GENERAL PURPOSES COMMITTEE

Tuesday, 17 December 2019

Democratic and Members' Services
Fiona McMillan
Monitoring Officer

Shire Hall
Castle Hill
Cambridge
CB3 0AP

<u>10:00</u>

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 - 26th November 2019 and Action Log** **5 - 16**

3. **Petitions and Public Questions**

OTHER DECISIONS

4. **Performance Report - Quarter 2 2019-20** **17 - 74**

5. **Finance Monitoring Report - October 2019** **75 - 84**

KEY DECISIONS

OTHER DECISIONS

The General Purposes Committee comprises the following members:

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

Councillor Anna Bailey Councillor Ian Bates Councillor Simon Bywater Councillor Steve Criswell Councillor Lorna Dupre Councillor Peter Hudson Councillor David Jenkins Councillor Sebastian Kindersley Councillor Elisa Meschini Councillor Tom Sanderson Councillor Josh Schumann Councillor Mathew Shuter and Councillor Joan Whitehead

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

Clerk Name: Michelle Rowe

Clerk Telephone: 01223 699180

Clerk Email: michelle.rowe@cambridgeshire.gov.uk

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Public speaking on the agenda items above is encouraged. Speakers must register their intention to speak by contacting the Democratic Services Officer no later than 12.00 noon three working days before the meeting. Full details of arrangements for public speaking are set out in Part 4, Part 4.4 of the Council's Constitution:

https://tinyurl.com/CommitteeProcedure

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Agenda Item No.2

GENERAL PURPOSES COMMITTEE: MINUTES

Date: Tuesday, 26th November 2019

Time: 10.00a.m. – 11.35a.m.

Present: Councillors Bailey, Bywater, Connor (substituting for Councillor Bates), Count (Chairman), Criswell, Dupre, Hickford, Hudson, Jenkins, Kindersley, Meschini, Sanderson, Schumann, Shuter and Whitehead

204. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies were received from Councillor Bates.

No declarations of interest were made.

205. MINUTES – 22ND OCTOBER 2019 AND ACTION LOG

The minutes of the meeting held on 22nd October 2019 were agreed as a correct record and signed by the Chairman. In noting the action log, attention was drawn to two ongoing actions. Members were informed that action 200(c) should be closed as there was no further information to report.

206. PETITIONS AND PUBLIC QUESTIONS

No petitions or public questions were received.

207. FINANCE MONITORING REPORT – SEPTEMBER 2019

The Committee was presented with the September 2019 Finance Monitoring Report for Corporate Services and LGSS Cambridge Office, which was showing a forecast underspend of £834k. There were no new exceptions to report.

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

208. INTEGRATED FINANCE MONITORING REPORT FOR THE PERIOD ENDING 30TH SEPTEMBER 2019

The Committee was informed that a forecast year-end pressure of £0.65m was being predicted, which was a slight improvement on the previous month. The underspend forecast for Community Transport had increased and there was an improved position in relation to block placements. Contract efficiencies remained a pressure and work was underway to achieve the target. Attention was drawn to an action proposed in relation to the School Improvement Grant, the Savings Tracker showing the Council on track to deliver £14m of savings against its original plan, additional prudential borrowing of £73m in 2019/20 for commercial investments, the transfer of £800k Section 106 funding to Cottenham Parish Council to provide new early years and childcare places, and outstanding debt which would be reviewed Audit and Accounts Committee in January.

In considering the level of debt outstanding, it was acknowledged that a significant amount of the debt relating to Adult Social Care was NHS debt. However, the Chairman queried the breakdown of the sundry debt. The Head of Finance reported that some of this debt related to the secured financing of LGSS Law Limited, which was owned by the Council, Northamptonshire County Council and Central Bedfordshire Council. Commercial and Investment (C & I) Committee would be taking a detailed look at the company to see whether it could be financed better in order to repay the shareholder councils. The Chairman requested that a briefing note on all aspects of outstanding debt be prepared and circulated to the Committee**. Action Required.**

One Member drew attention to Section 7.8 of the report, she queried what the £4.1m investment to fund the cost of prudential borrowing of £73m would bring in. The Head of Finance reported that after finance charges there would be a net income of £4.7m. She questioned the return on the prudential borrowing of £73m and the length of time it would take to pay it back. The Chairman proposed that a note be circulated to the Committee explaining the process, which he believed was very positive. **Action Required.** The Chairman of C & I Committee reported that the £4.1m investment was predicated on multiple investments. In response to a query about the end date for the capital investments, it was noted that there was no real end date other than the Council owning the asset out right. The Committee was reminded that there was a Commercial Strategy detailing all investments which included exit strategies. The Chairman of General Purposes Committee reported that he had a high degree of confidence in the process.

Another Member questioned whether the whole of the School Improvement Grant was used for schools. He was aware that the Council had received more money than it had budgeted for and asked why the Council did not vire over whatever figure was in excess of the budget. The Head of Finance acknowledged that the Council had received more than it had budgeted for but all the funding was spent on schools. The virement proposed in the report was effectively topping up the funding at the outset to avoid the need to keep coming back to committee. Members were reminded that the Chief Finance Officer had delegated powers to vire funding up to £175k to deal with any further changes during the year.

One Member highlighted the proposal to transfer £800k Section 106 funding to Cottenham Parish Council and queried whether all the funding would be spent on providing new early years and childcare places. The Head of Finance reported that this was part of the conditions set out in the transfer. The Chairman of Children and Young People Committee explained that this proposal had been well received by the Committee particularly as it was likely to cost the Council more to find and fund these places. Council officers would be working closely with the provider identified by the Parish Council. Another Member commented that the Council needed these places and without this proposal would have to find them itself.

The Chairman drew attention to the in-year underspend for investing in Connecting Cambridgeshire. He explained that the project was performing well with the superfast broadband rollout reaching over 97% of homes and businesses. It was noted that the underspend of £11.4m was due to the nature of the contract and the fact the majority of costs were back-ended.

It was resolved unanimously to:

a) Approve the virement of £230,000 for the increased School Improvement and Brokering Grant from the corporate grants section of Funding items to People and Communities so that it could be used for its intended purpose, as set out in section 4.2;

b) Note the additional 2019/20 contributions of £360k expected in relation to Combined Authority Schemes, as set out in section 7.7.

c) Approve additional prudential borrowing of £73m in 2019/20 for Commercial Investments, as set out in section 7.8;

d) Approve the transfer of £800k Section 106 funding to Cottenham Parish Council, subject to:

   i. The satisfactory conclusion of a funding agreement; and

   ii. Cambridgeshire County Council being engaged in an ongoing advisory role to Cottenham Parish Council (and the provider) to ensure that its preferred early years and childcare provider prepares a sustainable business case so that it can provide high quality* and financially sustainable early years and childcare places in the newly built facility. (**Ofsted Good or Outstanding and a minimum of three years engagement with the Early Years' Service or another quality improvement provider*.)

   As set out in section 7.9 of the report.

209. CORPORATE DIRECTORATES' RISK REGISTER

The Committee considered a report detailing a six monthly update on the current Corporate Directorates' Risk Register. The risk appetite for all risks had been set at 16 (4 Likelihood/4 Consequence). There were no risks that were currently scoring 16 or higher. Attention was drawn to the highest scoring risks, which each had a set of controls and mitigating actions to manage risk.

One Member queried whether the stability of risks was increasing or reducing. The Business Improvement and Development Director reported that the previous risks were stable but there were some newly developed risks.

Another Member drew attention to the risk "Staffing resources are not sufficient to meet business need", he queried whether it related to not being able to find or keep staff and providing sufficient funding. The Chairman acknowledged that all these factors could impact on this risk. However, the Likelihood had been marked as a 3 and the Consequence a 4. The same Member queried whether the Corporate Risk Register had a higher score for this risk.

The Business Improvement and Development Director reported that she would need to investigate but she did not think it had a higher score. There were risks associated with specific teams such as social workers but for these teams each had a separate risk listed. The Chairman of Staffing and Appeals Committee reported that the last workforce review had not indicated high levels of sickness or staff turnover.

One Member queried why some risks did not have Likelihood/Consequence scores and none had target scores. It was noted that it was not intended to have a target, and some risks did not have any likelihood factors. It was therefore suggested that the report should indicate none for the latter.

It was resolved unanimously to note and comment on the Corporate Directorates' Risk Register.

210. TRANSFORMATION FUND MONITORING REPORT QUARTER 2 2019-20

The Committee received a report detailing progress in delivery of the projects for which transformation funding had been approved at the end of the second quarter of the 2019/20 financial year. There were two projects marked as amber with the rest marked as green or blue. It was noted that requests for transformation funding were still coming in and more projects would be undertaken as part of the business planning process.

It was resolved unanimously to note and comment on the report and the impact of transformation fund investment across the Council.

211. TREASURY MANAGEMENT REPORT – QUARTER TWO UPDATE 2019-20

The Committee considered the second quarterly update on the Treasury Management Strategy 2019/20, approved by Council in February 2019. Attention was drawn to the surprise move by Government on 9 October 2019 to increase with immediate effect the interest rates offered on new Public Works Loan Board (PWLB) loans by doubling the margin applied from 1% to 2%. This action had been taken to address the growing demand in borrowing by local authorities to invest in commercial property to produce a financial return to underpin front-line services. However, a number of local authorities, including the County Council, had used the lowest interest rate in history of 1.45% to fix out long term loans. It was hoped that PWLB interest rates would return to normal levels following this national increase. As such this action had increased the attractiveness of the Municipal Bonds Agency.

The Chairman drew attention to the fact that the Council had taken advantage of the low PWLB interest rates to secure £70m over 30 years on an Equal Instalment of Principal basis at 1.45%. He reported that PWLB rates were based on the Bank of England rate and Government borrowing. He therefore suggested that Brexit and a number of outcomes proposed as part of the election would create uncertainty in the international markets. However, the latter was not reflected in the report. The Chief Finance Officer (CFO) added that the borrowing of any incoming Government would drive up gilt rates and PWLB rates. It was noted that the report had been drafted before the political manifestos had been published but it would be revised to reflect the outcome of the election result.

One Member highlighted the impact of the change in PWLB interest rates on Town and Parish Councils who relied on this funding to purchase property including property from the County Council which was redundant for Council use but could be used and maintained by the community. He questioned whether the Council had written to the PWLB in particular to request a split rate. The Chairman reported that the Council through the Local Government Association (LGA) and County Councils' Network had made representations regarding this unwelcome rise. He explained that some of the funding was necessary to build schools for example. The PWLB had also been asked to consider a split rate. The same Member queried whether the amount of money loaned by PWLB was reflected in the national debt whilst municipal bonds were not. The CFO reported that he would need to investigate. **Action Required.**

It was resolved unanimously to:

a) Note the Treasury Management Report.

b) Forward to Full Council for approval.

212. GENERAL PURPOSES COMMITTEE AGENDA PLAN, TRAINING PLAN AND APPOINTMENT TO OUTSIDE BODIES, AND INTERNAL ADVISORY GROUPS AND PANELS

The Committee considered its agenda plan.

It was resolved unanimously to review the agenda plan.

213. DRAFT 2020-21 CAPITAL PROGRAMME AND CAPITAL PRIORITISATION

The Committee received an overview of the full draft Business Plan Capital Programme and results from the capital prioritisation process. The CFO explained that this report provided an opportunity to consider feedback from Service Committees in October before it was brought back to Committee in January for the final programme to be presented to Full Council in February. The Chairman reminded the Committee that Appendices A and C were confidential as it was not appropriate to inform potential bidders of the financial targets against each scheme. However, the overall level of borrowing was in the public domain.

The Chairman queried changes to the contingency used to address the phasing of schemes. The CFO reported that the in-year contingency had been set aside a number of years ago because funding in the capital programme reflected activity more accurately. The need for a contingency would diminish over the next couple of years as the accuracy of the profile increased.

One Member reminded the Committee of the challenges to the accuracy of the programme particularly in relation to the school building programme, which was linked to housing. The CFO acknowledged that the most challenging part of the capital programme was linked to housing development. However, it was expected that the Council should know the number of school places required for the next two years to ensure the accuracy of the delivery of the programme. The Chairman added that although schools were the largest part of the Capital Programme, it was pleasing to note that more were on target.

Another Member requested a briefing note on the timescale for the projects listed in section 2.3 of the report. The CFO agreed to circulate a confidential briefing note. **Action Required.**

One Member queried in Appendix A the Council's previously agreed financial support for the A14, which from memory he believed had involved new borrowing. The CFO reported that the payment was not in a lump sum but annual and it was not legally possible to borrow money in advance of need. Additionally it appeared to be part of the Transport block allocation funding. After so many years, the Chairman asked the CFO to investigate and clarify the payment mechanism and circulate an email to members. **Action Required.**

It was resolved unanimously to:

a) Note the overview and context provided for the 2020-21 Capital Programme

b) Note and comment on the results of the capital prioritisation process, taking into consideration the most up to date estimations for financing costs and the overall revenue position

c) Comment on the draft proposals for the full 2020-21 Capital Programme and endorse their development

214. LGSS OPERATING MODEL

The Committee was reminded that the background to this report had been set out in the report considered at its last meeting regarding the repatriation of Professional Finance and Democratic Services. It was now being asked to consider the proposed next stages and direction of travel for the future operating model to support the delivery of the Council's support service functions. The review carried out by CIPFA had highlighted the differential in cost to serve which was lower for Cambridgeshire. However, this derived from the starting position of Cambridgeshire and Northamptonshire County Councils (NCC).

Challenges had been made to the scope of services within LGSS as there was no demonstrable evidence for some that they had benefitted from any sharing. As a result, some services had already been repatriated to the host authorities and others would follow as part of the next phase. Over the last twelve months, the partners had been discussing how the partnership could move to a new operating model yet still retain some of the benefits, which primarily related to transactional back office functions that had demonstrably accrued to all partner organisations. It was noted that the timing of these changes needed to take into account the future tenure of NCC.

The Chairman reminded the Committee that both Councils when entering into the arrangement had been satisfied that it had been fair. However, over the years circumstances had changed and it was no longer satisfactory. He reported that he had met the Leaders of NCC and Milton Keynes Council (MKC) to design a process which was fit for purpose particularly after NCC turned unitary.

Councillor Kindersley, speaking as one of the Council's representative on the LGSS Joint Committee, paid tribute to the CFO for negotiating this outcome with his fellow Section 105 Officers. However, he expressed concern about the poor public representation and transparency of LGSS particularly in relation to its audited accounts. He therefore hoped that any new system would be transparent to the public.

The Chairman echoed the thanks to the CFO and highlighted the extremely challenging Leaders meeting which had been facilitated by the LGA. The CFO reminded the Committee that LGSS was not a corporate body so did not need to have a set of accounts. The LGSS Joint Committee had agreed that notional accounts for LGSS should be audited by KPMG. He acknowledged that a key issue had been the lack of transparency. The new Lead Authority model would be simpler and very transparent with no management overheads. He highlighted the fact that the County Council would be the lead authority for accounts payable and as such he would be responsible for reporting to NCC and MKC.

One Member queried what services would be left in LGSS. It was noted that it would include transactional services such as payroll, accounts payable and receivable. It was noted that IT would be repatriated but there would be benefits to sharing infrastructure across the three organisations.

It was resolved unanimously to:

a) Note the content of the report;

b) Accept the proposed future direction of travel for the Council's support services;

c) Recognise the financial and operational benefits that the LGSS shared services model had delivered for the residents of Cambridgeshire but;

d) Acknowledge that the future operating and financial models would result in a significant increase in costs to this Council and note that an estimate of these additional costs have been provided for within the latest Business Plan.

215. EXCLUSION OF PRESS AND PUBLIC

It was resolved:

That the press and public be excluded from the meeting during the consideration of the following report on the grounds that it was likely to involve the disclosure of exempt information under paragraphs 3, 4 & 5 of Schedule 12A of the Local Government Act 1972 as it referred to information relating to the financial or business affairs of any particular person (including the authority holding that information), information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority, and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

216. LEARNING DISABILITY PARTNERSHIP – BASELINE 2020-21 (POOLED BUDGET REVIEW)

The Committee received a report on the Learning Disability Partnership.

It was resolved unanimously to approve the recommendations contained in the report.

Chairman

GENERAL PURPOSES COMMITTEE

Minutes-Action Log

Cambridgeshire County Council

Introduction:

This log captures the actions arising from the General Purposes Committee on 26th November 2019 and updates members on the progress on compliance in delivering the necessary actions. This is the updated action log as at 9th December 2019.

Minutes of 26th November 2019

Item No.	Item	Action to be taken by	Action	Comments	Completed
205.	**MINUTES – 22ND OCTOBER 2019 AND ACTION LOG**	S French	A copy of the CUSPE report to be sent electronically to all Members, Chief Executives and Leaders of District Councils, the Combined Authority and utility providers with a letter offering to engage at every opportunity.	Letter drafted by Transformation Team for Sheryl French to review and send to Councillor Count for approval. The letter will accompany the CUSPE report.	Ongoing
208.	**INTEGRATED FINANCE MONITORING REPORT FOR THE PERIOD ENDING 30TH SEPTEMBER 2019**	T Kelly	A briefing note on all aspects of outstanding debt to be prepared and circulated to the Committee.	Further details were sent to Members of the Committee in a briefing note on 9 December 2019.	Completed

			A briefing note on the annual cost of the additional prudential borrowing of £73m to be prepared and circulated to the Committee**.**	Further details were sent to Members of the Committee in a briefing note on 9 December 2019.	Completed
211.	**TREASURY MANAGEMENT REPORT – QUARTER TWO UPDATE 2019-20**	C Malyon T Kelly	To check whether the amount of money loaned by PWLB was reflected in the national debt whilst municipal bonds were not.	Local government debt is consolidated with Central Government debt to form part of the UK national debt, then adjusted for cross holdings (i.e. so not to double account for PWLB loans to Local Authorities also shown in Central Government figures). The Municipal Bond Agency would raise funds from capital markets (shareholders). Those loans raised through the MBA will still add to the national debt, as the increase in liability will be reported by the Local Authorities (as the funds would have been raised independently from UK Government, the debt would not feature in Central Government figures so a contra cross holding adjustment would not be necessary).	Completed
213.	**DRAFT 2020-21 CAPITAL PROGRAMME AND CAPITAL PRIORITISATION**	C Malyon	Chief Finance Officer to circulate confidential briefing note on the timescale for the projects listed in section 2.3 of the report.	Further details were sent to Members of the Committee in a briefing note on 9 December 2019.	Completed

		C Malyon	One Member queried in Appendix A the Council's previously agreed financial support for the A14, which from memory he believed had involved new borrowing. The Chairman asked the CFO to investigate and clarify the payment mechanism and circulate an email to members.	It was always planned that the £1m pa would come from the ITB (Integrated Transport Block) and not borrowing. The ITB is now the direct responsibility of the Cambridgeshire and Peterborough Combined Authority. For 20/21 the A14 contribution has not yet been built into the ITB. Officers are therefore currently identifying if it can be met within the existing programme. In future years it will be first call on the ITB.	Completed
216.	**LEARNING DISABILITY PARTNERSHIP – BASELINE 2020-21 (POOLED BUDGET REVIEW)**	G Beasley	Chief Executive to write to CCG.	Letter sent to Chief Executive of the CCG on 5 December 2019.	Completed

Agenda Item No:4

PERFORMANCE REPORT – QUARTER 2 2019-20

To:	**General Purposes Committee**
Meeting Date:	**17th December 2019**
From:	**Director – Business Improvement and Development**
Electoral division(s):	**All**
Forward Plan ref:	**Not applicable** *Key decision:* **No**
Purpose:	**To provide performance monitoring information.**
Recommendation:	**To note and comment on performance information and take remedial action as necessary.**

	Officer contact:		***Member contacts:***
Name:	Andy Mailer	Names:	Councillors Count & Hickford
Post:	Business Intelligence Manager	Post:	Chair/Vice-Chair
Email:	Andrew.mailer@cambridgeshire.gov.uk	Email:	Steve.Count@cambridgeshire.gov.uk Roger.Hickford@cambridgeshire.gov.uk
Tel:	01223 715699	Tel:	01223 706398

1 BACKGROUND

1.1 This report provides an update on the Council's Corporate Services performance indicators, and a summary of the performance measures monitored by Service Committees, highlighting those indicators that are 'Red' or 'Blue'.

1.2 The report covers the period of Q2 2019/20, activity taking place up to the end of September 2019.

1.3 The full Corporate Services performance report is detailed in **Appendix 1**. The Service Committee summary report is detailed in **Appendix 2**. Both contain information on

- Current and previous performance and projected linear trend
- Current and previous targets (not all indicators have targets, this may be because they are being developed or because the indicator is being monitored for context)
- Red / Amber / Green ("RAG") status
- Direction for improvement (this shows whether an increase or decrease is good)
- Change in performance (this shows whether performance is improving or deteriorating
- Statistical neighbour performance (only available where a standard national definition of indicator is being used)
- Indicator description
- Commentary on the indicator

1.4 The following RAG statuses are being used:

- Red – current performance is 10% or more from target
- Amber – current performance is off target by less than 10%
- Green – current performance is on target or better by up to 4%
- Blue – current performance is better than target by 5% or more
- Baseline – indicates performance is currently being tracked in order to inform the target setting process
- Contextual – these measures track key activity being undertaken, but where a target has not been deemed pertinent by the relevant service lead

Please note that 'Blue' replaces 'Very Green' as was reported in the previous quarter, following a request from Members.

1.5 Information about all performance indicators monitored by the Council Committees will be published on the internet at https://www.cambridgeshire.gov.uk/council/finance-and-budget/finance-&-performance-reports/ following the General Purposes Committee meeting in each quarterly cycle.

2 CURRENT PERFORMANCE – CORPORATE SERVICES

2.1 Current performance of indicators monitored by the Committee is as follows:

Status	Number of indicators	Percentage of total indicators with target
Blue	4	26.7%
Green	4	26.7%
Amber	3	20.0%

Red	1	6.7%
Contextual	2	13.3%
Baseline	1	6.7%

Further details can be found in Appendix 1.

3 CURRENT PERFORMANCE – SERVICE COMMITTEE INDICATORS

3.1 Current performance of indicators monitored by the Committee is as follows:

Status	Number of indicators	Percentage of total indicators with target
Blue	16	15.8%
Green	18	17.8%
Amber	17	16.8%
Red	19	18.8%
Contextual	17	16.8%
Baseline	2	2.0%
TBC	16	15.8%

An exception report detailing the ‘Blue’ and ‘Red’ indicators can be found in Appendix 2.

4. ALIGNMENT WITH CORPORATE PRIORITIES

4.1 A good quality of life for everyone

There are no significant implications for this priority.

4.2 Thriving places for people to live

There are no significant implications for this priority.

4.3 The best start for Cambridgeshire’s children

There are no significant implications for this priority.

5. SIGNIFICANT IMPLICATIONS

5.1 Resource Implications

There are no significant implications within this category.

5.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

5.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

5.4 Equality and Diversity Implications

There are no significant implications within this category.

5.5 Engagement and Communications Implications

There are no significant implications within this category.

5.6 Localism and Local Member Involvement

There are no significant implications within this category.

5.7 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	N/A
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	N/A
Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or LGSS Law?	N/A
Have the equality and diversity implications been cleared by your Service Contact?	N/A
Have any engagement and communication implications been cleared by Communications?	N/A
Have any localism and Local Member involvement issues been cleared by your Service Contact?	N/A
Have any Public Health implications been cleared by Public Health	N/A

Source Documents	Location
None	

Produced on: 04 December 2019

Corporate Performance Report

Quarter 2

2018/19 financial year

Corporate Services

Business Intelligence
Cambridgeshire County Council
business.intelligence@cambridgeshire.gov.uk

Key

Data Item	Explanation
Target / Pro Rata Target	The target that has been set for the indicator, relevant for the reporting period
Current Month / Current Period	The latest performance figure relevant to the reporting period
Previous Month / previous period	The previously reported performance figure
Direction for Improvement	Indicates whether 'good' performance is a higher or a lower figure
Change in Performance	Indicates whether performance is 'improving' or 'declining' by comparing the latest performance figure with that of the previous reporting period
Statistical Neighbours Mean	Provided as a point of comparison, based on the most recently available data from identified statistical neighbours.
England Mean	Provided as a point of comparison, based on the most recent nationally available data
RAG Rating	• **Red** – current performance is off target by more than 10% • **Amber** – current performance is off target by 10% or less • **Green** – current performance is on target or up to 4% over target • **Blue** – current performance is over target by 5% or more • **Baseline** – indicates performance is currently being tracked in order to inform the target setting process • **Contextual** – these measures track key activity being undertaken, but where a target has not been deemed pertinent by the relevant service lead
Indicator Description	Provides an overview of how a measure is calculated. Where possible, this is based on a nationally agreed definition to assist benchmarking with statistically comparable authorities
Commentary	Provides a narrative to explain the changes in performance within the reporting period
Useful Links	Provides links to relevant documentation, such as nationally available data and definitions

Indicator 183: SARS* - % completed within 40 working days (YTD)**

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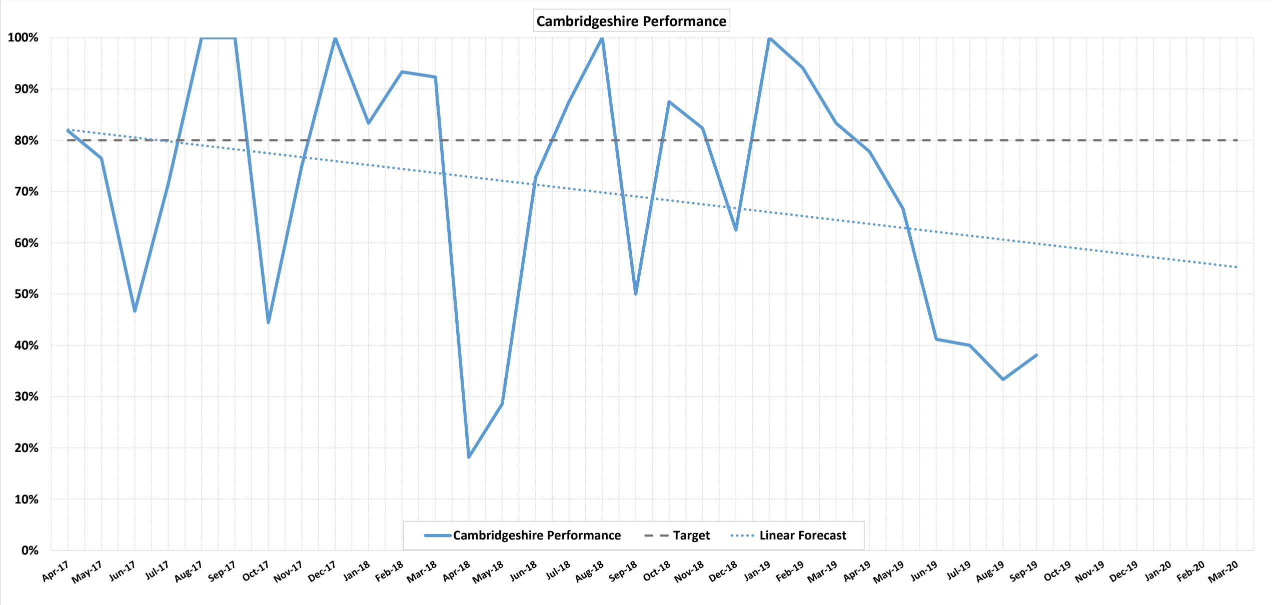
December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
80.0%	38.1%	33.3%	↑	Improving

RAG Rating

R



Indicator Description

* FOIs and SARs (Subject Access Requests) we have seen a sharp increase in the number we have received following the changes to the General Data Protection Regulations introduced in May 2018. The capacity required to process these has caused a backlog which we are monitoring to see if this increase is sustained.

** SARs (Subject Access Requests) are where members of the public request the releases of all documentation we hold on them or their family. This can require us to go back into archives and legacy business systems to retrieve documents which can go back over many years. The Information Commissioner best practice is that an organisation should aim for 80% of SARs to be completed within statutory timescales.

Useful Links

Commentary

Data and information used to answer Subject Access requests is kept for standard retention periods which are set by national legislation, the retention periods vary for different services. CCC have to give access to personal data/information under the General Data Protection Regulations.

Subject Access requests have increased since the introduction of the General Data Protection Regulations which came into force in May 2018. So far this year we have seen a 39% increase in Subject Access Requests received against the previous year. Between April and September 2019 we have so far received 101 requests - of these 50 met statutory timescales.

Performance can vary on a monthly basis. Performance over the last quarter was:
July - 6 out of 15 SARs were answered within timescale
August - 5 out of 5 SARs were answered within timescale
September - 8 out of 21 were answered within timescale

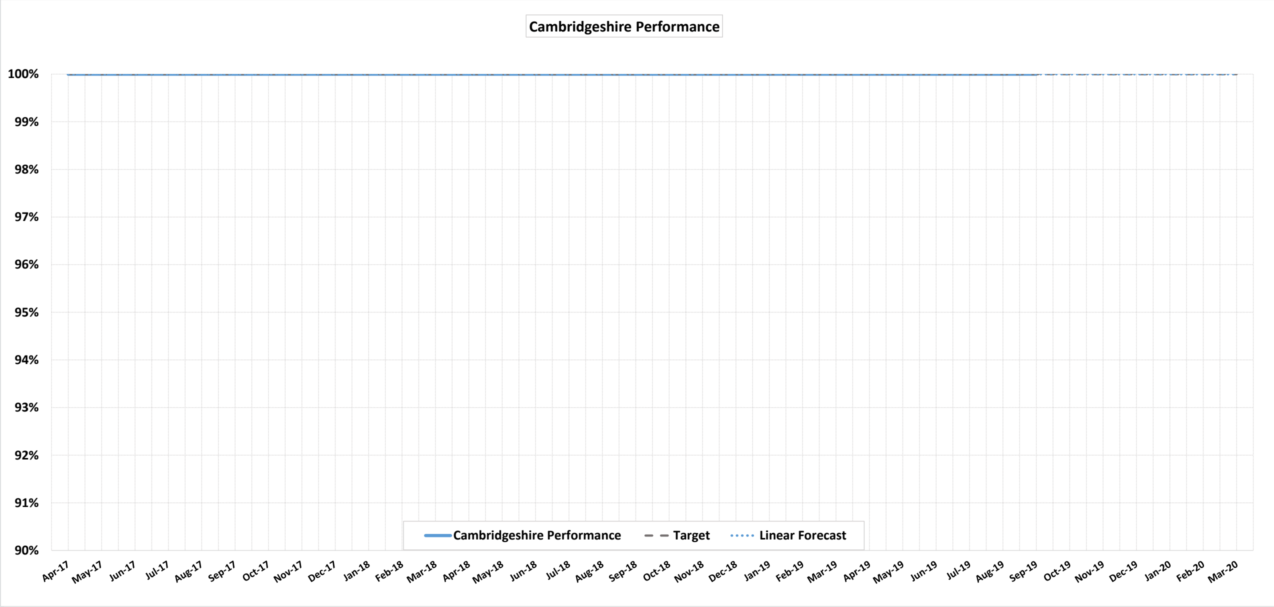
Each request can take several hours/days to complete given the volume of data/information which is being requested. Recruitment is underway in the Information Governance team for additional resource (who answer these requests) to ensure that the targets are met in future months.

Indicator 184: Statutory returns completed on time | Return to Index | December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
100%	100.0%	100.0%	↑	Unchanged

RAG Rating

G



Indicator Description

The Council's Business Intelligence Service leads on and supports the submission of a number of key statutory data returns to central governement. A list is available on request.

Commentary

All returns have been completed to the agreed standard, and all statutory deadlines have been met

Useful Links

https://www.gov.uk/government/publications/single-data-list

Indicator 185: Inspection information returns completed on time

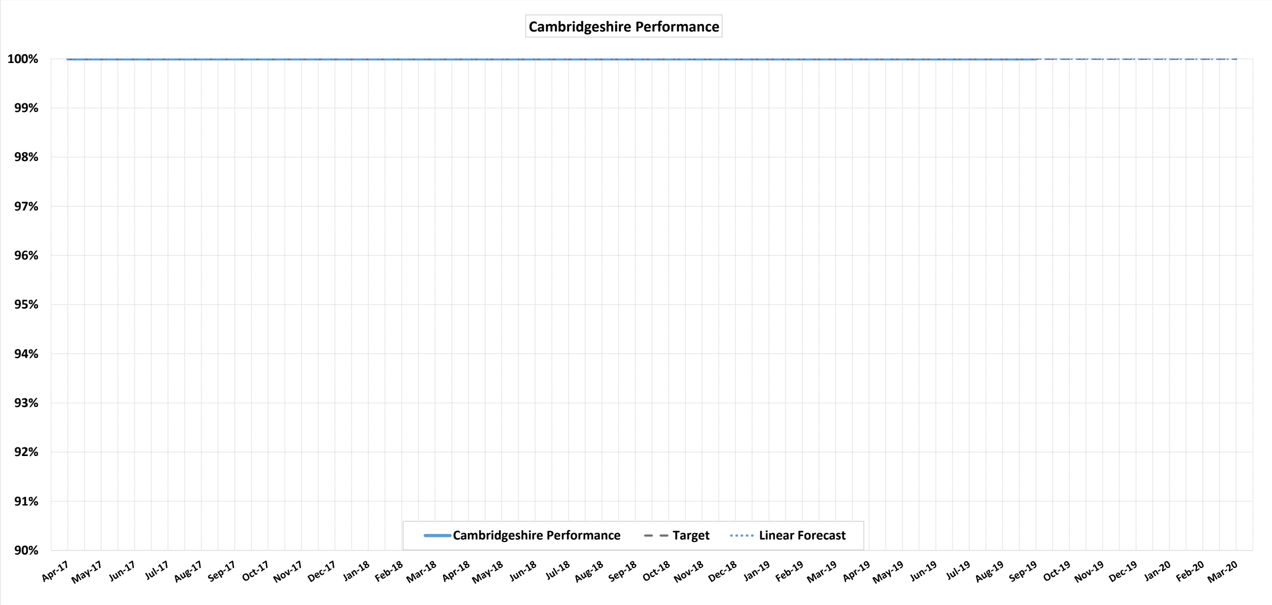
Return to Index

December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
100%	100.0%	100.0%	↑	Unchanged

RAG Rating

G



Indicator Description

The Council's Youth Offending and Children's Social Care services operate under nationally regulated inspection frameworks. Both frameworks state that local authorities must produce statutory datasets in the event of an inspection, within agreed timeframes. The Council's Business Intelligence Service is currently responsible for the production of these inspection datasets.

Commentary

All statutory inspection data been completed to the agreed standard, and all statutory deadlines have been met

Useful Links

https://www.gov.uk/government/publications/inspecting-local-authority-childrens-services-from-2018

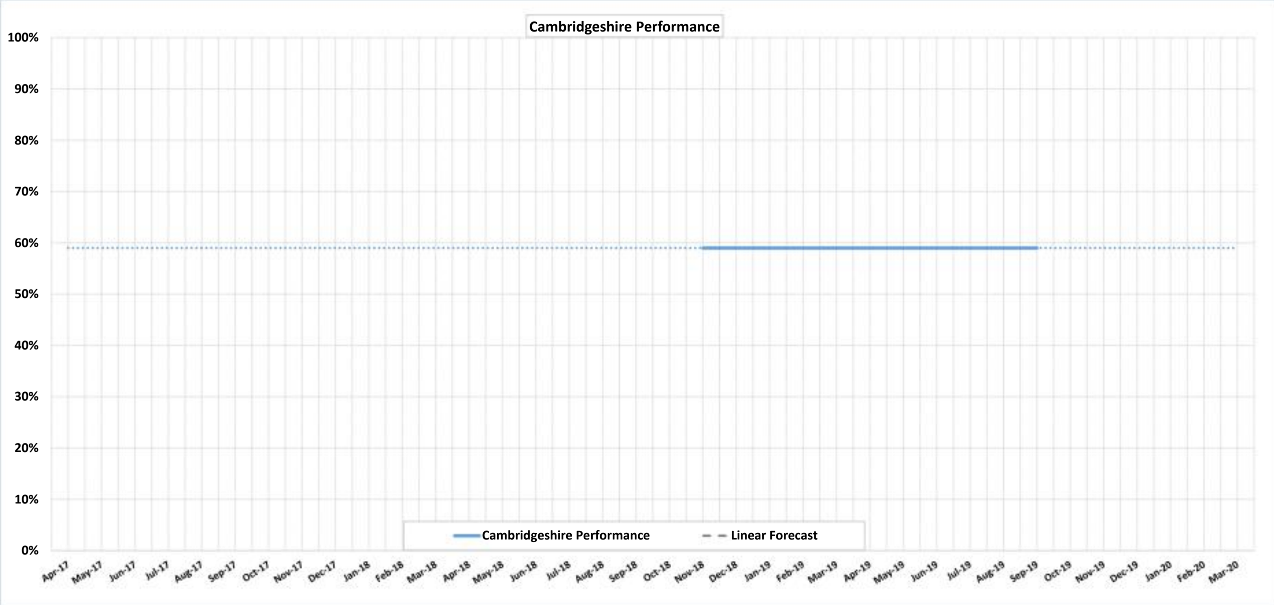
https://www.justiceinspectorates.gov.uk/hmiprobation/about-our-work/documentation-area/youth-offending-services-inspection/

Indicator 186: Proportion of citizens who feel well informed by the council | Return to Index | December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
Baseline	59.0%	59.0%	↑	Unchanged

RAG Rating

Baseline



Indicator Description

A doorstep survey was carried out with residents which was representative by district, age group and gender of the county as a whole. This took place in Nov18-Dec18 and 1,106 residents responded to the survey.

Commentary

Useful Links

Indicator 187: Overall staff engagement from CCC staff survey

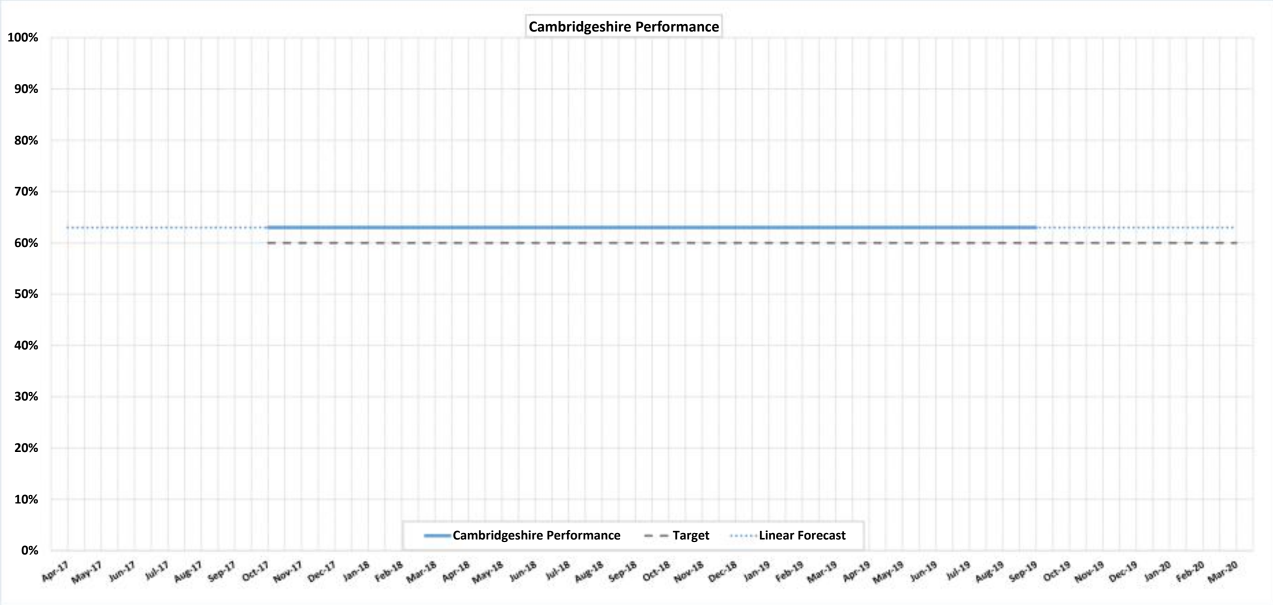
Return to Index

December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
60.0%	63.0%	63.0%	↑	Unchanged

RAG Rating

B



Indicator Description

For the most recent staff survey, conducted in October 17, overall staff engagement was higher than both the public sector norm (55%) and the UK norm (60%).

Commentary

Through the 'Shaping Your Future' survey, carried out in October 17, we saw that 63% of staff felt engaged with the organisation and their roles. We also sat above national average for 'Involvement' (Relationship with the job) at 69% - national avg 63% and 'Alignment' (links to organisational aims and objectives) at 66% - national avg 58%. The survey did highlight areas in which we needed to improve, one being change management and the opportunities for staff to get involved in shaping our work. This was addressed in part through our series of Cambs2020 workshops and focus groups, and is a key focus of the 'People Plan' (People Strategy), through which staff will be given real opportunities to engage with our change programmes.

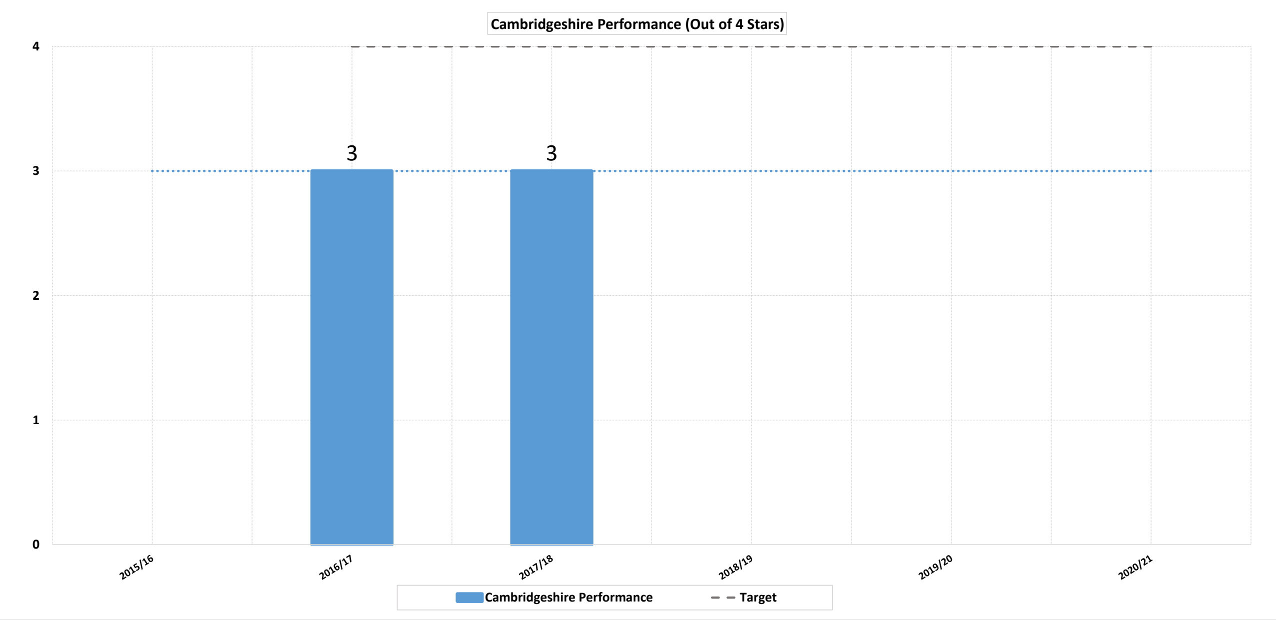
Useful Links

Indicator 188: Better Connected Survey (professional membership body for digital and IT leaders) Return to Index December 2019

Target (Stars)	Current Year (Stars)	Previous Year (Stars)	Direction for Improvement	Change in Performance
4	3	3.0	↑	Unchanged

RAG Rating

A



Indicator Description

Better Connected measures and makes recommendations on the performance of local authority websites across the United Kingdom - particularly focussing on accessibility and functionality.

Useful Links

Socitm:
https://socitm.net/betterconnected/

LG Inform:
https://lginform.local.gov.uk/

Commentary

The Society of IT Management (Socitm) surveys every UK local authority website every year. The Better Connected surveys test against specific scenarios reflecting services provided by local authorities - examples include finding information about planning and charges.

Socitm's marking system has changed over the years. It currently uses a four star rating system with four being the highest rating.

Indicator 189: Number of sessions on website

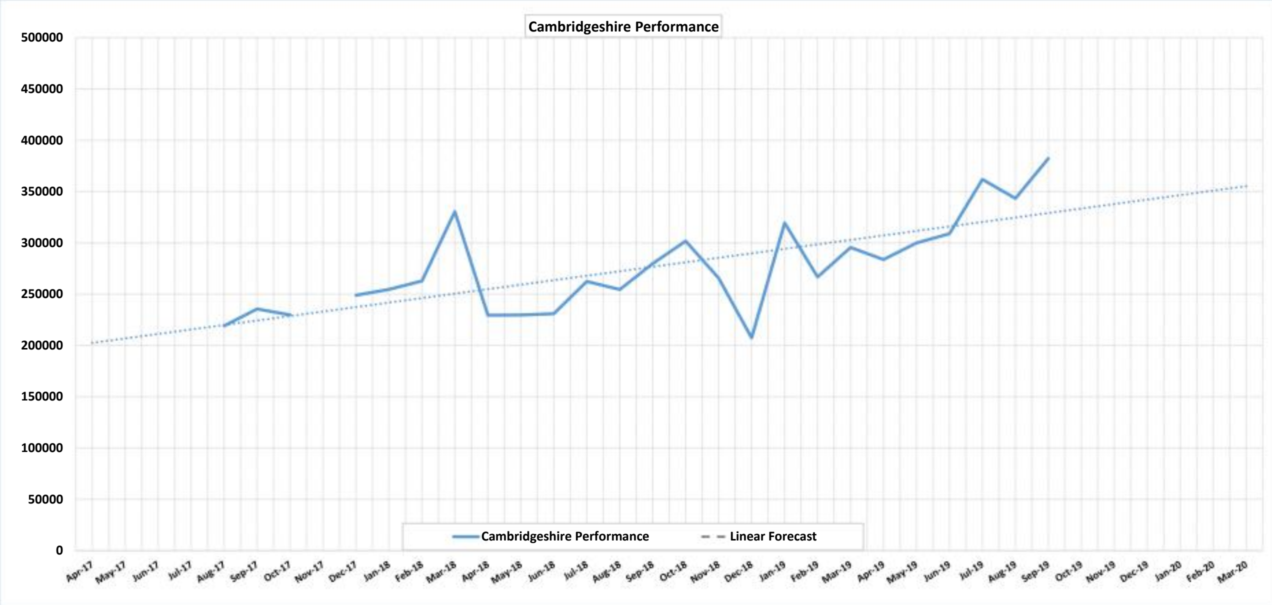
Return to Index

December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
Contextual	382283	343288	↑	Improving

RAG Rating

Contextual



Indicator Description

A count of unique web sessions taking place within the reporting period

Commentary

We have seen a steady rise in visits to the cambridgeshire.gov.uk website. This is a result of a Digital First approach, making is easier and quicker for residents to find information online. This has the additional benefit of reduced 'avoidable' calls to the Customer Services contact centre, freeing up call handler time for more complex calls and cases. We expect to see a continued steady rise in visits to our online platforms, such as our new online community information directory, but not necessarily our website.

Useful Links

Indicator 190: Proportion of information enquiries resolved at first point of contact

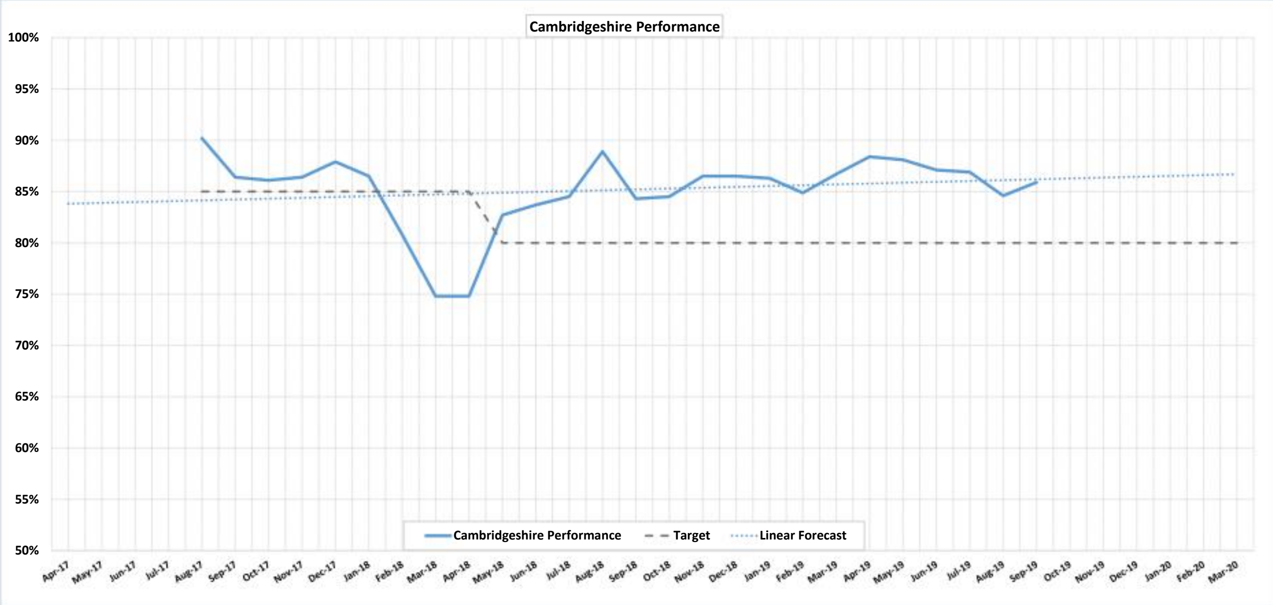
Return to Index

December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
80.0%	85.9%	84.6%	↑	Improving

RAG Rating

B



Indicator Description

Customer Services delivers a front facing service for customers to access seventeen county council services for Cambridgeshire and one service for PCC (childrens social care). Contacts are received across a number of channels. This indicator highlights the number of information and advice enquiries that are resolved by customer services without the need for escalation to other council officers/teams.

Commentary

This target is being met and performance against this indicator is continually improving as a result of a close working relationship between Customer Services and the Communication and Information Team. Customer Services data is continually analysed to identify where digital content is missing or requires amendment, to ensure opportunities to self-serve are maximised for customers and call handlers can access relevant service information on request.

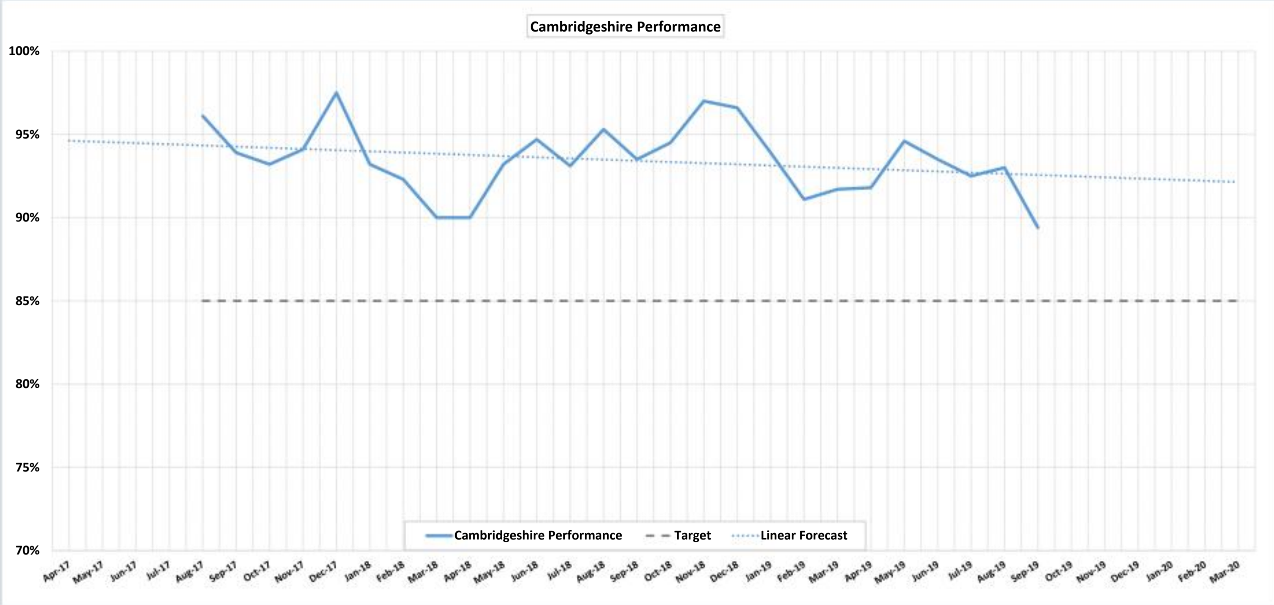
Useful Links

Indicator 191: Percentage of calls presented that are answered | Return to Index | December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
85.0%	89.4%	93.0%	↑	Declining

RAG Rating

B



Indicator Description

This target demonstrates the number of telephone contacts that are picked up by customer services prior to a customer hanging up. Messages are recorded on each service line to provide customers with information and advice about affiliated services/organisations or to inform about online information/ options, to drive customers that can self serve online. In this way, customers who are more vulnerable or have complex requests can access a human response in a timely manner.

Commentary

This target has been met consistently for the last 3 years. During the last year we have also taken additional contacts for CCC and PCC Children's services. Proactive recruitment, a comprehensive training programme to upskill staff, improvements to forecasting in relation to demand for our services has resulted in this success. Additional to this we have worked with colleagues across corporate services to drive down the number of phone contacts and encourage customers to use digital channels.

Useful Links

Indicator 192: Percentage of total contact that is deemed avoidable

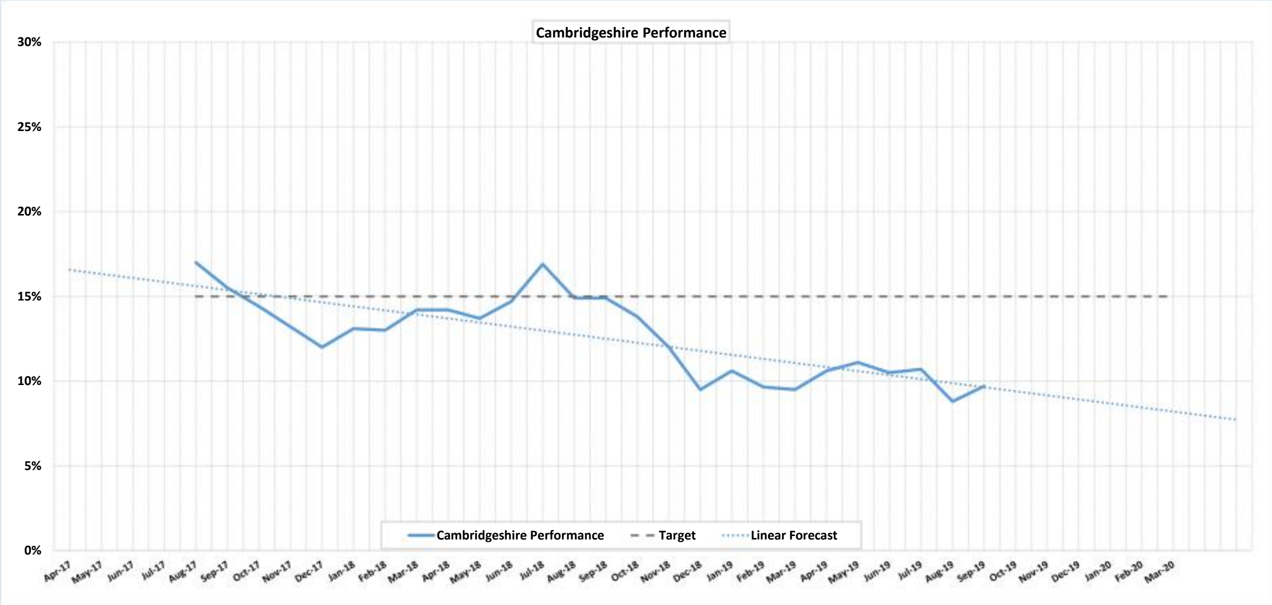
Return to Index

December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
15.0%	9.7%	8.8%	↓	Declining

RAG Rating

B



Indicator Description

This target demonstrates the percentage of contacts received that could have been avoided. Customer Services log details of all enquiries received in order to analyse the data to make improvements to the service. This includes looking at details as to why the customer contacted us and failure demand. One way of ascertaining this is logging when avoidable contacts occur. The definition we use for an avoidable contact is 'When an external or internal customer has contacted us across any channel due to human error, or a system/process failure'.

Commentary

This target has been met consistently for over a year now, as a result of the way in which data is being analysed within customer services and fed back to service areas in review meetings to enable a focus on areas in which service improvements and the customer journey/experience can be enhanced. The messaging on the contact centre lines has been amended in accordance with our data findings to ensure that requests for services which fall outside of the remit of the councty council are promptly signposted elsewhere.

Useful Links

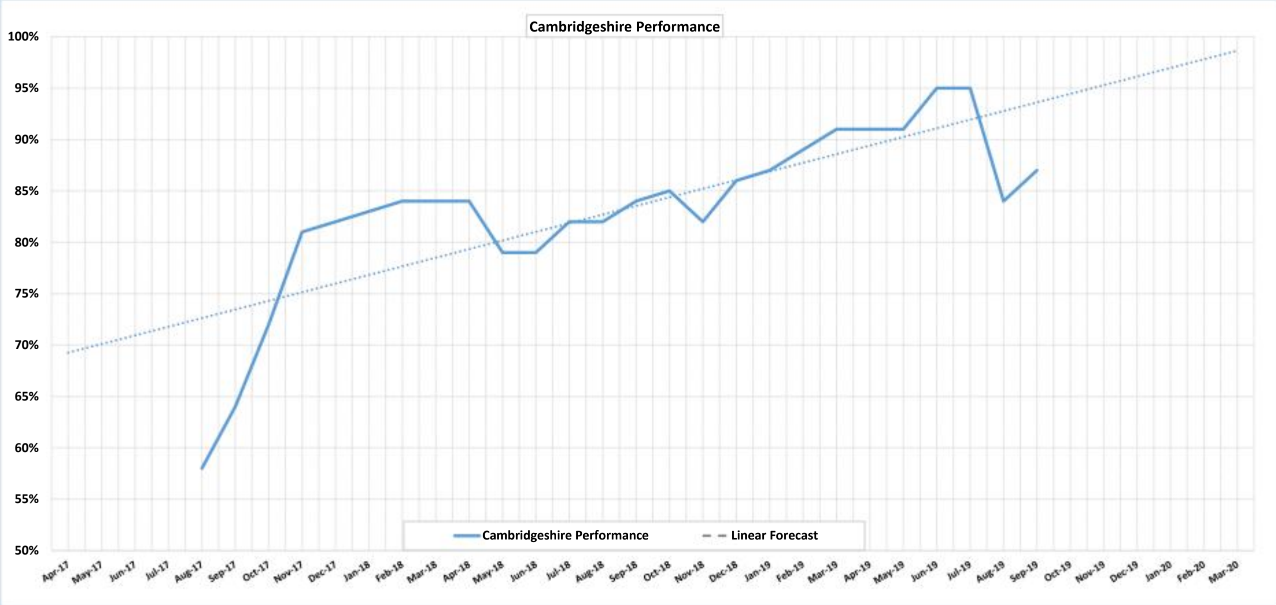
Indicator 193: Proportion of services with a completed Business Continuity Plan

Return to Index

December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
Contextual	87.0%	84.0%	↑	Improving

RAG Rating
Contextual



Indicator Description

The Emergency Management Team oversees the development of business continuity policy and planning, working with services to ensure business continuity plans are up to date. The proportion of services with completed plans is regularly monitored. The number reflects current up to date service business continuity plans.

Commentary

The number of completed business continuity plan's increased gradually, as expected, in line with the work that was undertaken with services.

