan for the next five years (restated to take into account the change to the MRP Policy agreed by GPC in January 2016), and limited to around £39m annually from 2019-20 onwards. GPC have reconfirmed this decision for the 2019-20 process as part of the Capital Strategy paper, which was presented to GPC in September.

#### 4. SUMMARY OF THE DRAFT CAPITAL PROGRAMME

- 4.1 The revised draft Capital Programme is as follows:

| Service Block                  | 2019-20<br>£'000 | 2020-21<br>£'000 | 2021-22<br>£'000 | 2022-23<br>£'000 | 2023-24<br>£'000 | Later Yrs<br>£'000 |
|--------------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| People and Communities         | 125,757          | 85,319           | 69,229           | 63,802           | 49,560           | 46,291             |
| Place and Economy              | 33,203           | 19,681           | 19,109           | 18,768           | 15,114           | 16,800             |
| Commercial and Investment      | 116,503          | 800              | 800              | 800              | 800              | 3,200              |
| Corporate and Managed Services | 3,470            | 2,514            | 2,294            | -                | -                | -                  |
| <b>Total</b>                   | <b>278,933</b>   | <b>108,314</b>   | <b>91,432</b>    | <b>83,370</b>    | <b>65,474</b>    | <b>66,291</b>      |

- 4.2 This is anticipated to be funded by the following resources:

| Funding Source         | 2019-20<br>£'000 | 2020-21<br>£'000 | 2021-22<br>£'000 | 2022-23<br>£'000 | 2023-24<br>£'000 | Later Yrs<br>£'000 |
|------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Grants                 | 34,813           | 48,692           | 37,065           | 37,078           | 32,720           | 43,199             |
| Contributions          | 40,298           | 23,179           | 40,071           | 33,355           | 10,872           | 170,870            |
| Capital Receipts       | 50,293           | 5,098            | 6,493            | 500              | 500              | 2,000              |
| Borrowing              | 112,398          | 33,242           | 21,894           | 14,477           | 21,632           | -5,200             |
| Borrowing (Repayable)* | 41,131           | -1,897           | -14,091          | -2,040           | -250             | -144,578           |
| <b>Total</b>           | <b>278,933</b>   | <b>108,314</b>   | <b>91,432</b>    | <b>83,370</b>    | <b>65,474</b>    | <b>66,291</b>      |

\* Repayable borrowing nets off to zero over the life of each scheme and is used to bridge timing gaps between delivery of a scheme and receiving other funding to pay for it.

- 4.3 The following table shows how each Service's borrowing position has changed since the 2018-19 Capital Programme was set:

| Service Block   | 2018-19<br>£'000 | 2019-20<br>£'000 | 2020-21<br>£'000 | 2021-22<br>£'000 | 2022-23<br>£'000 | 2023-24<br>£'000 | Later Yrs<br>£'000 |
|---|------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| People and Communities  | -1,237           | 14,890           | 10,673           | 1,152            | 5,741            | 7,981            | -1,268             |
| Place and Economy   | 17,839           | 3,848            | 353              | 78               | -2,563           | -4,396           | 551                |
| Corporate and Managed Services  | -3,106           | 443              | -459             | -459             | -                | -                | -                  |
| Commercial and Investment   | 39,581           | 37,391           | 12,942           | -11,251          | 2,706            | 2,338            | 19,170             |
| Corporate and Managed Services – relating to general capital receipts | -                | -                | -                | -                | -                | -                | -                  |
| <b>Total</b>  | <b>53,077</b>    | <b>56,572</b>    | <b>23,509</b>    | <b>-10,480</b>   | <b>5,884</b>     | <b>5,923</b>     | <b>18,453</b>      |

4.4 The table below categorises the reasons for these changes:

| Reasons for change in borrowing              | 2018-19<br>£'000 | 2019-20<br>£'000 | 2020-21<br>£'000 | 2021-22<br>£'000 | 2022-23<br>£'000 | 2023-24<br>£'000 | Later Yrs<br>£'000 |
|--|------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| New  | 2,641            | 45,005           | 2,073            | -4,445           | 150              | 2,740            | 0                  |
| Removed/Ended                                | -9,060           | -1,307           | -150             | -1,601           | -2,800           | -2,059           | 0                  |
| Minor Changes/Rephasing*                     | -1,868           | 3,038            | 31               | 0                | 557              | 350              | -609               |
| Increased Cost (includes rephasing)          | 3,677            | 4,325            | 23,963           | 13,452           | 8,665            | 13,258           | -1,055             |
| Reduced Cost (includes rephasing)            | 37,100           | 23,147           | 12,962           | -11,251          | 2,706            | -2,162           | 19,170             |
| Change to other funding (includes rephasing) | 1,243            | 278              | -14,756          | -3,868           | -796             | -2,222           | 0                  |
| Variation Budget                             | 19,344           | -17,914          | -614             | -2,767           | -2,598           | -4,482           | 947                |
| <b>Total</b>                                 | <b>53,077</b>    | <b>56,572</b>    | <b>23,509</b>    | <b>-10,480</b>   | <b>5,884</b>     | <b>5,423</b>     | <b>18,453</b>      |

\*This does not off-set to zero across the years because the rephasing also relates to pre-2018-19.

