

GENERAL PURPOSES COMMITTEE



Date: Tuesday, 10 January 2017

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

10:00hr

Shire Hall
Castle Hill
Cambridge
CB3 0AP

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

AGENDA

Open to Public and Press

CONSTITUTIONAL MATTERS

1. **Apologies for absence and declarations of interest**
Guidance on declaring interests is available at
<http://tinyurl.com/ccc-dec-of-interests>
2. **Minutes of the Meeting on 20 December 2016 and Action Log** **5 - 16**
Action Log to follow.
3. **Petitions**

OTHER DECISIONS

4. **Finance and Performance Report - November 2016** **17 - 44**
5. **Integrated Resources and Performance Report for the Period** **45 - 66**
Ending 30 November 2016

6.	Transformation Fund Bids	67 - 82
7.	Local Government Finance Settlement 2017-18	83 - 88
8.	Overview of Business Planning Proposals Appendix D to follow.	89 - 202
9.	Changes to Arrangements for the Appointment of External Auditors	203 - 212
10.	Corporate Risk Register Update	213 - 232
11.	General Purposes Committee Agenda Plan, Training Plan and Appointments to Outside Bodies, Partnership Liaison and Advisory Groups and Internal Advisory Groups and Panels	233 - 244

The General Purposes Committee comprises the following members:

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

Councillor Anna Bailey Councillor Ian Bates Councillor David Brown Councillor Paul Bullen
Councillor Edward Cearn's Councillor Steve Criswell Councillor Adrian Dent Councillor John
Hipkin Councillor David Jenkins Councillor Mac McGuire Councillor Lucy Nethsingha
Councillor Tony Orgee Councillor Peter Reeve Councillor Ashley Walsh and Councillor Joan
Whitehead

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

Clerk Name: Michelle Rowe

Clerk Telephone: 01223 699180

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

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

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

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

GENERAL PURPOSES COMMITTEE: MINUTES

Date: Tuesday, 20th December 2016

Time: 10.00a.m. – 12.40p.m.

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

Apologies: Councillors Bates

289. DECLARATIONS OF INTEREST

There were no declarations of interest.

290. MINUTES – 29TH NOVEMBER 2016 AND ACTION LOG

The minutes of the meeting held on 29th November 2016 were agreed as a correct record and signed by the Chairman. The Action Log was noted. One Member raised an issue in relation to action 286 - Cambridgeshire Guided Busway Defects. The Chairman agreed to consider this issue at the end of the meeting as it would involve excluding the press and public.

291. PETITIONS

No petitions were received. The Chairman reported that he had received notice of a petition at approximately 4.00p.m. on 19 December with a request to exercise his discretion to allow the petitioner to speak. Given the lack of notice and the subject matter, he had recommended an alternate course of action which allowed the Chairman of Highways and Communities Infrastructure Committee to liaise with relevant parties to review the situation and assist in bringing forward some alternative suggestions which could be considered by the relevant Policy and Service Committee, if appropriate.

292. FINANCE AND PERFORMANCE REPORT – OCTOBER 2016

Before the start of the item, the Chief Finance Officer (CFO) updated the Committee on the recent publication of the provisional 2017-18 settlement. It was noted that the settlement was largely in line with expectations subject to a few nuances. The Revenue Support Grant was as set out in the Business Plan and the changes to the New Homes Bonus were in line with expectations. The Adult Social Care Support Grant had increased slightly and there was increased flexibility in the Adult Social Care precept. It was noted that the Committee would receive a formal report on the settlement at its next meeting.

The Committee was presented with the October 2016 Finance and Performance report for Corporate Services and LGSS Cambridge Office. A year-end overspend on revenue of £569k was being forecast. The overspend was primarily due to additional redundancy costs as part of the staff rationalisation programme. The Council had not utilised the £1m provision for a number of years but given the current level of reductions

in staffing it was anticipated that this year the level of costs incurred would exceed this provision. There would therefore be a budget pressure of £0.5m in 2017/18.

The Chairman challenged the terminology used regarding staff redundancies. He explained that it was the result of a policy to run the organisation in a different way rather than rationalisation. A Member queried exactly how long the Council had not utilised the £1m provision. The CFO reported that it was at least four years and possibly longer. Concern was expressed by another Member regarding the loss of expertise as part of the programme particularly the fact that some people were electing to leave to the detriment of the Council.

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

293. INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING 31ST OCTOBER 2016

The Committee received a report detailing the financial and performance information to assess progress in delivering the Council's Business Plan. Attention was drawn to the forecast year-end of overspend of £1.8m which was an increase of £0.3m on the overspend reported last month. The change was primarily due to the additional £0.5m in redundancy costs. It was hoped that the overspend would come down within the financial framework by 31 March 2017. The capital budget was in line with the revised forecast. Attention was drawn to the £503,941 of unbudgeted income in relation to the Thomas Clarkson Academy Private Finance Initiative (PFI) contract renegotiation.

Councillor Brown proposed, seconded by Councillor McGuire, to allocate the one-off unbudgeted income, less a £190k contribution to all schools, to Thomas Clarkson Academy. In considering the proposal, one Member queried whether there had been any consultation with the Schools Forum and schools. The Chairwoman of the Children and Young People (CYP) Committee highlighted the importance of discussions with the Schools Forum as there was a particular pressure in the special needs block. She hoped that the Forum would agree to put the £190k contribution towards the high needs block.

One Member reminded the Committee that it was the Council's policy to reduce inequalities. He expressed his support for Option i) but highlighted the need for a plan and for it to be monitored. In response, the Chairman commented that both Options i) and ii) focussed on areas of disadvantage. Members acknowledged that it would be difficult to monitor an Academy but were content that Thomas Clarkson would use the funding to drive up standards. The Chairman proposed, with the agreement of the Committee, that officers should write to Thomas Clarkson Academy to ask it to use the funding to raise standards in order to achieve improvements. It was also agreed that officers should write to the Schools Forum to ask it to use its contribution to support disadvantaged pupils. **Action Required.**

One Member queried whether the £1.8m overspend included the £3m extra increment for Looked After Children. The CFO was of the view that it was included but agreed to check. **Action Required.**

It was resolved to:

- a) Analyse resources and performance information and note any remedial action currently being taken and consider if any further remedial action was required.
- b) Allocate the unbudgeted income, less a £190k contribution to all schools, to Thomas Clarkson Academy.

294. TRANSFORMATION FUND BIDS

The Committee received a report setting out requests for investments from the Transformation Fund that were required to deliver transformational improvements in service delivery and associated savings within the 2017-22 business plan. In considering the report, some Members commented on the requests as follows:

- highlighted the fact that returns on investment were not consistent across the requests for investments. The Chairman suggested demonstrating returns over a five year period. **Action Required.**
 - highlighted the need for Directors of Services to scrutinise predicted savings carefully in order to identify returns against investment. The CFO acknowledged the importance of this action and reported that reviews would take place on a quarterly basis.
 - requested early sight of the savings tracker. **Action Required.**
 - queried the lack of consistency with the “Impacts on specific groups with proposed characteristics” tables on pages 112 and 114. One Member suggested the use of a model framework. The Chairman acknowledged that there were inconsistencies throughout the report. He explained that he had asked for Community Impact Assessments (CIAs) and Equality Impact Assessments (EIAs) to be covered at a future Members’ Seminar. The same Member highlighted the need to include examples in the CIAs. The Chief Executive agreed to take action. **Action Required.**
 - highlighted the need to communicate the impact and importance of the decisions made as part of the Transformation Fund. The Chief Executive acknowledged the need to bring it to life with case studies. **Action Required.**
- a) **Using Assistive Technology to Help People with Learning Disabilities Live More Safely and Independently without the need for 24 hour or overnight care**
- highlighted the need to establish the financial benefit of this request for Health. Whilst the Council was not seeking a contribution from Health, it might help with other difficult discussions the Council might have with this sector in the future.
 - queried why this project was restricted to one user group. The Committee was informed that Assistive Technology was not restricted to one group. Members were reminded that they had already approved Phase 1 for older people and

would be asked to consider Phase 2 in June. The Council needed to be clear about how it targeted this technology, as there were different types, in order to achieve a return on investment. The Chairman of Adults Committee reported that he had spent a day being shown how this technology worked and how it could be applied across the board. He had asked that the Sensory Advisory Service be included. He had also written a briefing paper for the CFA group and had asked for an item to be included on a future Members' Seminar.

- queried whether Assistive Technology would help people with learning disabilities live more safely. In response, the Chairman of Adults and another Member highlighted where this had been the case.
- c) Recouping under-used direct payment budget allocations from service users**
- expressed concern that no action had been taken in response to an Internal Audit carried out in 2015. The CFO agreed to investigate. **Action Required.**
 - expressed concern that whilst Adults/GPC Committee had endorsed this proposal in the Summer of 2016, no action had taken place due to a capacity gap. The Vice-Chairwoman of Adults Committee reported that this lack of activity had not been reported to Adults Committee. She was concerned that the Council could effectively be paying for this request twice. The Chairman stressed that he had made clear the need to raise capacity constraints in relation to achieving savings.
- f) Total Transport**
- expressed strong support for this request. The Chairwoman of CYP Committee reported that officers were still pursuing savings in Special Educational Needs transport and day care centres. It was hoped that the flexible use of mini buses would increase the number of people attending centres.
- g) Street Lighting Synergies**
- queried how the estimate of the Break Cost of £800,000 had been achieved. The CFO was asked to provide more information in the form of a briefing note to clarify this figure. **Action Required.**
 - suggested delegating the decision regarding the Break Cost to the CFO, in consultation with the Chairman, given that it could be in the region of £500,000 to £1m.
- h) Neighbourhood Cares Transformation Pilot – A New Approach to Social Work in Communities**
- welcomed the project but highlighted the fact that there were no savings listed. One Member commented that a transformation project was expected to deliver savings. The Vice-Chairwoman of Adults Committee explained that this radical change to address the demographic time bomb needed to be tested in a small geography first. The new team would operate in isolation from the old system in order to make comparisons. The pilot would need to identify how many members

of staff it took to support a community of 10,000 before it could be rolled out across the whole county. It was noted that the Buurtzorg Model which operated in the Netherlands had achieved savings of over 40%. The Chairman reminded the Committee why the Transformation Fund had been established which was to do things in a different way in order to achieve financial returns or improve people's lives. It was not therefore restricted to achieving a return of 5:1 on investment. The CFO acknowledged the point made about savings but explained that this project had not been tested in the UK and was effectively breaking new ground. However, the Council could rely on the savings figure achieved where it had operated.

- welcomed the fact that the Council was not just immediately looking for a financial return. It was suggested that the nature of the proposal required a different monitoring process. The Chairman raised the need for Adults Committee to monitor the key issues arising from this experiment. One Member requested a copy of the criteria being used to monitor this pilot. She commented that it would be difficult to monitor whether the project was delivering if it had no proposed savings. Another Member commented that it should be possible to estimate the cost of the advantages of the project.
- queried whether pilot projects should be funded from the Transformation Fund. The Chairman acknowledged that Transformation Fund Bids were designed to deliver savings. However, there was no requirement to identify where the money would come from in order to do that. The CFO added that the objective was to drive cost efficiencies in the way services were delivered.
- expressed concern that teams would be empowered to use their judgement to spend resources without management oversight. The Committee was informed that teams would make small day to day decisions removing bureaucracy around the process. Financial controls would remain. The Vice-Chairwoman explained in detail how the project would work with the use of case studies.
- the need to review the title of "Neighbourhood Worker" as it could cause confusion with previous projects.

k) Move to Full Cost Recovery for Non-Statutory Highway Works

- highlighted the importance of District and Parish/Town Councils as well as officers having a different mind-set as detailed in the CIA. The Chairman commented that the CIA demonstrated that this request would have a positive impact on communities.
- welcomed this request as it would enable projects to be developed in a quicker and more streamlined way. The Chairman commented that this request would address the lack of progress of potential third party funding.
- highlighted the need to clarify the process so that District and Parish/Town Councils were aware when they were being charged. Members commented that the project presented a more professional approach; one Member suggested that parish councils also needed a more professional approach.

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

- a) Using assistive technology to help people with learning disabilities live more safely and independently without the need for 24 hour or overnight care
- b) Enhanced Occupational Therapy Support to reduce the need for double handed care
- c) Recouping under-used direct payment budget allocations from service users
- d) Dedicated Reassessment Team – Learning Disabilities
- e) Care Plan Review Capacity – Physical Disabilities
- f) Total Transport
- g) Street Lighting Synergies
- h) Neighbourhood Cares Transformation Pilot – a new approach to social work in communities

And note the three proposals approved by the Section 151 Officer in consultation with the Leader, as per approved delegation:

- i) Specialist Adult and Autism Support to increase independence
- j) Continuing financial re-assessment programme for client contributions
- k) Move to full cost recovery for non-statutory highway works

295. SERVICE COMMITTEE REVIEW OF DRAFT REVENUE AND CAPITAL BUSINESS PLANNING PROPOSALS FOR 2017/18 TO 2021/22

The Committee received a report detailing an overview of the draft Business Plan revenue and capital proposals for Corporate and LGSS Managed Services and cross-Council proposals that were within the remit of the General Purposes Committee. The Chairman reminded the Committee that it had received a briefing note from the CFO detailing the 6% Council Tax increase over three years. He asked for more information in a table detailing what this would mean. **Action Required.**

Members made the following comments in relation to the report:

- highlighted the assumption being made regarding a 2% increase in Council Tax. One Member drew attention to what the Council could do if it raised Council Tax by 4%. Another Member commented that he could not support any increase in Council Tax. The Chairman requested that any alternative budgets be presented to the next meeting.

- requested further information on the Cross Service Transformation savings on page 143. The CFO explained that the £2m for the current year as part of the Corporate Capacity Review had come to fruition and was delivering a more efficient staffing structure. The Business Plan 2017/18 included a £4m reduction in the staffing budget which had not been identified and was part of an ongoing programme. One Member reiterated his concerns about the loss of some members of staff. The Chairman of the Staffing and Appeals Committee commented that a lot savings were about staff leaving rather than about redundancies.
- highlighted the need to debate the significant change to the Adult Social Care precept. The CFO reminded the Committee that it was being asked to consider its part of the Business Plan rather than an overview of the Council as a whole. The opportunity for the Committee to consider the full Business Plan would take place at its next meeting.

It was resolved unanimously to:

- a) note the overview and context provided for the 2017/18 to 2021/22 Business Plan revenue proposals for the Service, updated since the last report to the Committee in October.
- b) comment on the revenue savings proposals that were within the remit of the General Purposes Committee for 2017/18 to 2021/22.
- c) comment on the changes to the capital programme that were within the remit of the General Purposes Committee.

296. LEVEL OF OUTSTANDING DEBT

The Committee received an update on the current level of debt and actions being taken to manage it presently, to review the targets set and proposed actions to control it further. Attention was drawn to the background which included the fact that the Council had not been achieving its Integrated Resources and Performance Report debt targets set for some time and the total operational debt outstanding. Members focussed on Adult Social Care debt and noted benchmarking figures against neighbouring authorities. During a detailed discussion, the following points were raised by some Members:

- welcomed proposed suggestions particularly in relation to working with Addenbrooke's and Hinchingbrooke Hospitals.
- the need to prevent people from getting in to debt. One Member queried whether any Transformation Fund bids were focussing on this area particularly regarding making sure that people were charged the right amount in a timely fashion. The Director of Customer Service and Transformation reported that digital systems were being made as effective as possible to enable people to make electronic payments. Staff were working closely with colleagues in Adult Welfare Benefits and Financial Assessments in order to provide users with the right advice and support. The Head of Finance Operations added that his staff worked closely with social care colleagues to help people know exactly what they needed to pay at the start.

- expressed concern about the use of external debt collection agents. Whilst some people saw being in debt to the Council as a low priority, there were others who were vulnerable and in poverty. It was therefore important that they were not bullied or harassed. It was suggested that the work of these agents should be monitored. The Head of Finance Operations reported that he was very mindful of that and as such quarterly reviews were carried out. Cases were vetted and clients visited by Council staff before external agents were sent. External agents were instructed to contact the Council if they identified potential issues.
- highlighted the need to bear in mind the reputational risk to the Council particularly in relation to using an external debt collection agent to collect debt of less than £250. The Chairman raised the need to circulate the filter process to Members. Another Member also required a briefing on the external debt collection agencies being used.
Action Required.
- queried why there were no benchmarking figures for Leicestershire County Council. It was noted that the information had not been provided. The LGSS Finance Director reported that together with the Head of Finance Operations he would be visiting some neighbouring authorities to discuss how they managed outstanding debt.
- queried the proposal to rebase the target to current level otherwise the position of continually reporting under performance would persist. The Chairman was of the view that the target should be based on the best performing authority. Unfortunately it was not possible to set this target without the necessary information. With the agreement of the Committee, he proposed deleting recommendation (viii) and replacing it with the following “the Chairman work in conjunction with the Chief Finance Officer in order to define debt targets and to issue further briefings on questions raised at General Purposes Committee, with the agreement of final targets to be delegated to the Chief Finance Officer, in consultation with the Chairman.”
- highlighted the need, given its controversial and sensitive nature, of reviewing debt collection after six months. It was suggested that the review should include some anonymised case studies. The Chairman proposed that the review process should take place after one year. The LGSS Finance Director informed the Committee that it was proposed to join the East Midlands Social Care Finance Group Benchmarking Club. He reported that a year would enable him to provide the Committee with information for a review. The Committee supported a proposal to receive a review in September 2017. **Action required.**

It was resolved unanimously to agree:

- (i) that the Debt Service continues to engage with Cambridgeshire County Council (CCC) to convert services to pay on application using online processes wherever possible with particular focus on eradicating all low value invoices being issued for less than £250.

- (ii) that the Debt and Financial Assessment Services continue to engage with Adult Social Care (ASC) on process changes designed to improve the speed information was provided/shared, the collection and sharing of data on care packages and increase direct debit penetration with the aim of securing one for all new cases with immediate effect.
- (iii) that the Collections Strategy had been reviewed and updated to reduce the timescales before intervention took place and implement a clear direction for how low value invoices would be managed to enable resources to be deployed in the most effective way.
- (iv) that the Debt Service continues to assess the effectiveness of the current debt collection agencies, whether they should continue to be used (or replaced) and how best this type of service could be used to support collecting debt.
- (v) that once access to DWP CIS was available, introduce telephone financial assessments to speed up the invoicing process and reduce the potential for bad debt to occur.
- (vi) that once access to DWP CIS was available, in collaboration with ASC introduce a provisional charge matrix to replace the current full cost approach where a financial assessment cannot be completed to minimise the likelihood of debt accruing that was not actually due.
- (vii) to continue with the implementation of the ICON system and seek with CCC to exploit its full potential in due course.
- (viii) the Chairman work in conjunction with the Chief Finance Officer in order to define debt targets and to issue further briefings on questions raised at General Purposes Committee, with the agreement of final targets to be delegated to the Chief Finance Officer, in consultation with the Chairman.
- (ix) that General Purposes Committee review the arrangements in September 2017.

297. A CORPORATE ENERGY STRATEGY FOR CAMBRIDGESHIRE COUNTY COUNCIL

The Committee considered the draft Corporate Energy Strategy Cambridgeshire County Council. Members were reminded that they had indicated a desire to grow the Council's energy ambitions, and bring forward larger energy projects with the aim of making better use of the Council's assets, generating income and reducing energy consumption. Any scheme would be subject to planning rules and community engagement. It was noted that the strategy would be subject to a consultation for four weeks starting 3rd January 2017 – 31st January 2017. In welcoming the strategy, some Members raised the following:

- the need to make clearer that it was a draft strategy.
- expressed opposition to growing maize on land which then needed to be transported 30 to 40 miles to anaerobic digestion facilities. It was suggested that this should be reflected in the strategy.

- the need separate biomethane between those with facilities on site which were supported and off site facilities which were generally not.
- the need to include Assets and Investments Committee as a consultee, as this Committee was responsible for the Council's assets.
- the need to identify where one solution such as electric vehicles created another problem because coal was the primary source of generating electricity.
- highlighted the possibility of building a centralised heating system on land that was being used for housing. Members were informed that the Energy Investment Unit was engaging with the development of the Council's own housing stock.
- welcomed the comprehensive engagement process with the community and requested a copy the engagement plan when it was available. The Local Member for Soham, Councillor Schumann, highlighted the poor consultation process for the Soham Solar Project which had not engaged with the local community. He suggested the need for a consultation protocol. Another Member highlighted the impact of large scale projects on local communities such as windfarms and incinerators and raised the need to include referenda.
- requested that consideration be given as to how local communities could benefit from a specific project in their area. The Committee was reminded that a collective switching scheme had been in operation to enable communities to get better tariffs.
- highlighted the need to compile an Energy Strategy for Cambridgeshire and Peterborough which should include action to reduce energy use around the county. The Chairman acknowledged that this was a role for public health or devolution.
- queried the current 16/17 strike price for onshore wind projects against the cost of producing the turbines, and the costs involved in the production of solar PV. One Member also raised the fact that geothermal energy took time to re-circulate. He suggested that any future paper should include costs. Officers offered to provide a link to a website detailing costings. **Action Required.**
- the need to review the Council's policy to not build wind turbines on its assets to allow for smaller turbines to power pumping stations.
- the need to highlight projects the County Council was already working on such as Smartlife, new construction techniques for buildings and work involving the local environment.
- the need to make clear that the Council was trying to make money out of the strategy. There was concern that the Council was not well equipped to pursue cutting edge energy production. One Member was keen for the Council to work alongside green companies and the University of Cambridge. Members were informed that officers sat on several boards looking at innovative projects and was trail blazing with the solar energy project at St Ives Park and Ride which would

enable energy to be sold to local businesses. Officers offered to send an e-mail to Members detailing trail blazing schemes. **Action Required.**

It was resolved unanimously to agree:

- a) The draft principles and priorities of the draft Corporate Energy Strategy as set out in section 2.3 and 2.4 of the report;
- b) External key stakeholder consultation of the Corporate Energy Strategy (appendix A); and
- c) The timetable for finalising and approving the Corporate Energy Strategy as set out in section 2.9.

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

The Committee considered its agenda plan and training plan, and noted the following deletions to the agenda plan:

- County Council Elections 2017 (20/12/16) – The Director Customer Service and Transformation would provide details of election costs in the new year. **Action Required.**
- Housing Development Agency – Approval to Set Up As A Company (24/01/17)

It was resolved unanimously to:

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

290. EXCLUSION OF PRESS AND PUBLIC

It was resolved unanimously:

That the press and public be excluded from the meeting during the consideration of the following item on the grounds that it was likely to involve the disclosure of exempt information under paragraph 5 of Schedule 12A of the Local Government Act 1972 as it referred to information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

Chairman

FINANCE AND PERFORMANCE REPORT – NOVEMBER 2016

To: **General Purposes Committee**

Meeting Date: **10th January 2016**

From: **Director of Customer Service and Transformation
Chief Finance Officer**

Electoral division(s): **All**

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

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

The report is presented to provide GPC with an opportunity to comment on the projected financial and performance outturn position, as at the end of November 2016.

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

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

1. BACKGROUND

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

2. MAIN ISSUES

- 2.1 Attached as **Appendix A**, is the November 2016 Finance and Performance report.

- 2.2 **Revenue:** At the end of November, Corporate Services (including the LGSS Managed and Financing Costs) is forecasting a year-end overspend on revenue of £636k.

Financing Costs are predicted to underspend by £250k at year-end.

The LGSS Operational budget is forecasting a year-end underspend on revenue of £101k. This element of the budget is monitored by the LGSS Joint Committee and is not the responsibility of General Purposes Committee.

- 2.3 **Capital:** At the end of November, Corporate Services and LGSS Managed are forecasting that the capital budget will be fully spent in 2016-17. There are no new significant forecast outturn variances by value (over £500k) to report.

At the end of November, LGSS Operational is forecasting that the capital budget will be fully spent in 2016-17. There are no new significant forecast outturn variances by value (over £500,000) to report.

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

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

3.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

3.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

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

4.2 Statutory, Legal and Risk Implications

There are no significant implications within this category.

4.3 Equality and Diversity Implications

There are no significant implications within this category.

4.4 Engagement and Communication Implications

There are no significant implications within this category.

4.5 Localism and Local Member Involvement

There are no significant implications within this category.

4.6 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	N/A
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	N/A
Are there any Equality and Diversity implications?	N/A
Have any engagement and communication implications been cleared by Communications?	N/A
Are there any Localism and Local Member involvement issues?	N/A
Have any Public Health implications been cleared by Public Health	N/A

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

Corporate Services and LGSS Cambridge Office

Finance and Performance Report – November 2016

1. SUMMARY

1.1 Finance

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

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

Monthly Indicators	Red	Amber	Green	Total
November (Number of indicators)	3	1	5	9

2. INCOME AND EXPENDITURE

2.1 Overall Position

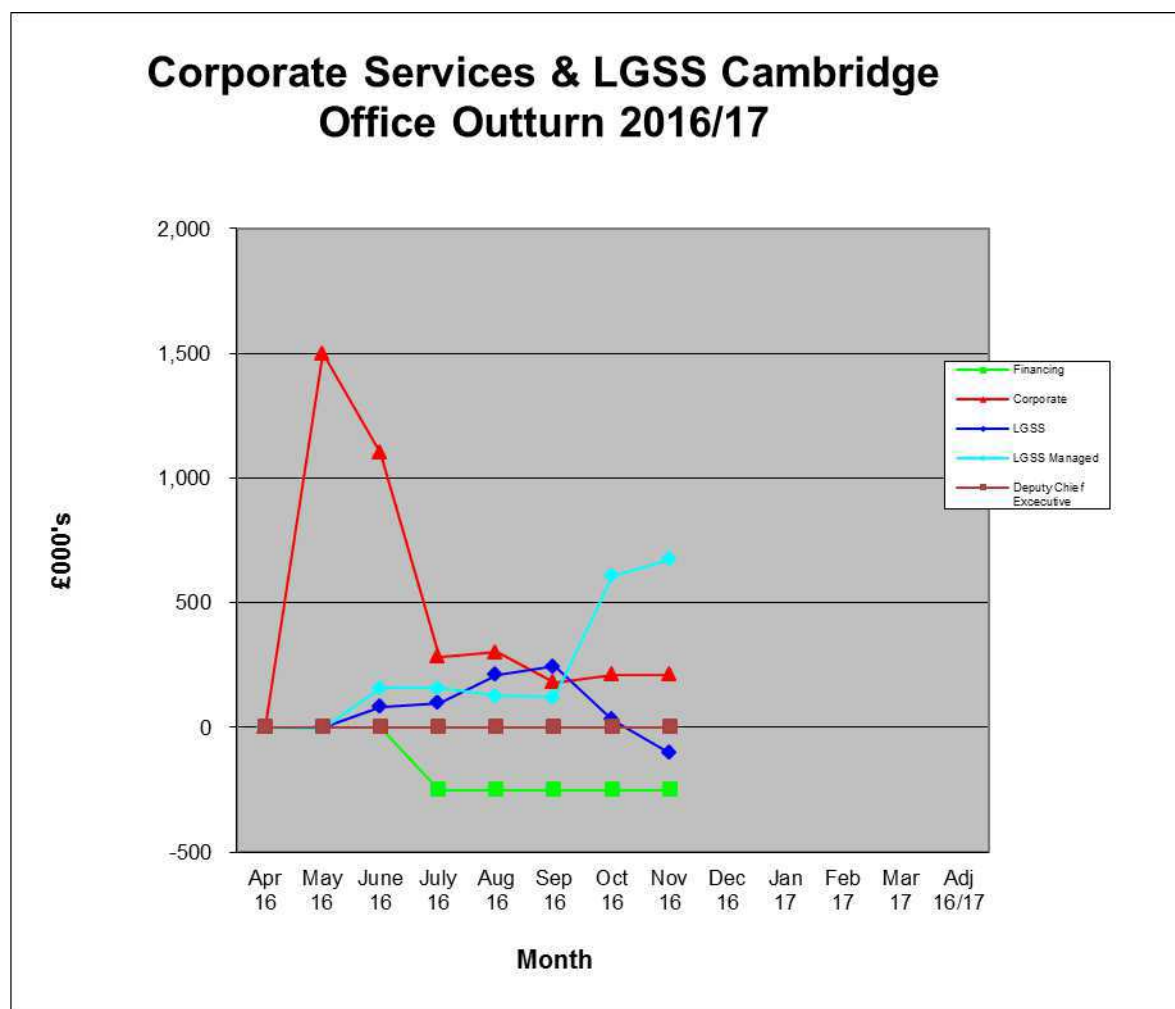
The budget figures in this table are net, with the 'Original Budget as per BP' representing the Net Budget column in Table 1 of the Business Plan for each respective Service. Budgets relating to Assets and Investments Committee have been disaggregated from these figures.

Original Budget as per BP ⁽¹⁾	Directorate	Current Budget	Forecast Variance - Outturn (Oct)	Forecast Variance - Outturn (Nov)	Forecast Variance - Outturn (Nov)	Current Status	DoT
£000		£000	£000	£000	%		
4,674	Corporate Services	4,785	212	211	4	Amber	↓
0	Deputy Chief Executive	79	0	0	0	Green	N/A
6,010	LGSS Managed	6,004	608	675	11	Amber	↓
34,206	Financing Costs	34,206	-250	-250	-1	Green	↔
44,890	Sub Total	45,074	569	636			
8,195	LGSS Cambridge Office	8,097	33	-101	-1	Green	↑
53,085	Total	53,171	602	535			

The service level budgetary control report for Corporate Services, LGSS Managed and Financing Costs for November 2016 can be found in [CS appendix 1](#).

The service level budgetary control report for LGSS Cambridge Office for November 2016 can be found in [LGSS appendix 1](#)

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



2.2.1 Significant Issues – Corporate Services

- Corporate Services are currently predicting a year-end overspend of £211k, a reduction of £1k on the figure reported last month.
- There are no exceptions to report this month.

2.2.2 Significant Issues – Deputy Chief Executive

Deputy Chief Executive budgets are currently predicted to be in balance at year-end.

- There are no exceptions to report this month.

2.2.3 Significant Issues – LGSS Managed

- LGSS Managed is currently predicting a year-end overspend of £675k, an increase of £67k compared to last month's figures.

- There are no exceptions to report this month.

2.2.4 Significant Issues – Financing Costs

- Financing costs are unchanged since last month, and are currently predicting an underspend of £250k for the year.
- A £250k underspend is currently forecast for Debt Charges. This reflects the fall in the forecast for net interest payable following falls in interest rates across all parts of the yield curve. The impact of lower borrowing on the Debt Charges budget would normally result in a favourable forecast variance (due to lower interest payments). However the Debt Charges budget was reduced in anticipation of capital expenditure slippage during the budget setting process, so the magnitude of the variance reported is muted.

2.2.5 Significant Issues – LGSS Cambridge Office

- LGSS Cambridge Office is currently predicting an underspend of £101k, an improvement of £134k since last month. This report reflects the new LGSS Directorate structure, and the undeliverable £208k CCC budget saving has now been allocated across LGSS services pro rata to budget as at 1 April.

Any year-end deficit / surplus is subject to a sharing arrangement with Northamptonshire County Council and Milton Keynes Council and will therefore be split between partner authorities on the basis of net budget, with an equalisation adjustment processed accordingly at year-end. This will be incorporated into the report as outturn figures become available during the course of the year.

- There is a forecast underspend of £121k on Medium Term Planning budgets, relating to MKC/LGSS Partnership Contingencies. This represents the CCC share of a contingency fund which is now shown within the Trading account, as a result of removing the benefits expected to be delivered in the first year of the partnership from the relevant service budgets.
- There is a forecast deficit of £487k on the consolidated trading activities in place prior to April 2016. This will be ring-fenced and met, if necessary, from the LGSS Smoothing Reserve at year end.

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

The following item above the de minimis reporting limit is included for octember:

LGSS Cambridge Office:

	Awarding Body	Expected Amount £'000
Counter Fraud Fund grant	CFIG	234
Non-material grants (+/- £30k)		0

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

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

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

The following virements have been made this month to reflect changes in responsibilities.

Corporate Services:

	£	Notes
Transfer of Corporate Services budgets to CFA	-44,842	Transfer of Advocacy Fund (Healthwatch)
Non material virements (+/- £30k)	0	

Deputy Chief Executive:

	£	Notes
Transfer of LGSS Cambridge budgets to Deputy Chief Executive	78,660	Transfer of Trainee budgets to CCC Finance Office
Non material virements (+/- £30k)	0	

LGSS Cambridge Office:

	£	Notes
Transfer of LGSS cross-cutting savings from LGSS Cambridge Office to Assets & Investment Committee	24,000	Share of LGSS savings relating to Property & Strategic Assets budgets
Transfer of LGSS Cambridge budgets to Deputy Chief Executive	-78,660	Transfer of Trainee budgets to CCC Finance Office
Non material virements (+/- £30k)	0	

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

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

3. BALANCE SHEET

3.1 Reserves

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

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

3.2 Capital Expenditure and Funding

Expenditure

- Corporate Services has a capital budget of £48k in 2016/17 and there is £52k spend to date. It is currently expected that the programme will be fully spent at year-end and the total scheme variances will amount to £0k across the programme.

There are no exceptions to report for November.

- LGSS Managed has a capital budget of £4m in 2016/17 and there is spend to date of £2.6m. It is currently expected that the programme will be fully spent at year-end and the total scheme variances will amount to £0k across the programme.

There are no exceptions to report for November.

- LGSS Cambridge Office has a capital budget of £618k in 2016/17 and there is spend to date of £0k. It is currently expected that the programme will be fully spent at year-end and total scheme variances will amount to £0k across the programme.

There are no exceptions to report for November.

Funding

- Corporate Services has capital funding of £48k in 2016/17 with the current expectation being that this continues to be required in line with the original budget proposals. There are no key funding changes to report.
- LGSS Managed has capital funding of £4m in 2016/17 and as reported above, a balanced budget is forecast at yearend.
- LGSS Cambridge Office has capital funding of £618k in 2016/17 with the current expectation being that this continues to be required in line with the original budget proposals.

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

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

4. PERFORMANCE

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

Measure	Reporting frequency	What is good	Unit	Data last entered	Target	Actual	RAG status	Direction of travel	Comments
Customer Service & Transformation									
Proportion of FOI requests responded to within timescales	Monthly	High	%	05/12/16	90.0%	88.0%	Amber	↓	104 FOI requests due. 92 responded to on time.
For context only - number of FOI requests received annually	Annually	Low	Num	05/12/16	N/A*	311	N/A	N/A	Running total will be collected quarterly. Data to be next reported on in January 2017 to include Q3 2016/17.
Proportion of customer complaints received in the month before last that were responded to within minimum response times	Monthly	High	%	06/12/16	90.0%	95.9%	Green	↑	Customer complaints for September 2016 = 149 CS&T - 23 complaints all responded to in time.(100% pass rate) ETE - 98 complaints. 95 responded to within 10 working days (96.9% pass rate) CFA - 28 complaints. 25 responded to within 10 working days (89.3% pass rate)
For context only - number of complaints received annually per thousand population	Annually	Low	Num	12/07/16	N/A*	2.2**	N/A	N/A	Data to be next reported on in May 2017 for period of 1 April 2016 - 31 March 2017
Proportion of all transformed transaction types to be completed online by 31 March 2015***	Annually	High	%	15/07/16	75.0%	55.83%	Red	↓	This is a substantial reduction due to the vast number of concessionary renewals which generally come from a segment of the population which does not have a high propensity to transact online.
Deprivation measure - Number of physically active adults (narrowing the gap between Fenland and others)	Annually	High	%	24.03.16 (change to target and 2014 actual)	53.1% (2015) 54.1% (2016)	52.1% (2014)	TBC	N/A	Data to be reported on in May 2017 for year end.
LGSS Managed Services									
IT – availability of Universal Business System****	Half-yearly	High	%	31/10/16	95.0%	99.7%	Green	↑	Q4 2015/16 - 95% Q3 2015/16 - 94% Q2 2015/16 - 100.0% Q1 2015/16 - 100.0%
IT – incidents resolved within Service Level Agreement	Half-yearly	High	%	31/10/16	90.0%	87.5%	Red	↓	Q4 2015/16 - 92% Q3 2015/16 - 97% Q2 2015/16 - 83% Q1 2015/16 - 98%

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

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

Measure	Reporting frequency	What is good	Unit	Data last entered	Target	Actual	RAG status	Direction of travel	Comments
LGSS Cambridge Office									
Percentage of invoices paid within term for month	Monthly	High	%	01/12/16	97.5%	99.7%	Green	↔	99.7% last period
Percentage of invoices paid within term cumulative for year to date	Monthly	High	%	01/12/16	97.5%	99.7%	Green	↔	99.7% last period
Total debt as a percentage of turnover	Monthly	Low	%	01/12/16	10.0%	5.0%	Green	↑	9.7 % last period
Percentage of debt over 90 days old	Monthly	Low	%	01/12/16	20.0%	30.3%	Red	↓	16.3% last period

CS APPENDIX 1 – Corporate Service Level Budgetary Control Report

The variances to the end of November 2016 for Corporate Services, Chief Executive, LGSS Managed and Financing Costs are as follows:

Original Budget as per BP £000	Service	Look up	Current Budget for 2016/17 £000	Forecast Variance - Outturn (Oct) £000	Forecast Variance - Outturn (Nov) £000	%
<u>Corporate Services</u>						
-846	Director, Policy & Business Support	DPBS	-865	308	308	36
198	Chief Executive	CEX	198	-75	-75	-38
449	Corporate Information Management	CIM	462	0	0	0
1,305	Customer Services	Cus	1,382	0	0	0
381	Digital Strategy	Dig	381	0	0	0
237	Research	Res	330	-4	-4	-1
0	Service Transformation	ST	0	0	0	0
-1	Smarter Business	Smart	0	0	0	0
545	Strategic Marketing, Communications & Engagement	SMCE	545	0	0	0
165	Elections	Elec	165	0	0	0
908	Redundancy, Pensions & Injury	RPI	908	-18	-19	-2
1,434	City Deal	City	1,434	0	0	0
-101	Grant Income	CS	-154	0	0	0
4,674			4,785	212	211	4
<u>Deputy Chief Executive</u>						
0	CCC Finance Team	CCCfin	79	0	0	0
0			79	0	0	0
<u>LGSS Managed</u>						
141	External Audit	ExAC	141	0	0	0
1,894	Insurance	Ins	1,894	0	0	0
1,869	IT Managed	ITM	1,863	122	155	8
1,020	Members' Allow ances	MA	1,020	0	0	0
131	OWD Managed	Mgd OWD	131	-30	-30	-23
108	Subscriptions	Subs	108	0	0	0
1,000	Corporate Redundancies	TF	1,000	515	550	55
-53	Authority-wide Miscellaneous	Misc	-53	0	0	0
-100	Grant Income	Mgd	-100	0	0	0
6,010			6,004	608	675	11
<u>Financing Costs</u>						
34,206	Debt Charges and Interest	Debt	34,206	-250	-250	-1
44,890	CORPORATE SERVICES TOTAL		45,074	569	636	1
<u>MEMORANDUM - Grant Income</u>						
-165	Public Health Grant - Corporate Services	CS PH	-101	0	0	0
-100	Public Health Grant - LGSS Managed	Mgd PH	-100	0	0	0
0	Other Corporate Services Grants	CS Other	-53	0	0	0
-265			-254	0	0	0

CS APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
Director, Policy & Business Support	-865	308	36%
<p>An overspend of £308k is predicted for Director, Policy & Business Support. The position has improved by £90k due to £40k in salary savings and £50k budgeted support for Corporate teams, which is not now required due to the ongoing work on Corporate Capacity Review.</p> <p>It is predicted that the Corporate Capacity Review (CCR) may not be unable to achieve the full year savings that were anticipated in Business Planning in the current year though further work is underway to bring this in line with the budget.</p> <p>This is because the CCR timetable has been extended for a number of reasons: so that the initial proposals and the confirmed structures could be fully informed by discussions with, and feedback from, staff; the consultation timescale for CCR 1 was specifically extended in response to staff feedback to ensure meaningful consultation with staff who were brought into scope for the review during the consultation period; the application, selection and recruitment process for CCR 2 has been extended in response to staff feedback who requested more time to consider their applications in response to the confirmed structure and to ensure new senior appointees could be fully involved in recruiting their new teams.</p> <p>A recruitment freeze has been in place since the consultation process commenced to mitigate the pressures resulting from this extension to the timescale. We expect the position to improve over the coming months. It is likely that directly attributable savings from CCR will be in the region of £875k.</p> <p>In addition to the refining of the projection as set out above further opportunities to reduce this pressure are:</p> <ul style="list-style-type: none"> • Other proposed re-structures across the Council will be brought forward, including the potential for jointly funded posts with other organisations; • Provision that had been identified in the budget, and that is no longer required, will be released such as the contractual provision in relation to Capita/Mouchel latent defect corrections; • Improved rates of collection of debt will also contribute to the overall picture. 			
IT Managed	1,863	133	7%
<p>An overspend of £133k is predicted for IT Managed budgets. This is made up primarily of £100k costs of WAN upgrades in libraries and community hubs and £65k revenue costs of new tablets, and offset by a credit in respect of a goods receipt relating to 2015/16.</p>			

Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
Corporate Redundancies	1,000	550	55
An overspend of £550k is currently predicted on the Corporate Redundancies budget. As agreed in the Business Plan for 2016/17, the Council has embarked upon a number of significant restructures and staff rationalisation programmes including the Corporate Capacity Review. For a number of years the Council has not fully utilised the £1m provision that is made in the base revenue budget for such staff changes, but given the current level of reductions in staffing taking place it is anticipated that this year the level of costs incurred will exceed this provision.			
Debt Charges	34,206	-250	-250
A £250k underspend is forecast for Debt Charges. This reflects the fall in the forecast for net interest payable following falls in interest rates across all parts of the yield curve. The impact of lower borrowing on the Debt Charges budget would normally result in a favourable forecast variance (due to lower interest payments). However the Debt Charges budget was reduced in anticipation of capital expenditure slippage during the budget setting process, so the magnitude of the variance reported is muted.			

CS APPENDIX 3 – Grant Income Analysis

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

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

CS APPENDIX 4 – Virements and Budget Reconciliation

Corporate Services:

	£000	Notes
Budget as per Business Plan	4,674	
Transfer of SLA budget from CFA to Contact Centre	77	
Transfer of SLA budget from CFA to Research Team	52	
Transfer of Advocacy Fund (Healthwatch) budget to CFA	-45	
Non-material virements (+/- £30k)	27	
Current Budget 2016/17	4,785	

Deputy Chief Executive:

	£000	Notes
Budget as per Business Plan	0	
Transfer of Trainee budget to CCC Finance Office	79	
Non-material virements (+/- £30k)	0	
Current Budget 2016/17	79	

LGSS Managed:

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

Financing Costs:

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

CS APPENDIX 5 – Reserve Schedule

1. Corporate Services Reserves

Fund Description	Balance at 31 March 2016	Movements in 2016-17	Balance at 30/11/16	Forecast Balance at 31 March 2017	Notes
	£'000	£'000	£'000	£'000	
General Reserve					
Corporate Services Carry-forward	1,218	0	1,218	0	1
subtotal	1,218	0	1,218	0	
Equipment Reserves					
Postal Service	57	0	57	57	
subtotal	57	0	57	57	
Other Earmarked Funds					
Shape Your Place - Fenland Grant	18	0	18	18	2
Election Processes	325	0	325	479	
EDRM Project	232	0	232	0	
City Deal - NHB funding	699	0	699	699	
subtotal	1,274	0	1,274	1,196	
Short Term Provisions					
Transforming Cambridgeshire	962	0	962	962	3
Overarching Transformation Programme	0	250	250	0	
Transformation Fund	250	-250	0	0	
Community Resilience	100	0	100	100	
subtotal	1,312	0	1,312	1,062	
TOTAL	3,862	0	3,862	2,316	

Notes

- 1 The year-end position reflects the Corporate Services overspend of £211k. It is expected that £817k from reserves will be required to fund Transformation services as previously approved; this is a reduction of £90k compared to the original estimate, due to a number of posts remaining vacant. The estimated balance of £190k will contribute towards funding the shortfall on CCR savings.
- 2 The underspend on the Elections budget will be transferred to the earmarked reserve. This is to ensure that sufficient funding is available for the four-yearly County Council election.
- 3 Provision for consultancy costs in respect of Transformation Fund work, expected to be drawn down in full during 2016/17.
- 4 Provision in respect of Community Resilience.

2. LGSS Managed Reserves

Fund Description	Balance at 31 March 2016	Movements in 2016-17	Balance at 30/11/16	Forecast Balance at 31 March 2017	Notes
	£'000	£'000	£'000	£'000	
Other Earmarked Funds					
CPSN Partnership Funds	149	43	192	192	1
subtotal	149	43	192	192	
Short Term Provisions					
Insurance Short-term Provision	2,324	0	2,324	2,324	
External Audit Costs	89	0	89	89	
Insurance MMI Provision	1,182	0	1,182	1,182	
Back-scanning Reserve	56	0	56	56	
Contracts General Reserve	893	0	893	893	
Operating Model Reserve	1,000	0	1,000	1,000	
subtotal	5,545	0	5,545	5,545	
Long Term Provisions					
Insurance Long-term Provision	3,613	0	3,613	3,613	
subtotal	3,613	0	3,613	3,613	
SUBTOTAL	9,306	43	9,349	9,349	
Capital Reserves					
P&P Commissioning (Property)	422	-350	72	72	2
subtotal	422	-350	72	72	
TOTAL	9,728	-307	9,421	9,421	

Notes

- 1 Funds ring-fenced for CPSN partnership to be used for procurement of replacement contract.
- 2 Reserves totalling £322k have been written back to revenue - this relates to Capita/Mouchel latent defect corrections for which no further costs are expected.

CS APPENDIX 6 – Capital Expenditure and Funding

Capital Expenditure

Corporate Services & LGSS Managed Capital Programme 2016/17						TOTAL SCHEME	
Original 2016/17 Budget as per BP £000	Scheme	Revised Budget for 2016/17 £000	Actual Spend 2016/17 £000	Forecast Spend - Outturn (Nov) £000	Forecast Variance - Outturn (Nov) £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
	Corporate Services						
33	Essential CCC Business Systems Upgrade	60	52	60	-	300	-
-	Other Schemes	-	-	-	-	-	-
-	Capital Programme Variations	(12)	-	(12)	-	-	-
33		48	52	48	-	300	-
	LGSS Managed						
1,105	Sawston Community Hub	1,105	10	160	(945)	1,309	-
1,150	Optimising IT for Smarter Business Working	1,638	1,749	1,718	80	3,375	80
900	IT Infrastructure Investment	912	238	420	(492)	2,400	(80)
-	Cambridgeshire Public Sector Network	33	97	33	-	5,554	-
1,000	Microsoft Enterprise Agreement	1,000	496	500	(500)	1,902	-
250	Implementing IT Resilience Strategy for Data Centres	250	32	250	-	500	-
-	Other Schemes	87	7	87	-	100	-
-	Capital Programme Variations	(1,029)	-	828	1,857	-	-
4,405		3,996	2,629	3,996	-	15,140	(0)
4,438	TOTAL	4,044	2,682	4,044	-	15,440	(0)

Previously Reported Exceptions

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

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

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

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

Capital Funding

Corporate Services & LGSS Managed Capital Programme 2016/17					
Original 2016/17 Funding Allocation as per BP £000	Source of Funding		Revised Funding for 2016/17 £000	Forecast Spend Outturn (Nov) £000	Forecast Funding Variance Outturn (Nov) £000
	Corporate Services				
33	Prudential Borrowing	CS	48	48	-
33			48	48	-
	LGSS Managed				
4,405	Prudential Borrowing	Mgd	3,996	3,996	-
4,405			3,996	3,996	-
4,438	TOTAL		4,044	4,044	-

Previously Reported Exceptions

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

CS Appendix 7 – Performance Scorecard

Measure	Reporting frequency	What is good	Unit	Data last entered	Time period covered	Target	Actual	RAG status	Direction of travel	Comments
Customer Service and Transformation										
Proportion of FOI requests responded to within timescales	Monthly	High	%	05/12/16	1 - 30 November 2016	90%	88.0%	Amber	↓	104 FOI requests due. 92 responded to on time.
<i>For context only - number of FOI requests received annually</i>	Annually	Low	Num	05/12/16	1 April - 30 Sept 2016	N/A*	311	N/A	N/A	<p>* No target or RAG status for this indicator. Purpose is to set the context.</p> <p>2015/16 - 1228 2014/15 - 1177 2013/14 - 1153 2012/13 - 899 2011/12 - 917 2010/11 - 834</p> <p>Running total will be collected quarterly. Data to be next reported on in January 2017 to include Q3 2016/17.</p>
Proportion of customer complaints received in the month before last that were responded to within minimum response times	Monthly	High	%	06/12/16	1 - 30 September 2016	90%	95.9%	Green	↑	<p>Number of customer complaints for September 2016 = 149</p> <p><u>Breakdown of September 2016 figures</u></p> <p>CS&T - 23 complaints all responded to in time.(100% pass rate) ETE - 98 complaints. 95 responded to within 10 working days (96.9% pass rate) CFA - 28 complaints. 25 responded to within 10 working days (89.3% pass rate)</p>
<i>For context only - number of complaints received annually per thousand population</i>	Annually	Low	Num	12/07/16	1 April 2015 - 31 March 2016	N/A*	2.2**	N/A	N/A	<p>2014/15 was 1.68.</p> <p>* No target or RAG status for this indicator. Purpose is to set the context.</p> <p>Data to be next reported on in May 2017 for period of 1 April 2016 - 31 March 2017</p>
Proportion of all transformed transaction types to be completed online by 31 March 2015***	Annually	High	%	15/07/16	1 July - 30 September 2016	75%	55.83%	Red	↓	This is a substantial reduction due to the vast number of concessionary renewals which generally come from a segment of the population which does not have a high propensity to transact online.
Deprivation measure - Number of physically active adults (narrowing the gap between Fenland and others)	Annually	High	%	24.03.16 (change to target and 2014 actual)	1 April 2015 - 31 March 2016	53.1% (2015) 54.1% (2016)	52.1% (2014)	TBC	N/A	<p>New indicator identified by GPC in response to the deprivation motion passed by Council in July 2014. Indicator shared with Public Health.</p> <p>Update 24.03.16 - actual for 2014 and therefore target for 2015 and 2016 amended to reflect updates to data.</p> <p>Data to be reported on in May 2017 for year end.</p>

LGSS Managed Services										
IT – availability of Universal Business System***** IT Availability	Half-yearly	High	%	31/10/16	1 April - 30 September 2016	95%	99.7%	Green	↑	Q4 2015/16 - 95% Q3 2015/16 - 94% Q2 2015/16 - 100.0% Q1 2015/16 - 100.0%
IT – incidents resolved within Service Level Agreement	Half-yearly	High	%	31/10/16	1 April - 30 September 2016	90%	87.5%	Red	↓	Q4 2015/16 - 92% Q3 2015/16 - 97% Q2 2015/16 - 83% Q1 2015/16 - 98%

LGSS APPENDIX 1 – Service Level Budgetary Control Report

The variances to the end of November 2016 for LGSS Cambridge Office are as follows:

Original Budget as per BP £000	Service	Current Budget for 2016/17 £000	Forecast Variance - Outturn (Oct) £000	Forecast Variance - Outturn (Nov) £000	%
<u>LGSS Cambridge Office</u>					
0	Managing Director Costs	0	0	50	0
<u>Strategic Management</u>					
0	Medium Term Planning	34	0	-121	356
-8,787	Trading	-9,051	0	0	0
587	LGSS Equalisation	874	0	0	0
-410	Grant Income	-454	0	0	0
-8,610		-8,597	0	-121	356
<u>Finance Services</u>					
740	Audit	347	0	0	0
1,548	Finance Operations	1,585	0	0	0
231	Integrated Finance Services	197	0	0	0
101	LGSS Business Planning & Finance	54	0	0	0
2,643	Professional Finance	2,672	45	26	1
0	Pensions Service	0	0	0	0
5,262		4,855	45	26	1
<u>Human Resources</u>					
1,334	Business Partners	1,334	-26	-57	-4
299	Policy, Workforce Planning & Health & Safety	268	-13	-27	-10
291	Learning & Development	226	0	0	0
-272	Transactional Services	-311	0	0	0
1,652		1,517	-38	-84	-6
<u>Business Services, Systems & Change</u>					
1,853	Business Systems & Change	1,831	0	0	0
62	Customer Engagement	8	50	50	592
213	Procurement	312	-58	-54	-17
2,327	Revenues and Benefits	2,382	12	40	2
4,456		4,534	4	36	1
<u>Law & Governance</u>					
425	Democratic & Scrutiny Services	420	-18	-25	-6
-174	LGSS Law Ltd	102	10	0	0
250		522	-8	-25	-5
5,184	IT Services	5,266	30	17	0
8,195	Total LGSS Cambridge Office	8,097	33	-101	-1
<u>MEMORANDUM - Grant Income</u>					
-220	Public Health Grant	-220	0	0	0
0	Counter Fraud Initiative Grant	-234	0	0	0
-220		-454	0	0	0

LGSS APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
IT Services	5,201	30	1
<p>It is forecast that IT Services in the LGSS Cambridge Office will overspend by £30k at year end. There is a £50k forecast overspend within NCC/CCC operations due to the additional recruitment of digital analysts to in-source work previously procured at a premium by the retained organisations and additional developer posts recruited over and above the establishment in agreement with NCC and CCC.</p> <p>A £208k saving was originally planned to be delivered from additional IT budgets being transferred from the CCC retained organisation into LGSS, but this will not be achieved this year. This saving will be mitigated across the rest of LGSS budgets, including the Property and Strategic Assets budgets returned to NCC and CCC.</p> <p>There is also a £10k pressure due to a decision to recruit to a Head of IT in Norwich in order to expand the LGSS offering in this geographical area.</p>			

LGSS APPENDIX 3 – Grant Income Analysis

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

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

LGSS APPENDIX 4 – Virements and Budget Reconciliation

	£'000	Notes
Budget as per Business Plan	9,589	
Transfer of Reablement budget from CFA to LGSS Finance	113	
Transfer of Strategic Assets and Property Services budgets from LGSS Finance to Assets and Investments	-1,531	
Transfer of Trainee budgets to CCC Finance Office	-78	
Non-material virements (+/- £30k)	4	
Current Budget 2016-17	8,097	

LGSS APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31 March 2016	Movements in 2016-17	Balance at 30/11/16	Forecast Balance at 31 March 2017	Notes
	£'000	£'000	£'000	£'000	
General Reserve					
LGSS Cambridge Office Carry-forward	1,013	0	1,013	461	1
subtotal	1,013	0	1,013	461	
Other Earmarked Funds					
Counter Fraud Initiative	130	0	130	130	
subtotal	130	0	130	130	
SUBTOTAL	1,143	0	1,143	591	
TOTAL	1,143	0	1,143	591	

Notes

- 1 The year-end position reflects £552k expected use of operational savings.

