

# GENERAL PURPOSES COMMITTEE



Tuesday, 19th December 2017

**10.00 a.m.**

**Kreis Viersen Room  
Shire Hall  
CAMBRIDGE**

**Democratic and Members' Services**

Quentin Baker  
LGSS Director: Law and Governance  
Shire Hall  
Castle Hill  
Cambridge  
CB3 0AP

## AGENDA

### **CONSTITUTIONAL MATTERS**

1. Apologies and Declarations of Interests

*Guidance for Councillors on declaring interests is available at  
<http://tinyurl.com/ccc-decoint>*

2. Minutes – 28th November 2017 and Action Log (pages 3-13)
3. Petitions

### **OTHER DECISION**

4. Finance and Performance Report – October 2017 (pages 14-25)

### **KEY DECISION**

5. Integrated Resources and Performance Report For The Period Ending 31st October 2017 (pages 26-57)

### **OTHER DECISIONS**

6. Business Planning
  - a) General Purposes Committee Review of Draft Revenue and Capital Business Planning Proposals for 2018-19 to 2022-2023 (pages 58-162)
  - b) Cambridgeshire County Council Approach to Public Consultation on the Business Plan (pages 163-208)
7. General Purposes Committee Agenda Plan, Training Plan and Appointments to Outside Bodies, Partnership Liaison and Advisory Groups, and Internal Advisory Groups and Panels (pages 209-216)

The Committee currently comprises the following members.

County Councillors A Bailey, I Bates, S Bywater, S Criswell, S Count (Chairman), L Dupre, D Giles, R Hickford (Vice-Chairman), P Hudson, D Jenkins, N Kavanagh, L Nethsingha, J Schumann, M Shuter and J Whitehead

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## **GENERAL PURPOSES COMMITTEE: MINUTES**

## **Agenda Item No.2**

**Date:** Tuesday, 28th November 2017

**Time:** 10.00a.m. – 11.30a.m.

**Present:** Councillors Bailey, Bywater, Criswell, Dupre, Hickford (Vice-Chairman), Giles, Hudson, Jenkins, Kavanagh, McGuire (substituting for Councillor Count), Nethsingha, Schumann, Shuter, Whitehead and Wotherspoon (substituting for Councillor Bates)

**Apologies:** Councillors Bates and Count

### **46. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **47. MINUTES – 24TH OCTOBER 2017 AND ACTION LOG**

The minutes of the meeting held on 24th October 2017 were agreed as a correct record and signed by the Vice-Chairman. The Vice-Chairman drew attention to the one ongoing action relating to the split between investment debt (where a specific return was expected) and debt incurred for general purposes (financing the capital programme). The Head of Finance reported that the split had been identified and the work should be completed by the next meeting. **Action Required.**

### **48. PETITIONS**

No petitions were received.

### **49. FINANCE AND PERFORMANCE REPORT – SEPTEMBER 2017**

The Committee was presented with the September 2017 Finance and Performance report for Corporate Services and LGSS Cambridge Office, which was forecasting an overspend of £1,319k. There was some additional pressure in the LGSS Managed budget relating to the revenue impact of the Corporate Software Infrastructure re-procurement.

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

### **50. INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING 30TH SEPTEMBER 2017**

The Committee received a report detailing the financial and performance information to assess progress in delivering the Council's Business Plan. The overall revenue budget position was showing a forecast year-end overspend of £4.8m, which was an increase of £38k from August. There had been an increase in pressure in People and Communities relating primarily to the Learning Disability Partnership and Looked After Children Transport. However, this pressure would be offset by savings associated with street lighting and debt charges. Members were advised of the proactive response

being taken through financial management and transformation activity to address the predicted deficit. In addition significant one-off mitigation had also been identified in a number of areas. The Committee was advised that Highways and Community Infrastructure and Commercial and Investment Committees had been involved in discussions relating to recommendation c). It was also noted that the "Savings Tracker" report was included as part of the quarterly review.

The Vice-Chairman drew attention to the request of Peterborough City Council's (PCC) Cabinet to Cambridgeshire and Peterborough Councils' shared Chief Executive to explore further arrangements for shared and integrated services. He queried whether the Committee wished to consider a similar request to the Chief Executive on behalf of Cambridgeshire County Council. In endorsing such a proposal, the positive changes which had already occurred from working together with PCC were highlighted. It was acknowledged that exploring further arrangements was a logical next step. The Chairman of Communities and Partnership Committee reported that his Committee would be happy to work on any future opportunities.

Other Members raised the need to consider, when exploring further arrangements, the difficulty of one person responding to two masters with possibly different policies. There was also a need to bear in mind the different governance systems and the need to have contact with Members from opposition parties outside of meetings. It was reported that the new management model in People and Communities had provided a better link to Members. The Vice-Chairman proposed the following additional recommendation e), which was agreed unanimously by the Committee:

"General Purposes Committee notes Peterborough City Council's request to the Chief Executive to explore delivery of further shared services with other local authorities to protect front line services and asks that these opportunities are also explored on behalf of Cambridgeshire County Council".

One Member queried how seriously the overspend was being tackled. He highlighted the need for a total column in the table listing initiatives on page 33 and an expectation of delivery. The Chief Finance Officer (CFO) reported that the level of predicted pressure had not diminished. Officers were working hard to address it using managed initiatives, and would also be bringing forward further initiatives on a regular basis. However, it was important to note that some interventions would take time. The Chairwoman of Adults Committee drew attention to the tracker. She highlighted the good innovative work taking place in her area particularly in relation to assistive technology. She explained that the Committee was aware that some savings would be rated red as they would take time to achieve.

One Member commented on the helpfulness of the tracker, which included many good projects. However, she was concerned about the number of savings rated as red. Many of these savings were part of the Transformation Programme, she was concerned that they would not be delivered within the timeframe. Another Member acknowledged that some of the proposed savings were long-term. She was also concerned that some schemes would not be delivered as a result of events being outside of the Council's control. She suggested that there might need to be some sort of carry forward. The CFO reported that his main concern was the future and how many pressures would follow through to 2018/19. Officers were currently focussing on this issue.

It was queried whether the Council welcomed the underspend from Street Lighting performance failures. The CFO stressed that the Council did not budget for failure and was disappointed at the high number of deductions for performance failures. One Member reminded the Committee of the problems associated with the Street Lighting contract and queried whether any action would be taken. The CFO reported that dispute resolution procedures might be triggered if performance did not improve. It was noted that the Committee would be notified if that was the case.

It was resolved unanimously 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) Approve the changes to capital funding requirements as set out in Section 7.7.
- c) Approve an additional £66k of prudential borrowing in future years for the Ely Archives project, as set out in section 7.8.
- d) Approve the allocation of the £316,518 School Improvement Grant to People and Communities so it could be used for its intended purpose, as set out in section 8.1.
- e) note Peterborough City Council's request to the Chief Executive to explore delivery of further shared services with other local authorities to protect front line services and ask that these opportunities were also explored on behalf of Cambridgeshire County Council.

## **51. TRANSFORMATION FUND**

### **(a) Transformation Fund Investments for Business Planning 2018-19 to 2022-23**

Draft proposals for the Council's business plan for 2018-19 to 2022-23 describing a programme of transformation to deliver savings and additional income of £37.9m in 2018-19 had been shared with all Committees in October. The Committee was now being asked to consider a set of investment proposals totalling £2919k to deliver £13,773k of the total settings/income target. It was important that the proposed investment was approved to enable quick implementation and to minimise any risk to delivery of full-year effect savings in 2018/19. Any changes in the required investments or new proposals would be highlighted to Committee in December.

One Member drew attention to the following sentence in paragraph 3.2 and suggested that it should be used throughout the organisation: "the emphasis of all our practice is on working with communities, rather than doing things to them or for them". Another Member highlighted the good proposals included in the report. However, she reported that whilst she was fully supportive of the direction of travel in relation to the proposals for Children's Services, she was concerned that some of the proposals were not transformation projects but part of the core business of the Council. She was of the view that they should be funded from revenue in the long term. It was therefore important to be clear what was core business and what was transformation.

Attention was drawn to the achievability of the total scale of savings proposed for Looked After Children. Members were aware that investment focused on changing the placement mix, and the model included elements of one off and recurring funding. Although this was a demand led budget, there was more than enough funding from ongoing savings made after year 2 to provide sufficient scope for reinvestment to sustain additional resources. One Member queried the accuracy of the modelling.

The Service Director: Children's Services and Safeguarding acknowledged that there had been lots of promises about reducing the number of Looked After Children by investment here and there. However, he was of the view that the key issue was the number of children in care in Cambridgeshire which was above the average of the Council's statistical neighbours. He drew attention to a table on page 86 which clearly showed that the rate of children in care in Cambridgeshire was significantly higher than Hertfordshire one of the Council's statistical neighbours. Hertfordshire had taken a multi-disciplinary approach to this issue and had 90 fewer children in care. He felt that Cambridgeshire was accommodating the right children but they were spending too long in care. There was therefore a need to investigate and analyse the reasons why. Members were informed that Ofsted was interested and that it had been four years since its last inspection.

One Member commented that Cambridgeshire had been very successful in relation to fostering and adoption. However, she acknowledged that it was important to understand why the number of Looked After Children was growing.

It was resolved to approve the proposed investments

## **(b) Transformation Fund Monitoring Report Quarter 2 2017-18**

The Committee received a report outlining progress in delivery of the projects for which transformation funding had been approved at the end of the second quarter of the 2017/18 financial year. Members were reminded that they had asked for future reports to focus on exceptions. It was noted that 12 schemes were on track, 4 schemes were delayed or at some risk of under delivery and 2 schemes were not projected to deliver as originally planned.

In considering the report, Members were reminded that the policy and service committees were charged with reviewing schemes in depth. It was suggested that the overview should include a column detailing the committee responsible for a particular scheme and the date the review had taken place. **Action Required.** Members also noted the table at Figure 1 and suggested that a narrative in places would be helpful regarding the long-term achievability of the schemes. **Action Required.**

Whilst acknowledging the need to focus on exceptions, one Member expressed concern that the good news associated with the transformation programme was being overlooked. She raised the need to celebrate and promote the fact that 12 schemes were on track to deliver savings. She suggested the use of case studies to promote success. The Vice-Chairman asked the Chief Executive to consider ways of promoting the successful schemes. **Action Required.**

It was resolved unanimously to note and comment on the report, including whether the format of the paper gave the right level of detail and information to allow the Committee to fulfil its monitoring role.

## **52. SERVICE COMMITTEE REVIEW OF THE DRAFT 2018-19 CAPITAL PROGRAMME**

The Committee considered a report detailing an overview of the draft Business Plan Capital Programme for Corporate and Managed Services. Members were reminded that they had reviewed the whole programme in October following consideration by Policy and Service Committees. The Committee would be asked to review the final overall programme at its December meeting. Attention was drawn to section 4.5 detailing the main changes since October, and section 5.4 detailing changes to existing schemes in the 2018-19 Corporate and Managed Services Business Plan.

One Member highlighted the significant funding involved in the programme. Whilst he acknowledged that he had been briefed regarding the additional capital spend, he was not sure how it would affect the total and how much borrowing would increase. He queried the debt to equity ratio and how close to critical the Council was in borrowing this additional funding. The CFO reported that the Council did not have equity so a direct comparison could not be made with the private sector. It was governed by its Code of Borrowing in the Capital Strategy, which meant that it could only borrow what it could afford to pay. He reminded the Committee that there were very few discretionary items included in the programme. The same Member asked for a paragraph to be included in future reports detailing that additional borrowing was affordable for the following reasons. **Action Required.**

Another Member queried the capital funding for new schools and asked whether Section 106 funding would replace the funding the Council had needed to borrow at some point. The CFO reported that the Capital Programme contained best estimates of an assessment of Section 106. Information would be updated later in the financial year to reflect the basic needs formula. The Chairman of the Commercial and Investment Committee (C&I) queried future borrowing for investment under capital projects. The CFO reported that he had not yet built in the implications of investment in the Acquisition Strategy. Revenue had been built into the Business Plan but capital had not yet been reflected. The Chairman of C&I acknowledged the need to provide the split between investment debt and debt incurred for general purposes as detailed in the action log.

