

**TRANSFORMATION FUND MONITORING REPORT Q1 2017-18**

*To:* **General Purposes Committee**

*Meeting Date:* **19 September 2017**

*From:* **Chief Finance Officer**

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

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

*Purpose:* **To outline progress in delivery of the projects for which transformation funding has been approved at the end of the first quarter of the 2017/18 financial year.**

*Recommendation:* **It is recommended that the Committee note and comment on the report, including whether the format of the paper gives the right level of detail and information to allow the Committee to fulfil their monitoring role**

<b><i>Officer contact:</i></b>		<b><i>Member contact:</i></b>	
Name:	Chris Malyon	Name:	Councillors Count & Hickford
Post:	Deputy Chief Executive and Chief Finance Officer	Chairman:	Chair/Vice-Chair
Email:	<a href="mailto:Chris.Malyon@cambridgeshire.gov.uk">Chris.Malyon@cambridgeshire.gov.uk</a>	Email:	<a href="mailto:Steve.Count@cambridgeshire.gov.uk">Steve.Count@cambridgeshire.gov.uk</a> <a href="mailto:roger.hickford@cambridgeshire.gov.uk">roger.hickford@cambridgeshire.gov.uk</a>
Tel:	01223 699796	Tel:	01223 706398

## **1. BACKGROUND**

- 1.1 As part of a new approach to business planning, focused on outcomes, it was agreed that the Council would establish a fund that could be used to resource the costs of delivering transformation, ensuring that finance is not a barrier to change at pace across the organisation. A fund of nearly £20m was established and there is now a programme of schemes which have received funding and are supporting the delivery of saving in the current financial year (2017/18) and beyond.
- 1.2 General Purposes Committee (GPC) has responsibility for stewardship of the fund, approving business cases for new proposals and reviewing progress with existing schemes. In June the Committee received a baseline report describing how each of the proposals would be progressed and monitored and this paper provides the first quarterly in-year monitoring update on expenditure and outcomes to date.
- 1.3 In June GPC asked that future reports provide a high-level overview of how proposals were working, using a RAG rating system to highlight where things are on and off-track. The steer given was that individual Policy and Service Committees would review relevant projects in detail as appropriate, with GPC maintaining a strategic oversight role.

## **2. OVERVIEW OF PROGRAMME**

- 2.1 As requested the table at fig 1 provides a summary for Committee of the following in regard to each of the existing Transformation schemes:
  - investment funding spent to the end of the quarter
  - savings secured to the end of the quarter, where this can be calculated, and therefore the return on investment
  - RAG rating as to whether the proposal is deemed on track (Green) or whether the impacts are likely to be delayed and re-phased (amber) or are at risk of not being delivered (red).
  - Short narrative summary of progress and impact, including any known impact for partner organisations
- 2.2 This is the first update report to General Purposes Committee and as such many schemes are at the early stage meaning that we are not yet able to fully monitor impact on finances and outcomes. In some instances schemes have taken longer to establish and move forward than originally anticipated and in some cases this will necessitate a re-phasing of the expenditure and the associated benefits. These instances are highlighted in the table for GPC to comment on. In some cases the re-phasing will mean that transformation funding will need to be carried forward into the next financial year to ensure that the programme can deliver in full.

## 2.3 Figure 1 – Overview of Schemes

Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q1 2017/18 (£000)	Savings to date at Q1 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Dedicated Reassessment Team - Learning Disabilities (A/R 6.114)		158	-228	-2,381	<p>A dedicated Project Assessment Team (PAT) has been established and a full programme of care package reviews and provider negotiations is underway.</p> <p>A detailed 'deep dive' report has been provided to Adults Committee confirming current expectation that savings for 2017/18 will be delivered in full.</p> <p>The small saving achieved to date in Q1 reflects the time lag between the beginning of assessment activity and it being cashed as savings – future quarters are expected to show much higher figures</p>	Green
Invest £000	Saving £000					
750	-2,381					
Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q1 2017/18 (£000)	Savings to date at Q1 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Recouping under-used direct payments (c/r 5.306)		0	-30	-100	The savings target for this work has been revised down to £100k (from 395k) and consequently the additional investment of £87k is not required – see exceptions section for detail	Red
Invest £000	Saving £000					
87	-395					
Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q1 2017/18 (£000)	Savings to date at Q1 2017/18 (£000)	Total projected Saving from investment	Progress & Commentary	RAG Rating