LGSS APPENDIX 6 – Capital Expenditure and Funding

Capital Expenditure

LGSS Cambridge Office Capital Programme 2016/17						TOTAL SCHEME	
Original 2016/17 Budget as per BP £000	Scheme	Revised Budget for 2016/17 £000	Actual Spend 2016/17 £000	Forecast Spend - Outturn (Nov) £000	Forecast Variance - Outturn (Nov) £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
	- R12 Convergence*	-	-	-	-	416	-
1,104	Next Generation ERP	773	-	673	(100)	1,288	-
-	Capital Programme Variations	(155)	-	(55)	100	-	-
1,104	TOTAL	618	-	618	-	1,704	-

Previously Reported Exceptions

There are no previous exceptions to report.

Capital Funding

LGSS Cambridge Office Capital Programme 2016/17					
Original 2016/17 Funding Allocation as per BP £000	Source of Funding		Revised Funding for 2016/17 £000	Forecast Spend Outturn (Nov) £000	Forecast Funding Variance Outturn (Nov) £000
1,104	Prudential Borrowing	LGSS	618	618	-
1,104	TOTAL		618	618	-

Previously Reported Exceptions

There are no previous exceptions to report.

**INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING
30TH NOVEMBER 2016**

To: **General Purposes Committee**

Date: **10th January 2017**

From: **Chief Finance Officer**

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

Forward Plan ref: **N/A** *Key decision:* **N/A**

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

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

- a) Analyse resources and performance information, note any remedial action currently being taken and consider if any further remedial action is required.**

<i>Officer contact:</i>		<i>Member contact:</i>	
Name:	Chris Malyon	Name:	Councillor S Count
Post:	Chief Finance Officer	Chairman:	General Purposes Committee
Email:	Chris.Malyon@cambridgeshire.gov.uk	Email:	Steve.Count@cambridgeshire.gov.uk
Tel:	01223 699796	Tel:	01223 699173

1. PURPOSE

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

2. OVERVIEW

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

Area	Measure	Forecast Year End Position (October)	Forecast Year End Position (November)	Current Status	DoT (up is improving)
Revenue Budget	Variance (£m)	+£1.8m	+£1.8m	Amber	↔
Basket Key Performance Indicators	Number at target (%)	44% (7 of 16) ¹	44% (7 of 16) ¹	Amber	↔
Capital Programme	Variance (£m)	+£0.2m	£0.0m	Green	↑
Balance Sheet Health	Net borrowing activity (£m)	£423m	£421m	Green	↔

¹ The number of performance indicators on target reflects the current position.

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

- The overall revenue budget position is showing a forecast year-end overspend of £1.8m, which is the same net position as was reported last month. Children, Families and Adults (CFA) has some new exceptions to report, although all movements in outturns broadly net out within the service. See section 3 for details.
- Key Performance Indicators; the corporate performance indicator set has been refreshed for 2016/17. There are 18 indicators in the Council's new basket, with data currently being available for 16 of these. Of these 16 indicators, 7 are on target. See section 5 for details.
- The Capital Programme is forecasting a balanced budget at year end. Although all directorates except Corporate Services are all reporting in-year slippage on their capital programmes, totalling £13.8m, this is within the allowances made for capital programme variations, leading to a balanced outturn overall. See section 6 for details.
- Balance Sheet Health; the original forecast net borrowing position for 31st March 2017, as set out in the Treasury Management Strategy Statement (TMSS) is £479m. This

projection has now fallen to £421m, which is £2m lower than reported last month. See section 7 for details.

3. REVENUE BUDGET

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

Key to abbreviations

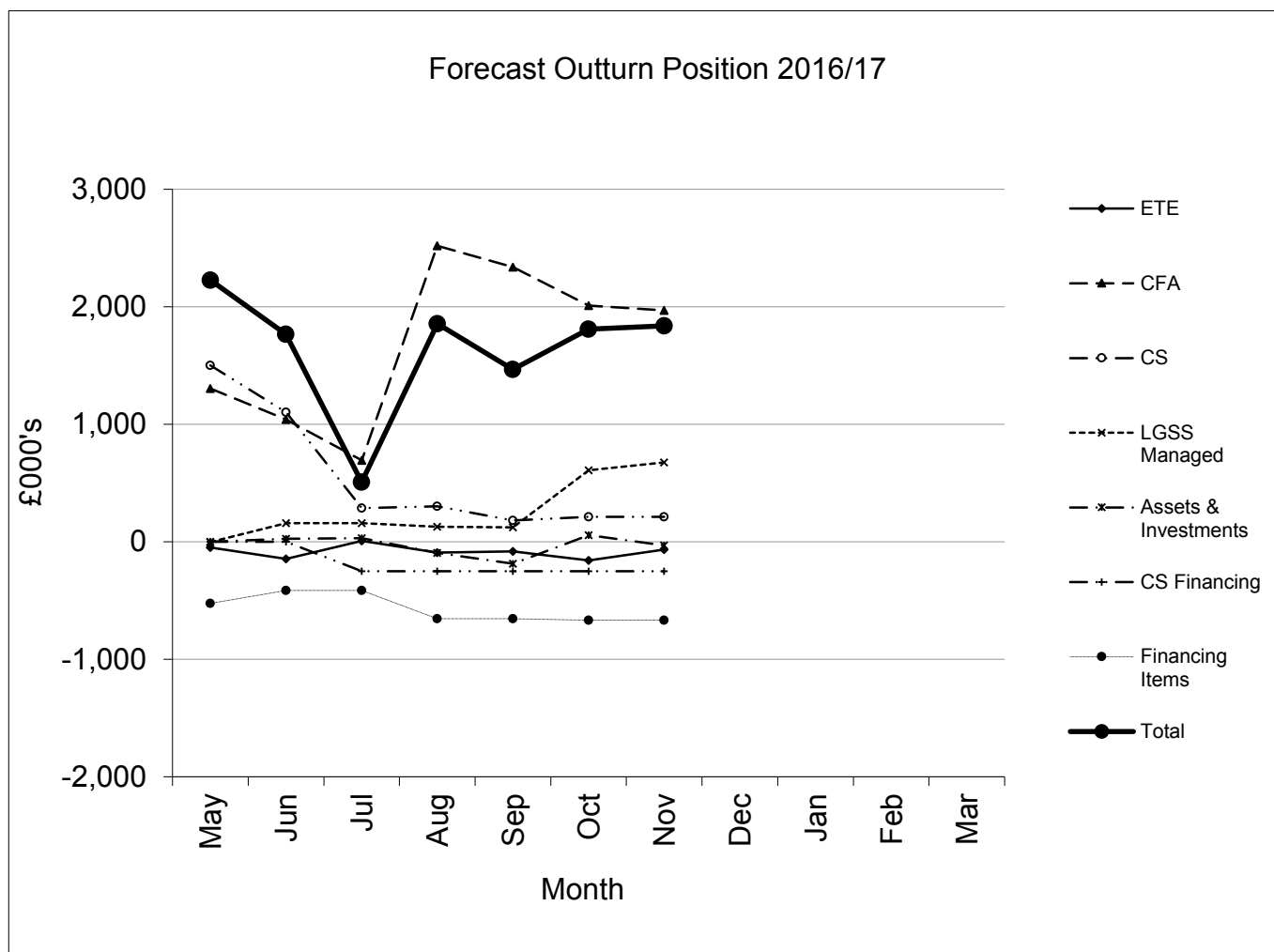
ETE – Economy, Transport and Environment
 CFA – Children, Families and Adults
 CS Financing – Corporate Services Financing
 DoT – Direction of Travel (up arrow means the position has improved since last month)

Original Budget as per Business Plan £000	Service	Current Budget for 2016/17 £000	Forecast Variance - Outturn (Oct) £000	Forecast Variance - Outturn (Nov) £000	Forecast Variance - Outturn (Nov) %	Overall Status	DoT
59,952	ETE	61,902	-160	-68	-0.1%	Green	↓
242,563	CFA	242,361	2,011	1,970	0.8%	Red	↑
182	Public Health	182	0	0	0.0%	Green	↔
4,674	Corporate Services	4,864	212	211	4.3%	Amber	↑
6,010	LGSS Managed	6,004	608	675	11.2%	Amber	↓
4,104	Assets & Investments	4,221	56	-32	-0.8%	Green	↑
34,206	CS Financing	34,206	-250	-250	-0.7%	Green	↔
351,691	Service Net Spending	353,740	2,477	2,506	0.7%	Amber	↓
4,677	Financing Items	1,965	-668	-668	-34.0%	Green	↔
356,368	Total Net Spending	355,705	1,809	1,838	0.5%	Amber	↓
	Memorandum items:						
8,195	LGSS Operational	8,151	246	-101	-1.2%	Green	↑
222,808	Schools	222,808					
587,371	Total Spending 2016/17	586,665					

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

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

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



3.2 Key exceptions this month are identified below.

3.2.1 **Economy, Transport and Environment:** -£0.068m (-0.1%) underspend is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [ETE Finance & Performance Report](#).

3.2.2 **Children, Families and Adults:** +£1.970m (+0.8%) overspend is forecast at year-end.

£m %

- **Learning Disabilities Services** – an overspend of £1.4m is forecast for year-end, which is an improvement of £357k on the position reported last month. This is due to:

- A £171k decrease in forecast overspend in the in-house Provider Units – the result of further financial review and cost control in anticipation of a pending restructure;
- A £100k improvement on the expected level of direct payment amounts recalled as unused in the South of the County;
- A reduced cost estimate for administrative staffing, due to vacancies;

+1.419 (+2%)

- Cost reductions from reviewed and ended packages exceeded the level of extra cost for increased need in November.

- **Adult Social Care (ASC) Practice & Safeguarding** – an underspend of -£250k is forecast for year-end, which is an improvement of £15k on the position reported last month and causes this area to meet the reporting threshold. The underspend is principally due to the shortage of available Best Interest Assessors (BIAs), and the resulting lower level of activity to date. A number of additional BIAs have been recruited recently, thus it is expected that the underspend will be lower than in 2015/16. However, recruitment continues to be a challenge due to the high demand for BIAs from all Local Authorities as they seek to respond to changes in case law, and the limited pool of qualified practitioners from which to recruit.

-0.250	(-14%)
--------	--------

- **Older People and Mental Health – Shorter Term Support & Maximising Independence** – an underspend of £250k is forecast for year-end, which is an improvement of £10k on the position reported last month and causes this area to meet the reporting threshold. This is partially due to staff vacancies within the Reablement Service. However, staffing levels will increase in the latter part of the year due to successful recruitment drives. The majority of vacancy savings have been taken towards the directorate target, but £100k has been retained by the service to offset the pressure in discharge planning.

-0.250	(-3%)
--------	-------

The remaining £150k of underspend is due to efficiencies establishing the Early Help Team; reduced support costs for the Reablement Service; and additional income in Assistive Technology due to a one-off sale of stock.

- **Looked After Children (LAC) Placements** – an overspend of +£3.5m is forecast for year-end, which is an increase of +£0.5m on the position reported last month. This is due to increased numbers over the available budget of LAC with complex needs who require purchased placements until the end of the year. LAC numbers have increased by 20 since October and now stand at 645.

+3.500	(+28%)
--------	--------

Delivery of in-year savings targets within the remaining 4 months of the year has been compromised by increased in-house fostering capacity being needed for new admissions to care, rather than to enable a move away from purchased provision. The impact to future year savings is being dealt with as part of the Children's Change Programme and feeds into the current Business Planning process.

- **Central Financing** – Following approval at July GPC, an amount of SEND Reform Grant to be received during the 2016/17 financial year will be applied to support additional associated costs within CFA.

As of November 2016, there is a pressure from a delay in the planned senior management restructure, which is addressed through Business Planning for 2017/18. However, we expect to improve the funding contributing to the County Council through underspends within the Better Care Fund.

-0.299 (-9%)

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

- 3.2.3 **Public Health:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [PH Finance & Performance Report](#).
- 3.2.4 **Corporate Services:** +£0.211m (+4.3%) overspend is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#).
- 3.2.5 **LGSS Managed:** +£0.675m (+11.2%) overspend is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#).
- 3.2.6 **CS Financing:** -£0.250m (-0.7%) underspend is currently forecast for Debt Charges. This reflects the fall in the forecast for net interest payable following falls in interest rates across all parts of the yield curve. For full and previously reported details see the [CS & LGSS Finance & Performance Report](#).
- 3.2.7 **LGSS Operational:** -£0.101m (-1.2%) underspend is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#).
- 3.2.8 **Assets & Investments:** -£0.032m (-0.8%) underspend is forecast at year-end. There are no new exceptions to report this month; for full and previously reported details see the [A&I Finance & Performance Report](#).

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

4. KEY ACTIVITY DATA

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

5. PERFORMANCE TARGETS

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

Corporate priority	Indicator	Service	What is good? High (good) or low	Date	Unit	Actual	Target	Status (Green, Amber or Red)	Direction of travel (up is good, down is bad)
Developing our economy	Percentage of Cambridgeshire residents aged 16 - 64 in employment: 12-month rolling average	ETE	High	At-30-June-2016	%	78.7%	80.9% to 81.5%	Amber	↔
	Additional jobs created*	ETE	High	To 30-Sep-2015	Number	+6,300 (provisional)	+ 3,500 (2015/16 target)	Green	↓
	'Out of work' benefits claimants – narrowing the gap between the most deprived areas (top 10%) and others*	ETE	Low	At-31-May-2016	%	Gap of 6.4 percentage points Most deprived areas (Top 10%) = 11.3% Others = 4.9%	Most deprived areas (Top 10%) <=12% Gap of <7.2 percentage points (2015/16 target)	Green	↔
	The proportion of children in year 12 taking up a place in learning	CFA (Enhanced & Preventative – E&P)	High	October 2016	%	93.6%	96.5%	Amber	↑
	Percentage of 16-19 year olds not in education, employment or training (NEET)	CFA	Low	October 2016	%	2.5%	3.3%	Green	↓

Corporate priority	Indicator	Service	What is good? High (good) or low	Date	Unit	Actual	Target	Status (Green, Amber or Red)	Direction of travel (up is good, down is bad)
	The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	CFA (Learning)	High	October 2016	%	82.5%	82.0%	Green	↔
	The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	CFA (Learning)	High	October 2016	%	66.3%	75.0%	Red	↑
	The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	CFA (Learning)	High	October 2016	%	94.8%	100%	Amber	↔
	The proportion of Adult Social Care and Older People's Service users requiring no further service at end of re-ablement phase	CFA	High	October 2016	%	55.1%	57%	Amber	↑
	Reduced proportion of Delayed Transfers of care from hospital, per 100,000 of population (aged 18+)	CFA	Low	September 16	Number	577	429 per month (4874.5 per year)	Red	↓
	Number of ASC attributable bed-day delays per 100,000 population (aged 18+)	CFA	Low	September 16	Number	133	114	Red	↓
	Healthy life expectancy at birth (males)	Public Health	High	2012 – 2014	Years	66.1	N/A – contextual indicator	Green (compared with England)	↓ (compared with previous year)

Corporate priority	Indicator	Service	What is good? High (good) or low	Date	Unit	Actual	Target	Status (Green, Amber or Red)	Direction of travel (up is good, down is bad)
	Healthy life expectancy at birth (females)	Public Health	High	2012 – 2014	Years	67.6	N/A – contextual indicator	Green (compared with England)	↑ (compared with previous year)
	Absolute gap in life expectancy between the most deprived 20% of Cambridgeshire's population and the least deprived 80% (all persons)	Public Health	Low	2013-2015 (Q4 2015)	Years	2.6	N/A – contextual indicator	N/A – contextual indicator	↔
Supporting and protecting vulnerable people	The number of looked after children per 10,000 children	CFA (Children's Social Care)	Low	October 2016	Rate per 10,000	47.0	40	Red	↑
	No/ % of families who have not required statutory services within six months of have a Think Family involvement.	CFA (E&P)	TBC	Following the recommendations from the Think Family evaluation report and the implementation of the Children's Change Programme, the Family CAF is being replaced with a new Early Help Assessment from December 2016. In addition, the Corporate Capacity Review has led to the development of the Business Intelligence and Transformation Teams, both of which are supporting the Council in reviewing how performance is monitored / measured. Considering these changes it is not currently possible or helpful to report on the current CAF / Think Family measure as this will be redefined.					
An efficient and effective organisation	The percentage of all transformed transaction types to be completed online	Customer Service & Transformation	High	1 July – 30 September 2016	%	55.83%.	75%	Red	↓
	The average number of days lost to sickness per full-time equivalent staff member	LGSS HR	Low	November 2016	Days (12 month rolling average)	7.06	7.8	Green	↓

* 'Out of work' benefits claimants - narrowing the gap between the most deprived areas (top 10%) and others – the target of ≤12% is for the most deprived areas (top 10%). At 6.7 percentage points the gap is the same as last quarter, but is narrower than the baseline (in May 2014) of 7.2 percentage points.

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

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

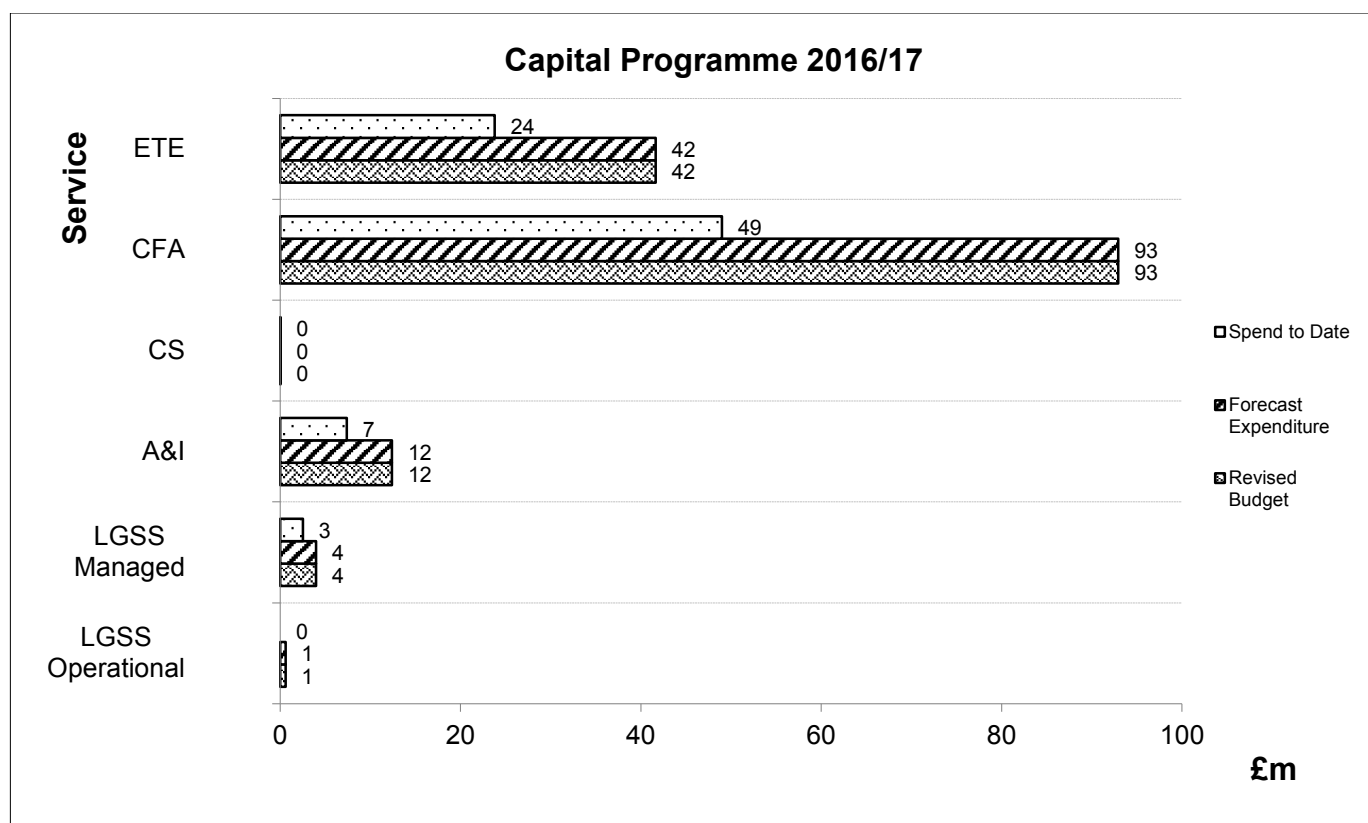
6. CAPITAL PROGRAMME

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

2016/17						TOTAL SCHEME	
Original 2016/17 Budget as per Business Plan £000	Service	Revised Budget for 2016/17 £000	Forecast Variance - Outturn (Oct) £000	Forecast Variance - Outturn (Nov) £000	Forecast Variance - Outturn (Nov) %	Total Scheme Revised Budget (Nov) £000	Total Scheme Forecast Variance (Nov) £000
71,699	ETE	41,639	-	-	0.0%	415,691	-
97,156	CFA	92,921	0	0	0.0%	543,222	31,825
33	Corporate Services	48	-	-	0.0%	300	-
4,405	LGSS Managed	3,996	-	-	0.0%	15,140	-0
11,397	A&I	12,398	227	0	0.0%	240,310	-3,248
1,104	LGSS Operational	618	-	-	0.0%	1,704	-
185,794	Total Spending	151,620	227	1	0.0%	1,216,367	28,576

Notes:

1. The 'Revised Budget' incorporates any changes in the funding available to what was originally budgeted, including the capital programme variations budget allocated to each service. A breakdown of the use of the capital programme variations budget by service is shown in section 6.2.
2. The reported ETE capital figures do not include City Deal, which has a budget for 2016/17 of £7.4m and is currently forecasting an in-year underspend of £0.15m.



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

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

2016/17					
Service	Capital Programme Variations Budget £000	Forecast Variance - Outturn (Nov) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Forecast Variance - Outturn (Nov) £000
ETE	-10,500	-5,946	5,946	56.63%	0
CFA	-10,282	-5,834	5,834	56.74%	0
Corporate Services	-12	0	0	0.00%	0
LGSS Managed	-1,029	-1,857	1,857	180.47%	0
A&I	-2,850	-18	18	0.63%	0
LGSS Operational	-155	-100	100	64.52%	0
Total Spending	-24,828	-13,754	13,755	55.40%	1

- 6.3 Slippage in the capital programme for LGSS Managed is forecast to exceed its capital programme variations budget allocation of £1m. However, at this stage it is not anticipated that the capital programme as a whole will slip beyond the overall variations budget, but it is not clear where any offsetting under-utilisation of the variations budget will be realised. Thus the outturn on LGSS Managed does not currently lead to an overall forecast underspend on the capital programme, but this will be closely monitored with any changes to the position reflected in future reports.
- 6.4 A more detailed analysis of current year key exceptions this month by programme for individual schemes of £0.5m or greater are identified below.

6.4.1 **Economy, Transport and Environment:** a balanced budget is forecast at year-end.

	£m	%
<ul style="list-style-type: none"> Operating the Network – a -£1.2m in-year underspend is forecast, which is a movement of -£0.7m on the position reported last month. This is due to slippage on a traffic signal replacement scheme on Cherry Hinton Road. Issues with land purchase have resulted in the start date being delayed, so £0.7m of S106-funded expenditure planned for 2016/17 will now occur in 2017/18. 	-1.2	(-8%)
<ul style="list-style-type: none"> £90m Highways Maintenance Schemes – a +£1.0m in-year overspend is forecast. £6m was initially allocated to this area in 2016-17 and spare funding from the previous year was rolled forward into future years. Historically although more work has been programmed than budgeted for the year, through slippage on schemes expenditure has always been within the agreed budget. However, this year more schemes are being completed by the Contractor and total expenditure is likely to be nearer £7m. These schemes will therefore be funded by reducing the amount of budget available in future years. 	+1.0	(+17%)
<ul style="list-style-type: none"> Cycling Schemes – a -£0.4m in-year underspend is forecast, which is a movement of -£0.6m on the position reported last month. This is due to delays in the following schemes: <ul style="list-style-type: none"> Yaxley to Farcet: delays in the completion of land deals have led to the start date for work being moved to March 2017. Lode to Quy: unanticipated planning objections have delayed the start date and the majority of spend will now occur in 2017/18. A10 Harston: a start date of January 2017 was planned. However, issues raised at the initial consultation led to the scheme undergoing a second round of consultation. The majority of spend will now occur in 2017/18. Bar Hill to Longstanton: work to develop a solution for this scheme has taken longer than anticipated, so less expenditure will occur in 2016/17 than planned. 	-0.4	(-11%)

- **Ely Crossing** – a +£1.4m in-year overspend is forecast. The Second Stage Target Cost for this contract is nearing conclusion. Based upon the outline works delivery programme, the completed design costs and early site mobilisation, the forecast spend within this financial year has been increased to £6.9m. The total Target Cost Value for the scheme has not been concluded and will therefore be reported in December 2016 update. +1.4 (+26%)
- For full and previously reported details see the [ETE Finance & Performance Report](#).

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

- | | £m | % |
|---|------|--------|
| <ul style="list-style-type: none"> • Basic Need – Primary – a -£5.6m in-year underspend is forecast, which is a movement of -£1.4m on the position reported last month. This is largely due to movement on the following schemes: <ul style="list-style-type: none"> ○ Wisbech Primary: -£2.1m (-66%), movement of -£0.9m since last month due to the tender being submitted late, causing a further three week delay to the start on site date. ○ Fulbourn Primary: -£0.2m (-57%) slippage due to additional complex design work being required, causing the progress of the project to slow. ○ Histon Primary: +£0.2m, movement of -£0.2m since last month. Works are still progressing ahead of schedule, but not as rapidly as originally forecast. | -5.6 | (-13%) |
| <ul style="list-style-type: none"> • Basic Need – Secondary – a +£0.3m in-year overspend is forecast, which is a movement of -£0.6m on the position reported last month. This is due to slippage on the Cambourne Secondary School scheme; it has been identified that the original forecast programme of works from the contractor for 2016/17 is overly optimistic and £600k of these works will now be completed in 2017/18. | +0.3 | (-1%) |
| <ul style="list-style-type: none"> • CFA Capital Variation – as agreed by the Capital Programme Board, any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall. There has been a movement of +£2.0m in the outturn for CFA capital variation since last month. | +5.8 | (+57%) |
- For full and previously reported details see the [CFA Finance & Performance Report](#).

6.4.3 **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 & Performance Report](#).

- 6.4.4 **LGSS Managed:** 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 & Performance Report](#).
- 6.4.5 **LGSS Operational:** 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 & Performance Report](#).
- 6.4.6 **Assets & Investments:** a balanced budget is forecast at year-end.
- | | £m | % |
|---|------|---------|
| <ul style="list-style-type: none"> Making Assets Count – Market Towns Project (March) – an in-year underspend of £0.5m. This project is no longer required as it has been superseded by the new Housing schemes, with redevelopment projects transferred to the Housing programme. This change has also had an impact on generation of associated ring-fenced capital receipts, resulting in reduced funding of £0.4m in 2016/17. | -0.5 | (-100%) |
| <ul style="list-style-type: none"> For full and previously reported details see the A&I Finance & Performance Report. | | |
- 6.5 A more detailed analysis of total scheme key exceptions this month by programme for individual schemes of £0.5m or greater are identified below:
- 6.5.1 **Economy, Transport and Environment:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details see the [ETE Finance & Performance Report](#).
- 6.5.2 **Children, Families and Adults:** a +£31.8m (+6%) total scheme overspend is forecast. There are no exceptions to report this month; for full and previously reported details see the [CFA Finance & Performance Report](#).
- 6.5.3 **Corporate Services:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#).
- 6.5.4 **LGSS Managed:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#).
- 6.5.5 **LGSS Operational:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#).
- 6.5.6 **Assets & Investments:** -£3.2m (-1%) total scheme underspend is forecast.
- | | £m | % |
|--|------|---------|
| <ul style="list-style-type: none"> Making Assets Count – Market Towns Project (March) – a total scheme underspend of £1.5m is forecast. As explained in section 6.4, this project is no longer required as it has been | -1.5 | (-100%) |

superseded by the new Housing schemes that have been submitted via the 2017/18 Business Planning process, with redevelopment projects transferred to the Housing programme. Potential projects not covered by the Housing programme will be taken forward as new Business Plan applications in the future.

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

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

Funding Source	B'ness Plan Budget £m	Rolled Forward Funding ¹ £m	Revised Phasing £m	Additional/Reduction in Funding £m	Revised Budget £m	Outturn Funding £m	Funding Variance £m
Department for Transport (DfT) Grant	20.5	0.2	-1.7	1.0	20.0	19.9	-0.1
Basic Need Grant	3.8	-	-	-	3.8	3.8	-0.0
Capital Maintenance Grant	4.6	-	-	0.1	4.7	4.7	-
Devolved Formula Capital	1.1	0.9	-	-0.0	1.9	1.9	-0.0
Specific Grants	21.1	3.6	-12.7	1.7	13.8	11.7	-2.0
S106 Contributions & Community Infrastructure Levy	30.3	1.1	-3.7	0.2	27.9	25.8	-2.1
Capital Receipts	10.3	-	-	-6.4	3.9	3.9	0.0
Other Contributions	10.7	0.2	-8.8	1.1	3.2	3.9	0.7
Revenue Contributions	-	-	-	-	-	-	-
Prudential Borrowing	83.4	10.2	-29.3	8.1	72.4	75.9	3.5
TOTAL	185.8	16.3	-56.1	5.7	151.6	151.6	-0.0

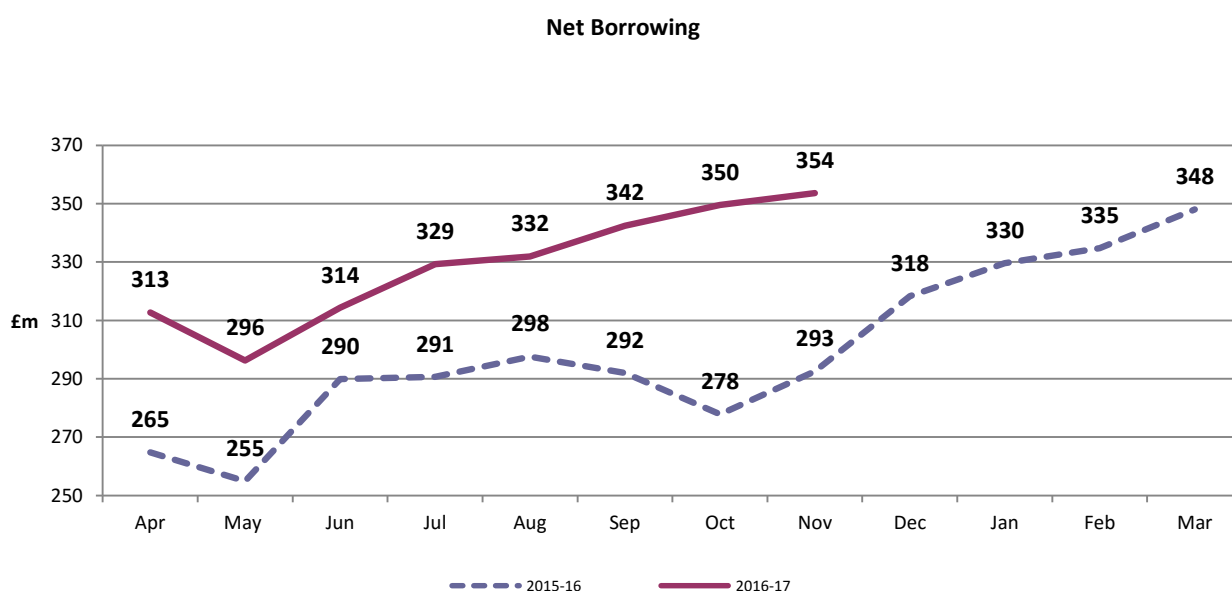
¹ Reflects the difference between the anticipated 2015/16 year end position, as incorporated within the 2016/17 Business Plan, and the actual 2015/16 year end position.

7. BALANCE SHEET

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

Measure	Year End Target	Actual as at the end of November
Level of debt outstanding (owed to the council) – 4-6 months, £m	£0.4m	£0.7m
Level of debt outstanding (owed to the council) – >6 months, £m	£1.0m	£2.0m
Invoices paid by due date (or sooner)	97.6%	99.7%

7.2 The graph below shows net borrowing (investments less borrowings) on a month by month basis and compares the position with the previous financial year. The levels of investments at the end of November were £20.4m (excluding 3rd party loans) and gross borrowing was £374.1m.



7.3 Key exceptions are identified below:

Key exceptions	Impacts and actions
Less borrowing activity than planned – original net borrowing forecast was £479m. Actual net borrowing at 30th November was £354m.	<p>A £250k underspend is currently forecast for Debt Charges. This reflects the fall in the forecast for net interest payable following falls in interest rates across all parts of the yield curve.</p> <p>The impact of lower borrowing on the Debt Charges budget would normally result in a favourable forecast variance (due to lower interest payments). However the Debt Charges budget was reduced in anticipation of capital expenditure slippage during the budget setting process, so the magnitude of the variance reported is muted.</p> <p>The Council is continually reviewing options as to the timing of any potential borrowing and also the alternative approaches around further utilising cash balances (where possible) and undertaking shorter term borrowing which could potentially generate savings next year, subject to an assessment of the interest rate risks involved.</p>

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

7.5 A schedule of the Council's reserves and provisions can be found in [appendix 2](#).

8. ALIGNMENT WITH CORPORATE PRIORITIES

8.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

8.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

8.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

9. SIGNIFICANT IMPLICATIONS

9.1 Resource Implications

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

9.2 Statutory, Risk and Legal Implications

There are no significant implications within this category.

9.3 Equality and Diversity Implications

There are no significant implications within this category.

9.4 Engagement and Consultation Implications

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

9.5 Localism and Local Member Involvement

There are no significant implications within this category.

9.6 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
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	No Name of Legal Officer: Not applicable
Are there any Equality and Diversity implications?	No Name of Officer: Not applicable
Have any engagement and communication implications been cleared by Communications?	No Name of Officer: Not applicable
Are there any Localism and Local Member involvement issues?	No Name of Officer: Not applicable
Have any Public Health implications been cleared by Public Health	No Name of Officer: Not applicable

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

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

	CFA	Public Health	ETE	CS Financing	Corporate Services	LGSS Managed	Assets & Investments	LGSS Operational	Financing Items
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Opening Cash Limits as per Business Plan	242,563	182	59,952	34,206	4,674	8,720	0	9,589	3,915
Adjustment LGSS Managed and Operational						10		-10	
LGSS property virement					10			-10	
Licenses budget from LGSS Op. to CS					17	-17			
Contact Centre budget from CFA to CS	-77				77				
CPFT NHS accommodation budget from CFA to LGSS Man.	-10					10			
Reablement budget from CFA to LGSS Op.	-113							113	
Pupil forecasting/demography budget to research group	-53				53				
ETE use of service reserves			2,015						-2,015
Disaggregation of Assets and Investments budgets						-2,714	2,714		
Centralised mobile phones budget	6					-6			
Strategic Assets and Property Services budgets returned to CCC following demerger							1,531	-1,531	
Advocacy contract budget from CS to CFA	45				-45				
ETE return of service reserves not needed in 16/17			-65						65
Current budget	242,361	182	61,902	34,206	4,786	6,004	4,245	8,151	1,965
Rounding	0	0	0	0	0	0	0	0	0

APPENDIX 2 – Reserves and Provisions

Fund Description	Balance at 31 March 2016	2016-17		Forecast Balance 31 March 2017	Notes
		Movements in 2016-17	Balance at 30 November 16		
	£000s	£000s	£000s	£000s	
<u>General Reserves</u>					
- County Fund Balance	18,921	-27	18,894	19,137	
- Services					
1 CFA	1,623	-1,062	561	-1,408	
2 PH	1,138	-155	983	638	
3 ETE	3,386	-1,950	1,436	0	
4 CS	1,218	0	1,218	0	
5 LGSS Operational	1,013	0	1,013	461	
subtotal	27,299	-3,194	24,105	18,828	
<u>Earmarked</u>					
- Specific Reserves					
6 Insurance	2,864	0	2,864	2,864	
subtotal	2,864	0	2,864	2,864	
- Equipment Reserves					
7 CFA	782	-80	702	98	
8 ETE	218	0	218	250	
9 CS	57	0	57	57	
subtotal	1,057	-80	977	405	
<u>Other Earmarked Funds</u>					
10 CFA	4,097	-2,249	1,848	959	Includes liquidated damages in respect of the Guided Busway - current balance £2.4m.
11 PH	2,020	0	2,020	1,445	
12 ETE	6,631	-773	5,858	4,919	
13 CS	1,274	0	1,274	1,196	
14 LGSS Managed	149	43	192	192	
15 Assets & Investments	233	71	304	327	
16 LGSS Operational	130	0	130	130	
17 Transformation Fund	9,891	-235	9,656	18,907	Savings realised through change in MRP policy
subtotal	24,425	-3,143	21,282	28,075	
SUB TOTAL	55,645	-6,417	49,227	50,171	
<u>Capital Reserves</u>					
- Services					
18 CFA	2,428	9,662	12,090	425	Section 106 and Community Infrastructure Levy balances.
19 ETE	11,703	19,254	30,957	10,200	
20 LGSS Managed	422	-350	72	72	
21 Assets & Investments	230	213	443	230	
22 Corporate	39,388	6,492	45,880	28,358	
subtotal	54,171	35,271	89,442	39,285	
GRAND TOTAL	109,815	28,854	138,669	89,456	

Notes:

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

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

Fund Description	Balance at 31 March 2016	2016-17		Forecast Balance 31 March 2017	Notes
		Movements in 2016-17	Balance at 30 November 16		
	£000s	£000s	£000s	£000s	
- Short Term Provisions					
1 ETE	712	-33	679	0	
2 CS	1,312	0	1,312	1,062	
3 LGSS Managed	5,545	0	5,545	5,545	
4 Assets & Investments	50	0	50	50	
subtotal	7,619	-33	7,586	6,657	
- Long Term Provisions					
5 LGSS Managed	3,613	0	3,613	3,613	
subtotal	3,613	0	3,613	3,613	
GRAND TOTAL	11,232	-33	11,199	10,270	

TRANSFORMATION FUND BIDS

To: General Purposes Committee

Meeting Date: 10th January 2017

From: Chief Finance Officer

Electoral division(s): All

Forward Plan ref: Not applicable Key decision: No

Purpose: This report sets out requests for investments from the Transformation Fund that are required to deliver transformational improvements in service delivery and associated savings within the 2017-22 business plan.

Recommendation: It is recommended that General Purposes Committee approves the following business cases and associated investment from the Transformation Fund, and recommends their inclusion in the Business Planning Tables:

- a) Enhanced Response Service – Falls and Telecare**
- b) ‘No Wrong Door’ hub model to improve outcomes for children on the edge of care, looked after and care leavers**

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

1. BACKGROUND

- 1.1 In response to recognising that the traditional method of developing budgets and savings targets through departmental based cash limits was unsustainable in the long term, the Council has agreed a new approach that will result in an outcome focussed method to Business Planning.
- 1.2 As a consequence it was agreed that the Council would need to establish a fund that could be used to supplement base budgets, ensuring that finance is not seen as a barrier to the level and pace of transformation that can be achieved. The approval of a change in the basis for defraying the Council's debt enabled the establishment of a Transformation Fund of nearly £20m.
- 1.3 It has been agreed that executive summaries of proposals seeking pump priming investments of over £50,000 from the Transformation Fund will be presented to the Committee. Investments below this level can be approved without Committee approval but will be reported to the Committee retrospectively.

2. INVESTMENT PROPOSALS

- 2.1 Attached within the appendices to this report are two proposals requesting funding from the Transformation Fund. These proposals should secure significant revenue reductions in the base revenue budget.
- 2.2 The titles of the two proposals are:-
 - a) Enhanced Response Service – Falls and Telecare
 - b) 'No Wrong Door' hub model to improve outcomes for children on the edge of care, looked after and care leavers
- 2.3 The first of these proposals relates to savings within Adult Social Care, developing a partnership to deliver response services for non-injured falls, telecare alerts and other timely one off personal care incidents. Falls are the third highest reason for admission to the three local acute trusts. Hospital admission amongst the over 85s often leads to a reduction in mobility and independence which can in turn result in transfer to a residential or nursing home at the point of discharge, which becomes a cost to the Council. This initiative aims to reduce the number of unnecessary ambulance call outs, identify opportunities for early preventative interventions and provide practical support for informal carers.
- 2.4 The second proposal relates to savings within Children's Social Care, improving outcomes for children on the edge of care, looked after children and care leavers. The model aims to ensure the needs of children and young people in Cambridgeshire are addressed within a single team of trusted and skilled workers, which will support a young person throughout their care journey. Through this work it is aimed to improve young people's outcomes and reduce risks for looked after children and care leavers with complex needs. The model also reduces the number of children becoming looked after due to family breakdown, delivers a wrap-around service to children with complex needs who would otherwise require external agency placements, and reduces the need for emergency placements resulting from current placement breakdowns.
- 2.5 As a package, the two proposals request cash investments totalling £1,307k, with cash savings of £7,702k over the period from 2017-18 to 2021-22.

- 2.6 The following tables set out the total request for funding from the Transformation Fund for the two proposals, aligned to the relevant Transformation workstreams, and the total savings across the period of the Business Plan. Please note, that the figures are in absolute terms as opposed to the previous presentation that was aligned to the approach that is adopted for the Business Plan i.e. marginal movements between years. This is in accordance with the request from Members at a previous Committee meeting.

Investment request:

	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000
Adults Services	24	393	-	-	-	-
Children's Services	-	497	393	-	-	-
Total	24	890	393	-	-	-
Cumulative total	24	914	1,307	1,307	1,307	1,307

Savings:

	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000
Adults Services	-	-	-390	-390	-390	-390
Children's Services	-	-559	-1,089	-1,478	-1,508	-1,508
Total	-	-559	-1,479	-1,868	-1,898	-1,898
Cumulative total	-	-559	-2,038	-3,906	-5,804	-7,702

- 2.7 The Committee is asked to approve the investment requested from the Transformation Fund, and recommend their inclusion in the Business Planning Tables.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

This report sets out proposed investments and savings across Transformation workstreams.

3.2 Helping people live healthy and independent lives

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

3.3 Supporting and protecting vulnerable people

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

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

The report above sets out details of significant implications in paragraph 2.6.

4.2 Statutory, Risk and Legal Implications

There are no significant implications within this category.

4.3 Equality and Diversity Implications

The draft Community Impact Assessments providing as supporting information ([link](#)) capture the current understanding from the services of the impacts on Equality and Diversity. These CIAs should continue to be updated as the projects progress in order to continue developing that understanding.

4.4 Engagement and Consultation Implications

There are no significant implications within this category.

4.5 Localism and Local Member Involvement

There are no significant implications within this category.

4.6 Public Health Implications

There are no significant implications within this category.

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

Source Documents	Location
None	Not applicable

ENHANCED RESPONSE SERVICE – FALLS AND TELECARE

Overview

The proposal is for a partnership to deliver response services for non-injured falls, telecare alerts and other timely one off personal care incidents, when someone uses their personal alarm and it is a silent call or there are no friends, family or neighbours to respond. At present the absence of the response service is resulting in several unnecessary costs to public services. Falls are the third highest reason for admission in the three local acute trusts.

1. Calls to ambulance for people who need attention but actually do not need to go to hospital (62% ambulance calls for falls are not transported). Many of those are taken to hospital as there are no alternatives to respond to the presenting situation. This response service will provide that, therefore avoiding unnecessary admissions that commonly result in residential / nursing placements which reduce independence and increase cost to the Council.
2. The deployment of very costly overnight support (sleep ins /waking nights) for people with learning disabilities - in case anything happens
3. Decisions to recommend costly residential/nursing home care because they are considered too much at risk overnight without a quick response support being on hand

Outline of the proposal

Additional capacity is needed in the Council's Reablement teams to take on the responding role over and above their existing workload. This would form part of an integrated pathway with appropriate links made to the Ambulance Service, Primary Care, Community Health Service and the Joint Emergency Team (JET).

Proposed team structure is a North Team covering Huntingdonshire and Fenland area and a South Team covering Cambridge, South and East Cambs. Responding team shift pattern is 3 shifts per 24 hours:

- 7.00 to 14.30
- 14.30 to 22.00
- 22.00 to 7.00

Two staff needed per shift.

This will require an additional 14.5 FTE Reablement staff above existing establishment. A Coordinator will be required to provide leadership and oversight during the night. It is proposed this resource can be absorbed within our current staffing arrangements.

There is an opportunity to enhance the utilisation of the existing night teams and ensure coverage throughout the county by undertaking a consultation with staff that will implement more equitable structures in the Reablement teams.

Outcomes expected

The response service would be available 24 hours a day 7 days a week and cover Cambridgeshire. The target response time would be one hour. The responders would address immediate needs, provide reassurance and practical help, for example getting up from the floor, and would escalate requests to other services if needed. The responders would instigate any follow up actions or preventative measures that were appropriate for the individual and would mitigate risks of reoccurrence. The responders would be trained and would also have the necessary equipment available to them. The monthly telecare call centre reports (funded

through Assistive Technology phase 1 approved by GPC) can be used to identify repeat callers and instigate preventative interventions with key partners such as the floating support teams, Adult Early Help, ATT, Falls Prevention pathway, MDT co-ordinators and the Health and Wellbeing Network. Discussions are also underway with the CCG and Cambridgeshire Fire and Rescue Service about the potential for them to trial being part of this response when support is needed for someone who has had a non-injured falls- learning from a similar project in Gloucestershire. There is no expectation of funding from the Council for this service.

The main benefits of this service would be:

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

One of the main benefits of telecare was demonstrated through a 6 month evaluation of the Assistive Technology Telehealthcare (ATT) service. It demonstrated avoided costs for health, housing and social care. 17 users reports were obtained of the number of alerts from sentinel events. After eliminating for technical faults there were 400 sentinel events all of which were successfully responded to by informal carers and nominated key holders. This is an average of 23 sentinel events over 6 months that required no statutory service to respond.

Assumptions

Reablement staff costs are based on 44 week availability at grade 2 taking into account weekend and overnight pay rates. Existing night staff in reablement teams would be deployed into the Enhanced Response Service. However an additional 14.5 whole time equivalent staff would need to be recruited to cover 24/7. The cost of additional staff and associated overheads is £393K per year.

Savings based on postponement of a homecare package are assumed to be at the rate of four per month for a year at an average cost of £160 per week. The total number of new homecare packages in 2015/6 was 957. The expected reduction is 48 homecare packages at a total of £399K full year effect.

Savings based on postponement of a placement in residential or nursing home care are assumed to be at the rate of two people per month. The average cost differential between residential/nursing and home care is £308 per week. The total number of new residential and nursing home placements in 2015/6 was 672. The expected reduction is 24 placements at a total of £384K full year effect.

Once it is established, the ongoing costs of the service (£393k) will be funded from the full-year savings of £783k, resulting in a net saving of £390k.

The figures have assumed no income from smaller housing associations for providing out of hours response service for their sheltered housing schemes. Once the core service is established and capacity for the team is known there may be some opportunities for income generation.

Risks

1. Lone working across 24/7. Mitigation: staff carry personal alarms with GPS positioning, plus robust lone working procedures with clear escalation to co-ordinators and on call managers
2. Difficulty recruiting Reablement staff. Mitigation: targeted recruitment campaign with drop in events.
3. Multiagency proposal. Mitigation: Enhanced Response Service Project Group with representation from all agencies engaged in the funding, planning and implementation
4. Savings not achieved. Mitigation: Savings projected have been based on conservative estimations of avoided costs and low numbers.