Attention was drawn to the addition of the new Shire Hall Relocation Scheme detailed in section 4.5. Given that the Combined Authority was considering public sector reform, one Member queried the timescale which could impact on the feasibility of moving. The CFO reported that C&I had recently considered the business case and would be considering a further report in December. There was also a cross party Shire Hall Working Group. It was important to note that no decisions had yet been made about the future of local government or the timescale for any change. The Chairman of C&I added that whatever the future of local government remaining in Shire Hall was both costly and ineffective. Other Members stressed that the future of local government was critical to this scheme because of the timescale. The CFO informed the Committee that the proposal was for a hub and spoke model, which would be much smaller and disperse services in communities. One Member highlighted the need to consult

Members, as well as staff, regarding the public transport access to the proposed new locations. The Vice-Chairman reminded the Committee that there was a Working Group to pick up such issues.

It was resolved unanimously to:

- a) note the overview and context provided for the 2018-19 Capital Programme for Corporate and Managed Services; and
- b) comment on the draft proposals for Corporate and Managed Services 2018-19 Capital Programme and endorse their development.

### **53. AGRESSO (UNIT4 BUSINESS WORLD) IMPLEMENTATION**

The Committee welcomed the LGSS Managing Director, Director Business Services, Systems and Change, and Programme Manager, Business Transformation to the meeting. Members were provided with an update on the progress of the programme to implement Agresso (Unit4Business World) system to replace the existing Oracle System. It was noted that since the last report to Committee in July, a number of factors had come together to make the planned October go-live date unrealistic. Data migration had been a significant and complex issue, as it involved two Oracle Systems and a SAP System. However, it was important to note that the data migration challenge had been addressed to allow Payroll Parallel Running (PPR) over the next three weeks. These delays had meant that the go-live date was now April 2018. The Council was being asked to approve a further £410k of capital spend to complete the implementation. However, there would also be additional LGSS revenue savings delivered for the Council's benefit building to £150k pa from 2020/21.

Members expressed concern regarding how the programme had been managed. The LGSS Managing Director reported that there had been an overarching programme in place but not of sufficient detail. In order to provide a level of assurance as to the achievability of the revised delivery plan, Agilisys, an external organisation, had been engaged to undertake an independent review. As a result, LGSS had addressed the issues identified in the review and strengthened programme management. It was important to note that this was a very complex programme involving three separate systems. It had not been possible to estimate the scale of difficulty associated with data migration before the start of the programme. Members were informed that there was a joint ERP Board that provided programme governance. The Board received estimates regarding programme management which it reviewed on a monthly basis. Senior management also reviewed the programme at 5.00p.m. each day.

One Member acknowledged the problems associated with major IT projects. However, she expressed frustration that the Committee had no choice but to approve a further £410k of capital spend, which was particularly difficult in the current financial climate. She highlighted the fact that one of the main reasons for sharing services was to create IT expertise. She was concerned that the previous problems experienced by the Council and this programme did not reflect this. She asked the LGSS Managing Director for reassurance that this programme would not overrun again. The LGSS Managing Director reminded the Committee that he had strengthened programme management resource. A new Programme Director had started on 27 November 2017

with a remit to review all programme management plans over the next two weeks. However, it was important to note that there were still hurdles to get through.

The Vice-Chairman reported that the Committee at its July meeting had been informed that the programme would go-live at the end of September. He asked whether the actions now put in place would ensure a go-live date of April 2018. The LGSS Director Business Services, Systems and Change reported that the data migration conundrum still needed to be managed. PPR had achieved hits of 80% and would continue for another three weeks. He expected the next run to achieve hits in the 90s. The programme was therefore at a very different position compared to July.

One Member raised the need for a delivery plan with check points at various stages. He had attended the LGSS Overview and Scrutiny Working Group on 27 November, which had received a presentation providing an overview of the IT Strategy. The Working Group would be reviewing the project after it was delivered on 1 April 2018. It was important to note that the savings for the Council were not as a result of the delay. The LGSS Director Business Services, Systems and Change reported that the LGSS Joint Committee had considered the Agilisys report at its meeting on 24 November 2017. It had asked the new Programme Director to review the programme plan and report back to the Joint Committee on 8 December 2017. The Vice-Chairman asked for a copy of the Agilisys report to be sent to the Committee. **Action Required.**

One Member requested a brief outline of the Agilisys report. The Chairman of C&I reported that he had seen the report which was critical of project programme planning. The LGSS Director Business Services, Systems and Change reported that Agilisys had questioned the number of detailed project plans for different elements of the programme. These plans had now been brought together in to a single high-level programme plan to outline the approach and critical path. It had also highlighted the need to engage a Senior Project Manager with some experience of this scale and complexity of project. It was important to get the views of the new Programme Director before confirming whether the April date could be achieved. One Member commented on the problems of putting in a system too early. It was important to have a date which could be achieved.

Another Member drew attention to the work undertaken to analyse the impact that implementation of ERP Gold would have on the Finance Transactions Team and Payroll. The LGSS Director Business Services, Systems and Change reported that transactional savings would be delivered when the system went live.

It was resolved unanimously to:

- a) note the progress on the implementation of Agresso (Unit4 Business World) and the revised Go Live date of 1 April 2018;
- b) approve a further £410k of capital spend to complete the implementation; and
- c) note the additional LGSS revenue savings identified for Cambridgeshire County Council (CCC) building to £150K pa from 20/21 which would improve the original business case and result from enlarged ERP Gold implementation including Milton Keynes Council (MKC) requirements.

## **54. INFORMATION SECURITY REPORT – EMAIL SECURITY**

The Committee considered the Council's Email Policy and Email Security. Attention was drawn to the importance of data protection and the need to keep information secure. A review had been undertaken to ensure the security of sensitive information contained in emails. There was a need to mitigate the risk of personal email accounts. Members were informed of the proposal for any Member who used a personal e-mail account or automatically forwarded emails from their Council account to a personal email account to sign a Personal Commitment Statement. The Director of Corporate & Customer Services, in introducing the report, proposed that the timing detailed in the recommendations be amended to January 2018 to allow more time for this work to be carried out.

Members thanked the Director and her Team for carrying out this work and in particular for listening to Members, which had resulted in a good outcome. Councillor Dupre proposed an amendment to the final bullet of Section 4 of the Personal Commitment Statement so that it read as follows:

“Upon ceasing to be a Member, I must decide what Council information or data I need to retain and what can be deleted or destroyed. If any Council information is retained then I must continue to maintain the security of the personal email account.”

She explained that Members relied on data long after ceasing to be a Councillor. They might need to defend themselves against accusations or be a witness. It was also important to bear in mind that a Councillor might not be on the same side as the Council. The proposed amendment received unanimous support from the Committee.

One Member queried who would be responsible if a member of staff sent a councillor Official Sensitive Council information to a personal e-mail account. It was noted that the person sending the information would be at fault.

It was resolved unanimously to:

- a) Approve the Email Policy and Personal Commitment Statement, as amended by the Committee, and where it was appropriate for Members to sign a personal commitment statement by end of January 2018.
- b) Mandate for all Members to complete the Member Data Protection course by end of January 2018.

## **55. TREASURY MANAGEMENT REPORT QUARTER TWO**

The Committee received the second quarterly update and mid-year review on the Treasury Management Strategy 2017-18 approved by Council in February 2017. The CFO reported that short term borrowing was a sign that rates were low. It was noted that the report did not include the recent base rate increase. He drew attention to section 4.3 and highlighted the fact that there was no evidence to back this section up. He would address this in the next report. The Committee was informed that the Housing Investment Company had started to make loans. C&I would be considering a

sale portfolio of assets so the Housing Investment Company numbers could change. This would be detailed in the January report to committee.

It was resolved unanimously to:

- a) Note the Treasury Management Report.
- b) Forward to Full Council for approval.

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

The Committee considered its agenda plan and training plan. Members were advised that the Workforce Strategy had been removed from the agenda for 9 January 2018. The following two items had been added to the meeting on 23 January 2018:

- Approve going to market for a new MFD contract
- Waste PFI Contract (confidential item)

It was resolved unanimously to:

- a) review its Agenda Plan attached at Appendix 1 subject to the deletion of item 5 schedule for 28 November 2017; and
- b) review and agree its Training Plan attached at Appendix 2.

Chairman

# **GENERAL PURPOSES COMMITTEE**

## **Minutes-Action Log**



### **Introduction:**

This log captures the actions arising from the General Purposes Committee on 28th November 2017 and updates members on the progress on compliance in delivering the necessary actions. This is the updated action log as at 11th December 2017.

### **Minutes of 28th November 2017**

<b>Item No.</b>	<b>Item</b>	<b>Action to be taken by</b>	<b>Action</b>	<b>Comments</b>	<b>Completed</b>
51.	<b>(b) Transformation Fund Monitoring Report Quarter 2 2017-18</b>	J Wilson	The overview should include a column detailing the committee responsible for a particular scheme and the date the review had taken place.	Column added for future reports.	<b>Yes</b>
		G Beasley/ A Askham/ C Birchall	The Vice-Chairman asked the Chief Executive to consider ways of promoting the successful schemes.	GB/AA/CB meeting 19th December to plan transformation communications.	<b>Yes</b>
		J Wilson	Noted the table at Figure 1 and suggested that a narrative in places would be helpful regarding the long-term achievability of the schemes.	Noted and will be added in future reports.	<b>Yes</b>

<b>52.</b>	<b>Service Committee Review of the Draft 2018-19 Capital Programme</b>	C Malyon	To include a paragraph in future reports detailing that additional borrowing was affordable for the following reasons.	A note will be included in future reports to show how additional borrowing will affect the total borrowed by the Council and why it is affordable.	<b>Yes</b>
<b>53.</b>	<b>Agresso (Unit4 Business World) Implementation</b>	M Rowe	A copy of the Agilisys report to be sent to the Committee.	Sent on 1 December 2017.	<b>Yes</b>

### Minutes of 19th September 2017

<b>Item No.</b>	<b>Item</b>	<b>Action to be taken by</b>	<b>Action</b>	<b>Comments</b>	<b>Completed</b>
<b>24.</b>	<b>Minutes – 19th September 2017 and Action Log</b>	T Kelly	Further work is needed to provide the split between investment debt (where a specific return is expected) and debt incurred for general purposes (financing the capital programme)	The Head of Finance reports that the split has been identified and the work completed.	<b>Yes</b>

**FINANCE AND PERFORMANCE REPORT – OCTOBER 2017**

*To:* **General Purposes Committee**

*Meeting Date:* **19th December 2017**

*From:* **Director of Corporate and Customer Services  
Chief Finance Officer**

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

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

*Purpose:* **To present to General Purposes Committee (GPC) the October 2017 Finance and Performance Report for Corporate Services and LGSS Cambridge Office.**

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

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

- a) Review, note and comment upon the report.**
- b) Note that in future the income budget relating to the Eastern Shire Purchasing Organisation (ESPO) will be monitored by the Commercial and Investment Committee (C&I), in line with that Committee's constitutional role. [A favourable variance related to ESPO is recorded in this report under LGSS managed – section 2.2.3 of the appendix, it will move to C&I going forward.]**

<b><i>Officer contact:</i></b>		<b><i>Member contacts:</i></b>	
Name:	Tom Kelly	Names:	Councillors Count & Hickford
Post:	Head of Finance	Post:	Chair/Vice-Chair
Email:	<a href="mailto:Tom.Kelly@cambridgeshire.gov.uk">Tom.Kelly@cambridgeshire.gov.uk</a>	Email:	<a href="mailto:Steve.Count@cambridgeshire.gov.uk">Steve.Count@cambridgeshire.gov.uk</a> <a href="mailto:Roger.Hickford@cambridgeshire.gov.uk">Roger.Hickford@cambridgeshire.gov.uk</a>
Tel:	01223 703599	Tel:	01223 706398

## **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 October 2017 Finance and Performance report.

### **2.2 Revenue**

At the end of October, Corporate Services (including the LGSS Managed, Deputy Chief Executive and Financing Costs) is forecasting an overspend of £1,200k. The Corporate Services budget reflects the transfer of a further £1.2m budget to Economy, Transport and Environment and People and Communities, as part of the reconfiguration of the Strengthening Communities service. There are no new significant forecast outturn variances (over £100k) to report.

The Citizen First, Digital First programme has been reviewed and savings of £249k have been achieved in 2017/18. There remains a shortfall of £54k against the original savings target of £303k in 2017/18, which is mitigated by savings across a number of other policy lines within Corporate Services, as detailed in 2.2.1 of the report.

The LGSS Cambridge Office budget is forecasting an overspend of £189k and there are no significant forecast outturn variances (over £100k) to report. This element of the budget is monitored by the LGSS Joint Committee and is not the responsibility of General Purposes Committee.

Financing Costs are forecasting an overall underspend of £1.070m underspend at year-end.