4.5 The revised levels of borrowing result in the following levels of financing costs:

| Financing Costs                           | 2019-20<br>£'000 | 2020-21<br>£'000 | 2021-22<br>£'000 | 2022-23<br>£'000 | 2023-24<br>£'000 |
|---|------------------|------------------|------------------|------------------|------------------|
| 2018-19 agreed BP                         | 29.0             | 34.7             | 36.7             | 38.5             | -                |
| 2019-20 draft BP                          | 29.8             | 37.0             | 39.5             | 41.1             | 41.1             |
| <b>CHANGE (+) increase / (-) decrease</b> | <b>0.8</b>       | <b>2.3</b>       | <b>2.8</b>       | <b>2.6</b>       | <b>41.1</b>      |

4.6 The debt charges budget is currently undergoing thorough review of interest rates, internal cash balances, Minimum Revenue Provision charges and estimates of capitalisation of interest – the results of this will be fed into the next round of committee papers on capital.

4.7 Invest to Save / Earn schemes are excluded from the advisory financing costs limit – the following table therefore compares revised financing costs excluding these schemes. In order to afford a degree of flexibility from year to year, the limit is reviewed over a three-year period – based on the revised programme, the advisory limit is not exceeded for either of these 3 year blocks.

| Financing Costs  | 2018-19<br>£m | 2019-20<br>£m | 2020-21<br>£m | 2021-22<br>£m | 2022-23<br>£m | 2023-24<br>£m |
|--|---------------|---------------|---------------|---------------|---------------|---------------|
| 2019-20 draft BP (excluding Invest to Save / Earn schemes) | 29.3          | 34.8          | 37.4          | 39.0          | 39.0          | 39.0          |
| Recommend limit  | 37.9          | 38.6          | 39.2          | 39.7          | 40.3          | 40.8          |
| <b>HEADROOM</b>  | <b>-11.3</b>  | <b>-8.5</b>   | <b>-3.8</b>   | <b>-1.8</b>   | <b>-0.7</b>   | <b>-1.3</b>   |
| Recommend limit (3 years)                                  | 115.7         |               |               | 120.8         |               |               |
| <b>HEADROOM (3 years)</b>                                  | <b>-14.1</b>  |               |               | <b>-3.8</b>   |               |               |

- 4.8 Although the limit hasn't been exceeded, the Business Plan is still under review and as such adjustments to schemes and phasing will continue over the next two to three months.

## 5. OVERVIEW OF PLACE AND ECONOMY's DRAFT CAPITAL PROGRAMME

- 5.1 The revised draft Capital Programme for Place and Economy (P&E) is as follows:

| Capital Expenditure | 2019-20<br>£'000 | 2020-21<br>£'000 | 2021-22<br>£'000 | 2022-23<br>£'000 | 2023-24<br>£'000 | Later Yrs<br>£'000 |
|---------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Place & Economy     | 33,203           | 19,681           | 19,109           | 18,768           | 15,114           | 16,800             |

- 5.2 This is anticipated to be funded by the following resources:

| Funding Source | 2019-20<br>£'000 | 2020-21<br>£'000 | 2021-22<br>£'000 | 2022-23<br>£'000 | 2023-24<br>£'000 | Later Yrs<br>£'000 |
|----------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Grants         | 16,547           | 18,043           | 18,066           | 18,081           | 18,218           | 20,370             |
| Contributions  | 7,400            | 253              | 762              | 767              | 812              | 8,490              |
| Borrowing      | 9,256            | 1,385            | 281              | -80              | -3,916           | -12,060            |
| <b>Total</b>   | <b>33,203</b>    | <b>19,681</b>    | <b>19,109</b>    | <b>18,768</b>    | <b>15,114</b>    | <b>16,800</b>      |

- 5.3 The full list of P&E capital schemes is shown in the draft capital programme at appendix one. Table 4 lists the schemes with a description and with funding shown against years. Table 5 shows the breakdown of the total funding of the schemes, for example whether schemes are funded by grants, developer contributions or prudential borrowing.