Community Impact Assessment

Provided as supporting information.

Return on Investment

A/R.6.171	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL
Investment	24	393	-	-	-	-	417
Savings	-	-	-390	-390	-390	-390	-1,560
Return on Investment							94%

‘NO WRONG DOOR’ HUB MODEL TO IMPROVE OUTCOMES FOR CHILDREN ON THE EDGE OF CARE, LOOKED AFTER AND CARE LEAVERS.

Overview

'No Wrong Door' is a model that is being employed successfully by a number of local authorities, with North Yorkshire being the pioneer. It aims to provide young people who are experiencing family breakdown, those looked after, and those leaving care with flexible accommodation and support from a single multi-agency team. The team comprises residential staff, outreach workers, clinical staff, speech and language therapists, police officers and support from drug and alcohol services, youth offending services, supported accommodation provision and housing providers. Key to the model is a shared management structure, training and a shared understanding of the model's culture and vision.

We are looking to implement a 'No Wrong Door' model in Cambridgeshire to ensure that our children and young people's needs are addressed within a single team of trusted and skilled workers. This integrated team, through a key worker, will stay with the young person throughout their care journey. The team will bring together a variety of accommodation options, services and support under one management umbrella, providing consistent relationships and continuity of key worker as young people move to more independent accommodation. An evaluation of the 12 month pilot project in North Yorkshire revealed that 86% of adolescents remained at home through this successful out-of care support, with reductions in remands and crisis presentations. In the 12 months to the end of March 2016, just one new out-of authority placement was used.

Outline of the proposal

Create a 'No Wrong Door' model using Victoria Road residential home in Wisbech as the hub base. The plan for delivery and associated costs will be as follows:

Scoping and implementation phase

The scoping and implementation phase of the project will begin with a visit to North Yorkshire - partners have funded their own costs. 25 hours of internal project officer time will be dedicated to the implementation phase. There will be no cost for this. Four stakeholder workshops will be held - cost £3,900 for external trainers, venues and materials.

There will be marketing activity to secure additional foster carers and supported lodgings carers, introductions and assessments of these carers - cost £60 000, and the delivery of therapeutic re-parenting training, restorative practice training and Therapeutic Crisis Intervention Training - cost £40,000. These costs are approximate and will be refined as a priority during early implementation.

Delivery phase (annual cost)

A No Wrong Door Manager will be employed on a 2 year fixed term basis to oversee implementation and delivery of the model - cost £60,000

A data analyst will be employed - funded by partner agencies

Additional staff costs to deliver the project will be:

A band 6 mid-point Speech and Language Therapist - cost £42,8141.

5 fte Clinicians - cost £70,627

Relief contractors (£15.00 per hour for 7 x 8 hour shifts per week) - cost £20,561 (plus £23k from current Victoria Road budget)

0.6 fte Advocacy Worker at £30k per annum - cost £18,000

Maths and English teaching provision (20 hours per week @ £35 per hour for 38 weeks per year) - cost £26,600

Contracted residential staff (excluding relief staff) will bring no additional costs as they will be funded by current Victoria Road budget

Foster carer skills payment (3 additional foster carers at £473 x 52 weeks per year) - cost £73,788

Fostering allowances for additional young people placed (5 placements at average of £200 per week for 45 weeks per year) - cost £45,000

A budget for activities, including time-away breaks - cost £20,000

Residential non-staff costs - cost £16,425 (plus £49k in current Victoria Road budget)

There will be a formal review after 1 year.

Outcomes expected

The No Wrong Door model enables 'Staying Close' for young people who live in residential care for them to continue to receive support from the residential hub staff. The introduction of a 'No Wrong Door' model in Cambridgeshire would aim to achieve the following outcomes:

- Better outcomes for children in respect of range of areas including reducing risks from Child Sexual Exploitation, missing episodes and self harm; reduction in offending; improvements in emotional well-being; more stable and sustained return home or prevention of becoming looked after; better care leaver outcomes such as improved rates of young people in education, employment and training (EET), young parenting etc
- Young people having sustained relationship with keyworker, and key team throughout their journey into adulthood – enabling young people to trust adults to stick with them
- Delivery of a seamless journey for young people from children's services into adult life
- Improved placement stability
- Reduce need for specialist placements
- Workforce development opportunities for foster carers, staff and other professionals
- Wider community and professional partnership engagement in supporting looked after children and care leavers

This service will require start-up costs and delivery costs for the first two years (2017/18 - 2018/19) but in the years following, the costs of the model will be offset by reductions in the number of looked after children and cost of specialist external placements.

Where children become looked after in an emergency they may be placed with an Independent Fostering Agency (IFA). If the placement for these children was at the hub (placements already funded by running costs) there would be a saving £207,504 (calculation based on trend data).

Key to the model is the consistent wrap-around support for young people with complex needs to avoid the use of costly external residential provision that may not meet need. The average cost of this type of placement is £2,300 per week. Over each year, if 10 such young people could be supported by the hub rather than being placed or remaining in external residential provision the savings would be £1,196,000 across 2017/18 and 2018/19 financial years. Some savings have already been identified for the looked after children budget; this approach contributes to achieving and exceeding these savings targets.

The hub model will also prevent placement breakdowns by providing outreach support for young people and their carers. If the hub support prevented breakdowns, taking a very conservative estimate of avoiding escalation of one young person to a residential placement (£52k) and avoiding 10% (or 5 placements) of other placements breaking down (£52k) would result in a saving of £104k across 2017/18 and 2018/19.

Joint funding from partners is being sought for key posts within the model and partners will be expected to identify how the implementation costs will become part of base budgets by the end of 2018/2019. The cost of the No Wrong Door Manager (£60k per year) is an implementation cost for 2 years only to ensure the model is embedded and to provide capacity to deliver the model. By 2019/20 the functions of this role will be absorbed by existing management roles. Reducing this cost, along with base-funding fostering allowances and foster carer skills payment means the annual cost of the model will be £215,027. This will decrease as we secure partner contributions and will contribute to savings in placement budgets.

Assumptions

- We have new foster carers in Cambridgeshire that can be recruited to the hub or current carers that can be transferred.
- Partner agencies will be willing to work in a flexible way with full commitment to the model
- There will be political and financial understanding that, due to its nature, there will be placement voids in the residential element of the hub as preventative work is successful
- Access to the hub for children, young people and professionals who don't live close to Wisbech can be managed by use of outreach workers close to children's communities.
- Our financial modelling is accurate and the model will recover its costs and potentially result in additional savings
- We will be able to recruit to key posts.
- Effective training and management will deliver the change in culture across all agencies that is needed.
- The model will have sufficient capacity with only one hub base
- Low occupancy of the residential unit demonstrates positive intervention, and releases staff for community and outreach activity supporting young people in their own communities.

Risks

- Key base in Wisbech may have an impact on ability to recruit to the key posts - this can be mitigated by flexible working arrangements
- Our current mixed economy of provision may need development in order to fully implement this model
- If young people spend time at the residential hub in Wisbech and are engaged and attending schools in other areas, transport costs will be incurred in supporting them to remain at school

Community Impact Assessment

Provided as supporting information.

Return on Investment

A/R.6.205	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	TOTAL
Investment	-	497	393	-	-	-	890
Savings	-	-559	-1,089	-1,478	-1,508	-1,508	-6,142
Return on Investment							169%

COMMUNITY IMPACT ASSESSMENT

Directorate / Service Area		Officer undertaking the assessment	
Children, Families and Adults		Name: Charlotte Black	
Service / Document / Function being assessed		Job Title:	
Neighbourhood Cares		Service Director: Older Peoples Services and Mental Health	
Business Plan Proposal Number (if relevant)		Contact details:	
C/R.5.304, A/R.6.171		Tel No: 01223 727990	
		E mail: Charlotte.Black@cambridgeshire.gov.uk	
Aims and Objectives of Service / Document / Function			
<p>The vision for the programme is for a model of care which is preventative, flexible and responsive. We want to move away from a system of separate, specialist countywide teams with a reliance on statutory assessments, annual reviews and remotely commissioned care to a model where our teams know their local communities, and build support around people's needs in a way which makes sense to them.</p> <p>The key outcomes we want to achieve are:</p> <ul style="list-style-type: none"> • Shift as much resource as possible to the front line. • Free up staff to have more direct contact with the people we need them to work with, in the way we want them to work. • Improve the quality and continuity of the service user experience. • Generate capacity where we currently have capacity gaps, particularly in home care. • Reduce the cost of care (in the back office and in commissioned care). • Set ourselves up for the future – the learning from the pilot sites would then be the basis for the wider transformation of the whole system. 			
What is changing?			
<p>The proposed pilot will test new ways of working which are vital to the achievement of better outcomes and managing with a reduced budget for social care over the medium term. If successful, the ways of working developed through the pilot would then be rolled out countywide and form the basis of our model of local care across Cambridgeshire. The pilots will link closely to our Community Resilience Strategy and Community Hubs work, helping to develop local solutions to the need and build on the neighbourhood approach and natural community networks, assets and strengths.</p> <p>The proposal is to establish small local teams in two pilot sites, with a relatively small patch. We will specify the functions to be delivered but will look to give the teams as much flexibility as possible in how these are delivered. We will advertise for a single generic position of "Neighbourhood Worker" and will look to recruit people who are enthused by the possibility of working flexibly and creatively and by taking on new challenges and responsibilities from a range of different professional backgrounds and with different skills, encouraging people to share their expertise with one another and allowing the team to match the team member with the most appropriate skills to the needs of each service user.</p>			
Who is involved in this impact assessment?			
e.g. Council officers, partners, service users and community representatives.			
Council officers			

What will the impact be?

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

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

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

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

Positive Impact
The model of care we are promoting is designed to improve outcomes and the experience of care. By providing care in a more local and personal way, we will support people to remain independent, socially and physically active, mentally well and retain quality of life. This should have a positive impact on older people and the more local approach should have a positive impact on any isolated communities which are in the catchment area of the pilots.
Negative Impact
Not applicable.
Neutral Impact
The pilots should not have any detrimental effect on any of the other groups. As the approach is more personal any impact is likely to tend towards positive.
Issues or Opportunities that may need to be addressed

Community Cohesion

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

As this is a model where our teams know their local communities, and build support around people's needs it is likely to have a positive impact on community cohesion.
--

COMMUNITY IMPACT ASSESSMENT

Directorate / Service Area		Officer undertaking the assessment
CFA, Children's Social Care Directorate		Name: Fiona Mackirdy Job Title: Interim Head of Looked After Children Contact details: Fiona.mackirdy@cambridgeshire.gov.uk Date completed: 19-12-2016
Service / Document / Function being assessed		
No Wrong Door Model to improve outcomes for children on the edge of care, looked after and care leavers		
Business Plan Proposal Number (if relevant)	C/R.5.403, A/R.6.205	
Aims and Objectives of Service / Document / Function		
<p>'No Wrong Door' is a model that is being employed successfully by a number of local authorities, with North Yorkshire being the pioneer. It aims to provide young people who are experiencing family breakdown, those looked after, and those leaving care with flexible accommodation and support from a single multi-agency team. The team comprises residential staff, outreach workers, clinical staff, speech and language therapists, police officers and support from drug and alcohol services, youth offending services, supported accommodation provision and housing providers. Key to the model is a shared management structure, training and a shared understanding of the model's culture and vision. In regards to Council services affected by this proposal, these are primarily services for Looked After Children and families where children are at the edge of care. These services fall into the Children's Social Care Directorate and the Enhanced and Preventative Services Directorate.</p> <p>The Children's Social Care (CSC) Directorate is responsible for children's social care services across the county. Its responsibilities include: lead responsibility for ensuring compliance with safeguarding standards, purchasing arrangements for social care, fostering, children's disability services, and work with children and families on child protection plans and 18-25 services. Social work is delivered through the 'Unit Model'; each Unit consisting of a small group of professionals including a consultant social worker, social workers, a specialist clinician and a unit co-ordinator.</p> <p>The Enhanced and Preventative Services Directorate (Early Help) is responsible for providing a range of local universal preventative services and more specialist services for children and families that may be more vulnerable. Early help is about identifying families who are beginning to struggle, stopping problems deepening and preventing the need for costly specialist or crisis interventions with effective early action. Its responsibilities include: children's centres, the Youth Offending Service, the Family Intervention Partnership (FIP), Education Welfare and Multi-Systemic Therapy.</p>		
What is changing?		

Implement a No Wrong Door model in Cambridgeshire using Victoria Road residential home in Wisbech as the hub base. The scoping and implementation phase of the project has begun with a visit to North Yorkshire to collect intelligence.

Four stakeholder workshops will be held to engage staff. There will be marketing activity to secure additional foster carers and supported lodgings carers. These carers will be assessed and will be provided with therapeutic re-parenting training, restorative practice training and Therapeutic Crisis Intervention Training .

A No Wrong Door Manager will be employed on a 2 year fixed term basis to oversee implementation and delivery of the model. There will be a number of other posts that will provide multi-agency support to the project including a data analyst (funded by partner agency), a band 6 mid-point Speech and Language Therapist, 1.5 fte Clinicians, relief contractors, 0.6 fte Advocacy Worker, Maths and English teaching provision and residential staff. Some of these costs will be covered by the current Victoria Road budget.

This team will bring together a variety of accommodation options and support, including outreach across the county, under one management umbrella. This will provide consistent relationships and continuity of keyworker as young people move into independent accommodation.

The service will require start-up costs and delivery costs for the first two years but in the years following, the costs of the model will be offset by reductions in the number of looked after children and the cost of specialist external placements. Key to the model is the consistent wrap-around support for young people with complex needs to avoid the use of costly external provision that may not meet needs. The hub will also prevent placement breakdowns by providing outreach support for young people and their carers. Joint funding from partners is being sought for key posts within the model and partners will be expected to identify how the implementation costs will become part of base budgets.

Who is involved in this impact assessment?

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

Young people aged 11 and over who are experiencing family breakdown

Looked after children/ young people aged over 11 who are at risk of placement breakdown

Looked after children/ young people aged over 11 who have complex needs requiring multi-agency support

Young people leaving care who may have experienced multiple placement breakdowns and who have complex needs requiring multi-agency support

What will the impact be?

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

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

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

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

Positive Impact
<ul style="list-style-type: none"> • Reduced risk of child sexual exploitation, missing from care episodes and self-harm • A reduction in youth offending • Improvements in young people's emotional wellbeing • More stable and sustained return home for young people • Prevention of becoming looked after • Better outcomes for care leavers such as improved rates of young people in education, employment and training • Enable young people to build their trust in adults through the sustained relationship with their keyworker • Improve placement stability • Reduce the need for specialist placements and associated costs • Development opportunities for foster carers, staff and other professionals • Wider community and professional partnership engagement in supporting looked after children and care leavers <p>As this is a service for young people aged 11-25 years, a disproportionate positive impact will be experienced on those who are within this age category. However, this will not result in any negative impact on younger children or adults so, therefore, does not need addressing</p>
Negative Impact
It is not anticipated that there will be any negative impact
Neutral Impact
The No Wrong Door model will impact the delivery model for edge of care services and services to children looked after and will therefore be embedded in the re-design of services within the Children's Change Programme
Issues or Opportunities that may need to be addressed

Community Cohesion

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

--

Version Control

Version no.	Date	Updates / amendments	Author(s)
1.0	16.12.16		Sarah Leet

LOCAL GOVERNMENT FINANCE SETTLEMENT 2017-18

To: General Purposes Committee

Meeting Date: 10th January 2017

From: Chief Finance Officer

Electoral division(s): All

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

Purpose: To provide an update to the Committee on the provisional Local Government Finance Settlement.

Recommendation: The General Purposes Committee is requested to:

- Note the impact of the provisional local government finance settlement on the Council's Business Plan

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

1. OVERVIEW

- 1.1 The Council's Business Plan sets out how we will spend our money to achieve our vision and priorities for Cambridgeshire. This report for the General Purposes Committee (GPC) provides an update on the content of the provisional Local Government Finance Settlement, as well as its implications on the 2017-22 business planning process.
- 1.2 The details of the settlement can be found in full at:
<https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2017-to-2018>
- 1.3 Due to the changes to Business Rates Retention, expected to be implemented by the end of this Parliament, the provisional settlement covers the period up to and including 2019-20 only.

2. IMPLICATIONS OF THE 2017-18 LOCAL GOVERNMENT FINANCE SETTLEMENT

- 2.1 On 15 December 2016, Sajid Javid, the Secretary of State for Communities and Local Government announced the publication of the provisional 2017-18 settlement in an oral statement to the House of Commons.

Funding Overview

- 2.2 The headline position for the Council is an approximate 18.0% reduction in the Settlement Funding Assessment from central government in 2017-18 compared to 2016-17, as well as cuts to other grants given for specific purposes.
- 2.3 The largest component of this reduction is the Revenue Support Grant (RSG), the main revenue government grant. The Council will see a reduction of £18.035m in RSG, to £15.312m in 2017-18. This is a reduction of approximately 54.1%.
- 2.4 Government's change in "Spending Power" for Cambridgeshire is a decrease of 0.17% for 2017-18, and an increase of 1.7% over the period to 2019/20. This sits in stark contrast to the percentage cut figures in the previous paragraphs. The main reason for the difference between the -0.17% Spending Power and reduction in government funding of -18.0% is that Spending Power attempts to account for Council Tax. In arriving at their Spending Power figure, the government has assumed a growth in the council tax base of the average of the preceding three years, and has also assumed the Social Care Authorities apply the full 2% social care precept in each year.
- 2.5 The Spending Power concept also fails to convey the pressures the Council is facing from inflation (£4.4m in 2017-18) and demography (£7.0m in 2017-18).

Council Tax

- 2.6 The Council Tax Referendum Threshold was confirmed as 2%. A proposed Council Tax rise above this level would require the Council to hold a local referendum.
- 2.7 The settlement also announced the continuation of the Adult Social Care (ASC) Precept. However, it was announced that upper-tier authorities will be able to increase the precept to 3% over the next two years. However, the total increase may be no more than 6% in total over the next three years. Frontloading the precept will reduce the total revenue raised over the term of the Medium Term Financial Strategy (MTFS), but would increase the Council's revenue by approximately £2.5m in 2017-18.

- 2.8 Chief Finance Officers of councils that make use of this flexibility will still have to certify to central government that the council's ASC budget is higher than it otherwise would have been by the amount expected to be raised through the additional council tax. In addition, the levy must be separately identifiable on taxpayers' bills, with councils that raise the additional tax funding being required to meet any costs of changing bills.
- 2.9 No Council Tax Freeze Grant was announced, and so no government funding will be available to offset pressures caused should councils set a lower level of council tax than the referendum threshold.

Impact on the Business Plan

- 2.10 A number of assumptions about government funding for 2017-18 onwards have already been made as part of the business planning process. Compared to our forecasts to 2019-20, RSG will be:

£'000	2017-18	2018-19	2019-20
Forecast	15,310	3,920	0
Actual	15,312	3,915	0
Difference	2	-5	0

- 2.11 Following a change to the calculation for RSG, the government announced a transitional support grant to ease the impact of sharpest reductions in RSG. This continues to be offered for 2018-19 but there are no plans to extend this grant further. The Council is forecast a negative top-up adjustment to Business Rates of £7,170k in 2019-20. This is, in effect, negative RSG, but is expected to be addressed as part of the 100% Business Rates Retention Scheme implementation.
- 2.12 In addition, information has been published that allows us to estimate some grant allocations for 2017-18. These are:

	£000		
	Original Forecast	Revised Forecast	Difference
New Homes Bonus	4,254	4,276	22
Returned New Homes Bonus Topslice	1,690	-	-1,690
Adult Social Care Support Grant	-	2,334	2,334
Public Health Grant	26,946	26,946	-
Lead Local Flood Grant	-	46	46
Change in funding			712

New Homes Bonus

- 2.13 At the beginning of 2016 the Department for Communities and Local Government (DCLG) consulted on options to reform the New Homes Bonus (NHB) Scheme from 2017-18. The aim of the reforms was to sharpen the NHB's incentive to deliver new housing. The Government also wished to reduce the level of NHB payments, in order to provide additional funding for the Improved Better Care Fund.
- 2.14 The Government has now responded to their consultation confirming that payments of the NHB will only be made on housing growth above 0.4% of the local authority's housing stock (the consultation proposal was 0.25%). Payments will also reduce from 6 to 5 years in 2017-18. This will yield £240m and be reallocated to upper-tier authorities as

the Adult Social Care Support Grant according to the ASC relative needs formula (RNF). In 2018-19 the number of payment years will reduce further to 4 years in 2018-19, which is expected to assist in providing funding for the Improved Better Care Fund.

- 2.15 The Council is currently forecast to receive £4.1m in 2018-19 and £9.1m in 2019-20 for the Improved Better Care Fund, although these estimates have not been confirmed as Cambridgeshire is not part of the four-year offer.
- 2.16 It has been assumed that the return of NHB topslice will no longer be available, replaced by the ASC Support Grant.

Public Health Grant

- 2.17 The Public Health Grant (PHG) continues as a separate ring-fenced grant in 2017-18, after which the Government has indicated public health funding may be included within the Business Rates Retention Scheme. The effect of ring-fencing the Public Health Grant (PHG) is that activity funded by it must meet the pressures caused by inflation/demography and any reductions in grant, rather than the pressures being met corporately and the PH directorate getting a savings target. As these pressures are no longer being met corporately, and PHG savings identified instead, approximately £1.8m of funding has been freed-up although the Council could supplement the PHG should it so wish.

National Living Wage

- 2.18 As outlined in the Autumn Statement, the National Living Wage will increase by 30p per hour to £7.50. This is less than we had assumed and therefore the pressure has been re-phased. It is expected that this pressure will be £2.7m in 17/18, and approximately £3.7m of additional pressure in each year to 2020/21.

Other Grants

- 2.19 The Council is still awaiting announcements of the details of several revenue grants, including final details of transitional funding with respect to the Education Services Grant, and is also awaiting announcements regarding capital grants. We expect details to emerge in January, and so they should be able to be captured for the draft Business Plan that will be presented to GPC on 24 January.
- 2.20 The Council is also seeking clarification on a number of Section 31 grants. Updates will be incorporated into the Business Plan when details are available.

3. ALIGNMENT WITH CORPORATE PRIORITIES

- 3.1 This report gives an overview of the Business Planning Process which itself is the documents that sets out how the Council will meet the corporate priorities.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

This report sets out the financial implications that the provisional grant settlement will have on the Council's resources as contained within the Business Plan over the life of the MTFS.

4.2 Statutory, Legal and Risk Implications

Business planning proposals will inevitably carry statutory, risk and legal implications. These are addressed alongside each proposal where appropriate, and also in more detail at service committee meetings.

4.3 Equality and Diversity Implications

Community Impact Assessments have been completed for the proposals considered in the Business Planning Process.

4.4 Engagement and Communications Implications

Significant consultation has been taken out as part of the Business Planning Process.

4.5 Localism and Local Member Involvement

Business Planning Proposals have been developed with significant Member involvement and consideration of the implications for localism.

4.6 Public Health Implications

These are dealt with specifically in the proposals relating to the Health Committee, and where there are implications for work of other Committees these are highlighted.

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

Source Documents	Location
None	Not applicable

OVERVIEW OF BUSINESS PLANNING PROPOSALS

To: **General Purposes Committee**

Date: **10 January 2017**

From: **Chief Finance Officer**

Electoral division(s): **All**

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

Purpose: **To update the General Purposes Committee on the Business Planning Process and make associated recommendations.**

Recommendation: **The General Purposes Committee is requested to:**

- a) comment on the Business Planning proposals that have been considered by Service Committees; and**
- b) note the remaining milestones in the Business Planning Process.**

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

1. OVERVIEW

- 1.1 The Council's Business Plan sets out how we will spend our money to achieve our vision and priorities for Cambridgeshire. Like all Councils across the country, we are facing a major challenge. Our funding is reducing at a time when our costs continue to rise. Those increases are driven by inflationary and demographic pressures. As the fastest growing county in the country, the pressures of demography are far greater in this county than elsewhere.
- 1.2 The Council has now experienced a number of years of seeking to protect frontline services in response to reducing government funding. Looking back, we have saved £68m in the last two years and are on course to save a further £41m this year (2016/17). As a result, we have had to make tough decisions over service levels during this time. Over the coming five years those decisions become even more challenging. That is why this year the Council has adopted a new approach to meeting these financial challenges, which builds upon the outcome-led approach that was developed last year. The Council has a statutory responsibility to set a balanced budget each year, as well as a duty to provide the best possible services for Cambridgeshire's communities. It is the Chief Finance Officer's statutory role to provide a statement on the robustness of the budget proposals when they are considered by Council in February.
- 1.3 Last year the Council adopted an outcome-led approach to business planning and established the strategic outcomes it will be guided by throughout the Business Planning process. Early in the process this year, a number of Transformation Programmes have been established to identify the specific proposals that will meet these outcomes within the resources available to the Council. This is defined and described through the Transformation Programme that was endorsed by the General Purposes Committee on 26 July this year ([link](#)).
- 1.4 The funding projections within this report have been updated based on the latest available information prior to the Local Government Finance Settlement being released. An update on the Settlement is presented in a separate report, and the two will be brought together in the final tables presented on 24th January.
- 1.5 The Council publishes budget allocations for the period covered by the Business Plan (rolling five years) in order to provide clear guidance on the level of resources that services are likely to have available to deliver services over that period. To maintain stability for services and committees as they build their budgets we will endeavor to minimise variation in budget allocation during the remainder of the process unless there is a material change in the budget gap.
- 1.6 General Purposes Committee has a coordinating and strategic oversight role in the Business Planning Process, and as such this report provides the latest position on the Council's Business Planning Process. It provides an update on the resolutions of service committees that considered budget proposals in October and December and includes an update on the financial overview and the Capital Programme.
- 1.7 The Committee is asked to note the remaining milestones in the Business Planning Process, which are:
 - **GPC 24 January**– Strategic Framework and Transformation Strategy, Treasury Management Strategy, recommend full draft Business Plan to Full Council (all sections)

- **Full Council 14 February** – draft Business Plan debated by Council (there is a reserve Council date on 17 February)

2. FINANCIAL OVERVIEW

- 2.1 In order to balance the budget in light of the cost and reduced government funding, savings or additional income of £40.7m are required for 2017-18, and a total of £118m across the full five years of the Business Plan. The following table shows the total amount necessary for each of the next five years, split by service block:

Service Block	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000
Council	-32,601	-21,729	-16,713	-18,544	-10,583
Public Health	-606	-	-	-	-
Total	-33,207	-21,729	-16,713	-18,544	-10,583

- 2.2 In some cases services have planned to increase locally generated income instead of cutting expenditure. For the purpose of balancing the budget these two approaches have the same effect and are treated in the same way.
- 2.3 Delivering the level of savings required to balance the budget becomes increasingly difficult each year. Work is still underway to explore any alternative savings that could mitigate the impact of our reducing budgets on our front line services, and business planning proposals are still being developed to deliver the following:

	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000
Council	-4,510	-1,692	-10,656	-12,187	-9,879
Total	-4,510	-1,692	-10,656	-12,187	-9,879

- 2.4 The level of savings required is based on an assumption that the Adults Social Care precept is levied in every year it is available (currently 2% increase up to and including 2019-20), but a 0% general Council Tax increase. This is built into the Medium Term Financial Strategy (MTFS) which was agreed by Full Council in October. For each 1% more or less that Council Tax is changed, the level of savings required will change by approximately +/-£2.5m.
- 2.5 It is noted that, in the Local Government Finance Settlement released on 15th December, social care authorities have been afforded additional flexibility in levying the Adult Social Care precept. This is detailed in the Finance Settlement paper elsewhere on the agenda.
- 2.6 There is currently a limit on the increase of Council Tax of 2% and above. Should councils wish to increase their Council Tax above this it can only do so having sought the views of the local electorate in a local referendum. It is estimated that the cost of holding such a referendum would be around £100k, rising to as much as £350k should the public reject the proposed tax increase (as new bills would need to be issued). The Medium Term Financial Strategy (MTFS) assumes that the 2% and above limit on increases will remain in place for all five years.

3. SUMMARY OF BUSINESS PLANNING PROPOSALS (REVENUE)

- 3.1 General Purposes Committee has a coordinating and strategic oversight role in the Business Planning Process, and as such this report is an opportunity for GPC to comment on any of the business planning activity that has been discussed and approved by Service Committees. As outlined in paragraph 1.7 this is in advance of the 24

January GPC meeting when the Committee is asked to recommend the Business Plan to Full Council.

- 3.2 Proposals from all Committees are attached to this report as Appendix A (with associated Community Impact Assessments attached as Appendix B).
- 3.3 Changes that have been made to Business Planning revenue tables since the publication of papers for December Service Committees are attached as Appendix C.
- 3.4 At Full Council on 13th December, Members voted to reinstate funding for Winter Maintenance, reversing the £650k saving in 2016-17, and Street Lighting, reversing the £230k saving in 2016-17 and rejecting the proposed £30k saving in 2017-18. All of these amendments have been made and are reflected in the figures within this paper and accompanying tables.
- 3.5 A brief summary of discussions at each December Service Committee on key business planning proposals is attached as Appendix D. *(This Appendix will be published in early January)*

4. CAPITAL PROGRAMME UPDATE

- 4.1 The draft capital programme was reviewed individually by service committees in September and was subsequently reviewed in its entirety, along with the prioritisation of schemes, by General Purposes Committee in October. No changes were made as a result of these reviews, though work is 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 which are expected to be made during January, plus the ongoing nature of the capital programme inevitably means that circumstances are continual changing. Therefore Services will continue to make any necessary updates in the lead up to the 24th January GPC meeting at which the Business Plan is considered.
- 4.3 The Capital Programme is detailed in Appendix A and changes that have been made to Business Planning capital tables since the publication of papers for December Service Committees are attached as Appendix C.

5. ALIGNMENT WITH CORPORATE PRIORITIES

- 5.1 This report gives an overview of the Business Planning Process which itself is the document that sets out how the Council will meet the corporate priorities.

6. SIGNIFICANT IMPLICATIONS

6.1 Resource Implications

This report outlines the overall resource position for the Council over the business planning cycle 2017-22.

6.2 Statutory, Legal and Risk Implications

Business planning proposals will inevitably carry statutory, risk and legal implications. These are addressed alongside each proposal where appropriate, and also in more detail at service committee meetings.

6.3 Equality and Diversity Implications

Community Impact Assessments have been completed for the proposals considered in this report, and are attached as appendixes.

6.4 Engagement and Communications Implications

Significant consultation has been taken out as part of the Business Planning Process. The outcome of consultation was presented to GPC in November.

6.5 Localism and Local Member Involvement

Business Planning Proposals have been developed with significant Member involvement and consideration of the implications for localism.

6.6 Public Health Implications

These are dealt with specifically in the proposals relating to the Health Committee, and where there are implications for work of other Committees these are highlighted.

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

Source Documents	Location
The County Council 2016-17 Business Plan	http://www.cambridgeshire.gov.uk/info/20043/finance_and_budget/90/business_plan_2014_to_2015
Consultation Results for the 2017-18 Business Plan (Item 7)	https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/184/Committee/2/Default.aspx

Section 3 – Finance Tables

Introduction

There are six types of finance table: tables 1-3 relate to all Service Areas, while only some Service Areas have tables 4, 5 and/or 6. Tables 1, 2, 3 and 6 show a Service Area's revenue budget in different presentations. Tables 3 and 6 detail all the changes to the budget. Table 2 shows the impact of the changes in year 1 on each policy line. Table 1 shows the combined impact on each policy line over the 5 year period. Some changes listed in Table 3 impact on just one policy line in Tables 1 and 2, but other changes in Table 3 are split across various policy lines in Tables 1 and 2. Tables 4 and 5 outline a Service Area's capital budget, with table 4 detailing capital expenditure for individual proposals, and funding of the overall programme, by year and table 5 showing how individual capital proposals are funded.

TABLE 1 presents the net budget split by policy line for each of the five years of the Business Plan. It also shows the revised opening budget and the gross budget, together with fees, charges and ring-fenced grant income, for 2017-18 split by policy line. Policy lines are specific areas within a service on which we report, monitor and control the budget. The purpose of this table is to show how the net budget for a Service Area changes over the period of the Business Plan.

TABLE 2 presents additional detail on the net budget for 2017-18 split by policy line. The purpose of the table is to show how the budget for each policy line has been constructed: inflation, demography and demand, pressures, investments and savings are added to the opening budget to give the closing budget.

TABLE 3 explains in detail the changes to the previous year's budget over the period of the Business Plan, in the form of individual proposals. At the top it takes the previous year's gross budget and then adjusts for proposals, grouped together in sections, covering inflation, demography and demand, pressures, investments and savings to give the new gross budget. The gross budget is reconciled to the net budget in Section 7. Finally, the sources of funding are listed in Section 8. An explanation of each section is given below.

- **Opening Gross Expenditure:** The amount of money available to spend at the start of the financial year and before any adjustments are made. This reflects the final budget for the previous year.

- **Revised Opening Gross Expenditure:** Adjustments that are made to the base budget to reflect permanent changes in a Service Area. This is usually to reflect a transfer of services from one area to another.
- **Inflation:** Additional budget provided to allow for pressures created by inflation. These inflationary pressures are particular to the activities covered by the Service Area.
- **Demography and Demand:** Additional budget provided to allow for pressures created by demography and increased demand. These demographic pressures are particular to the activities covered by the Service Area. Demographic changes are backed up by a robust programme to challenge and verify requests for additional budget.
- **Pressures:** These are specific additional pressures identified that require further budget to support.
- **Investments:** These are investment proposals where additional budget is sought, often as a one-off request for financial support in a given year and therefore shown as a reversal where the funding is time limited (a one-off investment is not a permanent addition to base budget).
- **Savings:** These are savings proposals that indicate services that will be reduced, stopped or delivered differently to reduce the costs of the service. They could be one-off entries or span several years.
- **Total Gross Expenditure:** The newly calculated gross budget allocated to the Service Area after allowing for all the changes indicated above. This becomes the Opening Gross Expenditure for the following year.
- **Fees, Charges & Ring-fenced Grants:** This lists the fees, charges and grants that offset the Service Area's gross budget. The section starts with the carried forward figure from the previous year and then lists changes applicable in the current year.
- **Total Net Expenditure:** The net budget for the Service Area after deducting fees, charges and ring-fenced grants from the gross budget.
- **Funding Sources:** How the gross budget is funded – funding sources include cash limit funding (central Council funding from Council Tax, business rates and government grants), fees and charges, and individually listed ring-fenced grants.

TABLE 4 presents a Service Area's capital schemes, across the ten-year period of the capital programme. The schemes are summarised by start year in the first table and listed individually, grouped together by category, in the second table. The third table identifies the funding sources used to fund the programme. These sources include prudential borrowing, which has a revenue impact for the Council.

TABLE 5 lists a Service Area's capital schemes and shows how each scheme is funded. The schemes are summarised by start year in the first table and listed individually, grouped together by category, in the second table.

TABLE 6 follows the same format and purpose as table 3 for Service Areas where there is a rationale for splitting table 3 in two.

Section 4 - A: Children, Families and Adults Services

10th January GPC

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

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2017-18 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
	Adult Social Care							
-1,221	Strategic Management - ASC	-2,646	1,567	-1,079	-1,079	-1,079	-1,079	-1,079
507	Procurement	514	-	514	514	514	514	514
2,233	ASC Strategy and Transformation	2,197	-6	2,191	2,191	2,191	2,191	2,191
1,962	ASC Practice & Safeguarding	2,462	-586	1,876	1,644	1,644	1,644	1,644
	<i>Learning Disability Services</i>							
1,829	LD Head of Services	7,068	-5,727	1,341	1,343	1,345	1,346	1,346
2,106	LD Young Adults	3,320	-268	3,052	3,635	4,133	4,627	5,576
29,848	City, South & East Localities	34,162	-4,842	29,320	29,034	28,726	28,178	28,378
19,667	Hunts & Fens Localities	27,644	-7,827	19,817	19,583	19,305	18,854	18,986
5,238	In House Provider Services	5,286	-388	4,898	4,648	4,648	4,648	4,648
	<i>Disability Services</i>							
1,205	PD Head of Services	1,255	-36	1,219	1,220	1,221	1,222	1,222
12,262	Physical Disabilities	13,602	-1,932	11,670	11,852	11,970	12,070	12,392
827	Autism and Adult Support	827	-8	819	861	899	939	1,030
2,096	Carers Services	1,910	-	1,910	2,218	2,226	2,233	2,233
78,559	Subtotal Adult Social Care	97,601	-20,053	77,548	77,664	77,743	77,387	79,081
	Older People and Mental Health Services							
-11,597	Strategic Management - OP&MH	3,237	-15,830	-12,593	-12,593	-12,593	-12,593	-12,593
11,665	OP – Countywide Care	14,492	-2,809	11,683	12,001	13,818	16,595	16,595
12,824	OP - City & South Locality	18,869	-6,322	12,547	13,301	14,388	15,545	16,210
6,245	OP - East Cambs Locality	8,769	-2,642	6,127	6,423	6,838	7,273	7,506
8,429	OP - Fenland Locality	10,801	-3,116	7,685	8,133	8,772	9,447	9,824
11,118	OP - Hunts Locality	15,308	-5,067	10,241	10,876	11,774	12,719	13,240
2,064	Discharge Planning Teams	2,143	-46	2,097	2,097	2,097	2,097	2,097
8,566	Shorter Term Support and Maximising Independence	9,035	-443	8,592	8,717	8,717	8,717	8,717
519	Sensory Services	537	-9	528	531	534	536	536
780	Integrated Community Equipment Service	5,273	-4,565	708	868	868	868	868
	<i>Mental Health</i>							
693	Mental Health Central	701	-	701	701	701	701	701
6,626	Adult Mental Health Localities	6,567	-502	6,065	6,211	6,547	6,867	7,071
7,911	Older People Mental Health	8,183	-1,346	6,837	6,599	6,777	6,929	6,929
3,965	Voluntary Organisations	3,947	-141	3,806	3,806	3,806	3,806	3,806
69,808	Subtotal Older People and Mental Health Services	107,862	-42,838	65,024	67,671	73,044	79,507	81,507

Section 4 - A: Children, Families and Adults Services

10th January GPC

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

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2017-18 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
	Children's Social Care and E&P							
5,570	Strategic Management - Children's Social Care	6,315	-299	6,016	5,790	5,640	5,640	5,640
3,005	Adoption Allowances	3,236	-	3,236	3,508	3,801	4,117	4,457
1,540	Legal Proceedings	1,540	-	1,540	1,351	1,351	1,351	1,351
1,487	Safeguarding & Standards	1,906	-141	1,765	1,765	1,765	1,765	1,765
3,896	CSC Units Hunts and Fenland	4,335	-	4,335	4,335	4,335	4,335	4,335
11,367	Children Looked After	12,525	-1,019	11,506	11,506	11,506	11,506	11,506
3,680	CSC Units East & South Cambs and Cambridge	3,813	-34	3,779	3,779	3,779	3,779	3,779
6,609	Disabled Services	7,158	-485	6,673	6,673	6,673	6,673	6,673
12,512	LAC Placements	14,605	-	14,605	14,048	15,786	18,041	20,668
664	Strategic Management - E&P Services	690	-	690	690	690	690	690
349	Children's Centres Strategy	274	-170	104	-23	-173	-173	-173
1,332	Support to Parents	3,063	-1,719	1,344	1,344	1,344	1,344	1,344
6,511	SEND Specialist Services	6,930	-400	6,530	6,537	6,537	6,537	6,537
1,083	Safer Communities Partnership	7,031	-6,042	989	6,869	6,869	6,869	6,869
	<i>Youth Support Services</i>							
1,720	Youth Offending Service	3,140	-1,024	2,116	2,179	2,179	2,179	2,179
516	Central Integrated Youth Support Services	575	-60	515	515	515	515	515
	<i>Locality Teams</i>							
3,403	East Cambs & Fenland Localities	3,489	-50	3,439	3,106	3,106	3,106	3,106
3,770	South Cambs & City Localities	3,928	-123	3,805	3,471	3,471	3,471	3,471
2,475	Huntingdonshire Localities	2,596	-97	2,499	2,166	2,166	2,166	2,166
71,489	Subtotal Children's Social Care and E&P	87,149	-11,663	75,486	79,609	81,340	83,911	86,878
	Strategy and Commissioning							
227	Strategic Management - S&C	336	-111	225	336	336	336	336
1,279	Information Management & Information Technology	1,333	-40	1,293	1,293	1,293	1,293	1,293
256	Strategy, Performance and Partnerships	275	-	275	275	275	275	275
484	Local Assistance Scheme	321	-	321	321	321	321	321
	<i>Commissioning Enhanced Services</i>							
8,563	SEN Placements	9,508	-945	8,563	8,563	8,563	8,563	8,563
4,139	Commissioning Services	3,882	-	3,882	3,788	3,788	3,788	3,788
1,323	Early Years Specialist Support	1,323	-	1,323	1,323	1,323	1,323	1,323
7,974	Home to School Transport - Special	8,091	-144	7,947	7,160	6,691	6,182	6,834
1,107	LAC Transport	1,126	-	1,126	1,126	1,126	1,126	1,126

Section 4 - A: Children, Families and Adults Services

10th January GPC

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

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2017-18 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
454	<i>Executive Director</i>	458	-	458	458	458	458	458
-438	Central Financing	-234	-	-234	-219	261	1,007	1,357
25,368	Subtotal Strategy and Commissioning	26,419	-1,240	25,179	24,424	24,435	24,672	25,674
	Learning							
769	Strategic Management - Learning	461	-	461	137	137	137	137
1,321	Early Years Service	1,726	-416	1,310	1,294	1,278	1,262	1,262
1,188	Schools Intervention Service	1,688	-480	1,208	1,208	1,208	1,208	1,208
751	Schools Partnership Service	105	656	761	761	761	761	761
-7	Children's Innovation & Development Service	3,292	-3,220	72	137	137	137	137
1,172	Integrated Workforce Development Service	1,511	-334	1,177	1,177	1,177	1,177	1,177
-400	Catering & Cleaning Services	10,347	-10,796	-449	-449	-449	-449	-449
2,936	Redundancy & Teachers Pensions	3,411	-475	2,936	2,936	2,936	2,936	2,936
	<i>0-19 Place Planning & Organisation Service</i>							
1,030	0-19 Organisation & Planning	2,562	-1,526	1,036	1,036	1,036	1,036	1,036
89	Early Years Policy, Funding & Operations	90	-	90	90	90	90	90
172	Education Capital	172	-	172	172	172	172	172
9,726	Home to School/ College Transport - Mainstream	9,739	-767	8,972	8,537	8,537	8,537	8,537
18,747	Subtotal Learning	35,104	-17,358	17,746	17,036	17,020	17,004	17,004
-21,914	DSG Adjustment	-	-23,318	-23,318	-23,318	-23,318	-23,318	-23,318
	Future Years							
-	- Inflation	-	-	-	2,480	4,689	7,009	9,340
-	- Savings	-	-	-				
242,057	CFA BUDGET TOTAL	354,135	-116,470	237,665	245,566	254,953	266,172	276,166

Section 4 - A: Children, Families and Adults Services

10th January GPC

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Adult Social Care							
Strategic Management - ASC	-1,221	21	-	1	-	120	-1,079
Procurement	507	6	-	1	-	-	514
ASC Strategy and Transformation	2,233	9	-	7	-	-58	2,191
ASC Practice & Safeguarding	1,962	8	-	6	-	-100	1,876
<i>Learning Disability Services</i>							
LD Head of Services	1,829	9	-	3	-	-500	1,341
LD Young Adults	2,106	18	901	380	-	-353	3,052
City, South & East Localities	29,848	1	568	1,099	-	-2,196	29,320
Hunts & Fens Localities	19,667	11	381	1,232	-	-1,474	19,817
In House Provider Services	5,238	84	-	6	-	-430	4,898
<i>Disability Services</i>							
PD Head of Services	1,205	4	-	10	-	-	1,219
Physical Disabilities	12,262	93	326	151	-	-1,162	11,670
Autism and Adult Support	827	6	87	16	-	-117	819
Carers Services	2,096	7	-	-193	-	-	1,910
Subtotal Adult Social Care	78,559	277	2,263	2,719	-	-6,270	77,548
Older People and Mental Health Services							
Strategic Management - OP&MH	-11,597	15	-	-81	-	-930	-12,593
OP – Countywide Care	11,665	98	-	220	-	-300	11,683
OP - City & South Locality	12,824	90	508	246	-	-1,121	12,547
OP - East Cambs Locality	6,245	41	178	55	-	-392	6,127
OP - Fenland Locality	8,429	61	288	-359	-	-734	7,685
OP - Hunts Locality	11,118	77	398	-470	-	-882	10,241
Discharge Planning Teams	2,064	14	-	19	-	-	2,097
Shorter Term Support and Maximising Independence	8,566	73	-	-47	-	-	8,592
Sensory Services	519	5	-	4	-	-	528
Integrated Community Equipment Service	780	28	-	-	-	-100	708
<i>Mental Health</i>							
Mental Health Central	693	6	-	6	-	-4	701
Adult Mental Health Localities	6,626	44	204	-207	-	-602	6,065
Older People Mental Health	7,911	63	-	-280	-	-857	6,837
Voluntary Organisations	3,965	2	-	-31	-	-130	3,806
Subtotal Older People and Mental Health Services	69,808	617	1,576	-925	-	-6,052	65,024

Section 4 - A: Children, Families and Adults Services

10th January GPC

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

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's Social Care and E&P							
Strategic Management - Children's Social Care	5,570	79	-	736	807	-1,176	6,016
Adoption Allowances	3,005	51	180	-	-	-	3,236
Legal Proceedings	1,540	-	-	-	-	-	1,540
Safeguarding & Standards	1,487	5	-	273	242	-242	1,765
CSC Units Hunts and Fenland	3,896	11	-	428	-	-	4,335
Children Looked After	11,367	111	-	78	546	-596	11,506
CSC Units East & South Cambs and Cambridge	3,680	10	-	89	-	-	3,779
Disabled Services	6,609	26	-	38	-	-	6,673
LAC Placements	12,512	211	2,070	3,000	-	-3,188	14,605
Strategic Management - E&P Services	664	22	-	4	-	-	690
Children's Centres Strategy	349	2	-	3	-	-250	104
Support to Parents	1,332	5	-	7	-	-	1,344
SEND Specialist Services	6,511	10	-	9	-	-	6,530
Safer Communities Partnership	1,083	6	-	-	-	-100	989
<i>Youth Support Services</i>							
Youth Offending Service	1,720	9	-	387	-	-	2,116
Central Integrated Youth Support Services	516	1	-	-2	-	-	515
<i>Locality Teams</i>							
East Cambs & Fenland Localities	3,403	32	-	4	-	-	3,439
South Cambs & City Localities	3,770	32	-	3	-	-	3,805
Huntingdonshire Localities	2,475	24	-	-	-	-	2,499
Subtotal Children's Social Care and E&P	71,489	647	2,250	5,057	1,595	-5,552	75,486
Strategy and Commissioning							
Strategic Management - S&C	227	-2	-	-	-	-	225
Information Management & Information Technology	1,279	7	-	7	-	-	1,293
Strategy, Performance and Partnerships	256	2	-	17	-	-	275
Local Assistance Scheme	484	-	-	-	-	-163	321
<i>Commissioning Enhanced Services</i>							
SEN Placements	8,563	-	-	-	-	-	8,563
Commissioning Services	4,139	18	-	6	-174	-107	3,882
Early Years Specialist Support	1,323	-	-	-	-	-	1,323
Home to School Transport - Special	7,974	142	652	-	-	-821	7,947
LAC Transport	1,107	19	-	-	-	-	1,126
<i>Executive Director</i>							
Executive Director	454	4	-	-	-	-	458
Central Financing	-438	-1	-	205	-	-	-234
Subtotal Strategy and Commissioning	25,368	189	652	235	-174	-1,091	25,179

Section 4 - A: Children, Families and Adults Services

10th January GPC

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Learning							
Strategic Management - Learning	769	13	-	-	-	-321	461
Early Years Service	1,321	1	-	16	-	-28	1,310
Schools Intervention Service	1,188	2	-	18	-	-	1,208
Schools Partnership Service	751	6	-	4	-	-	761
Children's Innovation & Development Service	-7	4	-	305	-	-230	72
Integrated Workforce Development Service	1,172	4	-	1	-	-	1,177
Catering & Cleaning Services	-400	-	-	1	-	-50	-449
Redundancy & Teachers Pensions	2,936	-	-	-	-	-	2,936
<i>0-19 Place Planning & Organisation Service</i>							
0-19 Organisation & Planning	1,030	3	-	13	-	-10	1,036
Early Years Policy, Funding & Operations	89	1	-	-	-	-	90
Education Capital	172	-1	-	1	-	-	172
Home to School/ College Transport - Mainstream	9,726	180	-	-	-	-934	8,972
Subtotal Learning	18,747	213	-	359	-	-1,573	17,746
DSG Adjustment	-23,318	-	-	-	-	-	-23,318
CFA BUDGET TOTAL	240,653	1,943	6,741	7,445	1,421	-20,538	237,665

Section 4 - A: Children, Families and Adults Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
1	OPENING GROSS EXPENDITURE	358,106	354,135	355,900	365,474	376,880		
A/R.1.001	Increase in spend funded from external sources	2,585	-	-	-	-		Increase in expenditure budgets (compared to published 2016-17 Business Plan) as advised during the budget preparation period and permanent in-year changes made during 2016-17.
A/R.1.002	Transferred Function - War Pensions (change in care & support charging)	127	-	-	-	-		Currently only the first £10 per week of War Pension is disregarded in calculating client contributions for social care. From April 2017, all war pension must be disregarded, meaning Veterans will be better off. This line shows the extra grant the Council will receive for this new burden, offsetting the reduced income.
A/R.1.003	Transferred Function - Independent Living Fund (ILF)	-62	-40	-38	-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.
A/R.1.006	Youth Offending Service (YOS)	50	-	-	-	-		As part of the Transforming Rehabilitation Programme the responsibility for the provision of Junior Attendance Centres (JACs) transferred from the National Offender Management Service to the Local Authorities on 1st April 2015. Funding was provided through grant payments on an annual basis in 2015-16 and 2016-17 with a two year ring fenced protection in line with the new burdens doctrine from the Department of Communities and Local Government. Grant protection ends from 2017-18. Junior Attendance Centres form part of an overall strategy to reduce re-offending and reduce first time entrants to the criminal justice system and are within the range of interventions available for sentencing youth offenders. In addition, The National Probation Service funding for the YOS will reduce by 75% in 2017-18 and separate funding for Youth Rehabilitation Orders withdrawn too. Permanent costs will continue to be incurred by the YOS to support this work
A/R.1.007	Base Adjustment - Advocacy	95	-	-	-	-		Budget moved to CFA from Customer Service directorate (NHS complaints advocacy) due to centralisation of expenditure on advocacy to a single contract.
A/R.1.008	Care Act funding	-1,593	-	-	-	-		Technical adjustment resulting from the ceasing of Care Act funding as a ring-fenced grant and inclusion in general County Council funding. No impact on service delivery.
A/R.1.009	Increase in Dedicated Schools Grant (DSG)	104	-	-	-	-		Increase in expected Dedicated Schools Grant (DSG) compared to 2016-17.
A/R.1.010	Base adjustment - Corporate Capacity Review Phase 1	-2,039	-	-	-	-		Corporate Capacity Review revenue staffing budgets moved to Corporate Services.
1.999	REVISED OPENING GROSS EXPENDITURE	357,373	354,095	355,862	365,438	376,846		

Section 4 - A: Children, Families and Adults Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
2	INFLATION							
A/R.2.001	Centrally funded inflation - Staff pay and employment costs	680	888	783	884	884		Forecast pressure from inflation relating to employment costs. On average, 1.8% inflation has been budgeted for, to include inflation on pay, employer's National Insurance and employer's pension contributions (which are subject to larger increases than pay as a result of the on-going review of the employer's percentage contribution required).
A/R.2.002	Centrally funded inflation - Care Providers	692	802	722	726	732		Forecast pressure from inflation relating to care providers. An average of 0.7% uplift would be affordable across Care spending.
A/R.2.003	Centrally funded inflation - Looked After Children (LAC) placements	341	395	356	358	360		Inflation is currently forecast at 1.7%, but we plan to restrict this to 0.7% on external placements where possible (see saving A/R.6.213)
A/R.2.004	Centrally funded inflation - Transport	360	420	378	381	384		Inflation relating to transport estimated at 1.6%.
A/R.2.005	Centrally funded inflation - Miscellaneous other budgets	157	145	141	142	143		Forecast pressure from inflation relating to miscellaneous other budgets, on average this is calculated at 1.3% increase.
2.999	Subtotal Inflation	2,230	2,650	2,380	2,491	2,503		
3	DEMOGRAPHY AND DEMAND							
A/R.3.002	Physical Disability & Sensory Services	413	352	348	323	434		We estimate that there will be a net increase of £326k (2.7%) in the cost of services provided to people with physical disabilities as a result of large increases in the number of service users and the changing needs of existing service users. In addition, demography funding is allocated to the Autism and Adult Support Team to reflect estimates of young people moving into the team, totalling £107k and equating to an estimated 26 new service-users.
A/R.3.004	Learning Disability Partnership (LDP)	1,850	1,556	1,302	1,297	1,291		We estimate that there will be approximately a £950k (1.6%) increase in the cost of services provided to people with learning disabilities as a result of increased complexity of need and placement breakdowns, taking into account service users leaving the service. In addition, demography funding is allocated to the Young Adults Team (LDYA) to reflect estimated costs of new young adults transferring into the team, totalling £900k. The expected number of young people moving into adult services based on current information and recent trends is 53. As the LDYA Team is relatively new, it requires an increase in budget each year as a new cohort of young adults move in, until its service users are old enough to transfer into the LD locality teams. There is a linked savings target (A/R 6.125) that includes the expectation on this team to achieve savings during the transition to adulthood.