### **2.3 Capital**

At the end of October, Corporate Services, Transformation and LGSS Managed are forecasting an underspend of £274k on capital budgets. Predicted in-year slippage of £553k exceeds the capital programme variations budget for Corporate Services, resulting in a net underspend of £274k. In-year variances of £495k for LGSS Managed schemes do not exceed the variations budget, therefore at the end of October the LGSS Managed capital programme is forecast to be in balance at year-end. There were no material exceptions to report for Corporate Services and LGSS Managed schemes.

LGSS Operational is forecasting a balanced position on capital, and as yet there has been no capital spend. None of the capital programme variations budget has been used and there are no significant forecast outturn variances to report.

## **2.4 Performance**

Corporate Services / LGSS Cambridge has 13 performance indicators for which data is available. 8 indicators are currently at green, 3 at amber and 2 at red status. 2 indicators have no target set.

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

There are no significant implications within this category.

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

There are no significant implications within this category.

### **4.4 Equality and Diversity Implications**

There are no significant implications within this category.

### **4.5 Engagement and Consultation Implications**

There are no significant implications within this category.

### **4.6 Localism and Local Member Involvement**

There are no significant implications within this category.

### **4.7 Public Health Implications**

There are no significant implications within this category.

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

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

**Corporate Services and LGSS Cambridge Office**

**Finance and Performance Report – October 2017**

**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
October Number of indicators)	2	3	8	13

**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 Commercial and Investment Committee have been disaggregated from these figures.

*The adverse position seen overall in this report is subject to action by officers to address. Mitigations identified in corporate areas, but reported outside of this report, include additional income from the County Offices' estate and Business Rates.*

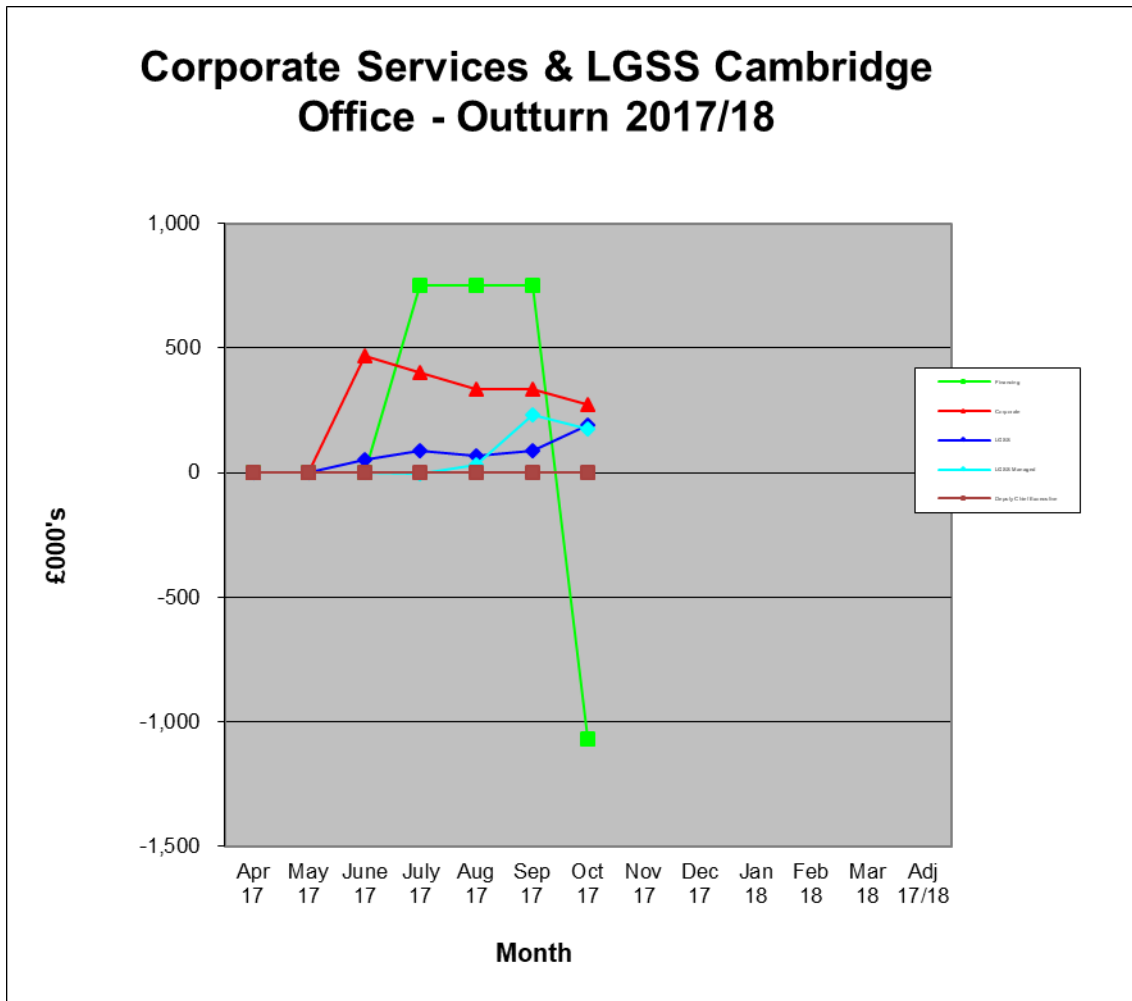
Original Budget as per BP (1)	Directorate	Current Budget	Forecast Variance - Outturn (Sept)	Forecast Variance - Outturn (Oct)	Forecast Variance - Outturn (Oct)	Current Status	DoT
£000		£000	£000	£000	%		
6,914	Corporate and Customer Services	4,589	336	276	6	Amber	↑
223	Deputy Chief Executive	275	0	0	0	Green	↔
13,626	LGSS Managed	13,539	233	174	1	Amber	↑
22,803	Financing Costs	22,803	750	-1,070	-5	Green	↑
<b>43,566</b>	<b>Sub Total</b>	<b>41,206</b>	<b>1,319</b>	<b>-620</b>			
7,746	LGSS Cambridge Office	9,473	90	189	2	Amber	↓
<b>51,312</b>	<b>Total</b>	<b>50,679</b>	<b>1,409</b>	<b>-431</b>			

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

The service level budgetary control report for LGSS Cambridge Office for October 2017 can be found in [LGSS appendix 1](#)

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

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



### **2.2.1 Significant Issues – Corporate and Customer Services**

Budgets totalling a further £1.2m have been transferred to Economy, Transport and Environment and People and Communities during October 2017, as part of the re-configuration of the Strengthening Communities Service. Work is in progress to complete the transfer during November.

Corporate and Customer Services budgets are currently predicting an overspend of £276k at year-end. This represents an improvement of £60k from last month, across a number of policy lines as detailed below:

- The Citizen First, Digital First programme has been reviewed. Savings of £121k have been achieved within Customer Services through the transformation of the Blue Badge and Concessionary Bus Pass processes. £128k saving has been achieved through prudent re-working of the Digital Services budget following the Corporate Capacity Review. However, there remains a shortfall of £54k against the original savings target for Citizen First, Digital First of £303k in 2017/18. This remaining target is for savings that were planned to be drawn from other services across the Council.
- An underspend of £90k is forecast on Business Intelligence budgets, as a result of careful management of staff vacancies, a review of expected income levels and the judicious recharging of staff time against capital and grant funding sources.
- Further mitigation has been achieved with increased underspends predicted this month against the Director, Corporate and Customer Services (£15k); Communications and Information (£17k), through a review of our use of shared systems, to ensure the costs are appropriately shared, and a review of annual licences cancelling any that are no longer required; and additional salary savings of £21k in Customer Services, in addition to the £121k savings reported against Citizen First Digital First.

Work is underway to confirm which of these mitigations are one-off. Any outstanding savings from 2017/18 will be added to the digital automation savings target for 2018/19.

### **2.2.2 Significant Issues – Deputy Chief Executive**

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

There are no exceptions to report this month.

### **2.2.3 Significant Issues – LGSS Managed**

LGSS Managed budgets are currently predicted to be overspent by £174k at year-end, an improvement of £59k from the position reported last month. This change is due to the CCC share of the ESPO dividend for 2016/17 which has been confirmed as £458k; this exceeds the accrual of £400k made in the 2016/17 accounts.

There are no material exceptions to report this month.

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

Financing Costs are forecasting an overall underspend of £1.1m at year-end. The key underlying variances are as follows:

- £1.1m forecast underspend on Interest Payable. The Interest Payable forecast has been revised to take into account the latest live data on Public Works Loan Board (PWLB) and Lender Option Borrower Option (LOBO) interest rates and principal amounts, and further loans forecast to be taken out before year end.
- £0.5m forecast underspend on Minimum Revenue Provision. The Council is required to repay an element of the accumulated General Fund capital spend each year through a revenue charge (the Minimum Revenue Provision - MRP). Following analysis of capital schemes completed in 2016/17 and how they were funded, the MRP payment for 2017/18 has been amended. The Council was able to use funding it was holding as the accountable body for other organisations to fund £53m of capital expenditure, rather than using Prudential Borrowing. This has delayed the MRP payment for these schemes until we take out Prudential Borrowing to repay the funding used.
- £0.7m forecast pressure on Net Interest Receivable in 2017-18, as previously reported, following the re-phasing of expected income streams from the Housing Investment Company.

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

LGSS Cambridge Office is predicting an overspend of £189k at year-end, an increase of £99k from last month. This movement represents CCC's share of the revised forecast outturn variances across a number of LGSS operational budgets:

- £31k pressure in Finance Services, resulting from the jointly-agreed revised go-live date of ERP Gold, and the additional cost of agency staff due to the vacancy factor built into the LGSS Business Planning and Finance budget.
- £70k underspend in HR business Partner budgets, due to staff vacancies in CCC and delays in implementing a proposed new staffing structure in NCC.
- £46k of development costs in Learning & Development relating to the launch of the National Apprenticeship Scheme (which will enable income to be generated in future years).
- £37k pressure in Transactional Services due to the revised ERP Gold go-live date and continued use of agency staff.
- An increased pressure of £95k on Information Technology budgets, due to CCC's share of a £150k predicted overspend on CCC IT operational budgets, resulting from the current funding model and high costs of

implementing the Platform Stability Plan. This is partly offset by a reduced pressure of £20k within Digital Services, representing the CCC share of unfunded costs of developing a new front end for “Let’s go Direct”.

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

There is a forecast deficit of £217k on the consolidated trading activities. This will be offset through the LGSS Smoothing Reserve, which has been built up in previous financial years to address potential trading risk.

There are no material exceptions (over £100k) to report for this month.

## **2.3 Additional Income and Grant Budgeted this Period**

**(De minimis reporting limit = £30,000)**

There were no new items recorded during October 2017. The following items were transferred out to other Committees during October.

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

<b>Grant</b>	<b>Comment</b>	<b>Expected Amount £000</b>
Strengthening Communities Service	Transferred to ETE	51
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 and Customer Services:

	£	Notes
Transfer from CS to ETE and P&C	-769,284	Transfer of Strengthening Communities budgets
Transfer from CS to P&C	-382,210	Transfer of Healthwatch budgets
Non material virements (+/- £30k)	0	

### LGSS Managed Services:

	£	Notes
Non material virements (+/- £30k)	-21,000	Contribution to the management of Wisbech CLLD

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

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

## 3. **BALANCE SHEET**

### 3.1 Reserves

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

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

### 3.2 Capital Expenditure and Funding

#### Expenditure

- Corporate Services and Transformation schemes have a capital budget of £5.6m in 2017/18 and there is £1.5m spend to date. The forecast for net in-year slippage of £553k exceeds the Capital Programme Variation budget of £279k, resulting in a

favourable forecast outturn variance of £274k. The total scheme variation is predicted be nil.

Following a review of the capital costs of the initial phases of the Citizen First, Digital First programme, a revised underspend of £223k is predicted in 2017/18. The expected improvements in online financial transactions are in part dependent on two other major system changes that are scheduled to 'go live' in 2018 – the introduction of Mosaic and the new ERP Gold Finance system. It is envisaged that future phases of the scheme will take a council-wide, outcome focused approach and look at digital transformation opportunities across all of the transformation programmes, rather than focusing on individual service processes. Work is in progress to develop business cases for new projects to support digital transformation. The total scheme budget is unchanged and will be re-profiled as part of the 2018/19 Business Planning process.

There were no material exceptions to report for October.

- LGSS Managed has a capital budget of £0.9m in 2017/18 and there is expenditure of £149k to date. In-year slippage does not yet exceed the Capital Programme Variation budget of £570k, therefore a balanced position is forecast at year-end. A £495k total scheme variance is forecast.