Using Assistive Technology to help people with learning disabilities (C/R.5.302)		31	-38	-214	We are systematically using the potential of assistive technology in care plans for people with learning disabilities and savings have been made. The largest impact is around avoided spend where an increase in night time support has been requested and assessments have evidenced this is not needed – avoided cost of £36k per case. The decision was made to change provider from external contractor to in house provision has been implemented with external contractor ending on 31.08.17.	Green
Invest £000	Saving £000					
186	-214					
Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q1 2017/18 (£000)	Savings to date at Q1 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Neighbourhood Cares Transformation Pilot (c/r5.304)		6	n/a	n/a	The pilot sites for this transformation scheme will be in Soham and St Ives and the team workers for the pilot phase have now been completed and are currently undertaking their induction programme.  We have tendered for and awarded the contract for an external independent evaluation to run as part of the pilot phase.	Green
Invest £000	Saving £000					
656	n/a					
Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q1 2017/18 (£000)	Savings to date at Q1 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Increase in client contributions from improving frequency of re-assessment - older people & elderly mental health (A/R.6.134)		22	-151	-381	Enhanced process in place delivering greater level of reassessments. 409 reassessments have been completed since January 2017. The full year impact of the increase in reassessments has generated £302,159 in additional financial contributions (full year impact) this is expected to increase as more reassessments are processed. No	Green
Invest £000	Saving £000					

46	-381				complaints have been received in relation to the reassessments.	
Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q1 2017/18 (£000)	Savings to date at Q1 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Total Transport (C/R.5.102)		44	0	-840	<p>Transformation funding has been used to recruit additional staff to proactively conduct route reviews from scratch to develop the most cost-efficient bus journeys possible for the Council</p> <p>The latest round of reviews starting from September, is expected to generate savings of around £430,000 a year (note not captured in the Q1 figures)</p> <p>This forms part of the overall programme which is on track to deliver the full £840k</p>	Green
Invest £000	Saving £000					
132	-840					
Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q1 2017/18 (£000)	Savings to date at Q1 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Enhanced Intervention Service for Children with Disabilities (c/r 5.401)		18	-43.5	-696	<p>Project team have been recruited and are operational.</p> <p>Currently working with three young people with complex needs who are at risk of exclusion or education breakdown requiring a move to an out of area residential school placement. In each case the children are still at home or in local placement and there is a reduced level of anxiety for the child, their families and support network.</p> <p>Note – there is current pressure on the overall budget for placements for children in care and so savings schemes in this areas are being closely managed – including regular reporting to savings</p>	Green
Invest £000	Saving £000					
120	-696					

					delivery boards	
Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q1 2017/18 (£000)	Savings to date at Q1 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Systemic family meetings to be offered at an earlier stage to increase the number of children being diverted from LAC placements (c/r5.402)		2	-115	-611	The new posts have been successfully recruited to and the additional capacity enables the clinical team to operate at capacity as per the unit model. The focus is on ensuring wider family networks are identified as part of care solutions and emergency placements are reduced because the wider family can step in.  We are building the evidence base of work with children in complex situations and where the identified risk factors for breakdown are present – allowing us to demonstrate the impact of these interventions. Judged on target to meet savings but there is current pressure on the overall budget for placements for children in care and so savings schemes in this areas are being closely managed – including regular reporting to savings delivery boards	Green
Invest £000	Saving £000					
148	-611					
Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q1 2017/18 (£000)	Savings to date at Q1 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Supporting people with physical disabilities & people with autism to live more independently (a/r 6.111)		32	-171	-791	Additional capacity is supporting a programme of reviews of care plans for people with physical disabilities – with a greater focus on independence.  Capacity is also allowing us to ensure Continuing healthcare funding is allocated in all cases where this is appropriate	Green
Invest £000	Saving £000					
128	-791					

Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q1 2017/18 (£000)	Savings to date at Q1 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Enhanced Response Service: Falls and Telecare		44	0	-390	<p>This project, which provides an out of hours service through our Reablement Teams to older people, is now operational and has responded to a total of 429 calls between April and July 2018.</p> <p>Savings are modelled for 2018/19 onwards so not yet measurable</p>	Amber
Invest £000	Saving £000					
417	-390					
Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q1 2017/18 (£000)	Savings to date at Q1 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Enhanced Occupational Therapy Support to reduce the need for double-handed care		3	-51	-100	<p>Savings to date are £51,294 but it is now considered unlikely that the team will achieve the target figure in full from the specific schemes supported by the additional investment – see exceptions section for detail</p>	Red
Invest £000	Saving £000					
90	-252					
Scheme Description and Total Investment & Saving Agreed		Fund Expenditure to date at Q1 2017/18 (£000)	Savings to date at Q1 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Link workers within Adult Mental Health Services (c/r5.403)		0	0	-480	<p>Recruitment has now been completed for 2 fixed term post holders to work with Cambridgeshire and Peterborough Foundation Trust to embed Think Family principles within front line practice. The profile of the investment funding will slip by up to 3 months, with investment funding required from quarter 2. There are no assumed savings from this proposal until 2018/19 but the evaluation</p>	Green
Invest £000	Saving £000					
168	-480					