- 5.4 Papers on the individual schemes have been, or will be, considered separately by the appropriate Service Committee.

### 5.5 Changes to Existing Capital Schemes

- 5.5.1 Changes to existing schemes, such as rephasing, re-costing, and revised funding are highlighted below. The Integrated Transport Schemes apply to both Economy and Environment Committee and Highways and Community Infrastructure Committee, so those are listed first. Following that, items are grouped by Service Committee.

### 5.6 Integrated Transport Schemes

- 5.6.1 This area is mainly funded by Local Transport Plan grant funding from the Department for Transport. The assumption is made that funding that now goes via the Combined Authority will now be passported across to Cambridgeshire. There is no change from the 2018-19 Business plan. Some of these schemes are further enhanced by the use of S106 developer contributions.

## **5.7 Economy and Environment Committee**

### **5.7.1 Ely Crossing**

This scheme is due to be completed in October 2018. There will only be residual costs for this scheme in 2019/20

### **5.7.2 King's Dyke**

This scheme is mainly funded by grant and other partner contributions but Committee has been made aware that there is already a £3.1m shortfall, and this shortfall is going to further increase (Committee report in October). Discussions are taking place with Partners as how to fund the total shortfall.

### **5.7.3 Soham Station**

This scheme has been removed from the CCC Capital programme as it is expected to be taken on (and funded) by the Combined Authority.

## **5.8 Highways and Community Infrastructure Committee**

### **5.8.1 Highways Maintenance**

This is the £90m programme of work to enhance the highways network agreed some years ago. This was originally programmed to be done over 5 years but the number of years was extended to best match the Highways Asset Plan. The budget was reduced from £6m to £4.3m a year in 2018/19 and the remaining years to take account of efficiencies in the new Highways contract. All of this work is funded by prudential borrowing and funding tails off in 2022-23. This funding has been critical to keep the road network up to an acceptable standard. There will be a new business case submitted to extend this funding but the funding relationship with the Combined Authority needs to be clarified. Although we have been fortunate in receiving further DfT grants for pothole funding, challenge fund and safer roads fund, this has been for specific schemes or to maintain infrastructure damaged by abnormal weather.

### **5.8.2 Waste – Household Recycling Centre (HRC) Improvements**

The current budget is based on the need to replace 2 household recycling centres, this is funded by a mixture of S106 developer contributions and borrowing. Further work is taking place to identify the need for these new sites in the light of the overall Council's financial position. Also for one of the sites, there is an adjacent waste site for which it is expected the operator will be looking for planning permission to extend the life of the site, which would probably delay the need for the County Council to replace their existing site.

### **5.8.3 Development of Archives Centre premises**

The new Archives centre in Ely expected to be completed by mid-2019. There is a requirement from the National Archive Office to have a purpose built archives facility and this scheme was delayed but is now underway.

## **5.9 Overview of new schemes including justification**

### **5.9.1 Libraries – Open access & touchdown facilities**

The introduction of Open Access (self-service) technology is to maximise the use of our library properties supporting the Cambs 2020 hub and spokes approach with staff increasingly operating in localities. Open access will

extend the times libraries are open to our communities and enable Council, public sector and partner agency staff, particularly peripatetic staff, to increasingly use libraries as touchdown and meeting sites, in line with the objectives of One Public Estate. This will provide open access in 9 hub libraries and equipment/furnishings to ensure fit for purpose accessible touchdown facilities and digital access across the library network.

## **6. ALIGNMENT WITH CORPORATE PRIORITIES**

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

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

- Investing in key infrastructure schemes will promote growth in the number of jobs in our area and thus growth of the economy.
- Transport schemes are critical in allowing people to get around effectively and efficiently and to access work and other facilities they need.

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

See wording under 6.1 above.

### **6.3 Supporting and protecting vulnerable people**

See wording under 6.1 above.

## **7. SIGNIFICANT IMPLICATIONS**

### **7.1 Resource Implications**

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

- There may be revenue implications associated with operating new or enhanced capital assets but equally capital schemes can prevent the need for other revenue expenditure.
- The overall scale of the capital programme has been reduced to limit the impact on the Council's revenue budget and this in turn will have beneficial impacts on the services that are provided from that source

### **7.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

There are no significant implications within this category.

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

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

- Regulations for capital expenditure are set out under Statute. The possibility of capital investment, from these accumulated funds, may ameliorate risks from reducing revenue resources.

- At this stage, there are no proposals with significant risk arising from “pay-back” expectations.