GPC is requested to approve additional budget of £98k in 2017/18 to provide Improved Audio Visual Capabilities for Staff Meetings, as previously agreed by the Capital Programme Board. The scheme is to be funded by an increase in prudential borrowing.

There were no material exceptions to report for October.

- LGSS Cambridge Office has a capital budget of £0.5m in 2017/18 and there is no spend to date. The capital scheme budgets are predicted to be in balance at year-end and total scheme variances of £0k are forecast across the programme.

There were no new exceptions to report for October.

### Funding

- Corporate Services and Transformation schemes have capital funding of £5.6m in 2017/18.

As reported above, the Corporate Services capital programme as a whole is predicting an in-year underspend of £553k for 2017/18. This is offset by the Capital Programme Variation budget, resulting in a net reduction of £274k in the borrowing requirement for 2017/18.

- LGSS Managed has capital funding of £0.9m in 2017/18 and the current expectation is that this funding continues to be required in line with the revised budget proposals.

As reported above, there is a predicted in-year underspend of £500k. However, this is offset by the Capital Programme Variations budget, resulting in a balanced overall position.

- LGSS Cambridge Office has capital funding of £0.5m in 2017/18.

A balanced budget is forecast, and the current expectation is that this funding continues to be required in line with the revised 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 key performance indicators for Corporate and Customer Services, LGSS Managed Services and the LGSS Cambridge Office for October 2017 are set out in CS Appendix 7 and LGSS Appendix 7.

The appendices to this report can be viewed in the [online version](#) of the report.

**INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING 31ST OCTOBER 2017**

*To:* **General Purposes Committee**

*Date:* **19th December 2017**

*From:* **Chief Finance Officer**

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

*Forward Plan ref:* **2017/025** *Key decision:* **Yes**

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

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

- a) **Analyse resources and performance information and note any remedial action currently being taken and consider if any further remedial action is required.**
- b) **Approve the changes to capital funding requirements as set out in Section 6.7.**
- c) **Approve an additional £98k of prudential borrowing in 2017/18 to provide improved audio visual capabilities for staff meetings, as set out in section 6.8.**
- d) **Authorise a loan facility to LGSS Law Ltd for up to £499k, delegating authority to the Chief Finance Officer to agree the detailed terms of the arrangement in consultation with the Chairman of the Committee (see section 8.9).**

<b><i>Officer contact:</i></b>		<b><i>Member contacts:</i></b>	
Name:	Tom Kelly	Names:	Councillors Count & Hickford
Post:	Head of Finance	Post:	Chair/Vice-Chair
Email:	<a href="mailto:Tom.Kelly@cambridgeshire.gov.uk">Tom.Kelly@cambridgeshire.gov.uk</a>	Email:	<a href="mailto:Steve.Count@cambridgeshire.gov.uk">Steve.Count@cambridgeshire.gov.uk</a> <a href="mailto:Roger.Hickford@cambridgeshire.gov.uk">Roger.Hickford@cambridgeshire.gov.uk</a>
Tel:	01223 703599	Tel:	01223 706398

## **1. PURPOSE**

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

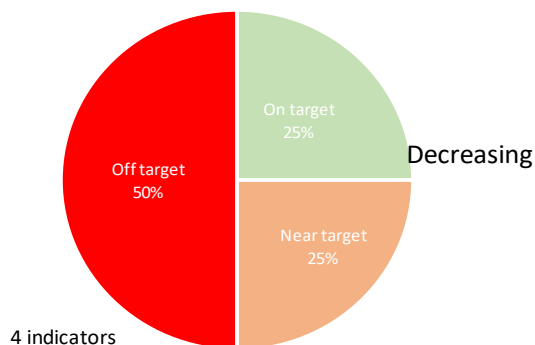
## **2. OVERVIEW**

- 2.1 The following summary provides a snapshot of the Authority's performance against its indicators around outcomes, its forecast financial position at year-end and its key activity data for care budgets.

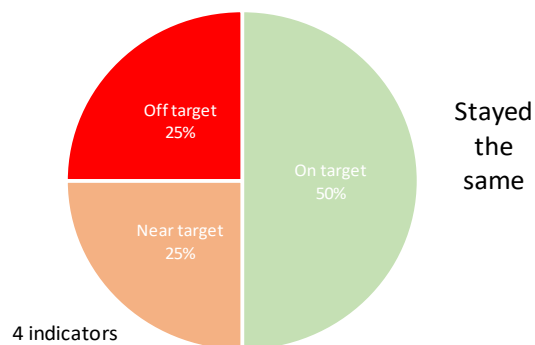
## Outcomes

87 indicators about outcomes are monitored by service committees  
They have been grouped by outcome area and their status is shown below

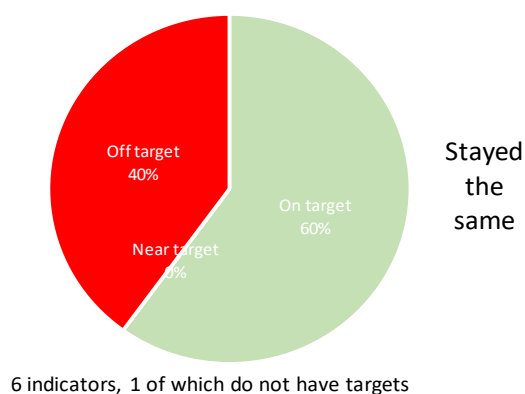
### Older people live well independently



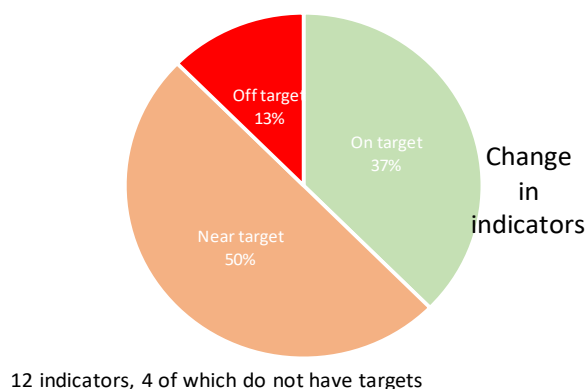
### People with disabilities live well independently



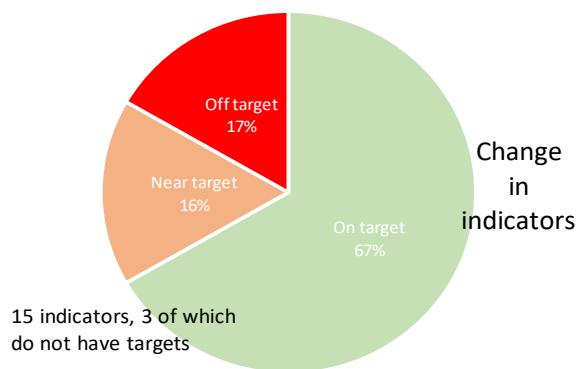
### Adults and children are kept safe



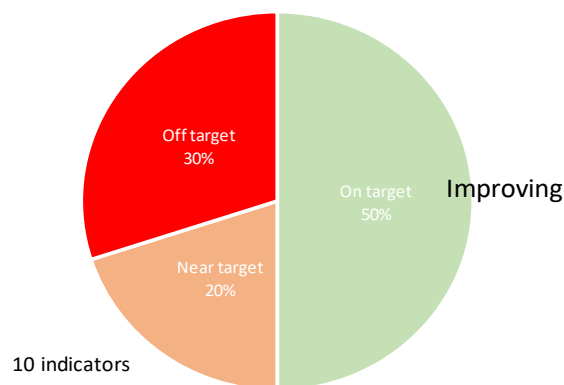
### People live in a safe environment



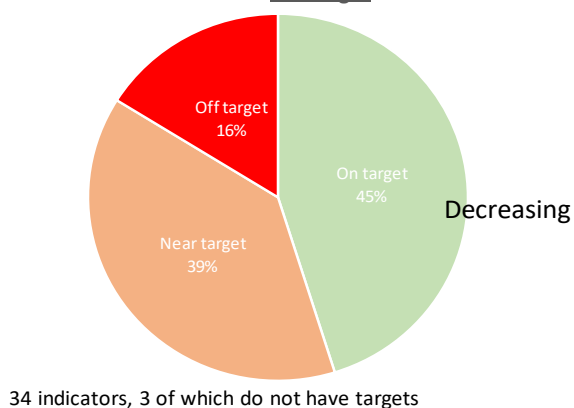
### The Cambridgeshire economy prospers to the benefit of all residents



### Places that work with children help them to reach their potential



### People lead a healthy lifestyle and stay healthy for longer



Our Transformation Programme is on track	Sustain a high performing, talented, engaged and resilient workforce
<p>24 Early ideas ↑</p> <p>113 Business cases in development ↑</p> <p>24 Projects being implemented ↓</p> <p>Transformation Fund:</p> <p>14 projects rated Green</p> <p>4 rated Amber (reflecting some need to re-phase savings)</p> <p>3 rated Red (risk of non-delivery of savings or benefits)</p>	<p>As of the end of October 2017 we had lost 6.85 days on average per staff member to sickness during the last 12 months.</p>

## Finance and Risk

### Revenue budget forecast

+£4.2m (1.2%)  
variance at end of  
year  
RED

This is a £0.6m  
improvement  
since last  
month.

### Capital programme forecast

£0 (0%) variance at  
end of year

GREEN

Residual risk score	Green	Amber	Red
Number of risks	0	9	1

\*Latest Review: October 2017

## Number of service users supported by key care budgets

### Older people aged 65+ receiving long term services

	Oct-17	Trend since Apr-17
Nursing	470	Increasing
Residential	864	Increasing
Community	2460	Increasing

### Adults aged 18+ open to disability services receiving long term services

	Oct-17	Trend since Apr-17
Nursing	25	Stayed the same
Residential	314	Stayed the same
Community	1921	Stayed the same

### Children open to social care

	Oct-17	Trend since Apr-17
Looked after children	695	Increasing
Child protection	553	Decreasing
Children in need	2248	Increasing

## Public Engagement

	Oct-17	Trend since Aug-17
Contact Centre Engagement	14223 Phone Calls 4742 Other	Decreasing Increasing
Website Engagement (cambridgeshire.gov.uk)	148,112 Users 229,763 Sessions	Decreasing Decreasing

The number of service users is a key indicator of the demand for care budgets in social care, information about the contacts with the public across web and phone channels is a key indicator of both service delivery and transformation.

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

- The overall revenue budget position is showing a forecast year-end pressure of +£4.2m (+1.2%), a decrease of £575k on the forecast pressure reported in September; there have been increases in People and Communities (P&C), offset by improvements in the forecast for Commercial and Investment, Funding items and the forecast costs of treasury management (a favourable forecast on interest payable costs). See section 3 for details.
- The Capital Programme is forecasting a balanced budget at year end. This includes use of £10.4m (38%) of the capital programme variations budget. See section 6 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  
 CS Financing – Corporate Services Financing  
 DoT – Direction of Travel (up arrow means the position has improved since last month)