Section 4 - A: Children, Families and Adults Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.3.006	Older People	1,372	1,716	1,689	2,037	1,799		We estimate that the number of older people requiring support will increase by 3.4% per year. There will be 760 more Cambridgeshire residents aged over 85 in 2017 compared to 2016. We model that this would lead to an additional 114 clients for the Older People Service if no action was taken. Services must absorb the first 1.4% of population growth, meaning that this line represents funding for 67 additional older people. The Older People's service has been successfully diverting increasing demand in recent years through its savings programme - this approach continues this year (see savings section below). The amounts show the additional funding required to support older people if the Council continues to support the current proportion of the older people's population and the average cost of care per person remains the same.
A/R.3.008	Adult Mental Health	204	204	204	204	204		Funding to support increases in the number of adults age 18-65 with mental health needs. This reflects a rise in the overall population of Cambridgeshire, in particular the rise in mental health needs and autistic spectrum disorders. This is the funding level required if recent trends in the number of service users and the costs of care continue. The number of persons known to the Mental Health service increased by 47 in 2015/16 compared to the previous year. After allowing for 1.4% general population growth and other expected reductions in demand, this line represents funding for an additional 19 people to become known to the service in 2017-18.
A/R.3.010	Home to School Special Transport	652	642	645	648	652		Increased costs of journeys to school for children with Special Educational Needs (SEN) due to increasing numbers and complexity of need of children being transported, based on information gathered from previous years.
A/R.3.011	Looked after Children (LAC) Numbers	2,070	2,195	2,331	2,474	2,627		Along with much of the rest of the country we are experiencing a steady rise on the number of Looked after Children. The number of Looked after Children is predicted to increase by 6% over the coming year. For 2017-18 this represents an average increase of 35 LAC from 2016-17.
A/R.3.016	Special Guardianship Orders/Adoption	180	272	293	316	340		Central Government Adoption Reform Grant has now ceased and we are predicting a 17% year on year increase in Special Guardian Orders over the next five years which represents a rise of 78 on current numbers – this is good practise in relation to supporting children securing a permanent family arrangement. Separately as part of our savings we are reviewing all allowances presently in place and all new allowance arrangements to ensure they are appropriate and equitable.
3.999	Subtotal Demography and Demand	6,741	6,937	6,812	7,299	7,347		

Section 4 - A: Children, Families and Adults Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
4	PRESSURES							
A/R.4.002	Fair Cost of Care and Placement Costs	-	-	1,500	2,500	-		The Care Act says Councils need to make sure the price paid for Adult Social Care reflects the actual costs of providing that care. A strategic investment in the residential sector is envisaged in from 2019 onwards. The timing and extent of this will be kept under close review as several factors develop including the impact of the national living wage, local market conditions and the overall availability of resources.
A/R.4.009	Impact of National Living Wage (NLW) on Contracts	2,747	3,770	3,761	3,277	-		As a result of the introduction of the National Living Wage it is expected that the cost of contracts held by CCC with independent and voluntary sector care providers will increase. This is due to providers' costs increasing as a result of introducing the NLW leading to price increases. Our analysis suggests the changes from April 2017 will lead to price increases between 1% and 3.5%, dependent on the cost of providing different types of care.
A/R.4.012	Local Housing Allowance Limits	-	-	412	595	199		Government recently announced an intention to defer the possible cap on Housing Benefit payable for certain property service charges. It is unclear at this stage whether the recent announcement of additional funding from government will fully address this pressure. A number of the people the Council supports are social housing tenants, and an assessment had been made of the impact on the Council of costs increasing as a result of the change either at existing schemes or due to withdrawal of current services. The changes would take effect on new tenancies and so the implications take effect gradually.
A/R.4.013	Children's Social Care Establishment	355	-	-	-	-		Case holding continues to rise causing pressure within Unit Model. Capacity required over establishment to manage casework.
A/R.4.014	Independent Review Officers and Child Protection Chairs	261	-	-	-	-		Over the past two years there has been a substantial increase in both the numbers of Children subject of a Child Protection Plan (82%) and Children in Care (22%- inc Asylum Seekers) – outside of increases across care budgets this has placed severe pressure on the social work units and the reviewing and chairing service. Consequently a number of additional social workers and Independent Reviewing Officers have been created without securing funding to support these. It is now anticipated that this level of posts will be required going forward.
A/R.4.015	Children's Innovation and Development Service (CIDS)	289	50	-	-	-		In 2015-16 a target was set for the Head of Service (CIDS) in Learning to secure extra funding from grants. Hard work has meant this target will be met in full for 2016-17 and in part for 2017-18. However, our initial work found that this will not be a long-term source of funding and will continue to be a pressure from 2017-18.

Section 4 - A: Children, Families and Adults Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.4.016	Multi Systemic Therapy (MST)	368	63	-	-	-		Multi Systemic Therapy (MST) Standard and MST Problematic Sexualised Behaviour are key components to our intensive family support service. MST is an evidence based intervention which operates under an operating licence. It has a clear methodology for creating long term change and a continuous quality assurance process which ensures high adherence to the intervention. MST is internationally recognised as delivering consistent and sustainable outcomes for young people at risk of care or custody. MST is part of a suite of interventions and services which make a significant contribution to the delivery of the savings assumed through the Commissioning Strategy for reducing the numbers of Looked after Children (LAC) and reducing longer term reliance on statutory services. The most recent cost benefit analysis of the impact MST has is shown that there is a return on investment of 3.0 – for every £1 invested in MST staff resource there is a return of £3. Part of the funding for MST, that has comprised external grant and County Council reserves funding, will come to an end. The reserves element have been used over a two year period to cover part of the service cost, which has enabled the service to continue in spite of the Council's reducing budget. Given the strong evidence base for delivery of sustained positive outcomes for families core budget is to be used to secure this provision.
A/R.4.017	Professional and Management Pay Structure	721	-	-	-	-		The revised management band pay structure was implemented in October 2016. The revised pay grades will not be inflated during 2017-18, as the inflation funding was factored into the available funding for the new pay structure. This pressure replaces inflation and funds the additional cost of the new pay structure expected to be incurred in 2017-18.
A/R.4.018	Impact of National Living Wage (NLW) on CCC employee costs	4	15	68	151	151		The cost impact of the introduction of the NLW on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates. Traded services whose staff are paid below the NLW will be expected to recover any additional cost through their pricing structure.
A/R.4.019	Unachieved saving	200	-	-	-	-		Reverses the 2016-17 cross-Directorate proposal 'Revising senior management structure and support' which has not been made during 2016-17.

Section 4 - A: Children, Families and Adults Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.4.020	Learning Disability	1,561	-	-	-	-		The County Council's share of the ongoing overspend pressure within the Learning Disability Partnership (a pooled budget between CCC and the Peterborough and Cambridgeshire Clinical Commissioning Group. The full year effect of savings made mid way through 2016-17 are factored into the Business Plan for savings planned in 2017-18. This means there will be an ongoing pressure unless addressed by this line.
A/R.4.021	Looked after Children	3,000	-	-	-	-		Ongoing overspend and structural underfunding of Children Looked After.
A/R.4.022	Ongoing underspends redistribution and rebaselining	-2,061	-	-	-	-		As part of the Finance & Budget review aspect of the corporate transformation programme, areas with ongoing underspends have been identified. This is principally from Older People's & Mental Health Services, where a significant underspend is forecast this year, following underspends in the past two years. This will be kept carefully under review and monitored alongside performance during 2017-18. This underspend has been delivered through a combination of factors, one of which is the challenges of providing care and difficulties in recruiting staff in key areas of home care, reablement and social work - as this situation improves the on-going availability of this underspend will be reduced.
4.999	Subtotal Pressures	7,445	3,898	5,741	6,523	350		
5	INVESTMENTS							
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 7 years from savings in placement costs.
A/R.5.004	Reinvestment of savings into Children's Change Programme structure	1,595	-	-	-	-		Reinvestment of savings made as part of the Children's Change Programme into the revised Children's Services structure (see proposal A/R.6.243).
5.999	Subtotal Investments	1,421	-	-	-	-		

Section 4 - A: Children, Families and Adults Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
6	SAVINGS							
	Cross Committee							
A/R.6.001	DAAT - Saving from integrating drug and alcohol misuse service contracts	-100	-	-	-	-	- Contracts, commercial & procurement	The NHS trust 'Inclusion' provides countywide specialist drug & alcohol treatment services. Currently there are separate treatment contracts for alcohol and drugs. Inclusion have agreed to commence full service integration in 2016-17. This will require fewer service leads employed in management grades and reduces the overall management on-costs in the existing contract agreement. It is also proposed to reduce Saturday clinics and/or move to a volunteer/service user led model for these clinics.
	Adults							
A/R.6.101	Recouping under-used direct payment budget allocations from service users	-395	-	-	-	-	- Finance & budget review	Improving central monitoring and coordination arrangements for direct payments - ensuring budget allocations are proportionate to need and any underspends are recovered.
A/R.6.102	Care Act (part reversal of previous saving)	120	-	-	-	-	- Finance & budget review	There is a £60k deficit on Care Act funded schemes going into 2017-18, and a further £60k required to fund a new Community Navigators scheme. A saving of £400k was taken from the Care Act funding in 2016-17. Part of this (£120k) will be reversed to fund these schemes now that they are established and ongoing
A/R.6.111	Supporting people with physical disabilities and people with autism to live more independently	-791	-440	-505	-455	-	- Commissioning	The focus will be on helping people lead independent lives through the Transforming Lives programme and measures approved by Adults Committee in 2016.
A/R.6.112	Securing appropriate Continuing Healthcare funding for people with physical disabilities and ongoing health needs	-320	-	-	-	-	- Finance & budget review	Careful consideration of the needs of people with complex needs to identify where these needs meet the criteria for Continuing Healthcare and full funding by the NHS.
A/R.6.113	Specialist Support for adults with Autism to increase their independence	-72	-	-	-	-	- Adults' services	Recruitment of two full time Support Workers for a twelve month period to work with service users to develop skills and access opportunities such as training or employment that would reduce the need for social care support.
A/R.6.114	Increasing independence and resilience when meeting the needs of people with learning disabilities	-2,381	-1,925	-1,747	-1,983	-	- Commissioning	The focus will be on helping individuals to be independent and resilient through the Transforming Lives initiative, together with policies approved by Adults Committee in 2016. Care and support will focus on developing skills and opportunities, wherever possible, to increase independence. In the short term this may include more intensive support in order to reduce reliance on social care support in the longer term.
A/R.6.115	Retendering for residential, supported living and domiciliary care for people with learning disabilities	-331	-100	-	-	-	- Contracts, commercial & procurement	Contracts will be retendered in 2017-18 with the intention of reducing the unit cost of care.

Section 4 - A: Children, Families and Adults Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.116	Using assistive technology to help people with learning disabilities live and be safe more independently without the need for 24hr or overnight care	-214	-	-	-	-	- Adults' services	New and existing care packages will be reviewed by specialist Assistive Technology and Occupational Therapy staff to identify appropriate equipment which could help disabled people to be safe and live more independently.
A/R.6.117	Developing a new learning disability care model in Cambridgeshire to reduce the reliance on out of county placements	-140	-	-	-	-	- Commissioning	This work will entail a review of the most expensive out-of-county placements to inform the development of the most cost-effective ways of meeting needs by commissioning new services within county. In particular we know we will need to develop additional in-county provision with the expertise to manage behaviours that may be challenging. By replacing high-cost out of county placements with new in-county provision tailored to our needs we will reduce overall expenditure on care placements.
A/R.6.118	Review of Health partner contributions to the Learning Disability Partnership	-500	-	-	-	-	- Finance & budget review	Negotiating with the NHS for additional funding through reviewing funding arrangements, with a focus on Continuing Healthcare and joint funded packages.
A/R.6.120	Short term reduction in budget to support family carers	-	300	-	-	-	- Finance & budget review	Reversing in 2018-19 a temporary saving from 2016-17.
A/R.6.121	Managing the assessment of Deprivation of Liberty Safeguards (DoL) cases within reduced additional resources	-100	-300	-	-	-	- Finance & budget review	The March 2014 Supreme Court judgment on Deprivation of Liberty requires councils to undertake a large number of new assessments, including applications to the Court of Protection. Funding was made available to increase capacity to undertake best interest assessments and process applications for DoLS. The national demand for staff who are trained as best interest assessors has meant that it has not been possible to deploy all the available funding in this way. This position is not expected to change, and so a saving has been identified against this budget.
A/R.6.122	Transforming In-House Learning Disability Services	-430	-250	-	-	-	- Workforce planning & development	We will review and make necessary changes to in house services focussed on ensuring that resource is appropriately targeted to provide intensive short term support aimed at increasing independence. We will also identify where we can work with the independent sector to provide for assessed needs in a different way and consider whether any under-utilised services are required for the future.
A/R.6.123	Rationalisation of housing related support contracts	-58	-	-	-	-	- Commissioning	In 2016-17 we completed a review of contracted services which support individuals and families to maintain their housing. A contract was terminated in November 2016, with the full-year effect of the associated budget reduction affecting 2017-18.

Section 4 - A: Children, Families and Adults Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.125	Supporting people with learning disabilities to live as independently as possible	-726	-867	-1,039	-1,034	-	- Adults' services	This work has two elements which are focused on managing demand for long term funded services. 1. Work in children's services and in the Young Adults Team will ensure that young people transferring to the LDP will be expected to have less need for services. 2. Working proactively with people who are living at home with carers who are needing increased support to maintain their caring role for whatever reason.
A/R.6.132	Promoting independence and recovery and keep people within their homes by providing care closer to home and making best use of resources for adults and older people with mental health needs	-676	-328	-	-	-	- Adults' services	Reducing the cost of care plans for adults and older people with mental health needs will lead to savings. We aim to reduce residential and nursing care costs and increase the availability of support in the community.
A/R.6.133	Continuation of one-off capitalisation of equipment and assistive technology for a further year	-	285	-	-	-	- Finance & budget review	We expect to continue spending on additional equipment and assistive technology into the 2017-18 financial year as part of our work to promote independence. At the moment this is funded by grants carried forward from previous years, but these will no longer be available when the grant ends by 2018-19, leading to a pressure in our revenue budgets.
A/R.6.134	Increase in client contributions from improving frequency of re-assessment - older people & elderly mental health	-381	-	-	-	-	- Finance & budget review	Older people and those receiving elderly mental health services are not always being financially reassessed every year. The council will therefore reassess all clients more regularly to ensure that the full contributions are being collected. This programme has begun in 2016-17 and will continue into 2017-18 to complete.
A/R.6.140	Helping older people to take up their full benefits entitlements	-226	-	-	-	-	- Finance & budget review	The council will work with service users to make sure they receive all the benefits to which they are entitled and this is expected to increase service user contributions.
A/R.6.143	Savings from Homecare: re-tendering of home care to develop the market through a number of best practice initiatives including the expansion of direct payments	-306	-306	-	-	-	- Commissioning	This proposal will focus specifically on piloting an alternative but complementary approach to home-based care that would try and find alternative and local solutions to traditional homecare - whilst still improving outcomes for service users, promote independence, and achieve savings to the Council. Through the tendering process for home care, the Council will engage potential providers within a price range consistent with achieving this saving. <input type="checkbox"/>

Section 4 - A: Children, Families and Adults Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.145	Using assistive technology to support older people to remain independent in their own homes	-358	-239	-	-	-	Adults' services	The proposal is to invest in and expand the use of Just Checking (or similar) equipment to reduce spending in older people's services. As part of a social care assessment the equipment gives us a full report of a person's movements during a given period allowing us to test whether they are able to go about daily life (eating, washing, dressing, going to the toilet) unaided and to check that overnight they are safe at home. This full picture of a person's daily patterns and movements allows us to say with significantly more accuracy and confidence whether they can or cannot cope independently at home. This additional information and confidence would allow older people, their families and social workers to only make the decision to recommend a move into residential or nursing care where it is absolutely essential. In this way we can reduce care spending overall whilst ensuring we do make provision for those who cannot be independent in their own homes.
A/R.6.146	Expansion of the Adult Early Help Team to minimise the need for statutory care	-384	-	-	-	-	Customer & communities	The Adult Early Help team was established in April 2016 to provide an enhanced first response to people contacting the County Council with social care concerns. The team help people to retain independence, access services and advise on ways in which older people and their carers can organise help for themselves. The goal is to try to resolve issues without the need to wait for a formal assessment or care plan. Through either telephone support or through a face to face discussion, we hope to work with older people to find solutions without the need for further local authority involvement. The initial phase is already resulting in a reduced number of referrals to social care teams. This business case builds on the first phase and proposes continuing the expansion of the Adult Early Help team, so that the team is able to meet more of the need at tier 2, preventing further escalation of need and hence minimising care expenditure. This contributes further savings in 2017-18 as part of the care budget targets in Older People's Services.
A/R.6.149	Administer Disability Facilities Grant within reduced overhead costs	-150	-	-	-	-	Finance & budget review	At present the County Council invests £300k into the Home Improvement Agencies, which oversee the Disabled Facilities Grants by each of the Districts. The County Council is working in partnership with the District Councils to reduce the cost of the administration of these services. There will be no reduction in the level of grant or service and the intention is to speed up the decision making process.
A/R.6.155	Securing appropriate contributions from health to section 117 aftercare.	-420	-280	-	-	-	Finance & budget review	□ Careful consideration of the needs of people sectioned under the Mental Health Act to identify joint responsibility and ensure appropriate contributions by the council and the clinical commissioning group to section 117 aftercare.

Section 4 - A: Children, Families and Adults Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.157	Increase in income from older people and older people with mental Health's client contributions following a change in disability related expenditure	-119	-	-	-	-	- Finance & budget review	Following a comparative exercise, the Adults Committee agreed a change to the standard rate of disability related expenditure (DRE) during 2016. This means that additional income is being collected through client contributions. This line reflects the 'full-year' impact of this change, reflecting that the new standard rate is applied at the planned point of financial assessment or reassessment for each person.
A/R.6.159	Efficiencies from the cost of transport for older people	-100	-	-	-	-	- Commissioning	Savings can be made through close scrutiny of the expenditure on transport as part of care packages in Older People's Services to ensure that travel requirements are being met in as cost efficient a way as possible.
A/R.6.160	Ensuring joint health and social care funding arrangements for older people are appropriate	-464	-	-	-	-	- Finance & budget review	We have been working with NHS colleagues to review continuing health care arrangements including joint funding, with a view to ensuring that the decision making process is transparent and we are clearer about funding responsibility between social care and the NHS when someone has continuing health care needs. Several cases has been identified where potentially health funding should be included or increased based on a review of needs.
A/R.6.161	Managing the Cambridgeshire Local Assistance Scheme within existing resources	-163	-	-	-	-	- Finance & budget review	The Adults Committee has considered several proposals on how to deliver the Cambridgeshire Local Assistance Scheme (CLAS). The contingency budget previously held for CLAS has now been removed, as is no longer required to support the redesigned service.
A/R.6.163	Ensuring that homecare for adults with mental health is outcomes focussed, incorporating review of long-term care packages and facilitated by support from Peer Support Workers and Recovery Coaches from the Recovery College	-250	-	-	-	-	- Adults' services	Savings will be achieved through reproviding homecare services for adults with mental health needs and helping people to return to independence more quickly.

Section 4 - A: Children, Families and Adults Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.164	Reablement for older people - Improving effectiveness to enable more people to live independently	-219	-	-	-	-	Adults' services	Development of the Reablement Service to ensure it promotes independence and reduces the costs of care by being directed at the right people. Changes to the way the service operates will release additional capacity, allowing it to work with more people, achieve better outcomes and so reduce demand and cut costs. It is proposed that within existing staffing levels we can increase the number of people receiving a reablement service and increase the number of people for whom the reablement intervention is ended without the need for ongoing care or with a reduced need for ongoing care. To achieve this we will improve team structures and working practices and ensure the cases referred to the service are appropriate, where there is good potential for people to live independently again.
A/R.6.165	Enhanced Occupational Therapy Support to reduce the need for double-handed care	-252	-	-	-	-	Adults' services	The Double-Up Team was set up as a 'spend to save' initiative in 2013 based on evidence from other local authorities. Initially set up as a pilot project, it was endorsed as part of the County Council's prevention agenda, the implementation of Transforming Lives and the requirements of The Care Act. The team consists of two Senior Occupational Therapists (OTs) and two OT Technicians employed directly by the County Council. The team's remit is to focus on the review of service users to assess whether it is possible to either: <ul style="list-style-type: none"> • Reduce existing double-up packages of care to single-handed care OR • Prevent single-handed care packages being increased to double-up This team is currently based outside of the existing mainstream OT service to ensure focus on the delivery of actions that will benefit the recipients whilst returning a saving direct to the Council. Through the actions of the existing team, savings from the Councils homecare budget were generated in the region of £1.1m in 2015-16 and are on track to achieve a similar figure in the current financial year. This business case proposes the expansion of the service through the recruitment of an additional two OT workers so they can share learning and benefits associated with the current model to other settings (further details are listed in the 'scope' section of this document) as well as providing additional review capacity.

Section 4 - A: Children, Families and Adults Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.167	Voluntary Sector Contracts for Mental Health Services	-130	-	-	-	-	- Finance & budget review	Renegotiation of a number of voluntary sector contracts for mental health support has resulted in lower costs to the Council whilst maintaining levels of service provision for adults with mental health needs. The reductions have been discussed and negotiated with the providers impacted, and they have factored this into their own business planning. On-going investment by the Mental Health service in the voluntary and community sector remains over £3.7m
A/R.6.168	Establish a review and reablement function for older people with mental health needs	-69	-23	-23	-23	-	- Adults' services	Redirect support workers within the Older People Mental Health team to provide a review and reablement function for service users in receipt of low cost packages (under £150 per week).
A/R.6.169	Better Care Fund (BCF) - improved protection of social care	-930	-	-	-	-	- Finance & budget review	Each year the Council and the local NHS agree a Better Care Fund plan, this includes an element for social care services. Given the uplift in the BCF allocation in 2016-17 and an anticipated further increase in 2017-18 the Council will negotiate that a greater share of BCF monies are focused on provision of social care services. This supports the local NHS.
A/R.6.170	Commissioning & demand savings within Older People's Services (including reduced block contract for respite)	-550	-	-	-	-	- Commissioning	Retendering of contracts in 2016-17 has presented the opportunity to reduce our block purchasing of respite beds, following under-utilisation and unused voids in previous arrangements. Use of spot purchasing for respite will be monitored.
A/R.6.171	Enhanced Response Service - Falls and Telecare	-	-390	-	-	-	- Adults' services	Additionally, as trends have continued towards supporting fewer people overall in 2016-17 it has been possible to reflect this cost reduction in a further small saving on demographic allocations. Following the agreement of GPC to the Assistive Technology proposals (Phase 1) in September 2016 a further business case has been developed to establish an enhanced assistive technology response service to reduce/delay/minimise admissions to hospital and funded care.
A/R.6.201	C&YP Staffing reductions in Commissioning Enhanced Services	-107	-94	-	-	-	- Workforce planning & development	Review of Commissioning across CFA.
A/R.6.202	Children's Change Programme: Changes to Management Structure in Children's Services	-619	-	-	-	-	- Workforce planning & development	The Children's Change Programme is reviewing and transforming the system of children's services across early help, safeguarding and protection teams. Phase 1 of the programme will realise savings from staffing by deleting duplication and simplifying processes. Specifically, we will integrate social work and early help services into a district-based delivery model, unifying services around familiar and common administrative boundaries so they can align with partners better; and reducing the number of team manager level posts required.

Section 4 - A: Children, Families and Adults Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.203	Amalgamating Family Support Services	-50	-	-	-	-	- Workforce planning & development	Amalgamation of Specialist Family Support Service Family Support Workers in localities to produce better efficiency and subsequent a reduction of associated relief staff costs.
A/R.6.204	Childrens Change Programme (later phases)	-	-594	-300	-	-	- Children's services	The Children's Change Programme will improve services and outcomes for families. A series proposals have been developed, including: - Bringing together, in one role, a Service Director for Children's Services, including line management of Early Help Services and Children's Social Care. - Developing an integrated service working with children and families in their community. Services will be integrated and located on a geographical basis - probably across the five district council areas. - Bringing together all services for children and young people with Special Educational Needs or Disability (SEND 0-25). - Being the very best Corporate Parent – Improving our fostering and adoption offer
A/R.6.205	Children's Social Care Support for young people with complex needs	-559	-530	-389	-30	-	-	Prevention of placement or family breakdowns by providing outreach support and the provision of a consistent wrap-around support for young people with complex needs to avoid the use of costly external residential provision that may not meet need.
A/R.6.207	Reducing cost of legal support in the Family Courts	-	-189	-	-	-	- Children's services	Reduction in legal costs as a result of a review of the LGSS Law contract for Children's Services.

Section 4 - A: Children, Families and Adults Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.210	Home to School Transport (Special)	-493	-1,051	-1,114	-1,157		- Children's services	<p>Most children and young people with Statements of SEND and Education, Health and Care (EHC) plans do not require special transport arrangements. Wherever possible and appropriate, the child or young person with SEN should be treated in the same way as those without. e.g. in general they should walk to school, travel on a public bus or rail service or a contract bus service or be taken by their parents. They should develop independent travel skills which should be assessed at each Annual Review. The majority of children/ young people of statutory school age (5-16) who have a Statement of Special Educational Need (SSEN) will attend their designated mainstream school. Only if, as detailed in their SSEN/EHC Plan, a child or young person has a special educational need or disability which ordinarily prevents them from either walking to and from school or accessing a bus or rail service or contract bus service, will they be eligible for free transport.</p> <p>With effect from 1 September 2015, the Council stopped providing free transport for young people with SEND over the age of 16, except those living in low income families. In addition to the £396k of savings in this business case, there are two separate invest to save proposals which are being funded by CFA underspend and ETE capital funding (Meadowgate footpath and Independent Travel Training) which relate to home to school transport (special). There is less likelihood of achieving savings from 2018-19 onwards as these are more reliant on a reduction in the number of children on EHC plans. The ability to make considerable savings from 2018-19 onwards is based on increased in-county education provision and reduction in EHC Plans due to more need being met within mainstream provision, both of which are needed to reduce the number of pupils requiring transport - even with demographic increase in population. We plan to achieve savings through a change to post-16 funding policy introducing contributions to all post-16 pupils. This is subject to Member approval.</p>
A/R.6.213	LAC Inflation Savings	-124	-110	-96	-88		- Commissioning	Award inflation at 0.7% rather than 1.7%
A/R.6.214	Moving towards personal budgets in home to school transport (SEN)	-232	-378	-	-		- Contracts, commercial & procurement	<p>The Personal Transport Budget (PTB) is a sum of money that is paid to a parent/carer of a child who is eligible for free school travel. The cost of a PTB would not be more than current transport arrangements. A PTB gives families the freedom to make their own decisions and arrangements about how their child will get to and from school each day. Monitoring and bureaucracy of PTBs is kept to a minimum with parents not being expected to provide evidence on how the money is spent. However, monitoring of children's attendance at school is done and PTBs are removed if attendance falls below an agreed level.</p>

Section 4 - A: Children, Families and Adults Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.215	Adaptation and refurbishment of Council Properties to reduce the unit cost of placements	-562	-	-	-	-	Commissioning	Two properties owned by Cambridgeshire County Council have become vacant, or are becoming vacant over the coming months. This presents an opportunity to increase the capacity for in-county accommodation the Council has for children who are looked after and to contribute to the savings arising from the unit cost of placements. Refurbishment of the properties will take place to make these buildings fit for purpose.
A/R.6.216	Pathways to access contraception and sexual health services for priority groups	-185	-	-	-	-	Commissioning	To provide intermediate level training to 100 staff from targeted services in residential children's homes, drug and alcohol services, adult mental health services, the Youth Offending Service, the 18-25 team and Domestic Violence Adviser team. We will purchase 12 contraception boxes for offices of services attending training for use with clients.
A/R.6.217	Enhanced intervention service for children with disabilities	-174	-522	-	-	-	Commissioning	Establish an Enhanced Intervention Service in Cambridgeshire. The purpose of the team would be to reduce the number of children with disabilities placed in out of county residential homes, to enable children to safely live with their family and access education in their local area.
A/R.6.218	SPACE Programme – helping mothers to prevent repeat removals	-111	-111	-	-	-	Commissioning	The Space Programme works to engage with mothers who have had their baby permanently removed from their care, with the aim of reducing the likelihood of it happening again. The programme works with mothers and their partners where appropriate, to help them understand the range of issues they face and which may have contributed to their child becoming permanently removed in the first place. In partnership with other agencies, the programme works to promote positive relationships, self esteem and confidence and assertiveness, whilst encouraging access to universal and specialist services that can help mothers live healthier lives. The programme has been funded by CFA reserves from October 2015 to March 2017 and works on the assumption that the programme prevents six babies entering foster care in 2017-18 and 2018-19 as a result of the intervention work that's taken place in 2015-16 and 2016-17. Outcome data for the programme is currently being prepared and reviewed and options to secure permanent funding to sustain this work are being explored.
A/R.6.219	Systemic family meetings to be offered at an earlier stage to increase the number of children being diverted from LAC placements	-461	-150	-	-	-	Commissioning	Change the referral criteria for systemic family meetings so they take place with families at an earlier stage - at the point just before beginning a child protection plan. This would enable us to work with a larger group of 390 children at Child Protection level, rather than 240 at court proceedings level.
A/R.6.220	Increase the number and capacity of in-house foster carers	-195	-396	-64	-101	-	Commissioning	Reduce spending on foster placements from external carer agencies by increasing the capacity of the in-house service.

Section 4 - A: Children, Families and Adults Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.221	Link workers within Adult Mental Health Services	-	-480	-	-	-	- Commissioning	Two Link Workers will embed a Think Family approach in adult mental health services and increase access to preventative and early help services to keep families together wherever possible.
A/R.6.222	Independent travel training for children with SEND	-96	-	-	-	-	- Children's services	Proposal to introduce Independent Travel Training (ITT) for young people with SEND to help them cope with the often more complex journeys required to access further education. Once trained and assessed to be safely able to travel independently, we will no longer have to provide home to school transport for these young people.
A/R.6.224	Re-commissioning of Children's Centres and Children's Health services	-	-1,000	-	-	-	- Workforce planning & development	The future delivery model for Children's Centres will be looked at as part of the wider Children's Change Programme which will design how services will be provided, setting out how early help and targeted services can be integrated so that the whole system works together to improve outcomes for children and enables them to thrive. A revised model for Children's Centres will form part of this, which is likely to locate some Children's Centres' community-based service delivery within the development of Community Hubs across Cambridgeshire, and prioritise targeted services for vulnerable children in the wider system of service delivery in the Council, and through the 0-19 Healthy Child Programme.
A/R.6.225	Alternative model of delivery for school catering and cleaning	-50	-	-	-	-	- Workforce planning & development	A new way of providing school catering and cleaning as either a joint venture or a partnership with another provider is at an advanced stage. A minimum of £50K has been set as a project priority.
A/R.6.227	Strategic review of the LA's ongoing statutory role in learning	-270	-324	-	-	-	- Workforce planning & development	A programme to transform the role of the local authority in education in response to national developments such as the 2016 Education White Paper, and the local context, (e.g. the increasing number of academies and the educational performance of schools) has been started. This has four strands - the LA's core duties, traded services, local authority-initiated Multi-academy Trusts and the recruitment and retention of school staff. Early work has identified savings from reducing core funding by discharging the Education Advisor function with two f.t.e. staff, one funded centrally and one traded; Mathematics, English and Improvement advisers to be fully traded from 2017-18; Primary advisers to be part traded from 2017-18 and fully traded from 2018-19; Senior Advisers to be part traded; and a reduction in the intervention budget, supporting only maintained schools where we have a statutory responsibility to do so. The Education Advisers will generate a £10k surplus in 2018-19.
A/R.6.230	Reduction in Heads of Service	-80	-	-	-	-	- Workforce planning & development	Reduce the number of Heads of Service in the Learning directorate from six to five in line with the reduction in staffing and changing role of the Directorate.

Section 4 - A: Children, Families and Adults Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.234	Home to School Transport (Mainstream)	-94	-	-	-	-	- Contracts, commercial & procurement	The 2017-18 saving is made up of the summer term changes to post 16 and spare seats charging policy, implemented in 2016-17. As a result of a decision taken by SMT, all services are now required to absorb the impact of the general growth in population and no demography funding will be allocated for this purpose. This represents £598k for this budget. Full year savings of £438k from route retendering (which normally would be offered as savings) will instead be diverted to meet this pressure, with the remainder secured through a programme of route reviews.
A/R.6.236	Business Support	-51	-	-	-	-	- Workforce planning & development	Development and implementation of course booking and customer feedback systems and new ways of working will enable us to reduce our business support capacity.
A/R.6.238	Virtual Beds	-205	-344	-44	-	-	- Commissioning	Tender for 16 block purchased 'virtual' beds
A/R.6.239	Review of top 50 placements	-324	-	-	-	-	- Commissioning	Monthly review by panel of the top 50 most expensive external placements, with the objective of reducing placement costs wherever possible.
A/R.6.240	Negotiating placement fees	-70	-	-	-	-	- Commissioning	Negotiate the costs of external placements for Looked After Children.
A/R.6.241	Foster carers to provide supported lodgings	-152	-108	-	-	-	- Commissioning	Delivery of 10 new supported lodging placements
A/R.6.242	Reducing fees for Independent Fostering Agency placements	-66	-1	-	-	-	- Commissioning	Reduce fees for Independent Fostering Agency (IFA) placements
A/R.6.243	Children's Change Programme	-1,595	-	-	-	-	- Children's services	Restructure of Children's Services through the Children's Change Programme, to be reinvested to support the revised structure (see proposal A/R.5.004).
A/R.6.244	Total Transport	-840	-435	-	-	-	- Commissioning	This is an updated proposal, in light of the data and experience gained through Phase 1 of the Total Transport pilot, which was implemented in the East Cambridgeshire area at the start of September 2016. By investing in staff and by extending the use of smartcard technology, the Council will be able to deliver more efficient mainstream school transport services, matching capacity more closely with demand. The intention is to secure financial savings whilst ensuring that all eligible pupils continue to receive free transport with reasonable but efficient travel arrangements.
A/R.6.245	Cambridgeshire Race, Equality and Diversity Service (CREDS)	-725	-	-	-	-	- Workforce planning & development	Removal of the de-delegation received from maintained primary schools in 2017-18 will require the Cambridgeshire Race, Equality and Diversity Service (CREDS) to cease the core offer to schools. This is the worse scenario case, any reduction in the de-delegation will result in a restructure of the service, including staffing reductions.
6.999	Subtotal Savings	-21,075	-11,680	-5,321	-4,871	-	-	
	TOTAL GROSS EXPENDITURE	354,135	355,900	365,474	376,880	387,046		

Section 4 - A: Children, Families and Adults Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
7	FEES, CHARGES & RING-FENCED GRANTS							
A/R.7.001	Previous year's fees, charges & ring-fenced grants	-115,543	-116,470	-110,334	-110,521	-110,708	Finance & budget review	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
A/R.7.002	Increase in fees, charges and schools income compared to 2016-17	-2,766	-	-	-	-	Finance & budget review	Adjustment for permanent changes to income expectation from decisions made in 2016-17.
A/R.7.003	Fees and charges inflation	-287	-170	-171	-171	-172	Finance & budget review	Increase in external charges to reflect inflation pressures on the costs of services.
	Changes to fees & charges							
A/R.7.101	Early Years subscription package	-28	-16	-16	-16	-	Children's services	Proposal to develop Early Years subscription package for trading with settings.
A/R.7.103	Education ICT Service	-100	-	-	-	-	Children's services	Increase in trading surplus through expanding out-of-county provision.
A/R.7.104	Cambridgeshire Outdoors	-50	-	-	-	-	Children's services	Increase in trading surplus through cost reduction and external marketing.
A/R.7.105	Admissions Service	-10	-	-	-	-	Children's services	Increase in trading surplus through an increased use of automated systems.
A/R.7.106	Reduction in income de-delegated from Schools to CREDS	725	-	-	-	-	Workforce planning & development	Removal of the de-delegation received from maintained primary schools in 2017-18 will require the Cambridgeshire Race, Equality and Diversity Service (CREDS) to cease the core offer to schools. This is the worse scenario case, any reduction in the de delegation will result in a restructure of the service, including staffing reductions.
	Changes to ring-fenced grants							
A/R.7.201	Change in Public Health Grant	100	6,322	-	-	-		Change in ring-fenced Public Health grant to reflect change of function. This will be treated as a corporate grant from 2018-19 due to removal of the ring-fence.
A/R.7.205	Care Act (New Burdens Funding)	1,593	-	-	-	-		Technical adjustment resulting from the ceasing of Care Act funding as a ring-fenced grant and inclusion in general County Council funding. Funding changes deferred until 2020 meaning that the County Council did not need to undertake additional assessments on self-funders. No impact on service delivery.
A/R.7.206	Increase in Dedicated Schools Grant	-104	-	-	-	-		Increase in Dedicated Schools Grant (DSG) directly managed by CFA.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-116,470	-110,334	-110,521	-110,708	-110,880		
	TOTAL NET EXPENDITURE	237,665	245,566	254,953	266,172	276,166		

Section 4 - A: Children, Families and Adults Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
-----	-------	-----------------	-----------------	-----------------	-----------------	-----------------	------------------------------	-------------

FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
A/R.8.001	Budget Allocation	-237,665	-245,566	-254,953	-266,172	-276,166		Net spend funded from general grants, business rates and Council Tax.
A/R.8.002	Fees & Charges	-62,164	-62,350	-62,537	-62,724	-62,896		Fees and charges for the provision of services.
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.
A/R.8.004	Dedicated Schools Grant (DSG)	-23,318	-23,318	-23,318	-23,318	-23,318		DSG directly managed by CFA.
A/R.8.005	Better Care Fund (BCF) Allocation for Social Care	-15,453	-15,453	-15,453	-15,453	-15,453		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.
A/R.8.006	Arts Council Funding	-591	-591	-591	-591	-591		Arts Council funding for the Music Hub.
A/R.8.007	Youth Justice Board Good Practice Grant	-500	-500	-500	-500	-500		Youth Justice Board Good Practice Grant.
A/R.8.009	Care Act (New Burdens Funding) Social Care in Prisons	-339	-339	-339	-339	-339		Care Act New Burdens funding.
A/R.8.401	Public Health Funding	-6,322	-	-	-	-		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.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-354,135	-355,900	-365,474	-376,880	-387,046		

Section 4 - A: Children, Families and Adults Services

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Summary of Schemes by Start Date	Total Cost ì 000	Previous Years ì 000	2017-18 ì 000	2018-19 ì 000	2019-20 ì 000	2020-21 ì 000	2021-22 ì 000	Later Years ì 000
Ongoing	38,594	15,024	2,911	672	2,466	4,000	3,103	10,418
Committed Schemes	291,538	125,713	69,464	59,157	31,325	5,497	382	-
2017-2018 S tarts	37,900	176	4,000	14,300	9,400	2,074	1,450	6,500
2018-2019 S tarts	52,278	50	1,100	14,400	13,775	17,873	4,700	380
2019-2020 S tarts	51,620	20	200	2,640	13,500	24,040	6,990	4,230
2020-2021 S tarts	5,300	-	-	-	70	1,600	1,830	1,800
2021-2022 S tarts	21,250	-	-	-	-	400	8,050	12,800
2022-2023 S tarts	22,580	-	-	-	-	-	1,020	21,560
2023-2024 S tarts	31,590	-	-	-	-	-	-	31,590
2024-2025 S tarts	24,350	-	-	-	-	-	-	24,350
TOTAL BUDGET	577,000	140,983	77,675	91,169	70,536	55,484	27,525	113,628

Summary of Schemes by Category	Total Cost ì 000	Previous Years ì 000	2017-18 ì 000	2018-19 ì 000	2019-20 ì 000	2020-21 ì 000	2021-22 ì 000	Later Years ì 000
Basic Need - Primary	282,931	71,551	41,560	46,999	34,028	10,253	11,870	66,670
Basic Need - Secondary	218,514	43,490	26,865	39,606	31,880	39,531	11,102	26,040
Basic Need - Early Years	5,442	3,501	841	880	120	100	-	-
Adaptations	4,060	1,256	1,650	1,062	92	-	-	-
Condition & Maintenance	26,250	3,250	3,000	2,500	2,500	2,500	2,500	10,000
Building Schools for the Future	-	-	-	-	-	-	-	-
Schools Managed Capital	11,610	1,926	1,076	1,076	1,076	1,076	1,076	4,304
Specialist Provision	9,809	4,961	248	150	150	150	150	4,000
Site Acquisition & Development	650	300	150	100	100	-	-	-
Temporary Accommodation	14,000	1,500	1,500	1,500	1,500	1,500	1,500	5,000
Children Support Services	5,530	1,495	2,095	295	295	270	270	810
Adults' Services	36,029	7,753	5,354	4,929	4,929	4,929	1,450	6,685
Capital Programme Variation	-37,825	-	-6,664	-7,928	-6,134	-4,825	-2,393	-9,881
Corporate Services	-	-	-	-	-	-	-	-
TOTAL BUDGET	577,000	140,983	77,675	91,169	70,536	55,484	27,525	113,628

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost ì 000	Previous Years ì 000	2017-18 ì 000	2018-19 ì 000	2019-20 ì 000	2020-21 ì 000	2021-22 ì 000	Later Years ì 000	Committee
A/C.01 A/C.01.007	Basic Need - Primary Huntingdon Primary	Expansion of 3 classrooms: ì 2,521 Basic Need requirement 90 places		Committed	2,521	2,450	71	-	-	-	-	-	C&YP

Section 4 - A: Children, Families and Adults Services

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost i 000	Previous Years i 000	2017-18 i 000	2018-19 i 000	2019-20 i 000	2020-21 i 000	2021-22 i 000	Later Years i 000	
A/C.01.008	Isle of Ely Primary	New 3 form entry school with 52 Early Years provision: i 10,626k Basic Need requirement 630 places i 800k Temporary Provision i 1,500k Early Years Basic Need 52 places i 3,500k Highways works and access work to school site		Committed	16,426	16,150	276	-	-	-	-	-	- C&YP
A/C.01.012	Ermine Street Primary, Alconbury Weald	New 2 form entry school (with 3 form entry infrastructure) with 52 Early Years provision (Phase 1): i 8,500k Basic Need requirement 420 places i 1,500k Early Years Basic Need 52 places		Committed	10,000	9,893	107	-	-	-	-	-	- C&YP
A/C.01.013	Fourfields, Yaxley	Expansion of 3 classrooms: i 1,270k Basic Need requirement 90 places		Committed	1,270	1,233	37	-	-	-	-	-	- C&YP
A/C.01.014	Grove Primary, Cambridge	Expansion of 3 classrooms: i 1,411k Basic Need requirement 90 places i 250k Asbestos Works		Committed	1,661	1,648	13	-	-	-	-	-	- C&YP
A/C.01.018	Pathfinder Primary, Northstowe	New 3 form entry school with 52 Early Years provision: i 8,300k Basic Need requirement 630 places i 1,500k Early Years Basic Need 52 places i 1,500k Community facilities - Children's Centre		Committed	11,300	10,864	436	-	-	-	-	-	- C&YP
A/C.01.019	Westwood Primary, March. Phase 1	Expansion of 3 classrooms with 52 Early Years provision: i 1,530k Basic Need requirement 90 places i 1,300k Early Years Basic Need 52 places		Committed	2,830	2,771	59	-	-	-	-	-	- C&YP
A/C.01.020	Godmanchester Bridge, (Bearscroft Development)	New 1.5 form entry school (with 2 form entry core facilities) with 52 Early Years provision: i 7,150k Basic Need requirement 315 places i 2,200k Early Years Basic Need 52 places		Committed	9,350	4,427	4,600	323	-	-	-	-	- C&YP
A/C.01.021	North West Cambridge (NIAB site) primary	New 2 form entry school with 52 Early Years provision: i 7,851k Basic Need requirement 420 places i 1,700k Early Years Basic Need 52 places i 1,200k Community facilities - Children's Centre		Committed	10,751	585	100	6,600	3,300	166	-	-	- C&YP
A/C.01.022	Burwell Primary	Expansion of 210 places: i 6,724k Basic Need requirement 210 places		Committed	6,724	4,186	2,500	38	-	-	-	-	- C&YP
A/C.01.024	Clay Farm / Showground primary, Cambridge	New 3 form entry school with 52 Early Years provision i 10,684k Basic Need requirement 630 places i 1,700k Early Years Basic Need 52 places		Committed	12,384	5,320	6,841	223	-	-	-	-	- C&YP
A/C.01.025	Fordham Primary	Expansion from 1 to 2 form entry school / replacement of temporary buildings: i 4,128k Basic Need requirement 210 places		Committed	4,128	2,845	1,250	33	-	-	-	-	- C&YP
A/C.01.026	Little Paxton Primary	Expansion from 1 to 2 form entry school / replacement of temporary buildings: i 3,512k Basic Need requirement 210 places		Committed	3,512	2,058	1,300	154	-	-	-	-	- C&YP
A/C.01.027	Ramnoth Primary, Wisbech	Expansion of 12 classrooms: i 7,340k Basic Need requirement 300 places		Committed	7,340	2,024	5,100	216	-	-	-	-	- C&YP

Section 4 - A: Children, Families and Adults Services

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost i 000	Previous Years i 000	2017-18 i 000	2018-19 i 000	2019-20 i 000	2020-21 i 000	2021-22 i 000	Later Years i 000	
A/C.01.028	Fulbourn Phase 2	Expansion of 4 classrooms: i 5,685k Basic Need requirement 120 places		Committed	5,685	420	2,300	2,700	265	-	-	-	C&YP
A/C.01.029	Sawtry Infants	Expansion of 3 classrooms with 26 Early Years provision: i 2,692k Basic Need requirement 90 places i 1,600k Early Years Basic Need 26 places		Committed	4,292	260	2,650	1,200	182	-	-	-	C&YP
A/C.01.030	Sawtry J unior	Extension of 4 classrooms to complete 1 form entry expansion: i 2,300k Basic Need requirement 120 places		Committed	2,300	40	1,250	900	110	-	-	-	C&YP
A/C.01.031	Hatton Park, Longstanton	Expansion of 1 form of entry: i 5,330k Basic Need requirement 210 places		Committed	5,330	1,600	3,510	220	-	-	-	-	C&YP
A/C.01.032	Meldreth	Expansion to 1 form of entry: i 2,066k Basic Need requirement		Committed	2,066	100	1,050	850	66	-	-	-	C&YP
A/C.01.033	St Ives, Eastfield / Westfield / Wheatfields	Expansion of 1 form of entry: i 7,000k Basic Need requirement 210 places		2017-18	7,000	61	250	3,500	3,000	189	-	-	C&YP
A/C.01.034	St Neots, Wintringham Park.	New 1 form entry (with 3 form entry infrastructure) with 52 Early Years provision: i 7,210k Basic Need requirement 210 places i 1,640k Early Years Basic Need 52 places		2017-18	8,850	15	250	5,400	3,000	185	-	-	C&YP
A/C.01.035	The Shade Primary, Soham	Expansion of 2 forms of entry (Phase 2): i 2,713k Basic Need requirement 210 places		Committed	2,713	2,181	480	52	-	-	-	-	C&YP
A/C.01.036	Pendragon, Papworth	Expansion of 1 form of entry: i 3,500 Basic Need requirement		2017-18	3,500	-	150	1,900	1,350	100	-	-	C&YP
A/C.01.037	Chatteris New School	New 1 form of entry S school with 26 Early Years places: i 7,000k Basic Need requirement 210 places i 825k Early Years		2018-19	7,825	-	230	4,700	2,725	170	-	-	C&YP
A/C.01.038	Westwood Primary, March. Phase 2	Expansion from 3 to 4 form entry school: i 3,150k Basic Need requirement 120 places		2017-18	3,150	100	1,400	1,550	100	-	-	-	C&YP
A/C.01.039	Wyton Primary	New replacement 1 form entry school: i 6,453k Basic Need requirement 210 places		2018-19	6,453	-	200	3,300	2,750	203	-	-	C&YP
A/C.01.040	Ermine Street, Alconbury, Phase 2	Expansion to 3 form entry school (Phase 2): i 2,780k Basic Need requirement 210 places		2019-20	2,780	-	-	140	1,600	950	90	-	C&YP
A/C.01.041	Barrington	Expansion to 1 form of entry: i 3,790k Basic Need requirement		2019-20	3,790	20	200	1,900	1,600	70	-	-	C&YP
A/C.01.042	Harston Primary	Expansion / development required; waiting for the outcome of a feasibility report to confirm numbers: i 500k Basic Need requirement		2019-20	500	-	-	20	300	170	10	-	C&YP