					methodology is being finalised.  Note – there is current pressure on the overall budget for placements for children in care and so savings schemes in this areas are being closely managed – including regular reporting to savings delivery boards	
Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q1 2017/18 (£000)	Savings to date at Q1 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Commercial Approach to Contract Management (c/r5.001)		237	-30	-2000	<p>This investment supports additional external support in order to identify contract management savings. These will be reflected in underspends on contractual spend and in future business planning savings associated with externally commissioned services.</p> <p>At present there are a number of initiatives derived from this investment that are delivering savings and efficiencies for 2017/18 across the Council. However, these are contributing to service-specific savings targets, rather than delivering savings against the centrally held savings target.</p> <p>With greater governance now in place around the Council's purchasing and procurement, the Commercial Board is developing a specific programme to identify further savings opportunities from this work in 2019 and beyond.</p>	Amber
Invest £000	Saving £000					
400	-2000					
Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q1 2017/18 (£000)	Savings to date at Q1 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating



Sustaining Budgetary performance in older people's services (c/r 5.320)		9	-1861	-1861	<p>Return on investment is linked to the reallocation of some of the achieved underspend in Older People's and Mental Health Services in 2016/17.</p> <p>As long as the service continues to meet people's needs without an overspend appearing then the saving has been sustained. Demographic pressures are being managed / mitigated within Older People's and Mental Health Services and so this is currently on track at end of Q1</p>	Green
Invest £000	Saving £000					
600	-1861					
Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q1 2017/18 (£000)	Savings to date at Q1 2017/18 (£000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Street Lighting Synergies (B/R.6.214)		633	-110	-209	<p>Investment was made in re-negotiating the Street Lighting PFI and establishing a shared arrangement with Northants CC. The unitary charge element of the street lighting contract will be at a lower level than it would have been had the investment not been made and this is resulting a monthly spend of circa £20k lower than previously (from April 2017). Total amount annual budget saving is projected as 209k per year and over the lifetime of the contract the total benefit will be circa £4m cumulatively.</p>	Green
Invest £000	Saving £000					
633	-209 per year (£4m over total lifetime)					
Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q1 2017/18 (£000)	Savings to date at Q1 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Move to full cost recovery for non-statutory highway works (B/R 5.202)		0	0	-200	<p>The agreed investment is to implement a time recording system so that officers could record the true cost of time spent on projects, which in turn would enable us to invoice applicants for the full cost of any highway work (improvement schemes).</p>	Green

Invest £000	Saving £000				This work is still in development and the expenditure has therefore not yet been drawn down - but the scheme will still be delivered	
50	-200					
<b>Scheme Description and Total Investment &amp; Saving</b>		<b>Fund Expenditure to date at Q1 2017/18 (£000)</b>	<b>Savings to date at Q1 2017/18 (£,000)</b>	<b>Total projected Saving from investment</b>	<b>Progress &amp; Commentary</b>	<b>RAG Rating</b>
Using Assistive Technology to help older people (c/r 5.303)		17	-165	-358	We have purchased the required "Just Checking Systems", recruited to our additional fixed term post, agreed evaluation data and started reporting.  The project has made a positive start and is on track to improve outcomes and achieve savings – see highlights section for more detail	Green
Invest £000	Saving £000					
260	-358					
<b>Scheme Description and Total Investment &amp; Saving</b>		<b>Fund Expenditure to date at Q1 2017/18 (£000)</b>	<b>Savings to date at Q1 2017/18 (£,000)</b>	<b>Total projected Saving from investment</b>	<b>Progress &amp; Commentary</b>	<b>RAG Rating</b>
Adults Transformation programme (C/R.5.319).			n/a	n/a	Initial funding of £500k has been approved to fund external support to help shape and deliver an ambitious change programme across all adult social care client groups. The tendering process to identify a partner has taken longer than anticipated but the programme is on track – see highlights section	Green
Invest £000	Saving £000					
500	0					
<b>Scheme Description and Total Investment &amp; Saving</b>		<b>Fund Expenditure to date at Q1 2017/18 (£000)</b>	<b>Savings to date at Q1 2017/18 (£,000)</b>	<b>Total projected Saving from investment</b>	<b>Progress &amp; Commentary</b>	<b>RAG Rating</b>