Useful Links

Indicator 194: Incidents resolved within Service Level Agreement (ref: IT01a)

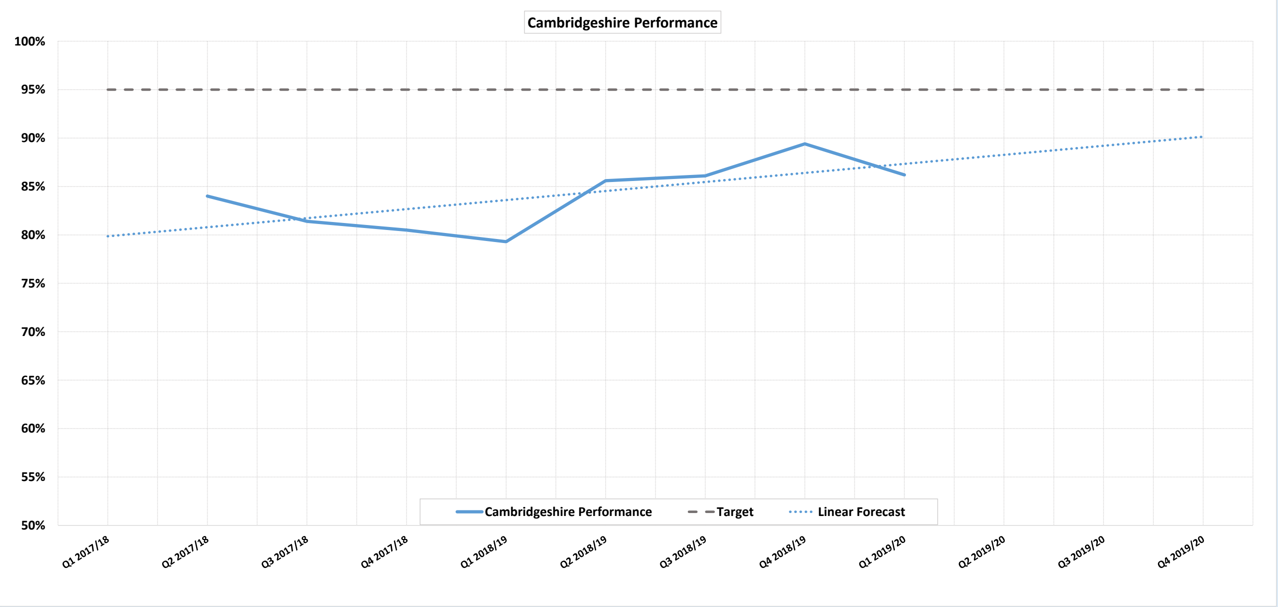
Return to Index

December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
95.0%	86.2%	89.4%	↑	Declining

RAG Rating

A



Indicator Description

An Incident is defined as an unplanned interruption to an IT service or reduction in the quality of an IT service, examples include replacing a broken laptop and resetting a forgotten password.

Commentary

Initial evidence obtained from the IT helpdesk monitoring systems suggests that overall call volumes are increasing, predominantly due to the implmentation of new social care IT systems (such as the adult social care Mosaic system) and this is having an impact on this performance measure.

Useful Links

Indicator 195: Requests resolved within Service Level Agreement (ref: IT01b)

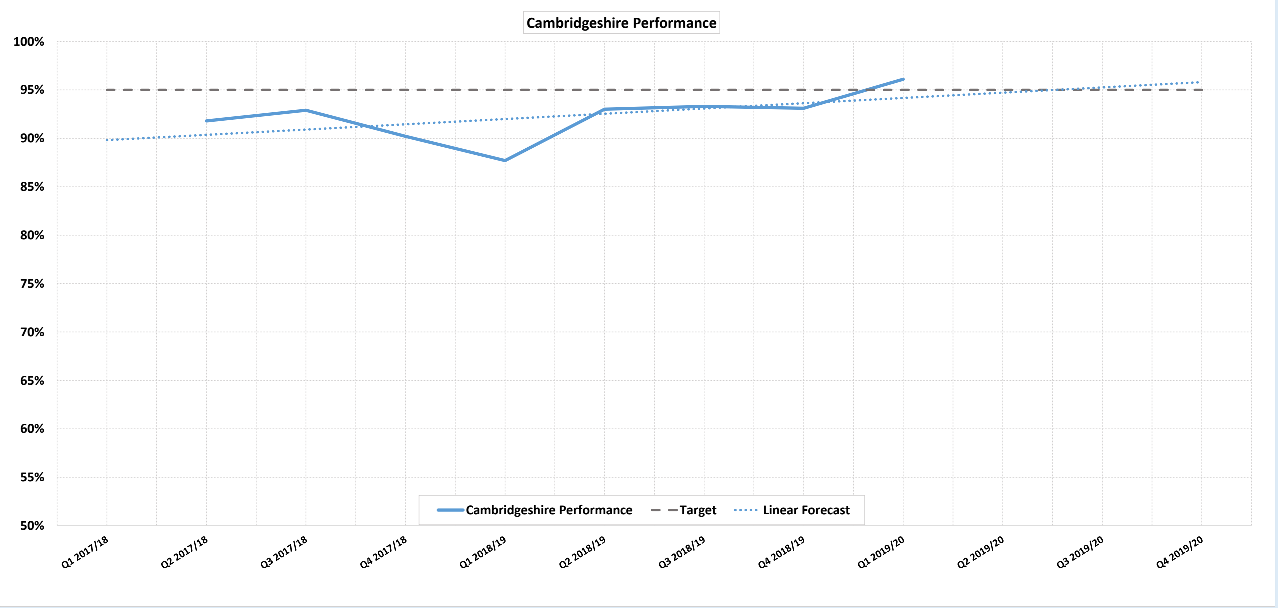
Return to Index

December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
95.0%	96.1%	93.1%	↑	Improving

RAG Rating

G



Indicator Description

A request is defined as a new request from a user for information, advice, a standard change or access to a service - requests will include system access requests, changes to IT profiles and laptop applications

Commentary

Performance remains above target

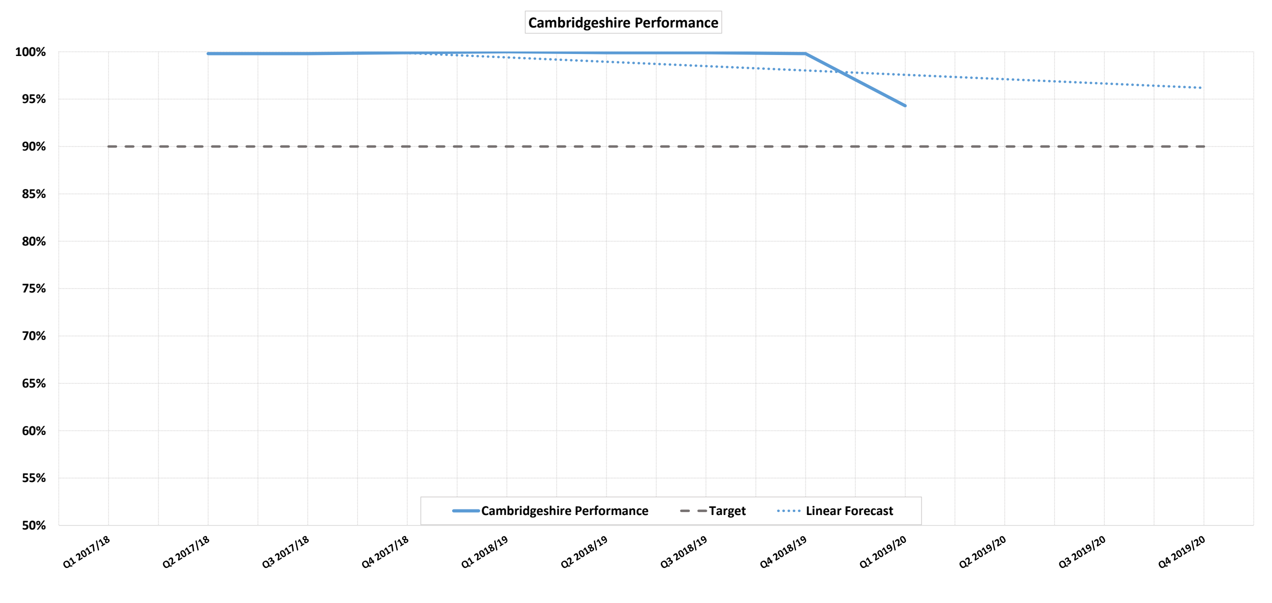
Useful Links

Indicator 196: Availability of Universal Business System IT Availability (ref: IT02) Return to Index December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
90.0%	94.3%	99.8%	↑	Declining

RAG Rating

G



Indicator Description

'Universal Business System' cover a range of key line-of-business applications deployed accross the Council, including Adults and Childrens social care case management systems, the Council IT network, remote access systems and land and mobile telephone networks

Commentary

Performance is above target

Useful Links

Produced on: 04 December 2019

Corporate Performance Report

Quarter 2

2018/19 financial year

General Purposes Committee

Business Intelligence
Cambridgeshire County Council
business.intelligence@cambridgeshire.gov.uk

Key

Data Item	Explanation
Target / Pro Rata Target	The target that has been set for the indicator, relevant for the reporting period
Current Month / Current Period	The latest performance figure relevant to the reporting period
Previous Month / previous period	The previously reported performance figure
Direction for Improvement	Indicates whether 'good' performance is a higher or a lower figure
Change in Performance	Indicates whether performance is 'improving' or 'declining' by comparing the latest performance figure with that of the previous reporting period
Statistical Neighbours Mean	Provided as a point of comparison, based on the most recently available data from identified statistical neighbours.
England Mean	Provided as a point of comparison, based on the most recent nationally available data
RAG Rating	• **Red** – current performance is off target by more than 10% • **Amber** – current performance is off target by 10% or less • **Green** – current performance is on target or up to 4% over target • **Blue** – current performance is over target by 5% or more • **Baseline** – indicates performance is currently being tracked in order to inform the target setting process • **Contextual** – these measures track key activity being undertaken, but where a target has not been deemed pertinent by the relevant service lead
Indicator Description	Provides an overview of how a measure is calculated. Where possible, this is based on a nationally agreed definition to assist benchmarking with statistically comparable authorities
Commentary	Provides a narrative to explain the changes in performance within the reporting period
Useful Links	Provides links to relevant documentation, such as nationally available data and definitions

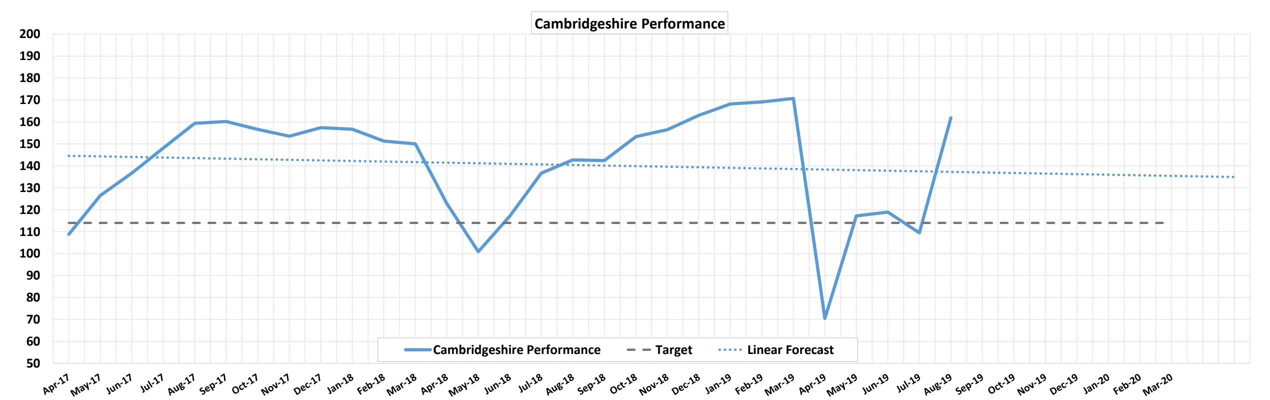
Indicator 20: 2C(2) Average monthly number of bed day delays (social care attributable) per 100,000 18+ population

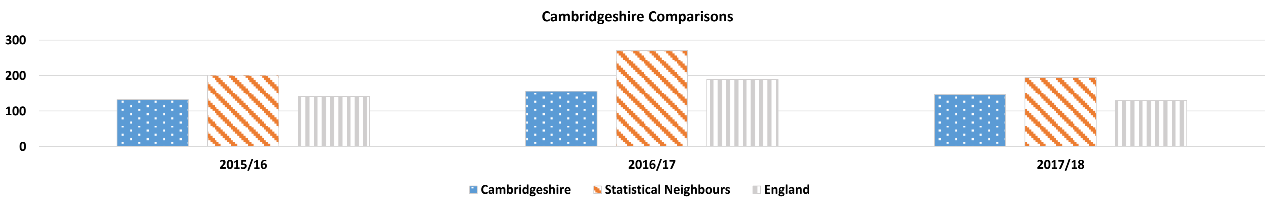
Return to Index

December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
114.0	161.9	109.5	↓	Declining

Statistical Neighbours Mean (2017/18)	England Mean (2017/18)	RAG Rating
194.0	129.0	R





(Mean England and Statistical Neighbour data obtained from NHS Digital)

Indicator Description

This measure reflects the number of delays in transfer of care which are attributable, to social care services. A delayed transfer of care from acute or non-acute (including community and mental health) care occurs when a patient is ready to depart from such care and is still occupying such a bed.

Calculation:
(X/Y)*100,000

Where:
X: The average number of delayed transfers of care (for those aged 18 and over) each day that are attributable to Social Care. This is the average of the 12 monthly "DTOC Beds" figures calculated from the monthly Situation Report (SitRep).

Y: Size of adult population in area (aged 18 and over)

Commentary

August saw a steep increase in the number of delays compared to the preceding few months. Although recent performance is exceeding the target ceiling, the period from Apr-Jul 19 has seen figures below or within 10% of target, which, relatively speaking is significantly better than at any other 3 month period in recent years.

Across this period, delays arranging domiciliary care accounted for 62% of social care attributable bed day delays. This reason was the most common cause for ASC delays for the top 4 hospital trusts reporting DToCs in Cambridgeshire, Cambridge University Hospitals FT, North West Anglia FT, Cambridgeshire & Peterborough FT and Queen Elizabeth Hospital.

The Council is continuing to invest considerable amounts of staff and management time into improving processes, identifying clear performance targets and clarifying roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.

Useful Links

NHS Digital 2017/18 Data:
https://digital.nhs.uk/data-and-information/publications/clinical-indicators/adult-social-care-outcomes-framework-ascof/current

NHS Digital Archived Data:
https://digital.nhs.uk/data-and-information/publications/clinical-indicators/adult-social-care-outcomes-framework-ascof/archive

LG Inform:
https://lginform.local.gov.uk/

The Adult Social Care Outcomes Framework 2018/19 Handbook of Definitions:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/687208/Final_ASCOF_handbook_of_definitions_2018-19_2.pdf

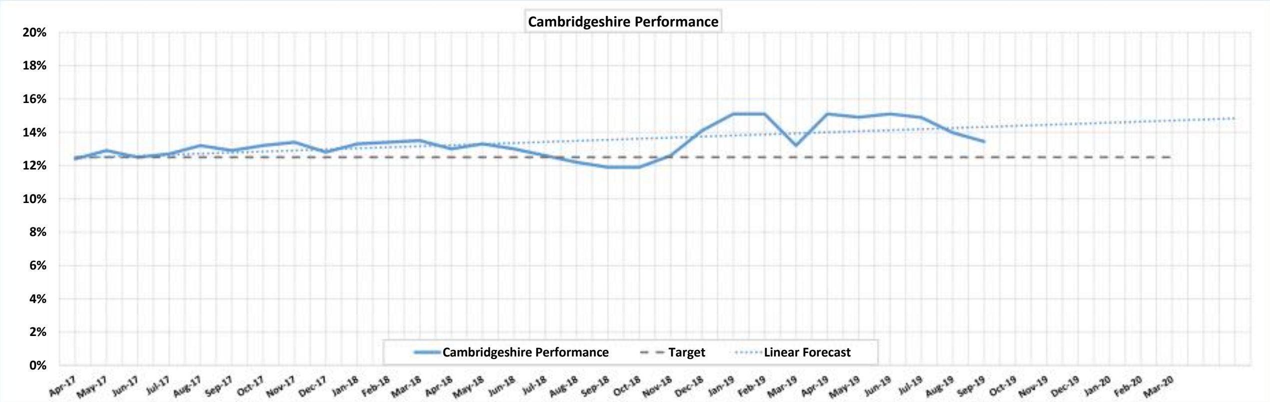
Indicator 21: 1F Proportion of adults, in contact with secondary mental health services, who are in paid employment

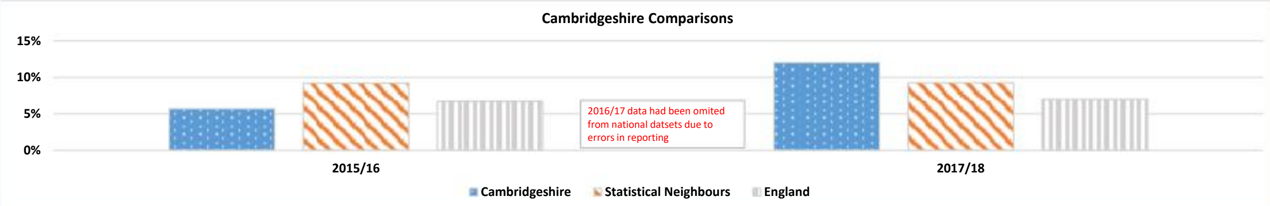
Return to Index

December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
12.5%	13.5%	13.4%	↑	Improving

Statistical Neighbours Mean (2017/18)	England Mean (2017/18)	RAG Rating
9.3%	7.0%	B





(Mean England and Statistical Neighbour data obtained from NHS Digital)

Indicator Description

The measure shows the percentage of adults receiving secondary mental health services in paid employment at the time of their most recent assessment, formal review or other multi-disciplinary care planning meeting.
Adults here are defined as those aged 18 to 69 who are receiving secondary mental health services and who are on the Care Programme Approach (CPA).The measure is focused on 'paid' employment. Voluntary work is to be excluded for the purposes of this measure.

Calculation:
(X/Y)*100

Where:
X: Number of working age adults (18-69 years) who are receiving secondary mental health services and who are on the CPA recorded as being in employment. The most recent record of employment status for the person during the previous twelve months is used.

Y: Number of working age adults (18-69 years) who have received secondary mental health services and who were on the CPA at the end of the month.

Commentary

Performance at this measure is above target. Reductions in the number of people in contact with services are making this indicator more variable while the numbers in employment are changing more gradually.

Useful Links

NHS Digital 2017/18 Data:
https://digital.nhs.uk/data-and-information/publications/clinical-indicators/adult-social-care-outcomes-framework-ascof/current

NHS Digital Archived Data:
https://digital.nhs.uk/data-and-information/publications/clinical-indicators/adult-social-care-outcomes-framework-ascof/archive

LG Inform:
https://lginform.local.gov.uk/

The Adult Social Care Outcomes Framework 2018/19 Handbook of Definitions:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/687208/Final_ASCOF_handbook_of_definitions_2018-19_2.pdf

Indicator 105: Percentage of adult safeguarding enquiries where outcomes were at least partially achieved

Return to Index

December 2019

Target	Current Year	Previous Year	Direction for Improvement	Change in Performance
87.0%	95.3%	94.2%	↑	Improving

Statistical Neighbours Mean (2017/18)	England Mean (2017/18)	RAG Rating
96.0%	94.0%	B

Indicator Description

The Care Act 2014 (Section 42) requires that each local authority must make enquiries, or cause others to do so, if it believes an adult is experiencing, or is at risk of, abuse or neglect. An enquiry should establish whether any action needs to be taken to prevent or stop abuse or neglect, and if so, by whom.

As part of the statutory reporting of safeguarding cases, those adults at risk may be asked what their desired outcomes of a safeguarding enquiry are. Where desired outcomes have been expressed, upon conclusion of the safeguarding enquiry the achievement of these outcomes is reported.

This data is collected as part of the statutory Safeguarding Adults Collection.

Calculation:
(X/Y)*100

Where:
X: The number of concluded enquiries where outcomes were either achieved or partially achieved.

Y: The number of concluded enquiries where the adult(s) expressed desired outcomes.

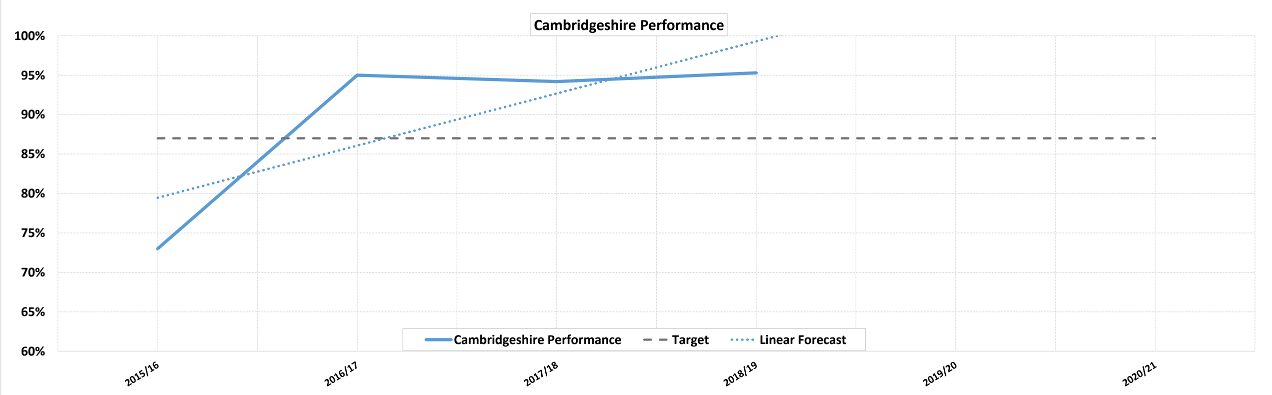
Useful Links

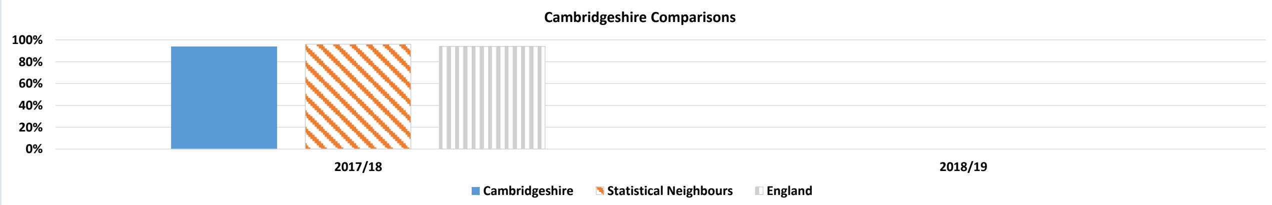
NHS Digital 2017/18 Data:
https://digital.nhs.uk/data-and-information/publications/clinical-indicators/adult-social-care-outcomes-framework-ascof/current

NHS Digital Archived Data:
https://digital.nhs.uk/data-and-information/publications/clinical-indicators/adult-social-care-outcomes-framework-ascof/archive

LG Inform:
https://lginform.local.gov.uk/

The Adult Social Care Outcomes Framework 2018/19 Handbook of Definitions:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/687208/Final_ASCOF_handbook_of_definitions_2018-19_2.pdf





(*Mean England and Statistical Neighbour data obtained from NHS Digital*)

Commentary

Performance at this measure is strong and remains consistent with national performance and that of statistical neighbours. There is room for improvement in the number of adults at risk being asked to express their desired outcomes. In 2017/18, approximately 17% of adults at risk who were subject to a S42 enquiry were not asked for their desired outcomes.

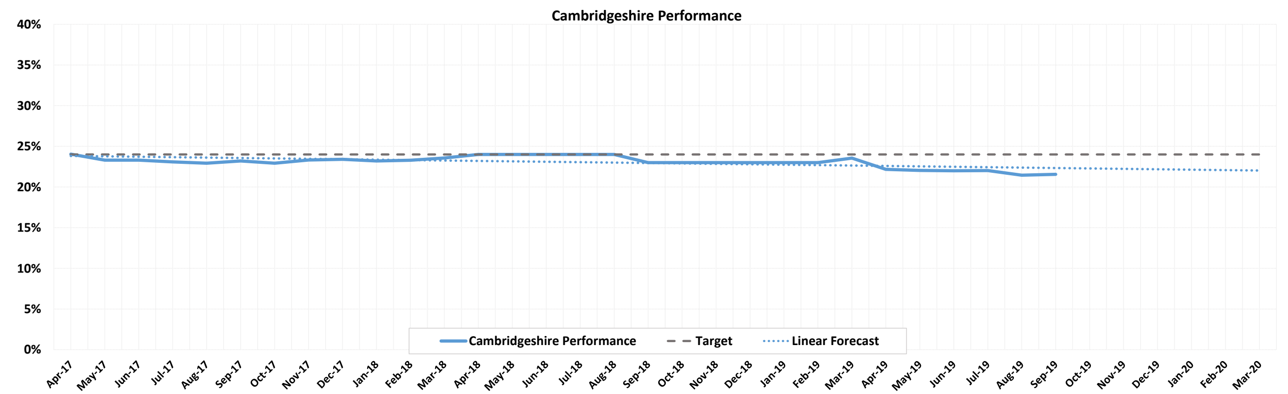
Indicator 126: 1C(2A) Proportion of adults receiving Direct Payments

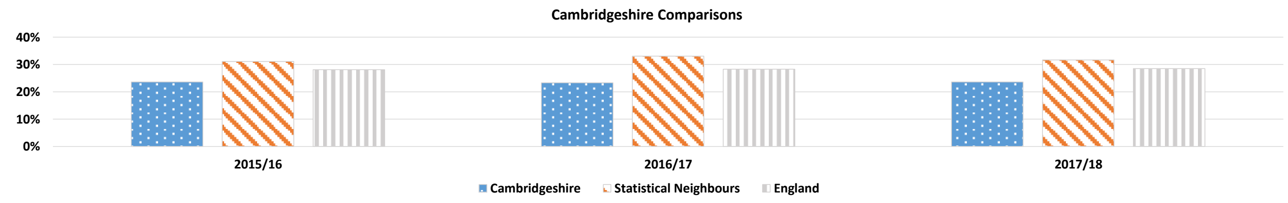
Return to Index

December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
24.0%	21.6%	21.5%	↑	Improving

Statistical Neighbours Mean (2017/18)	England Mean (2017/18)	RAG rating
31.7%	28.5%	R





(Mean England and Statistical Neighbour data obtained from NHS Digital)

Indicator Description

Research has indicated that personal budgets impact positively on well-being, increasing choice and control, reducing cost implications and improving outcomes.

The implementation of the SALT return has enabled this measure to be strengthened. Its scope has been limited to people who receive long-term support only, for whom self-directed support is most relevant, and this will better reflect councils' progress in delivering personalised services for users and carers. Both measures for self-directed support and direct payments have also been split into two, focusing on users and carers separately.

This measure reflects the proportion of people who receive a direct payment either through a personal budget or other means.

Calculation:
(X/Y)*100

X: The number of users receiving direct-payments and part-direct payments at the financial year end.

Y: Clients aged 18 or over accessing long term support at the financial year end.

Commentary

The proportion of adults receiving Direct Payments increased slightly at the end of 2018/19 bring this indicator to within 10% variance of target. The target for this indicator was increased during 2018 in order to reflect the eastern region average, causing the indicator to be below target. Performance in September climbed slightly compared to the previous month.

Work is underway to investigate why uptake of direct payments has reduced and put steps in place to address any issues as we would hope to increase use of direct payments as part of the move towards a more personalised approach.

Useful Links

NHS Digital 2017/18 Data:
https://digital.nhs.uk/data-and-information/publications/clinical-indicators/adult-social-care-outcomes-framework-ascof/current

NHS Digital Archived Data:
https://digital.nhs.uk/data-and-information/publications/clinical-indicators/adult-social-care-outcomes-framework-ascof/archive

LG Inform:
https://lginform.local.gov.uk/

The Adult Social Care Outcomes Framework 2018/19 Handbook of Definitions:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/687208/Final_ASCOF_handbook_of_definitions_2018-19_2.pdf

Indicator 140: 2D Percentage of new clients where the sequel to Reablement was not a long-term service

Return to Index

December 2019

Target	Current Year	Previous Year	Direction for Improvement	Change in Performance
77.8%	91.2%	93.0%	↑	Declining

Statistical Neighbours Mean (2017/18)	England Mean (2017/18)	RAG Rating
79.5%	77.8%	B

Indicator Description

This measure will reflect the proportion of those new clients who received short-term services during the year, where no further request was made for ongoing support. Since short-term services aim to reable people and promote their independence, this measure will provide evidence of a good outcome in delaying dependency or supporting recovery – short-term support that results in no further need for services.

Short-term support is defined as 'short-term support which is designed to maximise independence', and therefore will exclude carer contingency and emergency support. This prevents the inclusion of short-term support services which are not reablement services.

Calculation:
(X/Y)*100

Where:
X: Number of new clients where the sequel to "Short Term Support to maximise independence" was "Ongoing Low Level Support"; "Short Term Support (Other)"; "No Services Provided - Universal Services/Signposted to Other Services"; "No Services Provided - No identified needs".

Y: Number of new clients who had short-term support to maximise independence. Those with a sequel of either early cessation due to a life event, or those who have had needs identified but have either declined support or are self-funding should be subtracted from this total.

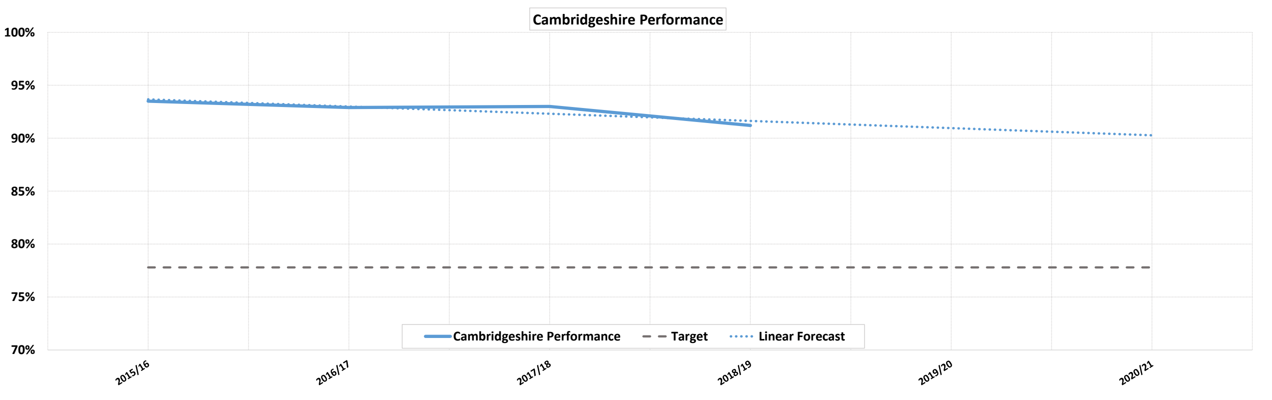
Useful Links

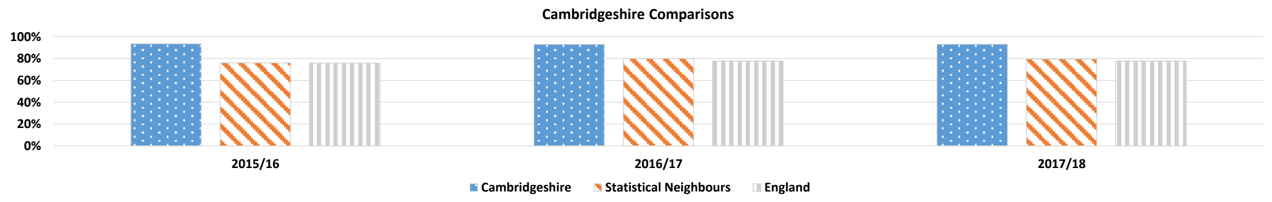
NHS Digital 2017/18 Data:
https://digital.nhs.uk/data-and-information/publications/clinical-indicators/adult-social-care-outcomes-framework-ascof/current

NHS Digital Archived Data:
https://digital.nhs.uk/data-and-information/publications/clinical-indicators/adult-social-care-outcomes-framework-ascof/archive

LG Inform:
https://lginform.local.gov.uk/

The Adult Social Care Outcomes Framework 2018/19 Handbook of Definitions:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/687208/Final_ASCOF_handbook_of_definitions_2018-19_2.pdf





(Mean England and Statistical Neighbour data obtained from NHS Digital)

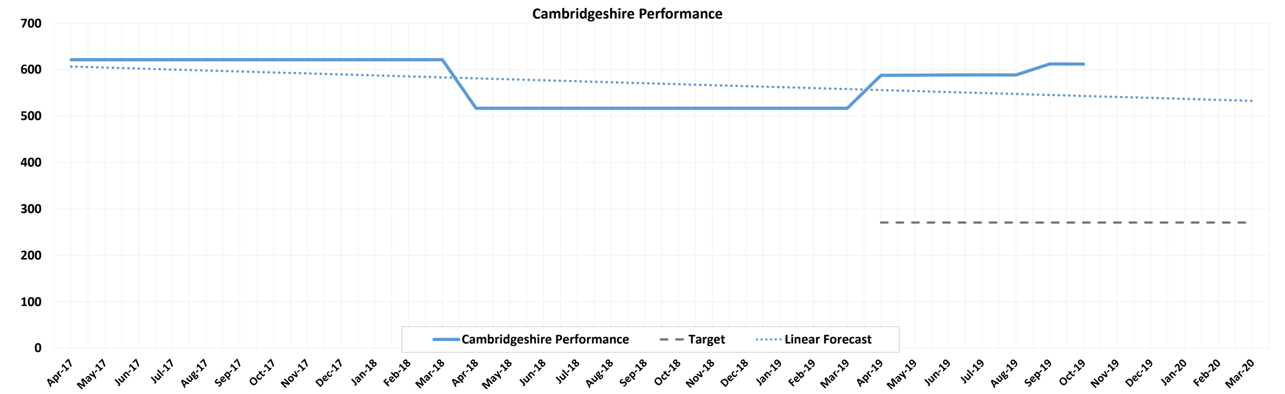
Commentary

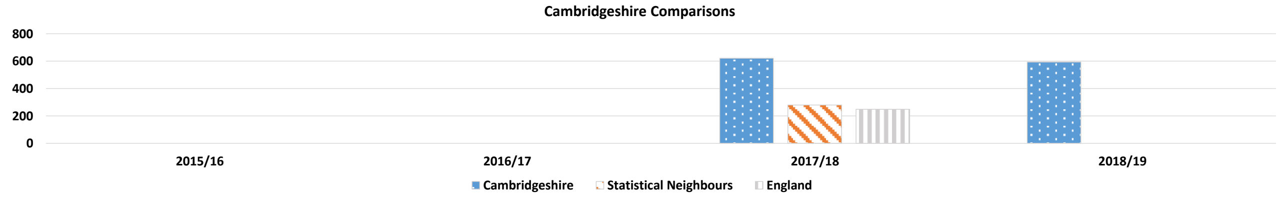
Performance has dipped slightly in 2018/19 but is still comfortably above target, as well as the national and statistical neighbour averages.

Indicator 162: Number of carers receiving Council funded support per 100,000 of the population | Return to Index | December 2019

Target	Current Year	Previous Year	Direction for Improvement	Change in Performance
271	622	612	↓	Declining

Statistical Neighbours Mean (2017/18)	England Mean (2017/18)	RAG rating
280	249	R





(Mean England and Statistical Neighbour data obtained from NHS Digital)

Indicator Description

Carers assessment and targeted support can enable carers to continue caring for family members in their own homes and prevent carer breakdown.

The method used for calculating this measure is as follows:

R= X/Y*100000

Where R is the rate per 100 000 members of the population.

X is the sum of all carers supported by the following the following delivery mechanisms (as defined by the Social Care SALT Return): “Direct Payment only”, “Part Direct Payment”, “CASSR Managed Personal Budget”, “CASSR Commissioned Support only” and “Respite or other forms of carer support delivered to the cared-for-person”.

And Y is the adult population of the county based on the relevant mid-year estimate from the Office for National Statistics.

Source: SALT LTS003, Table 1

Useful Links

NHS Digital 2017/18 Data:
https://digital.nhs.uk/data-and-information/publications/clinical-indicators/adult-social-care-outcomes-framework-ascof/current

NHS Digital Archived Data:
https://digital.nhs.uk/data-and-information/publications/clinical-indicators/adult-social-care-outcomes-framework-ascof/archive

LG Inform:
https://lginform.local.gov.uk/

Commentary

Recent performance has shown a slight increase in the number of carers supported with funded support. This appears to be due to an increase in the number of cared for people receiving respite, or other forms of support delivered directly to the cared-for-person.

In previous years direct payments were often used as a standard delivery mechanism for support a carer. There is now a greater focus on targeting support to carers in more varied ways which do not necessarily involve one-off grant payments. Recording of these interactions with carers is less robust than those involving a financial transaction and as such, the number of carers being supported appear to be in decline. Target represents a 50% reduction of Carer Direct Payments from the 2018/19 baseline.

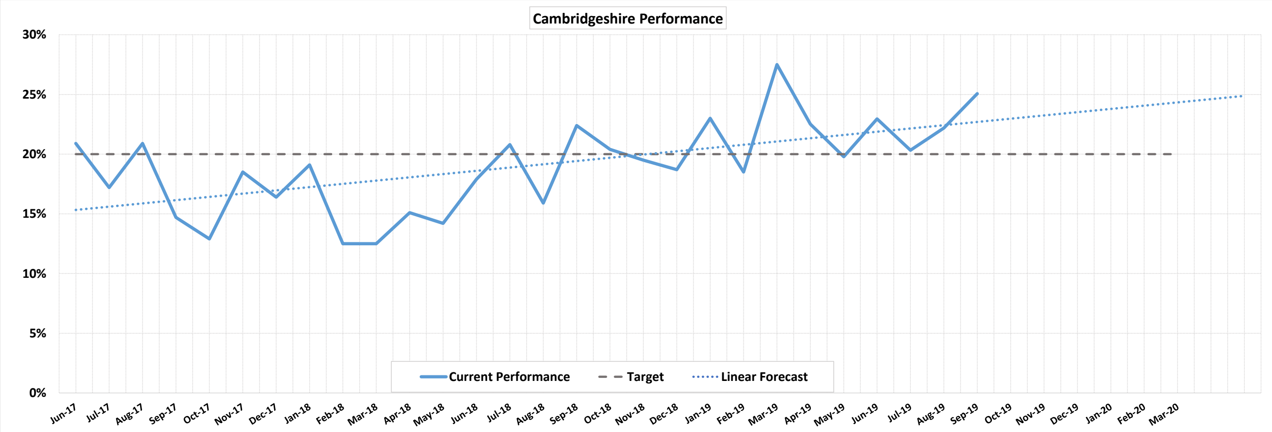
Indicator 1: Percentage children whose referral to social care occurred within 12 months of a previous referral

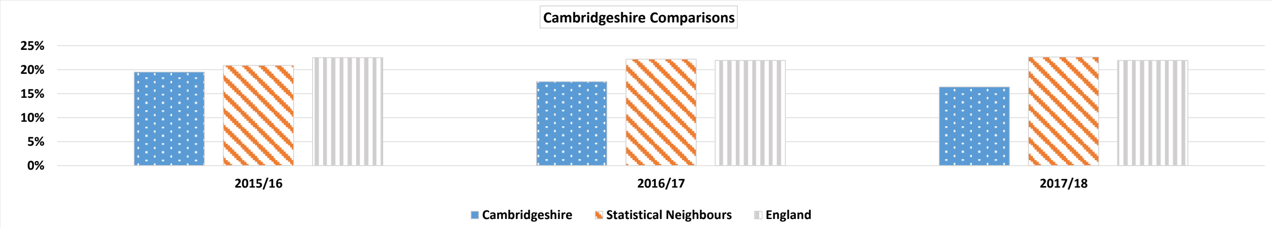
Return to Index

December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
20.0%	25.1%	22.2%	↓	Declining

Statistical Neighbours Mean (2017/18)	England Mean (2017/18)	RAG Rating
22.6%	21.9%	R





(Mean England and Statistical Neighbour data obtained from Local Authority Interactive Tool (LAIT))

Indicator Description

This measure gives an indication of the level of re-referrals into children's social care. A re-referral could indicate that the child's needs were not previously fully met, or a significant incident has occurred to change their circumstances.
Expressed as a percentage of children, with a referral to social care, within the reporting month, who have had a previous referral to social care which opened within the last year.
A referral is defined as a request for services to be provide by children's social care and is in respect of a child who is currently not assessed to be in need. New information relating to children who are already assessed to be a child in need is not counted as a referral (Department for Education, 2019).

Calculation:
(X/Y)*100
Where:
X: The number of children with a referral who also have a previous referral starting within the last 12 months.
Y: The number of children with a referral this month.
Sources: Department for Education; Local Authority Interactive Tool (LAIT); CCC Business Intelligence Team.

Useful Links

Local Authority Interactive Tool (LAIT):
https://www.gov.uk/government/publications/local-authority-interactive-tool-lait

LG Inform:
https://lginform.local.gov.uk/

Department of Education - Children in Need Statistics
https://www.gov.uk/government/collections/statistics-children-in-need

Commentary

Recent changes in the way that contacts and referrals are considered within the Integrated Front Door mean that this indicator is likely to swing more than usual. This means that the current reported re-referral rate needs to be viewed with caution. The impact of the changes will reduce as we move towards the end of the year.

In Q1 2019, 21.8% (261) of referrals to social care occurred within 12 months of a previous referral. This is below statistical neighbours and in line with the England average. There has been an upward trend in re-referrals since the beginning of 2018.

Indicator 2: Number of children with a Child Protection Plan per 10,000 population under 18

Return to Index

December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
41.6	38.3	39.9	↓	Improving

Statistical Neighbours Mean (2017/18)	England Mean (2017/18)	RAG Rating
41.6	45.3	B

Indicator Description

This measure gives an indication of the number of children at risk of harm within the county. A child protection plan is put in place where a child is at risk of significant harm, the plan sets out the action needed to keep the child safe and to promote their welfare.

Expressed as the rate of children with a child protection plan, at month end, per 10,000 population (0-17).

Calculation:
(X/Y)*10,000

Where:
X: The number of children with a child protection plan at month end.

Y: The population of 0 to 17 year old children.

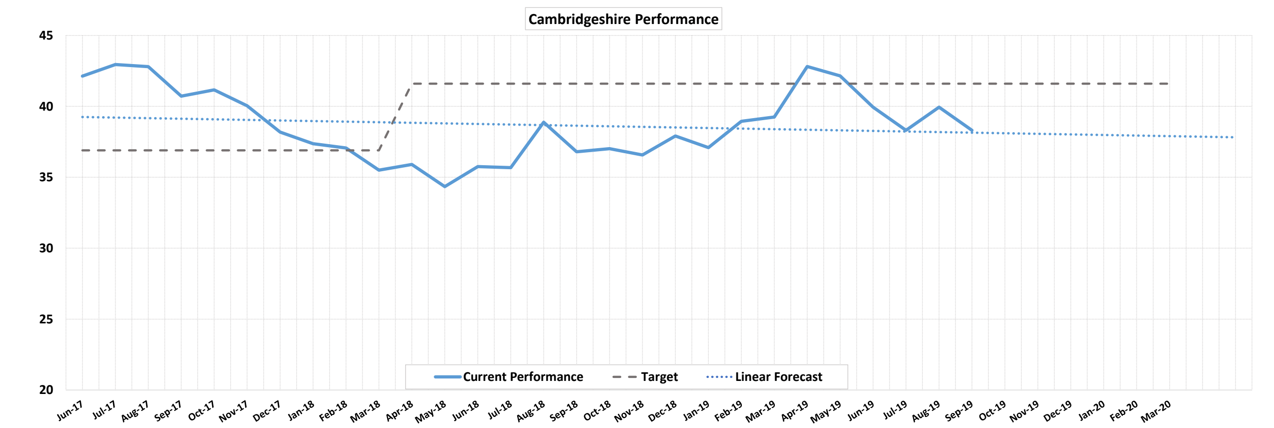
Source: Cambridgeshire County Council Business Intelligence: Childrens Team.

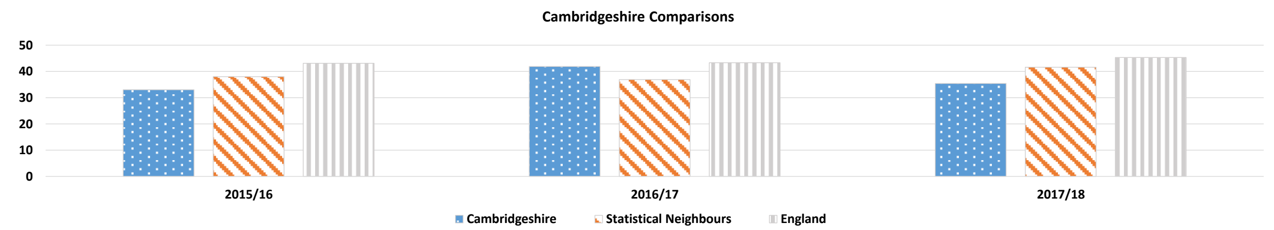
Useful Links

Local Authority Interactive Tool (LAIT):
https://www.gov.uk/government/publications/local-authority-interactive-tool-lait

LG Inform:
https://lginform.local.gov.uk/

Department of Education - Children in Need Statistics
https://www.gov.uk/government/collections/statistics-children-in-need





(Mean England and Statistical Neighbour data obtained from Local Authority Interactive Tool (LAIT))

Commentary

NOTE: The target for this indicator has been reviewed and is now in line with the statistical neighbour average.

We are taking concerted action to review all children subject to Child Protection Plans, and the rate is reducing and is now already below the SN average. This is good performance as only those children at risk of significant harm and where parents are not engaging or making progress in addressing issues should be subject to plans. As Family Safeguarding become established in Cambridgeshire during 2020/21, we should see this rate decrease further.

In April 2019 the number of children on a child protection plan peaked at 581. Since then the number has decreased, with 542 on a child protection plan at the end of June. The rate of children on a plan per 10,00 population is below target. At the end of June the rate was below the Statistical Neighbours and England average.

Indicator 3: The number children in care per 10,000 population under 18

Return to Index

December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
40.0	56.6	57.1	↓	Improving

Statistical Neighbours Mean (2017/18)	England Mean (2017/18)	RAG Rating
46.3	64.0	R

Indicator Description

This measure gives an indication of the number of children who are in the care of the local authoirty.

Expressed as the number of children in care as a rate per 10,000 children aged 0-17. Children in care includes all children being looked after by a local authority; those subject to a care order under section 31 of the Children Act 1989; and those looked after on a voluntary basis through an agreement with their parents under section 20 of that Act (Department for Education , 2018).

Calculation:
(X/Y)*10,000

Where:
X: The number of children in care at month end.

Y: The population of 0 to 17 year old children.

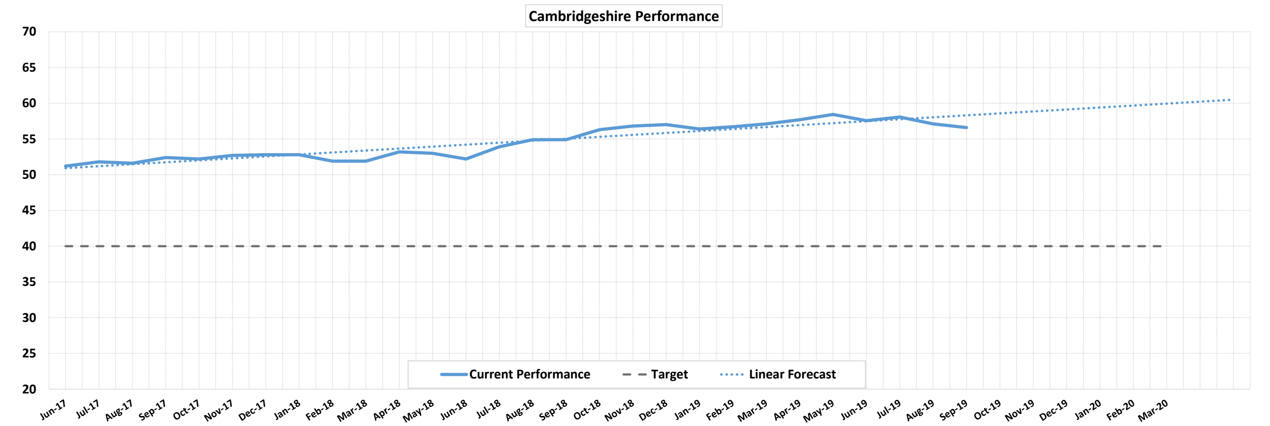
Sources: Department for Education; LG Inform; Cambridgeshire County Council Business Intelligence: Childrens Team

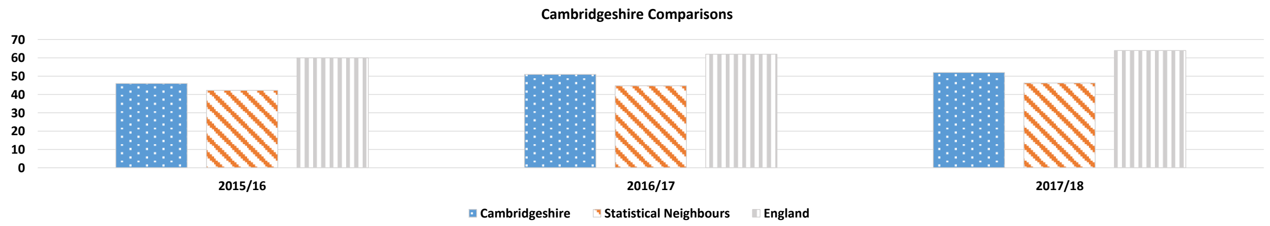
Useful Links

Local Authority Interactive Tool (LAIT):
https://www.gov.uk/government/publications/local-authority-interactive-tool-lait

LG Inform:
https://lginform.local.gov.uk/

Department of Education - Children in Need Statistics
https://www.gov.uk/government/collections/statistics-children-in-need





(Mean England and Statistical Neighbour data obtained from Local Authority Interactive Tool (LAIT))

Commentary

Numbers of children in care remain higher than they should be. The restructure of children's services will address this, as will the implementation of Family Safeguarding in the County.

The number of Children in Care is on an upward trend. The rate is above the Statistical Neighbours but below the England average. At the end of June there were 781 Children in Care in Cambridgeshire, 66 were unaccompanied assylum seeking children.

Indicator 118: Number of young first time entrants into the criminal justice system, per 10,000 of population | **Return to Index** | **December 2019**

Target	Current Quarter	Previous Quarter	Direction for Improvement	Change in Performance
6.9	2.1	4.0	↓	Improving

Statistical Neighbours Mean (2017/18)	England Mean (2017/18)	RAG Rating
1.5	2.0	B

Indicator Description

This is a Youth Justice Board National measure the number of first time entrants to the criminal justice system where first time entrants are defined as young people (aged 10 – 17) who receive their first substantive outcome (relating to a youth caution, youth conditional caution or court disposal). (Ministry of Justice, 2019), expressed in the rate per 10,000 population.

Calculation:
(X/Y)*10,000

Where:
X: The number of first time entrants to the criminal justice system aged 10-17 in the month.

Y: The population of 10 to 17 year old children.

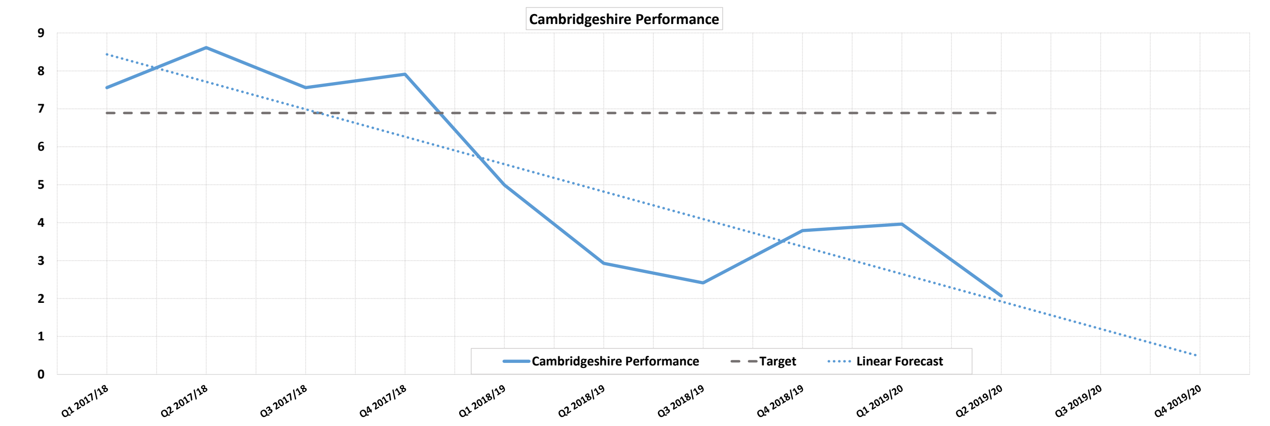
Sources: Ministry of Justice; LG Inform; Cambridgeshire County Council Business Intelligence: Childrens Team

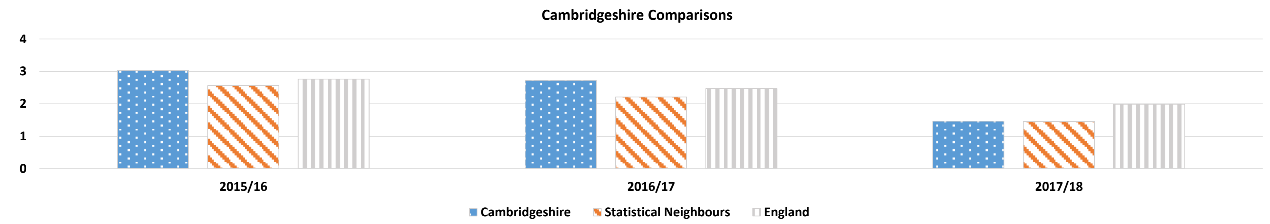
Useful Links

Local Authority Interactive Tool (LAIT):
https://www.gov.uk/government/publications/local-authority-interactive-tool-lait

LG Inform:
https://lginform.local.gov.uk/

Ministry of Justice Statistics
https://www.gov.uk/government/collections/criminal-justice-statistics-quarterly





(Mean England and Statistical Neighbour data obtained from Local Authority Interactive Tool (LAIT))

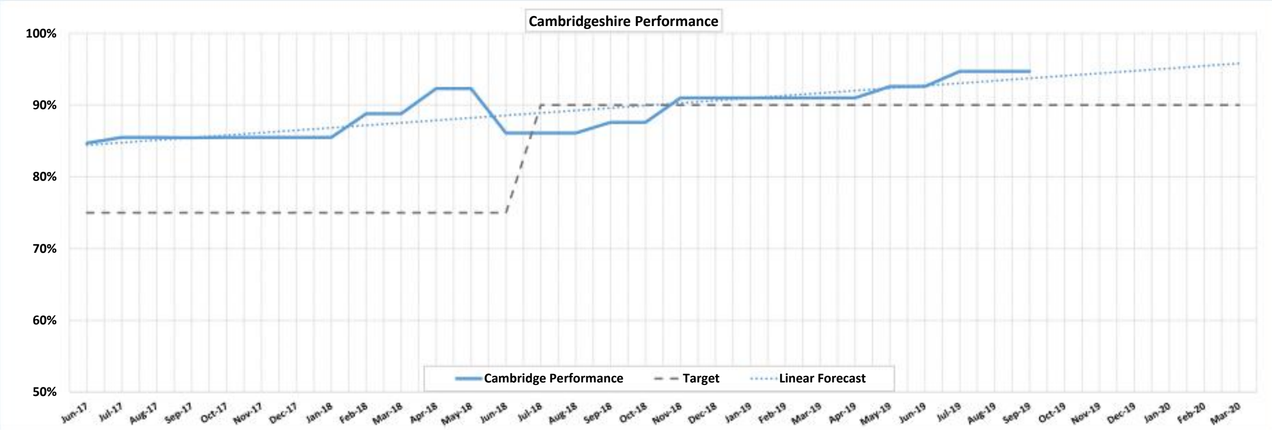
Commentary

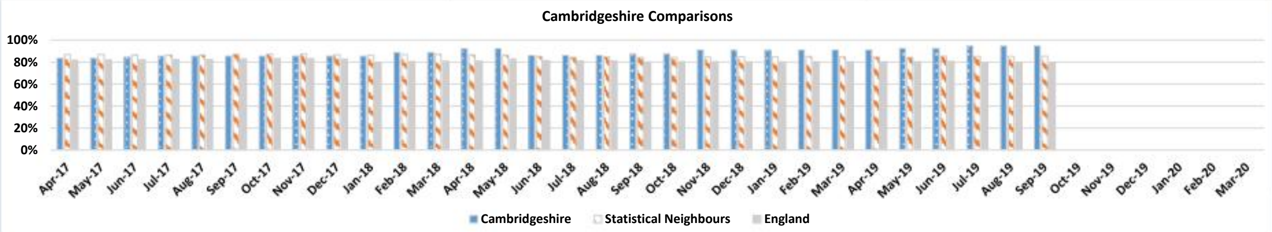
The number of first time entrants to the criminal justice system is on a downward trend and performance has been strong during the last 12 months when comparing ourselves against statistical neighbours and the national average. Cambridgeshire has embedded partnership arrangements to support Prevention and Community Resolution programme to intervene with young people early, which has seen an impact upon performance against this measure.

Indicator 9: Ofsted - Pupils attending schools that are judged as Good or Outstanding (Secondary Schools) Return to Index December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
90.0%	94.7%	94.7%	↑	Unchanged

Statistical Neighbours Mean	England Mean	RAG Rating
85.3%	79.9%	B





(Mean England and Statistical Neighbour data obtained from Local Authority Interactive Tool (LAIT))

Indicator Description

This measure gives an indication of how many children are attending state-funded secondary schools which have been judged, by ofsted inspection, to be Good or Outstanding.

Expressed as the percentage of children in all state-funded secondary schools, at month end.

Calculation:
(X/Y)*100

Where:
X: The number of children attending state-funded secondary schools judged as good or outstanding at their latest Ofsted inspection.

Y: All children attending state-funded secondary schools where the school has had an Ofsted inspection.

Source: Cambridgeshire County Council Business Intelligence: Education Team.