Section 4 - A: Children, Families and Adults Services

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost i 000	Previous Years i 000	2017-18 i 000	2018-19 i 000	2019-20 i 000	2020-21 i 000	2021-22 i 000	Later Years i 000	
A/C.01.043	Littleport 3rd primary	New 1 form entry school (with 2 form entry infrastructure) (Phase 1): i 4,250k Basic Need requirement 210 places i 750k Early Years Basic Need 26 places		2019-20	5,000	-	-	180	3,200	1,550	70	-	C&YP
A/C.01.044	Loves Farm primary, St Neots	New 2 form entry school: i 10,020k Basic Need requirement 420 places		2019-20	10,020	-	-	300	6,200	3,300	220	-	C&YP
A/C.01.045	Melbourn Primary	Expansion of 4 classrooms, hall and refurbishment: i 4,160k Basic Need requirement 60 places		Committed	4,160	150	1,500	2,300	210	-	-	-	C&YP
A/C.01.046	Sawston Primary	Extension of 4 classrooms to complete 1 form entry expansion: i 2,830k Basic Need requirement 120 places		2019-20	2,830	-	-	-	100	1,000	1,600	130	C&YP
A/C.01.047	Fourfields Primary, Yaxley Phase 2	Extension of 4 classrooms to complete 1 form entry expansion: i 2,300k Basic Need requirement 120 places		2020-21	2,300	-	-	-	70	1,500	730	-	C&YP
A/C.01.048	Histon Additional Places	Expansion of 1 form of entry within Histon area: i 16,000k Basic Need requirement 210 places		Committed	16,000	150	3,450	8,300	3,900	200	-	-	C&YP
A/C.01.049	Northstowe 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: i 9,990k Basic Need requirement 420 places i 1,260k Early Years Basic Need 52 places		2021-22	11,250	-	-	-	-	400	7,750	3,100	C&YP
A/C.01.050	March new primary	New 1 form entry school (Phase 1): i 8,770k Basic Need requirement 210 places		2023-24	8,770	-	-	-	-	-	-	8,770	C&YP
A/C.01.051	Wisbech new primary	New 1 form entry school; this is to be an on-going review: i 8,770k Basic Need requirement 210 places		2023-24	8,770	-	-	-	-	-	-	8,770	C&YP
A/C.01.052	NIAB 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: i 7,950k Basic Need requirement 420 places i 1,500k Early Years Basic Need 52 places i 1,500k Community facilities - Children's Centre		2024-25	10,950	-	-	-	-	-	-	10,950	C&YP
A/C.01.053	Robert Arkenstall Primary	Replacement of temporary building i 500k Basic Need requirement 30 places		2024-25	500	-	-	-	-	-	-	500	C&YP
A/C.01.054	Wilburton Primary	Expansion from 4 to 5 classrooms / replacement of temporary building: i 500k Basic Need requirement 30 places		2024-25	500	-	-	-	-	-	-	500	C&YP
A/C.01.055	Benwick Primary	Expansion from 3 to 5 classrooms / replacement of temporary buildings: i 500k Basic Need requirement 60 places		2024-25	500	-	-	-	-	-	-	500	C&YP
A/C.01.056	Alconbury Weald 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: i 8,528k Basic Need requirement 420 places i 1,522k Early Years Basic Need 52 places		2023-24	10,050	-	-	-	-	-	-	10,050	C&YP

Section 4 - A: Children, Families and Adults Services

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost ì 000	Previous Years ì 000	2017-18 ì 000	2018-19 ì 000	2019-20 ì 000	2020-21 ì 000	2021-22 ì 000	Later Years ì 000	
A/C.01.057	Northstowe 3rd primary	New 2 form entry school with 52 Early Years provision and community facilities: ì 10,567k Basic Need requirement 420 places ì 1,333k Early Years Basic Need 52 places		2024-25	11,900	-	-	-	-	-	-	11,900	C&YP
A/C.01.060	Wyton New School	New 2 form entry school: ì 10,000k Basic Need requirement 420 places		2021-22	10,000	-	-	-	-	-	300	9,700	C&YP
A/C.01.061	Gamlingay First	Extension of 4 classrooms to complete 1 form entry expansion with new hall: ì 3,000k Basic Need requirement 120 places		2020-21	3,000	-	-	-	-	100	1,100	1,800	C&YP
Total - Basic Need - Primary					282,931	71,551	41,560	46,999	34,028	10,253	11,870	66,670	
A/C.02	Basic Need - Secondary												
A/C.02.003	Littleport secondary and special	New 4 form entry school (with 5 form entry core facilities) with new SEN school and 52 Early Years provision: ì 28,826k Basic Need requirement 600 places ì 1,500k Early Years Basic Need 26 places ì 12,000k SEN 110 places		Committed	42,326	34,082	8,000	244	-	-	-	-	C&YP
A/C.02.004	Bottisham Village College	Expansion to 10 form entry school: ì 12,700k Basic Need requirement 150 places		Committed	12,700	820	4,800	6,700	380	-	-	-	C&YP
A/C.02.006	Northstowe secondary	New 4 form entry school (with 12 form entry core facilities): ì 25,251k Basic Need requirement 600 places		Committed	25,251	546	3,000	16,700	4,600	405	-	-	C&YP
A/C.02.007	North West Fringe secondary	New 4 form entry school (Phase 1): ì 22,900k Basic Need requirement 600 places		Committed	22,900	18	350	2,700	15,100	4,350	382	-	C&YP
A/C.02.008	Cambridge City secondary	Additional capacity for Cambridge City ì 17,832k Basic Need requirement 450 places		Committed	17,995	1,374	6,745	6,600	3,000	276	-	-	C&YP
A/C.02.009	Alconbury Weald secondary and Special	New 4 form entry school (with 8 form entry core facilities): ì 26,000k Basic Need requirement 600 places ì 12,000k SEN 110 places		2018-19	38,000	50	670	6,400	8,300	17,500	4,700	380	C&YP
A/C.02.010	Cambourne Village College	Expansion to 7 form entry (Phase 2): ì 10,062k Basic Need requirement 300 places		Committed	10,062	6,600	3,300	162	-	-	-	-	C&YP
A/C.02.011	Additional secondary capacity to serve March & Wisbech	New 4 to 5 form entry school: ì 23,000k Basic Need requirement 600 - 750 places		2019-20	23,000	-	-	100	500	17,000	5,000	400	C&YP
A/C.02.012	Cromwell Community College	Expansion from 7 to 8 form entry school: ì 3,700k Basic Need requirement 150 places		2019-20	3,700	-	-	-	-	-	-	3,700	C&YP
A/C.02.013	St. Neots secondary	Additional capacity for St Neots: ì 10,940 Basic Need requirement		2022-23	10,940	-	-	-	-	-	500	10,440	C&YP

Section 4 - A: Children, Families and Adults Services

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £ 000	Previous Years £ 000	2017-18 £ 000	2018-19 £ 000	2019-20 £ 000	2020-21 £ 000	2021-22 £ 000	Later Years £ 000	
A/C.02.014	Northstowe secondary	Additional capacity for Northstowe: £ 11,640 Basic Need requirement 600 places		2022-23	11,640	-	-	-	-	-	520	11,120	C&YP
	Total - Basic Need - Secondary				218,514	43,490	26,865	39,606	31,880	39,531	11,102	26,040	
A/C.03 A/C.03.001	Basic Need - Early Years Orchard Park Primary	Expansion of 24 Early Years provision: £ 1,000k Early Years Basic Need 24 places		Committed	1,000	9	341	630	20	-	-	-	C&YP
A/C.03.003	LA maintained Early Years Provision	Funding which enables the Council to increase the number of free Early Years funded places to ensure the Council meets its statutory obligation. This includes providing one-off payments to external providers to help meet demand as well as increasing capacity attached to Cambridgeshire primary schools.		Committed	4,442	3,492	500	250	100	100	-	-	C&YP
	Total - Basic Need - Early Years				5,442	3,501	841	880	120	100	-	-	
A/C.04 A/C.04.001	Adaptations Hauxton Primary	Expansion of 1 classroom and extension of hall: £ 1,061k Basic Need requirement 30 places		Committed	1,061	1,061	-	-	-	-	-	-	C&YP
A/C.04.004	Morley Memorial Primary	Expansion of 2 classrooms and internal re-modelling with 52 Early Years provision: £ 1,500k Basic Need requirement 60 places £ 1,500k Early Years Basic Need 18 places		Committed	2,999	195	1,650	1,062	92	-	-	-	C&YP
	Total - Adaptations				4,060	1,256	1,650	1,062	92	-	-	-	
A/C.05 A/C.05.001	Condition & Maintenance School Condition, Maintenance & Suitability	Funding which enables the Council to undertake work which addresses conditions and suitability needs identified in schools' asset management plans, ensuring places are sustainable and safe.		Ongoing	24,600	3,250	2,500	2,000	2,000	2,350	2,500	10,000	C&YP
A/C.05.002	Kitchen Ventilation	Works to improve ventilation & gas safety in school kitchens (where gas is used for cooking) is required to comply with the Gas safety regulations BS 6173:2009.		2017-18	1,650	-	500	500	500	150	-	-	C&YP
	Total - Condition & Maintenance				26,250	3,250	3,000	2,500	2,500	2,500	2,500	10,000	
A/C.07 A/C.07.001	Schools Managed Capital School Devolved Formula Capital	Funding is allocated directly to Cambridgeshire Maintained schools to enable them to undertake low level refurbishments and condition works.		Ongoing	11,610	1,926	1,076	1,076	1,076	1,076	1,076	4,304	C&YP
	Total - Schools Managed Capital				11,610	1,926	1,076	1,076	1,076	1,076	1,076	4,304	

Section 4 - A: Children, Families and Adults Services

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost i 000	Previous Years i 000	2017-18 i 000	2018-19 i 000	2019-20 i 000	2020-21 i 000	2021-22 i 000	Later Years i 000
A/C.08 A/C.08.001	Specialist Provision Trinity School Hartford, Huntingdon	This scheme provides for the relocation of the school's base in Huntingdon, which is unsuitable for the educational requirements and needs of the pupils and staff. The funding covers purchase of a site in St Neots and its redevelopment for use by Trinity and local early years and childcare providers.		Committed	5,059	4,961	98	-	-	-	-	-
A/C.08.002	Trinity School, Wisbech base	This scheme provides for permanent accommodation to be provided for the Wisbech base of the Trinity School which currently operates from leased accommodation at a rental cost of @i 30,000 per year		2023-24	4,000	-	-	-	-	-	-	4,000
A/C.08.003	SEN Pupil Adaptations	This budget is to fund child specific adaptations to facilitate the placement of children with SEND in line with decisions taken by the County Resourcing Panel.		2017-18	750	-	150	150	150	150	150	-
	Total - Specialist Provision				9,809	4,961	248	150	150	150	150	4,000
A/C.09 A/C.09.001	Site Acquisition & Development Site Acquisition, Development, Analysis and Investigations	Funding which enables the Council to undertake investigations and feasibility studies into potential land acquisitions to determine their suitability for future school development sites.		Ongoing	650	300	150	100	100	-	-	-
	Total - Site Acquisition & Development				650	300	150	100	100	-	-	-
A/C.10 A/C.10.001	Temporary Accommodation Temporary Accommodation	Funding which enables the Council to increase the number of school places provided through use of mobile accommodation. This scheme covers the cost of purchasing new mobiles and the transportation of provision across the county to meet demand.		Ongoing	14,000	1,500	1,500	1,500	1,500	1,500	1,500	5,000
	Total - Temporary Accommodation				14,000	1,500	1,500	1,500	1,500	1,500	1,500	5,000
A/C.11 A/C.11.001	Children Support Services Children's Minor Works and Adaptions	Funding which enables remedial and essential work to be undertaken, maintaining the Council's in-house LAC provision.		Ongoing	100	25	25	25	25	-	-	-
A/C.11.002	Cambridgeshire Alternative Education Service Minor Works	Funding which enables remedial and essential work to be undertaken by supplementing the devolved formula allocations of Cambridgeshire Alternative Education Service.		Ongoing	180	20	20	20	20	20	20	60

Section 4 - A: Children, Families and Adults Services

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £ 000	Previous Years £ 000	2017-18 £ 000	2018-19 £ 000	2019-20 £ 000	2020-21 £ 000	2021-22 £ 000	Later Years £ 000	
A/C.11.003	CFA Buildings & Capital Team Capitalisation	Salaries from the Buildings and Capital Team are to be capitalised on an ongoing basis.		Ongoing	2,250	250	250	250	250	250	250	750	C&YP
A/C.11.005	CFA Management Information System IT Infrastructure	Procurement of Management Information systems for CFA in accordance with Contract Regulations and to ensure that systems are fit for purpose to meet the emerging financial, legislative and service delivery requirements. This will require replacement or upgrade of some or all of the Council's current systems.		Committed	3,000	1,200	1,800	-	-	-	-	-	Adults, C&Y
	Total - Children Support Services				5,530	1,495	2,095	295	295	270	270	810	
A/C.12	Adults' Services												
A/C.12.001	Strategic Investments	Enabling the Council to make one-off investments in the care sector to stimulate market capacity and improve care affordability. This heading also provides the option of additional capital allocations to community equipment and to support the development of Assistive Technology. Funded from previous Department of Health allocations which have been carried forward.		Ongoing	866	441	425	-	-	-	-	-	Adults
A/C.12.002	Enhanced Frontline	Planned spending on in-house provider services and independent care accommodation to address building condition and improvements. Service requirements and priorities will be agreed and aligned with the principles of Transforming Lives.		Ongoing	2,845	1,910	150	150	150	150	150	185	Adults
A/C.12.004	Disabilities Facilities Grant	We are expecting this funding to continue to be managed through the Better Care Fund for the period 2017/18 to 2022/13, in partnership with local housing authorities. Disabled Facilities Grant enables accommodation adaptations so that people with disabilities can continue to live in their own homes.		Ongoing	19,318	5,402	3,479	3,479	3,479	3,479	-	-	Adults
A/C.12.005	Integrated Community Equipment Service	Funding to continue annual capital investment in community equipment, that helps people to sustain their independence. The Council contributes to a pooled budget purchasing community equipment for health and social care needs for people of all ages		2017-18	13,000	-	1,300	1,300	1,300	1,300	1,300	6,500	Adults
	Total - Adults' Services				36,029	7,753	5,354	4,929	4,929	4,929	1,450	6,685	

Section 4 - A: Children, Families and Adults Services

Table 4: Capital Programme
Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost ì 000	Previous Years ì 000	2017-18 ì 000	2018-19 ì 000	2019-20 ì 000	2020-21 ì 000	2021-22 ì 000	Later Years ì 000
A/C.13 A/C.13.001	Capital Programme Variation Variation Budget	The Council has decided to include a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-37,825	-	-6,664	-7,928	-6,134	-4,825	-2,393	-9,881
	Total - Capital Programme Variation				-37,825	-	-6,664	-7,928	-6,134	-4,825	-2,393	-9,881
	TOTAL BUDGET				577,000	140,983	77,675	91,169	70,536	55,484	27,525	113,628

Adults, C&Y

Funding	Total Funding ì 000	Previous Years ì 000	2017-18 ì 000	2018-19 ì 000	2019-20 ì 000	2020-21 ì 000	2021-22 ì 000	Later Years ì 000
Government Approved Funding								
Basic Need	128,085	7,185	32,671	24,919	10,000	10,000	5,743	37,567
Capital Maintenance	40,652	4,438	4,043	4,043	4,043	4,043	4,043	15,999
Devolved Formula Capital	11,610	1,926	1,076	1,076	1,076	1,076	1,076	4,304
Specific Grants	22,556	8,215	3,904	3,479	3,479	3,479	-	-
Total - Government Approved Funding	202,903	21,764	41,694	33,517	18,598	18,598	10,862	57,870
Locally Generated Funding								
Agreed Developer Contributions	57,513	14,695	9,450	23,701	9,022	645	-	-
Anticipated Developer Contributions	93,276	2,731	7,720	6,670	17,570	18,796	9,200	30,589
Capital Receipts	175	175	-	-	-	-	-	-
Prudential Borrowing	217,774	73,745	24,931	31,545	28,481	17,650	11,663	29,759
Prudential Borrowing (Repayable)	-	26,639	-8,845	-4,964	-3,835	-205	-4,200	-4,590
Other Contributions	5,359	1,234	2,725	700	700	-	-	-
Total - Locally Generated Funding	374,097	119,219	35,981	57,652	51,938	36,886	16,663	55,758
TOTAL FUNDING	577,000	140,983	77,675	91,169	70,536	55,484	27,525	113,628

Section 4 - A: Children, Families and Adults Services

Table 5: Capital Programme - Funding

Budget Period: 2017-18 to 2026-27

Summary of Schemes by Start Date	Total Funding ì 000	Grants ì 000	Develop. Contr. ì 000	Other Contr. ì 000	Capital Receipts ì 000	Prud. Borr. ì 000
Ongoing	38,594	70,485	-	-	175	-32,066
Committed Schemes	291,538	65,740	88,684	5,359	-	131,755
2017-2018 Starts	37,900	6,788	9,790	-	-	21,322
2018-2019 Starts	52,278	5,480	23,400	-	-	23,398
2019-2020 Starts	51,620	14,306	6,000	-	-	31,314
2020-2021 Starts	5,300	2,300	-	-	-	3,000
2021-2022 Starts	21,250	2,750	7,750	-	-	10,750
2022-2023 Starts	22,580	13,572	-	-	-	9,008
2023-2024 Starts	31,590	14,862	7,020	-	-	9,708
2024-2025 Starts	24,350	6,620	8,145	-	-	9,585
TOTAL BUDGET	577,000	202,903	150,789	5,359	175	217,774

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding ì 000	Grants ì 000	Develop. Contr. ì 000	Other Contr. ì 000	Capital Receipts ì 000	Prud. Borr. ì 000	Committee
A/C.01	Basic Need - Primary										
A/C.01.007	Huntingdon Primary			- Committed	2,521	626	111	-	-	1,784	C&YP
A/C.01.008	Isle of Ely Primary			- Committed	16,426	2,656	3,168	2,800	-	7,802	C&YP
A/C.01.012	Ermine Street Primary, Alconbury Weald			- Committed	10,000	-	9,682	-	-	318	C&YP
A/C.01.013	Fourfields, Yaxley			- Committed	1,270	290	197	-	-	783	C&YP
A/C.01.014	Grove Primary, Cambridge			- Committed	1,661	13	-	-	-	1,648	C&YP
A/C.01.018	Pathfinder Primary, Northstowe			- Committed	11,300	105	11,000	-	-	195	C&YP
A/C.01.019	Westwood Primary, March. Phase 1			- Committed	2,830	505	-	-	-	2,325	C&YP
A/C.01.020	Godmanchester Bridge, (Bearsfoot Development)			- Committed	9,350	3,025	5,080	-	-	1,245	C&YP
A/C.01.021	North West Cambridge (NIAB site) primary			- Committed	10,751	1,965	8,278	-	-	508	C&YP
A/C.01.022	Burwell Primary			- Committed	6,724	459	-	-	-	6,265	C&YP
A/C.01.024	Clay Farm / Showground primary, Cambridge			- Committed	12,384	2,999	7,801	-	-	1,584	C&YP
A/C.01.025	Fordham Primary			- Committed	4,128	861	8	-	-	3,259	C&YP
A/C.01.026	Little Paxton Primary			- Committed	3,512	700	531	-	-	2,281	C&YP
A/C.01.027	Ramoth Primary, Wisbech			- Committed	7,340	1,296	-	530	-	5,514	C&YP
A/C.01.028	Fulbourn Phase 2			- Committed	5,685	3,305	820	-	-	1,560	C&YP
A/C.01.029	Sawtry Infants			- Committed	4,292	2,894	-	-	-	1,398	C&YP
A/C.01.030	Sawtry Junior			- Committed	2,300	2,140	-	-	-	160	C&YP
A/C.01.031	Hatton Park, Longstanton			- Committed	5,330	3,480	-	-	-	1,850	C&YP
A/C.01.032	Meldreth			- Committed	2,066	1,966	-	-	-	100	C&YP
A/C.01.033	St Ives, Eastfield / Westfield / Wheatfields			- 2017-18	7,000	2,939	-	-	-	4,061	C&YP
A/C.01.034	St Neots, Winttingham Park.			- 2017-18	8,850	-	8,790	-	-	60	C&YP
A/C.01.035	The Shade Primary, Soham			- Committed	2,713	457	124	-	-	2,132	C&YP
A/C.01.036	Pendragon, Papworth			- 2017-18	3,500	923	1,000	-	-	1,577	C&YP
A/C.01.037	Chatteris New School			- 2018-19	7,825	456	-	-	-	7,369	C&YP
A/C.01.038	Westwood Primary, March. Phase 2			- 2017-18	3,150	2,249	-	-	-	901	C&YP
A/C.01.039	Wyton Primary			- 2018-19	6,453	2,474	-	-	-	3,979	C&YP
A/C.01.040	Ermine Street, Alconbury, Phase 2			- 2019-20	2,780	185	2,150	-	-	445	C&YP

Section 4 - A: Children, Families and Adults Services

Table 5: Capital Programme - Funding

Budget Period: 2017-18 to 2026-27

Summary of	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding ì 000	Grants ì 000	Develop. Contr. ì 000	Other Contr. ì 000	Capital Receipts ì 000	Prud. Borr. ì 000	
A/C.01.041	Barrington			- 2019-20	3,790	140	600	-	-	3,050	C&YP
A/C.01.042	Harston Primary			- 2019-20	500	310	-	-	-	190	C&YP
A/C.01.043	Littleport 3rd primary			- 2019-20	5,000	2,986	-	-	-	2,014	C&YP
A/C.01.044	Loves Farm primary, St Neots			- 2019-20	10,020	3,000	-	-	-	7,020	C&YP
A/C.01.045	Melbourn Primary			- Committed	4,160	1,992	1,333	-	-	835	C&YP
A/C.01.046	Sawston Primary			- 2019-20	2,830	2,350	-	-	-	480	C&YP
A/C.01.047	Fourfields Primary, Yaxley Phase 2			- 2020-21	2,300	2,300	-	-	-	-	C&YP
A/C.01.048	Histon Additional Places			- Committed	16,000	5,793	-	-	-	10,207	C&YP
A/C.01.049	Northstowe 2nd primary			- 2021-22	11,250	2,750	-	-	-	8,500	C&YP
A/C.01.050	March new primary			- 2023-24	8,770	658	7,020	-	-	1,092	C&YP
A/C.01.051	Wisbech new primary			- 2023-24	8,770	6,426	-	-	-	2,344	C&YP
A/C.01.052	NIAB 2nd primary			- 2024-25	10,950	170	8,145	-	-	2,635	C&YP
A/C.01.053	Robert Arkenstall Primary			- 2024-25	500	500	-	-	-	-	C&YP
A/C.01.054	Wilburton Primary			- 2024-25	500	500	-	-	-	-	C&YP
A/C.01.055	Benwick Primary			- 2024-25	500	500	-	-	-	-	C&YP
A/C.01.056	Alconbury Weald 2nd primary			- 2023-24	10,050	7,778	-	-	-	2,272	C&YP
A/C.01.057	Northstowe 3rd primary			- 2024-25	11,900	4,950	-	-	-	6,950	C&YP
A/C.01.060	Wyton New School			- 2021-22	10,000	-	7,750	-	-	2,250	C&YP
A/C.01.061	Gamlingay First			- 2020-21	3,000	-	-	-	-	3,000	C&YP
	Total - Basic Need - Primary			-	282,931	82,071	83,588	3,330	-	113,942	
A/C.02	Basic Need - Secondary										
A/C.02.003	Littleport secondary and special			- Committed	42,326	3,423	5,000	-	-	33,903	C&YP
A/C.02.004	Bottisham Village College			- Committed	12,700	4,932	-	-	-	7,768	C&YP
A/C.02.006	Northstowe secondary			- Committed	25,251	7,385	8,820	-	-	9,046	C&YP
A/C.02.007	North West Fringe secondary			- Committed	22,900	299	20,118	-	-	2,483	C&YP
A/C.02.008	Cambridge City secondary			- Committed	17,995	6,345	-	1,995	-	9,655	C&YP
A/C.02.009	Alconbury Weald secondary and Special			- 2018-19	38,000	2,550	23,400	-	-	12,050	C&YP
A/C.02.010	Cambourne Village College			- Committed	10,062	3,462	5,639	-	-	961	C&YP
A/C.02.011	Additional secondary capacity to serve March & Wisbech			- 2019-20	23,000	4,885	-	-	-	18,115	C&YP
A/C.02.012	Cromwell Community College			- 2019-20	3,700	450	3,250	-	-	-	C&YP
A/C.02.013	St. Neots secondary			- 2022-23	10,940	10,240	-	-	-	700	C&YP
A/C.02.014	Northstowe secondary			- 2022-23	11,640	3,332	-	-	-	8,308	C&YP
	Total - Basic Need - Secondary			-	218,514	47,303	66,227	1,995	-	102,989	
A/C.03	Basic Need - Early Years										
A/C.03.001	Orchard Park Primary			- Committed	1,000	-	211	-	-	789	C&YP
A/C.03.003	LA maintained Early Years Provision			- Committed	4,442	843	-	34	-	3,565	C&YP
	Total - Basic Need - Early Years			-	5,442	843	211	34	-	4,354	
A/C.04	Adaptations										
A/C.04.001	Hauxton Primary			- Committed	1,061	30	763	-	-	268	C&YP

Section 4 - A: Children, Families and Adults Services

Table 5: Capital Programme - Funding

Budget Period: 2017-18 to 2026-27

Summary of	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding ì 000	Grants ì 000	Develop. Contr. ì 000	Other Contr. ì 000	Capital Receipts ì 000	Prud. Borr. ì 000	
A/C.04.004	Morley Memorial Primary			- Committed	2,999	1,377	-	-	-	1,622	C&YP
	Total - Adaptations			-	4,060	1,407	763	-	-	1,890	
A/C.05	Condition & Maintenance										
A/C.05.001	School Condition, Maintenance & Suitability			- Ongoing	24,600	23,670	-	-	-	930	C&YP
A/C.05.002	Kitchen Ventilation			2017-18	1,650	677	-	-	-	973	C&YP
	Total - Condition & Maintenance			-	26,250	24,347	-	-	-	1,903	
A/C.07	Schools Managed Capital										
A/C.07.001	School Devolved Formula Capital			- Ongoing	11,610	11,610	-	-	-	-	C&YP
	Total - Schools Managed Capital			-	11,610	11,610	-	-	-	-	
A/C.08	Specialist Provision										
A/C.08.001	Trinity School Hartford, Huntingdon			- Committed	5,059	117	-	-	-	4,942	C&YP
A/C.08.002	Trinity School, Wisbech base			- 2023-24	4,000	-	-	-	-	4,000	C&YP
A/C.08.003	SEN Pupil Adaptations			- 2017-18	750	-	-	-	-	750	C&YP
	Total - Specialist Provision			-	9,809	117	-	-	-	9,692	
A/C.09	Site Acquisition & Development										
A/C.09.001	Site Acquisition, Development, Analysis and Investigations			- Ongoing	650	500	-	-	-	150	C&YP
	Total - Site Acquisition & Development			-	650	500	-	-	-	150	
A/C.10	Temporary Accommodation										
A/C.10.001	Temporary Accommodation			- Ongoing	14,000	12,767	-	-	-	1,233	C&YP
	Total - Temporary Accommodation			-	14,000	12,767	-	-	-	1,233	
A/C.11	Children Support Services										
A/C.11.001	Children's Minor Works and Adaptions			- Ongoing	100	65	-	-	-	35	C&YP
A/C.11.002	Cambridgeshire Alternative Education Service Minor Works			- Ongoing	180	160	-	-	-	20	C&YP
A/C.11.003	CFA Buildings & Capital Team Capitalisation			- Ongoing	2,250	-	-	-	-	2,250	C&YP
A/C.11.005	CFA Management Information System IT Infrastructure			- Committed	3,000	-	-	-	-	3,000	Adults, C&YP
	Total - Children Support Services			-	5,530	225	-	-	-	5,305	
A/C.12	Adults' Services										
A/C.12.001	Strategic Investments			- Ongoing	866	866	-	-	-	-	Adults
A/C.12.002	Enhanced Frontline			- Ongoing	2,845	1,529	-	-	175	1,141	Adults
A/C.12.004	Disabilities Facilities Grant			- Ongoing	19,318	19,318	-	-	-	-	Adults

Section 4 - A: Children, Families and Adults Services

Table 5: Capital Programme - Funding

Budget Period: 2017-18 to 2026-27

Summary of	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding ì 000	Grants ì 000	Develop. Contr. ì 000	Other Contr. ì 000	Capital Receipts ì 000	Prud. Borr. ì 000	
A/C.12.005	Integrated Community Equipment Service			- 2017-18	13,000	-	-	-	-	13,000	Adults
	Total - Adults' Services			-	36,029	21,713	-	-	175	14,141	
A/C.13 A/C.13.001	Capital Programme Variation Variation Budget			- Ongoing	-37,825	-	-	-	-	-37,825	Adults, C&YP
	Total - Capital Programme Variation			-	-37,825	-	-	-	-	-37,825	
	TOTAL BUDGET				577,000	202,903	150,789	5,359	175	217,774	

Section 4 - B: Economy, Transport and Environment Services

10th January GPC

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

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
	Executive Director							
120	Executive Director	-71	-	-71	-69	-65	-51	-37
296	Business Support	300	-	300	300	300	300	300
416	Subtotal Executive Director	229	-	229	231	235	249	263
	Infrastructure Management & Operations							
144	Director of Infrastructure Management and Operations	144	-	144	144	144	144	144
31,125	Waste Disposal Including PFI	35,419	-4,370	31,049	28,289	27,369	27,369	27,369
	<i>Highways</i>							
5,601	Street Lighting	10,250	-4,074	6,176	6,041	5,907	5,780	5,653
582	Asset Management	1,046	-458	588	588	588	588	588
575	Road Safety	620	-121	499	579	529	404	404
-515	Traffic Manager	974	-1,663	-689	-689	-689	-689	-689
1,050	Network Management	1,115	-21	1,094	1,094	1,094	1,094	1,094
2,759	Local Infrastructure & Streets	2,764	-	2,764	2,664	2,664	2,664	2,664
-	Parking Enforcement	4,345	-4,345	-	-	-	-	-
1,278	Winter Maintenance	1,975	-	1,975	1,975	1,975	1,975	1,975
1,972	Local Infrastructure & Street Management Other	1,504	-139	1,365	1,065	1,271	1,482	1,699
	<i>Trading Standards</i>							
724	Trading Standards	899	-172	727	742	742	742	742
	<i>Community & Cultural Services</i>							
3,938	Libraries	4,423	-768	3,655	3,723	3,723	3,772	3,772
376	Archives	400	-46	354	354	354	354	354
-550	Registrars	962	-1,501	-539	-539	-539	-539	-539
769	Coroners	1,124	-343	781	781	781	781	781
49,828	Subtotal Infrastructure Management & Operations	67,964	-18,021	49,943	46,811	45,913	45,921	46,011
	Strategy & Development							
142	Director of Strategy and Development	142	-	142	142	142	142	142
100	Transport & Infrastructure Policy & Funding	170	-71	99	99	99	99	99
	<i>Growth & Economy</i>							
589	Growth & Development	763	-197	566	566	566	566	566
263	County Planning, Minerals & Waste	419	-178	241	241	241	241	241
328	Flood Risk Management	403	-73	330	330	330	330	330
53	Historic Environment	300	-246	54	54	54	54	54
17	Highways Development Management	746	-723	23	23	23	23	23
107	Growth & Economy Other	316	-208	108	108	108	108	108

Section 4 - B: Economy, Transport and Environment Services

10th January GPC

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

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
	<i>Major Infrastructure Delivery</i>							
-	Major Infrastructure Delivery	-	-	-	-	-	-	-
	<i>Passenger Transport</i>							
169	Park & Ride	2,170	-1,976	194	194	194	194	194
5,494	Concessionary Fares	5,408	-15	5,393	5,393	5,393	5,393	5,393
2,211	Passenger Transport Other	2,952	-715	2,237	2,237	2,237	2,237	2,237
	<i>Adult Learning & Skills</i>							
180	Adult Learning & Skills	2,559	-2,379	180	180	180	180	180
-	Learning Centres	35	-35	-	-	-	-	-
9,653	Subtotal Strategy & Development	16,383	-6,816	9,567	9,567	9,567	9,567	9,567
	Future Years							
-	Inflation	-	-	-	1,693	3,423	5,191	6,940
-	Savings	-	-	-				
59,897	ETE BUDGET TOTAL	84,576	-24,837	59,739	58,302	59,138	60,928	62,781

Section 4 - B: Economy, Transport and Environment Services

10th January GPC

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

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	120	7	-	72	-	-270	-71
Business Support	296	4	-	-	-	-	300
	-	-	-	-	-	-	-
Subtotal Executive Director	416	11	-	72	-	-270	229
Infrastructure Management & Operations	-	-	-	-	-	-	-
Director of Infrastructure Management and Operations	144	-	-	-	-	-	144
Waste Disposal Including PFI	31,125	844	-	-	80	-1,000	31,049
<i>Highways</i>	-	-	-	-	-	-	-
Street Lighting	5,601	430	-	275	13	-143	6,176
Asset Management	582	6	-	-	-	-	588
Road Safety	575	8	-	-	-	-84	499
Traffic Manager	-515	6	-	-	-	-180	-689
Network Management	1,050	44	-	-	-	-	1,094
Local Infrastructure & Streets	2,759	105	-	-	-	-100	2,764
Parking Enforcement	-	-	-	-	-	-	-
Winter Maintenance	1,278	47	-	650	-	-	1,975
Local Infrastructure & Street Management Other	1,972	93	195	-	-	-895	1,365
<i>Trading Standards</i>	-	-	-	-	-	-	-
Trading Standards	724	3	-	-	-	-	727
<i>Community & Cultural Services</i>	-	-	-	-	-	-	-
Libraries	3,938	57	-	-	-	-340	3,655
Archives	376	3	-	-	-	-25	354
Registrars	-550	11	-	-	-	-	-539
Coroners	769	12	-	-	-	-	781
	-	-	-	-	-	-	-
Subtotal Infrastructure Management & Operations	49,828	1,669	195	925	93	-2,767	49,943
Strategy & Development	-	-	-	-	-	-	-
Director of Strategy and Development	142	-	-	-	-	-	142
Transport & Infrastructure Policy & Funding	100	-1	-	-	-	-	99
<i>Growth & Economy</i>	-	-	-	-	-	-	-
Growth & Development	589	2	-	-	-	-25	566
County Planning, Minerals & Waste	263	3	-	-	-	-25	241
Flood Risk Management	328	2	-	-	-	-	330
Historic Environment	53	1	-	-	-	-	54
Highways Development Management	17	6	-	-	-	-	23
Growth & Economy Other	107	1	-	-	-	-	108

Section 4 - B: Economy, Transport and Environment Services

10th January GPC

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<i>Major Infrastructure Delivery</i>	-	-	-	-	-	-	-
Major Infrastructure Delivery	-	-	-	-	-	-	-
<i>Passenger Transport</i>	-	-	-	-	-	-	-
Park & Ride	169	25	-	-	-	-	194
Concessionary Fares	5,494	74	-	125	-	-300	5,393
Passenger Transport Other	2,211	26	-	-	-	-	2,237
<i>Adult Learning & Skills</i>	-	-	-	-	-	-	-
Adult Learning & Skills	180	-	-	-	-	-	180
Learning Centres	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Subtotal Strategy & Development	9,653	139	-	125	-	-350	9,567
ETE BUDGET TOTAL	59,897	1,819	195	1,122	93	-3,387	59,739

Section 4 - B: Economy, Transport and Environment Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
1	OPENING GROSS EXPENDITURE	86,483	84,576	82,970	83,825	85,634		
B/R.1.001	Base adjustments	-744	-	-	-	-		Adjustment for permanent changes to base budget from decisions made in 2016-17.
B/R.1.005	Reduced expenditure funded by reduction in grant	-648	-	-	-	-		Adjustment to match Adult Learning grants being received.
B/R.1.007	Bus Service Operators Grant payable to the County Council	-273	-	-	-	-		Bus Service Operators Grant now payable to the County Council for use on Community transport
B/R.1.008	Base adjustment - CCR Phase 1	-288	-	-	-	-		CCR revenue staffing budgets moved to Corporate Services.
1.999	REVISED OPENING GROSS EXPENDITURE	84,530	84,576	82,970	83,825	85,634		
2	INFLATION							
B/R.2.001	Inflation	1,843	1,712	1,749	1,787	1,768		Some County Council services have higher rates of inflation than the national level. For example, this is due to factors such as increasing oil costs that feed through into services like road repairs. This overall figure comes from an assessment of likely inflation in all ETE services.
2.999	Subtotal Inflation	1,843	1,712	1,749	1,787	1,768		
3	DEMOGRAPHY AND DEMAND							
B/R.3.001	Maintaining our infrastructure	195	200	206	211	217		Population increase leads to more infrastructure being built, as well as increased use of existing infrastructure, requiring more maintenance.
B/R.3.002	Street Lighting	-	-	-	-	-		All demography increases based on the general population will be a pressure and will need to be absorbed within the Service. 2017-18 increase £77k.
B/R.3.003	Recycling Credits	-	-	-	-	-		All demography increases based on the general population will be a pressure and will need to be absorbed within the Service. 2017-18 increase £52k.
B/R.3.004	Growth in demand for Registration & Coroner Services	-	-	-	-	-		All demography increases based on the general population will be a pressure and will need to be absorbed within the Service. 2017-18 increase £7k.
B/R.3.006	Residual Waste	-	-	-	-	-		All demography increases based on the general population will be a pressure and will need to be absorbed within the Service. 2017-18 increase £96k.
B/R.3.007	PFI Contract Waste	-	-	-	-	-		All demography increases based on the general population will be a pressure and will need to be absorbed within the Service. 2017-18 increase £71k.
3.999	Subtotal Demography and Demand	195	200	206	211	217		

Section 4 - B: Economy, Transport and Environment Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
4	PRESSURES							
B/R.4.005	Libraries to serve new developments	-	-	-	49	-	Environment, transport & economy	Cost of running the Darwin Green library in North West Cambridge to serve the new community.
B/R.4.006	Reinstatement of funding for non-statutory concessionary fares	125	-	-	-	-		The County Council provides free bus travel for those with a concessionary pass which is more than required by Government. This funding provides concessionary fares for people with sight impairment to travel before 09.30am (the normal cut off for when concessionary passes can be used) and subsidises for concessions on community transport services. This was removed from the budget in 2016-17 but following consultation and the decision by Members, this is being reinstated to help people lead independent lives and access jobs and essential services.
B/R.4.007	Professional and Management Pay Structure	72	-	-	-	-		The revised management band pay structure was implemented in October 2016. The revised pay grades will not be inflated during 2017-18, as the inflation funding was factored into the available funding for the new pay structure. This pressure replaces inflation and funds the additional cost of the new pay structure expected to be incurred in 2017-18.
B/R.4.008	Impact of National Living Wage (NLW) on CCC Employee Costs	-	2	4	14	14		The extra cost of the National Living Wage on directly employed CCC staff.
B/R.4.009	Reinstatement of funding for Winter Maintenance	650	-	-	-	-		The original £650k saving proposal against winter operations was based on the achievement of three areas; leasing the gritting fleet, route optimisation and weather domain forecasting. This has been reversed.
B/R.4.010	Reinstatement of funding for Street Lighting	275	-	-	-	-		The budget removed as a saving in 2016-17 has been reinstated.
4.999	Subtotal Pressures	1,122	2	4	63	14		
5	INVESTMENTS							
B/R.5.003	Street Lighting PFI	13	-	-	-	-	Contracts, commercial & procurement	The street lighting PFI contract has allowed all of the Council's aging street lights to be replaced over a five year period. All lights have now been replaced and this money, which has been budgeted for in previous years, is to pay for the operation of additional lights that are now being installed in new developments.
B/R.5.103	Renegotiation of the Waste PFI contract	80	240	80	-	-		Transformation Fund investment relating to proposal B/R.6.302 which gives savings of up to £5m from 2019/20.
5.999	Subtotal Investments	93	240	80	-	-		

Section 4 - B: Economy, Transport and Environment Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
6	SAVINGS							
	Cross Committee							
B/R.6.001	Senior management review in ETE	-250	-	-	-	-	- Workforce planning & development	A review of senior management in ETE to reduce cost and simplify structures, as well as sharing services with partners.
B/R.6.002	Centralise business support posts across ETE	-20	-	-	-	-	- Workforce planning & development	Costs will be reduced by centralising business support for the whole of ETE.
	E&E							
B/R.6.101	Improve efficiency through shared county planning, minerals and waste service with partners	-25	-	-	-	-	- Commissioning	Reduced costs to the Council by sharing our services for minerals and waste planning applications with other Councils.
B/R.6.102	Improve efficiency through shared growth and development service with partners	-25	-	-	-	-	- Commissioning	Reduced costs to the Council by sharing our services with other councils to process major planning applications and negotiate financial contributions from developers that can be used to pay for essential infrastructure such as schools and roads.
B/R.6.103	Reduction in Concessionary fare payments	-300	-	-	-	-	- Environment, transport & economy	To remove £300k from the Concessionary Fare budget for 2017-18 following actual underspend of £300k for 2015-16 and projected underspend of £300k for 2016-17
	H&CI							
B/R.6.202	Upgrade streetlights to LEDs	-14	-	-	-	-	- Contracts, commercial & procurement	This will involve upgrading street light bulbs with LEDs where this offers good value for money, such as the energy savings are greater than the cost of conversion. This links to capital proposal B/C.3.109. This is the full year effect of a saving made in 2016-17.
B/R.6.203	Rationalise business support in highways depots to a shared service	-25	-	-	-	-	- Workforce planning & development	Move to shared service business support across the highway depots.
B/R.6.205	Replace rising bollards with cameras	-25	-	-	-	-	- Commissioning	The rising bollards in Cambridge are old and becoming increasingly expensive to maintain. This will save the annual maintenance cost of the bollards.
B/R.6.207	Highways Services Transformation	-800	-500	-	-	-	- Contracts, commercial & procurement	The Council is replacing its existing contract for highway works such as road maintenance and pot hole filling. This will allow us to achieve greater value for money and reduce costs significantly while improving service quality.
B/R.6.208	Seek to transfer a number of smaller community libraries to community control.	-	-230	-	-	-	- Customer & communities	The proposal is to reduce the number of libraries directly run by the Council and increase community involvement. It is unlikely this work can be completed to the original timescale, therefore the associated saving will be deferred to 2018-19; there is no further option for meeting this original 2017-18 saving within the service other than reducing the stock (book) fund (see below).

Section 4 - B: Economy, Transport and Environment Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
B/R.6.209	Reduce library management and systems support and stock (book) fund	-340	230	-	-	-	Commissioning	One year reduction of £325k in spending on new library stock, together with further savings in deliveries and some IT systems support. Any further reduction in support would impact the ability of communities to take on their libraries and there is reputational risk in reducing the book fund.
B/R.6.211	Road Safety projects & campaigns - savings required due to change in Public Health Grant	-84	-	-	-	-	Commissioning	This is a removal of a one off Public Health grant. This has funded specific work and campaigns which have now ended and so the money is no longer required.
B/R.6.212	Transformation of Road Safety Services	-	-25	-50	-125	-	Commissioning	Exploring commissioning opportunities through potential integration with Peterborough, aligned to the Public Health agenda and the outcomes of the Cambridgeshire & Peterborough Road Safety Partnership. This work covers road safety education and school crossing patrol services across both Cambridgeshire and Peterborough.
B/R.6.213	Move to full cost recovery for non-statutory highway works	-100	-100	-	-	-	Commissioning	Communities and Parish/Town Councils can pay for additional highway works such as traffic calming and yellow lines that are extra to the Council's normal work. The Council delivers these works but has not in the past recovered the full cost of delivery of schemes and officer time in preparing them will be charged.
B/R.6.214	Street Lighting Synergies	-129	-135	-134	-127	-127	Environment, transport & economy	Cambridgeshire County Council can make an £8m joint saving with Northamptonshire if both parties enter the same Street Lighting PFI contract. In order for this to happen, CCC will have to pay a Break Cost estimated to be £800k. This cost can be paid upfront or over time. It is proposed that CCC pays the Break Cost upfront.
B/R.6.215	Contract savings for the maintenance of Vehicle Activated signs (VAS) and traffic signal junctions/crossings	-70	-	-	-	-	Contracts, commercial & procurement	A new 5 year contract is now in place to provide maintenance for traffic signalled junctions, crossings and vehicle speed activated signs (VAS). The proposed saving is realised from sharing fixed contract overhead costs with neighbouring authorities and the reallocation of risk. Funding will no longer be available to replace VAS signs if they cannot be repaired unless they are safety critical.
B/R.6.302	GPC Renegotiation of the Waste PFI contract.	-1,000	-3,000	-1,000	-	-	Contracts, commercial & procurement	The Council has a contract with Amey to process and recycle the waste collected across Cambridgeshire. Through negotiation, the Council is seeking to reduce the cost of this contract.
6.999	Subtotal Savings	-3,207	-3,760	-1,184	-252	-127		
	TOTAL GROSS EXPENDITURE	84,576	82,970	83,825	85,634	87,506		

Section 4 - B: Economy, Transport and Environment Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
7	FEES, CHARGES & RING-FENCED GRANTS							
B/R.7.001	Previous year's fees, charges & ring-fenced grants	-26,531	-24,837	-24,668	-24,687	-24,706	Finance & budget review	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
B/R.7.002	Fees and charges inflation	-24	-19	-19	-19	-19	Finance & budget review	Additional income for increases to fees and charges in line with inflation.
B/R.7.004	Reduction in budgeted income	803	-	-	-	-	Finance & budget review	Adjustment for changes to fees, charges & ring-fenced grants from forecasts and decisions made in 2015-16.
	Changes to fees & charges							
B/R.7.100	Increase income from digital archive services	-25	-	-	-	-	Environment, transport & economy	The Council currently charges for digital versions of documents from our archive. As more documents are being digitised each year, the Council expects income to increase.
B/R.7.109	Introduce a charge for commercial events using the highway	-10	-	-	-	-	Environment, transport & economy	Large commercial events that require closures of roads such as cycling and running races currently cost the council money to administer. In future, the cost of the Council's work will be recovered. This will not impact on small community events.
B/R.7.110	Increase highways charges to cover costs	-5	-	-	-	-		This relates to a wide range of charges levied for use of the highway such as skip licences for example. All charges have been reviewed across ETE. Further targeted review and monitoring of charges will continue to ensure they remain relevant.
B/R.7.111	Introduce a highways permitting system	-140	-	-	-	-	Environment, transport & economy	This proposal will allow the Council to better control works on our roads being carried out by utility and other commercial companies through the use of permits. This will mean better coordination of road works, reduced delays and the ability to fine companies when they do not work efficiently on our roads.
B/R.7.117	Section 106 funding for Clay Farm Community Centre	-	35	-	-	-	Environment, transport & economy	Developer funding has been secured to contribute towards the running costs of the library and other County Council provision as part of the Clay Farm Community Centre in its first three years. The figure is to show in the Business Plan that this funding has come to an end and does not represent a reduction in service.
	Changes to ring-fenced grants							
B/R.7.202	Change in Public Health Grant	174	153	-	-	-		Change in ring-fenced Public Health grant to reflect change of function and treatment as a corporate grant from 2018-19 due to removal of ring-fence.
B/R.7.204	Change in Bus Service Operators Grant	273	-	-	-	-		Ending of ring-fenced Bus Service Operators Grant devolved from the Department of Transport for bus services run under local authority contract.