Children's Social Care Support for young people with complex needs (C/R.5.404)		0	0	-1508	Investment made in establishing the new hub model in social work.  Implementation of the model has been delayed; from Q2 the outreach element of the model is operational and from Q3 the residential and police element of the model will be on stream. Further aspects of the model by way of fostering and supported lodgings, communication worker and clinician will progressively come on stream during Q3.  Currently estimating 342k of savings in 2017/18 with the remaining amounts in 2018/19 and beyond	Amber
Invest £000	Saving £000					
890	-1508					
<b>Scheme Description and Total Investment &amp; Saving</b>		<b>Fund Expenditure to date at Q1 2017/18 (£000)</b>	<b>Savings to date at Q1 2017/18 (£,000)</b>	<b>Total projected Saving from investment</b>	<b>Progress &amp; Commentary</b>	<b>RAG Rating</b>
Specialist Support for Adults with Autism to increase their independence (A/R 6.113)		12	-2	-20	This scheme has been partially successful but will deliver a smaller financial benefit (£20k) than originally estimated (£72k) – see highlights section for detail	Red
Invest £000	Saving £000					
50	-72					

### 3. EXCEPTIONS AND HIGHLIGHTS

- 3.1 Across the programme 14 projects are considered on track and so rated green, 4 are amber reflecting some need to re-phase savings and 3 are red reflecting some non-delivery of savings or benefits. The Following paragraphs provide further detail in relation to schemes which are not on track. Highlights reflecting the impact of transformation activity on outcomes are also provided for information.
- 3.2 Specialist Support for Adults with Autism to increase their independence (A/R 6.113)  
Transformation funding was approved for 2 posts working with people with autism to help them live more independently and with a reduced need for formal care. This scheme has been partially successful but will deliver a smaller financial benefit (£20k) than originally estimated (£72k). As such it is recommended that we do not recruit to replace one of the post holders who has vacated the role. This will result in a smaller expenditure from the transformation fund more proportionate to the modest financial return. The learning from this work will also be captured to allow us to support better outcomes and greater independence for people with autism in future.
- 3.3 Using Assistive Technology to help older people (C/R 5.303)  
The project to introduce the use of 'just checking' monitoring equipment in the assessment of needs of older people has made a positive start. The use of Just Checking is giving social workers and families really valuable new information about people's movements and activities living at home and this is informing decisions about care planning and in particular the judgements about whether not people can continue to cope at home. There is already growing evidence that the use of the technology is changing the perception of risk and needs. We have already identified 13 cases where the equipment has allowed the social worker to provide a lower costing package than the one originally considered based on the information provided during the monitoring process. Monitoring people's ability to cope in independence is giving greater confidence in our efforts to keep people in their own homes for longer and in other instances it allows us to pick up other issues (such as someone not being sufficiently mobile) allowing us to take preventative action before their needs escalate. As a next phase we are starting to work on improving the offer to Discharge Planning and are currently costing initiatives around "Telecare Enabled Discharge" a process to facilitate discharge, avoid delays, help prevent readmissions and ease winter pressures. We are planning a large "MarketPlace Event" in conjunction with UKTelehealthcare early next year for all staff to attend to stimulate innovation and we continue to hold "Just Checking" workshops as needed.
- 3.4 Enhanced Response Service: Falls and Telecare (A/R.6.171)  
This project, which provides an out of hours service through our Reablement Teams to older people, is now operational, albeit at an early stage. It has taken longer than originally expected to establish and so has been rated as amber reflecting the delay – with the main issue being the ongoing challenge in recruiting additional staffing capacity. The city team has been operating since April and other area teams are coming on line in a phased approach. The service has responded to a total of 429 calls between April and July 2018 ensuring older people get support promptly and that any issues requiring either urgent or ongoing care are picked up. By providing this new service we have already made a strong contribution to pressures in the health and social care system by avoiding the need for costly ambulance call outs and unnecessary hospital admissions. Avoided cost benefit to our health partners to date is estimated at around £100k. As the service develops we are

continuing to explore its role in the wider partnership strategy and would hope to augment the investment in our in-house team with input from the voluntary and community sector, emergency services and health teams. This will be part of the longer term sustainability plan for the service. Further reports on this scheme will be provided through the Adults Committee recognising the benefits of providing the service but challenging savings target associated with this workstream which forms part of the overall financial position of care for older people.