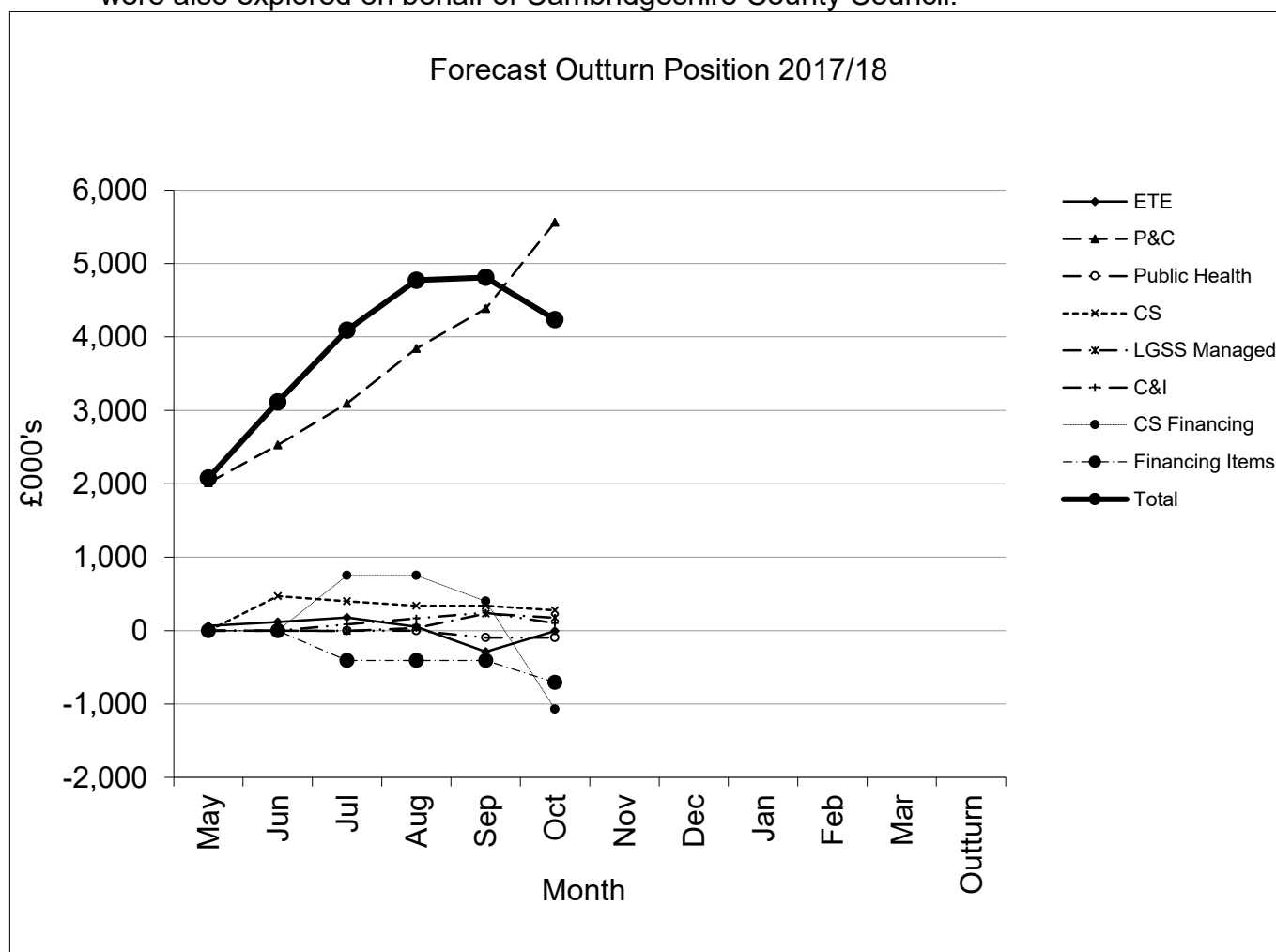
Original Budget as per Business Plan £000	Service	Current Budget for 2017/18 £000	Forecast Variance (September) £000	Forecast Variance (October) £000	Forecast Variance (October) %	Overall Status	DoT
38,682	ETE	40,423	-290	-6	0.0%	Green	↓
237,311	People & Communities	239,007	4,388	5,562	2.3%	Red	↓
200	Public Health	386	-96	-96	-24.9%	Green	↔
15,542	Corporate Services	4,864	336	276	5.7%	Amber	↑
6,500	LGSS Managed	13,539	233	174	1.3%	Amber	↑
2,702	Commercial & Investment	1,632	245	101	6.2%	Amber	↑
22,803	CS Financing	22,803	400	-1,070	-4.7%	Green	↑
<b>323,740</b>	<b>Service Net Spending</b>	<b>322,654</b>	<b>5,216</b>	<b>4,941</b>	<b>1.5%</b>	<b>Red</b>	<b>↑</b>
24,377	Funding Items	23,305	-405	-705	-3.0%	Green	↑
<b>348,117</b>	<b>Total Net Spending</b>	<b>345,959</b>	<b>4,811</b>	<b>4,236</b>	<b>1.2%</b>	<b>Red</b>	<b>↑</b>
	<b>Memorandum items:</b>						
7,746	LGSS Operational	9,473	90	189	2.0%	Amber	↓
212,873	Schools	212,873					
<b>568,736</b>	<b>Total Spending 2017/18</b>	<b>568,305</b>					

- <sup>1</sup> The budget figures in this table are net, with the 'Original Budget as per BP' representing the Net Budget column in Table 1 of the Business Plan for each respective Service.
- <sup>2</sup> For budget virements between Services throughout the year, please see [Appendix 1](#).
- <sup>3</sup> The budget of £387k stated for Public Health is its cash limit. In addition to this, Public Health has a budget of £26.0m from ring-fenced public health grant, which makes up its gross budget.
- <sup>4</sup> The 'Funding Items' budget (previously been referred to as 'Financing Items') comprises the £23m Combined Authority Levy and the £384k Flood Authority Levy. The forecast outturn on this line reflects any variance in the amount received from corporate grants and business rates from what was budgeted; a negative outturn indicates a favourable variance, i.e. more income received than budgeted.

- 3.1.1 Although the position continues to be challenging, with looked after children numbers in particular reaching a high level (following the national trend), savings of £28.5m are on track against a target for 2017-18 of £33.4m, with additional 'funnel' savings that exceed business planning targets.
- 3.1.2 Across the Council, the strategic management team is directing a proactive response through financial management and transformation activity to address the predicted deficit.

The response to the pressures arising includes:

- increasing savings achievable from contractual efficiencies, as part of the rolling procurement review capability, now established and overseen by the Commercial Board.
- bringing forward savings, efficiencies and income maximisation identified for future years where this is possible on a department-by-department basis
- maximising grant income and retention with appropriate application to current pressures
- review of earmarked and held funds and releasing these where no longer required
- benefitting from opportunities for reduced cost or additional income through collaboration across partners.
- at the last General Purposes Committee meeting the Committee noted Peterborough City Council's request to the Chief Executive to explore delivery of further shared services with other local authorities to protect front line services and asked that these opportunities were also explored on behalf of Cambridgeshire County Council.



- 3.1.3 The Council has enhanced its financial reporting processes in recent months as the level of budgetary challenge has continued to increase. The outlook for demand services remains a risk as services prepare for the winter months - service management teams are planning responses that nonetheless improve the financial position in that context.

The Council has significant budget flexibility to respond to these risks and uncertainties. In addition to the measures already identified and listed in section 3.1.2, Strategic Management Team (SMT) has identified significant one-off mitigation in the following areas which will be released in a planned way to respond to and smooth resource needs in the remainder of the financial year, while delivering an improved outturn, compared to the pressures currently reported.

Grant and funding review	There is significant potential to re-prioritise grant funded activity, especially in response to Adults Services pressures as these emerge in winter at a local level, in collaboration with the NHS.  This is part of a planned approach across at least the next 2 years.
Balance sheet & financial provision review	There are opportunities to review and release funds previously held for specific risks or uncertainties that can be re-directed in the current context. This forms a regular and routine part of financial and management activity.
Commercial income	As the remit of the Commercial and Investment Committee widens, we view that there are opportunities for an improved position reported by traded and shared services in the remainder of the year.
Workforce	Vacancy and recruitment review activity will continue to forecast financial impacts and deploy existing workforce to key priorities.

3.2 Key exceptions this month are identified below.

- 3.2.1 **Economy, Transport and Environment:** -£0.006m (-0.0%) underspend is forecast at year-end.

	£m	%
<ul style="list-style-type: none"> <li><b>Waste Disposal including PFI</b> – a +£1.6m pressure is forecast. This is an increase of £628k on the pressure previously reported in June. This is largely due to an increase in the quantity of waste collected compared to the forecast, lower levels of Third Party Income through the contract, an increase in the amount of bulky waste collected that is sent direct to landfill, an increased quantity of material rejected from the In-Vessel Composting process, rising costs for recycling wood and rigid plastics collected at Household Recycling Centres and a slight shortfall in the delivery of savings. Although the Mechanical Biological Treatment (MBT) has performed slightly better than the 2016/17 performance levels the savings this has delivered are not sufficient to offset the additional pressures.</li> </ul>	+1.628	(+5%)

Given the variable nature of the MBT plan performance, there is significant uncertainty around the forecast outturn and it may improve or worsen later in the year. There are also historic disputes to consider, which are not factored into any of the above.

A number of predicted underspends have been identified across ETE to offset the pressure on the waste budget. These are either one-off, and will help offset the waste pressure this financial year, or ongoing and can be brought out in the Business Plan.

- **Highways Other** – a -£304k underspend is forecast. This is due to additional Highways income that has been achieved which would normally be re-invested in preventative maintenance work. However, until the spend on the Waste budget is clearer, this funding will be held to cover the pressure on the Waste budget. -0.304 (-52%)
- **Highways Development Management** – a -£250k underspend is forecast. Section 106 and section 38 fees have come in higher than expected for new developments and are expected to lead to an overachievement of income. However, this is an unpredictable income stream and the forecast outturn is updated regularly. -0.250 (-0%)
- For full and previously reported details see the [ETE Finance & Performance Report \(https://tinyurl.com/ya87bgjw\)](https://tinyurl.com/ya87bgjw)

3.2.2 **People & Communities:** +£5.562m (+2.3%) pressure is forecast at year-end.

**Due to the material overspend in Children's Services, the full narrative regarding those variances, provided to the CYP Committee is available in [Appendix 3](#) to this report.**

	£m	%
<ul style="list-style-type: none"> <li>• <b>Looked After Children (LAC) Placements</b> – a +£2.4m pressure is forecast, which is an increase of £878k on the pressure previously reported in August. The increase is partly due to a reduction in the forecast savings in Supported Lodgings and The Hub due to late commencement of these resources coming on-stream but also that previously reported savings were in relation to demand management. These latter savings are notional in that they contribute to managing demand but do not result in a decrease in the forecast for placements already committed to for individual children.</li> </ul>		
External placement numbers (excluding unaccompanied asylum seeking children (UASC) but including 16+ and supported accommodation) at the end of October are 348, the same number as at the end of September. However the composition of placement types and costs indicates that a small but significant number of children are in receipt of very intensive and costly packages of support which has increased since last month. The Access to Resources team are working with providers to ensure that support and cost matches need for all children. Actions being taken to address the forecast pressure are outlined in <a href="#">Appendix 3</a> .	+2.400	(+14%)
<ul style="list-style-type: none"> <li>• <b>Older People's Services</b> – a +£1.9m pressure is forecast. Demand for placements is higher than anticipated at the start of the year; preventative measures are reducing numbers of service users with low needs, but there has been an increase in demand for high cost, complex packages, borne out by an increasing number of residential and nursing placements.</li> </ul>	+1.858	(+4%)
<ul style="list-style-type: none"> <li>• <b>Learning Disability Partnership</b> – a +£1.8m pressure is forecast, which is an increase of £811k on the pressure previously reported in September. This is as a result of some high-cost care packages agreed in month for service-users who</li> </ul>	+1.756	(+2%)

have transferred to in-patient placements and who have moved into the county and become this Council's responsibility. This is compounded by a review of expected savings delivery, which has highlighted slippage in the rate of reassessment work, pushing saving opportunities into 2018/19.

- Strategic Management – Children & Safeguarding** – a +£1.0m pressure is forecast. This is an increase of £335k on the pressure previously reported in September. This is due to the service not being awarded an expected grant from the Department for Education. Anticipation of this grant had been built in as an income line and this has now resulted in a shortfall in the required staffing budget.

+1.021 (+41%)
- Commissioning Services** – a +£579k pressure is forecast. The Out of School Tuition budget is forecasting a pressure of £600k. There has been an increase in the number of children with an Education Health and Care Plan (EHCP) who are awaiting a permanent school placement. The delay is due to the nature and complexity of the needs of these children. This budget is funded from the Dedicated Schools Grant (DSG) High Needs Block. This pressure is partly offset by a £21k saving on the Supported Accommodation block contract.

+0.579 (+14%)
- Home to School Transport - Special** – a +£340k pressure is forecast. This is due to a higher than expected number of transport applications from children attending special schools, with an increase of 6% in the number of Cambridgeshire pupils attending special schools in the first 7 weeks of Academic Year 17/18 compared to the same weeks in 16/17.

+0.340 (+4%)
- Strategic Management- Adults** – a -£293k underspend is forecast. Difficulties experienced in recruiting to posts across the Directorate have continued in the current year, and so a variance of £193k on vacancy savings has been included in the forecast to reflect this. Efficiencies of £100k from the provision of services relating to social care needs for prisoners are also included in the forecast.

-0.293 (-9%)
- Financing DSG** – a -£1.7m variance is forecast for year end, which is a movement of -£1.1m on the position previously reported in September. This represents the amount that will be drawn down from the DSG reserve in excess of what was budgeted to cover pressures in DSG-funded areas. These pressures are primarily: SEN Placements (£700k); Commissioning Services (£600k); High Needs Top Up Funding (£200k); Early Years Specialist Support (£88k) and SEND Specialist Services (£54k).