Section 4 - B: Economy, Transport and Environment Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
B/R.7.205	Change in Adult & Skills Grants	300	-	-	-	-		Reduction to match expected grant from funding body
B/R.7.206	Change in Learning Centre grants	302	-	-	-	-		No further Learning centre grants expected
B/R.7.207	Change in National Careers grant funding	46	-	-	-	-		Reduction to match expected funding from awarding body
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-24,837	-24,668	-24,687	-24,706	-24,725		
	TOTAL NET EXPENDITURE	59,739	58,302	59,138	60,928	62,781		

FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
B/R.8.001	Budget Allocation	-59,739	-58,302	-59,138	-60,928	-62,781		Net spend funded from general grants, business rates and Council Tax. 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. Fees and charges for the provision of services. PFI Grant from DfT for the life of the project. PFI Grant from DEFRA for the life of the project. External grant funding for Adult Learning & Skills. Funding for National Careers.
B/R.8.002	Public Health Grant	-153	-	-	-	-		
B/R.8.003	Fees & Charges	-15,613	-15,597	-15,616	-15,635	-15,654		
B/R.8.004	PFI Grant - Street Lighting	-3,944	-3,944	-3,944	-3,944	-3,944		
B/R.8.005	PFI Grant - Waste	-2,691	-2,691	-2,691	-2,691	-2,691		
B/R.8.010	Adult Learning & Skills Grants	-2,080	-2,080	-2,080	-2,080	-2,080		
B/R.8.012	National Careers grant funding	-356	-356	-356	-356	-356		
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-84,576	-82,970	-83,825	-85,634	-87,506		

Section 4 - B: Economy, Transport and Environment Services

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
Ongoing	143,171	52,481	14,835	18,303	18,585	18,977	18,798	1,192
Committed Schemes	309,259	202,431	49,686	12,959	8,027	1,951	3,265	30,940
2018-2019 Starts	340	-	-	340	-	-	-	-
TOTAL BUDGET	452,770	254,912	64,521	31,602	26,612	20,928	22,063	32,132

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000	Committee
B/C.01	Integrated Transport												
B/C.1.002	Air Quality Monitoring	Funding towards supporting air quality monitoring work in relation to the road network with local authority partners across the county.		Ongoing	115	-	23	23	23	23	23	-	E&E
B/C.1.009	Major Scheme Development & Delivery	Resources to support the development and delivery of major schemes.		Ongoing	1,000	-	200	200	200	200	200	-	E&E
B/C.1.011	Local Infrastructure improvements	Provision of the Local Highway Improvement Initiative across the county, providing accessibility works such as disabled parking bays and provision of improvements to the Public Rights of Way network.		Ongoing	3,410	-	682	682	682	682	682	-	H&CI
B/C.1.012	Safety Schemes	Investment in road safety engineering work at locations where there is strong evidence of a significantly high risk of injury crashes.		Ongoing	2,970	-	594	594	594	594	594	-	H&CI
B/C.1.015	Strategy and Scheme Development work	Resources to support Transport & Infrastructure strategy and related work across the county, including long term strategies and District and Market Town Transport Strategies, as well as funding towards scheme development work.		Ongoing	1,725	-	345	345	345	345	345	-	E&E
B/C.1.019	Delivering the Transport Strategy Aims	Supporting the delivery of Transport Strategies and Market Town Transport Strategies to help improve accessibility and mitigate the impacts of growth.		Ongoing	7,746	-	2,362	1,346	1,346	1,346	1,346	-	H&CI
	Total - Integrated Transport				16,966	-	4,206	3,190	3,190	3,190	3,190	-	
B/C.02	Operating the Network												
B/C.2.001	Carriageway & Footway Maintenance including Cycle Paths	Allows the highway network throughout the county to be maintained. With the significant backlog of works to our highways well documented, this fund is crucial in ensuring that we are able to maintain our transport links.		Ongoing	47,704	-	10,547	9,918	9,415	8,912	8,912	-	H&CI
B/C.2.002	Rights of Way	Allows improvements to our Rights of Way network which provides an important local link in our transport network for communities.		Ongoing	700	-	140	140	140	140	140	-	H&CI

Section 4 - B: Economy, Transport and Environment Services

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000	
B/C.2.004	Bridge strengthening	Bridges form a vital part of the transport network. With many structures to maintain across the county it is important that we continue to ensure that the overall transport network can operate and our bridges are maintained.		Ongoing	12,820	-	2,564	2,564	2,564	2,564	2,564	-	H&CI
B/C.2.005	Traffic Signal Replacement	Traffic signals are a vital part of managing traffic throughout the county. Many signals require to be upgraded to help improve traffic flow and ensure that all road users are able to safely use the transport network.		Ongoing	4,300	-	900	850	850	850	850	-	H&CI
B/C.2.006	Smarter Travel Management - Integrated Highways Management Centre	The Integrated Highways Management Centre (IHMC) collects, processes and shares real time travel information to local residents, businesses and communities within Cambridgeshire. In emergency situations the IHMC provides information to ensure that the impact on our transport network is mitigated and managed.		Ongoing	1,000	-	200	200	200	200	200	-	H&CI
B/C.2.007	Smarter Travel Management - Real Time Bus Information	Provision of real time passenger information for the bus network.		Ongoing	825	-	165	165	165	165	165	-	H&CI
Total - Operating the Network					67,349	-	14,516	13,837	13,334	12,831	12,831	-	
B/C.03	Infrastructure Management & Operations												
B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)	This fund allows the Council to increase its investment in the transport network throughout the county. With the significant backlog of works to our transport network well documented, this fund is crucial in ensuring that we reduce the rate of deterioration of our highways.		Ongoing	90,000	52,481	6,269	6,250	6,250	6,250	6,250	6,250	H&CI
B/C.3.012	Waste – Household Recycling Centre (HRC) Improvements	To deliver Household Recycling Centre (HRC) improvements by acquiring appropriate sites, gaining planning permission, designing and building new or upgraded facilities. A new facility is proposed in the Greater Cambridge area, a site is required to replace the current facility in March and works are required to maintain/upgrade other HRCs in the network. The programme also includes funds to develop the St Neots HRC reuse facility.		Committed	8,183	60	395	395	3,357	581	395	3,000	H&CI
B/C.3.101	Development of Archives Centre premises	Development of fit for purpose premises for Cambridgeshire Archives, to conserve and make available unique historical records of the county as part of an exciting new cultural heritage centre.		Committed	5,060	3,000	2,060	-	-	-	-	-	H&CI

Section 4 - B: Economy, Transport and Environment Services

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000	
B/C.3.103	Library service essential maintenance and infrastructure renewal	This is a rolling programme, ending in 2017-18, to update the public PCs in libraries and library learning centres in order to replace equipment that has become obsolete, and ensure continued service delivery. This is particularly important to support people to access learning, skills, transactions and employment online in response to the Digital by Default agenda. There is also an essential requirement to replace the book sortation system at Cambridge Central Library which has reached the end of its life, and to plan for renewing self service facilities in 2017/18 as this will be coming out of contract and on which we need to make significant revenue savings.		Committed	562	297	265	-	-	-	-	-	H&CI
B/C.3.107	New Community Hub / Library Provision Clay Farm	Contribution to the development of a community centre / hub in Clay Farm, including a library and other community facilities.		Committed	827	808	19	-	-	-	-	-	H&CI
B/C.3.108	New Community Hub / Library Service Provision Darwin Green	Contribution to the fit -out of new community hub / library facilities in areas of growth in the county.		2018-19	340	-	-	340	-	-	-	-	H&CI
	Total - Infrastructure Management & Operations				104,972	56,646	9,008	6,985	9,607	6,831	6,645	9,250	
B/C.04	Strategy & Development												
B/C.4.001	Ely Crossing	The project will alleviate traffic congestion on the A142 at the level crossing adjacent to Ely railway station, which will benefit local businesses and residents. The station area is a gateway to the city. Implementation of the bypass option would remove a significant amount of traffic around the station and enhance the gateway area, making the city more attractive to tourists and improve the local environment.		Committed	36,000	7,998	25,000	1,702	1,300	-	-	-	E&E
B/C.4.006	Guided Busway	Guided Busway construction contract retention payments.		Committed	148,886	144,426	1,370	1,240	370	370	370	740	E&E
B/C.4.014	Huntingdon West of Town Centre Link Road	The 520 metre link road from Ermine Street to Brampton Road, close to the railway station junction, consists of a single carriageway, with footpaths either side, and new junctions on Ermine Street and Brampton Road. The residual funding is for outstanding land deals for this scheme.		Committed	9,116	8,266	850	-	-	-	-	-	E&E
B/C.4.017	Cambridge Cycling Infrastructure	Cambridge Cycling Infrastructure		Committed	5,103	2,317	1,580	1,206	-	-	-	-	E&E

Section 4 - B: Economy, Transport and Environment Services

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000	
B/C.4.021	Abbey - Chesterton Bridge	The Chisolm Trail cycle route scheme is being delivered as part of the City Deal Programme and will link together three centres of employment in the city along a North / South axis, including Addenbrooke's hospital, the CB1 Area and the Science Park. The Abbey - Chesterton Bridge scheme is one element of the trail that is not included within the City Deal scheme.		Committed	4,600	677	2,000	1,923	-	-	-	-	E&E
B/C.4.022	Cycling City Ambition Fund	Cycling City Ambition Fund		Committed	8,152	7,362	790	-	-	-	-	-	E&E
B/C.4.023	King's Dyke	The level crossing at King's Dyke between Whittlesey and Peterborough has long been a problem for people using the A605. The downtime of the barriers at the crossing causes traffic to queue for significant periods of time and this situation will get worse as rail traffic increases along the Ely to Peterborough railway line in the future. The issue is also made worse during the winter months as the B1040 at North Brink often floods, leading to its closure and therefore increasing traffic use of the A605 across King's Dyke.		Committed	13,580	1,420	11,667	493	-	-	-	-	E&E
B/C.4.024	Soham Station	Proposed new railway station at Soham to support new housing development.		Committed	6,700	1,000	-	-	-	-	1,500	4,200	E&E
B/C.4.028	A14	Improvement of the A14 between Cambridge and Huntingdon. This is a scheme led by the Highways Agency but in order to secure delivery a local contribution to the total scheme cost, which is in excess of £1bn, is required. The Council element of this local contribution is £25m and it is proposed that it should be paid in equal instalments over a period of 25 years commencing in 2020.		Committed	25,200	100	100	-	-	1,000	1,000	23,000	E&E
B/C.4.031	Growth Deal - Wisbech Access Strategy	Funding provided by the LEP in order to deliver the Wisbech Access Strategy		Committed	1,000	1,000	-	-	-	-	-	-	E&E
Total - Strategy & Development					258,337	174,566	43,357	6,564	1,670	1,370	2,870	27,940	
B/C.05	Other Schemes												
B/C.5.002	Investment in Connecting Cambridgeshire	Connecting Cambridgeshire is working to ensure businesses, residents and public services can make the most of opportunities offered by a fast-changing digital world. Led by the Council, this ambitious partnership programme is improving Cambridgeshire's broadband, mobile and Wi-Fi coverage, whilst supporting online skills, business growth and technological innovation to meet future digital challenges.		Committed	36,290	23,700	3,590	6,000	3,000	-	-	-	E&E
Total - Other Schemes					36,290	23,700	3,590	6,000	3,000	-	-	-	

Section 4 - B: Economy, Transport and Environment Services

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
B/C.08 B/C.6.001	Capital Programme Variation Variation Budget	The Council has decided to include a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-31,144	-	-10,156	-4,974	-4,189	-3,294	-3,473	-5,058
	Total - Capital Programme Variation				-31,144	-	-10,156	-4,974	-4,189	-3,294	-3,473	-5,058
	TOTAL BUDGET				452,770	254,912	64,521	31,602	26,612	20,928	22,063	32,132

E&E, H&CI

Funding	Total Funding £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
Government Approved Funding								
Department for Transport	216,349	104,909	20,474	17,400	16,524	17,021	17,021	23,000
Specific Grants	39,750	15,419	19,231	4,100	-	-	1,000	-
Total - Government Approved Funding	256,099	120,328	39,705	21,500	16,524	17,021	18,021	23,000
Locally Generated Funding								
Agreed Developer Contributions	33,510	19,925	4,427	5,340	3,103	200	200	315
Anticipated Developer Contributions	12,700	-	400	200	200	200	1,000	10,700
Prudential Borrowing	97,372	64,494	4,347	5,165	7,765	3,537	3,672	8,392
Prudential Borrowing (Repayable)	15,295	27,419	3,239	-3,248	-980	-30	-830	-10,275
Other Contributions	37,794	22,746	12,403	2,645	-	-	-	-
Total - Locally Generated Funding	196,671	134,584	24,816	10,102	10,088	3,907	4,042	9,132
TOTAL FUNDING	452,770	254,912	64,521	31,602	26,612	20,928	22,063	32,132

Section 4 - B: Economy, Transport and Environment Services

Table 5: Capital Programme - Funding

Budget Period: 2017-18 to 2026-27

Summary of Schemes by Start Date					Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	
Ongoing					143,171	86,573	731	-	-	55,867	
Committed Schemes					309,259	169,526	45,180	37,794	-	56,759	
2018-2019 Starts					340	-	299	-	-	41	
TOTAL BUDGET					452,770	256,099	46,210	37,794	-	112,667	

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	Committee
B/C.01	Integrated Transport										
B/C.1.002	Air Quality Monitoring			- Ongoing	115	115	-	-	-	-	E&E
B/C.1.009	Major Scheme Development & Delivery			- Ongoing	1,000	1,000	-	-	-	-	E&E
B/C.1.011	Local Infrastructure improvements			- Ongoing	3,410	3,410	-	-	-	-	H&CI
B/C.1.012	Safety Schemes			- Ongoing	2,970	2,970	-	-	-	-	H&CI
B/C.1.015	Strategy and Scheme Development work			- Ongoing	1,725	1,725	-	-	-	-	E&E
B/C.1.019	Delivering the Transport Strategy Aims			- Ongoing	7,746	7,065	681	-	-	-	H&CI
	Total - Integrated Transport			-	16,966	16,285	681	-	-	-	
B/C.02	Operating the Network										
B/C.2.001	Carriageway & Footway Maintenance including Cycle Paths			- Ongoing	47,704	47,704	-	-	-	-	H&CI
B/C.2.002	Rights of Way			- Ongoing	700	700	-	-	-	-	H&CI
B/C.2.004	Bridge strengthening			- Ongoing	12,820	12,820	-	-	-	-	H&CI
B/C.2.005	Traffic Signal Replacement			- Ongoing	4,300	4,250	50	-	-	-	H&CI
B/C.2.006	Smarter Travel Management - Integrated Highways Management Centre			- Ongoing	1,000	1,000	-	-	-	-	H&CI
B/C.2.007	Smarter Travel Management - Real Time Bus Information			- Ongoing	825	825	-	-	-	-	H&CI
	Total - Operating the Network			-	67,349	67,299	50	-	-	-	
B/C.03	Infrastructure Management & Operations										
B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)			- Ongoing	90,000	2,989	-	-	-	87,011	H&CI
B/C.3.012	Waste – Household Recycling Centre (HRC) Improvements			- Committed	8,183	-	2,603	-	-	5,580	H&CI
B/C.3.101	Development of Archives Centre premises			- Committed	5,060	-	-	-	-	5,060	H&CI
B/C.3.103	Library service essential maintenance and infrastructure renewal			- Committed	562	-	-	-	-	562	H&CI
B/C.3.107	New Community Hub / Library Provision Clay Farm			- Committed	827	-	566	-	-	261	H&CI
B/C.3.108	New Community Hub / Library Service Provision Darwin Green			- 2018-19	340	-	299	-	-	41	H&CI
	Total - Infrastructure Management & Operations			-	104,972	2,989	3,468	-	-	98,515	
B/C.04	Strategy & Development										
B/C.4.001	Ely Crossing			- Committed	36,000	22,000	1,000	6,294	-	6,706	E&E
B/C.4.006	Guided Busway			- Committed	148,886	94,667	29,642	9,282	-	15,295	E&E
B/C.4.014	Huntingdon West of Town Centre Link Road			- Committed	9,116	-	4,568	4,548	-	-	E&E

Section 4 - B: Economy, Transport and Environment Services

Table 5: Capital Programme - Funding

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	
B/C.4.017	Cambridge Cycling Infrastructure			- Committed	5,103	-	5,103	-	-	-	E&E
B/C.4.021	Abbey - Chesterton Bridge			- Committed	4,600	2,500	1,550	550	-	-	E&E
B/C.4.022	Cycling City Ambition Fund			- Committed	8,152	7,609	148	395	-	-	E&E
B/C.4.023	King's Dyke			- Committed	13,580	8,000	-	3,500	-	2,080	E&E
B/C.4.024	Soham Station			- Committed	6,700	1,000	-	1,000	-	4,700	E&E
B/C.4.028	A14			- Committed	25,200	25,000	-	200	-	-	E&E
B/C.4.031	Growth Deal - Wisbech Access Strategy			- Committed	1,000	-	-	1,000	-	-	E&E
	Total - Strategy & Development			-	258,337	160,776	42,011	26,769	-	28,781	
B/C.05	Other Schemes										
B/C.5.002	Investment in Connecting Cambridgeshire			- Committed	36,290	8,750	-	11,025	-	16,515	E&E
	Total - Other Schemes			-	36,290	8,750	-	11,025	-	16,515	
B/C.08	Capital Programme Variation										
B/C.6.001	Variation Budget			- Ongoing	-31,144	-	-	-	-	-31,144	E&E, H&CI
	Total - Capital Programme Variation			-	-31,144	-	-	-	-	-31,144	
	TOTAL BUDGET				452,770	256,099	46,210	37,794	-	112,667	

Section 4 - C: Corporate and Managed Services

10th January GPC

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

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
	Corporate Services							
973	Corporate Director	1,615	-101	1,514	1,715	1,716	1,720	1,724
198	Chief Executive	201	-3	198	198	198	198	198
1,185	Business Intelligence	1,414	-251	1,163	1,163	1,163	1,163	1,163
1,434	City Deal	1,280	-	1,280	946	908	908	908
951	Communications & Information	951	-	951	951	951	951	951
1,287	Customer Services	1,462	-128	1,334	1,358	1,383	1,408	1,433
381	Digital Strategy	384	-	384	384	384	384	384
165	Elections	165	-	165	165	165	165	165
908	Redundancy, Pensions & Injury	1,079	-182	898	888	878	868	868
-	- Commercial approach to contract management	-500	-	-500	-2,000	-2,000	-2,000	-2,000
-	- Organisational Structure Review	-1,312	-	-1,312	-3,312	-3,312	-3,312	-3,312
-	- Citizen First, Digital First	-303	-	-303	-679	-847	-874	-874
-	- Contract mitigation	-	-	-	1,500	2,000	2,000	2,000
-	- Demography	3,405	-	3,405	6,794	10,263	13,798	17,387
-	- Cross Service Transformation savings	-4,510	-	-4,510	-4,510	-4,510	-4,510	-4,510
-956	Corporate Capacity Review - Phase 2	-956	-	-956	-956	-956	-956	-956
6,526	Subtotal Corporate Services	4,376	-665	3,711	4,605	8,384	11,911	15,529
	Transformation							
1,505	Transformation	345	-121	225	225	1,518	1,518	1,518
1,505	Subtotal Transformation	345	-121	225	225	1,518	1,518	1,518
	Managed Services							
141	External Audit	141	-	141	141	141	141	141
-45	Finance Managed	295	-318	-24	-24	-24	-24	-24
1,894	Insurance	2,074	-	2,074	2,074	2,074	2,074	2,074
1,863	IT Managed	2,511	-159	2,353	2,353	2,353	2,353	2,353
1,020	Members Allowances	1,031	-	1,031	1,031	1,031	1,031	1,031
166	Organisational & Workforce Development Managed	168	-	168	168	168	168	168
1,000	Redundancy Reserve	1,000	-	1,000	1,000	1,000	1,000	1,000
-	- Transformation Fund	7,884	-	7,884	1,646	38	-	-
6,040	Subtotal Managed Services	15,105	-477	14,628	8,390	6,782	6,744	6,744
-	UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-	-	-	-1,692	-12,348	-24,535	-34,414

Section 4 - C: Corporate and Managed Services

10th January GPC

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

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
	Future Years							
	- Inflation	-	-	-	213	450	752	1,094
	- Savings	-	-	-	-	-	-	-
14,071	CS BUDGET TOTAL	19,826	-1,263	18,563	11,740	4,785	-3,611	-9,530

Section 4 - C: Corporate and Managed Services

10th January GPC

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

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 Services							
Corporate Director	973	3	-	538	-	-	1,514
Chief Executive	198	0	-	-	-	-	198
Business Intelligence	1,185	12	-	-	-	-35	1,163
City Deal	1,434	1	-	-	-155	-	1,280
Communications & Information	951	0	-	-	-	-	951
Customer Services	1,287	24	23	-	-	-	1,334
Digital Strategy	381	4	-	-	-	-	384
Elections	165	-	-	-	-	-	165
Redundancy, Pensions & Injury	908	-	-	-	-	-10	898
Commercial approach to contract management	-	-	-	-	-	-500	-500
Organisational Structure Review	-	-	-	-	-	-1,312	-1,312
Citizen First, Digital First	-	-	-	-	-	-303	-303
Contract mitigation	-	-	-	-	-	-	-
Demography	-	-	-	3,405	-	-	3,405
Cross Service Transformation savings	-	-	-	-	-	-4,510	-4,510
Corporate Capacity Review - Phase 2	-956	-	-	-	-	-	-956
Subtotal Corporate Services	6,526	44	23	3,943	-155	-6,670	3,711
Transformation							
Transformation	1,505	12	-	-	-	-1,293	225
Subtotal Transformation	1,505	12	-	-	-	-1,293	225
Managed Services							
External Audit	141	-	-	-	-	-	141
Finance Managed	-45	-	-	-	21	-	-24
Insurance	1,894	180	-	-	-	-	2,074
IT Managed	1,863	3	-	486	-	-	2,353
Members Allowances	1,020	11	-	-	-	-	1,031
Organisational & Workforce Development Managed	166	2	-	-	-	-	168
Redundancy Reserve	1,000	-	-	-	-	-	1,000
Transformation Fund	-	-	-	-	7,884	-	7,884
Subtotal Managed Services	6,040	197	-	486	7,905	-	14,628
CS BUDGET TOTAL	14,071	253	23	4,429	7,750	-7,963	18,563

Section 4 - C: Corporate and Managed Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
1	OPENING GROSS EXPENDITURE	20,041	19,826	12,804	5,851	-2,543		
C/R.1.001	Base Adjustments	-6,990	-	-	-	-		Adjustment for permanent changes to base budget from decisions made in 2016-17.
C/R.1.007	Base Adjustment - Advocacy	-95	-	-	-	-		Budget moved to CFA from CST due to centralisation of expenditure on advocacy to a single contract
C/R.1.008	Base adjustment - CCR Phase 1	2,375	-	-	-	-		CCR revenue staffing budgets moved to Corporate Services from CFA, ETE and A&I.
1.999	REVISED OPENING GROSS EXPENDITURE	15,331	19,826	12,804	5,851	-2,543		
2	INFLATION							
C/R.2.001	Inflation	256	215	239	304	344		Some County Council 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.
2.999	Subtotal Inflation	256	215	239	304	344		
3	DEMOGRAPHY AND DEMAND							
C/R.3.001	Customer Services Demography	23	24	25	25	25		Increases in the number of older people in Cambridgeshire may see calls to our Contact Centre rise. This is above and beyond the 1.4% population growth that is accounted for Corporately and features later on in this table - see C/R.4.007
3.999	Subtotal Demography and Demand	23	24	25	25	25		
4	PRESSURES							
C/R.4.005	Apprenticeship Levy	500	-	-	-	-		From April 2017, large employers, including the Council, will be required to pay a levy of 0.5% of their salary budget. This will provide Central Government with a pool of money to support apprenticeship schemes nationwide. This is the forecast cost for our Council.
C/R.4.006	Elections	-	-	-	-	-		Full County Council elections are held every four years across the whole country and are due again for this Council in May 2017. This figure (to be confirmed) is based on expected costs for 2017, and we will be rolling those costs forward on an annual basis to pay for the next elections in 2021.

Section 4 - C: Corporate and Managed Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

		Detailed Plans	Outline Plans					
Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
C/R.4.007	Demography	3,405	3,389	3,469	3,535	3,589		Cambridgeshire is the fastest growing county in the country, which means there is more demand for services. This figure reflects the financial impact of the predicted 1.4% population growth on service provision across the Council. Funding will be taken from this centrally held budget as and when services demonstrate there has been an impact on them due to population growth, which cannot be contained within their existing revenue budget.
C/R.4.008	Contract mitigation	-	1,500	500	-	-		The Transformation Programme includes some significant savings through contract renegotiation across the Council. These savings represent best case scenarios and as such a mitigating pressure has been included.
C/R.4.009	Professional and Management Pay Structure	38	-	-	-	-		The revised management band pay structure was implemented in October 2016. The revised pay grades will not be inflated during 2017-18, as the inflation funding was factored into the available funding for the new pay structure. This pressure replaces inflation and funds the additional cost of the new pay structure expected to be incurred in 2017-18.
C/R.4.010	Impact of National Living Wage (NLW) on CCC Employee Costs	-	-	1	4	4		The cost impact of the introduction of the National Living Wage (NLW) on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates.
C/R.4.905	Increased Revenue Costs for Wide Area Network (WAN) Upgrades	63	-	-	-	-		To allow the public and staff to benefit from using smart technology, a number of Council sites require an increase in bandwidth to cope with the extra usage. This is part of the Council's drive to achieve greater efficiency through using technology.
C/R.4.906	Increased Revenue Costs for Wide Area Network (WAN) Upgrades in Libraries	123	-	-	-	-		To allow the public and staff to benefit from using smart technology, a number of library sites require an increase in bandwidth to cope with the extra usage. This is part of the Council's drive to achieve greater efficiency through using technology.
C/R.4.907	Corporate Office IT Assets	300	-	-	-	-	Commissioning	Due to the success of the Council's laptop rollout programme, the number of desktop PCs in scope for refresh has fallen. However not all areas are suitable for the use of laptops and desktop PCs in these areas will need to be updated in order to support the use of Windows 10 as the standard operating system for CCC. This funding will fund the ongoing purchase of new IT assets supporting the modernisation and transformation of the IT estate within CCC.
4.999	Subtotal Pressures	4,429	4,889	3,970	3,539	3,593		

Section 4 - C: Corporate and Managed Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
5	INVESTMENTS							
C/R.5.001	Commercial approach to contract management	400	-400	-	-	-	Contracts, commercial & procurement	Transformation Fund investment relating to proposal C/R.6.101 which gives an expected saving of £2,000k per year from 2017-18. This project will establish a Commercial Board, ensuring all commercial opportunities are being robustly pursued.
C/R.5.102	Total Transport	132	-56	-38	-38	-	Commissioning	Transformation Fund investment relating to proposal A/R.6.244. With a predicted saving of £1,275k. Total Transport is a project looking at delivering school transport in a better and more efficient way.
C/R.5.202	Move to full cost recovery for non-statutory highway works	50	-50	-	-	-	Commissioning	Transformation Fund investment relating to proposal B/R.6.213 which gives an expected saving of £200k per year from 2018-19. This project will ensure that the Council recovers all costs associated with additional non-statutory highway works.
C/R.5.301	Specialist Support for Adults with Autism to increase their independence	50	-50	-	-	-	Adults' services	Transformation Fund investment relating to proposal A/R.6.113 which will save £72k per year from 2017-18. This project will involve working with service users to develop skills as well as access to training and employment opportunities to increase independence. This in turn will reduce the need for social care support.
C/R.5.302	Using assistive technology to help people with learning disabilities live and be safe more independently without the need for 24hr or overnight care	186	-186	-	-	-	Adults' services	Transformation Fund investment relating to proposal A/R.6.116 saving £214k per year from 2017-18. We will identify appropriate equipment and smart technology to help people with disabilities be safe and live more independently.
C/R.5.303	Using assistive technology to support older people to remain independent in their own homes (approved)	110	-60	-50	-	-	Adults' services	Transformation Fund investment relating to proposal A/R.6.145 saving £595k per year from 2018-19. Investing in smart technology to help service users stay in their homes, independently, for longer. In this way we can reduce care spending overall while ensuring we make provision for those who cannot remain independent in their own homes.

Section 4 - C: Corporate and Managed Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

		Detailed Plans					Outline Plans	
Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
C/R.5.304	Neighbourhood Cares Transformation Pilot- A New Approach to Social Work in Communities	656	-	-656	-	-	Adults' services	<p>Proposal to pilot a radically different model of social work in Cambridgeshire, to be known as "Neighbourhood Cares".</p> <p>This model of social work is informed by the latest thinking developed locally through the Transforming Lives Project, innovation being led by other local authorities and in particular by the successful Buurtzorg model of community care in The Netherlands.</p> <p>This transformation bid is to pilot the model of care in two patches across Cambridgeshire during 2017-18 and 2018-19 with the aim of offering a better quality of care.</p> <p>The key outcomes we want to achieve are:</p> <ul style="list-style-type: none"> •Shift as much resource as possible to the front line. •Free up staff to have more direct contact with the people we need them to work with, in the way we want them to work. •Improve the quality and continuity of the service user experience. •Generate capacity where we currently have capacity gaps, particularly in home care. •Reduce the cost of care (in the back office and in commissioned care). •Set ourselves up for the future – the learning from the pilot sites would then be the basis for the wider transformation of the whole system. <p>The proposed pilot will test new ways of working which are vital to the achievement of better outcomes and managing with a reduced budget for social care over the medium term. If successful, the ways of working developed through the pilot would then be rolled out countywide and form the basis of our model of local care across Cambridgeshire. This pilot will help us test solutions to the strategic challenges facing the adult social care in Cambridgeshire.</p>
C/R.5.305	Enhanced Occupational Therapy Support to reduce the need for double-handed care	90	-	-90	-	-	Adults' services	Transformation Fund investment relating to proposal A/R.6.165 saving £252k per year from 2017-18. based on an existing successful pilot scheme this would use Occupational Therapy to reduce the need for extra care.
C/R.5.306	Recouping under-used direct payment budget allocations (increased monitoring)	87	-	-87	-	-	Finance & budget review	Transformation Fund investment relating to proposal A/R.6.101 saving £395k per year from 2017-18. This will ensure that budget allocations are proportionate to the needs of the user, and any underspends are recovered.

Section 4 - C: Corporate and Managed Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
C/R.5.307	Dedicated Reassessment Team - Learning Disabilities	750	-750	-	-	-	Commissioning	Transformation Fund investment relating to proposal A/R.6.114 saving at least £2.3million in 2017-18 and savings in subsequent years. Funding dedicated reassessment capacity to deliver savings and to drive better practice. Other savings within the LD programme, including A/R.6.115, A/R.6.117 and A/R.6.122, which relate to commissioning, will also draw on the additional capacity costed within this investment.
C/R.5.308	Supporting people with physical disabilities & people with autism to live more independently	128	-128	-	-	-	Commissioning	Transformation Fund investment relating to proposal A/R.6.111 saving £791k in 2017-18 and making savings in subsequent years. This investment provides increased capacity to undertake the reassessment programme, and consists of funding for 2 social workers and administrative support, totalling 3.5 FTE.
C/R.5.312	Increase in client contributions from improving frequency of re-assessment - older people & elderly mental health	46	-46	-	-	-	Finance & budget review	Transformation Fund investment relating to proposal A/R.6.134, saving £381k. This is the 2017-18 investment in four additional financial assessment offers required to progress a programme of financial re-assessment of social care clients. By ensuring that clients have a regular financial review, which is in any case a Care Act requirement, we will increase the collection of client contributions to reflect uplifts in pensions, benefits and other personal finance changes.
C/R.5.313	Enhanced Response Service - Falls and Telecare	393	-393	-	-	-		Transformation Fund investment relating to proposal A/R.6.171 saving £390k per year from 2018-19. We will establish an enhanced assistive technology response service to reduce/delay/minimise admissions to hospital and funded care.
C/R.5.319	ASC/OP investment required to manage and reduce demand & cost to serve	3,357	-3,357	-	-	-		Full proposal is being developed and is likely to include resourcing of projects on: - OP Home Care - OP Accommodation - Crisis Response - Section 117 aftercare (Mental Health) - Lifetime Costs: use of upfront spending to reduce the total lifetime costs of service users with long term needs
C/R.5.320	OP & MH service delivery - sustaining budgetary performance	600	-600	-	-	-		Good progress has been made in managing the OP & MH budgets but there are diminishing returns and investment is required to manage the risks to deliver these savings. This links to the redistribution of current underspends in this area shown at A/R.4.022 within the CFA section of the tables

Section 4 - C: Corporate and Managed Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
C/R.5.401	Enhanced intervention service for children with disabilities	120	-	-120	-	-	Commissioning	Transformation Fund investment relating to proposal A/R.6.217 saving £696k from 2018-19 onwards per year. This will reduce the number of children with disabilities in out of county residential homes, to enable them to safely live with their family and access education in their local area.
C/R.5.402	Systemic family meetings to be offered at an earlier stage to increase the number of children being diverted from LAC placements	148	-37	-111	-	-	Commissioning	Transformation Fund investment relating to proposal A/R.6.219 saving £611k per year from 2018-19 onwards. Change the referral criteria for systemic family meetings to take place with families at an earlier stage; at the point just before beginning a child protection plan. This would enable the Council to work with a larger group of 390 children at Child Protection Level, rather than 240 at Court Proceedings Level.
C/R.5.403	Link workers within Adult Mental Health Services	84	-21	-63	-	-	Commissioning	Transformation Fund investment relating to proposal A/R.6.221 saving £480k per year from 2018-19. To keep families together wherever possible we will embed a Think Family approach in adult mental health services and increase access to preventative and early help services.
C/R.5.403	Investment in 'No Wrong Door' approach	497	-104	-393	-	-	Children's services	Transformation Fund investment relating to proposal A/R.6.205 saving £559k in 2017/18, with a further £530k in year 2, £389k in year 3 and £30k in year 4. Implementation of 'No Wrong Door' hub model to improve outcomes for children on the edge of care, looked after and care leavers.
C/R.5.953	City Deal Revenue Costs	-155	-334	-38	-	-	Finance & budget review	City Deal revenue costs funded by the growth in New Homes Bonus, revised following a reduction in the number of payment years.
C/R.5.954	Wisbech Community Led Local Development (CLLD) Fund	21	-	-	-	-		The Council's financial contribution to the administration of the Wisbech CLLD Fund, unlocking an overall Fund of £2.1m for investment in Wisbech's communities
5.999	Subtotal Investments	7,750	-6,572	-1,646	-38	-		
6	SAVINGS GPC							
C/R.6.101	Commercial approach to contract management	-500	-1,500	-	-	-	Contracts, commercial & procurement	Ensuring the Council pursues all commercial opportunities, with a focus on contract management through improved commissioning and procurement.
C/R.6.102	Organisational Structure Review	-1,312	-2,000	-	-	-	Workforce planning & development	Ensuring that the Council's structures are as efficient and effective as possible, to meet the needs of our communities. This is part of an ongoing programme of organisational redesign.
C/R.6.103	Courier Contract	-35	-	-	-	-	Commissioning	A more efficient Council-wide postage service, has generated savings against courier costs.

Section 4 - C: Corporate and Managed Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
C/R.6.104	Citizen First, Digital First - Repayment of financing costs	-56	-510	-3	-3	-3	Customer & communities	Investment in a range of technology solutions that will enable us to ensure that our digital presence is engaging and easy to use, to integrate our various existing IT systems, and enable the delivery of the Citizen First, Digital First strategy. This saving will repay the debt charges resulting from borrowing.
C/R.6.105	Citizen First, Digital First - Surplus to repayment of financing costs	-247	134	-165	-24	3	Customer & communities	Additional savings to C/R.6.104, after repayment of the debt charges resulting from borrowing to invest and enable the delivery of the Citizen First, Digital First strategy.
C/R.6.106	Reduction in costs on Redundancy, Pensions & Injury budget	-10	-10	-10	-10	-	Finance & budget review	Reduction in costs on Redundancy, Pensions & Injury budget, held within Corporate Services.
C/R.6.109	Capitalisation of the Transformation team	-1,293	-	1,293	-	-	Finance & budget review	Using the flexibility of capital receipts direction to fund the transformation team from capital instead of being funded by revenue.
C/R.6.110	Cross service transformation savings	-4,510	-	-	-	-	Finance & budget review	Savings to be made through cross service working and transformation.
C/R.6.999	Cross Committee Unidentified Savings	-	-1,692	-10,656	-12,187	-9,879	Finance & budget review	Savings to be identified during future years' Business Planning processes.
6.999	Subtotal Savings	-7,963	-5,578	-9,541	-12,224	-9,879		
	TOTAL GROSS EXPENDITURE	19,826	12,804	5,851	-2,543	-8,460		
7	FEES, CHARGES & RING-FENCED GRANTS							
C/R.7.001	Previous year's fees, charges & ring-fenced grants	-691	-1,263	-1,064	-1,066	-1,068		Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
C/R.7.002	Increase in fees, charges & ring-fenced grants	-569	-	-	-	-	Finance & budget review	Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2016-17.
C/R.7.003	Fees and charges inflation	-3	-2	-2	-2	-2	Finance & budget review	Uplift in external charges to reflect inflation pressures on the costs of services.
C/R.7.201	Changes to fees & charges Change in Public Health Grant	-	201	-	-	-		Change in ring-fenced Public Health grant to reflect change of function and treatment as a corporate grant from 2018-19 due to removal of ring-fence.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-1,263	-1,064	-1,066	-1,068	-1,070		
	TOTAL NET EXPENDITURE	18,563	11,740	4,785	-3,611	-9,530		

Section 4 - C: Corporate and Managed Services

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
C/R.8.001	Budget Allocation	-18,563	-11,740	-4,785	3,611	9,530		Net spend funded from general grants, business rates and Council Tax. 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. Fees and charges for the provision of services.
C/R.8.002	Public Health Grant	-201	-	-	-	-		
C/R.8.003	Fees & Charges	-1,062	-1,064	-1,066	-1,068	-1,070		
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-19,826	-12,804	-5,851	2,543	8,460		

Section 4 - C: Corporate and Managed Services

10th January GPC

Table 6: Revenue - Financing Debt Charges Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
1	OPENING GROSS EXPENDITURE	32,766	29,001	31,653	33,626	34,837		
G/R.1.001	Base Adjustments	-	-	-	-	-		Adjustment for permanent changes to base budget from decisions made in 2014-15.
1.999	REVISED OPENING GROSS EXPENDITURE	32,766	29,001	31,653	33,626	34,837		
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	-8,481	1,351	1,994	1,728	533		Change in borrowing costs as a result of changes to levels of prudential borrowing in the capital programme.
G/R.5.002	Invest to Save Housing Schemes - Interest Costs	1,276	1,301	-21	-517	-79		Revenue costs associated with the development of new 'affordable' housing and open market rent housing on Council owned land in order to generate long-term income streams.
G/R.5.003	Slippage provision	2,000	-	-	-	-		The Council's capital programme has underspent significantly in previous financial years, leading to underspends being declared in relation to capital financing costs. To reduce these underspends, a provision was originally included in the base revenue budget to reflect this, however this has now been superseded by a provision directly within the capital programme. Therefore, this specific reduction to the base revenue budget can now be reversed as the reduction is instead reflected in proposal G/R.5.001.
5.999	Subtotal Investments	-5,205	2,652	1,973	1,211	454		
6	SAVINGS							
G/R.6.001	GPC PFI Refinancing	1,440	-	-	-	-	Finance & budget review	A one-off saving generated in 2016-17 as a result of refinancing the PFI contract for Thomas Clarkson Community College.

Section 4 - C: Corporate and Managed Services

10th January GPC

Table 6: Revenue - Financing Debt Charges Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
G/R.6.003	MRP: Accountable Body	-	-	-	-	-	Finance & budget review	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 therefore intends to maximise 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.
6.999	Subtotal Savings	1,440	-	-	-	-		
	TOTAL GROSS EXPENDITURE	29,001	31,653	33,626	34,837	35,291		
7	FEES, CHARGES & RING-FENCED GRANTS							
G/R.7.001	Previous year's fees & charges	-	-2,700	-9,923	-11,606	-11,035		Previous year's fees and charges for the provision of services rolled forward.
G/R.7.002	Invest to Save Housing Schemes - Income Generation	-2,700	-7,223	-1,683	571	-188		Generation of long-term income stream associated with the development of new 'affordable' housing and open market rent housing on Council owned land.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-2,700	-9,923	-11,606	-11,035	-11,223		
	TOTAL NET EXPENDITURE	26,301	21,730	22,020	23,802	24,068		

FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
G/R.8.101	Budget Allocation	-26,301	-21,730	-22,020	-23,802	-24,068		Net spend funded from general grants, business rates and Council Tax. Fees and charges for the provision of services.
G/R.8.102	Fees and Charges	-2,700	-9,923	-11,606	-11,035	-11,223		
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-29,001	-31,653	-33,626	-34,837	-35,291		

Section 4 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
Ongoing	-2,581	-	-913	-1,323	-115	-115	-115	-
Committed Schemes	3,511	1,754	1,718	39	-	-	-	-
2017-2018 Starts	11,632	-	3,039	6,868	575	575	575	-
TOTAL BUDGET	12,562	1,754	3,844	5,584	460	460	460	-

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000	Committee
C/C.01	Corporate Services												
C/C.1.001	Essential CCC Business Systems Upgrade	Windows 2003 servers came to the end of their life in July 2015. The majority of all organisation wide customer / digital systems sat on these servers, which required upgrading.		Committed	300	111	150	39	-	-	-	-	GPC
C/C.1.003	Citizen First, Digital First	Significant improvements could be made to our website; to system integration to take out multiple re-keying from one system into another; and in other areas through investment in a suite of technologies that will improve our efficiency such as a more robust e-payments system.		2017-18	3,546	-	1,246	575	575	575	575	-	GPC
	Total - Corporate Services				3,846	111	1,396	614	575	575	575	-	
C/C.02	Managed Services												
C/C.2.005	Microsoft Enterprise Agreement for CCC	Microsoft software is deeply embedded within the Council's IT services, from desktop office automation, email and operating systems, to collaboration (SharePoint) and integration (BizTalk) services, and server operating systems and management tools. An Enterprise Agreement is offered by Microsoft as a way to buy and support licences for their software products as a bundle. This is at a lower cost than buying the components separately, and delivers additional benefits such as technical training and support.		Committed	1,902	1,402	500	-	-	-	-	-	GPC
C/C.2.006	CPSN Replacement	This is for the procurement of a replacement Wide Area Network solution. The current contracted service is due to end in June 2018. This proposal is for funding for the 2017-18 and 2018-19 financial years to allow for the procurement and transition to a new service.		2017-18	5,500	-	500	5,000	-	-	-	-	GPC
C/C.2.108	Community Hubs - Sawston	To develop a community hub in Sawston combining the library, children's centre, locality team and flexible community meeting facilities, in close association with Sawston Village College.		Committed	1,309	241	1,068	-	-	-	-	-	GPC
	Total - Managed Services				8,711	1,643	2,068	5,000	-	-	-	-	

Section 4 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost ì 000	Previous Years ì 000	2017-18 ì 000	2018-19 ì 000	2019-20 ì 000	2020-21 ì 000	2021-22 ì 000	Later Years ì 000
C/C.03 C/C.1.005	Transformation Capitalisation of Transformation Team	Funding the Transformation team from capital instead of revenue, by using the flexibility of capital receipts direction.		2017-18	2,586	-	1,293	1,293	-	-	-	-
	Total - Transformation				2,586	-	1,293	1,293	-	-	-	-
C/C.10 C/C.3.001	Capital Programme Variation Variation Budget	The Council has decided to include a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-2,581	-	-913	-1,323	-115	-115	-115	-
	Total - Capital Programme Variation				-2,581	-	-913	-1,323	-115	-115	-115	-
	TOTAL BUDGET				12,562	1,754	3,844	5,584	460	460	460	-

GPC

GPC

Funding	Total Funding ì 000	Previous Years ì 000	2017-18 ì 000	2018-19 ì 000	2019-20 ì 000	2020-21 ì 000	2021-22 ì 000	Later Years ì 000
Government Approved Funding								
Total - Government Approved Funding	-	-	-	-	-	-	-	-
Locally Generated Funding								
Capital Receipts	44,547	8,750	2,293	11,125	2,769	6,015	2,130	11,465
Prudential Borrowing	-31,985	-6,996	1,551	-5,541	-2,309	-5,555	-1,670	-11,465
Total - Locally Generated Funding	12,562	1,754	3,844	5,584	460	460	460	-
TOTAL FUNDING	12,562	1,754	3,844	5,584	460	460	460	-

Section 4 - C: Corporate and Managed Services

Table 5: Capital Programme - Funding

Budget Period: 2017-18 to 2026-27

Summary of Schemes by Start Date					Total Funding ì 000	Grants ì 000	Develop. Contr. ì 000	Other Contr. ì 000	Capital Receipts ì 000	Prud. Borr. ì 000	Committee
Ongoing					-2,581	-	-	-	41,520	-44,101	
Committed Schemes					3,511	-	-	-	441	3,070	
2017-2018 Starts					11,632	-	-	-	2,586	9,046	
TOTAL BUDGET					12,562	-	-	-	44,547	-31,985	
Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding ì 000	Grants ì 000	Develop. Contr. ì 000	Other Contr. ì 000	Capital Receipts ì 000	Prud. Borr. ì 000	Committee
C/C.01	Corporate Services										
C/C.1.001	Essential CCC Business Systems Upgrade		-	Committed	300	-	-	-	-	300	
C/C.1.003	Citizen First, Digital First		-2,455	2017-18	3,546	-	-	-	-	3,546	
	Total - Corporate Services		-2,455		3,846	-	-	-	-	3,846	
C/C.02	Managed Services										GPC
C/C.2.005	Microsoft Enterprise Agreement for CCC			Committed	1,902	-	-	-	402	1,500	
C/C.2.006	CPSN Replacement		-	2017-18	5,500	-	-	-	-	5,500	
C/C.2.108	Community Hubs - Sawston		-	Committed	1,309	-	-	-	39	1,270	
	Total - Managed Services		-		8,711	-	-	-	441	8,270	
C/C.03	Transformation										GPC
C/C.1.005	Capitalisation of Transformation Team		-	2017-18	2,586	-	-	-	2,586	-	
	Total - Transformation		-		2,586	-	-	-	2,586	-	
C/C.10	Capital Programme Variation										GPC
C/C.3.001	Variation Budget		-	Ongoing	-2,581	-	-	-	-	-2,581	
	Total - Capital Programme Variation		-		-2,581	-	-	-	-	-2,581	
C/C.9.001	Excess Corporate Services capital receipts used to reduce total prudential borrowing			Ongoing	-	-	-	-	41,520	-41,520	GPC
	TOTAL BUDGET				12,562	-	-	-	44,547	-31,985	

Section 4 - D: LGSS - Cambridge Office

10th January GPC

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

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
-8,854	Central Management Trading	872	-9,725	-8,854	-8,634	-8,634	-8,634	-8,634
-8,854	Subtotal Central Management	872	-9,725	-8,854	-8,634	-8,634	-8,634	-8,634
691	Finance Chief Finance Officer	1,167	-476	691	691	691	691	691
1,985	Professional Finance	2,507	-485	2,022	2,023	2,024	2,029	2,034
-	- Strategic Assets	-	-	-	-	-	-	-
-	- Pensions Service	2,264	-2,264	-	-	-	-	-
2,676	Subtotal Finance	5,938	-3,225	2,713	2,714	2,715	2,720	2,725
708	People, Transformation & Transactions Director of People, Transformation & Transactional	670	38	708	708	708	708	708
1,328	HR Business Partners	1,345	-	1,345	1,345	1,345	1,345	1,345
296	HR Policy & Strategy	353	-53	301	301	301	301	301
1,853	LGSS Programme Team	1,882	-24	1,859	1,859	1,859	1,859	1,859
300	Organisational & Workforce Development	407	-104	303	303	303	303	303
2,382	Revenues & Benefits	2,384	-	2,384	2,384	2,384	2,384	2,384
1,295	Transactional Services	1,462	-149	1,313	1,313	1,313	1,313	1,313
-	- Property Operations & Delivery	-	-	-	-	-	-	-
474	Audit & Risk Management	702	-223	479	479	479	479	479
8,636	Subtotal People, Transformation & Transactions	9,207	-514	8,693	8,693	8,693	8,693	8,693
-271	Law, Procurement & Governance Director of Law, Property & Governance	-	-271	-271	-271	-271	-271	-271
-291	LGSS Law Ltd	-206	-85	-291	-291	-291	-291	-291
425	Democratic & Scrutiny Services	450	-19	431	431	431	431	431
293	Procurement	333	-32	301	301	301	301	301
156	Subtotal Law, Procurement & Governance	577	-407	170	170	170	170	170
5,459	IT Services IT Services	5,985	-500	5,485	5,485	5,485	5,485	5,485
5,459	Subtotal IT Services	5,985	-500	5,485	5,485	5,485	5,485	5,485

Section 4 - D: LGSS - Cambridge Office

10th January GPC

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

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
78	Service Assurance Service Assurance	84	-6	78	78	78	78	78
78	Subtotal Service Assurance	84	-6	78	78	78	78	78
	- UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-468	-	-468				
	Future Years							
	- Inflation	-	-	-	123	225	341	453
	- Savings	-	-	-	-1,174	-1,793	-2,400	-2,966
8,151	LGSS - CAMBRIDGE OFFICE BUDGET TOTAL	22,195	-14,378	7,817	7,455	6,939	6,453	6,004

Section 4 - D: LGSS - Cambridge Office

10th January GPC

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Central Management							
Trading	-8,854	-	-	-	-	-	-8,854
Subtotal Central Management	-8,854	-	-	-	-	-	-8,854
Finance							
Chief Finance Officer	691	-0	-	-	-	-	691
Professional Finance	1,985	14	-	23	-	-	2,022
Strategic Assets	-	-	-	-	-	-	-
Pensions Service	-	-	-	-	-	-	-
Subtotal Finance	2,676	14	-	23	-	-	2,713
People, Transformation & Transactions							
Director of People, Transformation & Transactional	708	-	-	-	-	-	708
HR Business Partners	1,328	11	-	7	-	-	1,345
HR Policy & Strategy	296	1	-	4	-	-	301
LGSS Programme Team	1,853	5	-	0	-	-	1,859
Organisational & Workforce Development	300	3	-	-	-	-	303
Revenues & Benefits	2,382	-	-	3	-	-	2,384
Transactional Services	1,295	18	-	-0	-	-	1,313
Property Operations & Delivery	-	-	-	-	-	-	-
Audit & Risk Management	474	3	-	3	-	-	479
Subtotal People, Transformation & Transactions	8,636	41	-	16	-	-	8,693
Law, Procurement & Governance							
Director of Law, Property & Governance	-271	-	-	-	-	-	-271
LGSS Law Ltd	-291	-	-	-	-	-	-291
Democratic & Scrutiny Services	425	3	-	4	-	-	431
Procurement	293	3	-	5	-	-	301
Subtotal Law, Procurement & Governance	156	6	-	8	-	-	170
IT Services							
IT Services	5,459	13	-	13	-	-	5,485
Subtotal IT Services	5,459	13	-	13	-	-	5,485

Section 4 - D: LGSS - Cambridge Office

10th January GPC

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Service Assurance Service Assurance	78	-0	-	-	-	-	78
Subtotal Service Assurance	78	-0	-	-	-	-	78
UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-	-	-	-	-	-468	-468
LGSS - CAMBRIDGE OFFICE BUDGET TOTAL	8,151	73	-	61	-	-468	7,817

Section 4 - D: LGSS - Cambridge Office

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
1	OPENING GROSS EXPENDITURE	24,242	22,195	21,621	21,113	20,635		
D/R.1.001	Base Adjustments	-1,721	-	-	-	-		Adjustment for permanent changes to base budget from decisions made in 2016-17.
1.999	REVISED OPENING GROSS EXPENDITURE	22,521	22,195	21,621	21,113	20,635		
2	INFLATION							
D/R.2.001	Inflation	81	131	110	124	120		Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.
2.999	Subtotal Inflation	81	131	110	124	120		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
D/R.4.001	Professional and Management Pay Structure	61	-	-	-	-		The revised management band pay structure was implemented in October 2016. The revised pay grades will not be inflated during 2017-18, as the inflation funding was factored into the available funding for the new pay structure. This pressure replaces inflation and funds the additional cost of the new pay structure expected to be incurred in 2017-18.
D/R.4.002	Impact of National Living Wage (NLW) on CCC Employee Costs	-	1	1	5	5		The cost impact of the introduction of the NLW on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates.
4.999	Subtotal Pressures	61	1	1	5	5		
5	INVESTMENTS							
5.999	Subtotal Investments	-	-	-	-	-		
6	SAVINGS							
D/R.6.101	LGSS JC LGSS Operational Savings	-468	-	-	-	-	Corporate & LGSS	Delivery of savings through Year 3 of the Service Review Programme and a new ERP Platform.