3.5 Adults transformation programme (C/R.5.319).

Initial funding of £500k has been approved to fund external support to help shape and deliver an ambitious change programme across all adult social care client groups. Subsequently, a tendering process has been initiated, and expressions of interest from external providers have been considered. The procurement process to find an external partner has taken somewhat longer than originally profiled as the first round of submissions did not deliver what we wanted – an external partner has now been identified and will start work with us in October 2017. Expenditure from the transformation fund will therefore be re-profiled reflecting the delayed start of the work. There are no savings attached to this investment during 2017-18, although it is crucial to the Council's longer term financial position. This will be a major focus of future Business Planning rounds. Progress will continue to be reported at each quarterly update.

3.6 Recouping under-used direct payment budget allocations through enhanced monitoring (C/R.5.306)

The savings modelled as part of the business case for this scheme are not considered to be deliverable in full and a revised estimate of £100k is projected rather than the original £365k. As this work has progressed we have found that the existing monitoring arrangements had already identified the majority of the direct payment allocations which were being under-utilised – thereby leaving a reduced scope for further improvement. As such it is no longer recommended that we draw down the additional transformation funding as the extra capacity is not required in light of the reduced opportunity. Through this work mechanisms for strengthening the monitoring process have been and continue to be improved and the teams are working with Finance to develop a more efficient and streamlined way of forecasting potential clawback/non spend of Direct Payment money – including the use of BOXI as a replacement for the previous Business Objects tool.

3.7 Enhanced Occupational Therapy Support to reduce the need for double-handed care (A/R.6.165)

The team have commenced the planned new areas of work, specifically assessments of service users with learning disabilities and reviews of moving and handling practice in Care Homes with a view to promoting single-handed care rather than the need for two workers wherever possible. In the Care Home project, they are working with the CCG's Care Home Support Team to identify care homes that need specific support with moving and handling. They are also attending the regular complex cases panel to identify clients where their intervention might prevent the need for a move from either own home to residential home, or residential to nursing. The team are achieving some success and have saved an identified £51k to date but it is now considered that the overall target of 252k may not be achievable in full. Revised estimates will continue to be provided as the work progresses. However the team as a whole they are continuing to make a strong contribution overall to constraining demand for double handed care in the existing client group of older people living in domiciliary settings with savings currently of £480K identified to date for 2017/18.

## **4. ALIGNMENT WITH CORPORATE PRIORITIES**

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

There are no significant implications for this priority.

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

A key focus of the Transformation Programme is on helping people to live healthy lives and cope more independently of public services. The impact on independence is summarised in the updates for each proposal in figure 1 and in the highlights section, in particular at paragraphs 3.2, 3.3 and 3.4

### **4.3 Supporting and protecting vulnerable people**

The impacts associated with the people living healthy and independent lives are captured within Community Impact Assessments for each proposals within the Business Plan, including these transformation programmes. By successfully delivering transformation we can address the funding shortfall whilst protecting and enhancing outcomes for vulnerable groups. The transformation fund and its impact therefore mitigates the potential need for service reductions which would impact negatively on vulnerable people.

## **5. SIGNIFICANT IMPLICATIONS**

### **5.1 Resource Implications**

The resource implications are captured in the table at figure 1 – highlighting expenditure from the transformation fund and its actual and anticipated return on investment.

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

No significant implications – in some instances the procurement process has taken longer than anticipated creating some delay in the expenditure and impact of the transformation investments – these are described within the commentary for each scheme.

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

There are no significant impacts for this priority

### **5.4 Equality and Diversity Implications**

There are no significant implications within this category from this report – individual community impact assessments were completed for all schemes as part of the original business case.

### **5.5 Engagement and Communications Implications**

There are no significant impacts for this priority

### **5.6 Localism and Local Member Involvement**

There are no significant impacts for this priority

## 5.7 Public Health Implications

There are no significant impacts for this priority

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes – Chris Malyon and 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
General Purposes Committee Agenda, Reports and Minutes	<a href="https://cmis.cambridgeshire.gov.uk/ccc_live/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/2/Default.aspx">https://cmis.cambridgeshire.gov.uk/ccc_live/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/2/Default.aspx</a>