Commentary

Useful Links

State-funded school inspections and outcomes: management information:

https://www.gov.uk/government/statistical-data-sets/monthly-management-information-ofsteds-school-inspections-outcomes

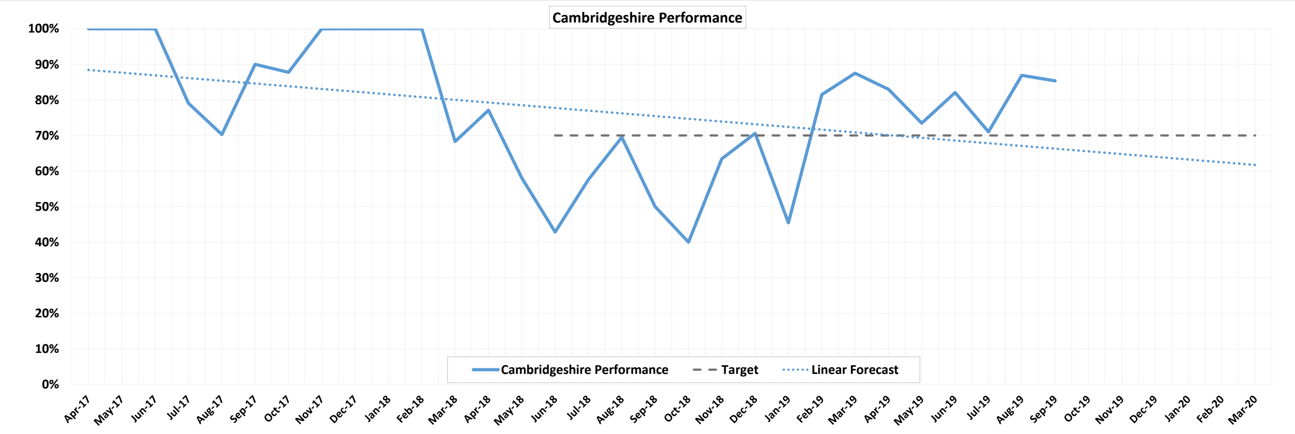
LG Inform:

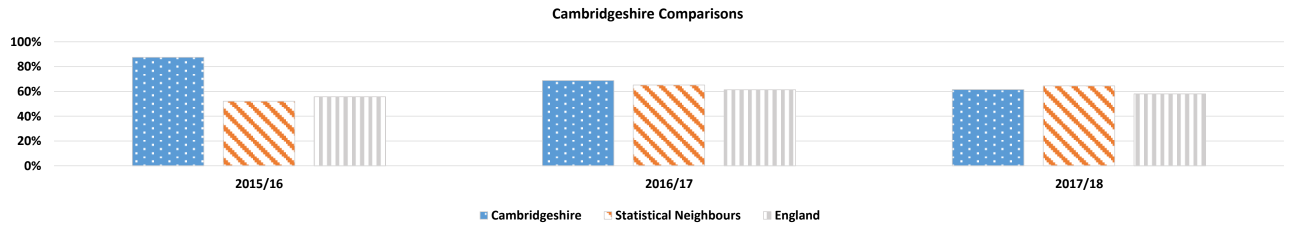
https://lginform.local.gov.uk/

Indicator 128: Percentage of EHCP assessments completed within timescale | Return to Index | December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
70.0%	85.4%	86.9%	↑	Declining

Statistical Neighbours Mean (2017/18)	England Mean (2017/18)	RAG rating
64.5%	58.0%	B





(Mean England and Statistical Neighbour data obtained from Local Authority Interactive Tool (LAIT))

Indicator Description

Education, Health and Care (EHC) plans for children and young people aged up to 25 were introduced on 1 September 2014 as part of the Special Educational Needs and Disability (SEND) provisions in the Children and Families Act 2014.

The percentage of EHCP assessments completed within 20 weeks (including exception cases).

Calculation:
(X/Y)*100

Where:
X: The number of EHCP assessments (including) exception cases issued within the month which took 20 weeks or less to complete.

Y: The number of EHCP assessments issued within the month.

The CCC target of 70% was set in June 2018 when this indicator was included in corporate performance reporting. Prior to this, no target was set.

Useful Links

Local Authority Interactive Tool (LAIT):
https://www.gov.uk/government/publications/local-authority-interactive-tool-lait

LG Inform:
https://lginform.local.gov.uk/

Commentary

Nationally the percentage of EHC plans being issued in timescale has decreased. In 2018, 60% of EHC plans were issued in timescale which shows a decrease from 2017 when 65% of new EHC plans were issued to timescales.

Cambridgeshire has seen a similar drop in line with the national data however since February 2019 performance has remained well above target and significantly above both the statistical neighbour average and the national average.

Indicator 132: Percentage of Persistent absence (All children)

Return to Index

December 2019

Target	Current Year	Previous Year	Direction for Improvement	Change in Performance
8.5%	9.6%	8.9%	↓	Declining

Statistical Neighbours Mean (2017/18)	England Mean (2017/18)	RAG Rating
10.6%	11.2%	R

Indicator Description

In law, parents of children of compulsory school age (5-16) are required to ensure that they receive a suitable education by regular attendance at school or otherwise. Failure to comply with this statutory duty can lead to prosecution. Local Authoities are responsible in law for making sure that pupils attend school. Schools are required to take attendance registers twice a day: at the beginning of the morning session and during the afternoon session. In their register schools are required to distinguish whether pupils are present, engaged in an approved educational activity, or are absent. Where a pupil of compulsory school age is absent, schools have to indicate if their absence is authorised by the school or unauthorised.

Since the beginning of the 2015/16 academic year, pupils have been identified as persistent absentees if they miss 10% or more of their possible sessions.

Expressed as a percentage

Calculation:
(X/Y)*100

Where:
X: The number of enrolments classed as persistent absentees

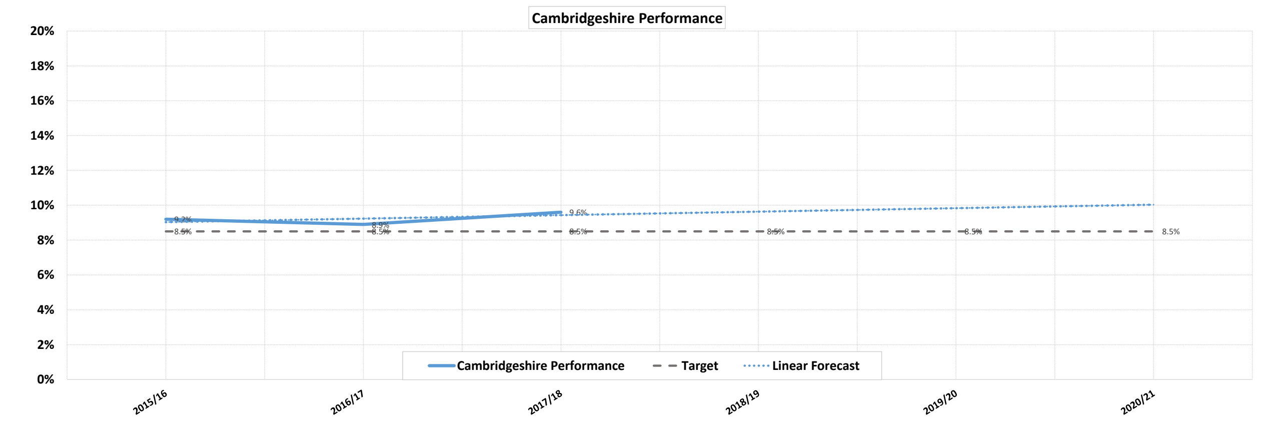
Y: The number of enrolements.

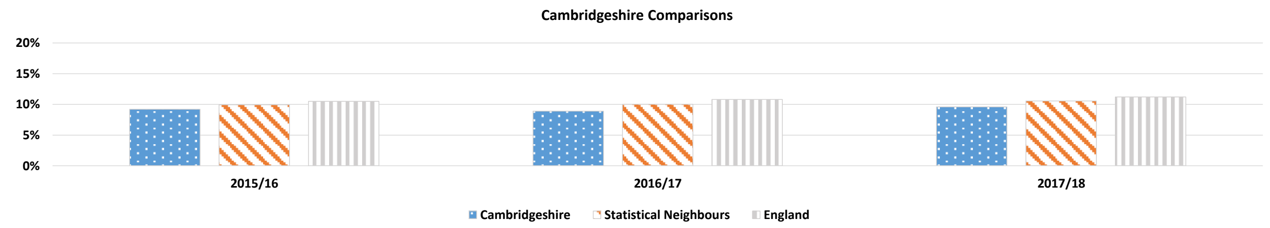
Source: Cambridgeshire County Council Business Intelligence: Education Team.

Useful Links

Local Authority Interactive Tool (LAIT):
https://www.gov.uk/government/publications/local-authority-interactive-tool-lait

LG Inform:
https://lginform.local.gov.uk/





(Mean England and Statistical Neighbour data obtained from Local Authority Interactive Tool (LAIT))

Commentary

Although persitent absence in all schools rose by 0.7 percentage points from the previous year, it is still well below both the England average (1.6 percentage points below) and the statistical neighbour figure (1.0 percentage points below).

This is the first time in the last five years that persistent absence rose in primary and secondary schools and the increase is 0.6 percentage points for both school phases which is in line with similar increases for statistical neighbours and the England average.

Persistent absence in special schools has risen by 6 percentage points since the previous year. This is higher than both our statistical neighbour average and the England average.

Indicator 37: Number of visitors to libraries/community hubs - year-to-date

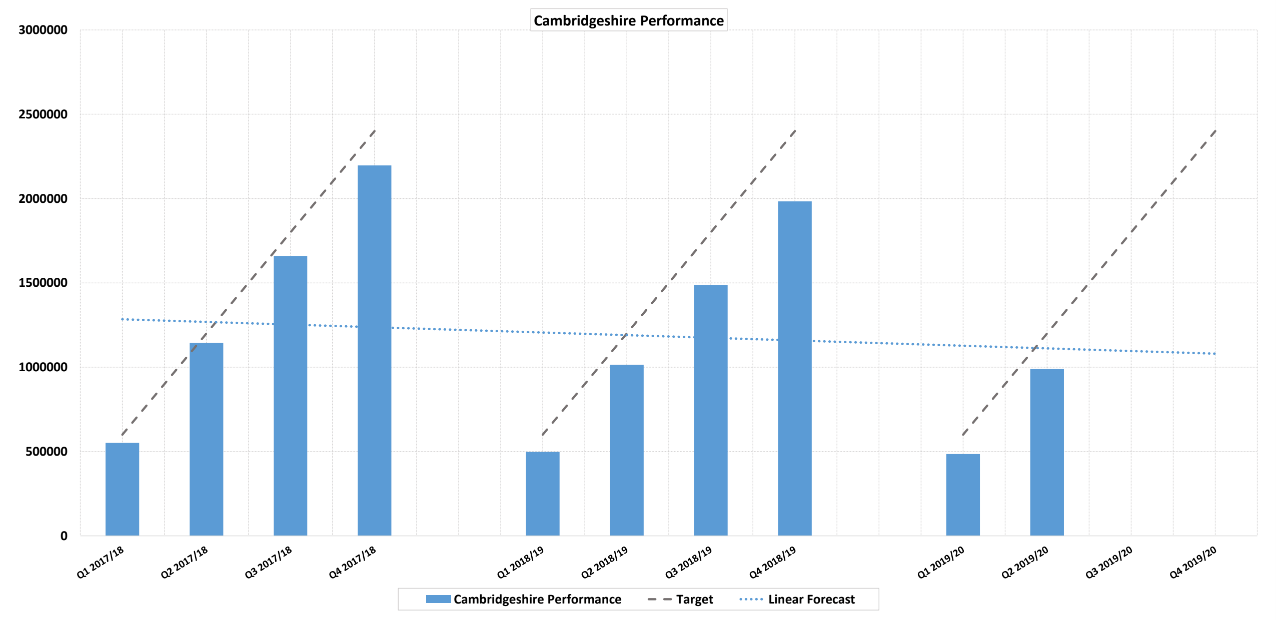
Return to Index

December 2019

Target	Current Quarter	Previous Quarter	Direction for Improvement	Change in Performance
2,400,000	988,888	485,038	↑	Improving

RAG Rating

R



Indicator Description

The indicator is a rolling total, each quarter, of the number of physical visits to Cambridgeshire libraries.

This is a local indicator and therefore there are no statistical neighbour or England comparator data.

Commentary

Recommendation: To change the indicator measure.
On LG Inform there is an library visits indicator collected as part of the Public Library Statistic from CIPFA Statistical Information Services. The indicator is Number of physical visits to libraries per 1,000 population (there is data for each English county local authorities) and therefore could produce some comparator statistics.

Useful Links

LG Inform:
https://lginform.local.gov.uk/

Indicator 34: The average journey time per mile during the morning peak on the most congested routes

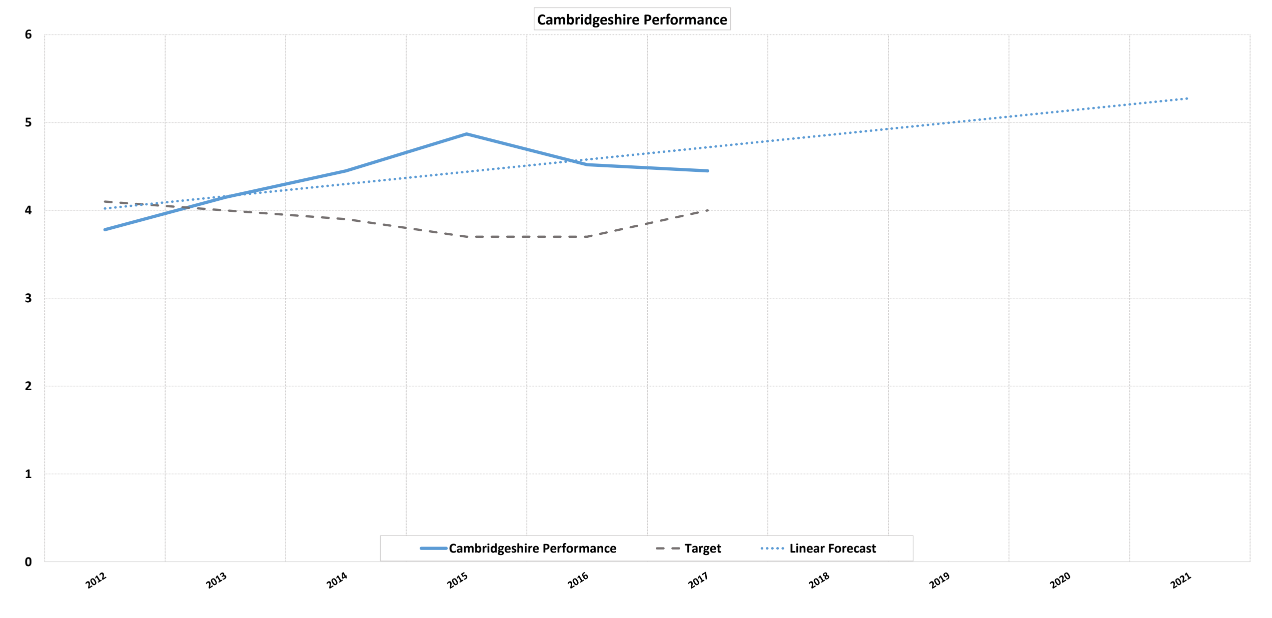
Return to Index

December 2019

Target	Current Year	Previous Year	Direction for Improvement	Change in Performance
4.0	4.45	4.52	↓	Improving

RAG Rating

R



Indicator Description

Strategic measure of traffic reduction and management work.

This is a standard indicator for which we have good history.

Commentary

At 4.45 minutes per mile, the latest figure for the average morning peak journey time per mile on key routes into urban areas in Cambridgeshire is better than the previous year's figure of 4.52 minutes.

The figure for Cambridge city is 5.29 minutes compared to the previous year's figure of 5.44 minutes.

The target for 2017/18 is to reduce this to 4 minutes per mile.

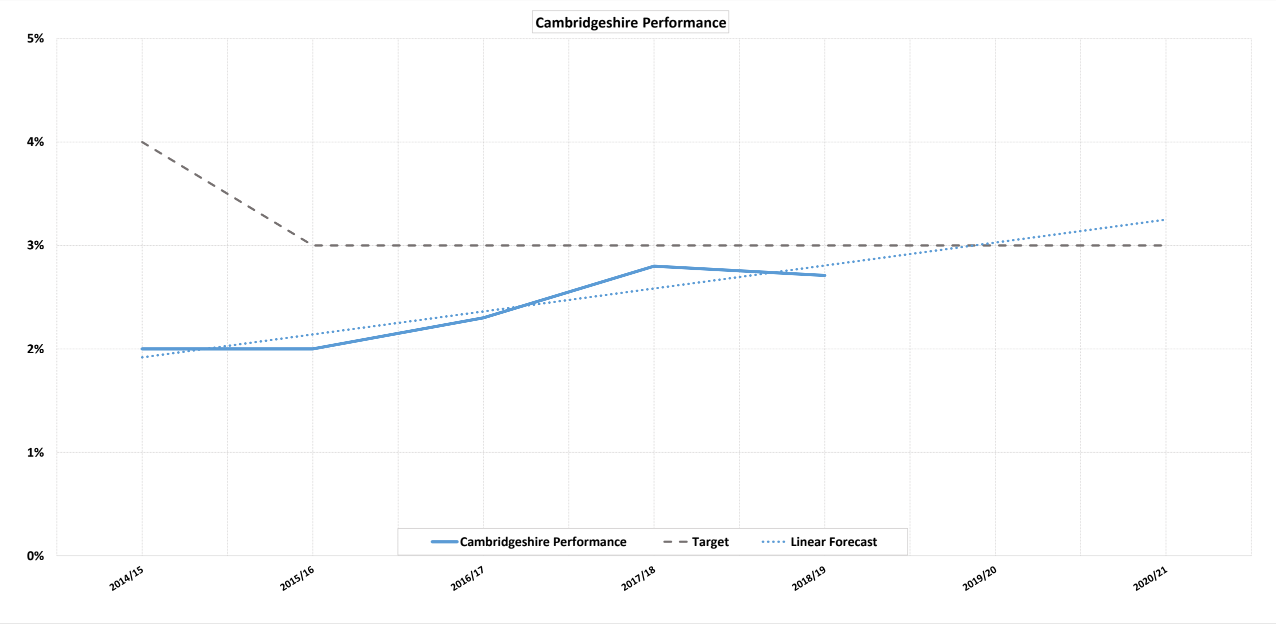
Useful Links

Indicator 39: Principal roads where maintenance should be considered | Return to Index | December 2019

Target	Current Year	Previous Year	Direction for Improvement	Change in Performance
3.0%	2.7%	2.8%	↓	Improving

RAG Rating

B



Indicator Description

Principal roads where maintenance should be considered.

This is the percentage of the local authority's A-road and principal (that is, local authority owned) M-road carriageways where maintenance should be considered. This indicator was reported as NI 168, and is an updated version of the former Best Value Performance Indicator (BVPI) 223 (formerly BVPI 96). Note that there are some differences from how this data was collected as a BVPI which may hide/increase differences in performance.

Source name: Department for Transport

Collection name: Road conditions

Polarity: Low is good

Commentary

The actual figure has improved marginally from last year's figure of 2.8% to 2.71%. This is not a material change. The change of 0.1% from 17/18 to 18/19 is not significant and is within the range of experimental error.

As this is an annual indicator there has been no change in the data since the last performance report presented to the committee.

Useful Links

LG Inform:
https://lginform.local.gov.uk/

Indicator 40: Classified road condition - narrowing the gap between Fenland and other areas of the County

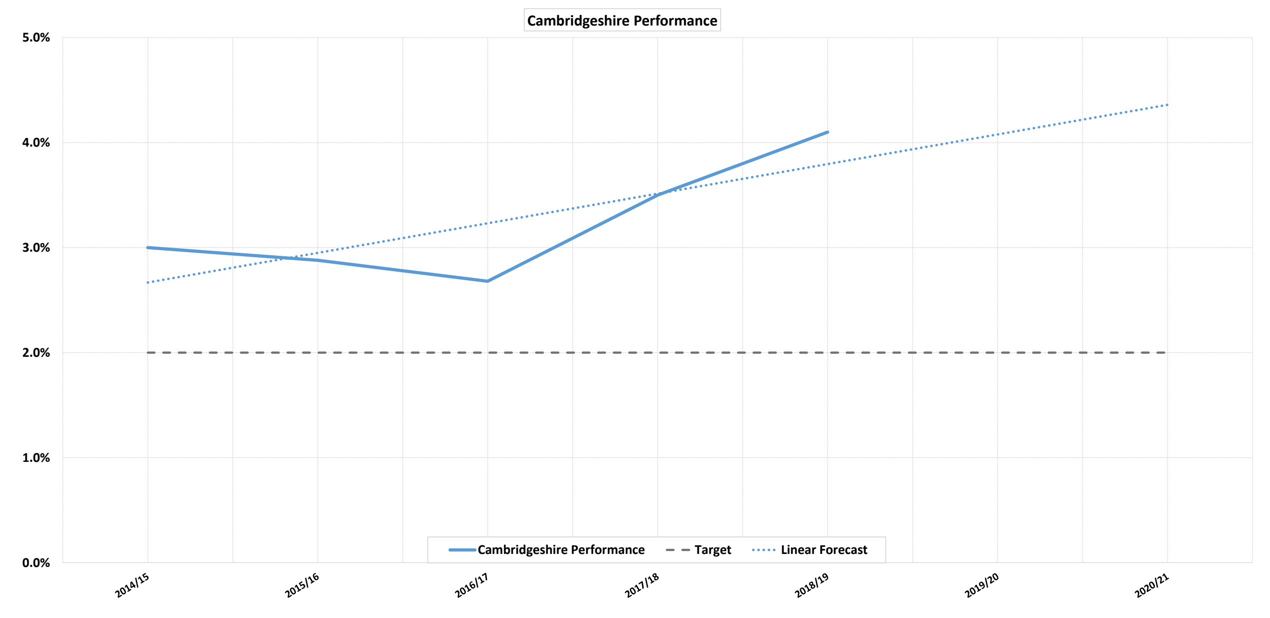
Return to Index

December 2019

Target	Current Year	Previous Year	Direction for Improvement	Change in Performance
2.0%	4.1%	3.5%	↓	Declining

RAG Rating

R



Indicator Description

Indicator of key priority area for highways maintenance.

Based on national standard definition and data collection methodology so can be benchmarked.

Commentary

Figures show the gap increasing by 0.6%. from 3.5% last year. Although this is of concern, this may be affected by the experimental error within the machine condition survey methodology. Significant investment has also recently been carried out in the Fenland area associated with the DfT Challenge Fund bid, and the effects of some of these works will not have been included in this year's survey.

As this is an annual indicator there has been no change in the data since the last performance report presented to the committee.

Useful Links

LG Inform:

https://lginform.local.gov.uk/

Indicator 41: Non-principal roads where maintenance should be considered

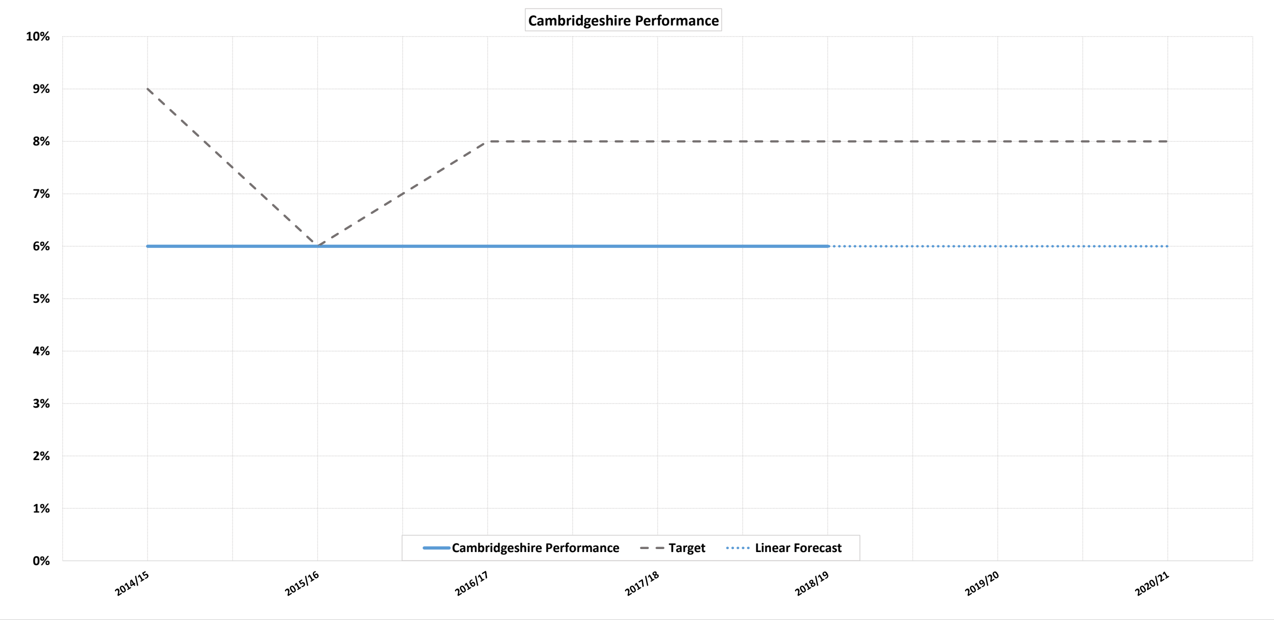
Return to Index

December 2019

Target	Current Year	Previous Year	Direction for Improvement	Change in Performance
8.0%	6.0%	6.0%	↓	Unchanged

RAG Rating

B



Indicator Description

This is the percentage of the local authority's B-road and C-road carriageways where maintenance should be considered. This indicator was previously reported as NI 169, and is an updated version of the former Best Value Performance Indicator (BVPI) 224a (formerly BVPI 97a). Note that there are some differences from how this data was collected as a BVPI which may hide / increase differences in performance.

Source: Department for Transport

Polarity: Low value is good

Unit of measure: Percentage of the total length surveyed.

Commentary

There is no overall change to the combined condition of B and C roads.

As this is an annual indicator there has been no change in the data since the last performance report presented to the committee.

Useful Links

LG Inform:
https://lginform.local.gov.uk/

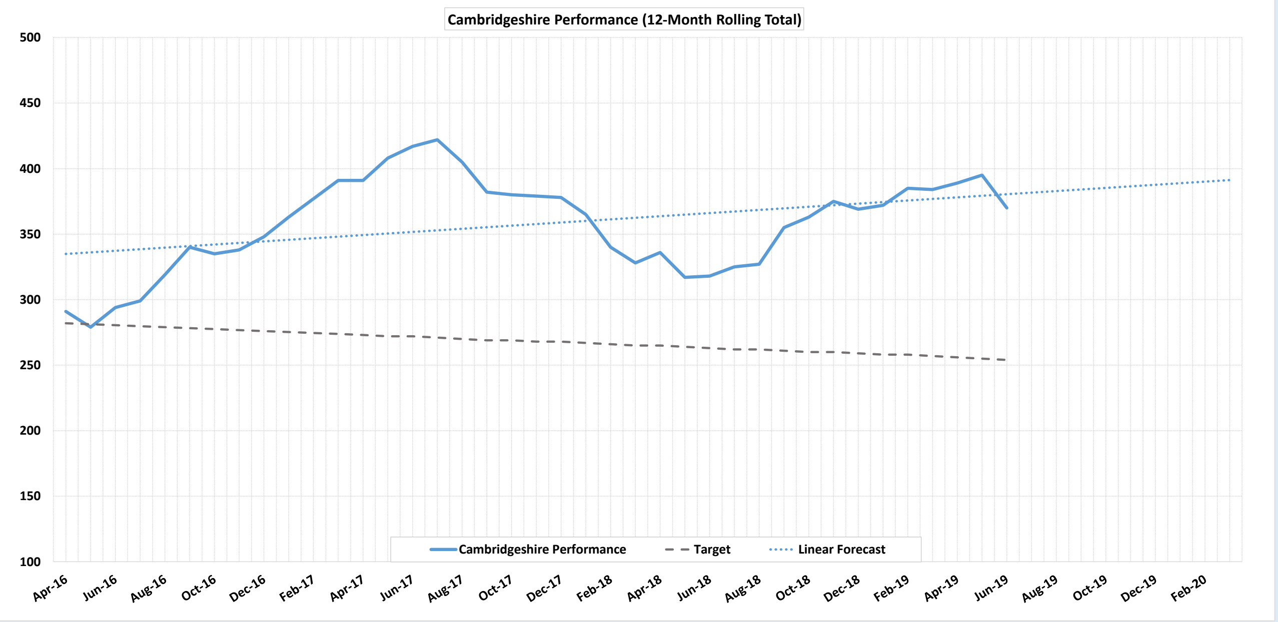
Collection (URL):
https:-/-/www.gov.uk-/government-/statistical-data-sets-/rdc01-roads-where-maintenance-sould-be-considered

Indicator 43: Killed or seriously injured (KSI) casualties - 12-month rolling total | **Return to Index** | **December 2019**

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
254	370	395	↓	Improving

RAG Rating

R



Indicator Description

Killed and seriously injured (KSI) casualties is derived from Stats19 data

The number of all people of all ages reported killed or seriously injured (KSI) as a 12 month rolling total on Cambridgeshire roads.

This indicator includes only casualties who were fatally or seriously injured and these categories are defined as follows: - Fatal casualties are those who sustained injuries which caused death less than 30 days after the accident; confirmed suicides are excluded. - Seriously injured casualties are those who sustained an injury for which they are detained in hospital as an in-patient, or any of the following injuries, whether or not they are admitted to hospital: fractures, concussion, internal injuries, crushings, burns (excluding friction burns), severe cuts and lacerations, severe general shock requiring medical treatment and injuries causing death 30 or more days after the accident. A casualty is recorded as seriously or slightly injured by the police on the basis of information available within a short time of the accident. This generally will not reflect the results of a medical examination, but may be influenced according to whether the casualty is hospitalised or not. Hospitalisation procedures will vary regionally.

Useful Links

LG Inform:

https://lginform.local.gov.uk/

Commentary

New data for June shows an increase in KSIs from 18 in March to 34 in April.

The provisional 12 month total to the end of June 2019 has been updated as new data has been received. The 12 month rolling KSI total is now 370 compared with 318 for the same period of the previous year. The June figure is lower compared to the 395 KSI for May 2019.

During June 2019 there were 2 fatalities and there were 20 serious casualties.

Indicator 148: Number of Defect Certificates as % of total number of orders

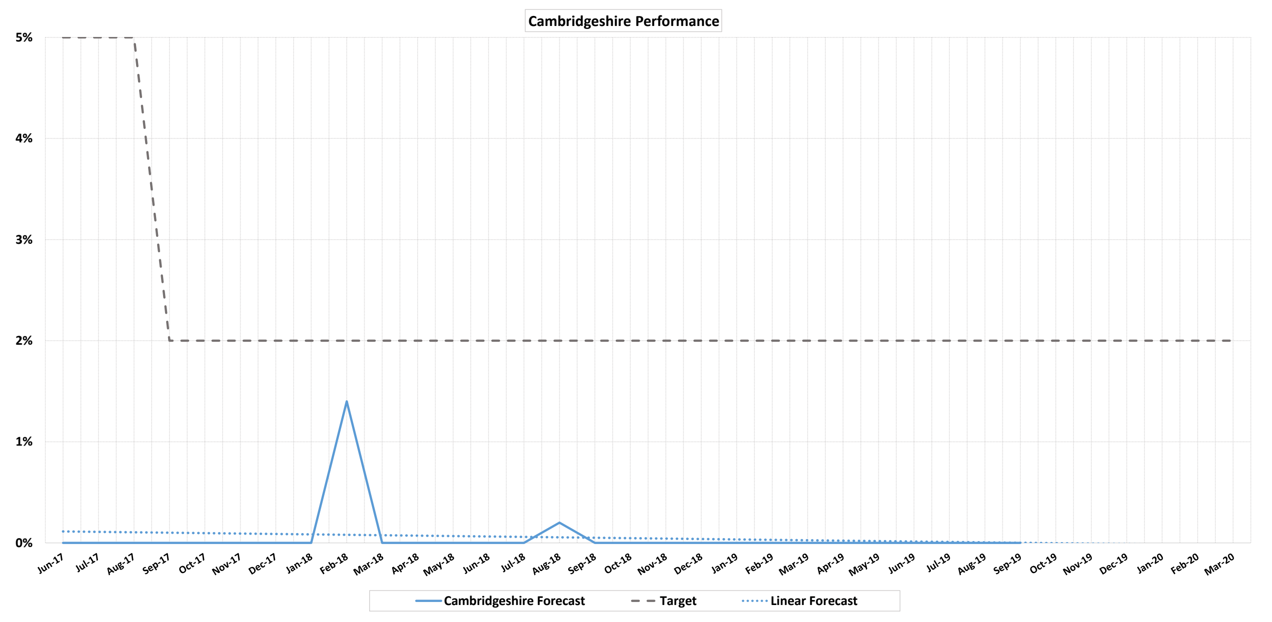
Return to Index

December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
2.0%	0.0%	0.0%	↓	Unchanged

RAG Rating

B



Indicator Description

Key indicator of the quality of highways repairs.

Following any order completed by Skanska, the Cambridgeshire County Council (CCC) officer who raised the order is able to inspect the quality of workmanship. As standard, CCC inspect at least 10% of all orders raised. If the quality is not consistent with the specified standard, a defect certificate is raised. The KPI measures the number of defect certificates raised and is reported as a proportion of the total number of orders completed in a given month.

This is a local indicator and therefore there are no statistical neighbour or England comparator data.

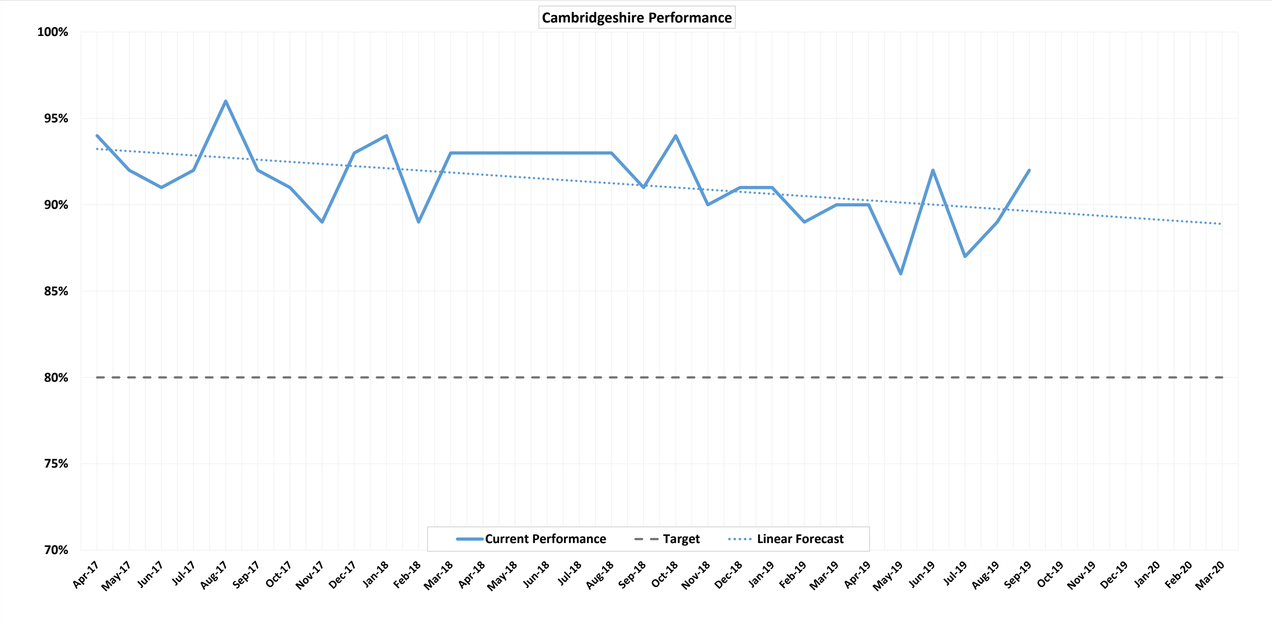
Commentary

There were no failed inspections during September therefore the monthly percentage of defect certificates is 0% of the total number of orders, significantly below the target of 2%.

Indicator 50: GUM Access - Percentage seen within 48 hours (Percentage of those offered an appointment) Return to Index December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
80.0%	92.0%	89.0%	↑	Improving

Statistical Neighbours Mean	England Mean	RAG rating
N/A	N/A	B



Indicator Description

Key quality statement for access to Sexual Health Services. Prompt access to sexual health services will promote good sexual health and reduce sexual health inequalities. Quick and easy access to support can help to reduce the likelihood of onward transmission of sexually transmitted infections (STIs).

This measure is the percentage of those offered an appointment (as per above) who then go on to be seen within 48 hours of contacting the service.

This is a British Association for Sexual health and HIV (BASHH) standard and is a recommended outcome within the Integrated Sexual Health Service National Specification template.
Calculation:
(X/Y)*100
Where:
X: The number of people offered a appointment with a sexual health service seen within 48 hours.

Y: The number of people offered an appointment with a sexual health service.

Source: Integrated Sexual Health National Specification

Useful Links

LG Inform:
https://lginform.local.gov.uk/

Integrated Sexual Health National Specification
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/731140/integrated-sexual-health-services-specification.pdf

Commentary

This target is consistently met.

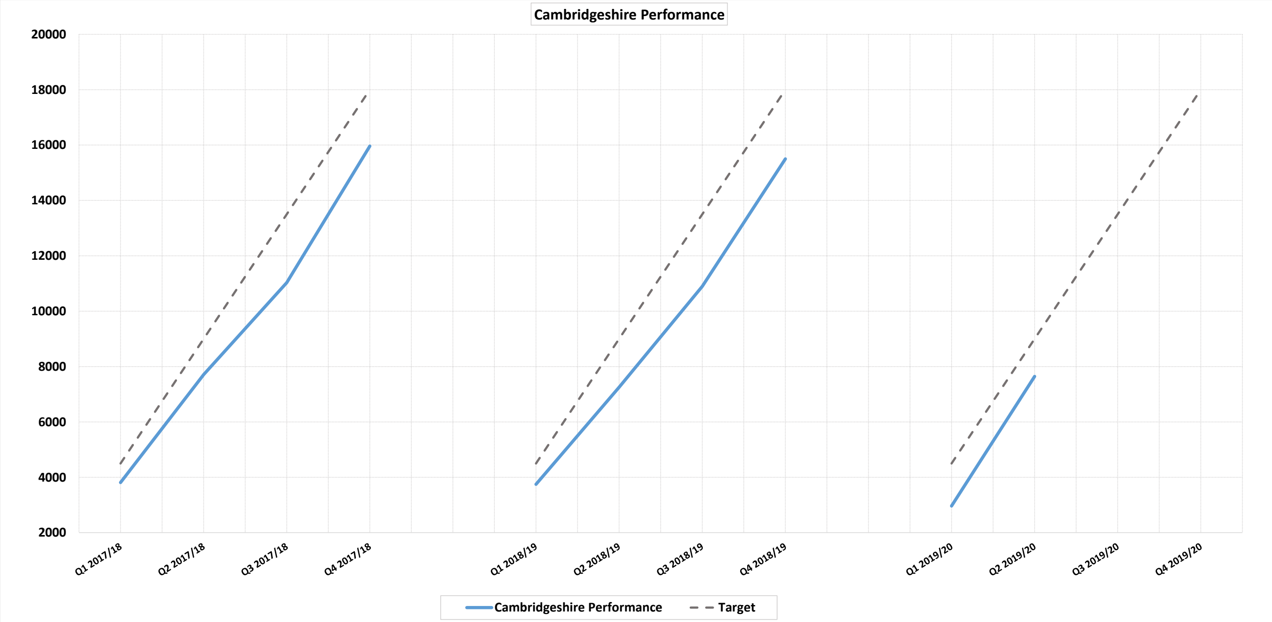
Indicator 53: Number of NHS Health Checks completed

Return to Index

December 2019

Target	Current Quarter	Previous Quarter	Direction for Improvement	Change in Performance
4500	3134	4512	↑	Declining

Statistical Neighbours Mean	England Mean	RAG Rating
N/A	N/A	R



Indicator Description

An NHS Health Check is a national Programme. It provides a way of engaging people in an early conversation about their health, risks and lifestyle changes. It is risk assessment for the early detection of risk factors relating to Diabetes, Hypertension, Cardiovascular Disease and provides an opportunity to discuss Dementia Awareness.

This measure is the number of people within the eligible population(aged between 40 and 74 years of age without any diagnosed ongoing condition) who receive an NHS Health Check via their GP Practice or through the outreach NHS Health Checks undertaken by the Lifestyle Services with hard to reach groups or populations with high rates of cardio-vascular disease.

Targets are set based on the eligible population for an NHS health check, as outlined in the NHS Health Check programme guidance. The Local Authority's Public Health Intelligence Team support with the target setting distribution across all GP practices.

Calculation:
Number of health checks completed within a financial quarter.

Source: NHS Health Check National Guidance

Commentary

Activity is down this quarter at 66% of target for the period compared for 2018/19 when 86% of the target achieved. This represents capacity pressures in GP practices and improvements in data quality and collection processes that means that the data is now more robustly validated.

Useful Links

LG Inform:
https://lginform.local.gov.uk/

NHS Health Check National Guidance
https://www.healthcheck.nhs.uk/commissioners-and-providers/national-guidance/

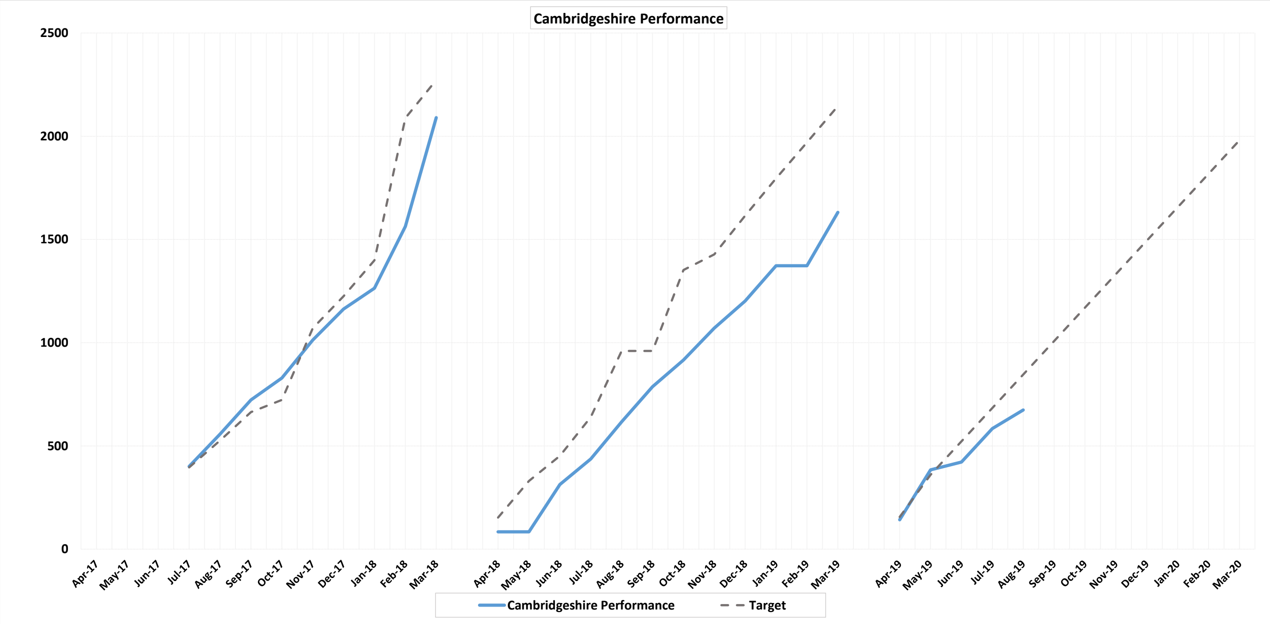
Indicator 56: Smoking Cessation - four week quitters

Return to Index

December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
846	674	584	↑	Improving

Statistical Neighbours Mean (2017/18)	England Mean (2017/18)	RAG rating
N/A	N/A	R



Indicator Description

Smoking remains a Public Health Priority area, it remains the main cause of preventable illness in England.

This measure uses the number of individuals accessing a stop smoking programme (via GP, Pharmacy or integrated lifestyle provider), who set a quit date which is followed by 4 weeks of an evidence based structured programme of support. The measure refers to the those who are confirmed as being quit after 4 weeks.

Targets are calculated by the Public Health Intelligence team based on the national guidance, considering the estimated number of smokers.

Calculation:
Number of 4 week quitters.

Source: National Centre for Smoking Cessation and Training (NSCST) Stop Smoking Guidance

Commentary

The number of quitters for Q2 is incomplete as the data for those setting quit dates during September is not available until December. However capacity issues in GP practices makes it challenging for them meet their targets.

Useful Links

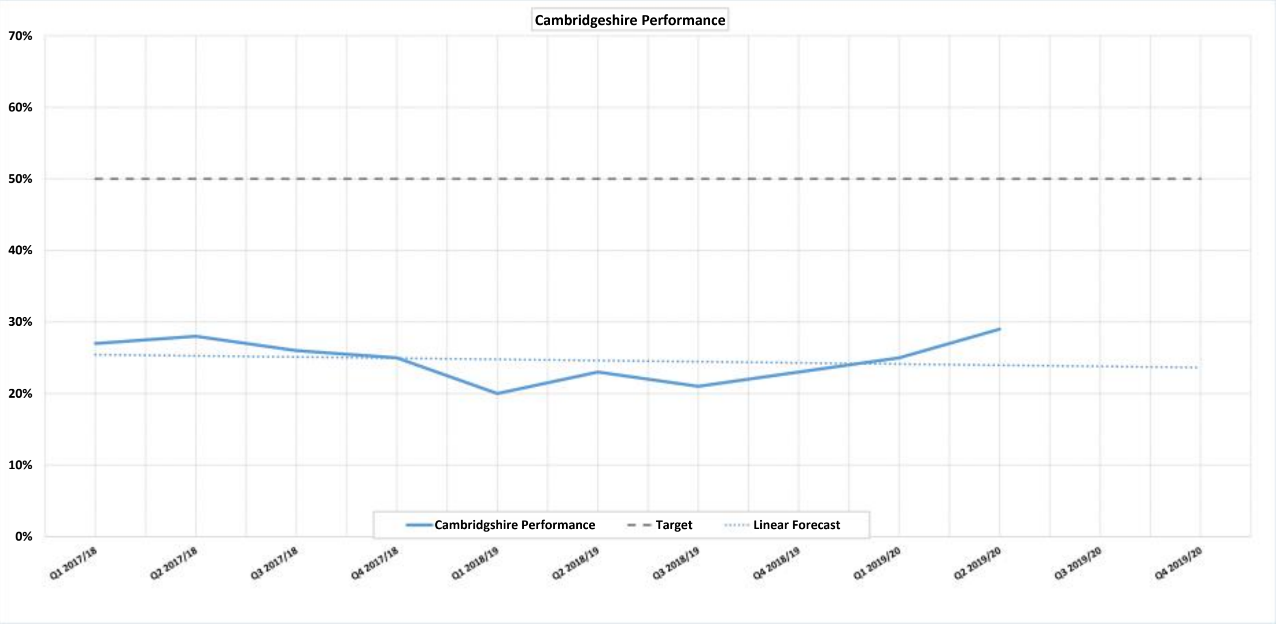
LG Inform:
https://lginform.local.gov.uk/

NSCST Stop Smoking Guidance
https://www.ncsct.co.uk/usr/pub/Guidance_on_stop-smoking-interventions-and-services.pdf

Indicator 58: Health visiting mandated check - Percentage of first face-to-face antenatal contact with a HV at >28 weeks | Return to Index | December 2019

Target	Current Quarter	Previous Quarter	Direction for Improvement	Change in Performance
50.0%	29.0%	25.0%	↑	Improving

Statistical Neighbours Mean (2017/18)	England Mean (2018/19)	RAG Rating
N/A	41.0%	R



Indicator Description

The antenatal contact is a promotional, listening contact, offering support as directed by the parents. It enables health visitors to offer early support, introduce the services and support parents in terms of preparing for parenthood. This contact is particuarly targeted towards vulnerable women and precedence is placed on ensuring vulnerable groups are identified and offered an antenatal visit by their Health Visitor. Performance data for the antenatal contacts is not available nationally because of difficulties with getting the relevant denominator (monthly birth rate are used as a denominator in this instance). Although checks are mandated, there are no national targets and these are agreed locally with the Provider. This contact is calculated by: Numerator - total number of mothers seen at 28 weeks or above. Proxy denominator based on average annual birth rate.

Commentary

In Cambridgeshire a local target has been set for 50%, with the longer term goal of achieving a targect of 90% by 2020. Service transformation, which has included use of the Benson Modelling tool to determine workforce required to deliver the service, has accounted for Health Visitors to be completing 90% antenatal contacts and an improvement targectory has been set from April 2019. Since April there has been a 9% improvement of antenatal contacts achieved across the service in comparison to quarter 4 2018/19 performance. If exception reporting is accounted for, consisting of those booked but not attended, this increases to a quarterly average of 42%. Disaggregated into districts, there continues to be significant variance: Huntingdoneshire completed 54% of contacts therefore reaching the target and is a recognisable achievement; Fenland achieved 48% of contacts; Cambridge City achieved 10% of contacts; East Camb achieved 11% and South Cambs managed to complete 12% of contacts. Reasoning cited for this disparity continues to be staffing pressures in the South Locality team, which covers East Cambs, Cambs City and South Cambs. During this quarter this team remained in Business Continuity measures, which has impacted on their performance across all mandated contacts. The staffing position is close to being addressed, with a number of new Health Visitors joining the team during September. Once these employees have completed their induction, the Business Continuity Plan will begin to be reversed and therefore performance will be expected to show improvements from quarter 3 onwards. The Provider has submitted trajectory plans against this indicator for all locality teams, enabling commissioners to more closely monitor improvement.

Useful Links

LG Inform:

https://lginform.local.gov.uk/; https://www.gov.uk/government/statistics/health-visitor-service-delivery-metrics-2018-to-2019

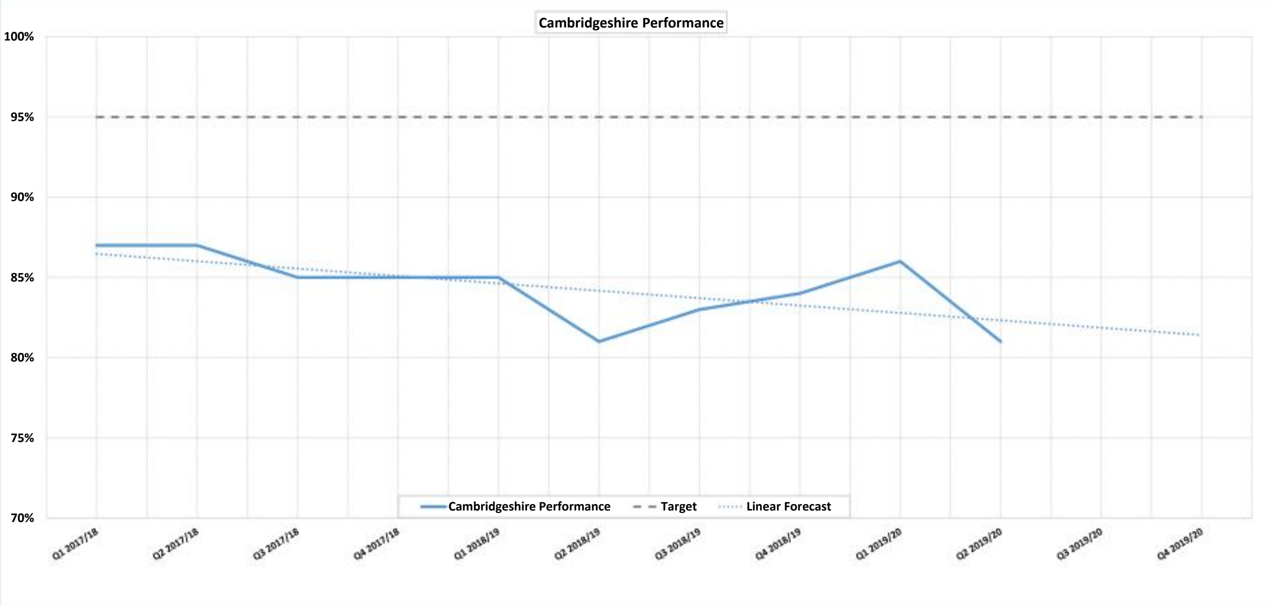
Indicator 61: Health visiting mandated check - Percentage of children who received a 12 month review by 15 months

Return to Index

December 2019

Target	Current Quarter	Previous Quarter	Direction for Improvement	Change in Performance
95.0%	81.0%	86.0%	↑	Declining

Statistical Neighbours Mean (2017/18)	England Mean (2018/19)	RAG Rating
N/A	84.0%	R



Indicator Description

The 12 month review includes an assessment of the baby's physical, emotional and social development, as well as offering support to parents and providing information on a range of topics such as attachment, development, parenting and overall health promotion (oral hygiene, healthy eating, injury and accident prevention, safety). This indicator is calculated by: Numerator: Total number of children who turned 15 months in the quarter, who received a 12 month a review by the age of 15 months. Denominator: Total number of children who turned 15 months, in the appropriate quarter.

Commentary

Performance has decreased by 5% this quarter, standing at 81%; by comparison 79% of families received this visit by the time the child turned 12 months old. The inclusion of exception reporting would increase the quarterly performance to 92% of families having this review by the time the child turns 15 months. Of all appointments offered this quarter, 43 were not wanted by the family and 109 were not attended. Assurances are in place to ensure vulnerable families (those on Universal Plus or Universal Partnership Plus pathways) are receiving this contact and an escalation plan is in place if these mandated visits are missed. A further 195 contacts were 'not recorded'. When district variance is considered, 95% of contacts were completed in Fenland, 65% were completed in Cambs City, 76% completed in East Cambs, 87% completed in Huntingdonshire, and 85% in South Cambridgeshire. Administrative support challenges in the South Locality had an adverse impact on the ability to plan appointments during September - the provider is currently exploring recruitment options to the vacant posts.

Useful Links

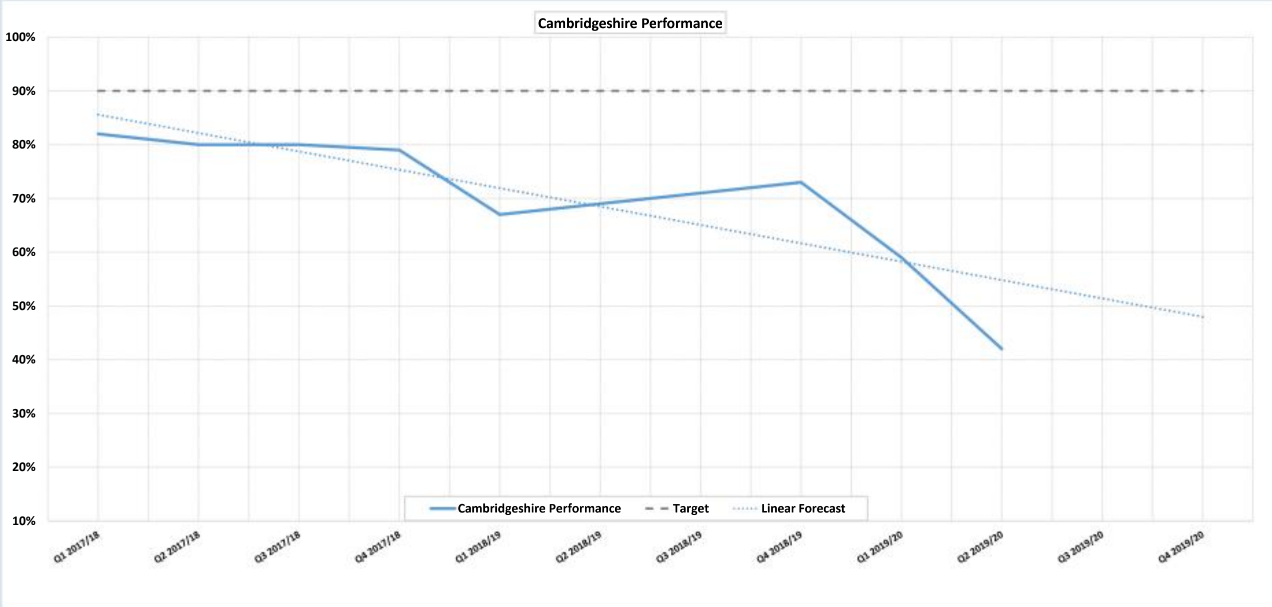
LG Inform:

https://lginform.local.gov.uk/ ; https://www.gov.uk/government/statistics/health-visitor-service-delivery-metrics-2018-to-2019

Indicator 62: Health visiting mandated check - Percentage of children who received a 2 -2.5 year review | Return to Index | December 2019

Target	Current Quarter	Previous Quarter	Direction for Improvement	Change in Performance
90.0%	42.0%	59.0%	↑	Declining

Statistical Neighbours Mean (2017/18)	England Mean (2018/19)	RAG Rating
N/A	78.0%	R



Indicator Description

The 2 year check includes the review with parents of the child's, emotional, social, behavioural and language development using the ASQ3. The visit will respond to any concerns, offer guidance on behaviour management, promote language development, encourage the take up of early education and the two year old funded offer, as well as general health promotion (dental health, healthy eating, injury and accident prevention, toilet training). This indicator was calculated by: Numerator: Total number of children who turned 2.5 years in the quarter who received a 2-2.5 year review, by the age of 2.5 years of age. Denominator: Total number of children who turned 2.5 years, in the appropriate quarter.

Useful Links

LG Inform:

https://lginform.local.gov.uk/; https://www.gov.uk/government/statistics/health-visitor-service-delivery-metrics-2018-to-2019

Commentary

Performance has declined by a further 15% this quarter from 73% in Q4 2018/19 to 42% of contacts being completed. The main cause of performance issues against this target is staffing and capacity challenges in the South Locality and the need to implement stage 4 of the Business Continuity Plan across this team. This has resulted in the implementation of a number of short term mitigation measures within the locality, including 2 year development checks for those who have only universal needs recorded on their records being suspended during the summer - these families are sent a self-assessment ASQ and asked to contact the Duty Desk with any concerns regarding their childs development. Consequently the number of contacts/assessments being completed by the HCP team has reduced substantially and is impacting on overall figures - this quarter 793 families received this revised offer. The BCP measures have started to be reversed from October and re-instating the full offer will be prioritised and significant improvements are expected for Q3 - Childcare settings have already been informed of this. This quarter however, broken down at district level, 13% of contacts were completed in Cambs City; 12% of contacts completed in South Cambs; 14% of contacts completed in East Cambs. More positively, 87% of contacts were achieved in Fenland and 84% Huntingdonshire. If exception reporting is accounted for, this quarter it was reported that 46 reviews were not wanted and 163 were not attended.

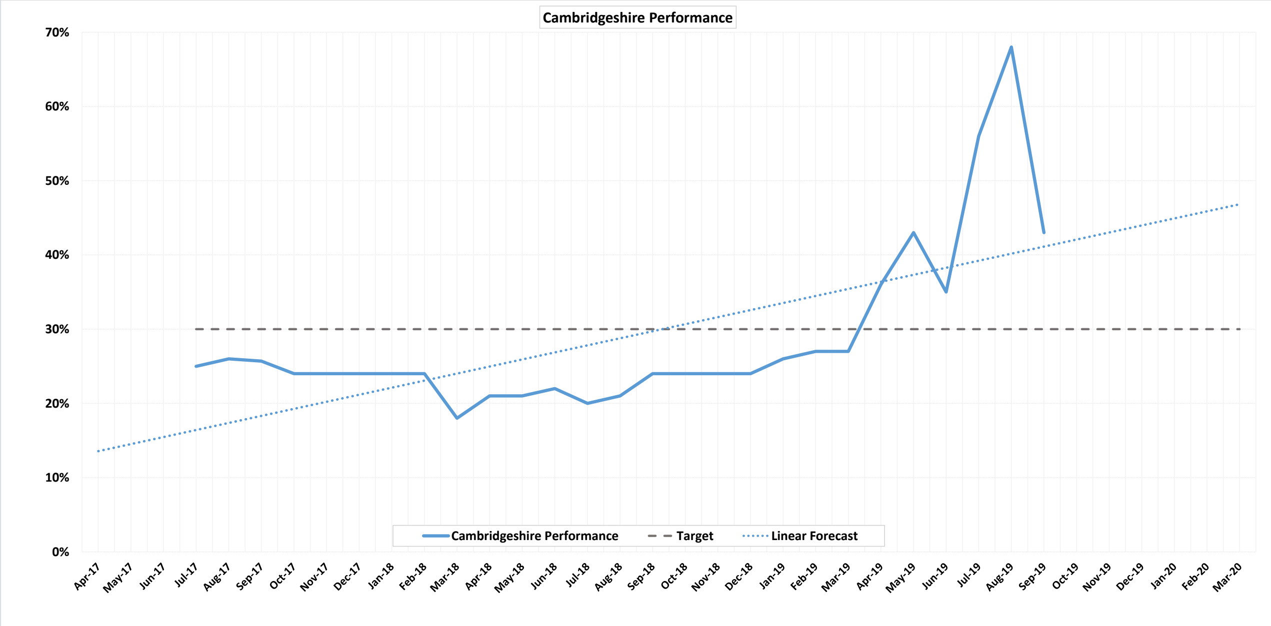
Indicator 82: Percentage of Tier 2 clients recruited who complete the course and achieve 5% weight loss

Return to Index

December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
30.0%	43.0%	68.0%	↑	Declining

Statistical Neighbours Mean (2017/18)	England Mean (2017/18)	RAG rating
N/A	N/A	B



Indicator Description

Obesity is considered to be public health priority. It is a chronic condition associated with multiple risk factors such as type 2 diabetes or heart disease. The Tier 2 weight management services offers individuals a structured programme to make continued lifestyle changes.