-1.749 (-4%)
- Executive Director** – a -£2.8m underspend is forecast for year end. This is due to assumptions around the ability to re-prioritise grant funded activity (Improved Better Care Fund (iBCF), in response to Adults Services pressures as these emerge. This relates particularly to an increased performance in delayed transfers of care (DTC), bringing with it an increased need for

-2.801 (-1325%)

the delivery of complex packages of care for older people. This is part of a planned approach across at least the next 2 years.

- For full and previously reported details see the [P&C Finance & Performance Report](https://tinyurl.com/y9ysy5sv) (<https://tinyurl.com/y9ysy5sv>).

3.2.3 **Public Health:** a -£0.096m (-24.9%) underspend 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](https://tinyurl.com/y8acyqc2) (<https://tinyurl.com/y8acyqc2>)

3.2.4 **Corporate Services:** +£0.276m (+5.7%) pressure is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y76alw5m) (<https://tinyurl.com/y76alw5m>)

3.2.5 **LGSS Managed:** +£0.174m (+1.3%) pressure is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y76alw5m) (<https://tinyurl.com/y76alw5m>)

3.2.5 **CS Financing:** -£1.070m (4.7%) underspend is forecast at year-end.

- |   | £m     | %     |
|---|--------|-------|
| <ul style="list-style-type: none"> <li>• <b>Interest Payable</b> – an underspend of -£1.089m is forecast for year end. The Interest Payable forecast has been revised to take into account the latest live data on Public Works Loan Board (PWLb) and Lender Option Borrower Option (LOBO) interest rates and principal amounts, and forecast further loans to be taken out before year end.</li> </ul> | -1.089 | (-7%) |
| <ul style="list-style-type: none"> <li>• For full and previously reported details see the <a href="https://tinyurl.com/y76alw5m">CS &amp; LGSS Finance &amp; Performance Report</a> (<a href="https://tinyurl.com/y76alw5m">https://tinyurl.com/y76alw5m</a>)</li> </ul>  |        |       |

3.2.6 **Commercial & Investment:** +£0.101m (+6.2%) pressure is forecast. There are no exceptions to report this month; for full and previously reported details see the [C&I Finance & Performance Report](https://tinyurl.com/y7jystor) (<https://tinyurl.com/y7jystor>).

3.2.7 **LGSS Operational:** +£0.189m (+2.0%) pressure is forecast. Pressures in LGSS Operational are set against LGSS reserves at year-end, rather than using the General Fund. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y76alw5m) (<https://tinyurl.com/y76alw5m>).

*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 [P&C Finance & Performance Report](https://tinyurl.com/y9ysy5sv) (section 2.5) (<https://tinyurl.com/y9ysy5sv>)

## 5. PERFORMANCE AND RISK

5.1 The work to review all indicators and report exceptions against these is still ongoing; once all Service Committees have reviewed their indicators, exceptions will be reported to GPC.

5.2 **Change in P&C indicators:** The People & Communities' performance indicators included in this report are the set agreed by Committees for 2016/17. Following discussion with

General Purposes Committee earlier in the current (2017/18) financial year, a revised set of measures are being developed with service leads. The 2016/17 indicators will continue to be reported until the new ones have been signed off by the service.

**Change in ETE indicators:** The Economy, Transport, & Environment (ETE) indicators included in this report are the set agreed for 2017/18. As a result the number of indicators have changed for the two performance outcomes 'People live in a safe environment' and 'The Cambridgeshire economy prospers to the benefit of all residents'.

- 5.3 **Increasing Pressures Requiring Attention:** There were two outcomes where the overall performance has decreased since last month. The first was 'Older people live well independently', and the decrease reflected change in one indicator, 'Proportion of services users requiring no further service at end of re-ablement phase'. This indicator's RAG rating changed from green (on target) last month to amber (near target). Overall pressures in delayed transfers of care, particularly in the Addenbrooke's system, and staffing pressures in re-ablement are having an impact on performance in this area. The council is investing considerable amount of staff and management time to improve processes, identify clear performance targets and be clear about roles & responsibilities. Specifically regarding the pressures in re-ablement the council is currently undertaking a recruitment campaign to increase staffing numbers, the service is being reorganised to reduce process delays, and the council has developed the double up team who are working to reduce long-term care needs and release re-ablement capacity. We also continue to work in collaboration with health colleagues to improve performance in all these areas.

The second outcome that saw a decrease in performance was 'People lead a healthy lifestyle and stay healthy for longer'. This reflected a change in the rating of 5 indicators, with 4 changing from green (on target) to amber (near target) and one, 'Number of healthy eating groups held (Extended Service)', changing from green (on target) to red (off target). Performance in this area has been affected by a number of factors:

- The figures for the number of physical activity and health groups (both of which were off target) have been queried with the provider and we are confident that sessions commenced in September will be found in the next report.
- In health visiting, historic differences in IT systems have affected performance but issues with the process of notification from midwifery to health visiting process are improving and staff training has been undertaken to improve recording.
- The workplace health check programme relies upon engagement with large employers in the county, but it has not been possible to secure access to the factories in the north of the county where there are high risk workforces. There is a need to secure high level support that could be from an economic development perspective, if employers are to be effectively engaged. This would reflect the evidence that supporting employee health and well-being brings cost benefits to businesses.

Further information on the specific indicator changes are detailed on the relevant service committee Finance and Performance reports.

- 5.4 The master file of performance indicators is available [here](https://tinyurl.com/yavmo3mn) (<https://tinyurl.com/yavmo3mn>), while the latest Corporate Risk Register can be found [here](https://tinyurl.com/yaxm9ce4) (<https://tinyurl.com/yaxm9ce4>).
- 5.5 This quarter, the Corporate Risk Register has been reviewed. A summary of the Corporate Risk Register is shown in [Appendix 4](#) and the detailed register is available [here](https://tinyurl.com/yd96a2vw) (<https://tinyurl.com/yd96a2vw>). The risk of the Business Plan not being delivered is rated

red, due to the forecast outturn position. Actions to address this are summarised in section 3.1 of this report.

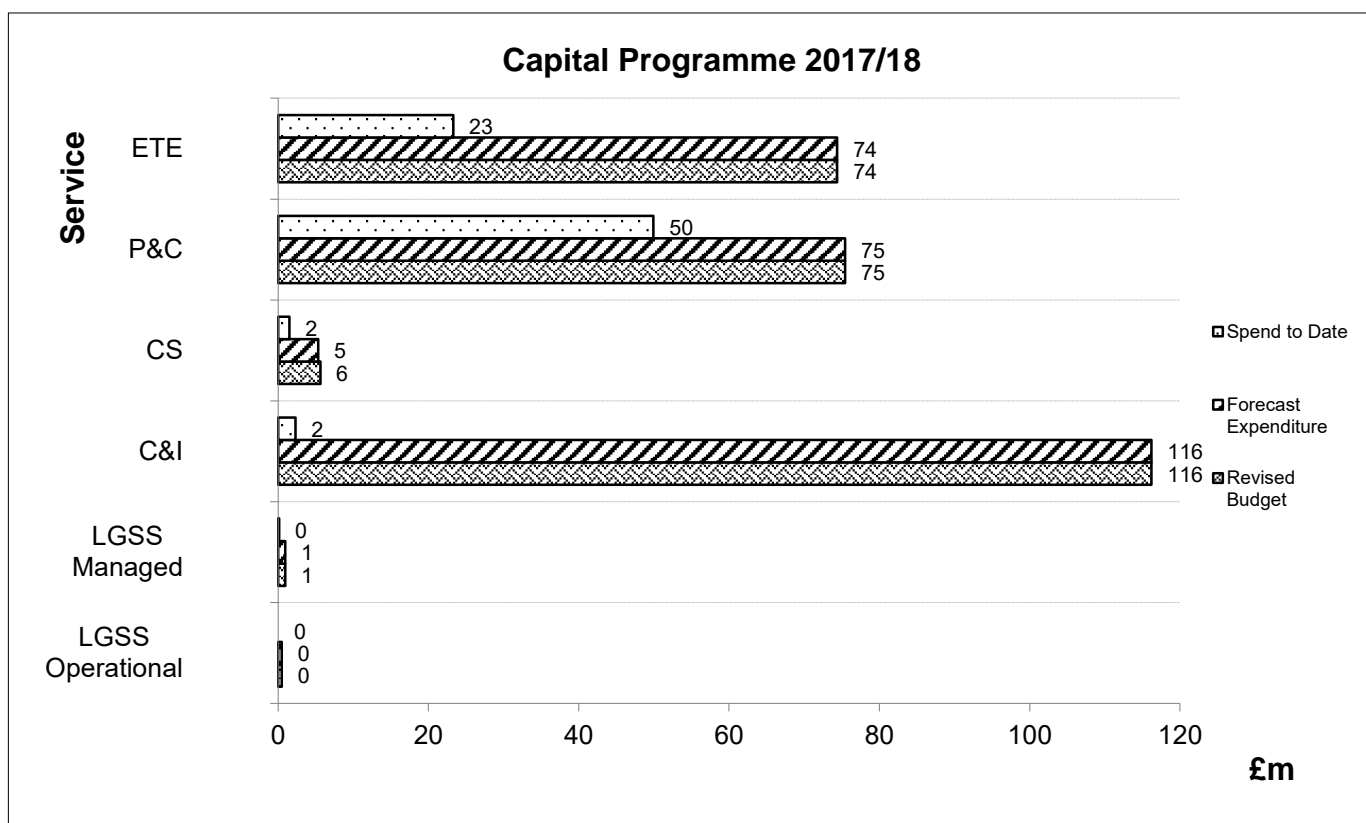
## 6. CAPITAL PROGRAMME

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

2017/18						TOTAL SCHEME	
Original 2017/18 Budget as per Business Plan  £000	Service	Revised Budget for 2017/18  £000	Forecast Variance - Outturn (Sept)  £000	Forecast Variance - Outturn (Oct)  £000	Forecast Variance - Outturn (Oct)  %	Total Scheme Revised Budget (Oct)  £000	Total Scheme Forecast Variance (Oct)  £000
66,263	ETE	74,385	-	-	0.0%	433,267	161
77,408	P&C	75,442	0	0	0.0%	575,941	14,261
5,489	CS & Transformation	5,612	-567	-274	-4.9%	11,743	-
160	LGSS Managed	949	-	-	0.0%	9,853	-495
116,476	C&I	116,208	-	-	0.0%	218,059	-290
100	LGSS Operational	488	-	-	0.0%	1,595	-
-	Outturn adjustment	-	567	274	-	-	-
<b>265,896</b>	<b>Total Spending</b>	<b>273,084</b>	<b>0</b>	<b>0</b>	<b>-4.9%</b>	<b>1,250,458</b>	<b>13,637</b>

### Notes:

1. The 'Revised Budget' incorporates any changes in the funding available to what was originally budgeted. A breakdown of the use of the capital programme variations budget by service is shown in section 6.2.
2. The reported ETE capital figures do not include City Deal, which has a budget for 2017/18 of £11.1m and is currently forecasting an in year pressure of £0.95m.



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

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

2017/18					
Service	Capital Programme Variations Budget	Forecast Variance - Outturn (Oct)	Capital Programme Variations Budget Used	Capital Programme Variations Budget Used	Revised Forecast Variance - Outturn (Oct)
	£000	£000	£000	%	£000
ETE	-15,234	-7,212	7,212	47.34%	0
P&C	-10,305	-1,208	1,208	11.72%	0
CS & Transformation	-279	-553	279	100.00%	-274
LGSS Managed	-643	-568	568	88.34%	0
C&I	-1,000	-905	905	90.50%	0
LGSS Operational	-20	0	0	0.00%	0
Outturn adjustment	-	-	274	-	274
<b>Total Spending</b>	<b>-27,481</b>	<b>-10,446</b>	<b>10,446</b>	<b>38.01%</b>	<b>0</b>

6.3 Although slippage on Corporate Services and Transformation schemes have exceeded the capital programme variations budget allocated to them, it is not currently thought that slippage across the whole programme will exceed the total capital programme variations budget. However, it is not known where any balancing variances will occur, so an adjustment has been made to the outturn.