Section 4 - D: LGSS - Cambridge Office

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
D/R.6.999	Unidentified Savings	-	-706	-619	-607	-566	Corporate & LGSS	Delivery of savings through a new ERP Platform and discussion of LGSS scope and SLA offering to be identified during future Business Planning processes.
6.999	Subtotal Savings	-468	-706	-619	-607	-566		
	TOTAL GROSS EXPENDITURE	22,195	21,621	21,113	20,635	20,194		
7	FEES, CHARGES & RING-FENCED GRANTS							
D/R.7.001	Previous year's fees, charges & ring-fenced grants	-14,237	-14,378	-14,166	-14,174	-14,182		Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
D/R.7.002	Fees and charges inflation	-8	-8	-8	-8	-8		Uplift in external charges to reflect inflation pressures on the costs of services.
D/R.7.003	Changes to fees and charges in 2016-17	-133	-	-	-	-		Changes to fees and charges as a result of decisions in 2016-17.
D/R.7.201	Changes to fees & charges Change in Public Health Grant	-	220	-	-	-		Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2018-19 due to removal of ring-fence.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-14,378	-14,166	-14,174	-14,182	-14,190		
	TOTAL NET EXPENDITURE	7,817	7,455	6,939	6,453	6,004		

FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
D/R.8.001	Budget Allocation	-7,817	-7,455	-6,939	-6,453	-6,004		Net spend funded from general grants, business rates and Council Tax.
D/R.8.002	Cambridgeshire Maintained Schools income	-495	-505	-516	-527	-538		Expected income from Cambridgeshire maintained schools.
D/R.8.003	Fees & Charges	-13,663	-13,661	-13,658	-13,655	-13,652		Fees and charges for the provision of services.
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.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-22,195	-21,621	-21,113	-20,635	-20,194		

Section 4 - D: LGSS - Cambridge Office

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
Ongoing	-	-	-	-	-	-	-	-
Committed Schemes	1,288	1,188	100	-	-	-	-	-
TOTAL BUDGET	1,288	1,188	100	-	-	-	-	-

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
D/C.01 D/C.1.001	LGSS Operational Next Generation Enterprise Resource Planning (ERP) solution	This project to replace the Council's business system will deliver savings, safe-guard the Council's vital core systems and services, and provide a more agile system for end-users.		Committed	1,288	1,188	100	-	-	-	-	-
	Total - LGSS Operational				1,288	1,188	100	-	-	-	-	-
	TOTAL BUDGET				1,288	1,188	100	-	-	-	-	-

Committee

LGSS JC

Funding	Total Funding £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
Government Approved Funding								
Total - Government Approved Funding	-	-	-	-	-	-	-	-
Locally Generated Funding Prudential Borrowing	1,288	1,188	100	-	-	-	-	-
Total - Locally Generated Funding	1,288	1,188	100	-	-	-	-	-
TOTAL FUNDING	1,288	1,188	100	-	-	-	-	-

Section 4 - D: LGSS - Cambridge Office

Table 5: Capital Programme - Funding

Budget Period: 2017-18 to 2026-27

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	-	-	-	-	-	-
Committed Schemes	1,288	-	-	-	-	1,288
TOTAL BUDGET	1,288	-	-	-	-	1,288

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	Committee
D/C.01	LGSS Operational										
D/C.1.001	Next Generation Enterprise Resource Planning (ERP) solution			Committed	1,288	-	-	-	-	1,288	LGSS JC
	Total - LGSS Operational		-		1,288	-	-	-	-	1,288	
	TOTAL BUDGET				1,288	-	-	-	-	1,288	

Section 4 - E: Public Health

10th January GPC

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

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
	Health Improvement							
4,074	Sexual Health STI testing & treatment	3,975	-	3,975	3,975	3,975	3,975	3,975
1,170	Sexual Health Contraception	1,170	-	1,170	1,170	1,170	1,170	1,170
-	- National Child Measurement Programme	-	-	-	-	-	-	-
151	Sexual Health Services Advice Prevention and Promotion	152	-	152	152	152	152	152
-	- HI - Obesity Adults	-	-	-	-	-	-	-
82	Obesity Children	57	-	57	57	57	57	57
84	Physical Activity Adults	39	-	39	39	39	39	39
1,605	Healthy Lifestyles	1,605	-	1,605	1,605	1,605	1,605	1,605
-	- Physical Activity Children	-	-	-	-	-	-	-
907	Stop Smoking Service & Intervention	797	-	797	797	797	797	797
31	Wider Tobacco Control	31	-	31	31	31	31	31
273	General Prevention Activities	273	-	273	273	273	273	273
80	Falls Prevention	80	-	80	80	80	80	80
2	Dental Health	2	-	2	2	2	2	2
8,459	Subtotal Health Improvement	8,181	-	8,181	8,181	8,181	8,181	8,181
	Children Health							
7,531	Children 0-5 PH Programme	7,433	-	7,433	7,433	7,433	7,433	7,433
1,745	Children 5-19 PH Programme	1,656	-	1,656	1,656	1,656	1,656	1,656
9,276	Subtotal Children Health	9,089	-	9,089	9,089	9,089	9,089	9,089
	Adult Health & Wellbeing							
716	NHS Health Checks Programme	716	-	716	716	716	716	716
164	Public Mental Health	164	-	164	164	164	164	164
37	Comm Safety, Violence Prevention	37	-	37	37	37	37	37
917	Subtotal Adult Health & Wellbeing	917	-	917	917	917	917	917
	Intelligence Team							
14	Public Health Advice	14	-	14	14	14	14	14
-	- Info & Intelligence Misc	-	-	-	-	-	-	-
14	Subtotal Intelligence Team	14	-	14	14	14	14	14
	Health Protection							
-	- LA Role in Health Protection	-	-	-	-	-	-	-

Section 4 - E: Public Health

10th January GPC

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

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
	6 Health Protection Emergency Planning	6	-	6	6	6	6	6
	6 Subtotal Health Protection	6	-	6	6	6	6	6
	Programme Team							
	- PT - Obesity Adults	-	-	-	-	-	-	-
31	Stop Smoking no pay staff costs	31	-	31	31	31	31	31
105	General Prevention, Traveller, Lifestyle	96	-22	74	74	74	74	74
	136 Subtotal Programme Team	127	-22	105	105	105	105	105
	Public Health Directorate							
-18,135	Public Health - Admin & Salaries	2,166	-20,338	-18,172	1,878	1,878	1,878	1,878
	-18,135 Subtotal Public Health Directorate	2,166	-20,338	-18,172	1,878	1,878	1,878	1,878
	Future Years							
	- Inflation	-	-	-	23	44	65	85
	- Savings	-	-	-	-	-	-	-
	673 PUBLIC HEALTH TOTAL	20,500	-20,360	140	20,213	20,234	20,255	20,275

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.

Section 4 - E: Public Health

10th January GPC

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

Budget Period: 2017-18 to 2021-22

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.

	Children, Families and Adults Services			
-	Public Health expenditure delivered by CFA	6,322	-6,322	-
	- Subtotal Children, Families and Adults Services			-
	Economy, Transport and Environment Services			
-	Public Health expenditure delivered by ETE	153	-153	-
	- Subtotal Economy, Transport and Environment Services			-
	Corporate Services			
-	Public Health expenditure delivered by CS	201	-201	-
	- Subtotal Corporate Services			-
	LGSS - Cambridge Office			
-	Overheads associated with Public Health function	220	-220	-
	- Subtotal LGSS - Cambridge Office			-
	- PUBLIC HEALTH MANAGED IN OTHER SERVICE AREAS TOTAL	6,896	-6,896	-
-42	Less Fees & Charges / Contributions	-310	310	
631	EXPENDITURE FUNDED BY PUBLIC HEALTH GRANT TOTAL	27,086	-26,946	140

Section 4 - E: Public Health

10th January GPC

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Health Improvement							
Sexual Health STI testing & treatment	4,074	1	-	-	-	-100	3,975
Sexual Health Contraception	1,170	-	-	-	-	-	1,170
National Child Measurement Programme	-	-	-	-	-	-	-
Sexual Health Services Advice Prevention and Promotion	151	1	-	-	-	-	152
HI - Obesity Adults	-	-	-	-	-	-	-
Obesity Children	82	-	-	-	-	-25	57
Physical Activity Adults	84	-	-	-	-	-45	39
Healthy Lifestyles	1,605	-	-	-	-	-	1,605
Physical Activity Children	-	-	-	-	-	-	-
Stop Smoking Service & Intervention	907	-	-	-	-	-110	797
Wider Tobacco Control	31	-	-	-	-	-	31
General Prevention Activities	273	-	-	-	-	-	273
Falls Prevention	80	-	-	-	-	-	80
Dental Health	2	-	-	-	-	-	2
Subtotal Health Improvement	8,459	2	-	-	-	-280	8,181
Children Health							
Children 0-5 PH Programme	7,531	-	-	-	-	-98	7,433
Children 5-19 PH Programme	1,745	1	-	-	-	-90	1,656
Subtotal Children Health	9,276	1	-	-	-	-188	9,089
Adult Health & Wellbeing							
NHS Health Checks Programme	716	-	-	-	-	-	716
Public Mental Health	164	-	-	-	-	-	164
Comm Safety, Violence Prevention	37	-	-	-	-	-	37
Subtotal Adult Health & Wellbeing	917	-	-	-	-	-	917
Intelligence Team							
Public Health Advice	14	-	-	-	-	-	14
Info & Intelligence Misc	-	-	-	-	-	-	-
Subtotal Intelligence Team	14	-	-	-	-	-	14
Health Protection							
LA Role in Health Protection	-	-	-	-	-	-	-

Section 4 - E: Public Health

10th January GPC

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Health Protection Emergency Planning	6	-	-	-	-	-	6
Subtotal Health Protection	6	-	-	-	-	-	6
Programme Team							
PT - Obesity Adults	-	-	-	-	-	-	-
Stop Smoking no pay staff costs	31	-	-	-	-	-	31
General Prevention, Traveller, Lifestyle	105	-	-	-	-	-31	74
Subtotal Programme Team	136	-	-	-	-	-31	105
Public Health Directorate							
Public Health - Admin & Salaries	-18,135	10	-	4	-	-51	-18,172
Subtotal Public Health Directorate	-18,135	10	-	4	-	-51	-18,172
Public Health Ring-fenced Grant and Fees & Charges	-	-	-	-	-	-	-
PUBLIC HEALTH TOTAL	673	13	-	4	-	-550	140

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.

Section 4 - E: Public Health

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
1	OPENING GROSS EXPENDITURE	20,948	20,500	20,523	20,544	20,565		
E/R.1.004	One-off use of Public Health reserve funding	84	-	-	-	-		This is the removal of a Public Health grant to Economy, Transport and Environment. This funded specific work and campaigns which have now ended and so the money is no longer required. Increase in expenditure budgets (compared to published 2016-17 Business Plan) as advised during the budget preparation period and permanent in-year changes made during 2016-17.
E/R.1.005	Increase in spend funded from external sources	56	-	-	-	-		
1.999	REVISED OPENING GROSS EXPENDITURE	21,088	20,500	20,523	20,544	20,565		
2	INFLATION							
E/R.2.001	Inflation	14	23	21	21	20		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%.
2.999	Subtotal Inflation	14	23	21	21	20		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
E/R.4.001	Professional and Management Pay Structure	4	-	-	-	-		The revised management band pay structure was implemented in October 2016. The revised pay grades will not be inflated during 2017-18, as the inflation funding was factored into the available funding for the new pay structure. This pressure replaces inflation and funds the additional cost of the new pay structure expected to be incurred in 2017-18.
4.999	Subtotal Pressures	4	-	-	-	-		
5	INVESTMENTS							
5.999	Subtotal Investments	-	-	-	-	-		

Section 4 - E: Public Health

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

		Detailed Plans					Outline Plans	
Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
6	SAVINGS Health							
E/R.6.003	CCS contract for integrated contraception and sexual health services	-50	-	-	-	-	Public Health	Continued move to a more demand led model which means that although there will be a small reduction in clinic sessions the service will be even more targeted where there is most need. Specific proposals that reflect this approach are being discussed with Cambridgeshire Community Services.
E/R.6.006	Review exercise referral schemes	-71	-	-	-	-	Public Health	As part of the Public Health drive to promote and increase physical activity to benefit everyone across the County the service is discontinuing investment in the current district based exercise referral schemes by £48k (recurrent). There is inequity in the current investment in exercise referral schemes as only two areas are funded. However the Health Committee approved at its November 2016 meeting a countywide physical activity programme which includes all the Districts. An additional £23k saving (recurrent) results from the end of a workplace physical activity pilot at County Council premises Scott House, from which the learning is now mainstreamed, and from ceasing other currently unallocated physical activity project budgets.
E/R.6.012	Public health services contract for children and young people aged 0-19	-90	-	-	-	-	Public Health	Reducing the cost of the contract for age 0-19 public health services with Cambridgeshire Community Services, while investing in public health school nursing services for Special Schools. Review of skill mix and ways of working in 0-5 public health services, including health visiting and family nurse partnership, which should enable saving of £150k. Existing staff will be working in a more integrated way with other Council services, such as Children's Centres and Together for Families Programme. Invest £60k to provide a public health school nursing service for Special Schools.
E/R.6.019	Public Health Programmes Team: proposed transfer to integrated lifestyles provider □	-50	-	-	-	-	Public Health	It is proposed to transfer the CAMQUIT team to the current external Integrated Lifestyles Provider, subject to a Voluntary Transparency notice. Staff involved in microcommissioning of smoking cessation services in GP practices and pharmacies will not be transferred and will be in scope for the joint public health commissioning unit. □
E/R.6.021	Public health commissioning - explore joint work with other organisations	-57	-	-	-	-	Public Health	Create a joint Public Health commissioning unit with Peterborough City Council in order to drive best value across both areas, building on the existing Children's Health Joint Commissioning Unit and existing joint work across the two Councils by the public health specialist team.

Section 4 - E: Public Health

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
E/R.6.025	Smoking Cessation : Reduced spend on NRT and GP Payments	-110	-	-	-	-	Public Health	After review of smoking cessation spend on nicotine replacement therapy (NRT) and payments to GP practices and pharmacies in the first two quarters of 2016-17, it has been established that this level of saving can be withdrawn while meeting the current level of demand for the smoking cessation service.
E/R.6.026	Chlamydia Screening : Online Testing and reduction in lab costs	-50	-	-	-	-	Public Health	Demand for the online chlamydia screening service has declined. This is partially due to adopting a more targeted screening model. This also results in a lower spend on laboratory tests.
E/R.6.028	Food for Life : Jointly commission across Cambridgeshire and Peterborough	-25	-	-	-	-	Public Health	The Food for Life programme aims to promote a healthier eating lifestyle and reduce childhood obesity. Currently the Council and Peterborough City Council separately commission this programme. The proposal is to reduce costs by recommissioning jointly with Peterborough City Council the programme which will promote healthy eating and physical activity while targeting areas that are more deprived with higher levels of childhood obesity.
E/R.6.029	Traveller Health Team : Changed ways of working	-5	-	-	-	-	Public Health	Reduce value of contract with Ormiston Trust so that it reflects current level of community worker input, while funding additional input from Traveller Health specialist nurse.
E/R.6.031	Contribution to CCC 0-5 voluntary sector contract no longer required	-98	-	-	-	-	Public Health	The Council's three year contract with Homestart ceased in September 2016 as part of a wider refocussing of preventive services for children aged 0-5. Public Health made a contribution to the overall budget for this contract, which is no longer required.
6.999	Subtotal Savings	-606	-	-	-	-		
	TOTAL GROSS EXPENDITURE	20,500	20,523	20,544	20,565	20,585		
7	FEES, CHARGES & RING-FENCED GRANTS							
E/R.7.001	Previous year's fees, charges & ring-fenced grants	-20,766	-20,360	-310	-310	-310		Fees and charges expected to be received for services provided and Public Health ring-fenced grant from Government.
E/R.7.002	Increase in fees and charges income compared to 2016-17 published business plan	-56	-	-	-	-		Adjustment for permanent changes to income expectation from decisions made in 2016-17.
E/R.7.101	Changes to fees & charges Fees and Charges Inflation	-1	-	-	-	-	Finance & budget review	Income from teaching medical students.
E/R.7.102	Reduction in income	56	-	-	-	-		Reductions in income from Cambridgeshire and Peterborough Clinical Commissioning Group for management of joint Health Intelligence Unit. A reduction in Public Health Consultant sessions of medical student teaching.

Section 4 - E: Public Health

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
E/R.7.201	Changes to ring-fenced grants Change in Public Health Grant	407	20,050	-	-	-		Grant reductions announced in the comprehensive spending review, and removal of the ring-fence in 2018-19.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-20,360	-310	-310	-310	-310		
	TOTAL NET EXPENDITURE	140	20,213	20,234	20,255	20,275		

FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
E/R.8.001	Budget Allocation	-140	-20,213	-20,234	-20,255	-20,275		Net spend funded from general grants, business rates and Council Tax.
E/R.8.101	Public Health Grant	-20,050	-	-	-	-		Direct expenditure funded from Public Health grant.
E/R.8.102	Fees & Charges	-310	-310	-310	-310	-310		Income generation (various sources).
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-20,500	-20,523	-20,544	-20,565	-20,585		

Section 4 - F: Assets & Investments

10th January GPC

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

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
	Assets & Investments							
1,115	Building Maintenance	1,224	-91	1,133	1,133	1,133	1,133	1,133
-3,453	County Farms	1,059	-5,463	-4,404	-4,405	-4,413	-4,422	-4,430
5,052	County Offices	6,339	-1,832	4,507	4,488	4,469	3,908	3,910
0	Effective Property Asset Management	0	-	0	0	0	0	0
708	Property Operations & Delivery	1,120	-415	705	705	705	705	705
775	Strategic Assets	773	-2	771	771	771	771	771
4,197	Subtotal Assets & Investments	10,515	-7,803	2,712	2,692	2,665	2,095	2,089
	Future Years							
-	Inflation	-	-	-	94	187	283	379
-	Savings	-	-	-	-	-	-	-
4,197	ASSETS & INVESTMENTS TOTAL	10,515	-7,803	2,712	2,786	2,852	2,378	2,468

Section 4 - F: Assets & Investments

10th January GPC

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Assets & Investments	-	-	-	-	-	-	-
Building Maintenance	1,115	19	-	-	-	-	1,133
County Farms	-3,453	-	-	183	-	-1,134	-4,404
County Offices	5,052	137	-	-	-75	-607	4,507
Effective Property Asset Management	0	-	-	-	-	-	0
Property Operations & Delivery	708	5	-	-8	-	-	705
Strategic Assets	775	4	-	-9	-	-	771
	-	-	-	-	-	-	-
Subtotal Assets & Investments	4,197	165	-	166	-75	-1,741	2,712
	-	-	-	-	-	-	-
ASSETS & INVESTMENTS TOTAL	4,197	165	-	166	-75	-1,741	2,712

Section 4 - F: Assets and Investments

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
1	OPENING GROSS EXPENDITURE	-	10,515	10,594	10,673	10,212		
F/R.1.001	Base adjustments	10,480	-	-	-	-		Adjustment for permanent changes to base budget from decisions made in 2016-17. CCR revenue staffing budgets moved to Corporate Services.
F/R.1.002	Base adjustment - CCR Phase 1	-48	-	-	-	-		
1.999	REVISED OPENING GROSS EXPENDITURE	10,432	10,515	10,594	10,673	10,212		
2	INFLATION							
F/R.2.001	Inflation	166	94	93	96	96		Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.
2.999	Subtotal Inflation	166	94	93	96	96		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
F/R.4.903	Renewable Energy - Soham	183	4	5	4	5		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. The revised management band pay structure was implemented in October 2016. The revised pay grades will not be inflated during 2017-18, as the inflation funding was factored into the available funding for the new pay structure. This pressure replaces inflation and funds the additional cost of the new pay structure expected to be incurred in 2017-18.
F/R.4.904	Professional and Management Pay Structure	-17	-	-	-	-		
4.999	Subtotal Pressures	166	4	5	4	5		
5	INVESTMENTS							
F/R.5.902	Property Rationalisation Resource	-75	-	-	-	-	- Assets, estates & facilities mgmt.	The second year of a phased removal of two-year investment in resource to support a project making better use of the Council's property.
5.999	Subtotal Investments	-75	-	-	-	-		

Section 4 - F: Assets and Investments

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
6	SAVINGS							
	A&I							
F/R.6.107	Rationalisation of Property Portfolio	-154	-	-	-553	-	Assets, estates & facilities mgmt.	Savings generated by the more efficient use of Council properties.
F/R.6.108	Energy Efficiency Fund - Repayment of Financing Costs	-20	-19	-19	-8	2	Assets, estates & facilities mgmt.	Savings to be generated from Energy Efficiency Fund capital investment. Element to repay financing costs. Links to capital proposal F/C.2.119
6.999	Subtotal Savings	-174	-19	-19	-561	2		
	TOTAL GROSS EXPENDITURE	10,515	10,594	10,673	10,212	10,315		
7	FEES, CHARGES & RING-FENCED GRANTS							
F/R.7.001	Previous year's fees, charges & ring-fenced grants	-6,372	-7,803	-7,808	-7,821	-7,834		Previous year's fees and charges for the provision of services and ring-fenced grant funded rolled forward.
F/R.7.002	Decrease in fees, charges & ring-fenced grants	137	-	-	-	-		Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2016-17.
F/R.7.003	Fees and charges inflation	-1	-	-	-	-		Uplift in external charges to reflect inflation pressures on the cost of services.
	Changes to fees & charges							
F/R.7.103	County Farms Investment (Viability) - Surplus to Repayment of Financing Costs	-15	37	16	-4	-		Increase in County Farms rental income resulting from capital investment. Element surplus to repaying financing costs.
F/R.7.104	County Farms Investment (Viability) - Repayment of Financing Costs	-60	-37	-16	4	-		Increase in County Farms rental income resulting from capital investment. Links to capital proposal F/C.2.101.
F/R.7.105	Renewable Energy Soham - Repayment of Financing Costs	-876	-1	-8	100	70		Income generation resulting from capital investment in solar farm at Soham. Element to repay financing costs. Links to capital proposal C/C.2.102 in BP 2016-17.
F/R.7.106	Renewable Energy Soham - Surplus to Repayment of Financing Costs	-183	-4	-5	-113	-83		Income generation resulting from capital investment in solar farm at Soham. Element to surplus to repaying financing costs.
F/R.7.107	Solar PV - Repayment of Financing Costs	-	1	-	-	1		Income generation resulting from installation of solar PV at a further 5 CCC non-school sites. Element to repay financing costs.
F/R.7.108	Solar PV - Surplus to Repayment of Financing Costs	-	-1	-	-	-1		Income generation resulting from installation of solar PV at a further 5 CCC non-school sites. Element surplus to repayment of financing costs.
F/R.7.109	Telecommunications hosting policy	-40	-	-	-	-	Assets, estates & facilities mgmt.	Review the Council's mobile telecommunications equipment policy. This will include exploring opportunities to generate revenue income from hosting telecommunications equipment on Council land and property assets and actively promoting better mobile coverage across the county.

Section 4 - F: Assets and Investments

10th January GPC

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
F/R.7.120	Income from Rationalisation of Property Portfolio	-393	-	-	-	-		Income generation from alternative use of major office building(s) to provide ongoing revenue streams.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-7,803	-7,808	-7,821	-7,834	-7,847		
	TOTAL NET EXPENDITURE	2,712	2,786	2,852	2,378	2,468		

FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
F/R.8.001	Budget Allocation	-2,712	-2,786	-2,852	-2,378	-2,468		Net spend funded from general grants, business rates and Council Tax. Fees and charges for the provision of services.
F/R.8.003	Fees & Charges	-7,803	-7,808	-7,821	-7,834	-7,847		
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-10,515	-10,594	-10,673	-10,212	-10,315		

Section 4 - F: Assets and Investments

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
Ongoing	17,589	8,304	1,700	1,700	909	1,116	1,116	2,744
Committed Schemes	-	-	-	-	-	-	-	-
2017-2018 Starts	189,691	-	113,958	43,568	6,194	-	11,251	14,720
TOTAL BUDGET	207,280	8,304	115,658	45,268	7,103	1,116	12,367	17,464

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000	Committee
F/C.	Assets & Investments												
F/C.2.101	County Farms investment (Viability)	To invest in projects which protect and improve the County Farms Estate's revenue potential, asset value and long term viability.	C/R.7.104	Ongoing	3,820	1,320	500	500	500	500	500	-	A&I
F/C.2.103	Local Plans - representations	Making representations to Local Plans and where appropriate following through to planning applications with a view to adding value to County Farms and other Council land, whilst meeting Council objectives through the use / development of such land.		Ongoing	4,284	1,634	350	350	300	300	300	1,050	A&I
F/C.2.111	Shire Hall	This budget is used to carry out essential maintenance and potentially limited improvements required to occupy Shire Hall for a further 10 years, in accordance with the previous Cabinet decision in November 2009.		Ongoing	6,150	4,500	550	550	550	-	-	-	A&I
F/C.2.112	Building Maintenance	This budget is used to carry out replacement of failed elements and maintenance refurbishments.		Ongoing	6,000	600	600	600	600	600	600	2,400	A&I
F/C.2.114	MAC Joint Highways Depot	The Joint Highways Depot Project will facilitate the physical co-location of partner organisations to a single depot site, with joint-working practices implemented initially, with an aspiration to develop shared services in the future.		2017-18	5,198	-	482	482	4,234	-	-	-	A&I
F/C.2.119	Energy Efficiency Fund	Establish a funding stream (value £250k per year, for four years) for investment in energy and water efficiency improvement measures in Council buildings.	F/R.5.002	Ongoing	1,000	250	250	250	250	-	-	-	A&I
F/C.2.240	Housing schemes	The Council is in the fortunate position of continuing to be 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.	G/R.5.002, G/R.7.002	2017-18	184,493	-	113,476	43,086	1,960	-	11,251	14,720	A&I
	Total - Assets & Investments				210,945	8,304	116,208	45,818	8,394	1,400	12,651	18,170	

Section 4 - F: Assets and Investments

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
F/C. F/C.3.001	Capital Programme Variation Variation Budget	The Council has decided to include a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-3,665	-	-550	-550	-1,291	-284	-284	-706
	Total - Capital Programme Variation				-3,665	-	-550	-550	-1,291	-284	-284	-706
	TOTAL BUDGET				207,280	8,304	115,658	45,268	7,103	1,116	12,367	17,464

A&I

Funding	Total Funding £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
Government Approved Funding								
Total - Government Approved Funding	-	-	-	-	-	-	-	-
Locally Generated Funding								
Capital Receipts	111,136	3,313	81,583	10,551	2,483	-	13,206	-
Prudential Borrowing	14,514	4,831	2,098	1,700	909	1,116	1,116	2,744
Prudential Borrowing (Repayable)	-107,823	-	31,977	33,017	3,711	-13,542	-6,155	-156,831
Ring-Fenced Capital Receipts	4,800	-	-	-	-	600	4,200	-
Other Contributions	184,653	160	-	-	-	12,942	-	171,551
Total - Locally Generated Funding	207,280	8,304	115,658	45,268	7,103	1,116	12,367	17,464
TOTAL FUNDING	207,280	8,304	115,658	45,268	7,103	1,116	12,367	17,464

Section 4 - F: Assets and Investments

Table 5: Capital Programme - Funding

Budget Period: 2017-18 to 2026-27

Summary of Schemes by Start Date					Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	
Ongoing					17,589	-	-	160	3,313	14,116	
Committed Schemes					-	-	-	-	-	-	
2017-2018 Starts					189,691	-	-	184,493	112,623	-107,425	
TOTAL BUDGET					207,280	-	-	184,653	115,936	-93,309	

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	Committee
F/C.	Assets & Investments										
F/C.2.101	County Farms investment (Viability)	C/R.7.104	-3,116	Ongoing	3,820	-	-	-	422	3,398	A&I
F/C.2.103	Local Plans - representations		-	Ongoing	4,284	-	-	10	618	3,656	A&I
F/C.2.111	Shire Hall		-	Ongoing	6,150	-	-	150	2,273	3,727	A&I
F/C.2.112	Building Maintenance		-	Ongoing	6,000	-	-	-	-	6,000	A&I
F/C.2.114	MAC Joint Highways Depot		-183	2017-18	5,198	-	-	-	4,800	398	A&I
F/C.2.119	Energy Efficiency Fund	F/R.5.002	-550	Ongoing	1,000	-	-	-	-	1,000	A&I
F/C.2.240	Housing schemes	G/R.5.002, G/R.7.002	-	2017-18	184,493	-	-	184,493	107,823	-107,823	A&I
	Total - Assets & Investments		-3,849		210,945	-	-	184,653	115,936	-89,644	
F/C.	Capital Programme Variation										
F/C.3.001	Variation Budget		-	Ongoing	-3,665	-	-	-	-	-3,665	A&I
	Total - Capital Programme Variation		-		-3,665	-	-	-	-	-3,665	
	TOTAL BUDGET				207,280	-	-	184,653	115,936	-93,309	

COMMUNITY IMPACT ASSESSMENT

Directorate / Service Area		Officer undertaking the assessment	
Children, Families and Adults		Name: Charlotte Black	
Service / Document / Function being assessed		Job Title:	
Neighbourhood Cares		Service Director: Older Peoples Services and Mental Health	
Business Plan Proposal Number (if relevant)		Contact details:	
C/R.5.304, A/R.6.171		Tel No: 01223 727990	
		E mail: Charlotte.Black@cambridgeshire.gov.uk	
Aims and Objectives of Service / Document / Function			
<p>The vision for the programme is for a model of care which is preventative, flexible and responsive. We want to move away from a system of separate, specialist countywide teams with a reliance on statutory assessments, annual reviews and remotely commissioned care to a model where our teams know their local communities, and build support around people's needs in a way which makes sense to them.</p> <p>The key outcomes we want to achieve are:</p> <ul style="list-style-type: none"> • Shift as much resource as possible to the front line. • Free up staff to have more direct contact with the people we need them to work with, in the way we want them to work. • Improve the quality and continuity of the service user experience. • Generate capacity where we currently have capacity gaps, particularly in home care. • Reduce the cost of care (in the back office and in commissioned care). • Set ourselves up for the future – the learning from the pilot sites would then be the basis for the wider transformation of the whole system. 			
What is changing?			
<p>The proposed pilot will test new ways of working which are vital to the achievement of better outcomes and managing with a reduced budget for social care over the medium term. If successful, the ways of working developed through the pilot would then be rolled out countywide and form the basis of our model of local care across Cambridgeshire. The pilots will link closely to our Community Resilience Strategy and Community Hubs work, helping to develop local solutions to the need and build on the neighbourhood approach and natural community networks, assets and strengths.</p> <p>The proposal is to establish small local teams in two pilot sites, with a relatively small patch. We will specify the functions to be delivered but will look to give the teams as much flexibility as possible in how these are delivered. We will advertise for a single generic position of "Neighbourhood Worker" and will look to recruit people who are enthused by the possibility of working flexibly and creatively and by taking on new challenges and responsibilities from a range of different professional backgrounds and with different skills, encouraging people to share their expertise with one another and allowing the team to match the team member with the most appropriate skills to the needs of each service user.</p>			
Who is involved in this impact assessment?			
e.g. Council officers, partners, service users and community representatives.			
Council officers			

What will the impact be?

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

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

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

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

Positive Impact
The model of care we are promoting is designed to improve outcomes and the experience of care. By providing care in a more local and personal way, we will support people to remain independent, socially and physically active, mentally well and retain quality of life. This should have a positive impact on older people and the more local approach should have a positive impact on any isolated communities which are in the catchment area of the pilots.
Negative Impact
Not applicable.
Neutral Impact
The pilots should not have any detrimental effect on any of the other groups. As the approach is more personal any impact is likely to tend towards positive.
Issues or Opportunities that may need to be addressed

Community Cohesion

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

As this is a model where our teams know their local communities, and build support around people's needs it is likely to have a positive impact on community cohesion.
--

COMMUNITY IMPACT ASSESSMENT

Directorate / Service Area		Officer undertaking the assessment
CFA, Children's Social Care Directorate		Name: Fiona Mackirdy Job Title: Interim Head of Looked After Children Contact details: Fiona.mackirdy@cambridgeshire.gov.uk Date completed: 19-12-2016
Service / Document / Function being assessed		
No Wrong Door Model to improve outcomes for children on the edge of care, looked after and care leavers		
Business Plan Proposal Number (if relevant)	C/R.5.403, A/R.6.205	
Aims and Objectives of Service / Document / Function		
<p>'No Wrong Door' is a model that is being employed successfully by a number of local authorities, with North Yorkshire being the pioneer. It aims to provide young people who are experiencing family breakdown, those looked after, and those leaving care with flexible accommodation and support from a single multi-agency team. The team comprises residential staff, outreach workers, clinical staff, speech and language therapists, police officers and support from drug and alcohol services, youth offending services, supported accommodation provision and housing providers. Key to the model is a shared management structure, training and a shared understanding of the model's culture and vision. In regards to Council services affected by this proposal, these are primarily services for Looked After Children and families where children are at the edge of care. These services fall into the Children's Social Care Directorate and the Enhanced and Preventative Services Directorate.</p> <p>The Children's Social Care (CSC) Directorate is responsible for children's social care services across the county. Its responsibilities include: lead responsibility for ensuring compliance with safeguarding standards, purchasing arrangements for social care, fostering, children's disability services, and work with children and families on child protection plans and 18-25 services. Social work is delivered through the 'Unit Model'; each Unit consisting of a small group of professionals including a consultant social worker, social workers, a specialist clinician and a unit co-ordinator.</p> <p>The Enhanced and Preventative Services Directorate (Early Help) is responsible for providing a range of local universal preventative services and more specialist services for children and families that may be more vulnerable. Early help is about identifying families who are beginning to struggle, stopping problems deepening and preventing the need for costly specialist or crisis interventions with effective early action. Its responsibilities include: children's centres, the Youth Offending Service, the Family Intervention Partnership (FIP), Education Welfare and Multi-Systemic Therapy.</p>		
What is changing?		

Implement a No Wrong Door model in Cambridgeshire using Victoria Road residential home in Wisbech as the hub base. The scoping and implementation phase of the project has begun with a visit to North Yorkshire to collect intelligence.

Four stakeholder workshops will be held to engage staff. There will be marketing activity to secure additional foster carers and supported lodgings carers. These carers will be assessed and will be provided with therapeutic re-parenting training, restorative practice training and Therapeutic Crisis Intervention Training .

A No Wrong Door Manager will be employed on a 2 year fixed term basis to oversee implementation and delivery of the model. There will be a number of other posts that will provide multi-agency support to the project including a data analyst (funded by partner agency), a band 6 mid-point Speech and Language Therapist, 1.5 fte Clinicians, relief contractors, 0.6 fte Advocacy Worker, Maths and English teaching provision and residential staff. Some of these costs will be covered by the current Victoria Road budget.

This team will bring together a variety of accommodation options and support, including outreach across the county, under one management umbrella. This will provide consistent relationships and continuity of keyworker as young people move into independent accommodation.

The service will require start-up costs and delivery costs for the first two years but in the years following, the costs of the model will be offset by reductions in the number of looked after children and the cost of specialist external placements. Key to the model is the consistent wrap-around support for young people with complex needs to avoid the use of costly external provision that may not meet needs. The hub will also prevent placement breakdowns by providing outreach support for young people and their carers. Joint funding from partners is being sought for key posts within the model and partners will be expected to identify how the implementation costs will become part of base budgets.

Who is involved in this impact assessment?

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

Young people aged 11 and over who are experiencing family breakdown

Looked after children/ young people aged over 11 who are at risk of placement breakdown

Looked after children/ young people aged over 11 who have complex needs requiring multi-agency support

Young people leaving care who may have experienced multiple placement breakdowns and who have complex needs requiring multi-agency support

What will the impact be?

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

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

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

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

Positive Impact

- Reduced risk of child sexual exploitation, missing from care episodes and self-harm
- A reduction in youth offending
- Improvements in young people's emotional wellbeing
- More stable and sustained return home for young people
- Prevention of becoming looked after
- Better outcomes for care leavers such as improved rates of young people in education, employment and training
- Enable young people to build their trust in adults through the sustained relationship with their keyworker
- Improve placement stability
- Reduce the need for specialist placements and associated costs
- Development opportunities for foster carers, staff and other professionals
- Wider community and professional partnership engagement in supporting looked after children and care leavers

As this is a service for young people aged 11-25 years, a disproportionate positive impact will be experienced on those who are within this age category. However, this will not result in any negative impact on younger children or adults so, therefore, does not need addressing

Negative Impact

It is not anticipated that there will be any negative impact

Neutral Impact

The No Wrong Door model will impact the delivery model for edge of care services and services to children looked after and will therefore be embedded in the re-design of services within the Children's Change Programme

Issues or Opportunities that may need to be addressed**Community Cohesion**

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

Version Control

Version no.	Date	Updates / amendments	Author(s)
1.0	16.12.16		Sarah Leet

APPENDIX C

CHANGES TO 2017-18 SINCE DECEMBER COMMITTEES

Positive figures improve the position, negative figures worsen the position

	£'000
Savings to find as per December Committee papers	2,340
CFA:	
• National Living Wage pressure re-phased	-522
• No Wrong Door (new savings proposal)	-559
ETE:	
• Street Lighting inflation index updated	198
• Winter Maintenance pressure (as per Full Council)	294
• Street Lighting pressure (as per Full Council)	275
• Street Lighting 2017-18 saving removed (as per Full Council)	30
CS:	
• Revised NHB contribution to City Deal following Settlement	-232
• Commercial approach to Contract Management – saving re-phased	1,500
• Capitalisation of redundancies – saving removed	1,000
• Mandatory Unpaid Leave – saving removed	600
Settlement changes:	
• Revenue Support Grant	-2
• New Homes Bonus	-22
• Returned New Homes Bonus topslice	1,690
• Adult Social Care Support Grant	-2,334
• Lead Local Flood Authority Grant	-46
• Education Service Grant – estimated transitional funding	300
Revised savings to find	4,510

CHANGES TO ARRANGEMENTS FOR THE APPOINTMENT OF EXTERNAL AUDITORS COMMITTEES

To: **General Purposes Committee**

Meeting Date: **10th January 2017**

From: **Deputy Chief Executive & Chief Finance Officer**

Electoral division(s): **All**

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

Purpose: **This report summarises the changes to the arrangements for appointing external Auditors following the closure of the Audit Commission and the end of the transitional arrangements at the conclusion of the 2017/18 audit of the accounts.**

Recommendation: **General Purposes Committee is recommended to:**

- a) endorse for Full Council approval the decision to opt-in to the sector led body (Public Sector Audit Appointments (PSAA)) for the national procurement of external auditors and ultimately the Council's external auditors from 2018/19; and**
- b) ask Officers to write to the PSAA and request to meet with the Chief Officer at PSAA to seek assurance that a single auditor be appointed for the LGSS Partners setting out the clear rationale in terms of the efficiency and value for money that this would achieve.**

<i>Officer contact:</i>	
Name:	Jon Lee
Post:	Head of Integrated Finance Services
Email:	jolee@northamptonshire.gov.uk
Tel:	01604 367041

1. BACKGROUND

- 1.1 The Local Audit and Accountability Act 2014 has established new arrangements for the audit and accountability of relevant public sector organisations including local authorities, clinical commissioning groups and police and crime commissioners in England.
- 1.2. The Secretary of State for Communities and Local Government decided to implement a phased introduction of the new local audit framework. There is currently a transitional period for local authorities, where the role of appointing external auditors and setting fee levels has been transferred from the now defunct Audit Committee and undertaken by the Public Sector Audit Appointments Ltd (PSAA), a subsidiary of the Local Government Association.
- 1.3. This transitional arrangement comes to an end for local authorities on 31 March 2018 with the audit of the 2017-18 financial statements. The new arrangements require local authorities to opt in to the PSAA sector-led auditor appointments, or appoint their own local external auditors, which can be done either individually or jointly with one or more other authorities by 31 December 2017.
- 1.4. The scope of the audit will continue to be specified nationally, the National Audit Office (NAO) is responsible for writing the Code of Audit Practice which all firms appointed to carry out local authorities audits must follow. Not all accounting firms will be eligible to compete for the work, they will need to demonstrate that they have the required skills and experience and be registered with a Registered Supervising Body approved by the Financial Reporting Council. It is less likely that small local independent firms will meet the eligibility criteria.

2. LGSS PARTNERS' POSITION

- 2.1 At present the current auditors for the LGSS Partners are all different with KPMG, Ernst and Young and BDO currently appointed as auditors for Northamptonshire County Council (NCC), Milton Keynes Council (MKC) and Cambridgeshire County Council (CCC) respectively. KPMG are also the auditors for Northampton Borough Council (NBC), one of LGSS's customers.
- 2.2. LGSS in 2015-16 has operated with a single integrated closedown team to deliver the financial statements including the external audit management across NCC, CCC and LGSS. This team has recently been expanded to incorporate the accounts and audit for both MKC and NBC.
- 2.3. Therefore there is a strong case to have a single external auditor across all LGSS partners. This will ensure the most effective management of the external audit relationships within the integrated closedown team. In addition a single auditor will enable efficiencies to be achieved in the audit processes and arrangements to help achieve the earlier statutory deadlines for the financial statements across all LGSS Partners.
- 2.4. The purpose of this report is to set out the key considerations and options available to the LGSS Partner authorities to secure a single auditor.

3. OPTIONS FOR LOCAL APPOINTMENT OF EXTERNAL AUDITORS

- 3.1 There are in effect two different approaches available to appoint external auditors with effect from the 1 April 2018, which are to:
- i. Opt in to the PSAA sector-led appointments process; or
 - ii. Establish an auditor panel to advise on the appointment of the local external auditor and to ensure the maintenance of independent relationships.
- 3.2 A recent LGA survey of local authorities found that 58% of authorities were expecting to 'opt in' to a sector led body, rather than appoint their own auditor. A further 35% of authorities were looking to form some kind of collective procurement arrangement.
- 3.3. Each of these options is considered further in the following sections.

Option 1: PSAA Sector Led National Scheme for Audit Appointments

- 3.4. The PSAA have been confirmed as the government's sector led body to manage the auditor appointments for those authorities opting in to this arrangement.
- 3.5. The ability to negotiate lower fees with the firms as a result of being able to offer higher volumes of work is considered one of the main benefits of a sector led approach. The greater the number of authorities that have signed up at the outset, the better the economies of scale that are likely to be achieved. However there is a risk that being part of a sector led arrangement will increase costs due to additional requirements that the PSAA may place on any successful audit firms.
- 3.6. The general legal, financial and reputational risks of undertaking a new procurement process would be mitigated for each local authority with this approach. The sector led option would also reduce the finance, procurement, legal, internal audit management overhead and staff time associated with a new procurement and establishing a new Audit Panel (refer to option 2).
- 3.7. There will not be a fee to join the sector led arrangements, however the audit fees that opted-in bodies will be charged by PSAA will cover the costs of appointing auditors. PSAA is not for profit and will pool scheme costs and charge fees on a scale based on size, complexity and audit risk. Surplus funds will also be returned to scheme members. The PSAA believe that highly competitive audit fees will be achieved through the sector-led procurement.
- 3.8. Additionally assurances have not been received from the PSAA that the opt-in arrangements could and would guarantee a single appointment across NCC, MKC and CCC. This is a risk to LGSS in terms of managing the external audit arrangements and relationships within the Integrated Closedown team which is likely to prohibit the efficiencies that can be achieved by the integrated team. However the PSAA do state that the scheme "will endeavour to appoint the same auditors to bodies which are involved in formal collaboration/joint working initiatives or with combined authority areas, if the parties consider that a common auditor will enhance efficiency and value for money" (PSAA, Developing the option of a national scheme

for local auditor appointments).

- 3.9. The date by which local authorities will need to formally opt-in to the PSAA sector led appointing person arrangement is 9 March 2017. In addition to the formal agreement for any authority to opt in, the decision must be approved by the Full Council. The expectation is that the PSAA will aim to award contracts to audit firms by June 2017, giving 6 months to plan and organise which firm is appointed to each individual authority before the 31 December 2017 deadline. The expected timetable for the sector-led option is set out below.

Action / Milestone	Date
Invitation to opt in issued	27 October 2016
Full Council approval to opt in	January/February 2017
Closing date for receipt of notices to PSAA to opt in	9 March 2017
PSAA contract notice published	20 February 2017
PSAA award audit contracts	End of June 2017
PSAA consult on and make auditor appointments	End of December 2017
PSAA consult on and publish scale fees	End of March 2018

- 3.10. Authorities will not be prevented from joining the sector-led arrangements in later years but the earliest opportunity to opt in after the closing date will be after 1 April 2018 with the appointment of auditors for 2019-20 accounts. However, in order to be in the best position to negotiate good rates for authorities the PSAA is encouraging as many authorities as possible to opt in from the outset.

Option 2: Appoint an Independent Audit Panel and Locally Procure

- 3.11. There are different options available if an Audit Panel approach is to be adopted which are;
- A separate and individual auditor panel, solely for one Council only;
 - A joint auditor panel with one or more other authorities, such as the LGSS Partner Authorities;
 - Using the services of or using an existing committee or sub-committee to act as the auditor panel (subject to compliance with the other provisions and regulations relating to auditor panels); or
 - Using another authority's auditor panel to carry out the functions for another Council.
- 3.12. The use of an Auditor Panel and a local procurement would achieve the intended outcome of having a single external auditor for the LGSS Partners. However there are further complexities, risks and costs associated with this approach. For each option above a procurement exercise will be necessary as well as full Council approval along with funding to meet the costs of a local procurement process. Costs will include the recruitment of independent appointees (members), servicing the Panel, running a bidding and tender evaluation process (and any retenders in

subsequent years), letting a contract and managing the contract, and paying members fees and allowances.

- 3.13. CIPFA has issued guidance on the Auditor panel the link to which can be found in the Source Documents section.
- 3.14. The Auditor Panel must comply with the following requirements:
- The minimum number of members that an auditor panel must have is three;
 - There must be a majority of independent members as well as an independent Chair. For a panel meeting to be quorate, there must be a majority of independent members present at the meeting;
 - For joint auditor panels, it is likely that each authority will want to have representative members. For each additional member, there will need to be an additional independent member;
 - Specific regulations clarify how independence is to be defined for the purposes of auditor panels;
 - Panel members should have a certain level of specific knowledge and experience to ensure that the panel carries out its duties effectively. Authorities will need to ensure that they draft panel member job descriptions carefully and advertise widely enough to reach those potential candidates with the correct skills and experience and maximise the number of suitable applicants for those vacancies; and
 - Panel members may be paid an allowance and any reasonable expenses covered, but it is for authorities to determine such arrangements themselves.
- 3.15. Following these principles would mean that the audit panel responsibility could not be transferred to an existing LGSS partner authority Audit Committee, due to the lack of independent members. As such a new Committee would need to be established, which would be expected to work alongside the existing Audit Committees at each LGSS Partner.
- 3.16. CIPFA have indicated that there is likely to only be the requirement for a few audit panel meetings during the external audit procurement exercise, and very few meetings once the external auditor has been procured. CIPFA have also advised that there would be little involvement from existing Audit Committees other than being informed of progress and decisions and offering comment.
- 3.17. There are a number of advantages and disadvantages of a local audit procurement exercise, overseen by an Auditor Panel, which vary depending on the specific type of Auditor Panel that is established. These are set out in **Appendix A**.

Audit Committee Endorsement

- 3.18 The Auditor Appointment arrangements have been discussed with the Audit Committee at its meeting on 29 November 2016. The Audit Committee supports the

recommendation of opting into the sector led procurement. However the Audit Committee did raise some concern with the final two milestones in the PSAA process (refer to the table at paragraph 3.9), which the Committee felt should be the other way round i.e. consulting on scale fees before the appointments are made. Officers will seek clarification on this point when writing to the PSAA.

4. ALIGNMENT WITH CORPORATE PRIORITIES

4.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

4.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

4.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

5. SIGNIFICANT IMPLICATIONS

5.1 Resources

There are no significant implications within this category.

5.2 Statutory, Legal and Risk

These are set out within Section 3 of this report. In addition the following should be noted.

Section 7 of the Local Audit and Accountability Act 2014 (the Act) requires a relevant authority to appoint a local auditor to audit its accounts for a financial year not later than 31 December in the preceding year. Section 8 governs the procedure for appointment including that the authority must consult and take account of the advice of its auditor panel on the selection and appointment of a local auditor. Section 8 provides that where a relevant authority is a local authority operating executive arrangements, the function of appointing a local auditor to audit its accounts is not the responsibility of an executive of the authority under those arrangements.

Section 12 makes provision for the failure to appoint a local auditor: the authority must immediately inform the Secretary of State, who may direct the authority to appoint the auditor named in the direction or appoint a local auditor on behalf of the authority.

Section 17 gives the Secretary of State the power to make regulations in relation to an 'appointing person' specified by the Secretary of State. This power has been exercised in the Local Audit (Appointing Person) Regulations 2015 (SI 192) and this gives the Secretary of State the ability to enable a Sector Led Body to become the appointing person.

5.3 Equality and Diversity

There are no significant implications within this category.

5.4 Engagement and Communications

There are no significant implications within this category.

5.5 Localism and Local Member Involvement

There are no significant implications within this category.

5.6 Public Health

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Sarah Heywood
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	Yes Fiona McMillan
Are there any Equality and Diversity implications?	No Jon Lee
Have any engagement and communication implications been cleared by Communications?	Yes Mark Miller
Are there any Localism and Local Member involvement issues?	No Jon Lee
Have any Public Health implications been cleared by Public Health	Yes Tess Campbell

Source Documents	Location
The Local Audit and Accountability Act 2014	http://www.legislation.gov.uk/ukpga/2014/2/contents
CIPFA Guide to Auditor Panels	http://www.cipfa.org/policy-and-guidance/publications/g/guide-to-auditor-panels-pdf
Developing the Option of a National Scheme for Local Auditor Appointments	http://www.psaa.co.uk/wp-content/uploads/2016/08/PSAA-A5-web-portrait-August-2016.pdf

Advantages and Disadvantages of the Auditor Panel Approach

Option	Possible Advantages	Possible Disadvantages
Set up own separate and individual panel to oversee separate and individual procurement	<p>Full ownership of the process</p> <p>Fully bespoke contract with the auditor</p> <p>Tendering process more based on local circumstances (within EU procurement rules)</p>	<p>May experience difficulties in appointing majority independent panel members and independent panel chair as per the regulations</p> <p>Will need to ensure that panel members are suitably qualified to understand and participate in the panel's functions</p> <p>Additional costs to undertake the procurement, service the Auditor Panel and to cover expenses</p> <p>May not be able to procure at a lower cost, for example, depending on authority location, where there will be a risk of limited provider choice</p> <p>Would not achieve the desired outcome of a single external auditor across LGSS partners</p>
Set up a panel jointly with other authority/ authorities as part of a procurement exercise for a joint contract covering more than one authority or multiple separate contracts	<p>Less administration than a sole auditor panel</p> <p>Will be able to share the administration expenses</p> <p>May be easier to attract suitable panel members from a broader area</p> <p>If procuring a joint audit contract it will still be a locally tailored process and would also achieve some economies of scale</p> <p>If procuring separate audit contracts there would be an opportunity for fully bespoke contracts with the auditor if the group of authorities can agree</p> <p>Would achieve the desired outcome of a single external auditor across LGSS partners</p>	<p>May need to be an element of compromise for a joint audit contract</p> <p>Additional costs to undertake the procurement, service the Auditor Panel and to cover expenses</p> <p>May not end up with first choice of auditor, compared to an individual auditor panel. If a large group of authorities work together and decide to appoint one joint audit contract across all the authorities, a joint panel may be more likely to advise appointment of an auditor it considers suitable for all authorities taken together. However this is not a disadvantage when compared to the PSAA sector-led approach where the auditors are simply notified.</p> <p>Need to agree appointment of members across multiple authorities and set up an appropriate joint decision-making process</p>

Option	Possible Advantages	Possible Disadvantages
Use existing committee or sub-committee	<p>Existing administrative structure in place</p> <p>Existing (sub)committee should already have a better basic understanding of the authority's objectives and requirements</p>	<p>Possible need to appoint new (sub) committee members to comply with independence regulations</p> <p>May not be appropriate where there is more than one authority due to the embedded context in the organisation within which the Committee already operates.</p>
Use another authority's panel	<p>Will not have to set up an auditor panel</p> <p>Arguably most independent option for the authority using the host authority's panel</p>	<p>The panel may not understand the specific needs and context of the authority</p> <p>May need to enter into a formal arrangement with other authorities</p> <p>May be difficult to find an authority willing to enter into such an arrangement</p> <p>May be more difficult to ensure adequate liaison with the authority's own audit committee</p> <p>Loss of control / input into the process and arrangements</p>

CORPORATE RISK REGISTER UPDATE

To: **General Purposes Committee**

Meeting Date: **10th January 2017**

From: **Director of Customer Services & Transformation**

Electoral division(s): **All**

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

Purpose: **To provide the General Purposes Committee with details of the current status of corporate risk.**

Recommendation: **It is recommended that the General Purposes Committee notes the position in respect of corporate risk.**

<i>Officer contact:</i>	
Name:	Duncan Wilkinson
Post:	LGSS Head of Internal Audit
Email:	Duncan.Wilkinson@Milton-keynes.gov.uk
Tel:	01908 252089

1. BACKGROUND

1.1 In accordance with best practice the Council operates a risk management approach at corporate and directorate levels across the Council seeking to identify any key risks which might prevent the Council's priorities, as stated in the Business Plan, from being successfully achieved.