% of individuals completing a Tier 2 adult weight management intervention who have a weight loss of 5%.

NICE Pubic Health Guidance recommendation for Tier 2 adult weight management is that 30% of all participants lose 5% of their (baseline) initial body weight, at the end of an evidence based structured intervention.
Calculation:
(X/Y)*100

Where:
X: The number of Tier 2 clients recruited who complete the couirse and achieve 5% weight loss.

Y: the number of Tier 2 clients recruited.

Source: NHS Key Performance Indicators Tier 2

Commentary

This quarter has seen considrable improvement which reflects chnages which makes the service offer more flexible. Service user feedback has been positive.

Useful Links

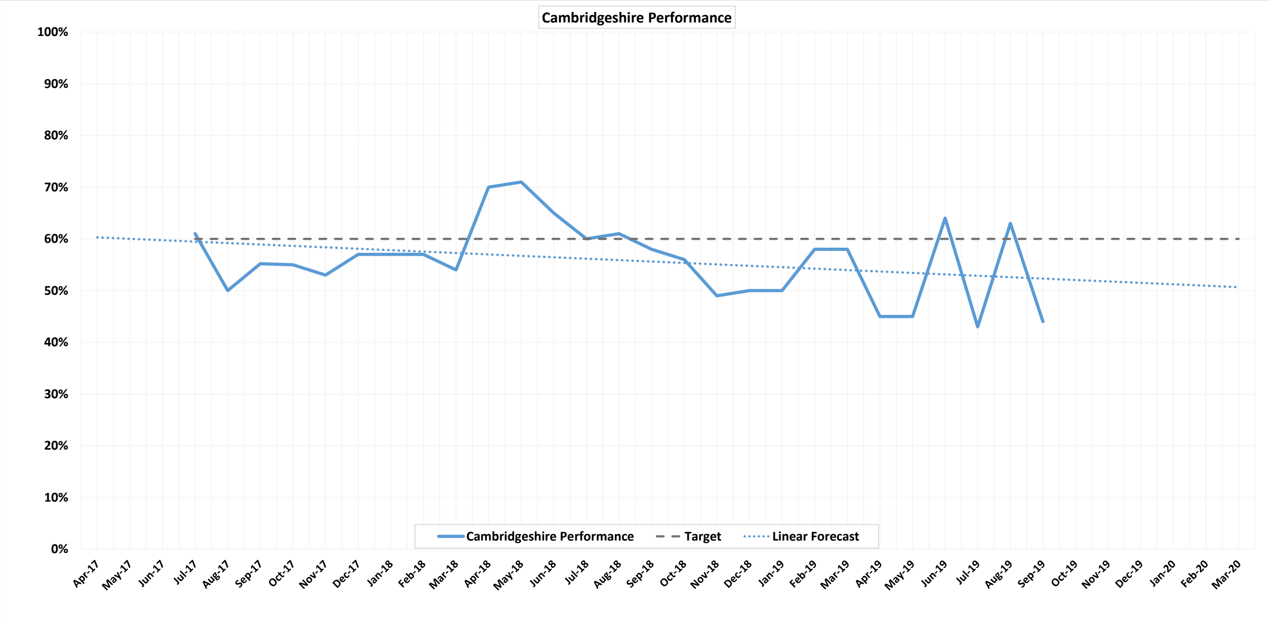
LG Inform:
https://lginform.local.gov.uk/

Public Health Key Performance Indicators Tier 2:
https://www.nice.org.uk/guidance/ph53

Indicator 83: Percentage of Tier 3 clients recruited completing the course and achieve 10% weight loss | Return to Index | December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
60.0%	44.0%	63.0%	↑	Declining

Statistical Neighbours Mean (2017/18)	England Mean (2017/18)	RAG rating
N/A	N/A	R



Indicator Description

Obesity is considered to be public health priority. It is a chronic condition associated with multiple risk factors such as type 2 diabetes or heart disease. The Tier 3 weight management is for individuals who are severely obese and usually have complex health problems. The treatment provides individuals with an intensive structured programme to make continued lifestyle changes for up to one year.

% of individuals completing a Tier 3 weight management intervention who have a weight loss of 10%.

There are recommendations for Tier 3 Adult Weight Management that suggests that 30% of all participants will lose a minimum of 10% of their (baseline) initial body weight, at the end of the active intervention.

Calculation:
(X/Y)*100

Where:
X: The number of Tier 3 clients recruited who complete the course and achieve 10% weight loss.

Useful Links

LG Inform:
https://lginform.local.gov.uk/

Qualitative insights into user experiences of tier 2 and tier 3 weight management services:
https://www.innovationunit.org/wp-content/uploads/PHE-Report_with-discussion.pdf

Commentary

The complexity of the issues means that many patients are very challenged to achieve the 10% weight loss as their underlying conditions compromise their efforts. Consequently acievement of the target is variable. New guidance is being developed and this target will be reviewed.

Indicator 164: Annual forecast of the amount of commercial property income as a percentage of initial investment | Return to Index | December 2019

Target	Current Forecast (exc.	Current Forecast (inc. borrowing)	Direction for Improvement	Change in Performance
6.0%	5.1%	3.9%	↑	Improving

Previous Quarter (exc. borrowing)	Previous Quarter (inc. borrowing)	RAG Rating (exc. borrowing)
5.4%	3.7%	R

Indicator Description

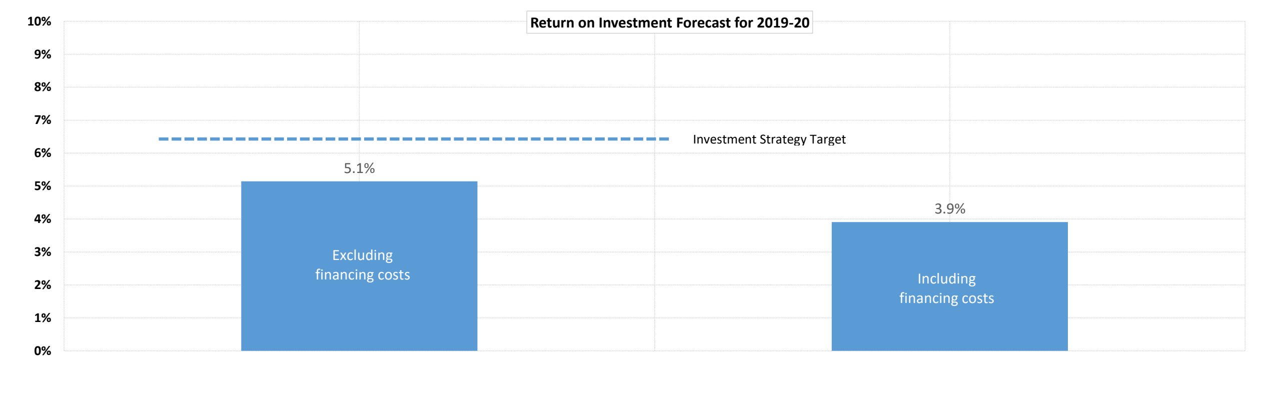
This indicator projects our expected net income from all commercial property income against the 6% target set within the non-financial Investment Strategy.

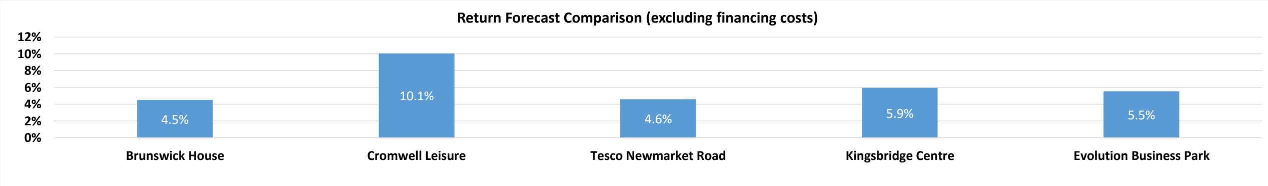
It is important to note that not all investments will achieve 6% from the outset, however over the medium to longer term it is expected that the portfolio will meet the target. Any specific variances will be explained within the commentary.

This indicator should be used to judge the performance of our investment portfolio/commercial property income as a whole. It should not be used to predict any variances of actual income against budget - this is detailed within the Finance Report.

The return figure includes investment that has already been made, as well as investment that is expected to be made, up to the end of March 2020.

Useful Links





Commentary

The return on investment forecast for 2019-20 is 5.14% (excluding financing costs). This is based on the forecast return for the year had the properties been held by the Council for the entire year. CCC have only just entered this market and it is critical that consideration is not only given to yield, but also to building a balanced portfolio and the spreading of risk. The intention is that the 6% target will be achieved in the long-term from a balanced portfolio. Returns can vary across properties, depending on the level of income being achieved and the risk profile of the investment.

The forecast percentage return has decreased since Q1 due to an expectation of underachievement of income on Brunswick House as a result of occupancy being below target for the current academic year. There is a brand new competing property in the vicinity of Brunswick House, however, the Council is confident the offer and location of Brunswick House overall will remain very appealing to students for the years ahead, and active/varied marketing activity is continuing via the operator of the accommodation.

Indicator 171: Percentage change in value of income obtained from agricultural farmland

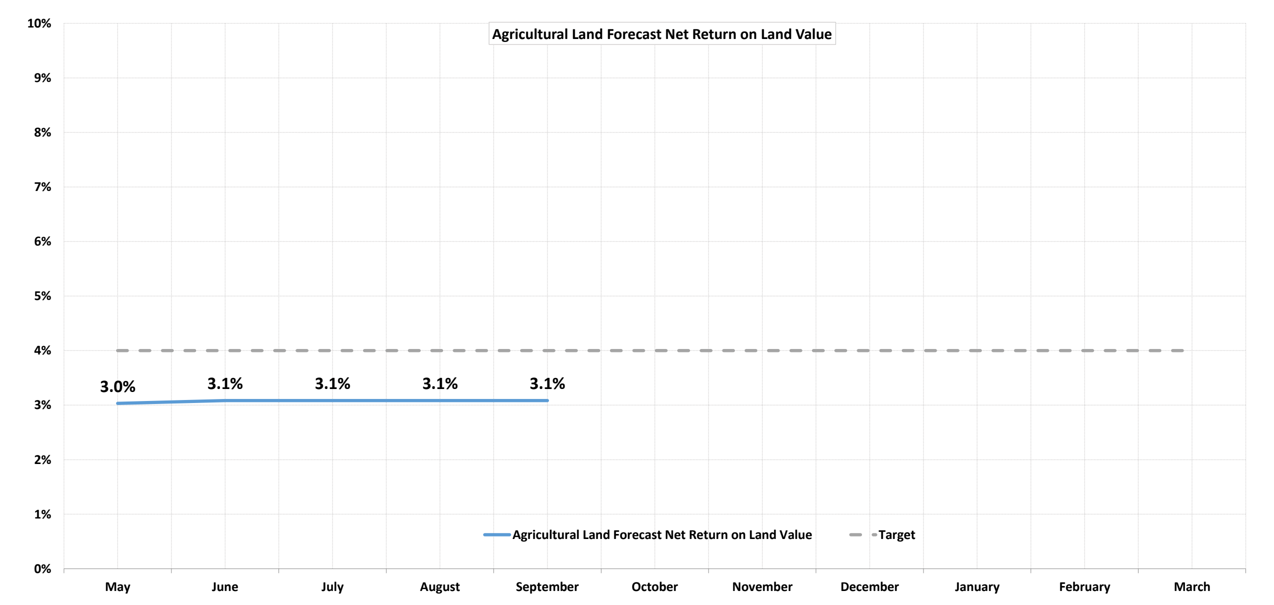
Return to Index

December 2019

Target	Current Forecast	Previous Month	Direction for Improvement	Change in Performance
4.0%	3.1%	3.1%	↑	Unchanged

RAG Rating

R



Indicator Description

The council owns £127.8m of agricultural farm land across Cambridgeshire. This indicator demonstrates the forecast net return on the income received from renting out this land to tenants. It is recorded as a percentage of the value of the farm's estate that is used for agricultural purposes.

This indicator should be used to understand whether the overall agricultural land is achieving the percentage of returns being targeted.

Commentary

These figures exclude the return generated by the solar farm, as this is making a return on a commercial basis and should therefore be evaluated independently (see Indicator 165). Currently, the solar farm is forecast to generate a return of 6.19% (excluding financing costs), making the overall forecast return on the county farm's estate 3.39%. The 4% target return that was proposed previously included the solar farm, so the target may need to be revised following work being undertaken to refresh the County Farms Estate Strategy by the member working group.

Useful Links

Indicator 183: SARS* - % completed within 40 working days (YTD)**

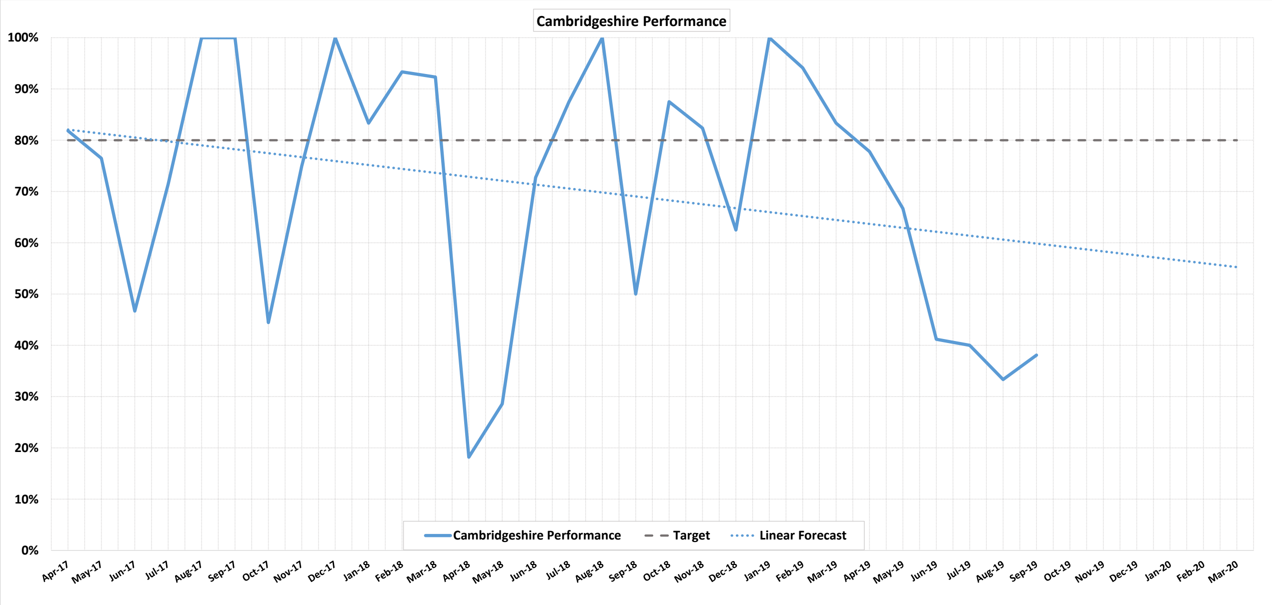
Return to Index

December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
80.0%	38.1%	33.3%	↑	Improving

RAG Rating

R



Indicator Description

* FOIs and SARs (Subject Access Requests) we have seen a sharp increase in the number we have received following the changes to the General Data Protection Regulations introduced in May 2018. The capacity required to process these has caused a backlog which we are monitoring to see if this increase is sustained.

** SARs (Subject Access Requests) are where members of the public request the releases of all documentation we hold on them or their family. This can require us to go back into archives and legacy business systems to retrieve documents which can go back over many years. The Information Commissioner best practice is that an organisation should aim for 80% of SARs to be completed within statutory timescales.

Useful Links

Commentary

Data and information used to answer Subject Access requests is kept for standard retention periods which are set by national legislation, the retention periods vary for different services. CCC have to give access to personal data/information under the General Data Protection Regulations.

Subject Access requests have increased since the introduction of the General Data Protection Regulations which came into force in May 2018. So far this year we have seen a 39% increase in Subject Access Requests received against the previous year. Between April and September 2019 we have so far received 101 requests - of these 50 met statutory timescales.

Performance can vary on a monthly basis. Performance over the last quarter was:
July - 6 out of 15 SARs were answered within timescale
August - 5 out of 5 SARs were answered within timescale
September - 8 out of 21 were answered within timescale

Each request can take several hours/days to complete given the volume of data/information which is being requested. Recruitment is underway in the Information Governance team for additional resource (who answer these requests) to ensure that the targets are met in future months.

Indicator 187: Overall staff engagement from CCC staff survey

Return to Index

December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
60.0%	63.0%	63.0%	↑	Unchanged

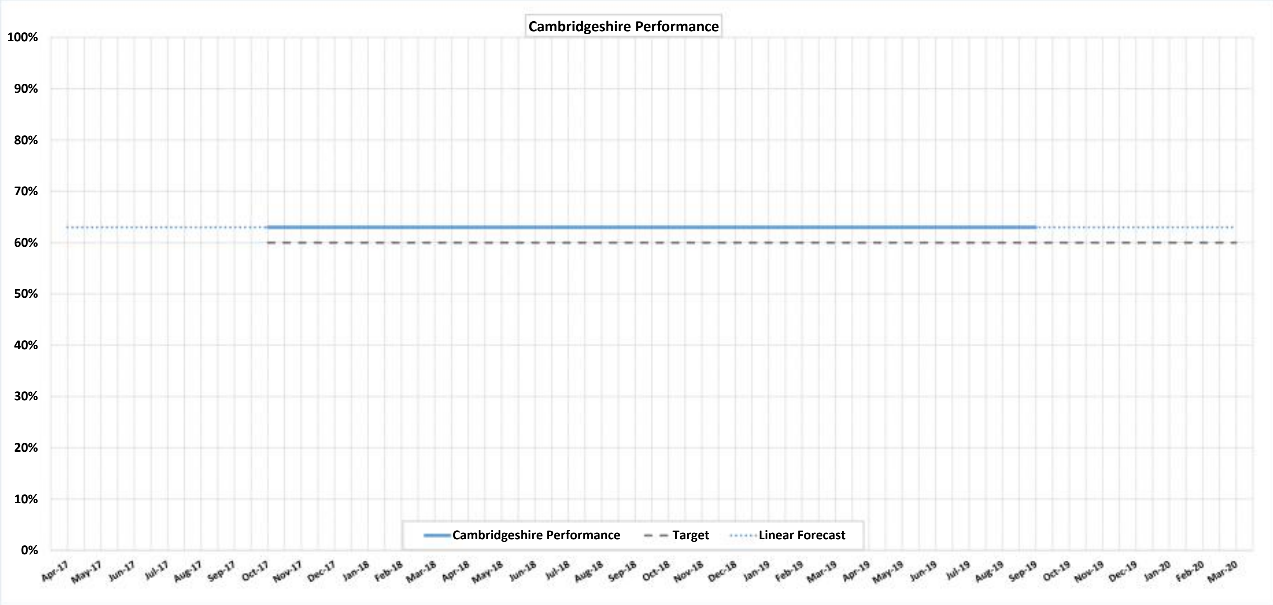
RAG Rating

B

Indicator Description

For the most recent staff survey, conducted in October 17, overall staff engagement was higher than both the public sector norm (55%) and the UK norm (60%).

Useful Links



Commentary

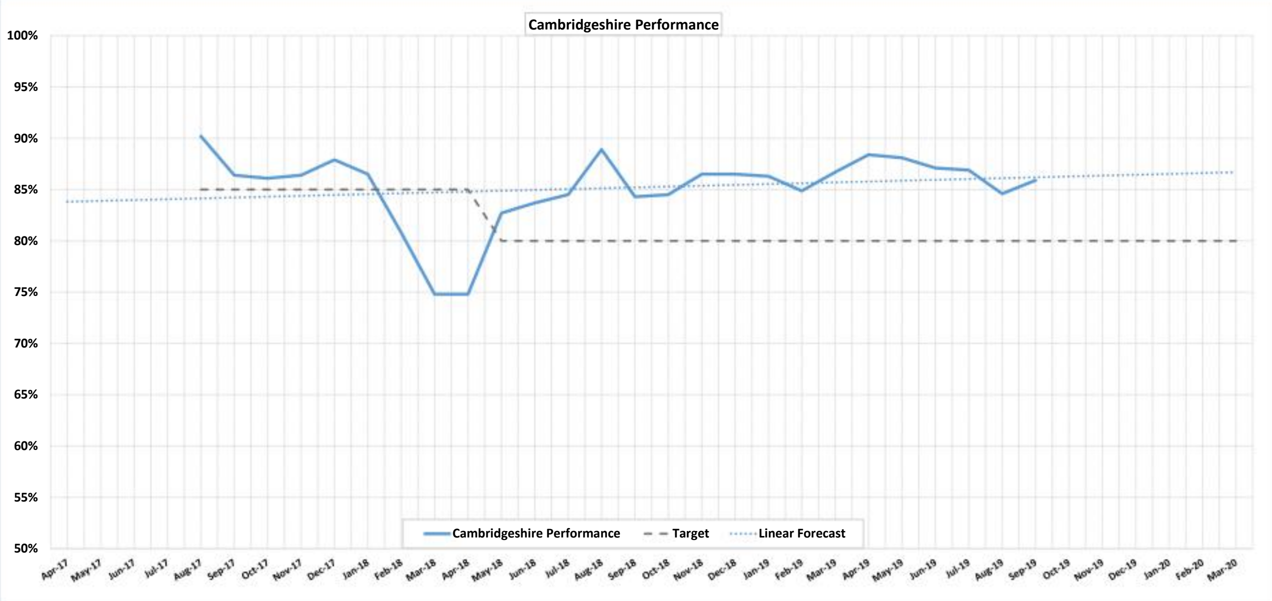
Through the 'Shaping Your Future' survey, carried out in October 17, we saw that 63% of staff felt engaged with the organisation and their roles. We also sat above national average for 'Involvement' (Relationship with the job) at 69% - national avg 63% and 'Alignment' (links to organisational aims and objectives) at 66% - national avg 58%. The survey did highlight areas in which we needed to improve, one being change management and the opportunities for staff to get involved in shaping our work. This was addressed in part through our series of Cambs2020 workshops and focus groups, and is a key focus of the 'People Plan' (People Strategy), through which staff will be given real opportunities to engage with our change programmes.

Indicator 190: Proportion of information enquiries resolved at first point of contact | Return to Index | December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
80.0%	85.9%	84.6%	↑	Improving

RAG Rating

B



Indicator Description

Customer Services delivers a front facing service for customers to access seventeen county council services for Cambridgeshire and one service for PCC (childrens social care). Contacts are received across a number of channels. This indicator highlights the number of information and advice enquiries that are resolved by customer services without the need for escalation to other council officers/teams.

Commentary

This target is being met and performance against this indicator is continually improving as a result of a close working relationship between Customer Services and the Communication and Information Team. Customer Services data is continually analysed to identify where digital content is missing or requires amendment, to ensure opportunities to self-serve are maximised for customers and call handlers can access relevant service information on request.

Useful Links

Indicator 191: Percentage of calls presented that are answered

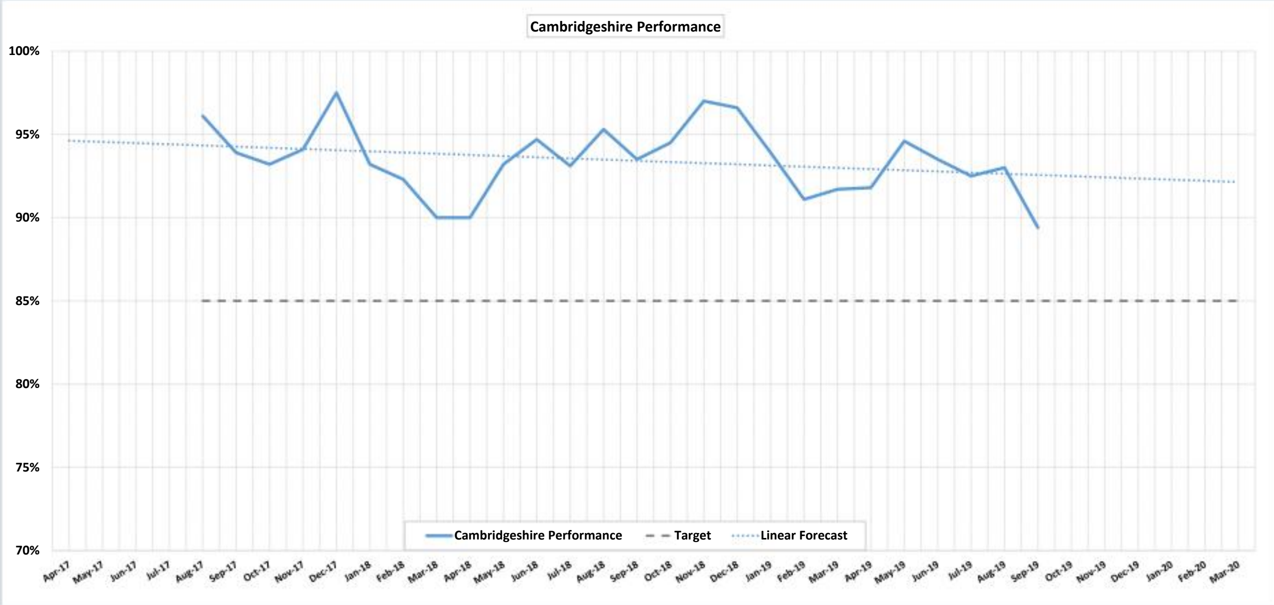
Return to Index

December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
85.0%	89.4%	93.0%	↑	Declining

RAG Rating

B



Indicator Description

This target demonstrates the number of telephone contacts that are picked up by customer services prior to a customer hanging up. Messages are recorded on each service line to provide customers with information and advice about affiliated services/organisations or to inform about online information/ options, to drive customers that can self serve online. In this way, customers who are more vulnerable or have complex requests can access a human response in a timely manner.

Commentary

This target has been met consistently for the last 3 years. During the last year we have also taken additional contacts for CCC and PCC Children's services. Proactive recruitment, a comprehensive training programme to upskill staff, improvements to forecasting in relation to demand for our services has resulted in this success. Additional to this we have worked with colleagues across corporate services to drive down the number of phone contacts and encourage customers to use digital channels.

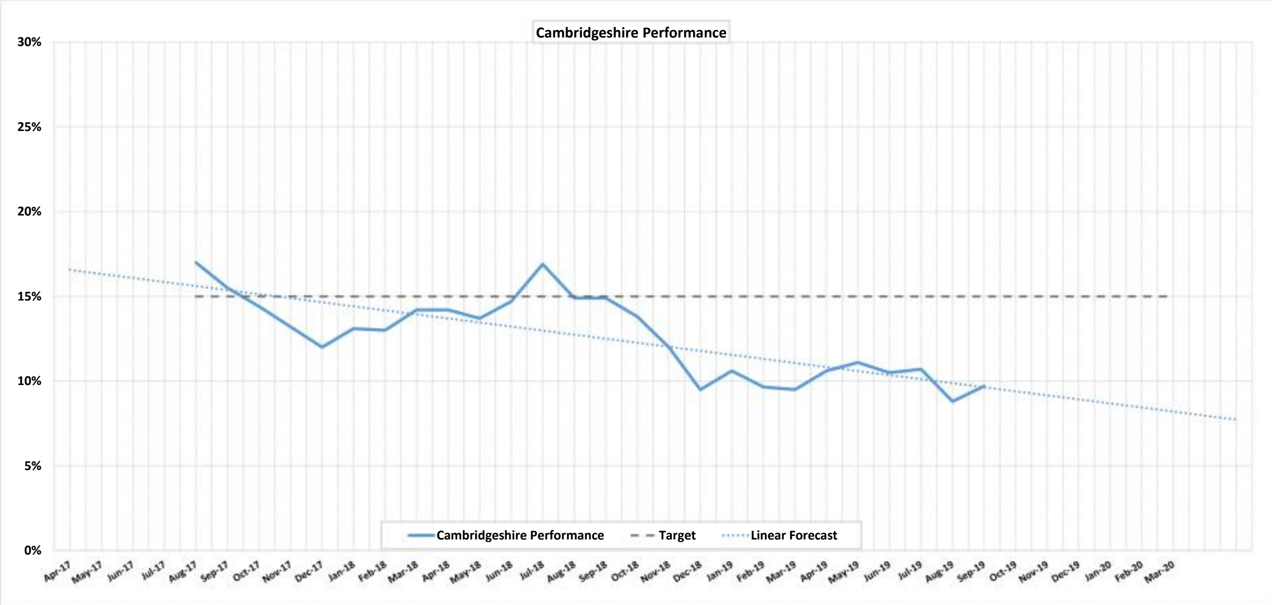
Useful Links

Indicator 192: Percentage of total contact that is deemed avoidable | Return to Index | December 2019

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
15.0%	9.7%	8.8%	↓	Declining

RAG Rating

B



Indicator Description

This target demonstrates the percentage of contacts received that could have been avoided. Customer Services log details of all enquiries received in order to analyse the data to make improvements to the service. This includes looking at details as to why the customer contacted us and failure demand. One way of ascertaining this is logging when avoidable contacts occur. The definition we use for an avoidable contact is 'When an external or internal customer has contacted us across any channel due to human error, or a system/process failure'.

Commentary

This target has been met consistently for over a year now, as a result of the way in which data is being analysed within customer services and fed back to service areas in review meetings to enable a focus on areas in which service improvements and the customer journey/experience can be enhanced. The messaging on the contact centre lines has been amended in accordance with our data findings to ensure that requests for services which fall outside of the remit of the councty council are promptly signposted elsewhere.

Useful Links

Agenda Item No:5

FINANCE MONITORING REPORT – OCTOBER 2019

To:	**General Purposes Committee**
Meeting Date:	**17th December 2019**
From:	**Director of Corporate and Customer Services** **Chief Finance Officer**
Electoral division(s):	**All**
Forward Plan ref:	**Not applicable** *Key decision:* **No**
Purpose:	**To present to General Purposes Committee (GPC) the October 2019 Finance Monitoring Report for Corporate Services and LGSS Cambridge Office.** **The report is presented to provide GPC with an opportunity to comment on the projected financial and performance outturn position, as at the end of October 2019.**
Recommendation:	**The Committee is asked to review, note and comment upon the report.**

	Officer contact:		***Member contacts:***
Name:	Tom Kelly	Names:	Councillors Count & Hickford
Post:	Head of Finance	Post:	Chair/Vice-Chair
Email:	Tom.Kelly@cambridgeshire.gov.uk	Email:	Steve.Count@cambridgeshire.gov.uk / Roger.Hickford@cambridgeshire.gov.uk
Tel:	01223 703599	Tel:	01223 706398

1. BACKGROUND

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

2. MAIN ISSUES

2.1 Attached as **Appendix A**, is the October 2019 Finance Monitoring report.

2.2 **Revenue:**

- At the end of October, Corporate Services (including the LGSS Managed, Deputy Chief Executive and Financing Costs) is forecasting an underspend of £988k.

  There are no new material exceptions to report this month.

- At the end of October, the LGSS Cambridge Office budget is forecasting an overspend of £509k.

  There are no new material exceptions to report this month.

2.3 **Capital:**

- At the end of October, Corporate Services & Transformation and LGSS Managed are forecasting a balanced budget on capital. £435k of the £1,363k capital programme variations budget has been used. There is one new significant forecast outturn variance by value (over £250k) to report.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 A good quality of life for everyone

There are no significant implications for this priority.

3.2 Thriving places for people to live

There are no significant implications for this priority.

3.3 The best start for Cambridgeshire's children

There are no significant implications for this priority.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

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

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

4.3 Statutory, Risk and Legal Implications

There are no significant implications within this category.

4.4 Equality and Diversity Implications

There are no significant implications within this category.

4.5 Engagement and Consultation Implications

There are no significant implications within this category.

4.6 Localism and Local Member Involvement

There are no significant implications within this category.

4.7 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	N/A
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	N/A
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	N/A
Have the equality and diversity implications been cleared by your Service Contact?	N/A
Have any engagement and communication implications been cleared by Communications?	N/A
Have any localism and Local Member involvement issues been cleared by your Service Contact?	N/A
Have any Public Health implications been cleared by Public Health	N/A

Source Documents	Location
CS and LGSS Cambridge Office Finance Monitoring Report (October 19)	1st Floor, Octagon, Shire Hall, Cambridge

Service	Corporate Services, LGSS Managed and LGSS Cambridge Office
Subject	Finance Monitoring Report – October 2019
Date	

Appendix 1

KEY INDICATORS

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

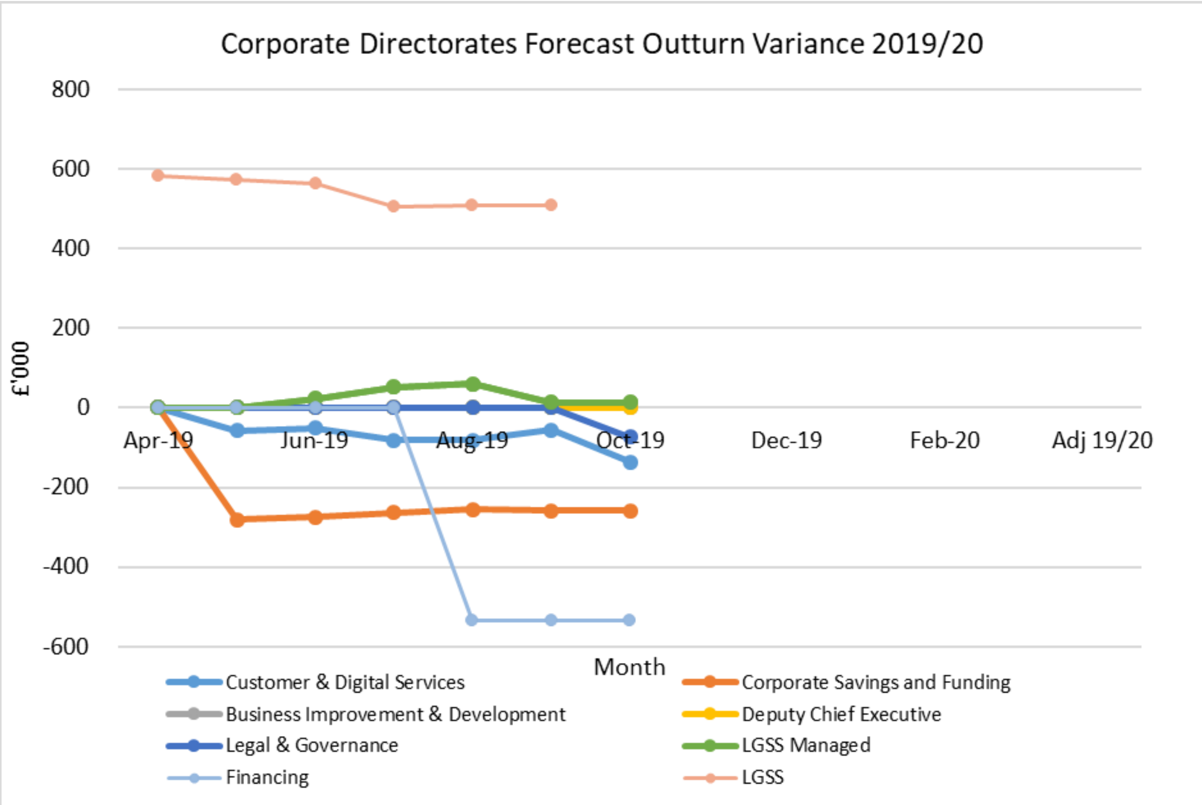
CONTENTS

Appx 8	Technical Appendix*	This will contain technical financial information for LGSS Cambridge Office: • Grant income received • Budget virements into or out of LGSS Cambridge Office • Service reserves	23
*These appendices are not included each month as the information does not change as regularly			

1. Revenue Executive Summary

1.1 Overall Position

Corporate Services, Financing costs and LGSS Managed is forecasting an underspend of £988k at the end of October, an increase of £154k since September.



1.2 Summary of Revenue position by Directorate

Forecast Variance Outturn (previous) £'000	Directorate	Budget 2019 £'000	Actual £'000	Outturn Variance £'000	*Outturn Variance %*	Status
-55	Customer & Digital Services	7,021	4,228	-136	-1.9%	Green
-259	Corporate Savings & Funding	496	0	-259	-52.2%	Green
0	Business Improvement & Development	1,013	1,926	-0	0.0%	Green
0	Deputy Chief Executive	2,139	1,057	-0	0.0%	Green
0	Legal & Governance	1,540	836	-73	-4.8%	Green
-534	Financing Costs	27,558	3,483	-534	-1.9%	Green
14	LGSS Managed	13,149	10,053	14	0.1%	Green
-834	**Total**	**52,916**	**21,583**	**-988**	**-1.9%**	

The service level budgetary control report for Corporate Services, Financing Costs and LGSS Managed for October 2019 can be found in appendix 1.

The service level budgetary control report for LGSS Cambridge Office for September 2019 can be found in appendix 6. Pressures and deficits within LGSS Operational budgets are the responsibility of the Joint Committee. Formal risk sharing arrangements are in place such that changes in service or financing impacting one partner are isolated from impacting other partners. In practice, this means that where there is risk (or additional requirements for) in-year savings for back-office services shared with or facing Northamptonshire County Council or Milton Keynes Council, these do not impact on the service received by Cambridgeshire County Council or impact any overspend to be handled by CCC.

Further analysis can be found in appendix 2 for Corporate Services and appendix 7 for LGSS Cambridge Office.

The appendices are published online only and not printed for Committee.

1.3 Significant Issues

At the end of October 2019, the overall Corporate Services and LGSS Managed position is an underspend of £988k, around -£1.9% of budget

Significant issues are details below:

Customer & Digital Services

Corporate and Customer Services budgets are currently predicting an underspend of £136k, which is an increase of £81k from the previous forecast. This is mainly due to an increase of £52k in the forecast underspend for IT & Digital Services and £57k underspend from vacancies in Customer Services; offset by a small overspend in Information Management.

There are no new exceptions to report this month.

Corporate Savings and Funding

Corporate Savings and Funding budgets are currently predicting an underspend of £259k, which is the same as the previous forecast.

There are no new exceptions to report this month.

Business Improvement & Development

Business Improvement & Development budgets are currently predicting a balanced position, which is the same as the last month.

There are no new exceptions to report this month.

Resources Directorate

Resources Directorate budgets are currently predicting a balanced position, which is the same as the last month. At Joint Committee on 26th July 2019 it was agreed that from 1st October 2019 Professional Finance Services will repatriate to Cambridgeshire County Council.

There are no new exceptions to report this month.

Legal and Governance

The Legal and Governance budget is currently predicting an underspend of £73k. This is mainly due to additional income in Democratic & Members' Services from the Combined Authority, Fire, and Education Finance, and underspends on printing and general office costs. At Joint Committee on 26th July 2019 it was agreed that from 1st October 2019 Democratic Support Services will repatriate to Cambridgeshire County Council.

LGSS Managed

LGSS Managed budgets are currently predicting an overspend of 14k, which is the same as the previous forecast.

There are no new exceptions to report this month.

Financing Costs

The Financing Costs budget is currently predicting an underspend of £534k, which is the same as the previous forecast.

There are no new exceptions to report this month.

LGSS Cambridge Office

LGSS Cambridge Office budgets are currently predicting an overspend of £509k, which is the same as the previous forecast.

There are no new exceptions to report this month.

2. Capital Executive summary

2019/20 In Year Pressures/Slippage

At the end of October 2019 the capital programme forecast is on budget.

Corporate Services and Transformation schemes have a capital budget of £7.5m in 2019/20 and there is expenditure of £2.8m to date. The total scheme forecast is on budget.

There are no new material exceptions to report this month.

LGSS Managed has a capital budget of £2.3m in 2019/20 and there is expenditure of £2.1m to date. The total scheme forecast is on budget.

The IT Infrastructure Refresh budget is forecasting an in-year underspend of £298k. This budget has been rephased to address anticipated requirements for IT Infrastructure in future years. This will reduce the prudential borrowing requirement in year by £298k.

Details of the currently forecasted capital variances and funding can be found in appendix 3.

3. Savings Tracker Summary

The savings tracker is produced quarterly, and the latest savings tracker can be found in appendix 4.

4. Technical Notes

On a biannual basis, a technical financial appendix will be included as appendix 5 for Corporate Services and appendix 8 for LGSS Cambridge office.

This appendix will cover:

- Grants that have been received by the service, and where these have been more or less than expected
- Budget movements (virements) into or out of corporate services and LGSS Managed from other services (but not within corporate services and LGSS Managed), to show why the budget might be different from that agreed by Full Council
- Service reserves – funds held for specific purposes that may be drawn down in-year or carried-forward – including use of funds and forecast draw-down.

The appendices to this report can be viewed in the online version of the report.

Agenda Item No.6

INTEGRATED FINANCE MONITORING REPORT FOR THE PERIOD ENDING 31ST OCTOBER 2019

To:	**General Purposes Committee**		
Date:	**17 December 2019**		
From:	**Chief Finance Officer**		
Electoral division(s):	**All**		
Forward Plan ref:	**2019/014**	*Key decision:*	**Yes**
Purpose:	**To present financial information to assess progress in delivering the Council's Business Plan.**		
Recommendations:	**General Purposes Committee (GPC) is recommended to:** - **Approve additional prudential borrowing of £335k in 2019/20 for the Abington Woods Special Educational Needs (SEN) scheme, as set out in section 5.7.**		

	Officer contact:		***Member contacts:***
Name:	Tom Kelly	Names:	Councillors Count & Hickford
Post:	Head of Finance	Post:	Chair/Vice-Chair
Email:	Tom.Kelly@cambridgeshire.gov.uk	Email:	Steve.Count@cambridgeshire.gov.uk Roger.Hickford@cambridgeshire.gov.uk
Tel:	01223 703599	Tel:	01223 706398

1. PURPOSE

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

2. OVERVIEW

2.1 The following summary provides the Authority's forecast financial position at year-end and its key activity data for care budgets.

Finance and Key Activity

Revenue budget outturn		Capital programme outturn
+£0.7m (0.2%) variance at end of year AMBER	This is a £0.083m increase in the revenue pressure since last month's forecast. This is a £0.131m increase in the in-year capital expenditure compared to last month's forecast.	-£21.3m (-6.6%) variance at end of year GREEN

Number of service users supported by key care budgets

Older people aged 65+ receiving long term services

	Oct-19	May-19	Trend since May 19
Nursing	489	489	Stayed the same
Residential	902	873	Increasing
Community	1,584	1,476	Increasing

Adults aged 18+ receiving long term services

	Oct-19	May-19	Trend since May 19
Nursing	50	45	Increasing
Residential	365	376	Stayed the same
Community	2,839	2,855	Stayed the same

Children open to social care

	Oct-19	Apr-19	Trend since Apr 19
Children in Care	752	783	Decreasing
Child Protection	491	581	Decreasing
Children in need *	1,786	2,207	Decreasing

* Number of open cases in Children's Social Care (minus Children in Care and Child Protection)

2.2 The key issues included in the summary analysis are:

- The overall revenue budget position is showing a forecast year-end pressure of +£0.7m (+0.2%); this is largely within People & Communities (P&C) (£3.5m pressure), Commercial & Investment (C&I) (£0.9m pressure), and LGSS Operational (£0.4m pressure) partially offset by forecast underspends of -£2.9m in Place & Economy, -£0.5m in CS Financing and -£0.5m in Corporate Services. See section 3 for details.

- The Capital Programme is forecasting a -£21.3m underspend at year-end after the capital programme variations budget has been utilised in full. See section 5 for details.

3. REVENUE BUDGET

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

Key to abbreviations

CS Financing – Corporate Services Financing
DoT – Direction of Travel (up arrow means the position has improved since last month)

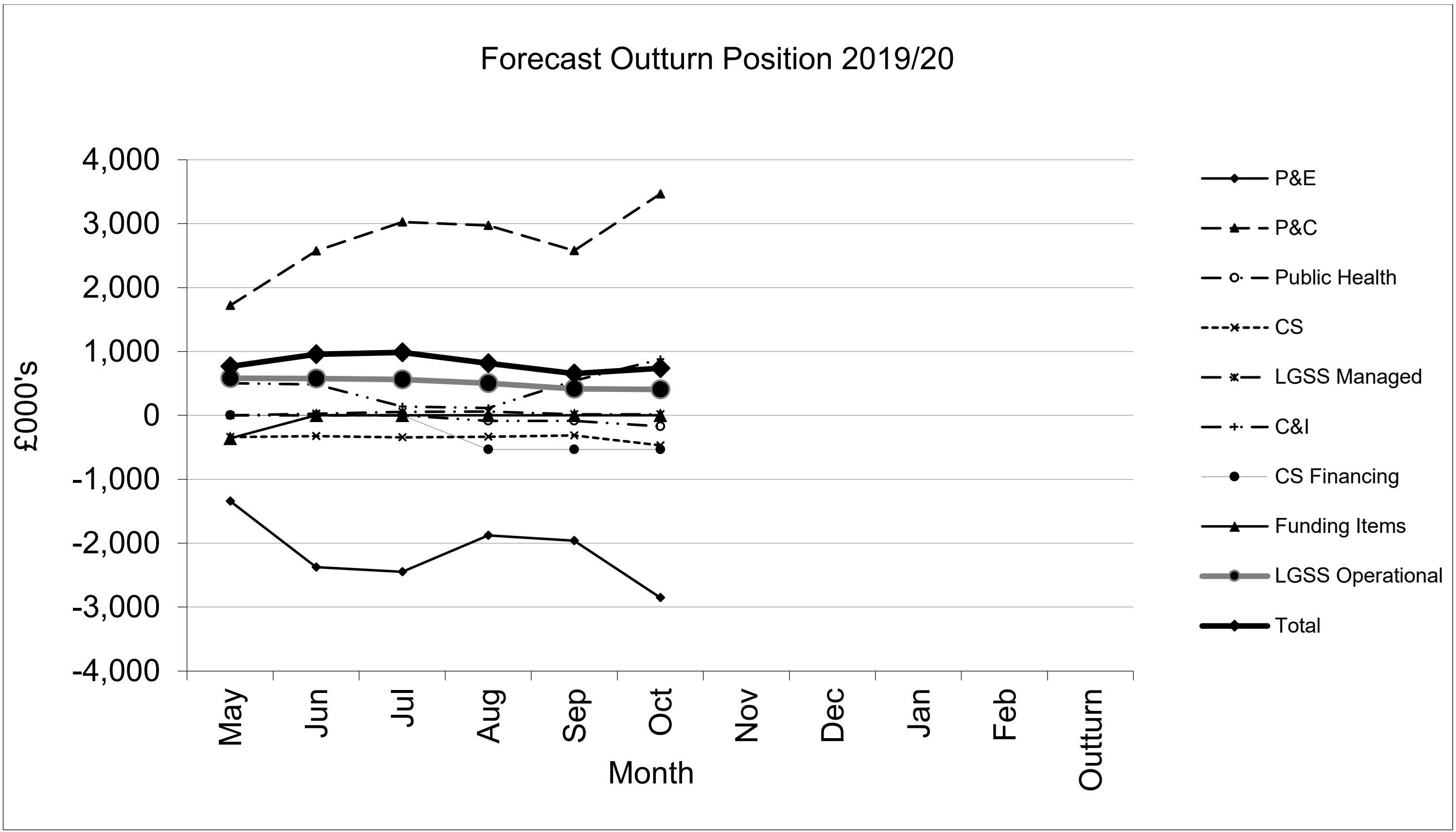
Original Budget as per Business Plan £000	Forecast Variance (Sept) £000	Service	Current Budget for 2019/20 £000	Actual (Oct) £000	Forecast Variance (Oct) £000	Forecast Variance (Oct) %	Overall Status	DoT
57,504	-1,961	Place & Economy	52,079	22,120	-2,855	-5.5%	Green	↑
254,936	2,578	People & Communities	262,935	151,136	3,466	1.3%	Red	↓
390	-86	Public Health	390	-7,485	-172	-	Green	↑
10,221	-314	Corporate Services	12,209	8,047	-469	-3.8%	Green	↑
14,048	14	LGSS Managed	13,149	10,053	14	0.1%	Green	↓
-9,502	542	Commercial & Investment	-8,768	-1,275	877	-	Amber	↓
28,161	-534	CS Financing	27,558	3,483	-534	-1.9%	Green	↑
355,758	**239**	**Service Net Spending**	**359,552**	**186,079**	**328**	**0.1%**	**Amber**	↓
20,357	0	Funding Items	18,447	9,709	0	0.0%	Green	↔
376,115	**239**	**Subtotal Net Spending**	**377,999**	**195,789**	**328**	**0.1%**	**Amber**	↓
		Memorandum items:						
8,161	413	LGSS Operational	6,104	7,222	407	6.7%	Amber	↑
	652	**Grand Total Net Spending**	**384,103**	**203,011**	**735**	**0.2%**	**Amber**	↓
170,024		Schools	170,024					
554,300		**Total Spending 2019/20**	**554,127**					

1 The budget figures in this table are net.

2 For budget virements between Services throughout the year, please see Appendix 1.

3 The budget of £390k stated for Public Health is cash limit budget. In addition to this, Public Health has a budget of £24.7m from ring-fenced public health grant, which makes up its gross budget.

4 The 'Funding Items' budget comprises the £8.7m Combined Authority Levy, the £407k Flood Authority Levy and £9.3m change in general and corporate reserves budget requirement. The forecast outturn on this line reflects any variance in the amount received from corporate grants and business rates from what was budgeted; a negative outturn indicates a favourable variance, i.e. more income received than budgeted.



3.2 Key exceptions this month are identified below.

3.2.1 **Place & Economy:** -£2.855m (-5.5%) underspend is forecast at year-end.

	£m	%
• **Waste Management** – a -£2.075m underspend is forecast. This is an increase of -£1.245m on the underspend position previously reported in June, of which -£1.034m relates to a change since last month. This is primarily due to: ○ A dispute being resolved in our favour over waste from the Mechanical Biological Treatment (MBT) facility composting hall which was landfilled in April. This has increased the forecast underspend on landfill tax by -£600k to -£1.8m. ○ Underspends from a reduction in the contract waste collected combined with a (one-off) contract penalty for a lack of reduction in the biodegradability of waste landfilled during 2018/19 have more than offset the budgetary pressure from the delay in the contract changes implementation. An underspend of -£250k is now forecast in this area.	-2.075	(-6%)

- A combination of more minor variances sum with the above to lead to an overall outturn of -£2.855m. For full and previously reported details see the P&E Finance Monitoring Report, (http://tiny.cc/afg5gz).

3.2.2 **People & Communities:** +£3.466m (+1.3%) pressure is forecast at year-end.

	£m	%
• **Strategic Management - Adults –** a -£4.797m underspend is forecast. This is an increase of -£0.261m on the underspend position previously reported in June, of which -£0.097m relates to a change since last month. The underspend on this line relates primarily to the use of grant funding earmarked specifically to mitigate pressures in Adult Social Care.	-4.797	(-257%)

- **Older People's Services** - a +£5.220m pressure is forecast. This is an increase of +£0.902m on the position previously reported last month. The cause of the pressure is predominantly the higher than expected costs of residential and nursing care compared to when budgets were set, in part due to the ongoing focus on discharging people from hospital as quickly as is appropriate. A detailed explanation of the pressures due to prior-year activity was provided to Adults Committee and GPC in the first reports of the financial year, and much of the further in-year pressure is due to the trends in price increases continuing. +5.220 (+11%)

  Costs have continued to increase by more than expected in September, above the trend for the year to date, and in addition, there is an expectation that demand management savings will be slower to deliver with some benefit falling into 2020/21.

- **Coroners** – a +£0.313m pressure is forecast. This is due to the increasing complexity of cases being referred to the coroner that require inquest and take time to conclude, requiring more specialist reports and advice and the recruitment of additional staff to complete investigations and prevent backlogs of cases building up. The cost of essential contracts for body storage, pathology, histology and toxicology has also increased. +0.313 (+28%)

- **Funding to Special Schools & Units, High Needs Top Up Funding and Out of School Tuition** – a +£8.5m pressure is currently forecast. This is an increase of +£1.5m on the position reported in July and relates in full to a change since last month. Initial in-year pressures have been forecast for a number of Dedicated Schools Grant (DSG) funded High Needs Block budgets including funding for special schools and units (+£3.5m), top-up funding for mainstream schools and Post-16 provision (£2.5m), out of school tuition (£2.0m) and SEN Placements (£0.5m). A Special Educational Needs and Disability (SEND) Project Recovery team has been set-up to oversee and drive the delivery of the SEND recovery plan to address the current pressure on the High Needs Block. As previously reported in 2018/19 we saw a total DSG pressure across SEND services of £8.7m which, combined with underspends on other DSG budgets, led to a deficit of £7.2m carried forward into 2019/20. Given the ongoing increase in numbers of pupils with Education Health Care Plans (EHCPs) it is likely that a similar pressure will occur in 2019/20. Current estimates forecast an in-year pressure of approximately £8.5m. This is a ring-fenced grant and as such pressures do not currently affect the Council's bottom line but are carried forward as a deficit balance into the next year. +8.500 (+19%)

- **Financing DSG** – a -£8.5m required contribution from DSG is forecast. This is an increase of -£1.5m on the required contribution previously reported in July and relates in full to a change since last month. This represents the amount that will be drawn down from the DSG reserve in excess of what was budgeted to cover pressures in DSG-funded areas. These pressures are primarily Funding to Special Schools and Units (£3.5m), High Needs Top Up Funding (£2.5m), Out of School -8.500 (-14%)

Tuition (£2.0m) and SEN Placements (£0.5m) as described above.

- A combination of more minor variances sum with the above to lead to an overall outturn of +£3.466m. For full and previously reported details see the P&C Finance Monitoring Report, (http://tiny.cc/owg5gz).

3.2.3 **Public Health:** -£0.172m (-%) underspend is forecast for year-end. There are no exceptions to report this month; for full details see the PH Finance Monitoring Report, (http://tiny.cc/1kg5gz).

3.2.4 **Corporate Services:** -£0.469m (-3.8%) underspend is forecast for year-end. There are no exceptions to report this month; for full and previously reported details see the CS & LGSS Finance Monitoring Report, (http://tiny.cc/drt5gz).

3.2.5 **LGSS Managed:** +£0.014m (+0.1%) pressure is forecast for year-end. There are no exceptions to report this month; for full and previously reported details see the CS & LGSS Finance Monitoring Report, (http://tiny.cc/drt5gz).

3.2.6 **CS Financing:** -£0.534m (-1.9%) underspend is forecast for year-end. There are no exceptions to report this month; for full and previously reported details see the CS & LGSS Finance Monitoring Report, (http://tiny.cc/drt5gz).

3.2.7 **Commercial & Investment**: +£0.877m (-%) pressure is forecast at year-end.

	£m	%
• **Facilities Management –** a £0.341m pressure is forecast, of which £0.100m relates to an increase since last month. This is mainly due to reactive maintenance required to corporate buildings, which is necessary for those buildings to meet required standards.	+0.341	(+6%)
• **Outdoor Education**- a +£0.301m pressure is forecast in Outdoor Education within Traded Services, of which £0.072m relates to an increase since last month. A structural pressure of £113k has been identified at Grafham Water Centre during budget preparation and has been reported from the beginning of 2019/20. This has been partially offset by underspends elsewhere in the service. A Business Development Plan is underway to address the financial sustainability of the service. In addition to this, there is a one-off cost in this year which is estimated at £114k, related to backdated pay for staff at Grafham Water Centre as a result of National Minimum Wage requirements. Some underachievement of income is expected at Grafham Water due to staff turnover in year which has caused numbers of bookings outside peak times to fall.	+0.301	(+390%)

- A combination of more minor variances sum with the above to lead to an overall outturn of +£0.877m. For full and previously reported details see the C&I Finance Monitoring Report, (http://tiny.cc/z3g5gz).

3.2.8 **Funding Items:** a balanced budget is forecast at year-end. There are no exceptions to report this month.

3.2.9 **LGSS Operational:** +£0.407m (+6.7%) pressure is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the CS & LGSS Finance Monitoring Report, (http://tiny.cc/drt5gz).

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

4. KEY ACTIVITY DATA

4.1 The latest key activity data for: Children in Care Placements; Special Educational Needs (SEN) Placements; Adults & Safeguarding; Adult Mental Health; Older People (OP); and Older People Mental Health (OPMH) can be found in the latest P&C Finance Monitoring Report (section 5), (http://tiny.cc/owg5gz).

5. CAPITAL PROGRAMME

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

2019-20							TOTAL SCHEME	
Original 2019/20 Budget as per Business Plan £000	Forecast Variance - Outturn (Sept) £000	Service	Revised Budget for 2019/20 £000	Actual-Year to Date (Oct) £000	Forecast Variance - Outturn (Oct) £000	Forecast Variance - Outturn (Oct) %	Total Scheme Revised Budget (Oct) £000	Total Scheme Forecast Variance (Oct) £000
43,908	-16,439	P&E	59,266	14,118	-16,308	-27.5%	411,096	-
129,267	-0	P&C	101,292	56,266	-0	0.0%	678,259	-3,449
3,457	-40	CS	7,463	2,764	-	0.0%	24,677	-
2,827	40	LGSS Managed	2,339	2,141	-	0.0%	6,785	-
90,443	-4,995	C&I	152,635	87,438	-4,995	-3.3%	351,474	-
-		Outturn adjustment	-	-		-	-	-
269,902	**-21,434**	**Total Spending**	**322,995**	**162,727**	**-21,303**	**-6.6%**	**1,472,291**	**-3,449**

Notes:

1. The 'Revised Budget' incorporates any changes in the funding available to what was originally budgeted. A breakdown of the use of the capital programme variations budget by service is shown in section 5.2.

2. The reported P&E capital figures do not include Greater Cambridge Partnership, which has a budget for 2019/20 of £30.8m and is currently forecasting an in-year underspend of -£0.6m at year-end.

3. The 'Total Scheme Forecast Variance' reflects the forecast variance against budget of the total expenditure for all active capital schemes across all financial years.

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

2019-20					
Service	**Capital Programme Variations Budget £000**	**Forecast Variance - Outturn (Oct) £000**	**Capital Programme Variations Budget Used £000**	**Capital Programme Variations Budget Used %**	**Revised Forecast Variance - Outturn (Oct) £000**
P&E	-13,505	-29,813	13,505	100.00%	-16,308
P&C	-13,399	-5,933	5,933	44.28%	-0
CS	-1,431	-108	108	7.55%	0
LGSS Managed	-585	-327	327	55.90%	0
C&I	-26,312	-31,307	26,312	100.00%	-4,995
Outturn adjustment	-	-	9,047	-	
Total Spending	**-55,232**	**-67,488**	**55,232**	**100.00%**	**-21,303**

5.3 As at the end of October 2019, Place & Economy schemes and C&I schemes have exceeded the capital variations budget allocated to them, forecasting in-year underspends of -£16.3m and -£5.0m respectively. At this stage of the financial year it is thought that the position across the whole programme will be an underspend, so no adjustment has been made to the outturn.

5.4 A more detailed analysis of current year key exceptions this month by programme for individual schemes of £0.25m or greater are identified below.

5.4.1 **Place & Economy:** a -£16.3m (-27.5%) in-year underspend is forecast after the capital programme variations budget has been utilised in full. There are no exceptions to report this month; for full and previously reported details see the P&E Finance Monitoring Report, (http://tiny.cc/afg5gz).

5.4.2 **People & Communities:** a balanced budget is forecast at year-end.