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

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

	£m	%
<ul style="list-style-type: none"> <li><b>Connecting Cambridgeshire</b> – an in-year underspend of -£3.4m is forecast. Expenditure in this year will be lower than estimated in relation to the BT contract. Delivery is on track but expenditure has been re-phased, and therefore the funding will be required next financial year.</li> </ul>	-3.4	(-80%)
<ul style="list-style-type: none"> <li><b>ETE Capital Variation</b> – as agreed by the Capital Programme Board, any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall. Therefore the net £7.2m underspend is balanced by use of the capital variation budget, this is an increase of £3.4m on the use of variations budget reported last month and relates to the in-year underspend on Connecting Cambridgeshire.</li> </ul>	+7.2	(+49%)
<ul style="list-style-type: none"> <li>For full and previously reported details see the <a href="https://tinyurl.com/ya87bgjw">ETE Finance &amp; Performance Report</a> (<a href="https://tinyurl.com/ya87bgjw">https://tinyurl.com/ya87bgjw</a>)</li> </ul>		

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

	£m	%
<ul style="list-style-type: none"> <li><b>Basic Need – Primary</b> – an in-year underspend of -£2.1m is forecast, which is an increase of -£0.4m on the underspend previously reported in September. This increase is mainly due to £400k slippage on the Gamlingay Primary School scheme, which is now due to start on site in February 2018 rather than January 2018 because of delays in the planning application being approved. This is partially offset by £20k accelerated spend on the Bellbird, Sawston scheme.</li> </ul>	-2.1	(-6%)
<ul style="list-style-type: none"> <li><b>P&amp;C Capital Variation</b> – as agreed by the Capital Programme Board, any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall. Therefore the net £1.2m underspend is balanced by use of the capital variations budget. This is an increase of £0.7m on the use of variations budget last reported in August.</li> </ul>	+1.2	(+12%)
<ul style="list-style-type: none"> <li>For full and previously reported details see the <a href="https://tinyurl.com/y9ysy5sv">P&amp;C Finance &amp; Performance Report</a> (<a href="https://tinyurl.com/y9ysy5sv">https://tinyurl.com/y9ysy5sv</a>).</li> </ul>		

6.4.3 **Corporate Services:** a -£0.3m (-4.9%) in-year underspend is forecast after the capital programme variations budget has been utilised in full.

	£m	%
<ul style="list-style-type: none"> <li><b>Citizen First, Digital First</b> – an in-year underspend of -£0.2m is forecast, which is a decrease of £0.3m on the underspend previously reported in July. Following a detailed review of the capital costs of the initial phases of the programme, the scheme is closer on track to deliver spend in line with the original profile, and a revised underspend of £223k is predicted in 2017/18.</li> </ul>	-0.2	(-20%)

- For full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y76alw5m) (<https://tinyurl.com/y76alw5m>).

- 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](https://tinyurl.com/y76alw5m) (<https://tinyurl.com/y76alw5m>).
- 6.4.5 **Commercial & Investment:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [C&I Finance & Performance Report](https://tinyurl.com/y7jystor) (<https://tinyurl.com/y7jystor>).
- 6.4.6 **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](https://tinyurl.com/y76alw5m) (<https://tinyurl.com/y76alw5m>).
- 6.5 A more detailed analysis of total scheme key exceptions this month by programme for individual schemes of £0.25m or greater are identified below:
- 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](https://tinyurl.com/ya87bgjw) (<https://tinyurl.com/ya87bgjw>).
- 6.5.2 **People & Communities:** a +£14.3m (+3%) total scheme overspend is forecast. There are no exceptions to report this month; for full and previously reported details see the [P&C Finance & Performance Report](https://tinyurl.com/y9ysy5sv) (<https://tinyurl.com/y9ysy5sv>).
- 6.5.3 **Corporate Services:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y76alw5m) (<https://tinyurl.com/y76alw5m>).
- 6.5.4 **LGSS Managed:** a -£0.5m (-5%) total scheme underspend is forecast. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y76alw5m) (<https://tinyurl.com/y76alw5m>).
- 6.5.5 **Commercial & Investment:** a -£0.3m (-0%) total scheme underspend is forecast. There are no exceptions to report this month; for full and previously reported details see the [C&I Finance & Performance Report](https://tinyurl.com/y7jystor) (<https://tinyurl.com/y7jystor>).
- 6.5.6 **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](https://tinyurl.com/y76alw5m) (<https://tinyurl.com/y76alw5m>).

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 <sup>1</sup> £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	0.5	8.0	7.2	36.1	36.1	-
Basic Need Grant	32.7	-	-	-	32.7	32.7	-
Capital Maintenance Grant	4.0	-	0.4	-	4.5	4.5	-
Devolved Formula Capital	1.1	0.8	-0.1	-0.0	1.8	1.8	-
Specific Grants	23.1	0.5	-7.6	-	16.1	16.1	-
S106 Contributions & Community Infrastructure Levy	22.0	1.6	-4.4	0.8	20.0	20.0	-
Capital Receipts	83.9	-	-	1.9	85.8	85.8	-
Other Contributions	15.1	0.4	-4.6	1.6	12.4	12.4	-
Revenue Contributions	-	-	-	-	-	-	-
Prudential Borrowing	63.5	9.6	-10.4	1.0	63.8	63.8	-0.0
<b>TOTAL</b>	<b>265.9</b>	<b>13.4</b>	<b>-18.7</b>	<b>12.5</b>	<b>273.1</b>	<b>273.1</b>	<b>-0.0</b>

<sup>1</sup> Reflects the difference between the anticipated 2016/17 year end position, as incorporated within the 2017/18 Business Plan, and the actual 2016/17 year end position.

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

Funding	Service	Amount (£m)	Reason for Change
Addition/Reduction in Funding – Department for Transport (DfT) Grant	ETE	-£1.2	<p>There has been a reduction in funding of -£1.2m Challenge Fund due to projects being devolved to Peterborough City Council (PCC). The Challenge Fund bid to the DfT was joint with PCC and so the -£1.2m for projects being delivered by PCC is being paid across. This transfer in funding will also result in reduced expenditure for CCC accordingly.</p> <p><b>General Purposes Committee is asked to note this reduction in funding.</b></p>

6.8 In addition to the above funding changes for 2017/18, additional funding of £98k is requested in 2017/18 to provide Improved Audio Visual Capabilities for Staff Meetings, as previously agreed by the Capital Programme Board. The proposal is to enhance the ability of meeting rooms and laptops to be used for audio and video conferencing, to

assist staff in collaboration and reducing travel requirements for meetings. The scheme is to be funded by an increase in prudential borrowing

**General Purposes Committee is asked to approve additional Prudential Borrowing of £98,000 in 2017/18 to provide improved audio visual capabilities for staff meetings.**

## 7. FUNDING CHANGES

- 7.1 Where there has been a material change in 2017/18 grant allocations to that budgeted in the Business Plan (BP) i.e. +/- £160k, this will require SMT discussion in order to gain a clear and preferred view of how this additional/shortfall in funding should be treated. The agreed approach for each grant will then be presented to the General Purposes Committee (GPC) for approval.

### Business Rates Retention Pilot

From April 2015 Cambridgeshire has been in a pilot scheme that allows councils to retain 100% of any additional growth in business rates beyond expected forecasts. For year two of the pilot scheme Cambridgeshire County Council's share of the additional growth, which will be received in 2017/18, is anticipated to be at least £700k, which is £300k more than was previously reported in July. This has not been budgeted for and is shown as a forecast outturn in the 'Funding Items' section of this report.

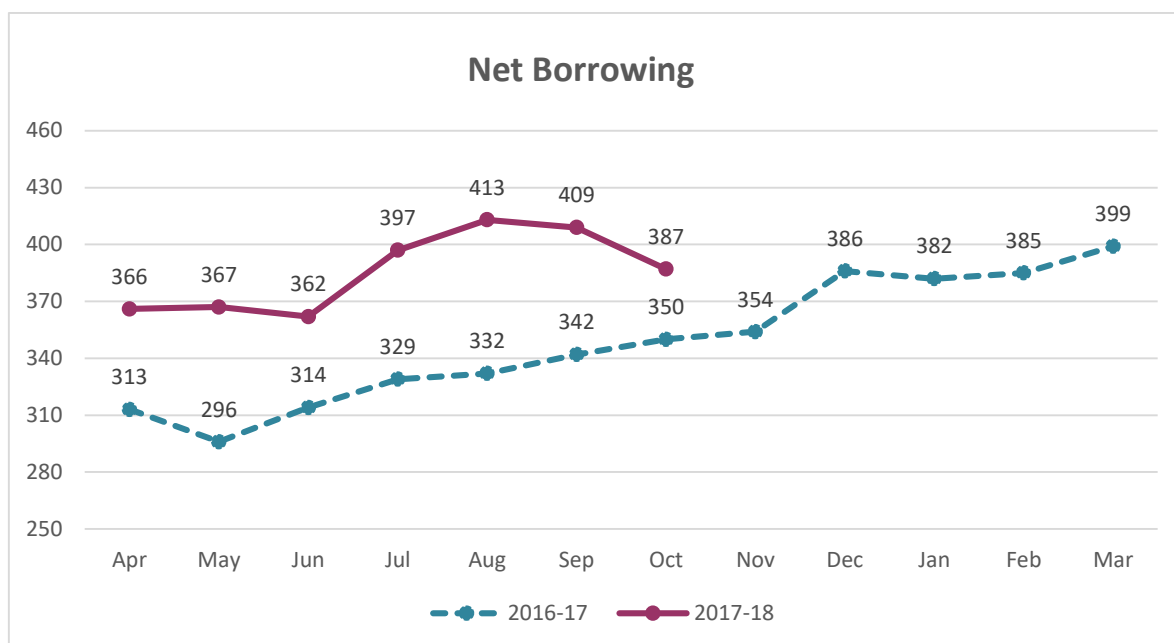
It is proposed that this additional income will be transferred to corporate reserves at year end, subject to General Purposes Committee (GPC) approval. An update to the current reported position will be provided if this projection changes and approval will be sought at year-end once the final figure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

## 8. BALANCE SHEET

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

Measure		Year End Target	Actual as at the end of October
Level of debt outstanding (owed to the council) 91-360 days, £m	Adult Social Care	£1.6m	£3.0m
	Sundry	£0.4m	£1.1m
Level of debt outstanding (owed to the council) 361 days +, £m	Adult Social Care	£1.9m	£2.5m
	Sundry	£0.1m	£0.2m
Invoices paid by due date (or sooner)		97.6%	99.6%

- 8.2 The graph below shows net borrowing (borrowings less investments) on a month by month basis and compares the position with the previous financial year. The levels of investments at the end of October 2017 were £45.53m (excluding 3<sup>rd</sup> party loans) and gross borrowing was £431.94m.



- 8.3 The Treasury Management Strategy Statement (TMSS) sets out the plan for treasury management activities over the year. It identifies the expected levels of borrowing and investments based upon the Council's financial position and forecast capital programme. When the 2017-18 TMSS was set in February 2017, it was anticipated that net borrowing would reach £466m at the end of this financial year. Net borrowing at the beginning of this financial year as at 1<sup>st</sup> April 2017 was £399m, this reduced to £366m at the end of April 2017 thus starting at a lower base than originally set out in the TMSS (£466m). This is to be reviewed as the year progresses and more information is gathered to establish the full year final position.
- 8.4 From a strategic perspective, the Council is currently reviewing options as to the timing of any potential borrowing and also the alternative approaches around further utilising cash balances and undertaking shorter term borrowing which could potentially generate savings subject to an assessment of the interest rate risks involved.
- 8.5 Although there is a link between the capital programme, net borrowing and the revenue budget, the Debt Charges budget is impacted by the timing of long term borrowing decisions. These decisions are made in the context of other factors including, interest rate forecasts, forecast levels of cash reserves and the borrowing requirement for the Council over the life of the Business Plan and beyond.
- 8.6 The Council's cash flow profile varies considerably during the year as payrolls and payment to suppliers are made, and grants and income are received. Cash flow at the beginning of the year is typically stronger than at the end of the year as many grants are received in advance.
- 8.7 Further detail around the Treasury Management activities can be found in the latest [Treasury Management Report](https://tinyurl.com/y82aarug) (<https://tinyurl.com/y82aarug>).
- 8.8 A schedule of the Council's reserves and provisions can be found in [appendix 2](#).
- 8.9 **Cashflow loan facility to LGSS Law Ltd:** LGSS Law Ltd is jointly owned by Cambridgeshire County Council, Northamptonshire County Council and Central Bedfordshire Council. It operates as an alternative business structure, licenced by the Solicitors Regulation Authority, to provide legal services to the shareholding Councils as well as an increasingly wide range of other public service customers.

The company is paid by the Council as an external supplier. LGSS Law have requested a formal cash flow facility of £499k from the Council to reflect the fact that they bill in arrears for work undertaken which creates an inevitable delay between costs being incurred and income received. The company's draft accounts for 2016/17 confirm a healthy profit.

The Council will charge interest on the monies loaned which will generate annual income for the council in the event of a draw down. A similar drawn down facility is already in place from Northamptonshire County Council and is being requested from the third shareholder.