1.2 The risk management approach is encapsulated in 2 key documents:

- Risk Management Policy

This document sets out the Council's Policy on the management of risk, including the Council's approach to the level of risk it is prepared to countenance as expressed as a maximum risk appetite. The Risk Management Policy is owned by the General Purposes Committee.

- Risk Management Procedures

This document details the procedures through which the Council will identify, assess, monitor and report key risks. Risk Management Procedures are owned by Strategic Management Team (SMT).

1.3 The respective roles of the General Purposes Committee and the Audit and Accounts Committee in the management of risk are:

- The General Purposes Committee has an executive role in the management of risk across the Council in its role of ensuring the delivery of priorities.
- The Audit and Accounts Committee provides independent assurance of the adequacy of the Council's risk management framework and the associated control environment.

1.4 The Corporate Risk Register was reviewed by SMT on 15 December 2016.

1.5 This report is supported by:

- The Corporate Risk Profile (Appendix 1)
- Corporate Risk Register (Appendix 2)

2. CHANGES TO THE CRR FOR GPC TO REVIEW

2.1 Following the review of corporate risk by Strategic Management Team (SMT) on 15 December, SMT is confident that the Corporate Risk Register is a comprehensive expression of the main risks faced by the Council and that mitigation is either in place, or in the process of being developed, to ensure that each risk is appropriately managed.

This meeting of SMT, informed by the work of the Council's Corporate Risk Group, discussed and agreed a number of updates to the Corporate Risk Register:

Risk 9: Failure to Secure Funding for infrastructure

At the previous SMT Officers felt that the residual risk score could be reduced from a red to an amber risk. ETE Directors have approved reducing the residual score to Amber. Although the requirements for infrastructure remain very high and funding is likely to continue to not meet all needs, officers considered that the devolution deal and the funding opportunities that it provides, as well as the LEP growth deal, combined with the mitigating actions, justifies this risk being amber rather than red. This does not imply that funding for infrastructure will not be an issue but officers felt that the number of mitigating actions and potential funding sources meant that it was not appropriate to leave this as a red risk.

Risk 22: The Cambridgeshire Future Transport programme fails to meet its objectives within the available budget

This risk has been refreshed and renamed as 'The Total Transport project fails to identify and implement affordable solutions that allow service levels to be maintained' and has been approved by Economy, Transport and Environment (ETE) Directors.

General points from the Audit and Accounts Committee on 20th September 2016

As a general issue on risks, the Chairman highlighted three issues of concern that he had:

1. The risk that the lack of Council funds would lead to gaps in service provision and the inability to achieve the Council's aims.
2. The risk that the failure to recruit to low paid jobs could lead to serious issues, such as a lack of supply of care providers.
3. The need to look at not only the services the Council was providing, but also identifying those services that it ought to, but was not, or was no longer able to provide.

A response agreed by SMT is as follows:

1. The Business Plan sets out the Council's aims and objectives for the next 5 year period. Risk 1b, 'failure to deliver the current Business Plan 2016-2021', contains a number of controls and actions to ensure that the risk of not achieving the Council's aims is mitigated or avoided.
2. The Children, Families and Adults Directorate has a number of controls and actions focused on working with the care provider market to mitigate this risk, including working with the sector on recruitment, training and career development.
3. The business planning process looks at all services the Council provides, and, as noted in the controls for Risk 1a, includes full consultation with the public and the use of data, research and business intelligence to inform the planning process. All changes to services resulting from the planning process are supported by community impact assessments which are published alongside the Business Plan. The Council is now taking a transformational approach to its business planning, and in some cases is developing new services to meet need (for example the development of a

district-based delivery model in children's services, or the new Adult Early Help service in adult social care). The Innovation Fund has also been launched, to help people to stay safe, independent and well in their community, through this fund local organisations can bring forward proposals to respond to local need.

- 2.2 **Appendix 1** shows the profile of Corporate Risk against the Council's risk scoring matrix and illustrates that there are two red residual risks. Risk 1a '*Failure to produce a robust and secure Business Plan over the next five years*', and Risk 1b '*Failure to deliver the current 5 year Business Plan*' remains unchanged from the previous report to the Committee.

3. ALIGNMENT WITH CORPORATE PRIORITIES

- 3.1 Risk management seeks to identify and to manage any risks which might prevent the Council from achieving its three priorities of:

- Developing the local economy for the benefit of all
- Helping people live healthy and independent lives
- Supporting and protecting vulnerable people

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

There are no significant implications within this category.

4.2 Statutory, Legal and Risk Implications

There are no significant implications within this category.

4.3 Equality and Diversity Implications

There are no significant implications within this category.

4.4 Engagement and Communications Implications

There are no significant implications within this category.

4.5 Localism and Local Member Involvement

There are no significant implications within this category.

4.6 Public Health Implications

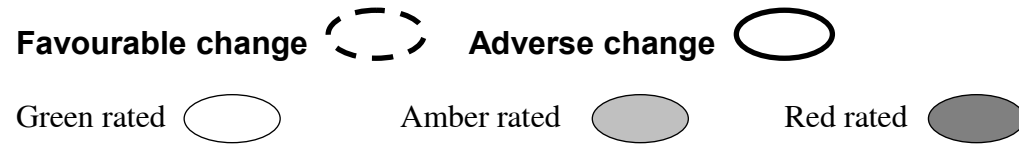
There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Sarah Heywood
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	N/A
Are there any Equality and Diversity implications?	No Name of Officer: Tom Barden
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Mark Miller
Are there any Localism and Local Member involvement issues?	No Name of Officer: Tom Barden
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Tess Campbell

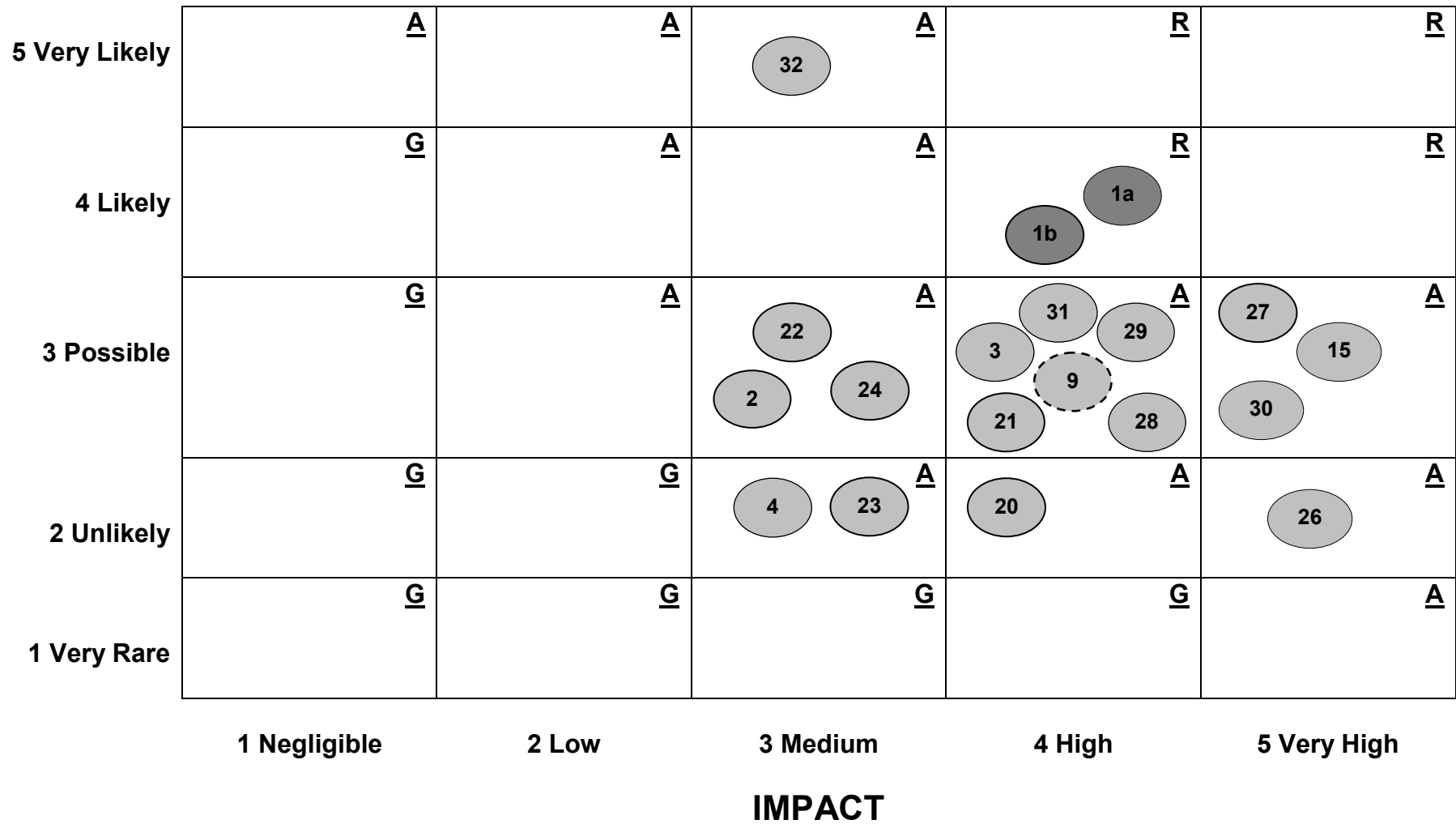
Source Documents	Location
Corporate Risk Register	Internal Audit and Risk Management OCT1108

CORPORATE RESIDUAL RISK MAP – DECEMBER 2016

Appendix 1



PROBABILITY



CORPORATE RISK REGISTER

Version Date: December 2016

Details of Risk				Owner	Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
1a	Failure to produce a robust and secure Business Plan over the next 5 years	1. Failure to have clear political direction, vision, priorities, and outcomes in the Business Plan. 2. Failure to plan effectively to achieve necessary efficiency savings and service transformation. 3. Unfavourable result of negotiations with Government about settlement 4. Worsening Pension Fund deficit 5. Legislative changes add unforeseen pressures to Council savings targets	1. The Council lacks clear direction for resource use and either over-spends, requiring the need for reactive savings during the life of the plan, or spends limited resources unwisely, to the detriment of local communities.	CD CS&T	1. Robust political leadership, strong vision, clear priorities and policies, developed through councillor engagement 2. Robust engagement with members of CLT and Councillors through the Business Planning process timetable, to ensure greater cross-organisational challenge and development of options. 3. Full consultation with public, partners and businesses during planning process, including thorough use of data research and business intelligence to inform the planning process 4. Stronger links with service planning across the Council seeking to transform large areas of spend. 5. Business Planning process requires early identification of possible impacts of legislative changes, as details emerge 6. A working party is exploring alternatives to the existing business planning process 7. Capital Programme Board - robust management of the delivery of capital elements of the Business Plan 8. CFA savings tracker in place and reviewed by the CFA Performance Board monthly and weekly at the working group 9. An 'in-year savings tracker' in place to enable SMT to strengthen performance management of the delivery of the Business Plan 10. Business Case process in place as part of the development of savings proposals for the Business Plan	4	4	16	4. Review how CFA can better integrate planning cycle with partners	ED-CFA	Jun-16		G	Executive Director, Children, Families and Adults	This has been discussed at the Public Services Board multiple times over the summer and autumn 2016. Furthermore, as part of the corporate business planning process this year we are finalising a document that sets out all of the draft proposals across CCC which can be shared with members (to discuss with Parish Councils) and partners.
		1. Failure to deliver (with partners) the Business Plan and achieve required efficiency savings and service transformation. 2. Assumptions in existing Business Plan regarding the wider economic situation are inaccurate. 3. Organisation not sufficiently aligned to face challenges.	1. The Council is unable to achieve required savings and fails to meet statutory responsibilities or budget targets; need for reactive in-year savings; adverse effect on delivery of outcomes for communities		1. Robust service planning; priorities cascaded through management teams and through appraisal process 2. Strategy in place to communicate vision and plan throughout the organisation 3. Performance Management				4. Review how CFA can better integrate planning cycle with partners 6. Work is ongoing on resolving issues with CCG over jointly funded packages of support (CHC, section 41 and section 117). Further action will be taken if back payments cannot be secured.	ED-CFA SD OPMH	Jun-16 Sep-16	 Apr-17	G G		

CORPORATE RISK REGISTER

Version Date: December 2016

Details of Risk					Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments	
Risk No.	Risk Description	Trigger	Result	Owner		Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status			
1b	Failure to deliver the current 5 year Business Plan 2016 - 2021			CE	4. Governance framework to manage transformation agenda: a. Integrated portfolio of programmes and projects b. Routine portfolio review to identify and address dependencies, cross cutting opportunities and overlaps c. Directorates to review and recommend priorities d. Directorate Management Teams/Programme Gvnce Boards ratify decisions 5. Rigorous RM discipline embedded in all transformation programmes/projects, with escalation process to Directorate Management Teams / Programme Boards 6. Integrated performance and resource reporting (monthly to GPC) a. Monthly progress against savings targets b. Corporate Scorecard monitors performance against priorities c. Budget holders monthly meetings with LGSS Finance Partner/External Grants Team, producing BCR d. Regular meetings with Director of Finance/s151 Officer, Committee Chairs and relevant Directors to track exceptions and identify remedial actions 7. Rigorous treasury management system in place plus ongoing tracking of national and international economic factors and Government policy 8. Limited reserves for minor deviations 9. Routine monitoring of savings delivery to identify any required interventions 10. Bi-annual Leaders and Chairs meeting and Cambridgeshire Public Service Board 11. Board Thematic Partnerships including the LEP and the Health and Well Being Board, commissioning task and finish groups 12. LGSS governance arrgts incl representation on SMT (Section 151 Officer)	4	4	16								
2	The quality, responsiveness and standard of LGSS Services fail to meet CCC requirements	1. LGSS resources available to support CCC are reduced as LGSS expands its customer base 2. Failure to manage LGSS service delivery to CCC	1. Support services to CCC are not provided in a timely, accurate and professional manner	CD CS&T	1. Joint Committee Structure incl CCC Cllr representation, LGSS Overview and Scrutiny Cttee, Chief Executive sits on LGSS Management Board 2. LGSS director representation on SMT to ensure LGSS meets current and future Council needs 3. LGSS Strategic Plan, Strategy Map and Improvement Activities identified 4. Programme Management arrangements in place to move forward workstreams 5. CCC performance management arrangements 6. LGSS performance management team 7. LGSS SLA's in place and regularly reviewed in detail 8. Corporate Director CS&T responsible for managing LGSS / CCC relationship	3	3	9	2. In depth reviews of the SLAs in the Council's contract with LGSS. Further information required by SMT prior to sign off for Audit and Risk Management, Learning and Development and Strategic Assets 3. In line with Action 2. Reviews of Finance Transactions and Health and Safety SLAs will be carried out from March 2016 for completion by August 2016	CD CS&T GD CS&T	May-15 Aug-16	Mar-16 May-16 Jul-16 Dec-16 Feb 17	G G	Corporate Director, Customer Service and Transformation	Reviews of SLAs are underway, and will be aligned with improvement planning work timetabled for the end of January'	
	The Council does not have appropriate staff	1. Ineffective recruitment outcomes 2. Ineffective planning processes 3. Unattractive terms and conditions of employment. 4. High staff turnover 5. Lack of succession planning to capture experience and knowledge 6. Increasing demand for services 7. Lack of trained staff 8. National pressures on the recruitment of key staff	1. Failure to deliver effective services 2. Regulatory criticism/sanctions 3. Civil or criminal action 4. Reputational damage to the Council 5. Low morale, increased sickness levels		1. Annual business planning process identifies staffing resource requirements 2. Children and Adults Workforce Strategy and Development plans with focus on recruitment and retention 3. Robust performance management and development practices in place. 4. Flexible terms and conditions of employment				1. LGSS Management Board will review the workforce strategy as part of the Transformation Programme 2. Production of common training programme by OWD taken from service needs and compiled from PADP outcomes (annually) 3. Annual employee survey to feed into LGSS service improvement plans 4. Production of the County wide Organisational Workforce Development Programme	LGSS MB LGSS LGSS SAC&S HoP	Jan-16 Sep-16 Nov-16 Jul-16	Mar-16 Jul-16 Dec 16	G G G G	LGSS Management Board LGSS Service Assurance, Customers and Strategy Head of People		

CORPORATE RISK REGISTER

Version Date: December 2016

Details of Risk					Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result	Owner		Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
3	Appropriate staff resources with the right skills and experience to deliver the Council's priorities at a time of significant demand pressures			DoPTT	5. Appropriate employee support mechanisms in place through the health and well being and counselling service agenda. 7. Use of statistical data to shape activity relating to recruitment and retention 8. Workforce Strategy and Development Plan which is reviewed by LGSS Management Board on a quarterly basis. 9. Extensive range of qualifications and training available to social care staff to enhance capability and aid retention. 10. Increased use of statistical data to shape activity relating to social care recruitment and retention. 11. ASYE programme ensures new social workers continue to develop their skills, knowledge and confidence. 12. Social care frontline managers support their own professional development through planning regular visits with frontline services. 13. Cross directorate Social Care Strategic Recruitment and Workforce Development Board and Social Work Recruitment and Retention Task and Finish Group proactively address the issue of social care recruitment and retention.	3	4	12	8. Deliver the Recruitment and Retention Action Plan	SD OP&MH	Mar-17		G		
4	The Council does not achieve best value from its procurement and contracts	1. ineffective procurement processes 2. Lack of awareness of procurement processes across the Council 3. Ineffective contract management processes 4. Untrained contract managers	1. Poor value for money 2. Legal challenge 3. Wasted time and effort in contractual disputes	DoLPG	1. Contract Procedure Rules and Procurement Best Practice Guidance and templates kept updated with changes in best practice 3. Procurement Training provided on a regular basis with differing levels targeted at specific audiences 4. Central Contract register maintained and access available to relevant Officers 5. Use of checklist (Summary Procurement Proposal) on all new procurement activity undertaken via central Procurement team. This includes a review of options to achieve optimal value and where feasible captures existing costs and new costs after the procurement. 6. Nursing and residential care purchased through central brokerage unit 7. Develop long term sustainable relationships with providers wherever appropriate (e.g. Home care contract)	2	3	6	1. Audit reviews to provide assurance that individual managers have the appropriate skills and training 2. Audit reviews to provide assurance on the effectiveness of contract management in selected contracts	HIA HIA	Mar-16 Mar-16	Mar-17 Mar-17	G G	Head of Internal Audit	Included in the 2016/17 Audit Plan Included in the 2016/17 Audit Plan
	Failure to secure	1. Insufficient funding is obtained from a variety of sources, including growth funds, section 106 payments, community infrastructure levy and other planning contributions, to deliver required infrastructure. This is exacerbated by austerity measures and reduced government funding for local authorities 2. Significant reduction in school infrastructure funding in 2016/17 from £34m per annum to £4m	1. Key infrastructure, services and developments cannot be delivered, with consequent impacts on transport, economic, environmental, and social outcomes. This could also result in greater borrowing requirement to deliver essential infrastructure and services which is unsustainable.	ED ETE	1. Maximisation of developer contributions through Section 106 negotiations. 2. Prudential borrowing strategy is in place. 3. Section 106 deferrals policy is in place. 4. External funding for infrastructure and services is continually sought including grant funding. 5. Maintain dialogue with Huntingdonshire District Council and East Cambridgeshire District Council where Community Infrastructure Levy is in place to secure CIL monies for County Projects.				10. Scope out potential for a more joined up approach to CIL and investment in infrastructure with ECDC and HDC 15. County Planning obligation strategy being developed for district's and CCC use. 16. Seek Members approval of the new Transport Investment Plan which pulls together all transport infrastructure required for growth in Cambridgeshire and to monitor funding for schemes including S106. Members sign-off will take place annually thereafter	HoTIPF HoG&E HoTIPF	Spring-2015 Dec-15 Oct-16	Autumn-2015 Mar-16 Sep-16 Apr-16 Jul-16 Oct-16 	G G G	HoTIPF - Head of Transport Infrastructure Policy and Funding HoGE - Head of Growth and Economy HoS - Head of Strategy	

CORPORATE RISK REGISTER

Version Date: December 2016

Details of Risk					Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments	
Risk No.	Risk Description	Trigger	Result	Owner		Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status			
9	funding for infrastructure			ED CIL ED CFA	6. Strategic development sites dealt with through S106 rather than CIL and S106. In dealing with sites through S106 alone, the County Council has direct involvement in negotiation and securing of developer contributions to mitigate the impact of a specific development. 7. County planning obligation strategy being developed for district's and CCC use in identifying community infrastructure needs. 8. Lobby with LGA over infrastructure deficit 9. On-going review, scrutiny and challenge of design and build costs to esnure maximum value for money. 10. Coordination of requirements across Partner organisations to secure more viable shared infrastructure. 11. Respond to District Council Local Plans and input to infrastructure policy at all stages of the Local Plan process. 12. Annual school capacity return to the Department of Education seeks to secure maximum levels of funding for basic need. 13. Maintain dialogue with Cambridge City Council and South Cambridgeshire District Council to input into Community Infrastructure Levy prior to adoption of the Local Plan (Adoption of CIL anticipated 2016)	3	4	12							SD S&C - Service Director, Strategy and Commissioning ED CFA - Exec Director, Children, Familes and Adults	

CORPORATE RISK REGISTER

Version Date: December 2016

Details of Risk					Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result	Owner		Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
15	Failure of the Council's arrangements for safeguarding vulnerable children and adults	Children's Social Care: 1. Children's social care case loads reach unsustainable levels as indicated by the unit case load tool 2. More than 25% of children whose referral to social care occurred within 12 months of a previous referral 3. Serious case review is triggered Adult Social Care (inc. OPMH): 1. Care homes, supported living or home care agency suspended due to a SOVA (safeguarding of vulnerable adults) investigation 2. Serious case review is triggered 3. Outcomes of reported safeguarding concerns reveals negative practice	1. Harm to child or an adult receiving services from the Council 2. Reputational damage to the Council	ED CFA	1. Multi-agency Safeguarding Boards provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity 2. Skilled and experienced safeguarding leads and their managers. 3. Comprehensive and robust safeguarding training, ongoing development policies and opportunities for staff, and regular supervisions monitor and instil safeguarding procedures and practice. 4. Continuous process of updating practice and procedures, linking to local and national trends, including learning from local and national reviews such as Serious Case Reviews. 5. Multi Agency Safeguarding Hub (MASH) supports timely, effective and comprehensive communication and decisions on how best to approach specific safeguarding situation between partners. 6. Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance 7. Whistleblowing policy, robust Local Authority Designated Officer (LADO) arrangements and complaints process inform practice 8. Regular monitoring of social care providers and information sharing meetings with other local organisations, including the Care Quality Commission 9. Joint protocols, practice standards and QA ensure appropriate joint management and case transfer between Children's Social Care and Enhanced and Preventative Services 10. Coordinated work between Police, County Council and other agencies to identify child sexual exploitation, including supporting children and young people transitions to adulthood, with the oversight of the LSCB 11. Audits, reviews and training provided to school staff, governors and settings. All schools must have child protection training every 3 years. Education CP Service supports schools and settings with safeguarding responsibilities	3	5	15	3. Investigating referral arrangements to ensure most effective arrangements are in place to the MASH - proposals to be reviewed and next steps decided by CFA management team	HoS FREDt	May-16	May-17	G	Service Director Adult Social Care 	

CORPORATE RISK REGISTER

Version Date: December 2016

Details of Risk				Owner	Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
					14. Business Intelligence Service support services with inspection preparation' 15. Preparation undertaken for inspections of services for children in need of help and protection' 16. Whistleblowing policy 17. Anti Fraud and Corruption Strategy incl Fraud Response Plan 18. Developed information and advice provision (an inspection handbook) 19. Developed an arrangement for disseminating legislative change to all directorates and services										
21	Business Disruption	1. Loss of staff (large quantities or key staff) 2. Loss of premises (including temporary denial of access) 3. Loss of IT, equipment or data 4. Loss of a supplier 5. Loss of utilities or fuel 6. Flu Pandemic	1. Inability to deliver consistent and continuous services to vulnerable people 2. School closures at critical times impacting students' ability to achieve 3. Inability to fully meet legislative and statutory requirements 4. Increase in service demand 5. Inability to respond to citizens' request for services or information 6. Lasting reputational damage	CD CST	1. Corporate and service business continuity plans 2. Relationships with the Unions including agreed exemptions 3. Corporate communication channels 4. Multi-agency collaboration through the Cambridgeshire & Peterborough Local Resilience Forum (CPLRF) 5. First phase of IT resilience project including the increased alternative power/environment conditions in major machine rooms 6. Operational controls 7. Resilient Internet feed 8. Business continuity testing 9. CCC corporate BCP Group incl LGSS BC leads	3	4	12	3. Project to establish 2nd LGSS data centre for resilience/backup of all systems, in addition to Scott House facility. 13 Review of Corporate Business Continuity Plan. 14. Review of accommodation provision in business continuity plans with LGSS	DoIT HoEP HoEP	Mar-13 Jun-16 Jul-16	Dec-15 Dec-16 Sep-16 Dec 16	 G G G	DoIT - Director of Information Technology HoEP - Head of Emergency Planning	The second LGSS data centre is in Northampton and this is finished and it is connected but much more work is needed before this becomes the live failover site for CCC. Much of the new hardware and systems is on order and/or being installed now but they will keep using Scott House for some time to come The draft of the updated Corporate Business Continuity Plan is complete and ready for sign off following final discussions with LGSS IT. The new plan will be complete and in place by the end of October. Consideration of accommodation provision within the Business Continuity arrangements is still being worked upon
		1. Cambridgeshire Future Transport fails to deliver effective, efficient and responsive passenger transport services around Cambridgeshire	1. The accessibility needs of Cambridgeshire residents are not met, contributing to social exclusion, poor take up of employment and education opportunities, and reduced quality of life. 2. Failure to complete on time will mean business plan savings are not achieved.		1. A Governance group, including member representation from each of the districts, County, NHS, Cambridgeshire ACRE is in place to oversee the programme 2. The Cambridgeshire Future Transport programme board consisting of representatives from ETE, CFA and Comms				8. Review of Commissioning. The CFT Member Steering Group has been renamed the Total Transport Member Steering Group. The Group is holding monthly meetings to take forward work on improving commissioning and integration of all forms of passenger transport. The next meeting will consider papers on Terms of Reference, Total Transport Pilot Proposal, Scheduling Software and Business Planning.	HoPT	Mar-17		G	HoPT - Head of Passenger Transport	

CORPORATE RISK REGISTER

Version Date: December 2016

Details of Risk					Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result	Owner		Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
22	The Cambridgeshire Total Transport programme fails to meet its objectives within the available budget			ED ETE	3. Strategic business case, Risks and Issues Log and programme is in place.	3	3	9							
					4. Communications strategy has been developed.										
					5. Engagement strategy including stakeholder mapping has been developed.										
					6. Bi-weekly project team meetings.										
					7. Updates are provided monthly for Members via Key Issues.										
					8. Two year programme in place for the review of the commissioning of services.										
22	The Total Transport project fails to identify and implement affordable solutions that allow service levels to be maintained	1. The changes to services that Total Transport introduces generate a level of adverse opinion such that they prove impossible to sustain. 2. One or more individual serious incidents undermine confidence in the overall provision of the service. 3. It proves impossible to secure savings for the transport budget without incurring additional costs elsewhere (e.g. the impact on domiciliary care provision would outweigh the savings available by changing travel times). 4. The provider market proves unable or unwilling to meet the Council's requirements at an affordable rate.	1. An overall reduction in transport budgets would then result in the same amount as now being spent on meeting statutory obligations using a standalone model, meaning that non-statutory but socially necessary services (for example, community transport or local bus routes) would face withdrawal. This would contribute to social exclusion, poor take up of employment and education opportunities, and reduced quality of life	ED ETE	1. A Total Transport Member Steering Group meets bi-monthly, offering a wide range of political insight and providing a steer for the project 2. A Total Transport Programme Board meets at least quarterly, bringing together Service Directors from CFA and ETE to provide strategic direction 3. A Total Transport Project Group meets monthly, bringing together Heads of Services from CFA and ETE, to consider the operational impacts and opportunities. 5. A new procurement framework has been established, and work continues to engage with (potential operators). High level work is also being undertaken to explore the costs and benefits of in-house operation 6. The Council is actively engaged with other local authorities pursuing a Total Transport agenda, and attends quarterly DfT meetings to share experience and ideas 7. Active plans are being made to determine the best approach following the formal end of the pilot period in March 2017. This includes the roll-out proposal for phase one, which is being considered by GPC on 20 December, and the use of an underspend on the original grant to support the on-going implementation of phase two	2	3	6	1. Smartcard technology to be introduced in September 2016, with review of initial date in October/November. This will provide a good indication of potential savings from this workstream 2. New school bus networks will be introduced from September 2016, testing out different approaches that may offer savings. The operational results and the public response will provide an indication of whether these can be applied more widely 3. A further report is scheduled for General Purposes Committee in November 2016, considering in particular the options for integrating social care and school journeys 4. A new Flexible Minibus Service is scheduled for introduction in January 2017. This will test a possible model that could mitigate future reductions to the budget for local bus services	TTPO TP&OP M TP&OP M TTAO	Sep-16 Sep-16 Nov-16 Jan-17	Nov-16 Nov-16	G G G G	TTPO - Total Transport Project Officer TP&OPM - Transport Policy & Operational Projects Manager TTAO - Total Transport Area Officer	

CORPORATE RISK REGISTER

Version Date: December 2016

Details of Risk				Owner	Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
23	Major Fraud or Corruption	1. Non compliance with the internal control framework and lack of awareness of anti-fraud and corruption processes. 2. Increased personal financial pressures on individuals as a result of economic circumstances	1. Reputational damage 2. Financial loss	CE	1. Financial Procedure rules 2. Anti Fraud and Corruption Strategy incl Fraud Response Plan 3. Whistle blowing policy 4. Codes of conduct 5. Internal control framework 6. Fraud detection work undertaken by Internal Audit 7. Awareness campaigns 8. Anti Money Laundering policy 9. Monitoring Officer/Democratic Services role 10. Publication of spend data in accordance with Transparency Agenda 11. New Counter Fraud Team established in LGSS	2	3	6	3. Implement anti bribery policy 4. Fraud awareness campaigns	HIARM HIARM	Mar-14 Dec-15	Dec-15 Mar 16 Aug-16	A G	HIARM - Head of Internal Audit and Risk Management HIARM - Head of Internal Audit and Risk Management	
24	A lack of Information Management and Data Accuracy and the risk of non compliance with the Data Protection Act	1. Failure to equip staff and managers with the training, skills, systems and tools to enable them to meet the statutory standards for information management. 2. Failure to ensure that information and data held in systems (electronic and paper) is accurate, up to date, comprehensive and fit for purpose to enable managers to make confident and informed decisions.	1. Adverse impact on Council's reputation. 2. Adverse impact on service delivery, as unable to make informed decisions. 3. Financial penalties. 4. Increase in complaints and enquiries by the ICO. 5. Decisions made by managers are not appropriate or timely.	CD CST	1. Governance: SIRO, CIO, Corporate Information Management Team encompassing Information Management, Information Governance, Records Management, policies confirming responsibilities (see below) Data protection registration requirements 2. Policies: Data Protection, Freedom of Information, Information Security Incidents, Mobile Devices, Code of conduct, Retention schedules, IT security related policies (computer use, email), Information Management Strategy 3. Procedures: FOI, Subject Access Request Handling, Records Management, service level operational procedures, 4. Tools: Encrypted laptops and USB sticks, secure email and file transfer solutions, asset registers (USB sticks, encrypted laptops) device control 5. Training and awareness: Data Protection, information security, information sharing, Freedom of Information and Environmental Information Requests 6. Advice: Information Management advice service (IM, IG, RM, security), Information Management addressed via the Gateway project 7. Information asset catalogue/register - to catalogue all information assets which are managed by CCC 8. Information sharing protocols embedded internally and with partners 9. Audit/QA of accountabilities process 10. e-safety policy 11. Assurance monitoring - The SIRO and Information Management Board will receive a report as part of the Information Risk Management work package highlight any information risks across CCC. Details of any IG Security Incidents will be included in the IG Annual Update report to Senior Management team/ members. 12. Mapping Flows of Personal Confidential Data - To adequately protect personal information, organisations need to know how the information is transferred into and out of the organisation, risk assess the transfer methods and consider the sensitivity of the information being transferred. 13. Incident reporting - Damage resulting from potential and actual information security events should be minimised and lessons learnt from them. All information security incidents, suspected or observed, should be reported through the CCC Incident Reporting system and managed in line with the Incident Reporting Procedures and Integrated Risk Management Policy.	3	3	9	6. Roll out of EDRM to manage the information lifecycle (including information standards). Task and finish group established to drive forward greater awareness raising and training 7. Updated Information Asset Register 8. Mapping data flows 11. Implementation of CFA social care Business Systems on new rationalized platform	IM IM HoS IM	Mar-13 Apr-17 Apr-17 Mar-18	Apr-17	G G G G	IM - Information Manager	

Page 9
Page 229 of 244

CORPORATE RISK REGISTER

Version Date: December 2016

Details of Risk				Owner	Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
					10. Initially defects are being managed on a case by case basis until the contractual issues are resolved, minimising impact on the public.										
27	The pension fund has the potential to become materially under-funded	2. Contribution levels do not maintain the level of the fund 3. The longevity of scheme members increases 4. Government changes to pensions regulations 5. Volatility of financial markets 6. Change to tax threshold causing exceedingly high contribution 7. Shrinking workforce	1. Significant increases in revenue contributions to the Fund are necessary placing additional savings requirements on services	CFO	1. Governance arrangements including CCC Constitutional requirements and Pensions Committee including response to Hutton enquiry 2. Investment Panel work plan 3. Triennial valuation 4. Risk agreed across a number of fund managers 5. Fund managers performance reviewed on a regular basis by Pensions Committee 6. Opt in legislation 7. Review investment manager performance quarterly 8. Ongoing monitoring of skills and knowledge of officers and those charged with governance	3	5	15	1. Updated Funding Strategy Statement to be agreed as part of the 2016 triennial valuation process setting out the funding approach for secure, tax rising scheme employers such as CCC 2. An established approach to employer contributions to continue, recognising the secure nature of CCC and the long term nature of the pension liabilities. 3. Review strategic asset allocation as part of valuation process	HoP HoP HoP	Dec-16 Mar-17 Mar-17		G G G	HoP - Head of Pensions	
29	Failure to address inequalities in the county continues	1. Impact of wider economic and social determinants, which may require mitigation through Council services. 2. Failure to target/promote services to disadvantaged or vulnerable populations, or in areas of deprivation, appropriately for local need.	1. Worsening inequalities between geographical areas and/or disadvantaged or vulnerable populations, including health, educational achievement, income.	CE	1. Council's business plan 2. Committee monitoring of indicators for outcomes in areas of deprivation (following full Council motion) 3. Joint Strategic Needs Assessment, Annual Public Health Report, and Joint Health and Wellbeing Strategy (Health inequalities) 4. Implementation of Health Committee Priority 'Health Inequalities' actions and targetting of Public Health programmes (health inequalities) 6. Child Poverty Strategy (income) 7. Targetted services e.g: Travellers Liaison, Traveller Health Team, Chronically excluded adults team etc. 9. Buy with confidence approved trader scheme. 10. Cambridgeshire Inequalities Charter 11. Wisbech 20:20 programme 12. Cambridgeshire 0-19 Education Organisation Plan 13. Cambridgeshire Older People Strategy	3	4	12	1. Implementation of health inequalities aspects of Joint Health and Wellbeing Strategy 3. Develop and agree a combined schools improvement and accelerating achievement strategy for 2016-2018	DoPH SD-L	Dec-16 Sep-16		G G	DoPH - Director of Public Health DoCFA - Director and Children, Families and Adults SD L - Service Director Learning	

CORPORATE RISK REGISTER

Version Date: December 2016

Details of Risk				Owner	Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
30	Failure to deliver Waste savings / opportunities and achieve a balanced budget	1. Failure to realise Waste PFI contract opportunities (eg. Reduce cost of CLO and increase income from TPI) and manage operational risk of unforeseen contractual events (eg. Wet IVC waste) leading to significant budget pressures	1.Savings not delivered and potential increased costs leading to significant budget pressures.	ED ETE	1. Strong contract management and close working with legal and procurement to reduce unforeseen costs where possible e.g. management of amount of waste going to landfill. Regular communication, exchange of information and decision-making at the Waste PFI Delivery Board. The Board provides focused management of issues, ensuring contract delivers as required. 2. The Waste PFI is in service delivery phase - the protection that is provided by the contract terms and conditions is in place. 3. Officers working closely with DEFRA, WIDP, Local Partnerships, WOSP and other local authorities 4. The contract documentation apportions some risks to the contractor, some to the authority and others are shared. 5. Clear control of the risk of services not being delivered to cost and quality by levying contractual deductions and controls if the contract fails or issues arise. 6. During the procurement process, the authority appointed a lead to negotiate risk apportionment. The results of the negotiation relating to financial risk are captured in the Payment Mechanism (schedule 26) and Project Agreement that form part of the legally binding contract documentation. 7. Waste PFI contractor investigating contract for Refuse Derived Fuel (RDF) option for Compost Like Output (CLO).	3	5	15	5. Review revised contract management arrangements after 6 months of implementation. 6. Deliver further contract management training if November review identifies a requirement. 7. Identify options for savings in collaboration with Amey and carry out trials where appropriate. 8. Resolve legacy issues in the round with discussions on savings and opportunities.	HoH&C HoH&C HoH&C	Jul-16 Sep-16 Aug-16 Aug-16	Nov-16 Jan-17 Oct 16 Nov-16 Dec 16 Nov-16 Dec 16	G G G G	A&C - Assets and Commissioning	
31	Insufficient availability of affordable Looked After Children (LAC) placements	1. The number of children who are looked after is above the number identified in the LAC strategy action plan 2015-17 2. % LAC placed out of county and more than 20 miles from home as identified in CFA performance dashboard 3. The unit cost of placements for children in care is above targets identified in the LAC strategy action plan 2015 to 2017	1. Client dissatisfaction and increased risk of harm. 2. Reputational damage to the council. 3. Failure to meet statutory requirements. 4. Regulatory criticism. 5. Civil or criminal action against the Council	ED CFA	1. Regular monitoring of numbers, placements and length of time in placement by CFA management team and services to inform service priorities and planning 2. Maintain an effective range of preventative services across all age groups and service user groups 3. Looked After Children Strategy provides agreed outcomes and describes how CCC will support families to stay together and provide cost effective care when children cannot live safely with their families. 4. Community resilience strategy details CCC vision for resilient communities 5. CFA management team assess impacts and risks associated with managing down costs 6. Edge of care services work with families in crisis to enable children and young people to remain in their family unit	3	4	12	7. Deliver the actions in the LAC action plan to manage demand and costs	SD CSC	Mar-17		G G G G G G G	Service Director Children's Social Care	
	Insufficient	1. Average number of ASC attributable bed-day delays per month is above national average (aged 18+) as identified by CFA performance dashboard 2. Delayed transfers of care from hospital attributable to adult social care as identified by CFA performance dashboard 3. Home care pending list	1. Client dissatisfaction and increased risk of harm and hospital admission 2. Increase in delayed discharges from hospital 3. Reputational damage to the Council		1. Data regularly updated and monitored to inform service priorities and planning 2. Maintain an effective range of preventative services across all age groups and service user groups 3. Community resilience strategy details CCC vision for resilient communities 4. Directorate and CFA Performance Board monitors performance of service provision 5. Coordinate procurement with the CCG to better control costs and ensure sufficient capacity in market				4. Retender the main home care contract 5. To support home based services, reablement and its relationship with the intermediate tier is being reviewed and refined to increase efficiency	HoS Procurement HoS DOP	Jul-16 Apr-17	Oct-17	G	Service Director Older People HoS Service Development Older People	

CORPORATE RISK REGISTER

Version Date: December 2016

Details of Risk				Owner	Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
32	insufficient availability of care services at affordable rates			ED CFA	6. Use of the benchmark rate to control costs of care homes 7. Market shaping activity, including building and maintaining good relationships with providers, so we can support them if necessary 8. Capacity Overview Dashboard in place to capture market position 9. Residential and Nursing Care Project has been established as part of the wider Older People's Accommodation Programme looking to increase the number of affordable care homes beds at scale and pace. 10. Business Case for Council owned Care Home 11. Delivered first phase of Early Help Offer for Adults and OP 12. Retendered the block purchase of care	5	3	15							

SCORING MATRIX (see Risk Scoring worksheet for descriptors)

VERY HIGH (V)	5	10	15	20	25
HIGH (H)	4	8	12	16	20
MEDIUM (M)	3	6	9	12	15
LOW (L)	2	4	6	8	10
NEGLIGIBLE	1	2	3	4	5
IMPACT LIKELIHOOD	VERY RARE	UNLIKELY	POSSIBLE	LIKELY	VERY LIKELY

Risk Owners

CD CS&T - Sue Grace
CE - Gillian Beasley
DoPTT - Christine Reed
DoLPG - Quentin Baker
ED ETE - Graham Hughes
ED CFA - Wendi Ogle-Welbourn
DoSD - Bob Menzies
CFO - Chris Malyon

GENERAL PURPOSES COMMITTEE AGENDA PLAN

Published on 1st December 2016
As at 22nd December 2016



Cambridgeshire
County Council

Notes

Agenda Item No.11

Committee dates shown in bold are confirmed.

Committee dates shown in brackets and italics are reserve dates.

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

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

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

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

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

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes meeting date	Deadline for draft reports	Agenda despatch date
10/01/17	1. Minutes – 20/12/16	M Rowe	Not applicable		28/12/16	30/12/16
	2. Local Government Finance Settlement	C Malyon	Not applicable			
	3. Draft Business Plan	C Malyon	Not applicable			
	4. Quarterly Risk Management Report	S Norman	Not applicable			
	5. Integrated Resources and Performance Report (November)	R Bartram	2017/001			
	6. Resources and Performance Report (November) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
	7. Transformation Bids	C Malyon	2017/020			

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes meeting date	Deadline for draft reports	Agenda despatch date
	8. Changes to Arrangements for the Appointment of External Auditors*	J Lee	Not applicable			
24/01/17	1. Minutes – 10/01/17	M Rowe	Not applicable		11/01/17	13/01/17
	2. Transformation Strategy/Strategic Framework	C Malyon	Not applicable			
	3. Capital Receipts Strategy (if required)	C Malyon	Not applicable			
	4. Treasury Management Strategy	C Malyon	Not applicable			
	5. Business Plan*	C Malyon	Not applicable			
	6. Tender for insurance cover for the Council	M Greenhall	2017/011			
<i>[28/02/17] Provisional Meeting</i>					15/02/17	17/02/17
21/03/17	1. Minutes – 24/01/17	M Rowe	Not applicable		08/03/17	10/03/17
	2. Quarterly Risk Management Report	S Norman	Not applicable			
	3. Integrated Resources and Performance Report (January)	R Bartram	2017/002			
	4. Resources and Performance Report (January) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
	5. Treasury Management Report – Quarter 3	M Batty	Not applicable			
	6. Transformation Bids	C Malyon	2017/016			
	7. Community Resilience and Cambridgeshire County Council's Innovation Fund – Monitoring Report	S Ferguson	Not applicable			

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes meeting date	Deadline for draft reports	Agenda despatch date
	8. Community Hubs	C May	2017/019			
	9. Workforce Strategy*	L Fulcher	Not applicable			
	10. CREATE Project Investment	W Ogle-Welbourn	2017/018			
<i>[25/04/17] Provisional Meeting</i>					25/04/17	13/04/17
06/06/17	1. Minutes – 21/03/17	M Rowe	Not applicable		23/05/17	25/05/17
	2. Integrated Resources and Performance Report (March)	R Bartram	2017/003			
	3. Resources and Performance Report (March) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
	4. Treasury Management Report – Quarter 4 and Outturn Report*	M Batty	Not applicable			
	5. Assistive Technology in Older People's Care & Assessments – Monitoring Report	C Black	Not applicable			
25/07/17	1. Minutes – 06/06/17	M Rowe	Not applicable		12/07/17	17/07/17
	2. Integrated Resources and Performance Report for the Period Ending 31st March 2017	R Bartram	2017/026			
	3. Integrated Resources and Performance (May)	R Bartram	2017/022			
	4. Resources and Performance Report (May) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
	5. Medium Term Financial Strategy	C Malyon	Not applicable			

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes meeting date	Deadline for draft reports	Agenda despatch date
	6. Capital Strategy	C Malyon	Not applicable			
	7. County Council Consultation Strategy	S Grace	Not applicable			
<i>[22/08/17] Provisional Meeting</i>						
19/09/17	1. Minutes – 25/07/17	M Rowe	Not applicable			
	2. Integrated Resources and Performance Report (July)	R Bartram	2017/017			
	3. Resources and Performance Report (July) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
	4. Treasury Management Report – Quarter 1	M Batty	Not applicable			
	5. Corporate Risk Register	S Norman	Not applicable			
	6. Review of actions to target outstanding debt	C Law	Not applicable			
24/10/17	1. Minutes – 19/09/17	M Rowe	Not applicable			
	2. Integrated Resources and Performance Report (August)	R Bartram	2017/023			
	3. Resources and Performance Report (August) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
	4. Service Committee Review of Draft Revenue Business Planning Proposals for 2018/19 to 2022/2023	C Malyon	Not applicable			
	5. Draft 2018/19 Capital Programme and Capital Prioritisation	C Malyon	Not applicable			

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes meeting date	Deadline for draft reports	Agenda despatch date
28/11/17	1. Minutes – 24/10/17	M Rowe	Not applicable			
	2. Integrated Resources and Performance Report (September)	R Bartram	2017/024			
	3. Resources and Performance Report (September) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
	4. Treasury Management Report – Quarter 2*	M Batty	Not applicable			
19/12/17	1. Minutes – 28/11/17	M Rowe	Not applicable			
	2. Integrated Resources and Performance Report (October)	R Bartram	2017/025			
	3. Resources and Performance Report (October) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
	4. Amendments to Business Plan Tables (if required)	C Malyon	Not applicable			
09/01/18	1. Minutes – 19/12/17	M Rowe	Not applicable			
	2. Integrated Resources and Performance Report (November)	R Bartram	2018/001			
	3. Resources and Performance Report (November) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
	4. Local Government Finance Settlement	C Malyon	Not applicable			
	5. Draft Business Plan	C Malyon	Not applicable			
	6. Quarterly Risk Management Report	S Norman	Not applicable			
23/01/18	1. Minutes – 09/01/18	M Rowe	Not applicable			

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes meeting date	Deadline for draft reports	Agenda despatch date
	2. Transformation Strategy/Strategic Framework	C Malyon	Not applicable			
	3. Capital Receipts Strategy	C Malyon	Not applicable			
	4. Treasury Management Strategy	C Malyon	Not applicable			
	5. Business Plan*	C Malyon	Not applicable			
<i>[27/02/18] Provisional Meeting</i>						
27/03/18	1. Minutes – 23/01/18	M Rowe	Not applicable			
	2. Treasury Management Report – Quarter 3	M Batty	Not applicable			
	3. Integrated Resources and Performance Report (January)	R Bartram	2018/002			
	4. Resources and Performance Report (January) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
	5. Quarterly Risk Management Report	S Norman	Not applicable			
<i>[24/04/18] Provisional Meeting</i>						
29/05/18	1. Minutes – 27/03/18	M Rowe	Not applicable			
	2. Integrated Resources and Performance Report (March)	R Bartram	2018/003			
	3. Resources and Performance Report (March) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes meeting date	Deadline for draft reports	Agenda despatch date
	4. Treasury Management Report – Quarter 4 and Outturn Report*	M Batty	Not applicable			

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

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

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

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

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

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

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

GENERAL PURPOSES COMMITTEE TRAINING PLAN	The Training Plan below includes topic areas for GPC approval. Following sign-off by GPC the details for training and development sessions will be worked up.	<u>Appendix 2</u>
---	---	--------------------------

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
	Strategic finance and budgeting	Members will gain a more detailed understanding of the strategic financial management of the Council's budget, and the future challenges associated.		TBC	Chris Malyon				
	The Council's asset portfolio and approach to asset management	Background knowledge on the Council's asset portfolio, and understanding of the approaches taken to best utilise this		TBC	Chris Malyon				
	Background to services provided by Customer Service & Transformation	Members will gain an insight into the range of frontline and back-officer services provided across CS&T: <ul style="list-style-type: none"> Consultation 		24 Nov	Sue Grace Mike Soper / Elaine O'Connor	Presentations & Q&A.	Cllrs Schumann, Count, Leeke, Kavanagh, Rouse, Orgee, Hickford, Bates. Criswell, Cearn, Tew, Reeve,		

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
							Bullen, Jenkins, Nethsingha & McGuire		
	Understanding Health and Social Care integration	<i>Collaboration with Service Committee development around the Better Care Fund to be explored</i>		TBC	TBC				
	Regional governance	Understanding the range of regional governance structures that exist across Cambridgeshire, such as the LEP. Also understanding potential future models of governance for local public services		TBC	TBC				
	Equality and Diversity responsibilities	Understanding the responsibilities the Committee has to comply with equality legislation and to provide services for all Cambridgeshire communities		20 Oct 2015	LGSS Law / CS&T		Cllrs Bailey, Bates, D Brown, Count, Criswell, Hickford, Hipkin, Jenkins, McGuire, Reeve, Tew, Walsh, Divine, Williams		

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
	Background to services provided by Customer Service & Transformation	Members will gain an insight into the range of frontline and back-officer services provided across CS&T: Information Security & Sharing		22 Dec 2015	Sue Grace Dan Horrex. (CS&T)	Presentati on & Q&A.	Cllrs Bailey, Bates, D Brown, Bullen, Cearn, Count, Criswell, Hickford, Jenkins, McGuire, Orgee, Reeve, Tew, Whitehead		
	Emergency Planning	Members will gain an insight into the role of Emergency Planning		14 Jan 2016	Sue Grace Stuart Thomas	Presentati on & Q&A.	Cllrs Bailey, Bates, D Brown, Cearn, Count, Criswell, Divine, Hickford, Hipkin, Orgee, Reeve, Rouse and Tew		
	Open Data & Cambridgeshire Insight Training			15 March 2016	M Soper	Presentati on & Q&A.	Cllrs Bailey, Bates, D Brown, Bullen,		

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
							Cearns, Count, Criswell, Hickford, Hipkin, Jenkins, Nethsingha, Reeve, and Tew		
	An overview of information management at CCC including the new data protection regulations			29 November 2016	D Horrex	Presentati on & Q&A	Cllrs Bailey, Bates, D Brown, P Bullen, E Cearns, S Count, A Dent, R Hickford, D Jenkins, L Nethsingha, T Orgee, P Reeve and J Schumann		