Revised Budget for 2019/20	**Forecast Spend - Outturn (Oct)**	**Forecast Spend - Outturn Variance (Oct)**	**Variance Last Month (Sept)**	**Movement**	**Breakdown of Variance: Underspend/ pressure**	**Breakdown of Variance: Rephasing**
£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Basic Need - Secondary						
51,096	44,629	-6,466	-6,016	-450	-248	-6,218
An in-year underspend of -£6.5m is forecast across Basic Need – Secondary schemes. This is a change of -£0.45m on the position reported since month and is primarily due to changes on the Alconbury Weald Secondary & Special scheme as outlined below:						
Alconbury Weald Secondary & Special						
350	100	-250	0	0	0	-250
There has been a been a delay in the tender process which will have an ongoing impact on the design work being progressed in 2019-20						

Specialist Provision						
4,073	5,620	1,547	-53	1,600	0	1,600
An in-year pressure of +£1.5m is forecast across Specialist Provision schemes. This is a change of +£1.6m on the position since last month and is primarily due to accelerated spend on the Highfields Phase 2 scheme as outlined below:						
Highfields Phase 2						
3,600	5,200	1,600	0	1,600	0	1,600
Revised spend forecast received from contractor. Value of works higher than anticipated for 2019-20 due to pre-fabricated construction and works progressing ahead of schedule, which means that the project is likely to complete earlier than planned.						
P&C Capital Variation						
-13,399	-7,466	5,933	6,849	916	0	5,933
As agreed by the Capital Programme Board, any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall. Therefore the net £5.9m underspend is balanced by use of the capital variations budget; this is a decrease of £0.9m on the use of the variations budget reported last month and relates primarily to the in-year pressure on Specialist Provision partially offset by the underspend on Basic Need – Secondary as reported above, together with more minor variances.						

- For full and previously reported details see the P&C Finance Monitoring Report, (http://tiny.cc/owg5gz).

5.4.3 **Corporate Services:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the CS & LGSS Finance Monitoring Report, (http://tiny.cc/drt5gz).

5.4.4 **LGSS Managed:** a balanced budget is forecast at year-end.

Revised Budget for 2019/20	Forecast Spend - Outturn (Oct)	Forecast Spend - Outturn Variance (Oct)	Variance Last Month (Sept)	Movement	Breakdown of Variance	
					Underspend/ pressure	Rephasing
£'000	£'000	£'000	£'000	£'000	£'000	£'000
IT Infrastructure refresh						
380	82	-298	0	-298	-	-298
An in-year underspend of -£0.3m is forecast. This budget has been rephased to address anticipated requirements for IT Infrastructure in future years						
LGSS Managed Capital Variation						
-585	-258	327	0	327	-	327
As agreed by the Capital Programme Board, any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall. Therefore the net £0.3m underspend is balanced by use of the capital variations budget; this relates primarily to the underspend on the IT Infrastructure refresh scheme as reported above, together with more minor variances.						

- For full and previously reported details see the CS & LGSS Finance Monitoring Report, (http://tiny.cc/drt5gz).

5.4.5 **Commercial & Investment**: a -£5.0m (-3.3%) in-year underspend is forecast after the capital programme variations budget has been utilised in full. There are no exceptions to report this month; for full and previously reported details see the C&I Finance Monitoring Report, (http://tiny.cc/z3g5gz).

5.5 A more detailed analysis of total scheme key exceptions this month by programme for individual schemes of £0.25m or greater are identified below:

5.5.1 **Place & Economy:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full details see the P&E Finance Monitoring Report, (http://tiny.cc/afg5gz).

5.5.2 **People & Communities:** a -£3.449m (-0.5%) total scheme underspend is forecast.

Total Scheme Revised Budget	Total Scheme Forecast Spend - Outturn (Oct)	Total Scheme Forecast Spend - Outturn Variance (Oct)	Variance Last Month (Sept)	Movement
£'000	£'000	£'000	£'000	£'000
Basic Need - Primary				
273,739	270,681	-3,058	-2,410	-648
A total scheme underspend of -£3.1m is forecast across Basic Need – Primary schemes. This is a change of -£0.6m on the position reported last month and is mainly due to forecast savings on completion of the schemes outlined below:				
Hatton Park, Longstanton				
5,080	4,891	-189	0	-189
Savings made on contingency and risk as project nears completion				
Sawston Primary				
2,460	2,060	-400	-300	-100
Further savings made on contingency and risk as project nears completion.				
New Road Primary				
6,808	6,408	-400	-200	-200
Savings made as part of the tender process at MS4.				
Basic Need - Secondary				
321,067	320,729	-338	-52	-286
A total scheme underspend of -£0.3m is forecast across Basic Need – Secondary schemes. This is a change of -£0.3m on the position since last month and is mainly due to forecast savings on completion of the schemes outlined below:				
Cambourne Village College				
19,173	18,983	-190	0	-190
Reduction due to release of unspent and closed out risk register items and a proportion of the unspent contingencies.				
Cromwell Community College				
9,108	9,012	-96	0	-96
Revised Project cost at MS4 Financial Close.				

- For full and previously reported details see the P&C Finance Monitoring Report, (http://tiny.cc/owg5gz).

5.5.3 **Corporate Services:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details see the CS & LGSS Finance Monitoring Report, (http://tiny.cc/drt5gz).

5.5.4 **LGSS Managed:** a -£0.069m (-1.0%) total scheme underspend is forecast. There are no exceptions to report this month; for full and previously reported details see the CS & LGSS Finance Monitoring Report, (http://tiny.cc/drt5gz).

5.5.5 **Commercial & Investment**: a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details see the C&I Finance Monitoring Report, (http://tiny.cc/z3g5gz).

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

Funding Source	B'ness Plan Budget £m	Rolled Forward Funding1 £m	Revised Phasing £m	Additional/ Reduction in Funding £m	Revised Budget £m	Outturn Funding £m	Funding Variance £m
Department for Transport (DfT) Grant	16.0	0.5	-0.3	1.4	**17.6**	19.4	1.7
Basic Need Grant	6.9	-	-	-	**6.9**	6.9	-
Capital Maintenance Grant	4.7	-	-	-1.1	**3.5**	3.5	-
Devolved Formula Capital	1.0	2.0	-	-0.2	**2.8**	2.8	-
Specific Grants	8.4	0.0	-	0.7	**9.1**	7.4	-1.8
S106 Contributions & Community Infrastructure Levy	19.4	3.3	-12.8	0.5	**10.4**	10.4	-0.1
Capital Receipts	45.4	10.4	-10.5	-20.6	**24.7**	26.7	2.0
Other Contributions	24.6	3.3	-	4.9	**32.7**	15.5	-17.2
Revenue Contributions	10.1	-	-	-	**10.1**	10.1	-
Prudential Borrowing	133.4	20.0	-13.4	65.1	**205.0**	199.0	-6.0
TOTAL	**269.9**	**39.4**	**-37.0**	**50.6**	**323.0**	**301.7**	**-21.3**

1 Reflects the difference between the anticipated 2018/19 year end position used at the time of building the initial Capital Programme budget, as incorporated within the 2019/20 Business Plan, and the actual 2018/19 year end position.

5.7 In the October P&C Finance Monitoring Report, Children and Young People (CYP) Committee is recommending to General Purposes Committee (GPC) the approval of additional funding of £335k in 2019/20 for the Abington Woods SEN scheme. This project is to purchase existing school buildings on the Abington Woods site, and repurpose them for use as a school for children with SEND needs. The buildings at Abington Woods will be used to support Cambridgeshire's high demand for additional special school places for children with complex needs. The acquisition will release places at the Granta Special School for additional younger children and safeguard the attendance locally of young people who might otherwise need provision with independent providers. This would also result in revenue savings on DSG funded High Needs Block budgets and transport budgets from being able to increase capacity at Granta and avoid the expenditure that comes from placing children and young people at provisions outside of the county. The scheme will be funded by borrowing; the annual cost of borrowing for this scheme will start in 2020/21 at £22k, and decreases each year thereafter.

General Purposes Committee is asked to approve additional prudential borrowing of £335k in 2019/20 for the Abington Woods SEN scheme.

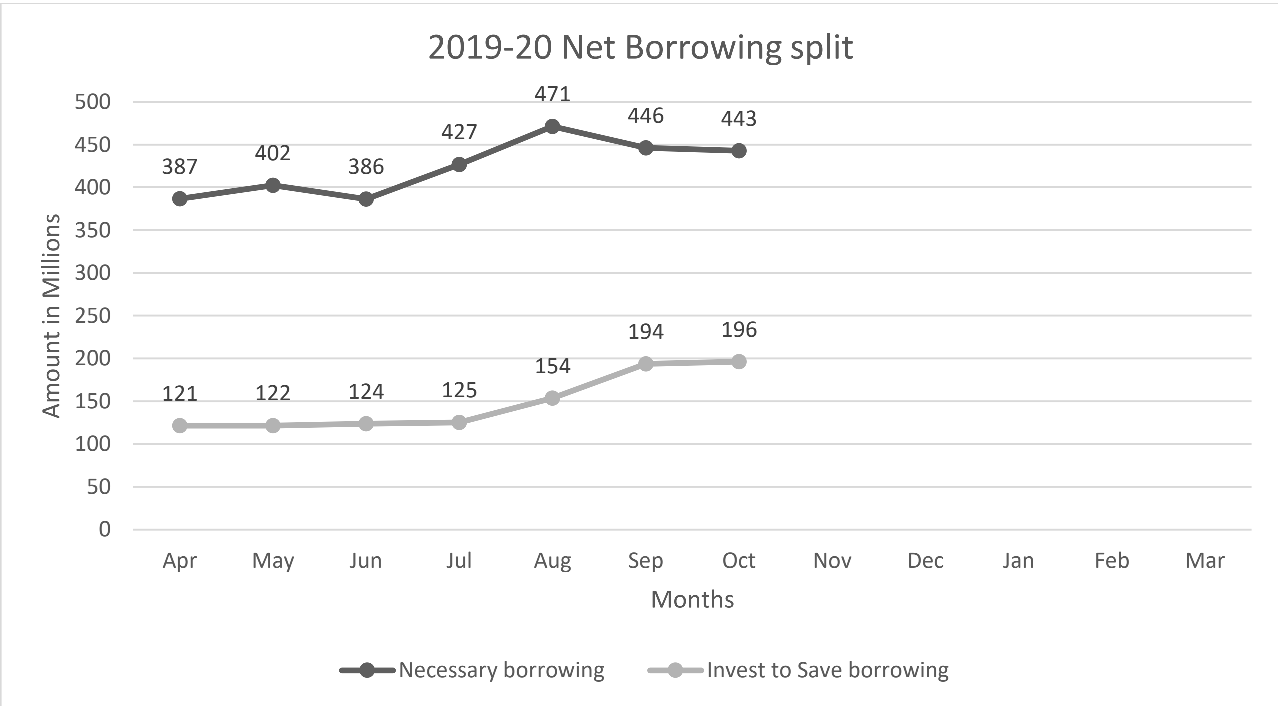
6. BALANCE SHEET

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

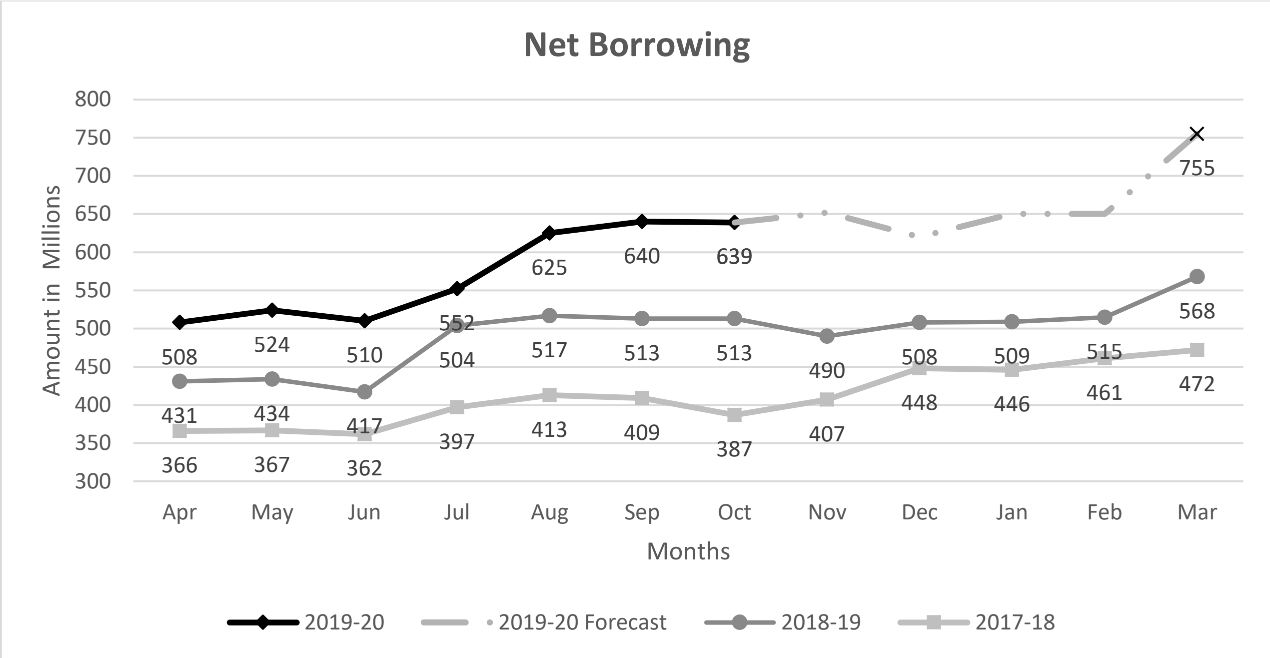
Measure		**Year End Target**	**Actual as at the end of Oct 2019[1]**
Level of debt outstanding (owed to the council) 91 days +, £m	Adult Social Care	£3.37m	£4.64m
	Sundry	£1.71m	£2.05m

[1] The debt figures from Oct 19 onwards exclude Cambridgeshire & Peterborough CCG debts as these are considered collectable and are subject to separate reconciliation.

6.2 The graph below shows the estimated split of the net borrowing between necessary borrowing and Invest to Save borrowing. Of the gross borrowing in 2019-20, it is estimated that £196m relates to borrowing for Invest to Save or Invest to Earn schemes, including loans we have issued to 3rd parties in order to receive a financial return.



6.3 The graph below shows net borrowing (borrowings less investments) on a month by month basis and compares the position with the previous financial year. At the end of October 2019, investments held totalled £119m (excluding 3rd party loans) and gross borrowing totalled £758m, equating to a net borrowing position of £639m.



6.4 The Council's cash flow profile – which influences the net borrowing requirement - varies considerably during the year, due to the timing difference between outgoing payments (payroll, supplier payments etc.) and income streams (grants, council tax etc.). As illustrated by the comparative 2017-18 and 2018-19 actual net borrowing positions, cash flows at the beginning of the year are typically stronger than at the end of the year, as many grant receipts are received in advance of spend. The 2019-20 net borrowing position is expected to take a similar path, rising more substantially towards the end of the financial year as capital projects are progressed to completion and financed.

6.5 The Treasury Management Strategy Statement (TMSS) sets out the plan for treasury management activities over the forthcoming year. It identifies the expected levels of borrowing and investments based upon the Council's financial position and forecast capital programme. When the 2019-20 TMSS was set in February 2019, it anticipated that net borrowing would reach £732.1m by the end of this financial year. Based on the 2018-19 outturn position and subsequent revisions to the capital programme is, this is now forecast to be £755.0m by the end of this financial year.

6.6 From a strategic perspective, the Council continues to temporarily utilise cash-backed resources in lieu of additional borrowing (known as internal borrowing) and where borrowing is undertaken loans are raised for shorter terms, both to generate net interest cost savings and consequently holding less investments reduces the Councils exposure to credit risk. However, this approach carries with it interest rate risk and officers continue to monitor options as to the timing of any potential longer term borrowing should underlying interest rates be forecast to rise in a sustained manner.

6.7 There is a link between the capital financing borrowing requirement, the net borrowing position and consequently net interest costs. However, the Debt Charges budget is prudently formulated with sensitivity to additional factors including projected levels of cash-backed reserves, forecast movements in interest rates, and the overall borrowing requirement for the Council over the life of the Business Plan and beyond.

6.8 Further detail around the Treasury Management activities can be found in the latest Treasury Management Report, (http://tiny.cc/5qfggz).

6.9 The Council's reserves include various earmarked reserves (held for specific purposes), as well as provisions (held for potential liabilities) and capital funding. A schedule of the Council's reserves and provisions can be found in Appendix 2.

7. ALIGNMENT WITH CORPORATE PRIORITIES

7.1 A good quality of life for everyone

There are no significant implications for this priority.

7.2 Thriving places for people to live

There are no significant implications for this priority.

7.3 The best start for Cambridgeshire's children

There are no significant implications for this priority.

8. SIGNIFICANT IMPLICATIONS

8.1 Resource Implications

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

8.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

8.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

8.4 Equality and Diversity Implications

There are no significant implications within this category.

8.5 Engagement and Consultation Implications

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

8.6 Localism and Local Member Involvement

There are no significant implications within this category.

8.7 Public Health Implications

There are no significant implications within this category.

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

Source Documents	Location
P&E Finance Monitoring Report (October 19) P&C Finance Monitoring Report (October 19) PH Finance Monitoring Report (October 19) CS and LGSS Cambridge Office Finance Monitoring Report (October 19) C&I Finance Monitoring Report (October 19) Capital Monitoring Report (October 19) Report on Debt Outstanding (October 19)	1st Floor, Octagon, Shire Hall, Cambridge

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

	P&C	Public Health	P&E	CS Financing	Corporate Services	LGSS Managed	C&I	LGSS Op	Financing Items
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Opening Cash Limits as per Business Plan	254,936	390	57,504	28,161	10,221	14,048	-9,502	8,161	20,357
Greater Cambridge Partnership budgets not reported in CCC budget					-602				
Budget Build correction- Impact of Local Government Pay offer on CCC Employee Costs					-430	430			
External audit fees budget transfer					27	-27			
19/20 Council tax income generation proposal to precept income codes					200				
Transfer of Cultural & Community Services from P&E to P&C	4,721		-4,721						
Movement of Contract Efficiency saving target from Corporate Services					49		-49		
Inflation allocation adjustment for Children's Services Legal from CS	30				-30				
Remove Traded Services Central income target from Central Services Risks budget.					-58		58		
Correction of apprenticeship levy					-7	7			
Correction of staffing budget					48			-48	
Community & Safety – Trading Standards moving from P&E to P&C	694		-694						
Review of 2019-20 budget as approved by GPC at 16th July 2019 meeting, Agenda item 5a	2,360				-322	-250	122		-1,910
Transfer Concessionary Fares budget to P&E	-12		12						
Adjustment to match revised LGSS Law SLA						-5		5	
Transfer of commercial scheme debt charges budget				-603			603		
Transfer P&E Management restructure savings			-22		22				
Repatriation of the Professional Finance Services from LGSS to Corporate Services as approved by GPC 22nd Oct 2019					1,631			-1,631	
Repatriation of the Democratic & Members' Services from LGSS to Corporate Services as approved by GPC 22nd Oct 2019					1,438	-1,053		-385	
Allocation of £230k School Improvement Grant to P&C as approved by GPC 26th Nov 2019	230								
Transfer from Fostering to Communications	-23				23				
Current budget	**262,935**	**390**	**52,080**	**27,558**	**12,210**	**13,150**	**-8,768**	**6,103**	**18,447**
Rounding	0	0	0	0	1	1	0	-1	0

APPENDIX 2 – Reserves and Provisions

Fund Description	Balance at 31 March 2019	2019-20		Forecast Balance 31 March 2020	Notes
		Movements in 2019-20	Balance at 31st Oct 2019		
	£000s	£000s	£000s	£000s	
General Reserves					
- County Fund Balance	12,850	4,699	17,549	16,815	
- Services					
1 P&C	0	0	0	0	
2 P&E	0	0	0	0	
3 CS	0	0	0	0	
4 LGSS Operational	112	0	112	185	
subtotal	12,962	4,699	17,661	17,000	
Earmarked					
- Specific Reserves					
5 Insurance	4,060	-1,496	2,564	2,564	
subtotal	4,060	-1,496	2,564	2,564	
- Equipment Reserves					
6 P&C	8	0	8	8	
7 P&E	0	0	0	0	
8 CS	3	0	3	3	
9 C&I	56	0	56	0	
subtotal	67	0	67	11	
Other Earmarked Funds					
10 P&C	1,008	-133	875	875	
11 PH	2,886	0	2,886	2,258	
12 P&E	5,571	-964	4,607	3,437	Includes liquidated damages in respect of the Guided Busway
13 CS	3,193	297	3,490	3,498	
14 LGSS Managed	63	0	63	0	
15 C&I	600	0	600	679	
16 Transformation Fund	24,504	3,065	27,569	20,841	Savings realised through change in MRP policy.
17 Innovate & Cultivate Fund	1,561	-252	1,309	963	
subtotal	39,386	2,013	41,399	32,551	
SUB TOTAL	**56,475**	**5,216**	**61,691**	**52,125**	
Capital Reserves					
- Services					
18 P&C	29,463	0	29,463	29,463	
19 P&E	6,069	841	6,910	1,000	
20 LGSS Managed	0	0	0	0	
21 C&I	20,415	13,549	33,964	0	
22 Corporate	54,694	12,929	67,622	57,833	Section 106 and Community Infrastructure Levy balances.
subtotal	110,641	27,319	137,959	88,296	
GRAND TOTAL	**167,116**	**32,534**	**199,650**	**140,421**	

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

Fund Description	Balance at 31 March 2019	2019-20		Forecast Balance 31 March 2020	Notes
		Movements in 2019-20	Balance at 31st Oct 2019		
	£000s	£000s	£000s	£000s	
- Short Term Provisions					
1 P&E	0	0	0	0	
2 P&C	200	0	200	200	
3 CS	0	0	0	0	
4 LGSS Managed	3,460	0	3,460	3,460	
5 C&I	0	0	0	0	
subtotal	3,660	0	3,660	3,660	
- Long Term Provisions					
6 LGSS Managed	3,613	0	3,613	3,613	
subtotal	3,613	0	3,613	3,613	
GRAND TOTAL	**7,273**	**0**	**7,273**	**7,273**	

Agenda Item No:7

NEARLY ZERO ENERGY BUILDINGS REQUIREMENTS FOR NEW PUBLIC BUILDINGS

To:	**General Purposes Committee**
Meeting Date:	**17th December 2019**
From:	**Chief Executive**
Electoral division(s):	**All**
Forward Plan ref:	**2019/039** *Key decision:* **Yes**
Purpose:	**To share the requirement for new buildings owned and occupied by public authorities to be 'Nearly Zero Energy Buildings' from January 2019 and to consider the implications of this on current and future building works undertaken by the Council.**
Recommendation:	**The Committee is asked to:**

a) Note the requirements of the Nearly Zero Energy Buildings (NZEB) regulation;

b) Approve the development of a pilot school new build project as set out in paragraph 3.4 at energy standards set out in paragraph 2.6;

c) Approve the recommendation for energy standards in paragraph 2.6 as policy for all new public buildings (where appropriate) to be built, owned or occupied by the Council from now, with the exception of schools (see (b) above);

d) Approve work to review all procurement frameworks and new procurements to ensure that they reflect the new energy standards;

e) Require that all business cases for new and existing building construction projects include whole life cycle costs;

f) Install low carbon heating systems for any refurbishments and boiler replacements (set out in paragraph 2.8) to reduce the Council's carbon footprint and maximise energy benefits to the Council.

	Officer contact:		*Member contacts:*
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1. BACKGROUND

1.1 Cambridgeshire County Council has a range of new buildings and refurbishments in development or planned for the future, including the schools capital programme and a range of community facilities.

1.2 A change to the Building Regulations which came into force on 1 January 2019 means that all new buildings owned and occupied by public authorities must be 'Nearly Zero Energy Buildings'. This regulation will come into force for all other new buildings, irrespective of owner or occupier, from 31 December 2020.

1.3 The legal definition of 'Nearly Zero Energy Building' is a building that has '*a very high energy performance…, where the nearly zero or very low amount of energy required should be covered to a very significant extent by energy from renewable sources, including energy from renewable sources produced on-site or nearby.*".

1.4 Energy use in buildings (including direct emissions from burning gas or oil for heating etc., and indirect emissions from electricity usage) still accounts for a significant proportion of UK greenhouse gas emissions. The UK's commitments under the Climate Change Act and subsequent Paris Agreement are driving regulation change for buildings. These changes are a positive step to reducing carbon emissions and providing greater energy security for our communities. The benefits include:

- Very low operational costs of running new buildings;
- Opportunity to create innovative and pioneering buildings leading the way in energy efficiency and use of renewables;
- Supporting Cambridgeshire's vision for a sustainable and prosperous place to live;
- Helping the UK to meet its carbon commitments under the Climate Change Act and support clean growth.

1.5 In October 2019, this Committee adopted Cambridge University's Science and Policy Exchange (CUSPE) report, *Net-Zero Cambridgeshire – What actions must Cambridgeshire County Council take to support net-zero carbon emissions by 2050*, as an evidence base for its emerging Climate Change and Environment Strategy. The CUSPE report highlights that all buildings, non-domestic and domestic, will need substantial improvements in energy efficiency and 90% of all buildings, new and existing, (exceptions include heritage buildings, temporary buildings, farm and household waste recycling facilities) to come off gas through the roll out of low carbon heating and other renewable energy.

2. MAIN ISSUES

2.1 *Interpretation of the legislation*. The definition of 'Nearly Zero Energy Building' (see paragraph 1.3 above) is challenging as it is very broad. There is no stated definition of 'very high' energy performance, nor of 'very significant extent'. A circular letter from the Ministry of Housing, Communities and Local Government (MHCLG) states that "following the existing Building Regulations guidance and relevant Government procurement policies would be an adequate way to demonstrate compliance with the nearly zero energy buildings requirement". However, the relevant 'Approved Document' which provides guidance on the Building Regulations (Document L2A), has not yet been updated to reflect the amended regulation. The MHCLG letter does also say that "where an assessment has been undertaken using BREEAM or an equivalent methodology, a demonstration that energy credits have been achieved can be used as further evidence that [this regulation] has been met." To ensure that all our new buildings could reasonably be said to be 'Nearly Zero Energy' under the definition in paragraph 1.3 we need to be able to demonstrate compliance with the two parts of the definition, namely:

- *A very high energy performance; and*
- *Energy needs met to a very significant extent from renewable sources.*

2.2 *Energy standards set through adopted Local Plans*. Development of all new CCC buildings will still be subject to compliance with relevant city / district local plan standards on energy. These vary from Plan to Plan but compliance with the Building Regulations will be required in any case.

2.3 *Council's current position for new build projects* is to meet the BREEAM 'Very Good' standard. BREEAM is a scheme that rates the sustainability of buildings, ranging from Pass, Good, Very Good, Excellent to Outstanding, by meeting various technical criteria. Sustainability is measured across ten categories including energy, health and wellbeing, innovation, land use, materials, management, pollution, transport, waste and water. The ratings are determined by a scoring system summing total 'credits' awarded from all categories. The BREEAM Very Good rating requires a score of ≥55%, with no specific minimum in the Energy category and this standard will no longer guarantee that we meet regulatory requirements for energy for new buildings. In some cases you can deliver high energy consumption buildings using fossil fuels and still achieve the 'Very Good' standard. We will need to set a minimum number of energy credits to demonstrate compliance with the Regulations. The Civic Hub will now achieve **8 BREEAM ENE01 of which 4 credits are energy performance credits**, achieving an equivalent BREEAM Excellent rating in energy. The Civic Hub will also not connect to the gas grid and solar canopies are being designed for the car park to generate renewable electricity to support on-site electric vehicle charging and any residual energy needs.

2.4 *Financial impacts.* Creating a 'Nearly Zero Energy Building' may incur greater upfront capital cost than one of higher energy usage (though not in all cases), but the building is likely to be considerably cheaper to run. It is also known that designing in energy efficiency measures from the start is much cheaper than retrofitting later on. Therefore total expenditure over the lifetime of the building is likely to be reduced through the implementation of these regulations. The value of reduced operational and maintenance costs is likely to increase over the years as energy prices increase, making energy savings even more worthwhile. The challenge delivering increased standards is not with those buildings the Council owns and occupies as additional upfront costs can be recouped via lower revenue costs over time but with those buildings, e.g. schools, community buildings where S106 contributions for the new build costs have been agreed with developers based on current specifications. The Council may need to borrow additional funding for higher energy standards for schools but the benefit of lower bills will sit with the school operator.

2.5 To comply with the new Regulation, the Council will need to amend its policy and specifications to require that all our new buildings (where appropriate) will be Nearly Zero Energy Buildings (NZEB). This must cover both parts of the definition (in para 1.4 above), i.e. i) a 'very high' energy performance, and ii) the energy required to be covered to 'a very significant extent' from renewable sources.

2.6 There are several different potential ways to achieve compliance. Please see **Appendix A** detailing the options considered at a workshop held on 24th May with Members and Officers. The workshop explored which of these options would best support the Council to achieve compliance. As a result of the workshop, the preferred policy is a combination of different mechanisms including:

- Achieving at least 6 BREEAM energy performance “Ene01” credits;
- Designing buildings to achieve an EPC rating of A or better,
- Installing on-site renewable energy generation sized to meet a significant proportion (>80%) of the building’s expected energy use.

2.7 The workshop also identified that a new business model is needed for financing NZEB for new schools. This is an opportunity to engage with government departments such as Department for Education (DfE), MHCLG and Department for Business Energy and Industrial Strategy (BEIS) to set up a pilot to develop a new business model where the benefit of installing higher energy standards can be shared between the school operator and the Council. The proposition will be to test whether heat and electricity can be charged as a ‘service’ to the school operators. This could build on the existing energy performance contracting services for both maintained and academy schools and could also encourage a review of modern methods of construction to reduce overall carbon emissions in our drive towards net-zero carbon emissions by 2050.

2.8 *Opportunities to upgrade existing buildings*. Although these Building Regulations amendments do not impose requirements on existing buildings, if the Council is to reduce its organisational carbon footprint, refurbishing or upgrading assets within existing buildings should consider energy policy and low carbon heating solutions. Business cases will need to be developed using life cycle costs and encouraged to access incentives such as the Renewable Heat Incentive until March 2021 to inform investment decisions. As heating plants typically have long lifetimes e.g. 20 years or more for boilers, there will be only one or two opportunities between now and 2050 to replace both gas and oil heating systems, at the end of their lives, with low carbon heating solutions. Integrating heat pumps into existing buildings does have some challenges as energy efficiency improvements may also be required to retrofit low carbon heating in existing buildings. The current Energy Efficiency Fund could help support these changes.

3. NEXT STEPS

3.1 *Update existing procurements.* The legislative change will have implications on existing procured frameworks for all our capital building works, and also on the specifications for current and future new buildings projects. For example, the design and build procurement framework used for the schools building programme currently specifies BREEAM ‘Very Good’. This and other frameworks will need to be reviewed and updated to reflect paragraph 2.6 above.

3.2 *Support Whole life cycle costing*. To help understand the operational savings that can be delivered for NZEB and provide the context for any additional upfront capital that may be required, all new business cases should look to provide the data to enable whole life cycle costs for energy to be calculated. An agreed methodology and template can be developed and used to compare whole life cycle costs between different design options.

3.3 *Review all current building projects***.** For build projects currently underway, where appropriate, upgrade specifications to reflect the new regulations, similar to that achieved by the Civic Hub and assess any additional upfront costs on the basis of life cycle costing and access to finance incentives.

3.4 *School Pilot project.* Work with Government and school operators to test new business models at the higher energy standards to provide the opportunity to share the benefit of the financial investments into higher school energy standards. Strategic Education Schools Capital Programme Manager has identified Eastfield/Westfield school redevelopment as the potential pilot.

4. ALIGNMENT WITH CORPORATE PRIORITIES

4.1 **A good quality of life for everyone**
There are no significant implications for this priority.

4.2 **Thriving places for people to live**
The new building regulations for public buildings and future buildings to be nearly zero energy will benefit the local economy in a number of ways including: shifting reliance locally from fossil fuels, designing in lower running costs for buildings and securing local renewable energy supplies. This improves local energy security and manages the cost of energy for business and our communities. Reducing energy consumption and the generation of low carbon electricity also reduces and offsets fossil-fuel generation providing air quality benefits for all.

4.3 **The best start for Cambridgeshire's children**
There are no significant implications for this priority.

5. SIGNIFICANT IMPLICATIONS

5.1 **Resource Implications**
There are likely to be increased capital costs of creating a Nearly Zero Energy Building but these are likely to be offset over the lifetime of the building by reduced revenue costs. It is also worth noting that buildings with lower energy standards will be a carbon liability in the future and costs for retrofitting at a future point will be needed to deliver the Government net-zero carbon 2050 target. There will be some work required to implement the recommendations in the short term.

5.2 **Procurement/Contractual/Council Contract Procedure Rules Implications**
The Council's working standard of BREEAM 'Very Good' will need to be updated to specify a set number of energy credits under BREEAM ENE01, EPC rating and installation of renewables as set out in paragraph 2.6. Procurement frameworks for the design and construction of public buildings will also need to be updated to reflect higher energy standards.

5.3 **Statutory, Legal and Risk Implications**
This is a change to the Building Regulations 2010 adding Regulation 25B. The amendment came into force on 1 January 2019 for new buildings owned and occupied by public authorities. A public authority is defined as *any government or other public administration, including public advisory bodies, at national, regional or local level*'. This definition is likely to include academy schools. In any case, the regulation will come into force on 31 December 2020 for *all* new buildings, irrespective of owner or occupier. In the absence of updated Guidance Documents, we are taking a risk averse approach to ensure compliance with the legislation and to work alongside this Council's May 2019 Climate emergency declaration. Please see paragraph 2.4 on potential for increased costs due to the change in specifications.

5.4 **Equality and Diversity Implications**
There are no significant implications within this category. An Equality Impact Assessment screening has been carried out to confirm this.

5.5 **Engagement and Communications Implications**
All new (built after 1 January 2019) buildings owned and occupied by the Council including the Civic Hub, community facilities and new schools will be impacted by this regulation. It will be important to ensure that communications on these schemes can detail compliance with the building regulations once a new policy position is agreed.

5.6 **Localism and Local Member Involvement**
A workshop was held with Members and officers on 24 May to explain the regulation and explore options for achieving compliance.

5.7 **Public Health Implications**
The proposed measures are expected to benefit public health by reducing future harms from climate change.

Implications	**Officer Clearance**
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Ellie Tod
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Yes Name of Officer: Gus Da Silva
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Fiona MacMillan
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Elsa Evans
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Jo Shilton
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Emma Fitch
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: James Smith

Source Documents	Location
1 Circular Letter from Ministry of Housing, Communities and Local Government on Nearly zero energy buildings requirements for new public buildings	1. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/770809/nZEBS_circular_letter.pdf
2 Building Regulations 2010 (as amended), regulations 25B and 35	2. http://www.legislation.gov.uk/uksi/2010/2214/regulation/25B and http://www.legislation.gov.uk/uksi/2010/2214/regulation/35
3 Energy Performance of Buildings Directive (2010/31/EU)	3. https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32010L0031
4 European Commission Recommendation (EU) 2016/1318	4. https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32016H1318
5 Building Regulations Approved Document L2A	5. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/540328/BR_PDF_AD_L2A_2013_with_2016_amendments.pdf
6 BREEAM Technical Manual for new construction of non-domestic buildings	6. https://www.breeam.com/NC2018/Default.htm
7 Reducing UK Emissions 2018 Progress Report to Parliament (Committee on Climate Change, June 2018)	7. https://www.theccc.org.uk/publication/reducing-uk-emissions-2018-progress-report-to-parliament/
8 A Future Framework for Heat in Buildings: Government Response, December 2018	8. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/762546/Future_Framework_for_Heat_in_Buildings_Govt_Response__2_.pdf
9 Clean Growth Strategy	9. https://www.gov.uk/government/publications/clean-growth-strategy
10 MHCLG EPB certs statistics Q4 2018	10. https://www.gov.uk/government/statistics/energy-performance-of-buildings-certificates-in-england-and-wales-2008-to-december-2018

Appendix A: Policy options considered by Members and Officers at their 24th May workshop on NZEB compliance

1. BREEAM Excellent or Outstanding. Upgrade Council policy and specifications to require BREEAM ‘Excellent’ or ‘Outstanding’ ratings for new buildings. This is a widely recognised methodology to create more sustainable buildings, however it entails numerous additional and unrelated requirements (other than energy) which in some cases may be difficult to meet and/or incur greater upfront costs. This option has been considered but is **not** currently recommended as policy.

2. PassivHaus. The ‘Passivhaus’ standard is another option. It produces buildings that provide a high level of thermal comfort while using very little energy for heating or cooling. Instead, Passivhaus designs make use of passive heat sources such as the sun, people, equipment and extracting air. However, Passivhaus buildings may have higher upfront construction costs, go beyond the minimus compliance level and the standard may be very difficult to achieve for some buildings. This option has been considered but is **not** currently recommended as policy.

3. BREEAM Energy Credits. An alternative approach to ensure compliance with the Nearly Zero Energy Buildings definition would be to include in Council policy a specific additional requirement for a design to achieve ≥6 BREEAM Energy credits (without upgrading the overall sustainability level from ‘Very Good’). Energy performance (Ene01”) credits are awarded for achieving an energy performance ratio (EPR) exceeding benchmark levels. (To understand the EPR credits, 4 credits is the minimum requirement for BREEAM Excellent on energy, ≥6 credits is required at the ‘Outstanding’ level, and 9 credits requires zero net carbon emissions as well as a very high EPR.) This approach **is** recommended because it has the advantage of being more focussed specifically on energy, without changing any other unrelated requirements. This option would enable us to meet the first part of the Nearly Zero Energy Buildings definition, namely; a very high energy performance.

4. Energy Performance Certificate ‘A’ Rating. Another simple way to demonstrate that we are meeting the definition of Nearly Zero Energy Buildings would be to specify that all our new buildings must achieve at least an ‘A’ rating, in the Energy Performance Certificate (EPC). EPCs are already required for all new buildings. (As a guide, ‘B’ ratings are now commonly achieved for new-build housing stock, although C and D ratings are still the most common levels for older housing and for non-domestic buildings[1]. An ‘A’ rating = a very high energy performance, and beyond that an ‘A+’ = zero carbon.) The calculation of EPC ratings is complex but better scores can be achieved for buildings with good insulation, high performance glazing, very efficient heating/ cooling/ ventilation systems, LED lighting and on-site renewable energy generation. The advantages of this approach are that EPCs will need to be obtained anyway, and the result is presented in a way that is easy to understand. This approach **is** recommended. This option would also enable us to meet the first part of the Nearly Zero Energy Buildings definition, namely; a very high energy performance.

5. Renewables. In order to address the second part of the NZEB definition, i.e. energy sourced ‘to a very significant extent’ from renewable sources, it is recommended that Council should specify that all new buildings must have on-site renewable energy generation of a size to meet ‘a significant proportion’ (for example, at least 80%) of the building’s expected total energy use. Renewable energy sources could include a range of technologies such as rooftop solar PV electricity generation, ground source or air source heat pumps for space heating, and solar thermal for hot water. This approach has the added benefits of reducing the need for expensive

[1] Source: MHCLG EPB Certs statistics Q4 2018

energy bought in from the grid, reducing whole life operational costs, becoming more self-sufficient, and reducing our carbon footprint. It also fits in with Council's Corporate Energy Strategy, makes good use of our property assets, and meets the second part of the Nearly Zero Energy Buildings definition. This approach **is** recommended.

Agenda Item No:8

GENERAL PURPOSES COMMITTEE REVIEW OF DRAFT REVENUE AND CAPITAL BUSINESS PLANNING PROPOSALS FOR 2020-21 TO 2024-25

To:	**General Purposes Committee**		
Meeting Date:	**17 December 2019**		
From:	**Chief Executive and 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 and capital proposals that are within the remit of the General Purposes Committee, as well as consideration following review by service committees.**		

Recommendation: **It is requested that Committee:**

a) **Note the overview and context provided for the 2020/21 to 2024/25 Business Plan revenue proposals, updated since the last report to the Committee in October.**

b) **Comment on the draft budget and savings proposals that are within the remit of the General Purposes Committee for 2020/21 to 2024/25, as part of consideration for the Council's overall Business Plan.**

c) **Comment on the changes to the capital programme that are within the remit of the General Purposes Committee, as part of consideration for the Council's overall Business Plan.**

d) **Note the draft revenue savings proposals and draft capital programme for the whole Council, as part of consideration for the Council's overall Business Plan.**

	Officer contact:		***Member contact:***
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1. PURPOSE AND BACKGROUND

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. This paper presents an overview of the proposals being put forward as part of the Council's draft revenue and capital budgets, with a focus on those which are relevant to this Committee. The 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.

1.2 In developing our plan we are responding to a combination of cost increases and continuing resource pressures following a decade of sustained reductions in Government funding. To balance the budget whilst still delivering for communities we need to identify savings or additional income of £21.4m for 2020-21, and totaling £68.5m across the full five years of the Business Plan.

2. FINANCIAL OVERVIEW UPDATE

2.1 In October, Committees received information about emerging draft proposals to respond to this challenge – at that point we had identified 44% of the savings required and the remaining budget gap for 2020/21 was £12.6m. Additional gaps also existed for the later years of the business plan.

2.2 Since October, work on the business plan has continued with a focus on;

- Further exploring the existing schemes, refining the business cases and seeking to push schemes further wherever possible
- Identifying mitigation measures for the identified pressures – aiming to minimise their impact on the savings requirement for the organisation
- Incorporating revised forecasts of the grant funding which the Council expects to receive following the announcement of the 2019 Spending Round in September

2.3 We are continuing as an authority to explore every avenue to identify further efficiency or to bring in more funding to the local economy and public sector. In particular;

- We continue to drive forward our Fairer Funding Campaign – arguing for Cambridgeshire to receive a higher and fairer allocation of national funding for education, social care and a range of other services.
- In collaboration with Cambridgeshire District Authorities and Peterborough City Council, we have submitted a joint bid for a business rates pooling arrangement which would allow the Council to share the benefit of a reduced levy on business rates growth in Cambridgeshire.
- We are developing a growing portfolio of commercial investments which is expected to deliver a net benefit of £7.3m to the Council's budget by 2024/25 to support the delivery of frontline services.
- We continue to work closely with care providers to manage the rising costs of care placements through outcomes based performance management, developing placement capacity to respond to the changing needs of service users and exploring joint commissioning arrangements with Peterborough City Council.

- We are driving forward innovative cross-service approaches to delivering Adult Social Care through our Adults Positive Challenge Programme, helping us to address the challenge of growing demand for services.

2.4 Similar to councils nationally, cost pressures are being faced by adult social care services in Cambridgeshire. These are being faced most acutely within care for Older People, where the weekly costs of residential and nursing placements are increasing on average by around 10% per year. This is coupled with a national focus on reducing delayed transfers of care out of hospitals, resulting in higher numbers of placements as more people are discharged.

2.4.1 Care costs for working age adults are also increasing by more than expected. These are relatively static cohorts of people whose needs are increasing year on year, and there continues to be progress made in discharging people out of secure hospitals and into community placements as part of the Transforming Care agenda.

2.4.2 Good progress has been made with mitigating the increasing demand for services through the Adults Positive Challenge Programme, which is focusing on maximising the use of technology, Reablement and other preventative services to ensure people stay as independent as possible. We have also relied on government grant funding to offset care pressures similar to many councils, and have welcomed announcements that these will continue into 2020/21, but there remains uncertainty thereafter.

2.5 Within Children's services, although reducing, numbers of children in care remain higher than expected based on the performance of Cambridgeshire's statistical neighbours. This continues to place pressure on directly related budgets – those associated with placement costs, supervised contact and legal costs. Additionally, the foster placement capacity both in house and externally is very stretched by demand both locally and nationally. Over 18 unaccompanied asylum seeking children (UASC) also continues to be a pressure due to the increased number of children turning 18 and acquiring care leaver status and the ongoing disparity between the costs associated with supporting this group of young people and the level of grant received from the Home Office.

2.6 Within Education we have seen an 11% increase in pupils with Education, Health and Care Plans (EHCPs) between October 2018 and October 2019 and a continuing increase in pupils attending special schools and units over the same period. This continuing rise in numbers, and complexity of need, has increased pressures on the High Needs Block element of the Dedicated Schools Grant (DSG) and associated Special Educational Needs & Disability (SEND) budgets such as transport.

2.6.1 We are seeing more pupils with SEND being transported and, due to local provision reaching capacity, pupils are being transported significant distances to access education which results in higher transport costs. An increase in complexity of needs has also contributed to this pressure with more pupils needing specialist equipment or passenger assistants to assist their travel.

This is against a backdrop of a challenging transport market with quoted costs for routes being significantly higher than in previous years.

2.7 The table below provides a summary of the various material (£100k or greater) changes since October in the overall business planning position for 2020/21. It reflects both the positive impact of the new proposals and transformation agenda and the growing pressures we face as a sector. As shown below, the level of unidentified savings has reduced by £8.7m to £3.9m. Work to identify and work up further ideas to fill the gap is ongoing and the pressures emerging are still under review as we monitor trends and develop mitigating strategies.

Description	2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000
Remaining Unidentified Savings at October Committees	**12,565**	**10,435**	**9,658**	**12,538**	**9,741**
Increased needs of working age adults with disabilities in previous years	600				
Increasing Home to School Transport - Special	210				
Children in Care - Secure Accommodation	190				
Coroner Service – increasing demand and complexity of cases	391	-37			
Impact of National Living Wage (NLW) on Contracts		920	920		
Guided Busway Defects – litigation delay	1,300	-1,300			
Winter Highway Maintenance – contractual pressure	463				
Repatriation of LGSS services, revised funding mechanism & loss of income, following agreement	400	750			
Updated estimate of nationally negotiated pay award (admin band)	250				
Updated calculation of pension contribution (vacant posts)		-480	-240	-240	-240
Miscellaneous pressures <£100k	-39				
Subtotal revised pressures	**16,330**	**10,288**	**10,338**	**12,298**	**9,501**
Investment in Social Care Capacity	2,600		-1,300		
Commercial Team		258			
Subtotal new investments	**18,930**	**10,546**	**9,038**	**12,298**	**9,501**
Home to School Transport savings as per GPC case	-600				
Review of commissioned domiciliary care	-300				
Learning Disabilities Commissioning	-250	-400			
Mental Health Commissioning	-144	-24	-24		
Improved Better Care Fund uplift	-170				
Income from utilisation of vacant block care provision by self-funders	-150				
Registration Service - Certificate Income (national price changes)	-140				

Review of commissioning approaches for accommodation based care		-175	-175		
Revised commissioning approach for interim bed provision		-150			
Adults Positive Challenge Programme		-100	-100	-100	
Subtotal P&C savings and income proposals	**17,176**	**9,697**	**8,739**	**12,198**	**9,501**
Waste – demand management	-400				
Public Health – uplift in ring-fenced grant to fund Public Health directorate	-191				
Increase in ESPO (Purchasing Organisation) dividend	-250				
Soham Solar Farm	-118	-83	-29	-14	-13
Commercial income related to Commercial team	-105	-758	-500	-750	-750
Sharing with other Councils – updated to match pressure	110				
Cambs 2020: spokes buildings net operating costs/ savings	395	-605			
Revised income expectation from Energy projects		-401	1,418	-157	-249
Miscellaneous savings and income proposals <£100k	-135	196	-175	-96	
Subtotal PH, P&E, C&I and CS savings and income proposals	**16,482**	**8,046**	**9,453**	**11,181**	**8,489**
Social Care Grant Funding (Spending Round 2019)	-8,453				
Local taxation grants - updated assumptions	-1,050	-650			
Debt charges - cost of financing capital expenditure	-3,738	-1,555	-2,367	-330	1,804
Additional changes to funding forecasts and/or holding reserves at policy level	703	-851	1,277	-11	4
Total Financing Adjustments	**-12,538**	**-3,056**	**-1,090**	**-341**	**1,808**
Revised Gap at December Committees	**3,944**	**4,990**	**8,363**	**10,840**	**10,297**

2.8 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:

	2020-21 £'000	**2021-22 £'000**	**2022-23 £'000**	**2022-24 £'000**	**2024-25 £'000**
Total Saving Requirement	21,248	13,107	11,070	12,058	10,860
Identified Savings	-11,841	-3,991	-705	80	327
Identified additional Income Generation	-5,463	-4,126	-2,002	-1,298	-890
Residual Savings to be identified	**3,944**	**4,990**	**8,363**	**10,840**	**10,297**

2.9 The following funding options are available to the council to contribute towards closing the gap for 2020/21 and beyond:

Item	2020-21	2021-22	Recurring/ non-recurring	Confirmed/ unconfirmed
Further 2% Council tax increase	£5.8m	£0.4m	Recurring	Local Decision
Revenue investment of recurring MRP savings	£2.0m		Recurring but diminishing, at least £2m until 2025	Local Decision
Subtotal - locally controlled/recurrent	**£7.8m**	**£0.4m**		

In addition to the broad areas of focus set out in section 2.2, the following savings and income generation proposals are currently being developed to contribute towards closing the gap:

- **Horizons funding:** the Council may receive a small one-off revenue allocation from the Horizons Rolling Fund, subject to approval from the Horizons Board
- **Learning Disability Partnership (LDP):** General Purposes Committee has approved a transformation bid to fund a detailed case review of partner contributions to the LDP pooled budget. The work will ensure that LD clients eligible to receive free NHS healthcare consistently receive the support to which they are entitled.
- **Organisational and business support review:** an organisation-wide review of staffing and business support capacity is proposed to ensure that Council resources are deployed efficiently and effectively to support the delivery of frontline services

The revenue impacts of the above proposals will be included in the budget as work progresses to establish timeframes and expected income or savings.

3 ASSUMPTIONS AND RISKS

3.1 In the business planning tables the level of savings required is based on a 2% increase in Council Tax in 2020-21, through levying the Adult Social Care precept. The Council's Medium Term Financial Strategy assumes 2% increases in the Adult Social Care precept from 2021-22 onwards, however there has been no confirmation as yet that the precept will be available beyond 2020-21. For each 1% more or less that Council Tax is changed, the level of savings required will change by approximately +/-£2.9m.

3.2 There is currently a limit on the increase of Council Tax to 3.99%, above which approval must be sought from residents through a positive vote in a local referendum. The estimated cost of a referendum in May 2020 would be £742k with further costs incurred if the public reject the proposal as new bills would need to be issued.

3.3 There are also a number of risks 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:

- Movement in current year pressures – Work is ongoing to manage our in-year pressures downwards; however any change to the outturn position of the Council will impact the savings requirement in 2020-21. This is particularly relevant to demand led budgets such as children in care or adult social care provision.

- Public Sector pay inflation – the business plan assumes that staff pay will increase by 2% in 2020-21 and 2021-22 and by 1% thereafter. Pay awards across the public sector are widely in excess of 2% from 2020-21 and have followed an upward trajectory in recent years. It is therefore possible that the Council could face additional costs as a result of nationally negotiated pay settlements.

- The Government announced additional one-off funding allocations for Social Care in the 2018 Autumn Budget and more recently in the 2019 Spending Round. Due to the postponement of the Fair Funding Review, the funding outlook from 2021/22 remains unclear. The Council is assuming, in line with other Local Authorities, that the additional funding announced for Social Care will continue for the duration of the business plan period.

- From 2021/22, Local Authorities will retain 75% of locally generated income from 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 2021/22 onwards. The Council's future funding position will remain unclear until Government provides an indicative allocation of business rates in Spring 2021.

4. CAPITAL PROGRAMME UPDATE

4.1 The draft capital programme was reviewed individually by service committees in October and was subsequently reviewed in its entirety, along with the prioritisation of schemes, by GPC in November. As a result further work was required on a handful of schemes, as well as further work ongoing to revise and update the programme in light of continuing review by the Capital Programme Board, changes to overall funding or to specific circumstances surrounding individual schemes.

4.2 The Council is still awaiting funding announcements regarding various capital grants, plus the ongoing nature of the capital programme inevitably means that circumstances are continually changing. Therefore Services will continue to make any necessary updates in the lead up to the January GPC meeting at which the Business Plan is considered.

5. OVERVIEW OF CORPORATE AND MANAGED SERVICES DRAFT REVENUE PROGRAMME

5.1 This section provides an overview of the savings and income proposals within the remit of the Committee. No additional business cases have been added to the draft plan since the proposals were presented in October.

5.2 All of the proposals within the remit of the Committee are described in the business planning tables (**Appendix 1**) and business cases (**Appendix 2**). The October papers are available to view here.

5.3 The Committee is asked to comment on these proposals as part of the Council's development of the Business Plan for the next five years. Although now well developed, the proposals are still draft at this stage and it is only at Full Council in February 2020 that proposals are finalised and become the Council's Business Plan. The following proposals can be found in Appendix 2.

5.4 **C/R.7.101 Council tax – counter fraud and compliance (-450k)**
Negotiation with District Councils continues to arrange a mutually beneficial scheme to reduce Council Tax fraud. Review of a similar approach in Essex has been undertaken, alongside consideration of supporting software. Further liaison with billing authorities is required, and it is likely that an investment case will be submitted to General Purposes Committee in due course.

6. TRANSFORMATION FUND INVESTMENTS

6.1 A transformation programme of this scale requires additional investment and so services are identifying where transformation funding is needed to support delivery. GPC has responsibility for oversight and management of the Transformation Fund and will be asked to approve the necessary investments associated with the proposals at January committee.

7. OVERVIEW OF CORPORATE AND MANAGED SERVICES DRAFT CAPITAL PROGRAMME

7.1 The capital programme is shown in full in Appendix 1 as part of the finance tables. Since the Capital programme was presented at Service Committee in October the following significant changes have been made:

IT Infrastructure Refresh - scheme budget re-phased to reflect current anticipated schedule of work.

8. NEXT STEPS

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

December	GPC will review the budget tables for all service areas for the first time Local Government Financial Settlement Published, although there is a likelihood this could be delayed contingent on the outcome of the general election
January	GPC will review the whole draft Business Plan for recommendation to Full Council
February	Full Council will consider the draft Business Plan

9. ALIGNMENT WITH CORPORATE PRIORITIES

9.1 **A good quality of life for everyone**
There are no significant implications for this priority.

9.2 **Thriving places for people to live**
The impact of these proposals is summarised in the equality impact assessments, included within Appendix 1.

9.3 **The best start for Cambridgeshire's children**
The impact of these proposals is summarised in the equality impact assessments, included within Appendix 1.

10. SIGNIFICANT IMPLICATIONS

10.1 **Resource Implications**

The proposals set out the response to the financial context and the need to change our service offer and model to maintain a sustainable budget. The full detail of the financial proposals and impact on budget is described in the financial tables of the business plan, attached as an appendix.

10.2 **Procurement/Contractual/Council Contract Procedure Rules Implications**
There are no significant implications within this category.

10.3 **Statutory, Legal and Risk implications**
The proposals set out in this report respond to the statutory duty on the Local Authority to deliver a balanced budget.

10.4 **Equality and Diversity Implications**
The Community Impact Assessments describe the impact of each proposal, in particular any disproportionate impact on vulnerable or minority groups.

10.5 **Engagement and Consultation Implications**
Our Business Planning proposals are informed by the CCC public consultation on the Business Plan and will be discussed with a wide range of partners throughout the process (some of which has begun already). The feedback from consultation will continue to inform the refinement of proposals. Where this leads to significant amendments to the recommendations a report would be provided to the Children's Committee.

Draft Community Impact Assessments (CIAs) for the savings proposals are included within the business cases attached to this paper for consideration by the Committee, and where applicable these are developed based on consultation with service users and stakeholders.

10.6 **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 and other groups about where they can make an impact and support us to mitigate the impact of budget reductions.