#### 7.4 Equality and Diversity Implications

There are no significant implications within this category.

#### 7.5 Engagement and Consultation Implications

The following bullet point sets out details of significant implications identified by officers:

- Consultation is continuous and ongoing between those parties involved to ensure the most effective use of capital funding.

#### 7.6 Localism and Local Member Involvement

The following bullet point sets out details of significant implications identified by officers:

- Local Members will be engaged where schemes impact on their area and where opportunities for strategic investment arise.

#### 7.7 Public Health Implications

The following bullet point sets out details of significant implications identified by officers:

- Strategic investment in some of the schemes outlined may have potential to improve Public Health outcomes. This includes schemes that encourage active travel through cycling, walking and use of public transport.

| Implications  | Officer Clearance                           |
|---|---|
|   |   |
| <b>Have the resource implications been cleared by Finance?</b>  | Yes<br>Name of Officer: Sarah Heywood       |
|   |   |
| <b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?</b> | Yes or No<br>Name of Officer: Paul White    |
|   |   |
| <b>Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?</b>                       | Yes<br>Name of Legal Officer: Lynne Owen    |
|   |   |
| <b>Are there any Equality and Diversity implications?</b>   | Yes or No<br>Name of Officer: Christine May |
|   |   |
| <b>Have any engagement and communication implications been cleared by Communications?</b>                       | Yes<br>Name of Officer: Sarah Silk          |
|   |   |
| <b>Are there any Localism and Local Member involvement issues?</b>  | Yes or No<br>Name of Officer: Christine May |

|  |   |
|--|---|
|  |   |
| <b>Have any Public Health implications been cleared by Public Health</b> | Yes or No<br>Name of Officer: Tess Campbell |

| <b>Source Documents</b>   | <b>Location</b>   |
|---|---|
| The 2018/19 Business Plan, including the Capital Strategy Capital Planning and Forecast: financial models | <a href="https://www.cambridgeshire.gov.uk/council/finance-and-budget/business-plans">https://www.cambridgeshire.gov.uk/council/finance-and-budget/business-plans</a> ><br><br>c/o Senior Finance Business Partners<br>1st Floor Octagon<br>Shire Hall<br>Cambridge |



# #HIGHWAYS AND COMMUNITY INFRASTRUCTURE POLICY AND SERVICE COMMITTEE AGENDA PLAN

Published on 1st October 2018



Cambridgeshire  
County Council

## Notes

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.

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.

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

- Minutes of previous meeting and Action Log;
- Finance and Performance Report;
- Agenda Plan, Appointments to Outside Bodies and Training Plan;

| Committee date  | Agenda item  | Lead officer  | Reference if key decision | Deadline for draft reports | Agenda despatch date |
|-----------------|--|---------------|---------------------------|----------------------------|----------------------|
| <b>09/10/18</b> | Review of draft Revenue and Capital Business planning proposals for 2019-20 to 2023-24 | Graham Hughes |                           | 26/09/18                   | 28/09/18             |
| <b>13/11/18</b> | Review of draft Revenue and Capital Business planning proposals for 2019-20 to 2023-24 | Graham Hughes |                           | 31/10/18                   | 02/11/18             |
|                 | Modernisation of Household Recycling Centres   | Adam Smith    | 2018/070                  |                            |                      |
|                 | Integrated Transport Block Funding Allocation  | Elsa Evans    | 2018/068                  |                            |                      |
|                 | Place & Economy Key Performance Indicators   | Graham Hughes |                           |                            |                      |

| Committee date                         | Agenda item       | Lead officer  | Reference if key decision | Deadline for draft reports | Agenda despatch date |
|--|-------------------|---------------|---------------------------|----------------------------|----------------------|
| <b>04/12/18</b>                        | Business Planning | Graham Hughes |                           | 21/11/18                   | 23/11/18             |
| <b>15/01/19</b>                        | Business Planning | Graham Hughes |                           | 02/01/19                   | 04/01/19             |
| <i>[12/02/19]<br/>Provisional mtg.</i> |                   |               |                           | 30/01/19                   | 01/02/19             |
| <b>12/03/19</b>                        |                   |               |                           | 27/02/19                   | 01/03/19             |
| <i>[16/04/19]<br/>Provisional mtg.</i> |                   |               |                           | 03/04/19                   | 05/04/19             |
| <b>21/05/19</b>                        |                   |               |                           | 08/05/19                   | 10/05/19             |

**November 2019:** Review of withdrawal of £1 Park & Ride parking charge; **August/September 2020:** Performance report on first year of Ely Archives