10.7 **Public Health Implications**
We are working closely with Public Health colleagues as part of the operating model to ensure our emerging Business Planning proposals are aligned.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Tom Kelly
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Yes Gus De Silva
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	Yes Monitoring Officer: Fiona McMillan, LGSS Law
Are there any Equality and Diversity implications?	Covered in Business Case impact assessments. Owen Garling
Have any engagement and communication implications been cleared by Communications?	Yes Christine Birchall
Are there any Localism and Local Member involvement issues?	No Julia Turner
Have any Public Health implications been cleared by Public Health	Yes Liz Robin

Source Documents	Location
October 2019 Committee Business Planning Papers	https://cambridgeshire.cmis.uk.com/ccc_live/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/1026/Committee/4/Default.aspx

Appendix 1a Finance Tables 1 – 3 & 6
Appendix 1b (CONFIDENTIAL) Finance Tables 4 & 5
Appendix 2 GPC Draft Business Cases

Section 3 - A: People & Communities

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2020-21 to 2024-25

Net Revised Opening Budget 2019-20 £000	Policy Line	Gross Budget 2020-21 £000	Fees, Charges & Ring-fenced Grants 2020-21 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000
	Director of Adults and Safeguarding							
-20,815	Strategic Management - Adults	-21,050	-2,724	-23,774	-21,005	-19,312	-18,539	-17,766
1,868	Transfers of Care	1,944	-43	1,901	1,901	1,901	1,901	1,901
8,837	Prevention & Early Intervention	9,482	-472	9,010	9,010	9,010	9,010	9,010
1,325	Principal Social Worker, Practice and Safeguarding	1,692	-345	1,347	1,415	1,415	1,415	1,415
1,015	Autism and Adult Support	1,137	-27	1,110	1,198	1,287	1,378	1,470
416	Carers	416	-	416	416	416	416	416
	Learning Disability Partnership							
5,781	Head of Service	6,286	-148	6,138	5,640	5,542	5,444	5,446
35,304	LD - City, South and East Localities	38,408	-1,626	36,782	38,165	39,544	40,919	42,289
28,298	LD - Hunts and Fenland Localities	30,366	-1,736	28,631	28,949	29,264	29,577	29,888
7,921	LD - Young Adults Team	9,052	-106	8,946	9,991	11,070	12,184	13,335
6,396	In House Provider Services	6,994	-402	6,592	6,592	6,592	6,592	6,592
-19,109	NHS Contribution to Pooled Budget	-387	-19,142	-19,530	-19,891	-20,252	-20,613	-20,974
	Older People and Physical Disability Services							
11,496	Physical Disabilities	14,237	-2,043	12,195	12,566	13,007	13,366	13,769
20,398	OP - City & South Locality	31,189	-7,172	24,017	25,703	27,754	30,031	32,036
6,587	OP - East Cambs Locality	11,673	-3,112	8,561	9,470	10,563	11,682	12,664
7,727	OP - Fenland Locality	13,641	-3,216	10,425	11,461	12,702	13,971	15,088
10,853	OP - Hunts Locality	19,522	-5,722	13,800	15,148	16,771	18,432	19,888
	Mental Health							
1,871	Mental Health Central	1,906	-20	1,886	1,886	1,886	1,886	1,886
5,361	Adult Mental Health Localities	5,907	-453	5,454	5,514	5,573	5,656	5,739
5,788	Older People Mental Health	7,403	-858	6,545	6,960	7,409	7,898	8,345
127,319	**Subtotal Director of Adults and Safeguarding**	**189,818**	**-49,366**	**140,452**	**151,089**	**162,142**	**172,606**	**182,437**
	Director of Commissioning							
510	Strategic Management - Commissioning	615	-100	515	515	515	515	515
1,795	Access to Resource & Quality	1,903	-83	1,820	1,820	1,820	1,820	1,820
300	Local Assistance Scheme	300	-	300	300	300	300	300
	Adults Commissioning							
10,773	Central Commissioning - Adults	40,877	-30,287	10,590	10,493	10,546	10,599	10,652
1,024	Integrated Community Equipment Service	5,919	-4,849	1,070	1,101	1,134	1,170	1,209
3,881	Mental Health Commissioning	4,074	-304	3,770	3,770	3,770	3,770	3,770
	Childrens Commissioning							
23,469	Children in Care Placements	21,703	-	21,703	20,117	22,691	25,473	28,480
245	Commissioning Services	245	-	245	245	245	245	245
41,997	**Subtotal Director of Commissioning**	**75,636**	**-35,623**	**40,012**	**38,360**	**41,020**	**43,891**	**46,990**

Section 3 - A: People & Communities

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2020-21 to 2024-25

Net Revised Opening Budget 2019-20 £000	Policy Line	Gross Budget 2020-21 £000	Fees, Charges & Ring-fenced Grants 2020-21 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000
	Director of Community & Safety							
15	Strategic Management - Communities & Safety	54	-69	-15	-15	-15	-15	-15
1,102	Youth Offending Service	1,997	-870	1,127	1,127	1,127	1,127	1,127
386	Central Integrated Youth Support Services	1,595	-1,204	391	391	391	391	391
836	Safer Communities Partnership	1,583	-739	845	845	845	845	845
462	Strengthening Communities	573	-104	469	479	479	479	479
180	Cambridgeshire Skills	2,292	-2,292	-	-	-	-	-
694	Trading Standards	694	-	694	694	694	694	694
3,676	**Subtotal Director of Community & Safety**	**8,789**	**-5,278**	**3,511**	**3,521**	**3,521**	**3,521**	**3,521**
	Director of Cultural & Community Services							
163	Strategic Management - Cultural & Community Services	166	-	166	166	166	166	166
3,409	Public Library Services	4,404	-960	3,445	3,494	3,494	3,494	3,494
107	Cultural Services	343	-234	109	109	109	109	109
440	Archives	481	-36	445	445	445	445	445
-516	Registration & Citizenship Services	1,037	-1,677	-641	-641	-641	-641	-641
1,117	Coroners	2,147	-614	1,533	1,516	1,536	1,556	1,576
4,721	**Subtotal Director of Cultural & Community Services**	**8,577**	**-3,520**	**5,057**	**5,089**	**5,109**	**5,129**	**5,149**
	Director of Children & Safeguarding							
3,355	Strategic Management - Children & Safeguarding	3,456	-18	3,438	3,438	3,438	3,438	3,438
2,241	Safeguarding and Quality Assurance	2,420	-146	2,275	2,190	2,190	2,190	2,190
12,711	Children in Care	16,492	-3,037	13,456	14,087	14,769	15,506	16,303
1,974	Integrated Front Door	2,220	-208	2,012	2,012	2,012	2,012	2,012
6,590	Children's Disability Service	7,213	-585	6,628	6,578	6,478	6,378	6,378
-141	Children's Centres Strategy	29	-170	-141	29	29	29	29
56	Support to Parents	1,638	-1,577	61	61	61	61	61
5,772	Adoption	6,249	-	6,249	6,692	7,217	7,840	8,578
1,970	Legal Proceedings	2,009	-	2,009	2,009	2,009	2,009	2,009
	District Delivery Service							
3,710	Safeguarding Hunts and Fenland	3,763	-	3,763	3,763	3,763	3,763	3,763
4,247	Safeguarding East & South Cambs and Cambridge	4,344	-36	4,308	4,308	4,308	4,308	4,308
5,345	Early Help District Delivery Service - North	5,493	-59	5,434	5,434	5,434	5,434	5,434
4,616	Early Help District Delivery Service - South	3,976	-24	3,952	3,952	3,952	3,952	3,952
52,444	**Subtotal Director of Children & Safeguarding**	**59,303**	**-5,859**	**53,443**	**54,552**	**55,659**	**56,919**	**58,454**

Section 3 - A: People & Communities

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2020-21 to 2024-25

Net Revised Opening Budget 2019-20 £000	Policy Line	Gross Budget 2020-21 £000	Fees, Charges & Ring-fenced Grants 2020-21 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000
	Director of Education							
593	Strategic Management - Education	3,420	-3,031	389	389	389	389	389
1,930	Early Years Service	2,246	-284	1,961	1,961	1,961	1,961	1,961
151	Schools Curriculum Service	469	-318	151	166	166	166	166
969	Schools Intervention Service	1,445	-458	987	987	987	987	987
537	Schools Partnership Service	1,969	-1,403	566	566	566	566	566
2,910	Redundancy & Teachers Pensions	3,385	-489	2,896	2,896	2,896	2,896	2,896
	SEND Specialist Services (0 - 25 years)							
9,582	SEND Specialist Services	10,804	-172	10,632	10,639	10,639	10,639	10,639
24,796	Funding to Special Schools and Units	24,796	-	24,796	24,796	24,796	24,796	24,796
19,428	High Needs Top Up Funding	19,428	-	19,428	19,428	19,428	19,428	19,428
9,973	SEN Placements	10,863	-891	9,973	9,973	9,973	9,973	9,973
1,519	Out of School Tuition	1,519	-	1,519	1,519	1,519	1,519	1,519
	0-19 Place Planning & Organisaion Service							
4,060	0-19 Organisation & Planning	4,992	-922	4,070	4,070	4,070	4,070	4,070
94	Early Years Policy, Funding & Operations	96	-	96	96	96	96	96
178	Education Capital	277	-99	179	179	179	179	179
9,821	Home to School Transport - Special	11,780	-97	11,684	12,670	13,713	14,816	15,983
2,005	Children in Care Transport	2,185	-	2,185	2,318	2,461	2,614	2,779
9,189	Home to School/ College Transport - Mainstream	9,733	-182	9,551	9,833	10,154	10,393	10,599
97,734	**Subtotal Director of Education**	**109,408**	**-8,346**	**101,061**	**102,484**	**103,991**	**105,486**	**107,024**
	P&C Executive Director							
882	P&C Executive Director	2,728	-255	2,473	3,996	4,170	4,170	4,170
91	Central Financing	91	-	91	91	91	91	91
973	**Subtotal P&C Executive Director**	**2,818**	**-255**	**2,563**	**4,086**	**4,260**	**4,260**	**4,260**
-72,150	DSG Adjustment	-	-72,150	-72,150	-72,150	-72,150	-72,150	-72,150
	Future Years							
-	Inflation	-	-	-	5,406	9,710	13,710	17,790
-	Savings	-	-	-				
256,714	**P&C BUDGET TOTAL**	**454,349**	**-180,399**	**273,950**	**292,438**	**313,263**	**333,373**	**353,476**

Section 3 - A: People & Communities

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2020-21

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Director of Adults and Safeguarding							
Strategic Management - Adults	-20,815	39	-	972	-	-3,970	-23,774
Transfers of Care	1,868	33	-	-	-	-	1,901
Prevention & Early Intervention	8,837	172	-	-	-	-	9,010
Principal Social Worker, Practice and Safeguarding	1,325	22	-	-	-	-	1,347
Autism and Adult Support	1,015	8	75	12	-	-	1,110
Carers	416	-	-	-	-	-	416
Learning Disability Partnership							
Head of Service	5,781	6	-	602	-	-250	6,138
LD - City, South and East Localities	35,304	37	612	829	-	-	36,782
LD - Hunts and Fenland Localities	28,298	12	321	-	-	-	28,631
LD - Young Adults Team	7,921	6	910	109	-	-	8,946
In House Provider Services	6,396	197	-	-	-	-	6,592
NHS Contribution to Pooled Budget	-19,109	-33	-	-387	-	-	-19,530
Older People and Physical Disability Services							
Physical Disabilities	11,496	23	514	161	-	-	12,195
OP - City & South Locality	20,398	762	1,236	1,772	-	-150	24,017
OP - East Cambs Locality	6,587	397	621	957	-	-	8,561
OP - Fenland Locality	7,727	383	690	1,625	-	-	10,425
OP - Hunts Locality	10,853	499	928	1,520	-	-	13,800
Mental Health							
Mental Health Central	1,871	14	-	-	-	-	1,886
Adult Mental Health Localities	5,361	28	5	84	-	-24	5,454
Older People Mental Health	5,788	366	278	112	-	-	6,545
Subtotal Director of Adults and Safeguarding	**127,319**	**2,968**	**6,190**	**8,368**	**-**	**-4,394**	**140,452**
Director of Commissioning							
Strategic Management - Commissioning	510	5	-	-	-	-	515
Access to Resource & Quality	1,795	25	-	-	-	-	1,820
Local Assistance Scheme	300	-	-	-	-	-	300
Adults Commissioning							
Central Commissioning - Adults	10,773	60	-	57	-	-300	10,590
Integrated Community Equipment Service	1,024	17	29	-	-	-	1,070
Mental Health Commissioning	3,881	9	-	-	-	-120	3,770
Childrens Commissioning							
Children in Care Placements	23,469	437	2,241	190	-	-4,634	21,703
Commissioning Services	245	-	-	-	-	-	245
Subtotal Director of Commissioning	**41,997**	**553**	**2,270**	**247**	**-**	**-5,054**	**40,012**

Section 3 - A: People & Communities

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2020-21

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Director of Community & Safety							
Strategic Management - Communities & Safety	15	0	-	-	-	-30	-15
Youth Offending Service	1,102	25	-	-	-	-	1,127
Central Integrated Youth Support Services	386	5	-	-	-	-	391
Safer Communities Partnership	836	9	-	-	-	-	845
Strengthening Communities	462	7	-	-	-	-	469
Cambridgeshire Skills	180	-	-	-	-	-180	-
Trading Standards	694	-	-	-	-	-	694
Subtotal Director of Community & Safety	**3,676**	**45**	**-**	**-**	**-**	**-210**	**3,511**
Director of Cultural & Community Services							
Strategic Management - Cultural & Community Services	163	3	-	-	-	-	166
Public Library Services	3,409	36	-	-	-	-	3,445
Cultural Services	107	2	-	-	-	-	109
Archives	440	5	-	-	-	-	445
Registration & Citizenship Services	-516	15	-	-	-	-140	-641
Coroners	1,117	4	20	391	-	-	1,533
Subtotal Director of Cultural & Community Services	**4,721**	**65**	**20**	**391**	**-**	**-140**	**5,057**
Director of Children & Safeguarding							
Strategic Management - Children & Safeguarding	3,355	83	-	-	-	-	3,438
Safeguarding and Quality Assurance	2,241	34	-	-	-	-	2,275
Children in Care	12,711	186	594	-35	-	-	13,456
Integrated Front Door	1,974	38	-	-	-	-	2,012
Children's Disability Service	6,590	89	-	-	-	-50	6,628
Children's Centres Strategy	-141	-	-	-	-	-	-141
Support to Parents	56	5	-	-	-	-	61
Adoption	5,772	99	377	-	-	-	6,249
Legal Proceedings	1,970	39	-	-	-	-	2,009
District Delivery Service							
Safeguarding Hunts and Fenland	3,710	53	-	-	-	-	3,763
Safeguarding East & South Cambs and Cambridge	4,247	61	-	-	-	-	4,308
Early Help District Delivery Service - North	5,345	89	-	-	-	-	5,434
Early Help District Delivery Service - South	4,616	86	-	-	-	-750	3,952
Subtotal Director of Children & Safeguarding	**52,444**	**863**	**971**	**-35**	**-**	**-800**	**53,443**

Section 3 - A: People & Communities

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2020-21

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Director of Education							
Strategic Management - Education	593	17	-	-	-	-221	389
Early Years Service	1,930	31	-	-	-	-	1,961
Schools Curriculum Service	151	0	-	-	-	-	151
Schools Intervention Service	969	18	-	-	-	-	987
Schools Partnership Service	537	29	-	-	-	-	566
Redundancy & Teachers Pensions	2,910	-14	-	-	-	-	2,896
SEND Specialist Services (0 - 25 years)							
SEND Specialist Services	9,582	49	-	501	500	-	10,632
Funding to Special Schools and Units	24,796	-	-	-	-	-	24,796
High Needs Top Up Funding	19,428	-	-	-	-	-	19,428
SEN Placements	9,973	-	-	-	-	-	9,973
Out of School Tuition	1,519	-	-	-	-	-	1,519
0-19 Place Planning & Organisaion Service							
0-19 Organisation & Planning	4,060	11	-	-	-	-	4,070
Early Years Policy, Funding & Operations	94	2	-	-	-	-	96
Education Capital	178	1	-	-	-	-	179
Home to School Transport - Special	9,821	318	934	1,010	-	-400	11,684
Children in Care Transport	2,005	58	123	-	-	-	2,185
Home to School/ College Transport - Mainstream	9,189	299	263	-	-	-200	9,551
Subtotal Director of Education	**97,734**	**817**	**1,320**	**1,511**	**500**	**-821**	**101,061**
P&C Executive Director							
P&C Executive Director	882	11	-	1,579	-	-	2,473
Central Financing	91	-	-	-	-	-	91
Subtotal P&C Executive Director	**973**	**11**	**-**	**1,579**	**-**	**-**	**2,563**
DSG Adjustment	-72,150	-	-	-	-		-72,150
P&C BUDGET TOTAL	**256,714**	**5,323**	**10,771**	**12,061**	**500**	**-11,419**	**273,950**

Section 3 - A: People and Communities

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

Ref	Title	Detailed Plans 2020-21 £000	Outline Plans 2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
1	**OPENING GROSS EXPENDITURE**	**415,630**	**454,349**	**472,932**	**494,135**	**514,628**		
A/R.1.001	Increase in expenditure funded from external sources	9,230	-	-	-	-	Increase in expenditure budgets (compared to published 2019-24 Business Plan) as advised during the budget preparation period and permanent in-year changes made during 2019-20.	C&P, C&YP, Adults
A/R.1.002	Cultural & Community Services transferred from Place & Economy	8,763	-	-	-	-	Transfer of Cultural & Community Services from P&E to Communities & Safety within P&C.	C&P
A/R.1.003	Base Adjustment - High Needs Block DSG	4,304	-	-	-	-	Revised High Needs Block DSG (Dedicated Schools grant) baseline, following increases in funding and transfers from Schools Block in 2019/20.	C&YP
A/R.1.004	Transferred Function - Independent Living Fund (ILF)	-36	-34	-	-	-	The ILF, a central government funded scheme supporting care needs, closed in 2015. Since then the local authority has been responsible for meeting eligible social care needs for former ILF clients. The government has told us that their grant will be based on a 5% reduction in the number of users accessing the service each year, with none remaining past 2021/22.	Adults
A/R.1.005	Improved Better Care Fund (IBCF)	-975	-	-	-	-	This adjustment represents the IBCF grant's contribution to meeting funding pressures in adult social care. These pressures are outlined in the sections below and are predominantly due to demand increases.	Adults
A/R.1.006	Social Care Support Grant	-1,650	-	-	-	-	The Social Care Support Grant is unringfenced - in 2019/20 a portion of it was allocated to P&C to mitigate in year pressures. For 2020/21 some of this is replaced by specific pressure funding in the sections below.	Adults, C&YP
A/R.1.007	Better Care Fund (BCF)	1,175	-	-	-	-	BCF funding is expected to rise in line with NHS funding. The additional income is shown in section 7 below, with this line reflecting additional budget available to adults services to mitigate existing pressures.	Adults
1.999	**REVISED OPENING GROSS EXPENDITURE**	**436,441**	**454,315**	**472,932**	**494,135**	**514,628**		
2	**INFLATION**							
A/R.2.001	Centrally funded inflation - Staff pay and employment costs	1,664	1,664	832	832	832	Forecast pressure from inflation relating to pay and employment costs. 2% pay inflation has been budgeted for years 1 and 2, with 1% for years 3-5.	C&P, C&YP, Adults
A/R.2.002	Centrally funded inflation - Care Providers	2,565	2,528	2,241	1,908	1,957	Forecast pressure from general inflation relating to care providers, particularly on residential and nursing care for older people, which has seen around 7% of inflation through 2018/19 and 2019/20. Further pressure funding is provided below to enable the cost of the rising minimum wage to be factored into rates paid to providers. This line includes a challenging trajectory to bring care home inflation back to RPI by 2024/25.	Adults, C&YP
A/R.2.003	Centrally funded inflation - Children in Care placements	591	626	639	651	664	Inflation is currently forecast at 1.8%.	C&YP
A/R.2.004	Centrally funded inflation - Transport	669	419	427	436	445	Forecast pressure for inflation relating to transport. This is estimated at 3.3%.	C&YP
A/R.2.005	Centrally funded inflation - Miscellaneous other budgets	216	557	543	556	570	Forecast pressure from inflation relating to miscellaneous other budgets, on average this is calculated at 0.2% increase.	C&P, C&YP, Adults
2.999	**Subtotal Inflation**	**5,705**	**5,794**	**4,682**	**4,383**	**4,468**		

Section 3 - A: People and Communities

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

Ref	Title	Detailed Plans 2020-21 £000	Outline Plans 2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
3	**DEMOGRAPHY AND DEMAND**							
A/R.3.002	Funding for additional Physical Disabilities demand	514	254	290	208	252	The needs of people with physical disabilities are increasing and so care packages are becoming more complex. In particular, more hours of domiciliary care are being provided per person, and there is expected to be a rise in the number of residential placements in the short-term.	Adults
A/R.3.003	Additional funding for Autism and Adult Support demand	75	77	78	80	81	Additional funding to ensure we meet the rising level of needs amongst people with autism and other vulnerable people. It is expected that 10 people will enter this service in 2020/21 and so, based on a the anticipated average cost, we are investing an additional £51k to ensure we give them the help they need. We are also investing an additional £24k to meet the increasing complexity in the needs of the people already cared for by the service. This brings the total demand funding requested to £75k for 2020/21.	Adults
A/R.3.004	Additonal funding for Learning Disability Partnership (LDP) demand	1,843	1,868	1,895	1,924	1,954	Additional funding to ensure we meet the rising level of needs amongst people with learning disabilities - We need to invest an additional £910k in 2020/21 to provide care for a projected 60 new service users (primarily young people) who outnumber the number of people leaving services. We also need to invest £933k in the increasing needs of existing service users and the higher complexity we are seeing in adults over age 25. We're therefore allocating a total of £1,843k to ensure we provide the right care for people with learning disabilities.	Adults
A/R.3.005	Funding for Adult Mental Health Demand	70	70	51	51	51	Additional funding for a net increase of 5 care packages for 2020/21, in line with the trend of increasing prevalence of mental health needs and having some regard to district councils' housing plans. This represents an increase of around 1.4% each year.	Adults
A/R.3.006	Additional funding for Older People demand	3,475	3,830	4,859	5,002	4,236	Additional funding to ensure we meet the increased demand for care amongst older people, providing care at home as well as residential and nursing placements. Population growth in Cambridgeshire and the fact that people are living longer results in steeply increasing numbers of older people requiring care. We estimate that numbers will increase by around 2.7% each year and the current pattern of activity and expenditure is modelled forward to estimate the additional budget requirement for each age group and type of care. Account is then taken of increasing complexity of cases coming through the service. This work has supported the case for additional funding of £3,475k in 2020/21 to ensure we can continue to provide the care for people who need it.	Adults
A/R.3.007	Funding for Older People Mental Health Demand	213	245	297	337	295	Additional funding to ensure we meet the increased demand for care amongst older people with mental health needs, providing care at home as well as residential and nursing placements.The current pattern of activity and expenditure is modelled forward using population forecasts to estimate the additional budget requirement for each age group and type of care. We estimate that numbers will increase by about 2.7% each year. Some account is then taken of increasing complexity of cases coming through the service. This work has supported the case for additional funding of £213k in 2020/21 to ensure we can continue to provide the care for people who need it.	Adults
A/R.3.008	Home to school transport mainstream	263	282	321	239	206	Additional funding required to provide home to school transport for pupils attending mainstream schools. This additional funding is required due to the anticipated 2.99% increase in the number of pupils attending Cambridgeshire's schools in 2020/21.	C&YP

Section 3 - A: People and Communities

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

Ref	Title	2020-21 £000 (Detailed Plans)	2021-22 £000 (Outline Plans)	2022-23 £000 (Outline Plans)	2023-24 £000 (Outline Plans)	2024-25 £000 (Outline Plans)	Description	Committee
A/R.3.009	Home to school transport Children in Care	123	133	143	153	165	Additional funding required to provide home to school transport for Children in Care. This additional funding is required due to an anticipated 7.59% increase in the number of school-aged Children in the Care population in 2020/21	C&YP
A/R.3.010	Funding for Home to School Special Transport demand	934	986	1,043	1,103	1,167	Additional funding required to provide transport to education provision for children and young people with special educational needs (SEN). The additional funding is needed as there are increasing numbers of children with SEN and there is a trend towards increasingly complex needs, often requiring bespoke transport solutions. The cost of transport is directly linked to the availability, and increasing number, of places at Special Schools.	C&YP
A/R.3.011	Funding for rising Children in Care Numbers and need	2,835	3,013	3,256	3,519	3,804	Additional budget required to provide care for looked after children. (LACs) Along with many other local authorities, we have experienced a steady rise in the number of LACs in recent years, compounded by increasing complexity of need and therefore increasing cost of suitable placements. This additional investment will ensure we can fully shoulder our responsibilities as corporate parents and fund suitable foster, residential or other supported accommodation placements for all children entering care.	C&YP
A/R.3.016	Funding for additional Special Guardianship Orders/Adoption demand costs	377	443	525	623	738	Additional funding required to cover the cost of providing care for looked after children with adoptive parents or with extended family and other suitable guardians. As the numbers of children in care increase, we need to invest in adoptive and guardianship placements which provide stable, loving and permanent care for children who come into the care system.	C&YP
A/R.3.017	Funding for additional demand for Community Equipment	29	31	33	36	39	Over the last five years, our social work strategy has been successful in supporting a higher proportion of older people and people with disabilities to live at home (rather than requiring residential care). Additional funding is required to maintain the proportion of service users supported to live independently, through the provision of community equipment and home adaptations. This requirement is patent in the context of a rising population and the increasing complexity of the needs of the people in question.	Adults
A/R.3.018	Coroner Service	20	20	20	20	20	Extra costs associated with an increasing population and thus a higher number of deaths.	C&P
3.999	**Subtotal Demography and Demand**	**10,771**	**11,252**	**12,811**	**13,295**	**13,008**		
4	**PRESSURES**							
A/R.4.009	Impact of National Living Wage (NLW) on Adult Social Care Contracts	3,367	4,011	3,935	3,015	3,015	The NLW is expected by the Office of Budgetary Responsibility to rise steadily from its 2019/20 rate of £8.21 up to £9.79 by 2024/25, and this will have an impact on the cost of purchasing care from external providers. Our analysis suggests it will have between a 1% and 3% impact on costs depending on the type of care being purchased. If the NLW rises to more than £9.79 following recent government announcements, the resulting pressure will be higher.	Adults
A/R.4.010	Increase in Older People's placement costs in previous years	4,458	-	-	-	-	Care costs for older people rose much higher than expected in the second half of 2018/19 and into 2019/20, particular in residential and nursing care. This funding offsets the impact of that and resets budgets for 2020/21.	Adults
A/R.4.011	Increased needs of working age adults with disabilities in previous years	600	-	-	-	-	The needs of adults with disabilities have increased in 2019/20 by more than expected when budgets for demand were set, resulting in a projected opening pressure if not addressed. Much of this increased demand is from young people transitioning into adulthood, an area which is a key focus of the Adults Positive Challenge Programme to manage in future years.	Adults

Section 3 - A: People and Communities

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

Ref	Title	2020-21 £000 (Detailed Plans)	2021-22 £000 (Outline Plans)	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
A/R.4.019	Home to School Transport - Special	1,010	-	-	-	-	A greater than anticipated increase in the number of pupils requiring SEND Home to School Transport has resulted in an ongoing pressure of £1,010k	C&YP
A/R.4.020	SEND Specialist Services - loss of grant	300	-	-	-	-	Funding to offset the pressure caused by the loss of the SEN Reform Grant	C&YP
A/R.4.021	SEND Specialist Services - underlying pressures	201	-	-	-	-	Historical unfunded pressures within the SEND service. Additional, permanent funding is required in order to fulfil our statutory duties.	C&YP
A/R.4.022	Dedicated Schools Grant Contribution to Combined Budgets	1,579	1,500	-	-	-	Based on historic levels of spend, an element of the Dedicated Schools Grant (DSG) spend is retained centrally and contributes to the overall funding for the LA. Schools Forum is required to approve the spend on an annual basis and, following national changes, the expectation is that these historic commitments/arrangements will unwind over time. This pressure reflects the potential reduction in the contribution to combined budgets in future years, although is subject to a decision by Schools Forum, to be taken during the autumn term.	C&YP
A/R.4.023	Libraries to serve new developments	-	49	-	-	-	Cost of running the Eddington Library in North West Cambridge to serve the new community.	C&P
A/R.4.027	Supervised contact	-35	-	-	-	-	Part-reversal of previous pressure funding for supervised contact.	C&YP
A/R.4.028	Independent reviewing officers	-	-85	-	-	-	Reversal of temporary investment into additional Independant Review Officer (IRO) capacity.	C&YP
A/R.4.029	Coroner Service	391	-37	-	-	-	Pressure funding for the Coroner Service, recognising historical and ongoing increases in demand, cost and complexity of cases.	C&P
A/R.4.030	Children in Care - Secure Accommodation	190	-	-	-	-	Pressure related to an increased number of Children in Care requiring placement in secure accommodation as a result of gang related crime.	C&YP
4.999	**Subtotal Pressures**	**12,061**	**5,438**	**3,935**	**3,015**	**3,015**		
5	**INVESTMENTS**							
A/R.5.001	Permanent Funding for Investments into Social Work	-	1,000	-	-	-	As part of the Adults Positive Challenge Programme, a number of investments will be made from the Transformation Fund to deliver an ambitious package of demand management measures. This funding in 2021/22 is to provide a permanent basis for those investments that will need to continue, and will be allocated following a review of which investments worked and will continue to deliver benefit.	Adults
A/R.5.003	Flexible Shared Care Resource	-	-	174	-	-	Funding to bridge the gap between fostering and community support and residential provision has ended. Investment will be repaid over 5 years, at £174k pa from 17/18 to 21-22, from savings in placement costs.	C&YP
A/R.5.004	SEND Specialist Services - additional capacity	500	-	-	-	-	Permanent funding to ensure that the Statutory Assessment Team has sufficient capacity to meet its statutory duties.	C&YP
5.999	**Subtotal Investments**	**500**	**1,000**	**174**	**-**	**-**		
6	**SAVINGS** **Adults**							

Section 3 - A: People and Communities

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

Ref	Title	2020-21 £000 (Detailed Plans)	2021-22 £000 (Outline Plans)	2022-23 £000 (Outline Plans)	2023-24 £000 (Outline Plans)	2024-25 £000 (Outline Plans)	Description	Committee
A/R.6.114	Learning Disabilities Commissioning	-250	-400	-	-	-	A programme of work commenced in Learning Disability Services in 2016/17 to ensure service-users had the appropriate level of care; some additional work remains, particularly focussing on high cost placements outside of Cambridgeshire and commissioning approaches, as well as the remaining part-year impact of savings made part-way through 2019/20.	Adults
A/R.6.176	Adults Positive Challenge Programme	-3,800	-100	-100	-100	-	Through the Adults Positive Challenge Programme, the County Council has set out to design a new service model for Adult Social Care, which will continue to improve outcomes whilst also being economically sustainable in the face of the huge pressure on the sector. This is the second year of saving through demand management, building on work undertaken through 2019/20, focussing on promoting independence and changing the conversation with staff and service-users to enable people to stay independent for longer. The programme also has a focus of working collaboratively with partner organisations in 2020/21. In later years, the effect of the Preparing for Adulthood workstream will continue to have an effect by reducing the level of demand on services from young people transitioning into adulthood.	Adults
A/R.6.179	Mental Health Commissioning	-144	-24	-24	-	-	A retender of supported living contracts gives an opportunity to increase capacity and prevent escalation to higher cost services, over several years. In addition, a number of contract changes have taken place in 2019/20 that have enabled a saving to be taken.	Adults
A/R.6.180	Review of commissioning approaches for accommodation based care	-	-175	-175	-	-	We are exploring alternative models of delivery for residential and nursing care provision, including a tenancy based model that should deliver savings to the council.	Adults
A/R.6.181	Review of commissioned domiciliary care	-300	-	-	-	-	A review will be undertaken to ensure that the hours of domiciliary care we provide are required to meet people's needs, particularly ensuring that care is tailored to individuals' lifestyles. This should allow fewer hours to be commissioned, for example, where there are care calls that are not needed, and release some capacity to use elsewhere. This is associated with a transformation fund investment, providing capacity to undertake this work.	Adults
A/R.6.182	Improved Better Care Fund	-170	-	-	-	-	A review has been conducted of expenditure funded by ringfenced social care grants, particularly the IBCF. A number of areas of spend (those not achieving sufficient outcomes) are proposed to be discontinued.	Adults
A/R.6.184	Revised commissioning approach for interim bed provision	-	-150	-	-	-	Provision of interim beds, particularly in older people's services, is being reviewed. A new approach to interim bed provision should reduce delayed discharges from hospital and improve the reablement of people on leaving hospital. Therefore, more people will be able to return home instead of needing permanent residential or nursing care.	Adults
	C&P							
A/R.6.201	Cambridgeshire Skills	-180	-	-	-	-	'Cambridgeshire Learning & Skills' is being transformed into 'Cambridgeshire Skills' a new stand-alone, self-financing service which aims to deliver more substantial, direct delivery of adult learning and skills, particularly targeted at those furthest away from learning and work to support their social and economic wellbeing.	C&P
	C&YP							
A/R.6.202	Youth Justice / Youth Support	-30	-	-	-	-	A reduction in staff capacity (£15k) and grants to external organisations (£15k) across the Youth Offending and Youth Support Services.	C&YP
A/R.6.255	Children in Care - Placement composition and reduction in numbers	-3,134	-2,399	-	-	-	Through a mixture of continued recruitment of our own foster carers (thus reducing our use of Independant Foster Agencies) and a reduction in overall numbers of children in care, overall costs of looking after children and young people can be reduced in 2020/21.	C&YP

Section 3 - A: People and Communities

Table 3: Revenue - Overview

Budget Period: 2020-21 to 2024-25

Ref	Title	Detailed Plans 2020-21 £000	Outline Plans 2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
A/R.6.257	Early Help offer within Children's services	-750	-	-	-	-	This saving will be achieved by ensuring that early help services are targeted in as effective and efficient a way possible.	C&YP
A/R.6.266	Children in Care Stretch Target - Demand Management	-1,500	-1,569	-	-	-	Please see A/R.6.255 above.	C&YP
A/R.6.267	Children's Disability 0-25 Service	-50	-50	-100	-100	-	The Children's Disability 0-25 service has been restructured into teams (from units) to align with the structure in the rest of children's social care. This has released a £50k saving on staffing budgets. In future years, ways to reduce expenditure on providing services to children will be explored in order to bring our costs down to a level closer to that of our statistical neighbours.	C&YP
A/R.6.268	Utilisation of Education Grants	-50	-	-	-	-	Contribution from the LAC Pupil Premium Grant to fund work with children in care	C&YP
A/R.6.269	Review of Education support functions	-171	-	-	-	-	Review of Education support functions including business support.	C&YP
A/R.6.270	Home to School Transport	-600	-	-	-	-	Review of Home to School Transport processes and provision to include procurement, shared services, demand management and supporting independence	C&YP
6.999	**Subtotal Savings**	**-11,129**	**-4,867**	**-399**	**-200**	**-**		
	TOTAL GROSS EXPENDITURE	**454,349**	**472,932**	**494,135**	**514,628**	**535,119**		
7	**FEES, CHARGES & RING-FENCED GRANTS**							
A/R.7.001	Previous year's fees, charges & ring-fenced grants	-160,694	-180,399	-180,494	-180,872	-181,255	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	C&P, C&YP, Adults
A/R.7.002	Changes to fees, charges and schools income compared to 2019-20	-13,232	-	-	-	-	Adjustment for permanent changes to income expectation from decisions made in 2019-20.	C&P, C&YP, Adults
A/R.7.003	Fees and charges inflation	-382	-388	-378	-383	-388	Increase in external charges to reflect inflation pressures on the costs of services.	C&P, C&YP, Adults
	Changes to fees & charges							
A/R.7.102	Registration Service - Certificate Income	-140	-	-	-	-	An increase in statutory charges for certificates has resulted in an increase in income collected by the Registration Service.	C&P
A/R.7.105	Income from utilisation of vacant block care provision by self-funders	-150	-	-	-	-	We currently have some vacancies in block purchased provision in care homes. Income can be generated to offset the vacancy cost by allowing people who pay for their own care to use these beds	Adults
	Changes to ring-fenced grants							
A/R.7.201	Change in Public Health Grant	-	293	-	-	-	Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2021-22, due to removal of ring-fence.	C&P, C&YP, Adults
A/R.7.209	High Needs Block DSG funding	-4,304	-	-	-	-	Revised High Needs Block Dedicated schools grant (DSG) baseline, following increases in funding and transfers from Schools Block in 2019/20.	C&YP
A/R.7.214	Better Care Fund	-1,497	-	-	-	-	Additional funding transfer expected due to the nationally set, annual uplift to the NHS contribution to local authorities, through the Better Care Fund.	Adults
7.999	**Subtotal Fees, Charges & Ring-fenced Grants**	**-180,399**	**-180,494**	**-180,872**	**-181,255**	**-181,643**		
	TOTAL NET EXPENDITURE	**273,950**	**292,438**	**313,263**	**333,373**	**353,476**		

Section 3 - A: People and Communities

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

Ref	Title	Detailed Plans 2020-21 £000	Outline Plans 2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
FUNDING SOURCES								
8	**FUNDING OF GROSS EXPENDITURE**							
A/R.8.001	Budget Allocation	-273,950	-292,438	-313,263	-333,373	-353,476	Net spend funded from general grants, business rates and Council Tax.	C&P, C&YP, Adults
A/R.8.002	Fees & Charges	-65,579	-65,967	-66,345	-66,728	-67,116	Fees and charges for the provision of services.	C&P, C&YP, Adults
A/R.8.003	Expected income from Cambridgeshire Maintained Schools	-7,783	-7,783	-7,783	-7,783	-7,783	Expected income from Cambridgeshire maintained schools.	C&YP
A/R.8.004	Dedicated Schools Grant (DSG)	-72,150	-72,150	-72,150	-72,150	-72,150	The DSG is directly managed by P&C.	C&YP
A/R.8.005	Better Care Fund (BCF) Allocation for Social Care	-16,950	-16,950	-16,950	-16,950	-16,950	The NHS and County Council pool budgets through the Better Care Fund (BCF), promoting joint working. This line shows the revenue funding flowing from the BCF into Social Care.	Adults
A/R.8.007	Youth Justice Board Good Practice Grant	-500	-500	-500	-500	-500	Youth Justice Board Good Practice Grant.	C&YP
A/R.8.009	Social Care in Prisons Grant	-339	-339	-339	-339	-339	Care Act New Burdens funding.	Adults
A/R.8.011	Improved Better Care Fund	-14,725	-14,725	-14,725	-14,725	-14,725	Improved Better Care Fund grant.	Adults
A/R.8.012	Education and Skills Funding Agency Grant	-2,080	-2,080	-2,080	-2,080	-2,080	Ring-fenced grant funding for the Adult Learning and Skills service.	C&P
A/R.8.401	Public Health Funding	-293	-	-	-	-	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.	C&P, C&YP, Adults
8.999	**TOTAL FUNDING OF GROSS EXPENDITURE**	**-454,349**	**-472,932**	**-494,135**	**-514,628**	**-535,119**		

Section 3 - B: Place & Economy

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2020-21 to 2024-25

Net Revised Opening Budget 2019-20 £000	Policy Line	Gross Budget 2020-21 £000	Fees, Charges & Ring-fenced Grants 2020-21 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000
	Executive Director							
-8,316	Executive Director	1,165	-9,755	-8,590	-8,590	-8,590	-8,590	-8,590
-8,316	**Subtotal Executive Director**	**1,165**	**-9,755**	**-8,590**	**-8,590**	**-8,590**	**-8,590**	**-8,590**
	Highways							
157	Asst Dir - Highways	158	-	158	158	158	158	158
6,085	Local Infrastructure Maintenance and Improvement	9,540	-764	8,776	9,776	10,776	11,776	11,776
-95	Traffic Management	2,820	-2,935	-115	-115	-115	-115	-115
528	Road Safety	679	-192	487	607	607	607	607
6,142	Street Lighting	10,502	-4,144	6,358	6,360	6,364	6,364	6,364
407	Highways Asset Management	1,281	-872	409	409	409	409	409
-	Parking Enforcement	5,443	-5,443	-	-	-	-	-
2,125	Winter Maintenance	2,664	-	2,664	2,664	2,664	2,664	2,664
340	Bus Operations including Park & Ride	1,420	-1,413	7	7	7	7	7
15,690	**Subtotal Highways**	**34,507**	**-15,763**	**18,744**	**19,866**	**20,870**	**21,870**	**21,870**
	Passenger Transport							
2,311	Community Transport	2,955	-557	2,398	2,398	2,398	2,398	2,398
4,770	Concessionary Fares	4,934	-16	4,918	4,918	4,918	4,918	4,918
7,081	**Subtotal Passenger Transport**	**7,889**	**-573**	**7,316**	**7,316**	**7,316**	**7,316**	**7,316**
	Environment & Commercial Services							
425	County Planning, Minerals & Waste	646	-275	371	317	317	317	317
51	Historic Environment	1,087	-1,037	50	50	50	50	50
419	Flood Risk Management	525	-101	425	425	425	425	425
28	Energy Projects Director	168	-139	29	29	29	29	29
58	Energy Programme Manager	61	-2	60	60	60	60	60
34,620	Waste Management	39,632	-4,244	35,388	35,613	35,792	35,984	36,186
35,601	**Subtotal Environment & Commercial Services**	**42,119**	**-5,797**	**36,322**	**36,493**	**36,672**	**36,864**	**37,066**

Section 3 - B: Place & Economy

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2020-21 to 2024-25

Net Revised Opening Budget 2019-20 £000	Policy Line	Gross Budget 2020-21 £000	Fees, Charges & Ring-fenced Grants 2020-21 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000
	Infrastructure & Growth							
160	Asst Dir - Infrastrucuture & Growth	162	-	162	162	162	162	162
1,300	Major Infrastructure Delivery	1,573	-273	1,300	-	-	-	-
33	Transport Strategy and Policy	45	-10	34	34	34	34	34
551	Growth & Development	898	-341	557	557	557	557	557
-	Highways Development Management	1,219	-1,219	-	-	-	-	-
2,044	**Subtotal Infrastructure & Growth**	**3,897**	**-1,843**	**2,054**	**754**	**754**	**754**	**754**
	Future Years							
-	Inflation	-	-	-	1,840	3,867	5,927	8,085
-	Savings	-	-	-				
52,101	**P&E BUDGET TOTAL**	**89,577**	**-33,732**	**55,845**	**57,678**	**60,888**	**64,140**	**66,500**

Section 3 - B: Place & Economy

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2020-21

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Executive Director							
Executive Director	-8,316	-273	-	-	-	-	-8,590
Subtotal Executive Director	**-8,316**	**-273**	**-**	**-**	**-**	**-**	**-8,590**
Highways							
Asst Dir - Highways	157	1	-	-	-	-	158
Local Infrastructure Maintenance and Improvement	6,085	341	-	-	3,000	-650	8,776
Traffic Management	-95	-20	-	-	-	-	-115
Road Safety	528	9	-	-	-	-50	487
Street Lighting	6,142	195	-	-	-	21	6,358
Highways Asset Management	407	2	-	-	-	-	409
Parking Enforcement	-	-	-	-	-	-	-
Winter Maintenance	2,125	76	-	463	-	-	2,664
Bus Operations including Park & Ride	340	7	-	-	-	-340	7
Subtotal Highways	**15,690**	**610**	**-**	**463**	**3,000**	**-1,019**	**18,744**
Passenger Transport							
Community Transport	2,311	87	-	-	-	-	2,398
Concessionary Fares	4,770	148	-	-	-	-	4,918
Subtotal Passenger Transport	**7,081**	**234**	**-**	**-**	**-**	**-**	**7,316**
Environment & Commercial Services							
County Planning, Minerals & Waste	425	-1	-	-54	-	-	371
Historic Environment	51	-1	-	-	-	-	50
Flood Risk Management	419	6	-	-	-	-	425
Energy Projects Director	28	1	-	-	-	-	29
Energy Programme Manager	58	1	-	-	-	-	60
Waste Management	34,620	969	199	-	-	-400	35,388
Subtotal Environment & Commercial Services	**35,601**	**975**	**199**	**-54**	**-**	**-400**	**36,322**

Section 3 - B: Place & Economy

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2020-21

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Infrastructure & Growth							
Asst Dir - Infrastrucuture & Growth	160	3	-	-	-	-	162
Major Infrastructure Delivery	1,300	-	-	-	-	-	1,300
Transport Strategy and Policy	33	1	-	-	-	-	34
Growth & Development	551	6	-	-	-	-	557
Highways Development Management	-	-	-	-	-	-	-
Subtotal Infrastructure & Growth	**2,044**	**9**	**-**	**-**	**-**	**-**	**2,054**
P&E BUDGET TOTAL	**52,101**	**1,555**	**199**	**409**	**3,000**	**-1,419**	**55,845**

Section 3 - B: Place and Economy

Table 3: Revenue - Overview

Budget Period: 2020-21 to 2024-25

Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
		Detailed Plans	Outline Plans					
1	**OPENING GROSS EXPENDITURE**	**92,125**	**89,577**	**91,583**	**95,086**	**98,639**		
B/R.1.001	Base adjustments	1,038	-	-	-	-	Adjustment for permanent changes to base budget from decisions made in 2019-20.	E&E, H&CI
B/R.1.002	Cultural & Community Services transferred to P&C	-8,763	-	-	-	-	Transfer of Cultural & Community Services from P&E to Communities & Safety within P&C.	E&E, H&CI
1.999	**REVISED OPENING GROSS EXPENDITURE**	**84,400**	**89,577**	**91,583**	**95,086**	**98,639**		
2	**INFLATION**							
B/R.2.001	Inflation	1,998	2,133	2,320	2,361	2,466	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 P&E services.	E&E, H&CI
2.999	**Subtotal Inflation**	**1,998**	**2,133**	**2,320**	**2,361**	**2,466**		
3	**DEMOGRAPHY AND DEMAND**							
B/R.3.007	Waste Disposal	199	225	179	192	202	Extra cost of landfilling additional waste produced by an increasing population.	H&CI
3.999	**Subtotal Demography and Demand**	**199**	**225**	**179**	**192**	**202**		
4	**PRESSURES**							
B/R.4.009	Cambridgeshire and Peterborough Minerals and Waste Local Plan	-54	-54	-	-	-	This is the removal of the short-term investment made in previous years. Work was undertaken on a new Minerals and Waste Plan with Peterborough City Council.	E&E
B/R.4.013	Guided Busway Defects	-	-1,300	-	-	-	This is the removal of the short-term investment made in previous years. The Council is in dispute with the contractor over defects in the busway construction. This was 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/R.4.014	Winter Maintenance	463	-	-	-	-	Reflecting in-year pressure and results of current contractual setup	H&CI
4.999	**Subtotal Pressures**	**409**	**-1,354**	**-**	**-**	**-**		
5	**INVESTMENTS**							
B/R.5.104	Investment in Highways Services	3,000	1,000	1,000	1,000	-	Investment in Highways Services to increase funding for proactive treatment and maintenance of roads, bridges and footpaths.	H&CI
5.999	**Subtotal Investments**	**3,000**	**1,000**	**1,000**	**1,000**	**-**		
6	**SAVINGS**							
	H&CI							
B/R.6.102	Waste	-400	-	-	-	-	Reduction in the amount of Waste being landfilled.	H&CI

Section 3 - B: Place and Economy

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

Ref	Title	2020-21 £000 (Detailed Plans)	2021-22 £000 (Outline Plans)	2022-23 £000 (Outline Plans)	2023-24 £000 (Outline Plans)	2024-25 £000 (Outline Plans)	Description	Committee
B/R.6.204	Road Safety	-50	-	-	-	-	At the March H&CI committee members approved the implementation of a new transformative model for deliverying 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.6.214	Street Lighting - contract synergies	21	2	4	-	-	Every year the budget is changed to reflect the level of synergy savings which will be achieved from the joint contract. This will not lead to any reduction in street lighting provision.	H&CI
6.999	**Subtotal Savings**	**-429**	**2**	**4**	**-**	**-**		
	TOTAL GROSS EXPENDITURE	**89,577**	**91,583**	**95,086**	**98,639**	**101,307**		
7	**FEES, CHARGES & RING-FENCED GRANTS**							
B/R.7.001	Previous year's fees, charges & ring-fenced grants	-34,621	-33,732	-33,905	-34,198	-34,499	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	-164	-117	-116	-120	-123	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.7.002	Changes to fees, charges & ring-fenced grants	2,322	-	-	-	-	Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2019-20.	E&E, H&CI
B/R.7.004	Inflation on Levy charged to the Combined Authority	-279	-176	-177	-181	-185	Inflation of the Combined Authority Levy - this is matched to the inflation in P&E expenditure for which the Combined Authority are billed.	E&E, H&CI
	Changes to fees & charges							
B/R.7.119	Income from Bus Lane Enforcement	-650	-	-	-	-	Utilising additional bus lane enforcement income to fund highways and transport works, as allowed by current legislation.	H&CI
B/R.7.120	Deployment of current surpluses in civil parking enforcement to transport activities	-340	-	-	-	-	Deployment of current surpluses in civil parking enforcement to transport activities, including a contribution to Park & Ride, as allowed by current legislation.	H&CI
	Changes to ring-fenced grants							
B/R.7.202	Change in Public Health Grant	-	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	**Subtotal Fees, Charges & Ring-fenced Grants**	**-33,732**	**-33,905**	**-34,198**	**-34,499**	**-34,807**		
	TOTAL NET EXPENDITURE	**55,845**	**57,678**	**60,888**	**64,140**	**66,500**		

Section 3 - B: Place and Economy

Table 3: Revenue - Overview

Budget Period: 2020-21 to 2024-25

Ref	Title	2020-21 £000 (Detailed Plans)	2021-22 £000 (Outline Plans)	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
FUNDING SOURCES								
8	**FUNDING OF GROSS EXPENDITURE**							
B/R.8.001	Budget Allocation	-55,845	-57,678	-60,888	-64,140	-66,500	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	-27,057	-27,350	-27,643	-27,944	-28,252	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	-2,611	-2,611	-2,611	-2,611	-2,611	PFI Grant from DEFRA for the life of the project.	H&CI
8.999	**TOTAL FUNDING OF GROSS EXPENDITURE**	**-89,577**	**-91,583**	**-95,086**	**-98,639**	**-101,307**		

Section 3 - C: Corporate and Managed Services

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2020-21 to 2024-25

Net Revised Opening Budget 2019-20 £000	Policy Line	Gross Budget 2020-21 £000	Fees, Charges & Ring-fenced Grants 2020-21 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000
	Corporate & Customer Services							
530	Director, Corporate and Customer Services	640	-101	539	640	640	640	640
127	Chief Executive	132	-3	129	129	129	129	129
735	Communication and Information	747	-	747	747	747	747	747
1,978	Customer Services	2,231	-218	2,013	2,013	2,013	2,013	2,013
523	Information Management	537	-5	532	532	532	532	532
2,083	IT & Digital Service	2,155	-60	2,095	2,095	2,095	2,095	2,095
165	Elections	165	-	165	165	165	165	165
856	Redundancy, Pensions & Injury	1,019	-173	846	846	846	846	846
6,997	**Subtotal Corporate & Customer Services**	**7,626**	**-560**	**7,066**	**7,167**	**7,167**	**7,167**	**7,167**
	Corporate Savings & Funding							
322	Demography Reserve	322	-	322	322	322	322	322
1,266	Central Services and Organisation-Wide Risks	5,065	-90	4,975	5,075	3,775	3,775	3,775
-711	PCC Shared Services	-301	-	-301	-301	-301	-301	-301
-38	Automation	-38	-	-38	-38	-38	-38	-38
839	**Subtotal Corporate Savings & Funding**	**5,048**	**-90**	**4,958**	**5,058**	**3,758**	**3,758**	**3,758**
	Business Improvement & Development							
166	Transformation Team	272	-108	164	164	164	164	164
847	Business Intelligence	1,105	-242	863	863	863	863	863
1,013	**Subtotal Business Improvement & Development**	**1,377**	**-350**	**1,027**	**1,027**	**1,027**	**1,027**	**1,027**
	Resources Directorate							
335	Resources Directorate	425	-87	338	338	338	338	338
1,631	Professional Finance	1,660	-	1,660	1,660	1,660	1,660	1,660
1,966	**Subtotal Resources Directorate**	**2,085**	**-87**	**1,998**	**1,998**	**1,998**	**1,998**	**1,998**
	Legal & Governance							
102	Legal & Governance Services	103	-	103	103	103	103	103
385	Democratic & Member Services	454	-95	359	359	359	359	359
1,053	Members' Allowances	1,054	-	1,054	1,054	1,054	1,054	1,054
1,540	**Subtotal Legal & Governance**	**1,611**	**-95**	**1,516**	**1,516**	**1,516**	**1,516**	**1,516**

Section 3 - C: Corporate and Managed Services

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2020-21 to 2024-25

Net Revised Opening Budget 2019-20 £000	Policy Line	Gross Budget 2020-21 £000	Fees, Charges & Ring-fenced Grants 2020-21 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000
	LGSS Managed							
90	External Audit	75	-	75	75	75	75	75
2,139	Insurance	2,207	-	2,207	2,207	2,207	2,207	2,207
4,371	IT Managed	4,568	-195	4,373	4,373	4,373	4,373	4,373
177	OWD Managed	190	-10	180	180	180	180	180
110	Subscriptions	110	-	110	110	110	110	110
48	Authority-wide Miscellaneous	166	-118	48	148	148	148	148
37	HR Managed	39	-	39	39	39	39	39
-	Corporate Redundancies	-	-	-	-	-	-	-
6,428	Transformation Fund	2,568	-	2,568	295	-	-	-
13,400	**Subtotal LGSS Managed**	**9,923**	**-323**	**9,600**	**7,427**	**7,132**	**7,132**	**7,132**
	Greater Cambridge Partnership							
602	City Deal with Greater Cambridge Partnership	2,882	-2,393	489	603	603	603	603
602	**Subtotal Greater Cambridge Partnership**	**2,882**	**-2,393**	**489**	**603**	**603**	**603**	**603**
-3,944	**UNIDENTIFIED SAVINGS TO BALANCE BUDGET**	**-3,944**	**-**	**-3,944**	**-8,934**	**-17,297**	**-28,137**	**-38,434**
	Future Years							
-	Inflation	-	-	-	350	453	557	660
	Savings	-	-	-				
22,413	**CS BUDGET TOTAL**	**26,608**	**-3,898**	**22,710**	**16,212**	**6,357**	**-4,379**	**-14,573**

Section 3 - C: Corporate and Managed Services

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2020-21

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Corporate & Customer Services							
Director, Corporate and Customer Services	530	9	-	-	-	-	539
Chief Executive	127	2	-	-	-	-	129
Communication and Information	735	12	-	-	-	-	747
Customer Services	1,978	35	-	-	-	-	2,013
Information Management	523	9	-	-	-	-	532
IT & Digital Service	2,083	12	-	-	-	-	2,095
Elections	165	-	-	-	-	-	165
Redundancy, Pensions & Injury	856	-	-	-	-	-10	846
Subtotal Corporate & Customer Services	**6,997**	**79**	**-**	**-**	**-**	**-10**	**7,066**
Corporate Savings & Funding							
Demography Reserve	322	-	-	-	-	-	322
Central Services and Organisation-Wide Risks	1,266	424	-	400	2,775	110	4,975
PCC Shared Services	-711	-	-	-	-	410	-301
Automation	-38	-	-	-	-	-	-38
Subtotal Corporate Savings & Funding	**839**	**424**	**-**	**400**	**2,775**	**520**	**4,958**
Business Improvement & Development							
Transformation Team	166	-2	-	-	-	-	164
Business Intelligence	847	16	-	-	-	-	863
Subtotal Business Improvement & Development	**1,013**	**14**	**-**	**-**	**-**	**-**	**1,027**
Resources Directorate							
Resources Directorate	335	3	-	-	-	-	338
Professional Finance	1,631	29	-	-	-	-	1,660
Subtotal Resources Directorate	**1,966**	**32**	**-**	**-**	**-**	**-**	**1,998**
Legal & Governance							
Legal & Governance Services	102	1	-	-	-	-	103
Democratic & Member Services	385	4	-	-	-	-30	359
Members' Allowances	1,053	1	-	-	-	-	1,054
Subtotal Legal & Governance	**1,540**	**6**	**-**	**-**	**-**	**-30**	**1,516**

Section 3 - C: Corporate and Managed Services

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2020-21

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
LGSS Managed							
External Audit	90	-	-	-	-	-15	75
Insurance	2,139	68	-	-	-	-	2,207
IT Managed	4,371	2	-	-	-	-	4,373
OWD Managed	177	3	-	-	-	-	180
Subscriptions	110	-	-	-	-	-	110
Authority-wide Miscellaneous	48	-	-	-	-	-	48
HR Managed	37	3	-	-	-	-	39
Corporate Redundancies	-	-	-	-	-	-	-
Transformation Fund	6,428	-	-	-	-3,860	-	2,568
Subtotal LGSS Managed	**13,400**	**76**	**-**	**-**	**-3,860**	**-15**	**9,600**
Greater Cambridge Partnership							
City Deal with Greater Cambridge Partnership	602	-	-	-	-113	-	489
Subtotal Greater Cambridge Partnership	**602**	**-**	**-**	**-**	**-113**	**-**	**489**
UNIDENTIFIED SAVINGS TO BALANCE BUDGET	**-3,944**	**-**	**-**	**-**	**-**	**-**	**-3,944**
CS BUDGET TOTAL	**22,413**	**630**	**-**	**400**	**-1,198**	**465**	**22,710**

Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

Ref	Title	2020-21 £000 (Detailed Plans)	2021-22 £000 (Outline Plans)	2022-23 £000 (Outline Plans)	2023-24 £000 (Outline Plans)	2024-25 £000 (Outline Plans)	Description	Committee
1	**OPENING GROSS EXPENDITURE**	**29,172**	**26,608**	**20,574**	**10,733**	**11**		
C/R.1.001	Base Adjustments	-930	-	-	-	-	Adjustment for permanent changes to base budget from decisions made in 2019-20.	GPC
C/R.1.002	Transfer of Function: Repatriation of Professional Finance and Democratic Services	2,108	-	-	-	-	Repatriation of Professional Finance and Democratic Services from LGSS	GPC
1.999	**REVISED OPENING GROSS EXPENDITURE**	**30,350**	**26,608**	**20,574**	**10,733**	**11**		
2	**INFLATION**							
C/R.2.001	Inflation	221	191	117	118	117	Some services have higher rates of inflation than the national level. For example, this is due to factors such as increasing running costs of Council properties. This overall figure comes from an assessment of likely inflation in all Corporate services. Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.	GPC
C/R.2.002	Provision for administrative staff pay award	424	174	-	-	-	A pay rise for Council staff was negotiated and awarded nationally for 2018-2020. Lower pay scales received inflationary uplifts in excess of 2%. A provision for additional inflationary increases for staff on lower pay scales has been added in light of recent pay awards across the public sector.	GPC
2.999	**Subtotal Inflation**	**645**	**365**	**117**	**118**	**117**		
3	**DEMOGRAPHY AND DEMAND**							
3.999	**Subtotal Demography and Demand**	**-**	**-**	**-**	**-**	**-**		
4	**PRESSURES**							
C/R.4.001	Repatriation of LGSS services	400	750	-	-	-	Cost of services for which responsibility is to move out of LGSS and into Corporate Services.	GPC
4.999	**Subtotal Pressures**	**400**	**750**	**-**	**-**	**-**		
5	**INVESTMENTS**							
C/R.5.001	Cambridgeshire IT Service - Desktop and Application Support	175	-	-	-	-	Investment in the IT Service Desk and Desktop Support Service to support the implementation of new software systems, and roll out of laptops and mobile devices.	GPC
C/R.5.002	Demand risk in social care	2,600	-	-1,300	-	-	Demand is expected to increase for both adult and children's social care services over the medium term. There are some ambitious plans to mitigate this through the Adults Positive Challenge Programme and the Children in Care strategy, but there remains a risk that this does not work quickly enough. This line provides some further short-term mitigation should that be the case, to be offset as the demand management work delivers over a longer time period.	GPC
C/R.5.108	Financing the Energy Investment Unit	224	-	-224	-	-	A Transformation Fund investment to support the development of strategic energy policy, market shaping approaches and a growing portfolio of sustainable energy projects, helping the Council to deliver its target of net zero carbon emissions for Cambridgeshire by 2050.	GPC
C/R.5.109	Financing the Commercial Team	257	-257	-	-	-	A Transformation Fund investment in establishing a Commercial Team to provide additional capacity and expertise to deliver the 2019 - 2021 Commercial Strategy.	GPC

Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

Ref	Title	2020-21 £000 (Detailed Plans)	2021-22 £000 (Outline Plans)	2022-23 £000 (Outline Plans)	2023-24 £000 (Outline Plans)	2024-25 £000 (Outline Plans)	Description	Committee
C/R.5.110	Home to Schools and Adults Social Care Transport	129	-58	-71	-	-	A Transformation Fund investment in specialist capacity to support a review of transport policy, processes and procedures across services and to develop and embed an Independent Travel Training Programme.	GPC
C/R.5.900	Reversal of 17-18 Transformation Fund Investments	-38	-	-	-	-	Transformation funded projects are provided with investments for 1-3 years in order to deliver ongoing savings. This is the reversal of the investment for schemes funded in 2017-18.	GPC
C/R.5.901	Reversal of 18-19 Transformation Fund Investments	-50	-	-	-	-	Transformation funded projects are provided with investments for 1-3 years in order to deliver ongoing savings. This is the reversal of the investment for schemes funded in 2018-19. It is anticipated that further transformation funds will come through for funding in 2019-20.	GPC
C/R.5.902	Removal of 19-20 Transformation Fund Investments	-4,382	-1,958	-	-	-	Transformation funded projects are provided with investments for 1-3 years in order to deliver ongoing savings. This is the reversal of the investment for schemes funded in 2019-20. It is anticipated that further transformation funds will come through for funding in 2020-21.	GPC
C/R.5.953	Greater Cambridge Partnership's Revenue Costs	-113	114	-	-	-	The Council's contribution to the Greater Cambridge Partnership's revenue costs funded by the growth in New Homes Bonus, revised following a reduction in the number of payment years.	GPC
5.999	**Subtotal Investments**	**-1,198**	**-2,159**	**-1,595**	**-**	**-**		
6	**SAVINGS**							
	GPC							
C/R.6.101	Sharing with other Councils	410	-	-	-	-	Reduction in the expected saving to be made from sharing with Peterborough City Council. The focus of the sharing arrangements has shifted from making direct savings to improving service provision and resilience across both councils.	GPC
C/R.6.103	External Auditor fee	-15	-	-	-	-	Saving to be achieved from reduction in expenditure on External Audit, as per fees set by Public Sector Audit Appointments	GPC
C/R.6.106	Reduction in costs on Redundancy, Pensions & Injury budget	-10	-	-	-	-	Reduction in costs on Redundancy, Pensions & Injury budget, held within Corporate Services.	GPC
C/R.6.108	Democratic Services	-30	-	-	-	-	Savings from efficiencies in the Democratic Services team and additional income from public sector partners.	GPC
6.999	**Subtotal Savings**	**355**	**-**	**-**	**-**	**-**		
	UNIDENTIFIED SAVINGS TO BALANCE BUDGET	**-3,944**	**-4,990**	**-8,363**	**-10,840**	**-10,297**		
	TOTAL GROSS EXPENDITURE	**26,608**	**20,574**	**10,733**	**11**	**-10,169**		
7	**FEES, CHARGES & RING-FENCED GRANTS**							
C/R.7.001	Previous year's fees, charges & ring-fenced grants	-4,904	-3,898	-4,362	-4,376	-4,390	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	GPC
C/R.7.002	Changes to fees, charges & ring-fenced grants	1,003	-	-	-	-	Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2019-20.	GPC
C/R.7.003	Fees and charges inflation	-15	-15	-14	-14	-14	Uplift in external charges to reflect inflation pressures on the costs of services.	GPC
C/R.7.004	Transfer of Function: Repatriation of Professional Finance and Democratic Services	-92	-	-	-	-	Repatriation of Professional Finance and Democratic Services from LGSS	GPC

Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

Ref	Title	2020-21 £000 (Detailed Plans)	2021-22 £000 (Outline Plans)	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
	Changes to fees & charges							
C/R.7.101	Council Tax: Counter Fraud & Compliance	200	-650	-	-	-	We will seek to work with Cambridgeshire District Councils to develop a joint action plan to increase the Council tax collected in Cambridgeshire. We will invest in more effective identification of fraudulent or incorrectly claimed Council tax discounts and in compliance activity to ensure residents are paying the correct levels of Council tax. We will establish a gain sharing mechanism to ensure that extra income generated as a result of the scheme is shared fairly between District Councils and the County Council.	GPC
C/R.7.102	Business rates income from Alconbury Enterprize Zone	-90	-	-	-	-	Cambridgeshire County Council's shared of retained business rates income from the Alconbury Weald Enterprize Zone.	GPC
	Changes to ring-fenced grants							
C/R.7.201	Change in Public Health Grant	-	201	-	-	-	Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2021-22 due to removal of ring-fence.	GPC
7.999	**Subtotal Fees, Charges & Ring-fenced Grants**	**-3,898**	**-4,362**	**-4,376**	**-4,390**	**-4,404**		
	TOTAL NET EXPENDITURE	**22,710**	**16,212**	**6,357**	**-4,379**	**-14,573**		
FUNDING SOURCES								
8	**FUNDING OF GROSS EXPENDITURE**							
C/R.8.001	Budget Allocation	-22,710	-16,212	-6,357	4,379	14,573	Net spend funded from general grants, business rates and Council Tax.	GPC
C/R.8.002	Public Health Grant	-201	-	-	-	-	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.	GPC
C/R.8.003	Fees & Charges	-3,697	-4,362	-4,376	-4,390	-4,404	Fees and charges for the provision of services.	GPC
8.999	**TOTAL FUNDING OF GROSS EXPENDITURE**	**-26,608**	**-20,574**	**-10,733**	**-11**	**10,169**		

Section 3 - C: Corporate and Managed Services

Table 6: Revenue - Financing Debt Charges Overview
Budget Period: 2020-21 to 2024-25

Ref	Title	Detailed Plans 2020-21 £000	Outline Plans 2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
1	**OPENING GROSS EXPENDITURE**	**28,161**	**28,960**	**32,710**	**32,536**	**34,154**		
1.999	**REVISED OPENING GROSS EXPENDITURE**	**28,161**	**28,960**	**32,710**	**32,536**	**34,154**		
2	**INFLATION**							
2.999	**Subtotal Inflation**	-	-	-	-	-		
3	**DEMOGRAPHY AND DEMAND**							
3.999	**Subtotal Demography and Demand**	-	-	-	-	-		
4	**PRESSURES**							
4.999	**Subtotal Pressures**	-	-	-	-	-		
5	**INVESTMENTS**							
G/R.5.001	Revenue impact of Capital decisions	790	2,012	138	1,338	2,386	Change in borrowing costs as a result of changes to levels of prudential borrowing in the capital programme.	GPC
5.999	**Subtotal Investments**	**790**	**2,012**	**138**	**1,338**	**2,386**		
6	**SAVINGS**							
	GPC							
G/R.6.003	MRP: Accountable Body	367	934	-1,039	-	-	As Accountable Body the Council incurs certain administrative costs in undertaking this role. However it also holds the cash on an interim basis pending utilisation by those parties. The Council maximises the use of these resources whilst not detrimentally affecting those resources. This is only possible where the body or partnership does not use the funds that have been awarded in the financial year in which they are provided. This is an adverse effect, it is the reversal of savings made in previous years as the cash received in prior years is utilised by by the parties for whom we hold the funds and can no longer be used to offset borrowing requirements	GPC
G/R.6.004	Capitalisation of interest on borrowing	-358	804	727	280	327	Through a change in the Council's accounting policy in 2017-18, the cost of borrowing within all schemes will be capitalised. This will help to better reflect the cost of assets when they actually become operational.	GPC
6.999	**Subtotal Savings**	**9**	**1,738**	**-312**	**280**	**327**		
	TOTAL GROSS EXPENDITURE	**28,960**	**32,710**	**32,536**	**34,154**	**36,867**		

Section 3 - C: Corporate and Managed Services

Table 6: Revenue - Financing Debt Charges Overview
Budget Period: 2020-21 to 2024-25

		Detailed Plans	Outline Plans					
Ref	**Title**	**2020-21 £000**	**2021-22 £000**	**2022-23 £000**	**2023-24 £000**	**2024-25 £000**	**Description**	**Committee**
7	**FEES, CHARGES & RING-FENCED GRANTS**							
7.999	**Subtotal Fees, Charges & Ring-fenced Grants**	**-**	**-**	**-**	**-**	**-**		
	TOTAL NET EXPENDITURE	**28,960**	**32,710**	**32,536**	**34,154**	**36,867**		
FUNDING SOURCES								
8	**FUNDING OF GROSS EXPENDITURE**							
G/R.8.101	Budget Allocation	-28,960	-32,710	-32,536	-34,154	-36,867	Net spend funded from general grants, business rates and Council Tax.	**GPC**
8.999	**TOTAL FUNDING OF GROSS EXPENDITURE**	**-28,960**	**-32,710**	**-32,536**	**-34,154**	**-36,867**		

Section 3 - D: LGSS - Cambridge Office

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2020-21 to 2024-25

Net Revised Opening Budget 2019-20 £000	Policy Line	Gross Budget 2020-21 £000	Fees, Charges & Ring-fenced Grants 2020-21 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000
	Finance Services							
231	Procurement & Insurance	321	-84	237	237	237	237	237
17	Integrated Finance Services	504	-480	24	24	24	24	24
232	Audit and Risk Management	633	-398	235	235	235	235	235
1,379	Finance Operations	1,449	-50	1,399	1,399	1,399	1,399	1,399
-	Pensions Operations	802	-802	-	-	-	-	-
277	Debt & Income Service	307	-16	291	291	291	291	291
2,136	**Subtotal Finance Services**	**4,016**	**-1,830**	**2,186**	**2,186**	**2,186**	**2,186**	**2,186**
	Human Resources							
1,400	Learning & Development	1,826	-415	1,411	1,411	1,411	1,411	1,411
275	Workforce Policy & Strategy	357	-79	278	278	278	278	278
1,096	HR Advisory	1,115	-	1,115	1,115	1,115	1,115	1,115
-38	Payroll & HR Transactions	71	-109	-38	-38	-38	-38	-38
2,733	**Subtotal Human Resources**	**3,369**	**-603**	**2,766**	**2,766**	**2,766**	**2,766**	**2,766**
	Information Technology							
2,265	IT Services	2,339	-	2,339	2,339	2,339	2,339	2,339
1,022	LGSS Business Systems, Projects & Change Management	1,044	-	1,044	1,044	1,044	1,044	1,044
3,287	**Subtotal Information Technology**	**3,383**	**-**	**3,383**	**3,383**	**3,383**	**3,383**	**3,383**
	Managing Director & Support							
8	Customer Engagement	8	-	8	8	8	8	8
150	LGSS Business Planning & Finance	153	-	153	153	153	153	153
158	**Subtotal Managing Director & Support**	**161**	**-**	**161**	**161**	**161**	**161**	**161**
	Central Management							
-	Central Management	-	-	-	-	-	-	-
-2,210	Trading	3,131	-5,341	-2,210	-1,990	-1,990	-1,990	-1,990
-2,210	**Subtotal Central Management**	**3,131**	**-5,341**	**-2,210**	**-1,990**	**-1,990**	**-1,990**	**-1,990**
	Future Years							
-	Inflation	-	-	-	183	276	369	462
-	Savings	-	-	-				
6,103	**LGSS - CAMBRIDGE OFFICE BUDGET TOTAL**	**14,060**	**-7,774**	**6,286**	**6,689**	**6,782**	**6,875**	**6,968**

Section 3 - D: LGSS - Cambridge Office

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2020-21

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Finance Services							
Procurement & Insurance	231	6	-	-	-	-	237
Integrated Finance Services	17	7	-	-	-	-	24
Audit and Risk Management	232	3	-	-	-	-	235
Finance Operations	1,379	20	-	-	-	-	1,399
Pensions Operations	-	-	-	-	-	-	-
Debt & Income Service	277	14	-	-	-	-	291
Subtotal Finance Services	**2,136**	**50**	**-**	**-**	**-**	**-**	**2,186**
Human Resources							
Learning & Development	1,400	11	-	-	-	-	1,411
Workforce Policy & Strategy	275	3	-	-	-	-	278
HR Advisory	1,096	19	-	-	-	-	1,115
Payroll & HR Transactions	-38	-	-	-	-	-	-38
Subtotal Human Resources	**2,733**	**33**	**-**	**-**	**-**	**-**	**2,766**
Information Technology							
IT Services	2,265	74	-	-	-	-	2,339
LGSS Business Systems, Projects & Change Management	1,022	22	-	-	-	-	1,044
Subtotal Information Technology	**3,287**	**96**	**-**	**-**	**-**	**-**	**3,383**
Managing Director & Support							
Customer Engagement	8	-	-	-	-	-	8
LGSS Business Planning & Finance	150	3	-	-	-	-	153
Subtotal Managing Director & Support	**158**	**3**	**-**	**-**	**-**	**-**	**161**
Central Management							
Central Management	-	-	-	-	-	-	-
Trading	-2,210	-	-	-	-	-	-2,210
Subtotal Central Management	**-2,210**	**-**	**-**	**-**	**-**	**-**	**-2,210**
LGSS - CAMBRIDGE OFFICE BUDGET TOTAL	**6,103**	**183**	**-**	**-**	**-**	**-**	**6,286**

Section 3 - D: LGSS - Cambridge Office

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

Ref	Title	2020-21 £000 (Detailed Plans)	2021-22 £000 (Outline Plans)	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
1	**OPENING GROSS EXPENDITURE**	**15,660**	**14,060**	**14,259**	**14,364**	**14,470**		
D/R.1.001	Base Adjustments	309	-	-	-	-	Adjustment for permanent changes to base budget from decisions made in 2019-20.	LGSS JC
D/R.1.002	Transfer of Function: Repatriation of Professional Finance and Democractic Services	-2,108	-	-	-	-	Repatriation of Professional Finance and Democratic Services to Cambridgeshire County Council	LGSS JC
1.999	**REVISED OPENING GROSS EXPENDITURE**	**13,861**	**14,060**	**14,259**	**14,364**	**14,470**		
2	**INFLATION**							
D/R.2.001	Inflation	199	199	105	106	106	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.	LGSS JC
2.999	**Subtotal Inflation**	**199**	**199**	**105**	**106**	**106**		
3	**DEMOGRAPHY AND DEMAND**							
3.999	**Subtotal Demography and Demand**	**-**	**-**	**-**	**-**	**-**		
4	**PRESSURES**							
4.999	**Subtotal Pressures**	**-**	**-**	**-**	**-**	**-**		
5	**INVESTMENTS**							
5.999	**Subtotal Investments**	**-**	**-**	**-**	**-**	**-**		
6	**SAVINGS**							
6.999	**Subtotal Savings**	**-**	**-**	**-**	**-**	**-**		
	TOTAL GROSS EXPENDITURE	**14,060**	**14,259**	**14,364**	**14,470**	**14,576**		
7	**FEES, CHARGES & RING-FENCED GRANTS**							
D/R.7.001	Previous year's fees, charges & ring-fenced grants	-7,499	-7,774	-7,570	-7,582	-7,595	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	LGSS JC
D/R.7.002	Fees and charges inflation	-16	-16	-12	-13	-13	Uplift in external charges to reflect inflation pressures on the costs of services.	LGSS JC
D/R.7.003	Changes to fees and charges in 2019-20	-351	-	-	-	-	Changes to fees and charges as a result of decisions in 2019-20.	LGSS JC
D/R.7.004	Transfer of Function: Repatriation of Professional Finance and Democratic Services	-92	-	-	-	-	Repatriation of Professional Finance and Democratic Services to Cambridgeshire County Council	LGSS JC
	Changes to fees & charges							
D/R.7.201	Change in Public Health Grant	-	220	-	-	-	Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2021-22 due to removal of ring-fence.	LGSS JC
7.999	**Subtotal Fees, Charges & Ring-fenced Grants**	**-7,958**	**-7,570**	**-7,582**	**-7,595**	**-7,608**		

Section 3 - D: LGSS - Cambridge Office

Table 3: Revenue - Overview

Budget Period: 2020-21 to 2024-25

Ref	Title	Detailed Plans 2020-21 £000	Outline Plans 2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
	TOTAL NET EXPENDITURE	**6,102**	**6,689**	**6,782**	**6,875**	**6,968**		
FUNDING SOURCES								
8	**FUNDING OF GROSS EXPENDITURE**							
D/R.8.001	Budget Allocation	-6,286	-6,689	-6,782	-6,875	-6,968	Net spend funded from general grants, business rates and Council Tax.	LGSS JC
D/R.8.003	Fees & Charges	-7,554	-7,570	-7,582	-7,595	-7,608	Fees and charges for the provision of services.	LGSS JC
D/R.8.004	Public Health Grant	-220	-	-	-	-	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.	LGSS JC
8.999	**TOTAL FUNDING OF GROSS EXPENDITURE**	**-14,060**	**-14,259**	**-14,364**	**-14,470**	**-14,576**		

Section 3 - E: Public Health

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2020-21 to 2024-25

Net Revised Opening Budget 2019-20 £000	Policy Line	Gross Budget 2020-21 £000	Fees, Charges & Ring-fenced Grants 2020-21 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000
	Children Health							
6,907	Children 0-5 PH Programme	6,907	-	6,907	6,907	6,907	6,907	6,907
1,622	Children 5-19 PH Programme - Non Prescribed	1,622	-	1,622	1,622	1,622	1,622	1,622
270	Children Mental Health	271	-	271	271	271	271	271
8,799	**Subtotal Children Health**	**8,800**	**-**	**8,800**	**8,800**	**8,800**	**8,800**	**8,800**
	Drugs & Alcohol							
5,463	Drug & Alcohol Misuse	5,469	-134	5,335	5,272	5,272	5,272	5,272
5,463	**Subtotal Drugs & Alcohol**	**5,469**	**-134**	**5,335**	**5,272**	**5,272**	**5,272**	**5,272**
	Sexual Health & Contraception							
3,829	SH STI testing & treatment - Prescribed	3,764	-	3,764	3,764	3,764	3,764	3,764
1,116	SH Contraception - Prescribed	1,116	-	1,116	1,116	1,116	1,116	1,116
152	SH Services Advice Prevn Promtn - Non-Prescribed	152	-	152	152	152	152	152
5,097	**Subtotal Sexual Health & Contraception**	**5,032**	**-**	**5,032**	**5,032**	**5,032**	**5,032**	**5,032**
	Behaviour Change / Preventing Long Term Conditions							
1,984	Integrated Lifestyle Services	1,934	-	1,934	1,934	1,934	1,934	1,934
408	Other Health Improvement	518	-110	408	408	408	408	408
703	Smoking Cessation GP & Pharmacy	703	-	703	703	703	703	703
625	NHS Health Checks Prog - Prescribed	625	-	625	625	625	625	625
3,720	**Subtotal Behaviour Change / Preventing Long Term Conditions**	**3,780**	**-110**	**3,670**	**3,670**	**3,670**	**3,670**	**3,670**
	Falls Prevention							
80	Falls Prevention	80	-	80	80	80	80	80
80	**Subtotal Falls Prevention**	**80**	**-**	**80**	**80**	**80**	**80**	**80**
	General Prevention Activities							
13	General Prevention, Traveller Health	13	-	13	13	13	13	13
13	**Subtotal General Prevention Activities**	**13**	**-**	**13**	**13**	**13**	**13**	**13**
	Adult Mental Health & Community Safety							
256	Adult Mental Health & Community Safety	256	-	256	256	256	256	256
256	**Subtotal Adult Mental Health & Community Safety**	**256**	**-**	**256**	**256**	**256**	**256**	**256**

Section 3 - E: Public Health

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2020-21 to 2024-25

Net Revised Opening Budget 2019-20 £000	Policy Line	Gross Budget 2020-21 £000	Fees, Charges & Ring-fenced Grants 2020-21 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000
	Public Health Directorate							
2,008	Public Health - Admin & Salaries	2,236	-185	2,051	2,051	2,051	2,051	2,051
2,008	**Subtotal Public Health Directorate**	**2,236**	**-185**	**2,051**	**2,051**	**2,051**	**2,051**	**2,051**
	Public Health Grant		-25,237	-25,237	-	-	-	-
	Future years' inflation				43	64	85	106
25,436	**PUBLIC HEALTH TOTAL**	**25,666**	**-25,666**	**-**	**25,217**	**25,238**	**25,259**	**25,280**

Note: *Public Health - Admin & Salaries* includes direct delivery of health improvement programmes, health protection, and specialist healthcare public health advice services by public health directorate staff.

The above Public Health Directorate does not constitute the full extent of Public Health expenditure. The reconciliation below sets out where the Public Health grant is being managed in other areas of the County Council.

People & Communities Services			
Public Health expenditure delivered by P&C	293	-293	-
Subtotal Children, Families and Adults Services	**293**	**-293**	**-**
Place & Economy Services			
Public Health expenditure delivered by P&E	120	-120	-
Subtotal Economy, Transport and Environment Services	**120**	**-120**	**-**
Corporate Services			
Public Health expenditure delivered by CS	201	-201	-
Subtotal Corporate Services	**201**	**-201**	**-**
LGSS - Cambridge Office			
Overheads associated with Public Health function	220	-220	-
Subtotal LGSS - Cambridge Office	**220**	**-220**	**-**
PUBLIC HEALTH MANAGED IN OTHER SERVICE AREAS TOTAL	**834**	**-834**	**-**
Less Fees & Charges / Contributions	-429	429	-
EXPENDITURE FUNDED BY PUBLIC HEALTH GRANT TOTAL	**26,071**	**-26,071**	**-**

Section 3 - E: Public Health

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2020-21

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Children Health							
Children 0-5 PH Programme	6,907	-	-	-	-	-	6,907
Children 5-19 PH Programme - Non Prescribed	1,622	-	-	-	-	-	1,622
Children Mental Health	270	-	-	-	-	-	271
Subtotal Children Health	**8,799**	**-**	**-**	**-**	**-**	**-**	**8,800**
Drugs & Alcohol							
Drug & Alcohol Misuse	5,463	-1	-	-	-	-127	5,335
Subtotal Drugs & Alcohol	**5,463**	**-1**	**-**	**-**	**-**	**-127**	**5,335**
Sexual Health & Contraception							
SH STI testing & treatment - Prescribed	3,829	-	-	-	-	-65	3,764
SH Contraception - Prescribed	1,116	-	-	-	-	-	1,116
SH Services Advice Prevn Promtn - Non-Prescribed	152	-	-	-	-	-	152
Subtotal Sexual Health & Contraception	**5,097**	**-**	**-**	**-**	**-**	**-65**	**5,032**
Behaviour Change / Preventing Long Term Conditions							
Integrated Lifestyle Services	1,984	-	-	-	-	-50	1,934
Other Health Improvement	408	-	-	-	-	-	408
Smoking Cessation GP & Pharmacy	703	-	-	-	-	-	703
NHS Health Checks Prog - Prescribed	625	-	-	-	-	-	625
Subtotal Behaviour Change / Preventing Long Term Conditions	**3,720**	**-**	**-**	**-**	**-**	**-50**	**3,670**
Falls Prevention							
Falls Prevention	80	-	-	-	-	-	80
Subtotal Falls Prevention	**80**	**-**	**-**	**-**	**-**	**-**	**80**
General Prevention Activities							
General Prevention, Traveller Health	13	-	-	-	-	-	13
Subtotal General Prevention Activities	**13**	**-**	**-**	**-**	**-**	**-**	**13**
Adult Mental Health & Community Safety							
Adult Mental Health & Community Safety	256	-	-	-	-	-	256
Subtotal Adult Mental Health & Community Safety	**256**	**-**	**-**	**-**	**-**	**-**	**256**

Section 3 - E: Public Health

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2020-21

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Public Health Directorate							
Public Health - Admin & Salaries	2,008	44	-	-	-	-	2,051
Subtotal Public Health Directorate	**2,008**	**44**	**-**	**-**	**-**	**-**	**2,051**
Public Health Grant	-25,237			-			-25,237
PUBLIC HEALTH TOTAL	**199**	**43**	**-**	**-**	**-**	**-242**	**-**

Section 3 - E: Public Health

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

Ref	Title	Detailed Plans 2020-21 £000	Outline Plans 2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
1	**OPENING GROSS EXPENDITURE**	**25,492**	**25,666**	**25,648**	**25,671**	**25,694**		
E/R.1.001	Base Adjustments	51	-	-	-	-	Adjustment for permanent changes to base budget from decisions made in 2019-20.	Health
E/R.1.002	Assumed new Public Health burdens	320	-	-	-	-	It is asusmed that the expected increase in Public Health grant will come with a number of new burdens that will need to be paid by the council	Health
1.999	**REVISED OPENING GROSS EXPENDITURE**	**25,863**	**25,666**	**25,648**	**25,671**	**25,694**		
2	**INFLATION**							
E/R.2.001	Inflation	45	45	23	23	23	Forecast pressure from inflation in the Public Health Directorate, excluding inflation on any costs linked to the standard rate of inflation where the inflation rate is assumed to be 0%. Inflation appears low due to the majority of public health spend being committed to external contracts. Providers are expected to meet inflationary and demographic pressures within the agreed contract envelope.	Health
2.999	**Subtotal Inflation**	**45**	**45**	**23**	**23**	**23**		
3	**DEMOGRAPHY AND DEMAND**							
3.999	**Subtotal Demography and Demand**	**-**	**-**	**-**	**-**	**-**		
4	**PRESSURES**							
4.999	**Subtotal Pressures**	**-**	**-**	**-**	**-**	**-**		
5	**INVESTMENTS**							
5.999	**Subtotal Investments**	**-**	**-**	**-**	**-**	**-**		
6	**SAVINGS** **Health**							
E/R.6.033	Drug & Alcohol service - funding reduction built in to new service contract	-127	-63	-	-	-	This saving has been built into the contract for Adult Drug and Alcohol Treatment Services which was awarded to Change Grow Live (CGL) and implemented in October 2018. The savings are being achieved through a new service model with strengthened recovery services using cost effective peer support models to avoid readmission, different staffing models, and a mobile outreach service.	Health
E/R.6.034	Recommissioning of the Integrated Contraception and Sexual Health (iCASH) Service contract	-15	-	-	-	-	This saving has been deferred from 2019/20 into 2020/21 and refers to the recommissioning of integrated sexual and reproductive health services described under saving E/R.6.042	Health
E/R.6.042	Joint re-procurement of Sexual Health Services	-50	-	-	-	-	The re-commissioning of Integrated Sexual and Reproductive Health Services (SRH) for one service across Cambridgeshire and Peterborough. Peterborough City Council will delegate authority to Cambridgeshire County Council to commission, contract and performance manage the successful bidder on its behalf. Service efficiencies and transformational changes will secure the planned savings.	Health

Section 3 - E: Public Health

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

Ref	Title	Detailed Plans 2020-21 £000	Outline Plans 2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
E/R.6.043	Joint re-procurement of Integrated Lifestyle Services	-50	-	-	-	-	Re-commissioning of the integrated lifestyle services as one service across Cambridgeshire and Peterborough. Peterborough City Council will delegate authority to Cambridgeshire County Council to commission, contract and performance manage the new provider.	Health
6.999	**Subtotal Savings**	**-242**	**-63**	**-**	**-**	**-**		
	TOTAL GROSS EXPENDITURE	**25,666**	**25,648**	**25,671**	**25,694**	**25,717**		
7	**FEES, CHARGES & RING-FENCED GRANTS**							
E/R.7.001	Previous year's fees, charges & ring-fenced grants	-25,102	-25,666	-431	-433	-435	Fees and charges expected to be received for services provided and Public Health ring-fenced grant from Government.	Health
E/R.7.002	Changes to 2019-20 Fees and Charges	-51	-	-	-	-	Changes to fees and charges as a result of decisions in 2019-20.	Health
E/R.7.003	Fess and Charges Inflation	-2	-2	-2	-2	-2	Inflation on external income.	Health
	Changes to fees & charges							
E/R.7.201	Change in Public Health Grant	-511	25,327	-	-	-	It is assumed following recent announcements that the Public Health Grant will increase by 2% in 2020/21, and that the ring-fence will be removed in 2021/22	Health
7.999	**Subtotal Fees, Charges & Ring-fenced Grants**	**-25,666**	**-341**	**-433**	**-435**	**-437**		
	TOTAL NET EXPENDITURE	**-**	**25,307**	**25,238**	**25,259**	**25,280**		

Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
FUNDING SOURCES								
8	**FUNDING OF GROSS EXPENDITURE**							
E/R.8.001	Budget Allocation	-	-25,217	-25,238	-25,259	-25,280	Net spend funded from general grants, business rates and Council Tax.	Health
E/R.8.101	Public Health Grant	-25,237	-	-	-	-	Direct expenditure funded from Public Health grant. As the ring-fence is assumed to be removed in 2021/22, the grant will be treated corporately and replaced with budget allocation for Public Health services	Health
E/R.8.102	Fees & Charges	-429	-431	-433	-435	-437	Income generation (various sources).	Health
8.999	**TOTAL FUNDING OF GROSS EXPENDITURE**	**-25,666**	**-25,648**	**-25,671**	**-25,694**	**-25,717**		

Section 3 - F: Commercial & Investments

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2020-21 to 2024-25

Net Revised Opening Budget 2019-20 £000	Policy Line	Gross Budget 2020-21 £000	Fees, Charges & Ring-fenced Grants 2020-21 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000
	Commercial Activity							
-4,700	Property Investments	3,960	-8,765	-4,805	-4,848	-4,890	-4,933	-4,976
-206	Shareholder Company Dividends	96	-552	-456	-456	-456	-552	-552
-5,850	Housing Investment (This Land Company)	2,196	-7,992	-5,796	-6,063	-6,063	-6,063	-6,063
-449	Contract Efficiencies & Other Income	-249	-200	-449	-949	-1,449	-2,199	-2,949
-	CCLA Managed Investment	-	-420	-420	-420	-420	-420	-420
-874	Renewable Energy Investments	805	-1,099	-294	-902	-439	-440	-609
-12,079	**Subtotal Commercial Activity**	**6,808**	**-19,028**	**-12,220**	**-13,638**	**-13,717**	**-14,607**	**-15,569**
	Property Services							
5,369	Facilities Management	7,733	-2,156	5,576	4,875	4,877	4,877	4,877
655	Property Services	665	-	665	665	665	665	665
205	Property Compliance	250	-44	206	206	206	206	206
6,229	**Subtotal Property Services**	**8,648**	**-2,201**	**6,447**	**5,746**	**5,748**	**5,748**	**5,748**
	Strategic Assets							
-4,114	County Farms	736	-4,918	-4,182	-4,432	-4,607	-4,607	-4,607
813	Strategic Assets	824	0	824	824	824	824	824
-3,301	**Subtotal Strategic Assets**	**1,560**	**-4,917**	**-3,358**	**-3,608**	**-3,783**	**-3,783**	**-3,783**
	Traded Services							
0	Traded Services - Central	0	-	0	0	0	0	0
-200	ICT Service (Education)	1,741	-1,941	-200	-200	-200	-200	-200
-71	Professional Development Centres	55	-126	-71	-71	-71	-71	-71
5	Cambridgeshire Music	1,778	-1,773	5	5	5	5	5
-77	Outdoor Education (includes Grafham Water)	1,892	-1,969	-77	-77	-77	-77	-77
-343	**Subtotal Traded Services**	**5,466**	**-5,809**	**-343**	**-343**	**-343**	**-343**	**-343**
	Future Years							
-	Inflation	-	-	-	140	274	411	550
-	Savings	-	-	-				
-9,493	**COMMERCIAL & INVESTMENTS TOTAL**	**22,482**	**-31,955**	**-9,473**	**-11,702**	**-11,820**	**-12,573**	**-13,396**

Section 3 - F: Commercial & Investments

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2020-21

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Commercial Activity							
Property Investments	-4,700	-	-	15	3,945	-4,065	-4,805
Shareholder Company Dividends	-206	-	-	-	-	-250	-456
Housing Investment (This Land Company)	-5,850	-	-	-	-517	571	-5,796
Contract Efficiencies & Other Income	-449	-	-	-	-	-	-449
CCLA Managed Investment	-	-	-	-	-	-420	-420
Renewable Energy Investments	-874	-	-	4	594	-18	-294
Subtotal Commercial Activity	**-12,079**	**-**	**-**	**19**	**4,022**	**-4,182**	**-12,220**
Property Services							
Facilities Management	5,369	202	-	446	-	-441	5,576
Property Services	655	9	-	-	-	-	665
Property Compliance	205	1	-	-	-	-	206
Subtotal Property Services	**6,229**	**213**	**-**	**446**	**-**	**-441**	**6,447**
Strategic Assets							
County Farms	-4,114	7	-	-	-	-75	-4,182
Strategic Assets	813	11	-	-	-	-	824
Subtotal Strategic Assets	**-3,301**	**18**	**-**	**-**	**-**	**-75**	**-3,358**
Traded Services							
Traded Services - Central	0	-	-	-	-	-	0
ICT Service (Education)	-200	-	-	-	-	-	-200
Professional Development Centres	-71	-	-	-	-	-	-71
Cambridgeshire Music	5	-	-	-	-	-	5
Outdoor Education (includes Grafham Water)	-77	-	-	-	-	-	-77
Subtotal Traded Services	**-343**	**-**	**-**	**-**	**-**	**-**	**-343**
COMMERCIAL & INVESTMENTS TOTAL	**-9,493**	**231**	**-**	**465**	**4,022**	**-4,698**	**-9,473**

Section 3 - F: Commercial and Investments

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

Ref	Title	2020-21 £000 (Detailed Plans)	2021-22 £000 (Outline Plans)	2022-23 £000 (Outline Plans)	2023-24 £000 (Outline Plans)	2024-25 £000 (Outline Plans)	Description	Committee
1	**OPENING GROSS EXPENDITURE**	**17,735**	**22,482**	**23,738**	**25,631**	**26,185**		
F/R.1.001	Base adjustments	425	-	-	-	-	Adjustment for permanent changes to base budget from decisions made in 2019-20.	C&I
F/R.1.003	Commercial Team	-	258	-	-	-	Establishment of a dedicated commercial resource to deliver the Council's Commercial Strategy; the Commercial Team will be base funded from 2021-22.	C&I
1.999	**REVISED OPENING GROSS EXPENDITURE**	**18,160**	**22,740**	**23,738**	**25,631**	**26,185**		
2	**INFLATION**							
F/R.2.001	Inflation	240	149	143	146	148	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.	C&I
2.999	**Subtotal Inflation**	**240**	**149**	**143**	**146**	**148**		
3	**DEMOGRAPHY AND DEMAND**							
3.999	**Subtotal Demography and Demand**	**-**	**-**	**-**	**-**	**-**		
4	**PRESSURES**							
F/R.4.001	East Barnwell Community Centre	-	100	-	-	-	Operating costs for the proposed new community centre in East Barnwell, Cambridge.	C&I
F/R.4.007	LGSS Law dividend expectation	-	-	-	-96	-	Reduced dividend expectations fom LGSS Law in 2019/20 and 2020/21. The company is making progress with improved utilisation of fee earning lawyers, under the stewardship of a new finance director.	C&I
F/R.4.008	Spokes buildings operating costs	395	-	-	-	-	The acquisition, development and change of use of spokes buildings will lead to an increase in the operating costs of those buildings. This will be offset by the savings from the Cmabs 2020 programme in 2021-22.	C&I
F/R.4.009	Milton Road Library	51	-	-	-	-	Rent payable for the new library at Milton Road, Cambridge.	C&I
F/R.4.010	St Ives Smart Energy Grid - operating costs	-	39	1	1	1	The Council is building a Smart Energy Grid at the St Ives Park & Ride site, capital project reference F/C.2.118. These are the expected operating costs.	C&I
F/R.4.011	Babraham Smart Energy Grid - operating costs	-	-	45	2	3	The Council is building a Smart Energy Grid at the Babraham Park & Ride site, capital project reference F/C.2.119. These are the expected operating costs.	C&I
F/R.4.012	Trumpington Smart Energy Grid - operating costs	-	-	-	63	2	The Council is building a Smart Energy Grid at the Trumpington Park & Ride site, capital project reference F/C.2.120. These are the expected operating costs.	C&I
F/R.4.013	Stanground Closed Landfill Site - operating costs	-	120	3	3	3	The Council is installing a solar park facility and battery storage system at the Stanground closed landfill site, capital project reference F/C.2.121. These are the expected operating costs.	C&I
F/R.4.014	Woodston Closed Landfill Site - operating costs	-	-	48	1	2	The Council is installing a solar park facility and battery storage system at the Woodston closed landfill site, capital project reference F/C.2.122. These are the expected operating costs.	C&I

Section 3 - F: Commercial and Investments

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

Ref	Title	Detailed Plans	Outline Plans				Description	Committee
Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
F/R.4.015	North Angle Solar Farm, Soham - operating costs	-	371	135	14	14	The Council is installing a solar park facility at North Angle Farm, Soham, capital project reference F/C.2.123. These are the expected operating costs.	C&I
F/R.4.016	Commercial Investments - operating costs	15	-	-	-	-	The Council is developing a portfolio of commercial property investments, capital project reference F/C.1.117. These are the expected operating costs.	C&I
F/R.4.903	Renewable Energy - Soham	4	5	40	6	6	Operating costs associated with the capital investment in Renewable Energy, at the Soham Solar Farm. Links to capital proposal C/C.2.102 in BP 2016-17.	C&I
4.999	**Subtotal Pressures**	**465**	**635**	**272**	**-6**	**31**		
5	**INVESTMENTS**							
F/R.5.001	Invest to Save Housing Schemes - Interest Costs	-517	-79	-	-	-	Revenue costs associated with the development of the Cambridge Housing and Investment Company in order to generate long-term income streams.	C&I
F/R.5.002	St Ives Smart Energy Grid - Interest Costs	-	38	89	-2	-2	The Council is building a Smart Energy Grid at St Ives Park & Ride site, capital project reference F/C.2.118. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.	C&I
F/R.5.003	Babraham Smart Energy Grid - Interest Costs	-	-	379	-5	-5	The Council is building a Smart Energy Grid at the Babraham Park & Ride site, capital project reference F/C.2.119. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.	C&I
F/R.5.004	Trumpington Smart Energy Grid - Interest Costs	-	-	-	507	-9	The Council is building a Smart Energy Grid at the Trumpington & Ride site, capital project reference F/C.2.120. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.	C&I
F/R.5.005	Stanground Closed Landfill Site - Interest Costs	-	521	-8	-8	-8	The Council is installing a solar park facility and battery storage system at the Stanground closed landfill site, capital project reference F/C.2.121. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy and provision of grid services.	C&I
F/R.5.006	Woodston Closed Landfill Site - Interest Costs	-	-	162	-2	-3	The Council is installing a solar park facility and battery storage system at the Woodston closed landfill site, capital project reference F/C.2.122. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy and provision of grid services.	C&I
F/R.5.007	North Angle Solar Farm, Soham - Interest Costs	-	587	906	-24	-23	The Council is installing a solar park facility at North Angle Farm, Soham, capital project reference F/C.2.123. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.	C&I
F/R.5.008	Renewable Energy Soham - Interest Costs	594	-9	-10	-9	-10	The Council has invested in building a solar park at Triangle Farm, Soham. These are the borrowing costs associated with the scheme to be repaid using income from the sale of energy.	C&I
F/R.5.009	Commercial Investments - Interest Costs	3,945	-43	-42	-43	-43	The Council is developing a portfolio of commercial property investments. These are the associated borrowing costs to be repaid using rental income generated from the leases of these properties.	C&I
5.999	**Subtotal Investments**	**4,022**	**1,015**	**1,476**	**414**	**-103**		

Section 3 - F: Commercial and Investments

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

Ref	Title	Detailed Plans 2020-21 £000	Outline Plans 2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
6	**SAVINGS**							
	C&I							
F/R.6.003	Babbage House closure	-397	-198	-	-	-	The lease on Babbage House is due to end in 2020-21, and will not be renewed.	C&I
F/R.6.108	Energy Efficiency Fund - Repayment of Financing Costs	-8	2	2	-	-	Savings to be generated from Energy Efficiency Fund capital investment. Element to repay financing costs. Links to capital proposal B/C.5.029	C&I
F/R.6.109	Cambs 2020 Operational Savings	-	-605	-	-	-	Savings to the running costs of corporate buildings as a result of the Cambs 2020 programme.	C&I
6.999	**Subtotal Savings**	**-405**	**-801**	**2**	**-**	**-**		
	TOTAL GROSS EXPENDITURE	**22,482**	**23,738**	**25,631**	**26,185**	**26,261**		
7	**FEES, CHARGES & RING-FENCED GRANTS**							
F/R.7.001	Previous year's fees, charges & ring-fenced grants	-27,237	-31,955	-35,440	-37,451	-38,758	Previous year's fees and charges for the provision of services and ring-fenced grant funded rolled forward.	C&I
F/R.7.002	Increase in fees, charges & ring-fenced grants	-416	-	-	-	-	Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2019-20.	C&I
F/R.7.003	Fees and charges inflation	-9	-9	-9	-9	-9	Uplift in external charges to reflect inflation pressures on the cost of services.	C&I
	Changes to fees & charges							
F/R.7.103	County Farms Investment (Viability) - Surplus to Repayment of Financing Costs	-4	-	-	-	-	Increase in County Farms rental income resulting from capital investment. Element surplus to repaying financing costs.	C&I
F/R.7.104	County Farms Investment (Viability) - Repayment of Financing Costs	4	-	-	-	-	Increase in County Farms rental income resulting from capital investment. Links to capital proposal F/C.2.101.	C&I
F/R.7.105	Renewable Energy Soham - Income Generation	-18	-13	-13	-14	-13	Income generation resulting from capital investment in solar farm at Soham. Links to capital proposal C/C.2.102 in BP 2016-17.	C&I
F/R.7.106	Utilisation/commercialisation of physical assets	-36	-	-	-	-	One Public Estate Asset plan Maximise the income generated from parking Venue request tool	C&I
F/R.7.110	Return on Commercial Property Investments	-4,065	-	-	-	-	The Council is developing a portfolio of commercial property investments. This is the rental income generated from the leases of these properties.	C&I
F/R.7.113	Invest to Save Housing Schemes - Income Generation	571	-188	-	-	-	The Council is a major landowner in Cambridgeshire and this provides an asset capable of generating both revenue and capital returns. This will require CCC to move from being a seller of sites to being a developer of sites, through a Housing Company. In the future, CCC will operate to make best use of sites with development potential in a co-ordinated and planned manner to develop them for a range of development options, generating capital receipts to support site development and significant revenue and capital income to support services and communities.	C&I
F/R.7.114	St Ives Smart Energy Grid - Income Generation	-	-117	-5	-6	-6	The Council is building a Smart Energy Grid at St Ives Park & Ride site, capital project reference F/C.2.118. This is the expected income to be generated from the sale of energy.	C&I

Section 3 - F: Commercial and Investments

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

Ref	Title	Detailed Plans 2020-21 £000	Outline Plans 2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
F/R.7.116	Babraham Smart Energy Grid - Income Generation	-	-	-304	-16	-18	The Council is building a Smart Energy Grid at the Babraham Park & Ride site, capital project reference F/C.2.119. This is the expected income to be generated from the sale of energy.	C&I
F/R.7.118	Trumpington Smart Energy Grid - Income Generation	-	-	-	-463	-15	The Council is building a Smart Energy Grid at the Trumpington Park & Ride site, capital project reference F/C.2.120. This is the expected income to be generated from the sale of energy.	C&I
F/R.7.120	Stanground Closed Landfill Site - Income Generation	-	-510	-23	-24	-25	The Council is installing a solar park facility and battery storage system at the Stanground closed landfill site, capital project reference F/C.2.121. This is the expected income to be generated from the sale of energy and provision of grid services.	C&I
F/R.7.122	Woodston Closed Landfill Site - Income Generation	-	-	-380	50	12	The Council is installing a solar park facility and battery storage system at the Woodston closed landfill site, capital project reference F/C.2.122. This is the expected income to be generated from the sale of energy and provision of grid services.	C&I
F/R.7.125	North Angle Solar Farm, Soham - Income Generation	-	-1,640	-602	-75	-75	The Council is installing a solar park facility at North Angle Farm, Soham, capital project reference F/C.2.123. This is the expected income to be generated from the sale of energy.	C&I
F/R.7.127	County Farms - Commercial uses	-75	-250	-175	-	-	Conversion of barns on the County Farms Estate for non-agricultural commercial uses, including storage and distribution.	C&I
F/R.7.129	Pooled Property Fund Investment (CCLA)	-420	-	-	-	-	In accordance with the Council's treasury management strategy, the Commercial & Investment Committee has supported a pooled property fund investment. The Local Authorities' Pooled Property Fund, managed by CCLA, has over £1.1bn invested spread across property classes throughout the UK. The Council has funds available to invest with a long-term horizon and the expected net returns are shown on this line.	C&I
F/R.7.130	Increase in ESPO dividend	-250	-	-	-	-	Increase in ESPO dividend	C&I
F/R.7.131	Commercial Income	-	-758	-500	-750	-750	Commercial return from the Council's Commercial Strategy, to be generated by the newly developed Commercial Team.	C&I
7.999	**Subtotal Fees, Charges & Ring-fenced Grants**	**-31,955**	**-35,440**	**-37,451**	**-38,758**	**-39,657**		
	TOTAL NET EXPENDITURE	**-9,473**	**-11,702**	**-11,820**	**-12,573**	**-13,396**		

FUNDING SOURCES								
8	**FUNDING OF GROSS EXPENDITURE**							
F/R.8.001	Budget Surplus	9,473	11,702	11,820	12,573	13,396	Net surplus from Commercial and Investment activities contributed to funding other Services.	C&I
F/R.8.003	Fees & Charges	-31,173	-34,658	-36,669	-37,976	-38,875	Fees and charges for the provision of services.	C&I
F/R.8.004	Arts Council Funding	-782	-782	-782	-782	-782	Ring-fenced grant from the Arts Council to part-fund Cambridgeshire Music	C&I
8.999	**TOTAL FUNDING OF GROSS EXPENDITURE**	**-22,482**	**-23,738**	**-25,631**	**-26,185**	**-26,261**		

Business Case

C/R.7.101 - Council Tax: Counter Fraud & Compliance

Project Overview

Project Title	C/R.7.101 - Council Tax: Counter Fraud & Compliance		
Project Code	TR001404	**Business Planning Reference**	C/R.7.101
Business Planning Brief Description	A project delivered in collaboration with Cambridgeshire Billing Authorities to invest in counter fraud and compliance activity to increase Council tax income.		
Senior Responsible Officer	Chris Malyon		

Project Approach

Background

Why do we need to undertake this project?

Council tax income is the most significant source of revenue funding for the Council comprising around 78% of the total net budget. Collection rates in Cambridgeshire are above the national average, averaging in excess of 98% across the County. However, we believe there is scope to improve collection rates further by investing in counter fraud and compliance activity. A modest improvement in collection rates would generate a significant level of additional income for Local Authorities in Cambridgeshire, helping to support front-line services.

What would happen if we did not complete this project?

Council tax collection rates would likely remain at current levels as Cambridgeshire Billing Authorities would not have the necessary resources to implement additional counter fraud and compliance measures.

Approach

Aims / Objectives

Aim: To further increase the Council tax collection rates achieved by Cambridgeshire Billing Authorities. The Council tax collected in Cambridgeshire is split approximately 80/20 between the County Council and District Councils respectively in its allocation.

Objectives:
- To ensure that fewer Cambridgeshire residents are paying less Council tax than they should be.
- To make it easier for people who genuinely cannot pay their Council tax to be able to do so.

Project Overview - What are we doing

- Working with Cambridgeshire Billing Authorities to develop a joint action plan to increase the Council tax collected in Cambridgeshire.
- Investing in more effective identification of fraudulent or incorrectly claimed Council tax discounts and in compliance activity to ensure residents are paying the correct levels of Council tax.
- Establishing of a gain sharing mechanism to ensure that extra income generated as a result of the scheme is shared fairly between Billing Authorities and the County Council.

What assumptions have you made?

- We have assumed that there is potential for further activity to effectively identify, contact and seek funding from residents who may not be paying the correct amount of Council Tax.
- We assume that we will be able to find a delivery mechanism for this work in collaboration with Billing Authorities.

What constraints does the project face?

Delivery Options

Has an options and feasibility study been undertaken?

We are engaging with Billing Authorities to assess the suitability of a range of potential approaches taking into account the resource requirements and probability of success based on local circumstances in each District. The Council intends to establish a joint investment and gain sharing agreement based on a model which has been successfully implemented by Local Authorities in Essex.

Potential areas for investment are expected to include:
- Implementation of a software solution to enable cross-county data sharing and matching to identify potential cases of fraudulently or incorrectly claimed Council tax discounts and exemptions
- Providing additional resources for compliance activity undertaken by Billing Authorities
- Introduce a publicity campaign to remind people to report changes in circumstances and emphasise the Council's zero tolerance approach to Council tax fraud
- Establishment of a gain sharing mechanism whereby Billing Authorities receive an additional share of the extra income generated as a result of the project to support continued investment in collection activity as well as supporting front line service delivery

Scope / Interdependencies

Scope

What is within scope?

Residents either not paying their Council Tax or not paying the correct levels of tax e.g. claiming discounts to which they are not entitled.

What is outside of scope?

Residents already paying their Council Tax at the correct rate.

Project Dependencies

Title
Reliance on the availability and accessibility of information to enable Billing Authorities to identify residents who may not be paying the correct amounts of Council tax
Reliance on co-investment in additional resources to enable Billing Authorities to increase Council tax collection rates

Cost and Savings

See accompanying financial information in Table 3

Non Financial Benefits

Non Financial Benefits Summary

Residents will be less likely to claim discounts fraudulently or otherwise avoid paying Council tax.
Increased partnership working between Local Authorities across Cambridgeshire.

Title
Increase in Council tax yield

Risks

Title
Counter fraud and compliance activity is less effective than anticipated
Project does not become self-funding due to underachievement of income targets
Limited data available for analysis due to data protection restrictions

Project Impact

Equality Impact Assessment

Who will be affected by this proposal?

Cambridgeshire residents who do not pay the correct amount of Council Tax.

What positive impacts are anticipated from this proposal?

Cambridgeshire Local Authorities will receive additional Council tax contributions as a result of reducing the number of fraudulently or incorrectly claimed Council tax discounts, providing additional funding for local services.

The proposal will have no adverse impact on residents who are not paying their Council tax contributions due to issues of debt or poverty and will reduce the likelihood of residents claiming discounts fraudulently through more effective detection and enforcement activity.

What negative impacts are anticipated from this proposal?

Residents who are either intentionally or unintentionally paying the wrong levels of Council Tax will have their bills adjusted so that they pay the correct amount of Council tax based on their circumstances.

Are there other impacts which are more neutral?

The impact to residents who are paying the correct amount of Council Tax is neutral

Disproportionate impacts on specific groups with protected characteristics

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

The impacts of the proposal on groups of people with protected characteristics have been considered and no foreseeable risks of negative impacts have been identified.

Agenda Item No:9

TREASURY MANAGEMENT STRATEGY 2020-21

To:	**General Purpose Committee**		
Meeting Date:	**17th December 2019**		
From:	**Chief Finance Officer**		
Electoral division(s):	**All**		
Forward Plan ref:	**Not applicable**	*Key decision:*	**No**
Purpose:	**To present the proposed Treasury Management Strategy for 2020/21.**		
Recommendation:	**The General Purposes Committee is recommended to:**		

Note the Treasury Management Strategy for 2020/21.

	Officer contact:		*Member contacts:*
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1. BACKGROUND

1.1 The Council is required to approve Prudential Indicators for 2020/21 to 2023/24. These include indicators for the authorised limit and operational boundary for external borrowing, the cost of servicing debt as a percentage of net revenue and the Council's underlying borrowing requirement. Maximum principal sums invested for periods longer than 365 days, fixed and variable interest rate exposure and the maturity profile of debt are also reported.

2. REGULATIONS

2.1 The Treasury Management Strategy adheres to the following guidance:

- The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code 2017 and Treasury Management Code 2017
- Ministry for Housing, Communities and Local Government (MHCLG) Local Authorities Investment Guidance; and
- MHCLG Minimum Revenue Provision Guidance

3. SUMMARY

3.1 An under borrowed position will be maintained throughout 2020/21. This means that borrowing has been reduced through the use of cash balances thereby keeping borrowing costs down. As a result cash balances are generally low and the level of loan debt is lower than it might otherwise be. However loan debt is expected to rise significantly throughout the medium term planning period as a direct result of capital investment.

3.2 The Councils planned approach to borrowing is to undertake any borrow over short periods of time (1-3 years) at low rates of interest to generate revenue savings. Should borrowing rates be forecast to rise significantly, the Council may instead lock into borrowing at low rates for longer periods up to 50 years.

3.3 The Council will continue to prioritise the security and liquidity of capital and achieve an investment return that is commensurate with these priorities. A prudent investment strategy is proposed and external advice provides a guide on the creditworthiness of institutions. The majority of the Council's investments are in liquid instruments and shorter term deposits with Money Market Funds and high credit quality banks. The Council has also invested £11m of core funds into the CCLA Local Authority Property Fund as a 3-5 year strategic treasury investment to generate additional interest income.

4. ALIGNMENT WITH CORPORATE PRIORITIES

4.1 **A good quality of life for everyone**

There are no significant implications for this priority.

4.2 **Thriving places for people to live**

There are no significant implications for this priority.

4.3 **The best start for Cambridgeshire's children**

There are no significant implications for this priority.

5. SIGNIFICANT IMPLICATIONS

5.1 **Resource Implications**

Decisions on treasury management, which are driven by the capital programme and the Council's overall financial position, will impact the Debt Charges Budget and are reported through the Budget Monitoring process throughout the year.

5.2 **Procurement/Contractual/Council Contract Procedure Rules Implications**

There are no significant implications for this category.

5.3 **Statutory, Legal and Risk Implications**

The Council continues to operate within the statutory requirements for borrowing and investments. Further details can be found within the Strategy document in **Appendix 3**.

5.4 **Equality and Diversity Implications**

There are no significant implications for this category.

5.5 **Engagement and Communications Implications**

There are no significant implications for this category.

5.6 **Localism and Local Member Involvement**

There are no significant implications for this category.

5.7 **Public Health Implications**

There are no significant implications for this category.

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

Source Documents	Location
Link Asset Services background papers	Electronic

Treasury Management Strategy

Contents

1: Introduction

CIPFA Treasury Management in the Public Services: Code of Practice and Cross Sectoral Guidance Notes

CIPFA has defined treasury management as “the management of the organisation’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

The Council has adopted CIPFA’s Treasury Management in the Public Services: Code of Practice and Cross Sectoral Guidance Notes (the Treasury Code). The adoption is included in the Council’s Constitution.

CIPFA Prudential Code for Capital Finance in Local Authorities

The CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code) is a professional code of practice. Local authorities have a statutory requirement to comply with the Prudential Code when making capital investment decisions and carrying out their duties under Part 1 of the Local Government Act 2003 (Capital Finance etc and Accounts).

The CIPFA Prudential Code sets out the manner in which capital spending plans should be considered and approved, and in conjunction with this, the requirement for an integrated treasury management strategy.

Councils are required to set and monitor a range of prudential indicators for capital finance, covering affordability, prudence, and a range of treasury indicators.

Treasury Management Policy Statement

The Council’s Treasury Management Policy Statement is included in Appendix 2. The policy statement follows the wording recommended by the latest edition of the CIPFA Treasury Code.

Treasury Management Practices

The Council’s Treasury Management Practices (TMPs) set out the manner in which the Council will seek to achieve its treasury management objectives, and how it will manage and control those activities through its policies.

The Council's TMPs Schedules cover the detail of how the Council will apply the TMP Main Principles in carrying out its operational treasury activities.

The Treasury Management Strategy

It is a requirement under the Treasury Code to produce an annual strategy report on proposed treasury management activities for the year.

The Council's Treasury Management Strategy is drafted in the context of the key principles of the Treasury Code, as follows:

- Public service organisations should put in place formal and comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities.
- Their policies and practices should make clear that the effective management and control of risk are prime objectives of their treasury management activities and that responsibility for these lies clearly within their organisations. Their appetite for risk should form part of their annual strategy, including any use of financial instruments for the prudent management of those risks, and should ensure that priority is given to security and liquidity when investing funds.
- They should acknowledge that the pursuit of value for money in treasury management, and the use of suitable performance measures, are valid and important tools for responsible organisations to employ in support of their business and service objectives; and that within the context of effective risk management, their treasury management policies and practices should reflect this.

The purpose of the Treasury Management Strategy is to establish the framework for the effective and efficient management of the Council's treasury management activity, including the Council's investment portfolio, within legislative, regulatory, and best practice regimes. The Strategy needs to balance risk against reward in the best interests of stewardship of the public purse.

The Treasury Management Strategy incorporates:

- The Council's capital financing and borrowing strategy for the coming year

- The Council's policy on the making of the Minimum Revenue Provision (MRP) for the repayment of debt, as required by the Local Authorities (Capital Finance & Accounting) (Amendments) (England) Regulations 2008.
- The Affordable Borrowing Limit as required by the Local Government Act 2003.
- The Annual Investment Strategy for the coming year as required by the Ministry of Housing, Communities and Local Government (MHCLG) revised Guidance on Local Government Investments updated in 2018.

The Strategy takes into account the impact of the Council's Medium Term Financial Strategy (MTFS), its revenue budget and capital programme, the balance sheet position and the outlook for interest rates.

The Treasury Management Strategy also includes the Council's:

- Policy on borrowing in advance of need
- Counterparty creditworthiness policies

The main changes from the Treasury Management Strategy adopted last year are:

- Updates to interest rate forecasts
- Updates to debt financing budget forecasts

The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. The Treasury Management Scheme of Delegation is shown in Appendix 1.

2: Current Treasury Management position

The Council's projected treasury portfolio position at 31 March 2020, with forward estimates, is summarised below. The table shows the actual external borrowing (the treasury management operations), against the capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing. The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need.

Any capital expenditure which has not immediately been paid for, will increase the CFR. The CFR does not increase indefinitely, as the Minimum Revenue Provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each asset's life. This is shown in graphical form in Appendix 1. The CFR and borrowing figures shown in Table 1 below include borrowing undertaken or planned for third party loans and Finance Lease liabilities, but excludes PFI schemes for which a seperate borrowing facility forms part of the contracts and so the Council does not need to borrow itself for these.

The Council's projected borrowing need, alongside forecast external borrowing and investment balances, is shown in the Tables 1 and 2 below:

Table 1: Forecast Borrowing and Investment Balances

	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
External borrowing						
Borrowing at 1 April b/f	598.3	755.0	845.0	895.0	900.0	915.0
Net Borrowing Requirement to fund capital programme (see Table 2 below)	186.1	81.4	45.3	-3.8	10.8	-13.2
Internal borrowing (increase (-))/reduction*	-29.4	8.6	4.7	8.8	4.2	3.2
(1) Actual borrowing at 31 March c/f	**755.0**	**845.0**	**895.0**	**900.0**	**915.0**	**905.0**
(2) CFR (ex. PFI) – the borrowing need	**911.7**	**993.1**	**1,038.4**	**1,034.6**	**1,045.4**	**1,032.2**

(3) *[2 – 1]* Internal borrowing*	**156.7**	**148.1**	**143.4**	**134.6**	**130.4**	**127.2**
Investments						
Investments at 1 April	30.6	15.9	16.1	16.5	16.8	17.2
In Year Movements	-14.7	0.2	0.4	0.3	0.4	0.3
(4) Investments at 31 March	**15.9**	**16.1**	**16.5**	**16.8**	**17.2**	**17.5**
(5) *[1 – 4]* Net borrowing	**739.1**	**828.9**	**878.5**	**883.2**	**897.8**	**887.5**

*Internal Borrowing, also refered to as Under/Over Borrowing, is temporarily funding capital spending from cash-backed resources (reserves and cashflow timing surpluses) to hand. This avoids interest payments by deferring the need to borrow externally, reduces investment balances that would otherwise earn a rate of return lower than the cost of additional borrowing therefore minimising net interest expenses, and consequently less investments reduces the Councils exposure to credit risk. Internal Borrowing is discussed furtheri n Section 4 Borrowing Strategy.

The Council is increasingly looking to report its net borrowing position in terms of necessary borrowing in order to fund the required infrastructure within the County, and Invest to Save / Earn borrowing incurred in order to generate a return. Based on expenditure to date and expenditure moving forward, it is estimated that the split is as follows:

Table 2: Necessary and Invest to Save / Earn Borrowing Split

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Necssary Borrowing	542.9	743.2	838.3	872.7	890.3	887.3
Invest to Save / Earn Borrowing	196.2	85.7	40.2	10.5	7.5	0.2
Total Net Borrowing	**739.1**	**828.9**	**878.5**	**883.2**	**897.8**	**887.5**

Table 3: Capital Borrowing Requirement

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Unsupported Borrowing – General Fund	178.2	46.4	34.6	10.9	24.1	8.7
Unsupported Borrowing – Housing*	28.4	51.0	28.7	4.9	7.3	0.0
Less: MRP and other financing movements	-20.5	-16.0	-18.0	-19.6	-20.6	-21.9
Net Borrowing Requirement to fund Capital Programme	**186.1**	**81.4**	**45.3**	**-3.8**	**10.8**	**-13.2**

* Loans raised by the Council for the purposes of on-lending to its wholly owned housing development company, This Land, will be classified as capital expenditure and therefore increase the Capital Financing Requirement. However, as these loans will be repaid in full in later years, no MRP will be charged on this borrowing.

Within the set of prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well defined limits. One of these is that the Council needs to ensure that its gross borrowing does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for current and next two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes except to cover short term cash flows.

The Chief Finance Officer (Section 151 Officer) reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties over the life of the current MTFS. This view takes into account current commitments, existing plans, and the proposals in this budget report.

3: Prospects for interest rates

The Council has appointed Link Asset Services (LAS) as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following table gives the LAS central view for short and longer term interest rates.

LINK ASSET SERVICES RATE VIEW	NOW	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.75%	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%	1.00%	1.00%	1.25%
5yr PWLB	2.30%	2.30%	2.50%	2.60%	2.70%	2.70%	2.80%	2.90%	3.00%	3.00%	3.10%
10yr PWLB	2.51%	2.60%	2.80%	2.90%	3.00%	3.10%	3.20%	3.30%	3.30%	3.30%	3.40%
25yr PWLB	3.06%	3.30%	3.40%	3.50%	3.60%	3.70%	3.70%	3.80%	3.90%	4.00%	4.00%
50yr PWLB	2.90%	3.20%	3.30%	3.40%	3.50%	3.60%	3.60%	3.70%	3.80%	3.90%	3.90%

The above forecasts have been based on an assumption that there is some form of agreed deal on Brexit, including agreement on the terms of trade between the UK and EU, at some point in time. Furthermore with the General Election on t on 12 December there is additional uncertainty around the impact that the result may have on interest rates. As the PWLB rate is driven by gilt rates any incoming government that seeks to fund their expenditure commitments through additional borrowing will place pressure on the gilt rate as demand increases. Therefore the above forecasts may need to be materially reassessed in the light of events over the coming weeks or months.

It has been little surprise that the Monetary Policy Committee (MPC) has left Bank Rate unchanged at 0.75% so far in 2019 In its meeting on 7 November, the MPC became more cautious due to increased concerns over the outlook for the domestic economy if Brexit uncertainties were to become more entrenched, and for weak global economic growth: if those uncertainties were to materialise, then it is likely the MPC would cut Bank Rate. However, if they were both to dissipate, then rates would need to rise at a “gradual pace and to a limited extent”. Brexit uncertainty has had a dampening effect on UK GDP growth in 2019, especially around mid-year. If there were an eventual Brexit with no agreement on the terms of trade between the UK and EU, then it is likely that there will be a cut or cuts in Bank Rate to help support economic growth.

The overall longer run future trend is for gilt yields, and consequently PWLB rates, to rise, albeit gently. From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment. Such volatility could occur at any time during the forecast period.

In addition, PWLB rates are subject to ad hoc decisions by H.M. Treasury to change the margin over gilt yields charged in PWLB rates: such changes could be up or down. It is not clear that if gilt yields were to rise within the next year or so, whether H.M. Treasury would offset these rises agains the extra 100 bps margin that it implemented on 9 October 2019.

Economic and interest rate forecasting remains difficult with so many influences weighing on UK gilt yields and PWLB rates. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

Investment and borrowing rates

Investment returns are likely to remain low during the year with little increase in the following two years. However, if major progress was made with an agreed Brexit, then there is upside potential for earnings.

Borrowing interest rates were on a major falling trend during the first half of 2019-20 until H.M. Treasury stepped in and increased PWLB rates by 100bps. The policy of avoiding new borrowing by running down spare cash balances has served the Council well over the last few years. While the Council may not be able to avoid borrowing to fund its capital financing requirement and replace maturing debt, cost of carry (the difference between higher borrowing costs and lower investment returns) remains a key factor in assessing any long-term borrowing decisions.

4: Borrowing strategy

The overarching objectives for the borrowing strategy are as follows:

- To manage the Council's debt maturity profile.
- To maintain a view on current and possible future interest rate movements, and to plan borrowing accordingly.
- To monitor and review the balance between fixed and variable rate loans against the background of interest rates and the Prudential Indicators.
- Reduce reliance on the PWLB as a source of funding and review all alterative options available, including forward loan agreements.
- Continue to support UK Municipal Bonds Agency (MBA) bond issuance programme.
- Provide value for money and savings where possible to meet budgetary pressures.

The Council is currently maintaining an internally borrowed cash position. This means that the capital borrowing need (the Capital Financing Requirement) has not been fully funded with loan debt. Instead cash in hand supporting the Council's reserves, balances, and positive cash flows has been used as an alternative temporary measure. This strategy is prudent in the current economic climate - as returns achievable from the investment of cash are lower than the cost of raising additional loan debt, and counterparty risk remains elevated – but this will need to be reversed over time when the original requirement for that cash arrives.

Given that projections over the next three years show an increasing CFR and Bank Rate is forecast to remain low, the Council plans to predominately use a mix of its own cash balances and short/medium term borrowing to finance further capital expenditure before long term borrowing is considered. This strategy maximises short term net interest savings but against this background and the risks within the economic forecast, caution will be adopted with treasury operations. The Chief Finance Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances.

However, the decision to maintain internal borrowing will be evaluated against the potential for incurring additional long term borrowing costs in later years, when long term interest rates are forecast to be significantly higher.

- if it was felt that there was a significant risk of a sharp FALL in long and short term rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.

- if it was felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast, perhaps arising from an acceleration in the start date and in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

In March 2019 the Council applied for and in November 2019 subsequently secured approval for £60m worth of discounted Local Infrastructure Rate funding via the PWLB to support clean energy work in Cambridgeshire:

- Five projects in our energy investment programme. These are primarily solar photovoltaic and battery storage projects across our assets. They are being developed to address major challenges our antiquated electricity grid is having which impact housing and business growth in the county, as well as limiting our ability to increase the amount of local, low carbon generation capacity.

- Three projects for community energy infrastructure. Swaffham Prior will be the first to retrofit an existing rural, off-gas community with a low carbon district heating scheme. Once built, the St Ives Smart Energy Grid would be the largest solar canopy project of its kind in the UK. One novel component is the Business Support Program offering which will pass along our lessons learned to the clean tech sector, assisting in wider uptake. And finally, ongoing energy efficiency and energy generation programme in schools. In this phase, we’ll be exploring how to turn some schools into energy centres, supplying themselves and their communities with low carbon heat.

The borrowing to fund these schemes is likely to be undertaken during 2020/21.

Prudential & Treasury Indicators

There is a requirement under the Local Government Act 2003 for local authorities to have regard to CIPFA’s Prudential Code for Capital Finance in Local Authorities (the “CIPFA Prudential Code”) when setting and reviewing their prudential indicators.

A full set of prudential indicators and borrowing limits are shown in Appendix 3.

Policy on borrowing in advance of need

The Council will not borrow more than, or in advance of, its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance of need will be within the forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds. Borrowing in advance will be considered within the following constraints:

Year	Max. Borrowing in advance	Notes
2020/21	100%	Borrowing in advance will be limited to no more than the expected increase in borrowing need (CFR) over the period of the approved Medium Term Capital Programme, a maximum of 3 years in advance.
2021/22	50%	
2022/23	25%	

The risks associated with any borrowing in advance activity will be subject to prior appraisal. Any advance borrowing undertaken will be reported in Treasury Management update reports.

Debt rescheduling

As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term borrowing to short term borrowing. However, these savings will need to be considered in the light of the current treasury position and in the current economic climate the substantial exit costs of any debt repayment.

The reasons for any rescheduling to take place will include:

- The generation of cash savings and/or discounted cash flow savings.
- Helping to fulfil the treasury strategy.
- Enhancing the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Any rescheduling activity undertaken will be reported to the General Purposes Committee (GPC), at the next quarterly report following its action.

5: Minimum Revenue Provision

The Council is required to repay an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the Minimum Revenue Provision - MRP), although it is also allowed to undertake additional voluntary payments if required (Voluntary Revenue Provision - VRP).

CLG Regulations have been issued which require the full Council to approve an MRP Statement in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the MRP Policy in Appendix 4.

The Council, in conjunction with its Treasury Management advisors, considers the MRP policy to be prudent.

6: Investment strategy

Government Guidance on Local Government Investments in England requires that an Annual Investment Strategy (AIS) be set. The Guidance permits the Treasury Management Strategy Statement (TMSS) and the AIS to be combined into one document.

The Council's general policy objective is to invest its surplus funds prudently. As such the Council's investment priorities in priority order are:

- the security of the invested capital
- the liquidity of the invested capital
- the yield received from the investment

The Council's Annual Investment Strategy (AIS) is shown in Appendix 5.

7: Risk Analysis and Forecast Sensitivity

Risk Management

The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Treasury management risks are identified in the Council's approved Treasury Management Practices. The main risks to the treasury activities are:

- Credit and counterparty risk (security of investments)
- Liquidity risk (adequacy of cash resources)
- Interest rate risk (fluctuations in interest rate levels)
- Exchange rate risk (fluctuations in exchange rates)
- Refinancing risks (impact of debt maturing in future years)
- Legal and regulatory risk (non-compliance with statutory and regulatory requirements)
- Fraud, error and corruption, and contingency management (in normal and business continuity situations)
- Market risk (fluctuations in the value of principal sums)

The TMP Schedules set out the ways in which the Council seeks to mitigate these risks. Examples are the segregation of duties (to counter fraud, error and corruption), and the use of creditworthiness criteria and counterparty limits (to minimise credit and counterparty risk).Council officers, in conjunction with the treasury advisers, will monitor these risks closely.

Sensitivity of the Forecast

The sensitivity of the forecast is linked primarily to movements in interest rates and in cash balances, both of which can be volatile. Interest rates in particular are subject to global external influences over which the Council has no control.

Both interest rates and cash balances will be monitored closely throughout the year and potential impacts on the Council's debt financing budget will be assessed. Action will be taken as appropriate, within the limits of the TMP Schedules and the treasury strategy, and in line with the Council's risk appetite, to keep negative variations to a minimum. Any significant variations will be reported to GPC as part of the Council's regular budget monitoring arrangements.

8: Reporting arrangements

Capital Strategy

The CIPFA revised 2017 Prudential and Treasury Management Codes requires local authorities to prepare a capital strategy report. The aim of the capital strategy is to ensure that all elected members fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

The Capital Strategy is reported separately from the Treasury Management Strategy Statement; non-treasury investments will be reported through the former. This ensures the separation of the core treasury function under security, liquidity and yield principles, and the policy on commercial investments usually driven by expenditure on an asset.

For non-treasury investment where a physical asset is being bought, details of market research, advisors used (and their monitoring), ongoing costs/investment requirements and any credit information will be disclosed, including the ability to sell the asset and realise the investment cash.

Where the Council has borrowed to fund any non-treasury investment, there should also be an explanation of why borrowing was required and why the MHCLG Investment Guidance and CIPFA Prudential Code have not been adhered to.

If any non-treasury investment sustains a loss during the final accounts and audit process, the strategy and revenue implications will be reported through the same procedure as the Capital Strategy.

The Capital Strategy will also consider the proportionality between the treasury investments shown throughout this report and non-treasury investments.

Treasury Management Reporting

The Council is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals:

a) **Prudential and treasury indicators and treasury strategy (this report)** - The first, and most important report is forward looking and covers:

- the capital plans, (including prudential indicators);
- a minimum revenue provision (MRP) policy, (how residual capital expenditure is charged to revenue over time);
- the treasury management strategy, (how the investments and borrowings are to be organised), including treasury indicators; and
- an investment strategy, (the parameters on how investments are to be managed).

b) **A mid-year treasury management report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision. In addition, this GPC will receive quarterly update reports.

c) **An annual treasury report** – This is a backward looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

9: Treasury Management Budget

The table below provides a breakdown of the treasury management budget at November 2019. Key assumptions behind the 2020/21 budget estimates are:

- Average rates achievable on short term investments will be 1%, the average return on the Councils long term CCLA property fund treasury management investment will be 4.2% net yield.
- New and replacement borrowing to fund the capital programme will be financed predominately by short term borrowing at rates equating to approximately 1.7%.
- The MRP charge is in line with the Council’s MRP policy.

	2020/21 Forecast £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
Interest payable	22.0	23.7	23.9	24.6	25.7
MRP	16.0	18.0	19.6	20.6	21.9
Interest receivable	-0.9	-0.9	-0.9	-0.9	-0.9
Interest Transferred to C&I	0.4	0.4	0.4	0.4	0.4
Debt Management Expenses	0.5	0.5	0.5	0.5	0.5
Net Interest expenses recharged to Service	-6.5	-7.1	-9.9	-10.3	-10.3
Technical adjustments	0.2	0.2	0.2	0.2	0.2
Sub Total	**31.7**	**34.8**	**33.8**	**35.1**	**37.5**
Capitalised Interest	-2.8	-2.0	-1.2	-1.0	-0.6
Grand Total	**28.9**	**32.8**	**32.6**	**34.1**	**36.9**

10: Policy on the use of external service providers

The Council’s treasury management advisors are Link Asset Services (LAS). LAS was awarded a 2 year contract, with the option to extend for up to 2 further years, following a formal procurement exercise during 2019/20.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

The scope of investments within the Council's operations now includes both conventional treasury investments (the placing of residual cash from the Council's functions) and more commercial type investments, such as investment properties. Commercial type investments may require specialist advise, and therefore the Council will undertake appropriate due-dilgence on a case-by-case basis.

11: Future developments

Local Authorities are having to consider innovative strategies towards improving service provision to their communities. This approach to innovation also applies to councils' treasury management activities. The Government is introducing new statutory powers and policy change which will have an impact on treasury management approaches in the future. Examples of such changes are:

a) Localism Act

A key element of the Act is the "General Power of Competence": "A local authority has power to do anything that individuals generally may do." The Act opens up the possibility that a local authority can use derivatives as part of their treasury management operations. However the legality of this has not yet been tested in the courts even though CIPFA have set out a framework of principles for the use of derivatives in the Treasury Management Code and guidance notes. The Council has no plans at this point to use financial derivatives under the powers contained within this Act.

b) Loans to Third Parties

The Council may borrow to make grants or loans to third parties for the purpose of capital expenditure, as allowable under paragraph 25 (1) (b) of the Local Authorities (Capital Financing and Accounting) (England) Regulations 2003 (Statutory Instrument No. 3146). This will usually be to support local economic development, and may be funded by external borrowing.

A framework within which the Council may consider advancing loans to third party, not for profit, organisations is shown in Appendix 6.

In addition, the following material projects in this respect are under way:

- This Land – loans issued at commercial rates, to facilitate the construction of residential housing in Cambridgeshire.

c) UK Municipal Bonds Agency (MBA)

The MBA raised £6m share capital from 56 local authorities, including Cambridgeshire County Council, plus the Local Government Association to launch an agency to issue bonds in the capital markets on behalf of local authorities across the country and at lower rates than available from the PWLB.

The decision by the PWLB on 9 October 2019 to increase their margin over gilt yields by 100 bps to 180 basis points on loans to local authorities presents an opportunity for the MBA. The degree to which any loans raised through the Agency proves cheaper than PWLB Certainty Rate is still evolving at the time of writing and is being closely monitored. Officers continue to engage directly with the MBA on redefining its offering.

The Council may make use of this new source of borrowing as and when appropriate.

d) Impact of IFRS 9

An important consideration when assessing current and future investment policy is the implementation of accounting standard IFRS 9 in the Local Authority Code of Practice. A key element of this standard is the move away from assessing risk based on incurred losses on financial assets (i.e. an event that has happened) to expected loss (i.e. the likelihood of loss across the asset lifetime). Whilst this will not materially impact upon traditional treasury investments, the standard also encompasses other investment areas including: loans to third parties, subsidiaries, or longer dated service investments. The expected credit loss model requires local authorities to make provision for these potential losses having assessed the asset with regard to the due diligence undertaken prior to investment, the nature of any guarantees, and subsequent regular updates.

The Council has made the following material loan agreement with third parties:

- This Land – loans at commercial rates to facilitate the construction of residential housing in Cambridgeshire.

A revenue provision may be required to be set aside in future depending on the risk assessment of the investment.

In addition to the above, the new standard requires changes to the recognition and subsequent valuation treatment of certain investment products. These instruments include property and equity, but also service investments that give rise to cashflows that are not solely payments of principal and interest (SPPI) on the principal outstanding. MHCLG introduced a five year statutory override allowing Councils to reverse any revenue impact of pooled fund valuation gains and losses. MHCLG were not minded to make this statutory override permenant, and will keep it under review.

12: Training

A key outcome of investigations into local authority investments following the credit crisis has been an emphasis on the need to ensure appropriate training and knowledge in relation to treasury management activities, for officers employed by the Council, in particular treasury management staff, and for members charged with governance of the treasury management function.

LAS run training events regularly which are attended by the Treasury Team. In addition members of the team attend national forums and practitioner user groups.

Treasury Management training for committee members will be delivered as required to facilitate informed decision making and challenge processes.

13: List of appendices

Appendix 1: Treasury Management Scheme of Delegation and Role of Section 151 Officer
Appendix 2: Treasury Management Policy Statement
Appendix 3: Prudential and Treasury Indicators
Appendix 4: Minimum Revenue Provision (MRP) Policy Statement
Appendix 5: Annual Investment Strategy
Appendix 6: Third Party Loans Policy

Appendix 1: Treasury Management Scheme of Delegation and role of the Section 151 Officer

The Scheme of Delegation

Full Council

- Approval of annual strategy and mid-year update to the strategy.
- Approval of the annual Treasury Management report.
- Approval of the Treasury Management budget.

General Purposes Committee

- Approval of the Treasury Management quarterly update reports.
- Approval of the Treasury Management outturn report.

Scrutiny Committee

- Scrutiny of performance against the Strategy.

Commercial and Investments Committee

- Management of the Council's Investment Strategy

The Treasury Management role of the Section 151 Officer

The Council's Deputy Chief Executive & Chief Finance Officer (CFO) is the officer designated for the purposes of Section 151 of the Local Government Act 1972 as the Responsible Officer for treasury management at the Council.

The Council's Financial Regulations delegates responsibility for the execution and administration of treasury management decisions to the CFO, who will act in accordance with the Council's policy statement and TMPs and CIPFA's Standard of Professional Practice on Treasury Management.

The CFO has delegated powers through this policy to take the most appropriate form of borrowing from the approved sources, and to make the most appropriate form of investments in approved instruments.

Prior to entering into any capital financing, lending or investment transaction, it is the responsibility of the responsible officer to be satisfied, by reference to the Council's legal department and external advisors as appropriate, that the proposed transaction does not breach any statute, external regulation or the Council's Financial Regulations.

The CFO may delegate his power to borrow and invest to members of his staff.

The CFO is responsible for:

- Ensuring that the schedules to the Treasury Management Practices (TMPs) are fully reviewed and updated annually and monitoring compliance to the Treasury Management in the Public Services: Code of Practice and Guidance Notes;
- Submitting regular treasury management reports to Cabinet and Council;
- Submitting debt financing revenue budgets and budget variations in line with the Council's budgetary policies;
- Receiving and reviewing treasury management information reports;
- Reviewing the performance of the treasury management function and promoting value for money;
- Ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- Ensuring the adequacy of internal audit, and liaising with external audit;
- Recommending the appointment of external service providers (e.g. treasury management advisors) in line with the approval limits set out in the Council's procurement rules;
- Ensuring that the Council's Treasury Management Policy is adhered to, and if not, bringing the matter to the attention of elected members as soon as possible.
- Preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long term timeframe.
- Ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money.
- Ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority.
- Ensuring that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing.
- Ensuring the proportionality of all investments so that the authority does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources.

- Ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long term liabilities.
- Provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees.
- Ensuring that members are adequately informed and understand the risk exposures taken on by an authority.
- Ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above.

  creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed.

Appendix 2: Treasury Management Policy Statement

This organisation defines its treasury management activities as:

"The management of the organisation's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

This organisation regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.

This organisation acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management

Appendix 3: Prudential and Treasury Indicators

1: The Capital Prudential Indicators

The Council's capital expenditure plans are the key driver of Treasury Management activity. The output of the capital expenditure plans is reflected in prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

Capital expenditure. This prudential indicator shows the Council's capital expenditure plans; both those agreed previously, and those forming part of this budget cycle. Capital expenditure excludes spend on Private Finance Initiatives (PFI) and leasing arrangements, which are shown on the balance sheet.

The table below summarises the capital expenditure plans which give rise to a net financing need (borrowing). Detailed capital expenditure plans are set out in the Capital Strategy.

	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Net Borrowing Requirement to fund Capital Programme	**186.1**	**81.4**	**45.3**	**-3.8**	**10.8**	**-13.2**

The Council's borrowing need (the Capital Financing Requirement). The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is the total historical outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is a measure of the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.

Following accounting changes, the CFR includes any other long term liabilities (e.g. PFI schemes, finance leases) brought onto the balance sheet. Whilst this increases the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility and so the Council is not required to separately borrow for these schemes.

	2019/20 Projected £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
Capital Financing Requirement (CFR)						
Total CFR	**911.7**	**993.1**	**1,038.4**	**1,034.6**	**1,045.4**	**1,032.2**
Movement in CFR	**186.1**	**81.4**	**45.3**	**-3.8**	**10.8**	**-13.2**
Movement in CFR represented by:						
Unsupported Capital Expenditure (Prudential Borrowing) in capital programme	165.6	97.4	63.3	23.4	31.4	35.1
Less: MRP and other financing movements	-20.5	-16.0	-18.0	-19.6	-20.6	-21.9
Movement in CFR	**186.1**	**81.4**	**45.3**	**-3.8**	**10.8**	**-13.2**

The authorised limit for external borrowing. A key prudential indicator, this represents a control on the maximum level of borrowing and the legal limit beyond which external borrowing is prohibited. This limit is set by and can only be amended by full Council. It reflects the level of external borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. The limit represents the total CFR (assumed fully funded by borrowing) - including any other long term liabilities (e.g. PFI schemes, finance leases) though these types of scheme including a borrowing facility and so the Council is not required to separately borrow for them - plus a margin to accommodate any unplanned adverse cashflow movements.

This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
The Council is asked to approve the following Authorised Limit:

Authorised Limit	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Total Borrowing	1,093.0	1,138.0	1,135.0	1,145.0	1,132.0

The operational boundary. This is the operational limit, set deliberaly lower than the authorised limit, beyond which external debt is not normally expected to exceed. The limit represents the total CFR (assumed fully funded by borrowing) - including any other long term liabilities (e.g. PFI schemes, finance leases) though these types of scheme including a borrowing facility and so the Council is not required to separately borrow for them - plus a margin to accommodate any unplanned adverse cashflow movements. This limit acts as an early warning indicator should borrowing be approaching the Authorised Limit. This limit may be breached on occasion under normal circumstances, but sustained or regular breaches should trigger a review of borrowing levels.

Operational Boundary	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	2024/25 £m
Total Borrowing	1,063.0	1,108.0	1,105.0	1,115.0	1,102.0

2: Treasury Management limits on activity

There are four debt and investment related treasury activity limits. The purpose of these are to contain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs or improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments.
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates.
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The interest rate exposure is calculated a percentage of net debt. Due to the mathematical calculation exposures could be greater than 100% of below zero (i.e. negative) depending on the component parts of the formula. The formulas are shown below:

Fixed rate calculation:

Fixed rate borrowing – fixed rate investments
Total borrowing – total investments

Variable rate calculation:

Variable rate borrowing** – fixed rate investments
Total borrowing – total investments

**defined as less than 1 year to remaining to maturity, or in the case of LOBO borrowing, the next call date falling within 12 months.

Limits on Interest Rate Exposure	2020/21	2021/22	2022/23	2023/24	2024/25
	Upper	Upper	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	150%	150%	150%	150%	150%
Limits on variable interest rates based on net debt	65%	65%	65%	65%	65%

The maturity structure of borrowing indicator represents the borrowing falling due in each period expressed as a percentage of total borrowing. These gross limits are set to manage the Council's exposure to sums falling due for refinancing or repayment.

Maturity Structure of Borrowing			
	Lower	Upper	31/10/2019 Comparator
Under 12 months	0%	80%	31%
12 months to 2 years	0%	50%	15%
2 years to 5 years	0%	50%	8%
5 years to 10 years	0%	50%	11%
10 years and above	0%	100%	62%

The Treasury Management Code of Practice Guidance notes require that maturity is determined by the earliest date on which the lender can require repayment, which in the case of LOBO loans, is the next break point.

Total principal funds invested for periods longer than 365 days. The Council is asked to approve the following treasury indicator limits for total principal funds that may be invested for periods greater than 365 days. The limits are set with regard to the Council's liquidity requirements to reduce the risk of need for early liquidation of investment, and are based on the medium/long term availability of resources after each year end.

Maximum principal sums invested for periods longer than 365 days					
£m	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
Limit	50	50	50	50	50

3: Affordability Prudential Indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework is an indicator required to assess the affordability of the capital investment plans. This provides an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicator:

Actual and estimates of financing costs to net revenue stream. This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream. The estimates of financing costs include current commitments and the proposals in this budget report.

This is calculated as the estimated net financing costs for the year divided by the amounts to be met from government grants and local tax payers.

Actual and estimates of financing costs to net revenue stream						
	2019/20 Projected %	**2020/21 Estimate %**	**2021/22 Estimate %**	**2022/23 Estimate %**	**2023/24 Estimate %**	**2024/25 Estimate %**
Financing costs to net revenue stream	8.4	9.5	10.2	10.3	10.6	11.0

Appendix 4: Minimum Revenue Provision Policy Statement

Policy statement

The Council is required to repay an element of the accumulated General Fund capital spend each year (Capital Financing Requirement - CFR) through a revenue charge (Minimum Revenue Provision - MRP), although it is also allowed to undertake additional voluntary payments if required.

The Ministry for Housing, Communities and Local Government (MHCLG) have issued regulations that require the full Council to approve an MRP Statement in advance of each year. A variety of options are provided to Councils in the guidance with the underlying principle that a prudent provision is made. A formal review of this Policy is to be undertaken every five years with the next review due in January 2021.

Historic debt liability accumulated up to 31st March 2010

Up until 2014/15, the proportion of provision that related to historic debt liability accumulated up to 31st March 2010 was calculated using Option 1 of MHCLG Guidance (the ‘Regulatory Method’). This method is based upon 4% of the CFR adjusted for ‘Adjustment A’ (the difference between the old credit ceiling system and the introduction of the Capital Financing Requirement). A reducing balance calculation means that debt liability is never entirely repaid, and the amount of debt equal to ‘Adjustment A’ (for this Council £2.133m) is not provided for at all. In January and February 2016, General Purposes Committee (GPC) considered a number of potential alternative methodologies. These covered both annuity and straight-line options, calculated over an average life of up to 50 years.

After considering the range of options available, a change in policy was introduced from 2015/16. The method chosen to replace the “Regulatory Method” for historic debt liability accumulated up to 31st March 2010 and that remained outstanding at 31st March 2015 was an annuity calculation, but one directly linked to the remaining life of the assets the debt liability had funded (held on the Council's balance sheet). This directly relates the cost of financing those assets with their expected useful life, thereby aligning costs with benefits and is allowable under the MHCLG Guidance. This approach will continue to be applied.

Debt liability accumulated from 1st April 2010

Prudent provision for any subsequent borrowing from 1st April 2010 onwards will be calculated using Option 3 of MHCLG Guidance (the 'Asset Life Method') on a straight line basis, in line with estimates for the expected useful life of the asset financed by debt. Estimated life periods will be determined under delegated powers. In view of the variety of types of capital expenditure incurred by the Council, which is not in all cases capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. MRP will be charged from the financial year after the asset becomes operational.

The determination as to which schemes shall be deemed to be financed from available capital resources and those which will remain as an outstanding debt liability to be financed by borrowing or other means will be assessed under delegated powers.

Third Party Loans

The only exception to these rules are loans classified as capital expenditure and raised by the Council for the purposes of funding third party loans. No MRP will be charged on this debt liability as the loans will be repaid in full in later years. This approach will be reviewed on an loan by loan basis annually to ensure this remains a prudent approach, otherwise MRP charge may be introduced.

Appendix 5: Annual Investment Strategy

1: Investment policy

MHCLG and CIPFA have extended the meaning of 'investments' to include both financial and non-financial investments. This report deals solely with financial investments managed by the treasury management team. Non-financial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy.

The Council's appetite for risk must be clearly identified in its strategy report. The Council affirms that its investment policies are underpinned by a strategy of prudent investment of funds held on behalf of the local community. The objectives of the investment policy are firstly the security of funds (protecting the capital sum from loss) and then liquidity (keeping money readily available for expenditure when needed). Once approved levels of security and liquidity are met, the Council will seek to maximise yield from its investments, consistent with the applying of the agreed parameters. These principles are carried out by strict adherence to the risk management and control strategies set out in the TMP Schedules and the Treasury Management Strategy.

Responsibility for risk management and control lies within the Council and cannot be delegated to an outside organisation. Investment instruments identified for use in the financial year are listed in section 7 under the 'Specified' and 'Non-Specified' Investments categories.

2: Creditworthiness policy

The Council's counterparty and credit risk management policies and its approved instruments for investments are set out below. These, taken together, form the fundamental parameters of the Council's Investment Strategy.

The Council defines high credit quality in terms of investment counterparties as those organisations that:

- Meet the requirements of the creditworthiness service provided by the Council's external treasury advisors and;
- UK banking or other financial institutions, or are;
- UK national or local government bodies, or are;
- Countries with a sovereign ratings of -AA or above, or are;
- Triple-A rated Money Market funds.

The creditworthiness service provided by the Council's external treasury advisors applies a modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard & Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- Credit Default Swaps (CDS – a traded insurance policy market against default risk) spreads to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit Watches and credit Outlooks in a weighted calculation with an overlay of CDS spreads, to determine suggested duration for investment. The Council will apply these suggested duration limits to it investments at all times, unless otherwise approved by the Chief Finance Officer.

All credit ratings are monitored daily. The Council is alerted to changes to ratings of all three agencies through its external treasury advisors. If a rating downgrade results in the counterparty or investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately. In addition to the use of credit ratings the Council is advised of information in movements in CDS spreads against benchmark data and other market information on a daily basis and extreme market movements (which may be an early indicator of financial distress) may result in downgrade of an institution or removal from recommended investment.

Sole reliance will not be placed on the use of the Council's external treasury advisors creditworthiness service. In addition the Council will also use market data, financial press and information on any external support for banks to help support its decision making process.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times, and as such the Chief Finance Officer shall have the discretion during the year to lift or increase the restrictions on the counterparty list and or to adjust the associated lending limits on values and durations should it become necessary, to enable the effective management of risk in relation to its investments.

3: Sovereign Limits

Expectation of implicit sovereign support for banks and financial institutions in extraordinary situations has lessened considerably in the last couple of years, and alongside that, changes to banking regulations have focussed on improving the banking sectors resilience to financial and economic stress.

The Council has determined that it will only use approved counterparties from overseas countries with a sovereign credit rating from the three main ratings agencies that is equal to or above AA-. Banks domiciled in the UK are exempt from this minimum sovereign credit rating, so may be used if the sovereign rating of the UK fall below AA-.

The list of countries that qualify using these credit criteria as at November 2019 are shown below. This list will be amended by officers should ratings change in accordance with this policy.

AAA	**AA+**	**AA**
Australia	Finland	Abu Dhabi (UAE)
Canada	USA	France
Denmark		Hong Kong
Germany		UK
Luxembourg		
Netherlands		
Norway		
Singapore		**AA-**
Sweden		Belgium
Switzerland		Qatar

4: Banking services

Following a competitive tender exercise and the completion of the contract standstill period in December 2019, the Council's banking provider is due to be change in March 2020 from Barclays Bank to NatWest Bank. However to ensure this complex and critical change process is handled effectively, officers are negotiating a short delay and extension period.

The Council may continue to use its own bankers for short term liquidity requirements if the credit rating of the institution falls below the minimum credit criteria set out in this report, monitored daily. A pragmatic approach will be adopted and rating changes monitored closely.

5: Investment position and use of Council's resources

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.).

Investments will be made with reference to core balances, cash flow requirements and the outlook for interest rates.

For its cash flow generated balances, the Council will seek to utilise its business banking reserve account and notice accounts, money market funds (CNAV and LVNAV) and short-dated term deposits in order to benefit from the compounding of interest.

6: Specified investments

The Council assesses that an investment is a specified investment if all of the following criteria apply:

- The investment is **denominated in sterling and any payments or repayments in respect of the investment are payable only in sterling**.
- The investment is **not a long term investment (i.e. up to 1 year)**.
- The making of the investment is **not defined as capital expenditure** by virtue of regulation 25(1)(d) of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [SI 3146 as amended].
- The investment is **made with a body or in an investment scheme of high credit quality** (see below) or with one of the following public-sector bodies:
  - The United Kingdom Government.
  - A local authority in England or Wales (as defined under section 23 of the 2003 Act) or a similar body in Scotland or Northern Ireland.
  - High credit quality is defined as a minimum credit rating as outlined in this strategy.

Specified investment instruments approved for use are:

Instrument	Minimum 'High' Credit Criteria	Maximum Amount
Debt Management Agency Deposit Facility (DMADF)	N/a	No maximum
UK Government Gilts / Treasury Bills	UK sovereign rating	
Certificate of Deposits	Per Treasury Advisors creditworthiness service	£10m per individual/group in total
Term Deposits - Banks and Building Societies	Per Treasury Advisors creditworthiness service	
Term Deposits - Local Authorities and Housing Associations	Considered on an individual basis	
Bank Call/Instant Access Accounts	Per Treasury Advisors creditworthiness service	£20m per individual/group in total
Collateralised Deposit / Covered Bonds	AAA	
Bonds issued by multilateral development banks	AAA / UK sovereign rating	
Bond issuance issued by a financial institution which is explicitly guaranteed by UK Government (e.g. National Rail)	UK sovereign rating	
Sovereign bond issues (other than the UK govt)	AAA / UK sovereign rating	
Collective Investment Schemes structured as Open Ended Investment Companies (OEICs): -		
1. Money Market Funds (CNAV, LVNAV or VNAV)	AAA MMF rating	
2. Bond Funds	Considered on an individual basis	

3. Gilt Funds	Considered on an individual basis	£20m per individual/group in total

The Council may enter into forward agreements up to 3 months in advance of the investment commencing. If forward agreements are made, the forward period plus the deal period should not exceed the 1 year to be classified as a specified investment.

Maximum counterparty limits may be temporarily exceeded by small amounts and for very short periods where interest is compounded by the counterparty to the principal investment amount. In such instances the interest amounts will be withdrawn as soon as reasonably practicable.

The counterparty limit with the Council's corporate bank may be utilised over and above the set counterparty limit on an overnight basis if cash surpluses are identified as a result of unexpected receipts of income after the day's dealing position is closed. This occurs when the timing for receipt of funds is uncertain, for example the sale of a property. In such instances, funds will be withdrawn to bring the Councils exposure back in line with the approved counterparty limit as soon as reasonably practicable and invested elsewhere in line with this strategy.

7: Non-specified investments

Non-specified investments are defined as those not meeting the specified investment criteria above, which includes investments for over 1 year.

Given the additional risk profile associated with non-specified investment, the Council may consult with its external treasury advisors before undertaking such investments where appropriate.

Non-specified investment instruments approved for use are:

Instrument	Minimum 'High' Credit Criteria	Maximum Amount
UK Government	Government backed	No maximum
Certificate of Deposits	Per Treasury Advisors creditworthiness service	£10m per individual/group in total
Term Deposits - Banks and Building Societies	Per Treasury Advisors creditworthiness service	
Term Deposits - Local Authorities and Housing Associations	Considered on an individual basis	
Collateralised Deposit / Covered Bonds	AAA	£20m per individual/group in total
Bonds issued by multilateral development banks	AAA / UK sovereign rating	
Bond issuance issued by a financial institution which is explicitly guaranteed by UK Government (e.g. National Rail)	UK sovereign rating	
Sovereign bond issues (other than the UK govt)	AAA / UK sovereign rating	
Corporate Bond / Equity Holdings	Considered on an individual basis	£10m per individual/group in total
Collective Investment Schemes structured as Open Ended Investment Companies (OEICs): -		
Property Funds	Considered on an individual basis	£20m per individual/group in total
Diversified Income / Multi Asset Funds	Considered on an individual basis	
Enhanced Money Market Funds	AAA VNAV mmf rating	
Corporate Bond / Equity Funds / Share Capital	Considered on an individual basis	

Asset Backed Securities / Green Energy Bonds	Considered on an individual basis	£5m per individual/group in total

Maximum counterparty limits may be temporarily exceeded by small amounts and for very short periods where interest is compounded by the counterparty to the principal investment amount. In such instances the interest amounts will be withdrawn as soon as reasonably practicable.

8: Third Party Loans

The Council has the power to lend monies to third parties subject to a number of criteria:

- Any loans to or investments in third parties will be made under the Well Being powers of the Council conferred by section 2 of the Local Government Act 2000 or permitted under any other act.
- The Well Being power can be exercised for the benefit of some or all of the residents or visitors to a local authority's area. The power may also be used to benefit organisations and even an individual.

The primary aims of any investment - in order of priority - are the security of its capital, liquidity of its capital and to obtain a return on its capital commensurate with levels of security and liquidity. These aims are crucial in determining whether to proceed with a potential loan.

Appendix 6 sets out the Council's framework within which it may consider advancing loans to third party, not for profit, organisations.

9: Investments defined as capital expenditure

The acquisition of share capital or loan capital in any corporate body is defined as capital expenditure under Regulation 25(1) (d) of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003. Such investments will have to be funded from capital or revenue resources and will be classified as 'non-specified investments'.

Investments in "money market funds" which are collective investment schemes and bonds issued by "multilateral development banks" – both defined in SI 2004 No 534 – will not be treated as capital expenditure.

A loan, grant or financial assistance provided by this Council to another body will be treated as capital expenditure if the Council would define the other bodies use of those funds as capital had it undertaken the expenditure itself.

10: Provisions for credit related losses

If any of the Council's investments appear at risk of loss due to default (i.e. this is a credit related loss and not one resulting from a fall in price due to movements in interest rates) the Council will make revenue provision of an appropriate amount.

11: End of year investment report

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

12: Pension fund cash

The Council will comply with the requirements of The Local Government Pension Scheme (Management and Investment of Funds) Regulations 2009, which were implemented on 1 January 2010. The Council will not pool pension fund cash with its own cash balances for investment purposes. Any investments made by the pension fund directly with the Council will comply with the requirements of SI 2009 No 393.

Appendix 6: Third Party Loans Policy

Introduction

Government changes in the way councils are funded has prompted local authorities to look at more commercial and innovative ways of growing income streams from sources other than Government grants and council tax in order to support the delivery of front-line services.

Whilst the Council should not wish to become a commercial lender in the market place it can use its ability to borrow, at relatively economic rates, to support the delivery of improved outcomes for the residents of Cambridgeshire. At the same time this will facilitate the creation of a relatively modest income stream to support the Council's overall financial resilience. All applications must demonstrate alignment to the Council's core objectives and priorities and should support those outcomes.

The intention of this policy is therefore to establish a framework within which the Council may consider advancing loans to third party, not for profit, organisations.

Nature of Organisations Considered

The Council will consider the provision of a loan facility to organisations that fulfil the following criteria:

- Not For Profit Organisations where the loan required will be used to fund infrastructure to support the delivery of services to the residents of Cambridgeshire and;
- Organisations that provide services that align to the Council's core objectives and priorities (including subsidiary companies and joint ventures)

Both of the above criteria are required to be fulfilled in order for the Council to consider advancing public funds.

Governance Arrangements

All proposals will be considered by the Commercial Board (a Board of Officers from across the Council considered to provide an overview and challenge on all of the Council's commercial activity).

Loans of less than £250,000 that fulfil the policy framework are delegated to the Council's Chief Finance Officer in consultation with the Chair of General Purposes Committee (GPC). Should the Committee Chair declare a conflict of interest, consultation will take place with the Committee Vice-Chair.

Loans in excess of £250,000 or loans that are outside of the framework parameters require GPC approval. The exception to this are loans associated with County Council owned assets which remain within the remit of the Commerical and Investment Committee.

Limits

No specific limits are proposed but all loans in excess of £250,000 will require GPC approval.
Given the level of administration that will be required to manage the loan agreement over the life of the loan, no requests for loans of less than £10,000 will be considered.

Business Case Review

Any application for loan finance must be accompanied by a robust business case. Due-diligence checks will be undertaken to test the underlying assumptions applied. Specialist support may be required to carry out these assessments.

State Aid and Interest Rates

Under EU law, State Aid rules must be taken into account whenever public money is given to an organisation that undertakes any commercial operation. State Aid is defined as an advantage in any form whatsoever conferred on a selective basis to undertakings by public authorities. Subsidies granted to individuals or general measures open to all enterprises are not covered by the State Aid prohibition.

The general parameters of the scheme will not permit loans to be made where the funding could be used in the delivery of commercial activities. However, not for profit organisations often undertake commercial activities in order to support the delivery of non-commercial activities. State aid can be avoided by using the Market Economy Operator (MEO) principles. If the state is acting in a way that a rational private investor would, for example in providing loans or capital on terms that would be acceptable to a genuine private investor who is motivated by return and not policy objectives, then it is not providing State Aid. This is because the beneficiary is not considered to be obtaining an advantage from the State but on the same terms that it could have obtained on the open market.

The actual interest rate charged on loans of this nature will be set with reference to the minimum permitted within State Aid rules at the time of fund advance and the Council's cost of borrowing plus an appropriate credit risk margin, whichever is higher.
If there is any doubt as to whether State Aid may be an issue, Legal advice must be sought.

Loan Framework

- All loans must be secured against an asset or guaranteed by a public sector organisation with tax raising powers.
- The maximum loan to value will not exceed 80% unless fully guaranteed by a public sector body
- The maximum duration of the loan will be 30 years but the loan period must not exceed the useful life of the asset.
- An independent valuation of the asset upon which the loan is secured will be undertaken by the Council.
- A robust business case must be developed that demonstrates that the loan repayments are affordable.
- The on-going value of the asset(s) that the loan has been secured against will be valued on a 5 year basis. A charge to revenue may be required if the equity value falls below the debt outstanding or if it becomes clear that the borrowing organisation is unable to service the debt.
- Guarantees will be called upon if the lending organisation falls into arrears of more than 12 months.

Given the administrative costs incurred in both establishing and managing loans of this nature an administration/arrangement fee will be applied to each loan made. The following arrangement fees will be applied:

Minimum Loan Value	Maximum Loan Value	Arrangement Fee
£10,000	£99,000	£1,000
£100,000	£249,999	1% of loan
£250,000	-	£2,500

Exemptions

Exemptions to this policy may be considered but any exemption will need to be approved by GPC.

Agenda Item No:10

DEVELOPING A JOINT APPROACH FOR PREVENTING AND ADDRESSING ADOLESCENT RISK

To:	**General Purposes Committee**
Meeting Date:	**17 December 2019**
From:	**Wendi Ogle-Welbourn, Executive Director, People and Communities**
Electoral division(s):	**All**
Forward Plan ref:	**Not applicable** *Key decision:* **No**
Purpose:	**To consider a Transformation Fund bid to develop a joint approach for preventing and addressing adolescent risk.**
Recommendation:	**That General Purposes Committee approve this Transformation Bid proposal up to £50K, contingent on other partners (Police and Crime Commissioner, Cambridgeshire Clinical Commissioning Group (CCG) and Police) also contributing financially and in kind to the project.**

	Officer contact:		***Member contacts:***
Name:	Wendi Ogle-Welbourn	Names:	Cllr Simon Bywater
Post:	Executive Director, People and Communities	Post:	Chairman of Children and Young People Committee
Email:	Wendi.Ogle-Welbourn@cambridgeshire.gov.uk	Email:	Simon.Bywater@cambridgeshire.gov.uk
Tel:	01223 728192	Tel:	01223 706398

1. BACKGROUND

1.1 A significant change programme has been underway in Cambridgeshire for the last 3 years in relation to Children's Services as a clear understanding developed that our services were not necessarily structured in the most effective ways to support the best outcomes for children and their families moving into the 2020s. Demographic and cultural changes meant that we needed to redesign provision to meet the needs of the most vulnerable in the County, and to ensure that we continued to be regional and national leaders in our practice. We have successfully aligned Early Help and Safeguarding Services; been awarded national trailblazer status for the implementation of the Child Protection Family Safeguarding model in February 2020; and most recently co-created the place based Best Start in Life model for children pre-birth to 5 with Peterborough City Council, Health, Education and voluntary sector partners. This joint funded system wide approach will be launched in April 2020, and has attracted considerable interest from other areas already. There is good evidence to suggest that all of these initiatives will increase family and community resilience; reduce escalation into statutory services and reliance on professionals; and ultimately significantly improve outcomes for younger children.

1.2 However, we are acutely aware that we have yet to make the same innovative leap for older children and adolescents. Across Cambridgeshire and Peterborough, our vulnerable teenagers are experiencing the same challenges as nationally in relation to emotional and mental health concerns; child sexual exploitation; problematic drug and alcohol use; going missing; exclusion from school and civic society; and criminal exploitation through County Lines. We also now have examples of serious youth violence and mental health crises leading to suicide in the County. There are some excellent services across the partnership that commit significant amounts of resource, both financial and in staff time, to addressing these very serious situations once they occur, but this is often too late for the young people, their families and the communities in which they live. It is of real concern that there are teenagers in our County who find themselves in such desperate situations and if we want to change this, we need to recognise that the current offer is not joined up across the partnership or targeted sufficiently to meet either the required preventative or acute need effectively at present.

1.3 We know that many of the vulnerabilities that lead to adolescents being at risk start in older childhood and are the result of Adverse Childhood Experiences (ACEs), such as neglectful parenting or exposure to domestic abuse. Neglect in childhood impacts on brain development as well as a child's ability to form meaningful relationships with significant others, and the combination of these factors make them more vulnerable to exploitation and more extreme risk taking than their more secure peers. Problems develop in school, behavioural issues surface, low level criminal activity begins and mental health difficulties start to become apparent. Societal changes in relation to County Lines also means that we are seeing younger teenagers (some only 10 or 11) becoming involved in serious crime at a much earlier point, and increasing numbers of primary aged children reporting episodes of low mood and even self-harm. Conversely, the latest research has also helped us to understand that adolescence is a physiological stage that does not really resolve until we are 25, and, as with our children and young people with additional needs, the transition to adult services and adulthood is also a key point of vulnerability. Many of our young adults will also start having children at around this time, and we want to have made sure they are supported effectively into positive parenthood as well as adulthood.

1.4 Whilst the breadth and severity of these concerns may seem daunting, the clarity and urgency of the situation also presents the whole system with a real opportunity to reshape the focus of our current offer and develop additional specialist provision where necessary to address the needs of this wide ranging group. This paper asks for the General Purposes Committee's support in achieving this through the proposed work with partners and ISOS in order to create a unique and innovative model that supports our most vulnerable children and young people with the intention of dramatically improving their life chances.

1.5 This proposal will be considered by Children and Young People Committee on 16th December and is subject to the support of that committee.

2. MAIN ISSUES

2.1 This proposal is a request for up to £50K to develop the model described above with partners and ISOS, a research and advisory company with a track record in developing policy, improving delivery and building capacity within the public sector. ISOS are uniquely positioned to help us with this work due to their recent collaboration with the Local Government Association around a number of pertinent areas, especially a national Early Help review and most recently an analysis of adolescent mental health services across the country. They have spent some time in Cambridgeshire County Council (CCC) previously in connection with our excellent prevention of exclusion service, and are keen to support us in integrating activity such as this with other areas of success across the partnership in order to build the new model. They are a pragmatic and outcome focussed organisation who understand that we want to develop a practical and useful system that will support all of our staff in delivering high quality services as soon as possible. We specifically seek permission to procure ISOS to deliver this part of the provision, due to their skill set and the short timescale involved.

2.2 The commitment of the wider partnership also bodes well for the success of this project. Peterborough City Council, Health and Police colleagues have all been involved in the discussions about the plans and agree that we need to realign services across the system to meet these new challenges for our young people. Public Health are in the process of completing needs analyses for the project around both vulnerable adolescents and specifically mental health needs in order to provide us with more detailed information; the Police are contributing a bespoke Child Exploitation Problem Profile; and the CCG have agreed that the new Children's Mental Health strategy should sit within this programme.

2.3 In respect of funding this initiative, whilst the Council is being asked to contribute transformation funding in this paper, we have also had very positive initial discussions with the CCG and Police about them offering some funding to the project as well. The Police and Crime Commissioner has also been asked to contribute financially to the project by the Executive Director, and is considering this positively.

2.4 We anticipate launching the consultation and design phase in January 2020 if we are supported by the Committee. The approach to the Best Start in Life programme was highly successful in bringing partners together, identifying local need and agreeing a set of common goals, and we plan to build on the learning from this approach as we will be working with the same set of stakeholders. One of our key learning points, however, was that we did not focus enough on seeking the views and input of children and young people themselves at an early enough stage. We plan to work with young people right from the start of this programme as it is critical that they feel that the services we develop will meet their needs. We will also include extremely important partners such as the Districts who already hold significant responsibility for areas such as community safety and housing. They have real expertise in these areas, understand their local communities well, and bring a wealth of resource to the table. Importantly, our staff will also form part of the design of the new services, bringing their existing high quality practice and skill in relationship based work to new research informed interventions that we believe will deliver more reliable outcomes for children and young people.

2.5 From our own previous experience and knowledge of what works in other areas, we know that it is possible to tackle these really challenging areas of need in pockets and focusing on one set of problems at a time. Other areas have demonstrated some real success with initiatives around criminal exploitation recently, and whilst we would wish to learn from their example, it is also clear that there is not a model yet that has fully embraced all the aspects of vulnerability for young people, or at a young enough stage to really impact on prevention. This proposal has the potential to create real wrap around provision across all key agencies that will be truly innovative, use our limited resources wisely, and create a momentum to support all our vulnerable children, young people and families. If we can get this right, we will have created a comprehensive universal offer for all our citizens through our place based Think Communities approach that is then enhanced seamlessly to meet the needs of our more vulnerable children and families from pre-birth to 25 through the targeted offers of Best Start in Life or support to vulnerable older children and at risk adolescents as appropriate. It is a genuinely exciting opportunity to champion a new vision for the Council and way of working with children, young people and their families. It will provide a dynamic start to the new decade for the whole system, and most importantly for the children and young people that we all want to be happy, fulfilled and thriving in our County.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 A good quality of life for everyone

The approach outlined in Section 2 has significant implications for keeping vulnerable people safe in a way that draws on their own strengths and those of their communities.

3.2 Thriving places for people to live

The approach outlined in Section 2 has significant implications for working with Public Sector Partners and community organisations to provide local services which build supportive, resilient communities and great places to live.

3.3 The best start for Cambridgeshire’s children

The approach outlined in Section 2 has significant implications for intervening early and effectively to support and safeguard vulnerable children, young people and their families.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

A key goal of the approach outlined in Section 2 is to effectively use our own and partners' data, evidence and best practice to design a delivery model that improves outcomes for children and young people, maximising the use of scarce resources.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

Procurement advice has been sought, with the following response provided: "Ok with this paper, recognising that there is a direct purchase for ISOS at a value of £50K which should have gone to competition but did not due to the short time scales and limited market."

4.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

4.4 Equality and Diversity Implications

There are no significant implications within this category.

4.5 Engagement and Communications Implications

There are no significant implications within this category.

4.6 Localism and Local Member Involvement

There are no significant implications within this category.

4.7 Public Health Implications

Improving Outcomes for Children and Young People using a preventative, whole-system, evidence-based approach is a key public health priority. Public health staff are fully engaged in the work outlined to develop system plans to address adolescent risk.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Clare Andrews
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Yes Name of Officer: Gus De Silva
Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or LGSS Law?	Yes Name of Legal Officer: Fiona McMillan
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Wendi Ogle-Welbourn
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Jo Dickson
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Wendi Ogle-Welbourn
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Raj Lakshman

Source Documents	Location
None	Not applicable

Appendix 1: Investment Proposal Supporting Information / Transformation Fund Bid

Bid Title	**Developing a joint approach for preventing and addressing adolescent risk**
Service Area / Directorate	**People & Communities**
Sponsoring Director	**Wendi Ogle-Welbourn**

Brief Description of Bid	This proposal is for up to £50K in specialist support from ISOS, a research and advisory company with a track record in developing policy, improving delivery and building capacity within the public sector. ISOS will work alongside local authority and key partners and facilitate the design of a coherent delivery model that maximises the use of scarce resources.

Type of Bid	**Invest to Transform**

Strategic Links	**The best start for Cambridgeshire's children**

Cash Flow	**19/20 £000**	**20/21 £000**	**21/22 £000**	**22/23 £000**	**23/24 £000**	**24/25 £000**
Revenue Advance	**22**	**28**				
Capital Advance						
Saving / Income						

Pay Back Period in Years	We think an investment in specialist support will help us develop a clearer strategy and approach potentially reducing future higher cost interventions and help to manage increasing demand on council services. While little is currently known on the local system-wide costs of late intervention, national estimates provide one indication. EIF has previously estimated that the costs of late intervention for children and young people add up to £17 billion a year across England and Wales (in 2016/17 prices).[1] It is estimated that the cost of 18-24 year olds who are not in education, employment or training (NEET) comes at a cost of £2.4 million each year, while placing young people in the youth justice system comes at a cost of £342 million each year. Whilst there are no immediate financial benefits associated with this initiative, our proposed approach will have a positive impact on outcomes for Cambridgeshire's older children and

[1] EIF (2016) The cost of late intervention: EIF analysis 2016. 2016/17 prices.

	adolescents, as well as longer-term positive financial impact on organisations across the system by: • Joining services across health, education, community safety and social care to address social inequalities in our most deprived communities. • Intervening early and effectively to support and safeguard vulnerable children, young people and their families.

Measure of Performance Improvement	Baseline	19/20	20/21	21/22	22/23	24/25

A key part of our work will be to identify and evaluate our impact on a series of shared outcomes. These outcomes will represent our shared ambition for children and adolescents and target areas where we can collectively have the greatest impact.

We will create an outcomes framework that draws from and builds on other key initiatives currently developing similar approaches to evaluating complex change, including Think Communities, Best Start in Life, Adults Positive Challenge Programme and The Future Libraries Initiative.

It will be important to know whether the services or interventions we design and develop are beneficial for the children and adolescents who most need them, and that evidence about 'what works' is available to help guide commissioners and planners.

Available evidence is usually at an 'intervention' rather 'system' level, where a number of agencies, services and interventions are at work. As our work will have an ambition to create an integrated delivery approach it will be important to consider how we can generate evidence of impact across the system. This is important for a number of reasons,

1) It is helpful to know which approaches are most promising or which features of an integrated system make the most difference
2) Our strategy will likely extend beyond traditional service delivery, and include elements such as community engagement and culture change
3) Change of this type requires a commitment to shared responsibility and accountability for outcomes across the system.

In addition to looking at change at the system level, it will also be essential to undertake regular service evaluation. Whilst many interventions may be 'evidence based', it is important to know whether they are producing the expected outcomes locally. For novel or adapted interventions, it provides an additional assurance that the resources are well used and creates an opportunity for learning and to share and extend promising new approaches.

Risks and Contingencies	Any specialist support we procure will be organised across multiple phases; each phase will include clearly articulated deliverables. Contracts will identify officer leads responsible for monitoring and evaluating the effectiveness of specialist support to ensure maximum value and return. Once this work is underway, we will create and maintain a register to monitor potential risks and issues and plan contingencies.

Decision and Date	

# GENERAL PURPOSES COMMITTEE AGENDA PLAN	Published on 2nd December 2019 As at 9th December 2019 **Agenda Item No.11**	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.

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
17/12/19	1. Minutes – 26/11/19	M Rowe		**04/12/19**	**09/12/19**
	2. Finance and Performance Report (October)	T Kelly	Not applicable		
	3. Integrated Finance Monitoring Report for the Period Ending 31st October 2019	R Barnes	2019/014		
	4. Draft Revenue and Capital Business Planning Proposals for 2020-21 to 2024-2025 (whole Council)	C Malyon	Not applicable		
	5. Treasury Management Strategy	C Oliver/ T Kelly	Not applicable		
	6. Performance Report – Quarter 2	A Mailer	Not applicable		
	7. Nearly zero energy buildings Policy: Implications for new Public Sector Buildings	S French	2019/039		
	8. Developing a joint approach for preventing and addressing adolescent risk	L Williams	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
28/01/20	1. Minutes – 17/12/19	M Rowe		**15/01/20**	**20/01/20**
	2. Finance and Performance Report (November)	T Kelly	Not applicable		
	3. Integrated Finance Monitoring Report for the Period Ending 31st November 2019	R Barnes	2020/001		
	4. Local Government Finance Settlement	C Malyon	Not applicable		
	5. Business Plan*	C Malyon	Not applicable		
	6. Consultation Report	S Grace	Not applicable		
	7. Cambridge University Science and Policy Exchange – Transport Report	S French	Not applicable		
	8. No Car Zones – Outside Schools	M Staton	Not applicable		
	9. Transformation Fund Bids 1) Strategic Support 2) Foresight Model 3) Membership of the New Local Government Network (NLGN) 4) Review of Domiciliary Care Packages	R Ginn J Turner	Not applicable		
	10. Transformation Fund Investments for Business Planning 2019-20 to 2023-24	A Askham	Not applicable		
	11. Procurement of Cisco ACI Solution for the Cambridgeshire County Council Data Centre Migration	J Baker	2020/012		
[25/02/20] Provisional Meeting					
24/03/20	1. Minutes – 28/01/20	M Rowe		**11/03/20**	**16/03/20**
	2. Finance and Performance Report (January)	T Kelly	Not applicable		
	3. Integrated Finance Monitoring Report for the Period Ending 31st January 2020	R Barnes	2020/002		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	4. Transformation Fund Monitoring Report Quarter 3 2019/20	J Turner	Not applicable		
	5. Treasury Management Report – Quarter 3	C Oliver/ T Kelly	Not applicable		
	6. Performance Report – Quarter 4	A Mailer	Not applicable		
	7. Plastics Strategy - Update	S French	Not applicable		
[28/04/20] Provisional Meeting					
02/06/20	1. Minutes – 24/03/20	M Rowe		**19/05/20**	**22/05/20**
	2. Finance and Performance Report – Outturn 2019-20	T Kelly	Not applicable		
	3. Integrated Finance Monitoring Report for the Period Ending 31st March 2020	R Barnes	2020/003		
	4. Treasury Management Report – Quarter 4 and Outturn Report*	C Oliver/ T Kelly	Not applicable		
	5. Performance Report – Quarter 1	A Mailer	Not applicable		
	6. Corporate Directorates' Risk Register	T Barden	Not applicable		
14/07/20	1. Minutes – 02/06/20			**01/07/20**	**06/07/20**
	2. Finance and Performance Report (May)	T Kelly	Not applicable		
	3. Integrated Finance Monitoring Report for the Period Ending 31st May 2020	R Barnes	2020/016		
	4. Transformation Fund Monitoring Report Quarter 4 2019/20	J Turner	Not applicable		
[18/08/20] Provisional Meeting					
22/09/20	1. Minutes – 02/06/20	M Rowe		**09/09/20**	**14/09/20**

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	2. Finance and Performance Report (July)	T Kelly	Not applicable		
	3. Integrated Finance Monitoring Report for the Period Ending 31st July 2020	R Barnes	2020/017		
	4. Treasury Management Report – Quarter One Update 2020-21	C Oliver T Kelly	Not applicable		
	5. Transformation Fund Monitoring Report Quarter 1 2020-21	J Turner	Not applicable		
20/10/20	1. Minutes – 22/09/20	M Rowe		**07/10/20**	**12/10/20**
	2. Finance and Performance Report (August)	T Kelly	Not applicable		
	3. Integrated Finance Monitoring Report for the Period Ending 31st August 2020	R Barnes	2020/018		
	4. Performance Report – Quarter 4	A Mailer	Not applicable		
24/11/20	1. Minutes – 20/10/20	M Rowe		**11/11/20**	**16/11/20**
	2. Finance and Performance Report (September)	T Kelly	Not applicable		
	3. Integrated Finance Monitoring Report for the Period Ending 30th September 2020	R Barnes	2020/019		
	4. Treasury Management Report – Quarter 2*	C Oliver T Kelly	Not applicable		
	5. Draft 2020/21 Capital Programme and Capital Prioritisation	C Malyon	Not applicable		
	6. Transformation Fund Monitoring Report Quarter 2 2020-21	J Turner	Not applicable		
	7. Corporate Directorates' Risk Register	T Barden	Not applicable		
22/12/20	1. Minutes – 24/11/20	M Rowe		**09/12/20**	**14/12/20**
	2. Finance and Performance Report (October)	T Kelly	Not applicable		
	3. Integrated Finance Monitoring Report for the Period Ending 31st October 2020	R Barnes	2020/020		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	4. Amendments to Business Plan Tables (if required)	C Malyon	Not applicable		
	5. Draft Revenue and Capital Business Planning Proposals for 2021-22 to 2025-2026 (whole Council)	C Malyon	Not applicable		
	6. Treasury Management Strategy	C Oliver/ T Kelly	Not applicable		
	7. Performance Report – Quarter 3	A Mailer	Not applicable		
26/01/21	1. Minutes – 22/12/20	M Rowe		**13/01/21**	**18/01/21**
	2. Finance and Performance Report (November)	T Kelly	Not applicable		
	3. Integrated Finance Monitoring Report for the Period Ending 31st November 2021	R Barnes	2021/001		
	4. Local Government Finance Settlement	C Malyon	Not applicable		
	5. Business Plan*	C Malyon	Not applicable		
	6. Consultation Report	S Grace	Not applicable		
	7. Transformation Fund Investments for Business Planning 2020-21 to 2024-25	A Askham	Not applicable		
[23/02/21] Provisional Meeting					
23/03/21	1. Minutes – 26/01/21	M Rowe		**10/03/20**	**15/03/20**
	2. Finance and Performance Report (January)	T Kelly	Not applicable		
	3. Integrated Finance Monitoring Report for the Period Ending 31st January 2021	R Barnes	2021/002		
	4. Transformation Fund Monitoring Report Quarter 3 2019/20	J Turner	Not applicable		
	5. Treasury Management Report – Quarter 3	C Oliver/ T Kelly	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	6. Performance Report – Quarter 4	A Mailer	Not applicable		
[20/04/21] Provisional Meeting					
15/06/21	1. Minutes – 23/03/21	M Rowe		**02/06/21**	**07/06/21**
	2. Finance and Performance Report – Outturn 2020-21	T Kelly	Not applicable		
	3. Integrated Finance Monitoring Report for the Period Ending 31st March 2021	R Barnes	2021/003		
	4. Treasury Management Report – Quarter 4 and Outturn Report*	C Oliver/ T Kelly	Not applicable		
	5. Performance Report – Quarter 1	A Mailer	Not applicable		