It is proposed that Council provides the drawn down facility as requested by LGSS Law Ltd. It is anticipated this will improve the cashflow position of the company, which impacts across customers being billed for legal services throughout the Council whilst the company furthers strengthen its balance sheet as it becomes increasingly established.

**General Purposes Committee is asked to authorise a loan facility to LGSS Law Ltd for up to £499k, delegating authority to the Chief Finance Officer to agree the detailed terms of the arrangement in consultation with the Chairman of the Committee.**

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

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

There are no significant implications for this priority.

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

There are no significant implications for this priority.

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

There are no significant implications for this priority.

## **10. SIGNIFICANT IMPLICATIONS**

### **10.1 Resource Implications**

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

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

There are no significant implications within this category.

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

There are no significant implications within this category.

### **10.4 Equality and Diversity Implications**

There are no significant implications within this category.

## 10.5 Engagement and Consultation Implications

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

## 10.6 Localism and Local Member Involvement

There are no significant implications within this category.

## 10.7 Public Health Implications

There are no significant implications within this category.

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

Source Documents	Location
ETE Finance & Performance Report (October 17) P&C Finance & Performance Report (October 17) PH Finance & Performance Report (October 17) CS and LGSS Cambridge Office Finance & Performance Report (October 17) C&I Finance & Performance Report (October 17) Performance Management Report & Corporate Scorecard (October 17) Capital Monitoring Report (October 17) Report on Debt Outstanding (October 17) Payment Performance Report (October 17)	1 <sup>st</sup> Floor, Octagon, Shire Hall, Cambridge

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

	P&C £'000	Public Health £'000	ETE £'000	CS Financing £'000	Corporate Services £'000	LGSS Managed £'000	C&I £'000	LGSS Op £'000	Financing Items £'000
Opening Cash Limits as per Business Plan	237,311	200	38,682	22,803	15,542	6,500	2,702	7,746	24,377
Post BP adjustments	-292		-18		-69	521		-142	
Apprenticeship Levy	335	8	61		-456	6	5	40	
City Deal budgets not reported in CCC budget					-1,027				
Transfer Digital Strategy budget to CS - CCR	-1,286		-68		1,354				
Transfer Strengthening Communities budget to CS - CCR1			-689		689				
Property demerger from LGSS and rationalisation of property services			58			-7		-51	
Organisational structure review	-293				293				
Transfer budget for Court of Protection team to CS	-52							52	
Transfer surplus NHB funding from City Deal					-256				256
Transfer budget from reablement for In Touch maintenance	-10				10				
Allocation of inflation to Waste budget			200						-200
Drug and Alcohol Treatment service transfer to PH	-178	178							
Workforce development budget transferred to LGSS	-1,361							1,361	
Budget transfer per CCR	-43				43				
Property commissioning transfer budget to P&C	-11							11	
Dial a Ride budget to Total Transport	12		-12						
LAC demography	2,913				-2,913				
Waste demography			170		-170				
Transfer of savings LGSS to C&I							-349	349	
Welfare benefits budget to Financial Assessments and Adult Early Help	80				-142			62	
Combined Authority levy adjustment			1,327						-1,327
Budget transfer to Transformation Team					39			-39	
ETE use of earmarked reserves			287						-287
Catering and Cleaning services transfer to C&I	449						-449		
Business support transfer to applications development	-54							54	
Use of earmarked reserves for passenger transport			118						-118
Grants budget to P&C	130				-130				
Supporting Community Services budget transfers	139		76		-215				
Adult Learning & Skills transfer to P&C	180		-180						
Healthwatch transfer to P&C	382				-382				
Supporting Community Services budget transfers	358		411		-769				
Community Led Local Development Programme Funding transfer	21					-21			
Trading Services budget transfers	276						-276		
<b>Current budget</b>	<b>239,005</b>	<b>386</b>	<b>40,423</b>	<b>22,803</b>	<b>11,441</b>	<b>6,999</b>	<b>1,634</b>	<b>9,444</b>	<b>22,701</b>
Rounding	-2	0	0	0	0	2	0	0	0

## APPENDIX 2 – Reserves and Provisions

Fund Description	Balance at 31 March 2017	2017-18		Forecast Balance 31 March 2018	Notes
		Movements in 2017-18	Balance at 31 October 17		
	£000s	£000s	£000s	£000s	
<b><u>General Reserves</u></b>					
- County Fund Balance	15,808	1,546	17,353	13,117	Service reserve balances transferred to General Fund after review
- Services					
1 P&C	540	-540	0	0	
2 ETE	2,229	-2,229	0	0	
3 CS	-64	64	0	0	
4 LGSS Operational	609	-29	580	51	
subtotal	19,122	-1,188	17,933	13,168	
<b><u>Earmarked</u></b>					
- Specific Reserves					
5 Insurance	3,269	0	3,269	3,269	
subtotal	3,269	0	3,269	3,269	
- Equipment Reserves					
6 P&C	133	0	133	83	
7 ETE	218	0	218	218	
8 CS	57	0	57	57	
9 C&I	726	0	726	0	
subtotal	1,134	0	1,134	358	
<b><u>Other Earmarked Funds</u></b>					
10 P&C	1,223	-512	711	493	Includes liquidated damages in respect of the Guided Busway - current balance £1.5m.
11 PH	2,960	0	2,960	2,302	
12 ETE	5,989	293	6,282	4,883	
13 CS	2,656	-97	2,559	2,181	
14 LGSS Managed	146	0	146	146	
15 C&I	442	53	495	468	Savings realised through change in MRP policy
16 Transformation Fund	19,525	3,689	23,214	16,555	
17 Innovation Fund	1,000	-44	956	956	
subtotal	33,941	3,382	37,323	27,984	
<b>SUB TOTAL</b>	<b>57,465</b>	<b>2,194</b>	<b>59,659</b>	<b>44,779</b>	
<b><u>Capital Reserves</u></b>					
- Services					
18 P&C	1,827	34,368	36,195	0	Section 106 and Community Infrastructure Levy balances.
19 ETE	7,274	35,447	42,721	5,200	
20 LGSS Managed	72	-3	69	69	
21 C&I	0	3,076	3,076	0	
22 Corporate	29,782	2,381	32,163	19,844	
subtotal	38,955	75,269	114,224	25,113	
<b>GRAND TOTAL</b>	<b>96,420</b>	<b>77,463</b>	<b>173,883</b>	<b>69,892</b>	

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 2017	2017-18		Forecast Balance 31 March 2018	Notes
		Movements in 2017-18	Balance at 31 October 17		
	£000s	£000s	£000s	£000s	
<b>- Short Term Provisions</b>					
1 ETE	669	0	669	0	
2 P&C	200	0	200	0	
3 CS	64	0	64	64	
4 LGSS Managed	3,056	-56	3,000	3,000	
5 C&I	24	0	24	24	
subtotal	4,013	-56	3,957	3,088	
<b>- Long Term Provisions</b>					
6 LGSS Managed	3,613	0	3,613	3,613	
subtotal	3,613	0	3,613	3,613	
<b>GRAND TOTAL</b>	<b>7,626</b>	<b>-56</b>	<b>7,570</b>	<b>6,701</b>	

## APPENDIX 3 - Narrative from the report to Children and Young People Committee about budget pressures

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	£'000
<b>9) SEN Placements</b>	<b>8,973</b>	<b>6,087</b>	<b>700</b>	<b>8%</b>
<p>The SEN Placements budget is reporting a £700k pressure. This is an increase of £200k from last month due to further young people accessing education placements this academic year. A small number of these young people are in very high cost placements due to the complexity of their need.</p> <p>Overall there are rising numbers of children and young people who are LAC, have an EHCP and have been placed in a 52 week placement. These are cases where the child cannot remain living at home. Where there are concerns about the local schools meeting their educational needs, the SEN Placement budget has to fund the educational element of the 52 week residential placement; often these are residential schools given the level of learning disability of the young children, which are generally more expensive.</p> <p>The SEN Placement budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG).</p> <p><u>Actions being taken:</u></p> <ul style="list-style-type: none"> <li>• SEND Sufficiency work is underway to inform future commissioning strategy. This will set out what the SEND need is across Cambridgeshire, where it is and what provision we need in future, taking account of demographic growth and projected needs. The SEND Sufficiency work will be completed in January 2018. A series of workshops are being planned for Spring 2018;</li> <li>• Three new special schools to accommodate the rising demand over the next 10 years. One school opened in September 2017 with two more planned for 2020 and 2021. Alternatives such as additional facilities in the existing schools, looking at collaboration between the schools in supporting post 16, and working with further education providers to provide appropriate post 16 course is also being explored in the plan;</li> <li>• SEND Commissioning Strategy and action plan are being developed with a focus on children and young children with SEND in Cambridgeshire accessing mainstream education;</li> <li>• Work on coordination of reviews for ISEPs to look at returning in to county; and</li> <li>• A full review of all High Needs spend is required due to the ongoing pressures and proposed changes to national funding arrangements.</li> </ul>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>10) Commissioning Services</b>	<b>4,016</b>	<b>1,899</b>	<b>579</b>	<b>14%</b>
<p>Following review and update of the commitment record for this academic year, the Out of School Tuition budget is forecasting a pressure of £600k, which is an increase of £500k from last month.</p> <p>There has been an increase in the number of children with an Education Health and Care Plan (EHCP) who are awaiting a permanent school placement. The delay is due to the nature and complexity of the needs of these children. Many of these children are in Key Stage 1 and do not have a permanent placement due to a lack of provision for this cohort of children. In addition, there are a number of children and young people who have a Statement of SEN/EHCP and have been out of school for some time. A smaller cohort of Primary aged children who are permanently excluded, or those with long term medical absence from school, sometimes require external tuition packages when SEND Specialist Teaching capacity is full.</p> <p>A new process has been established to ensure all allocations and packages are reviewed in a timely way and that there is oversight of moves back into full time school.</p> <p>The transfer of the Out of School Tuition budget to the SEND Services (from November 17) enables more opportunities to use resources differently and to have more cost effective in-house tuition. There have been discussions with the Transformation Team and following the outcomes and recommendations of several large scale provision and funding reviews, we aim to look at the extension of the existing team in order to prevent placement breakdown more effectively and provide high quality teaching to a smaller number of children who need tuition.</p> <p>This overspend is partly offset by a £21k saving on the Supported Accommodation block contract.</p>				
<b>11) Home to School Transport – Special</b>	<b>8,006</b>	<b>3,246</b>	<b>340</b>	<b>4%</b>
<p>There is a £340k pressure forecast against the Home to School Transport – Special Budget. This pressure is due to a higher than expected number of transport applications from children attending special schools, with an increase of 6% in the number of Cambridgeshire pupils attending Special Schools in the first 7 weeks of Academic Year 17/18 compared to the same weeks in 16/17.</p> <p>While savings have been made through successful routes tenders, savings activities around Independent Travel Training and Personal Transport Budgets (PTB) have not been achieved.</p> <p>Mitigating actions being taken include:</p> <ul style="list-style-type: none"> <li>• A detailed review of children and young people currently travelling in high-cost single occupancy taxis to assess whether more cost-effective options are available</li> <li>• A strictly time limited review of the PTB scheme looking at the current criteria, decision-making, reporting and monitoring processes and how these can be improved to deliver the planned savings.</li> <li>• A working group has been established to relaunch the plan to roll out independent travel training with the first group of children and young people being able to travel independently from September 2018</li> </ul> <p>Due to the length of existing contracts and the structure of the academic year it is unlikely that the current pressure will be reduced within 2017/18, however these actions will ensure that the pressure is reduced in financial year 2018/19.</p>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>12) LAC Transport</b>	<b>1,126</b>	<b>735</b>	<b>450</b>	<b>40%</b>
<p>There is a £450k pressure forecast against the LAC Transport budget. The overall increase in Looked after Children has meant that more children are requiring Home to School Transport. Many of these children are placed out of county and/or at a significant distance away from their schools leading to high transport costs.</p> <p>An initial meeting has been held with the Head of Countywide and Looked After Children Services to discuss the LAC Transport pressure and it has been agreed that activities to mitigate the pressure will include:</p> <ul style="list-style-type: none"> <li>• Case-by-case reviews of the most expensive cohorts of Looked After Children transport to identify savings reductions, particularly targeting reductions in high-cost single occupancy taxi journeys and encouraging more children to walk shorter journeys.</li> <li>• Route reviews to identify opportunities for shared vehicles, routes and providers, including across different client groups e.g. mainstream, SEND, or Adult transport, reducing any duplication and opportunities for better use of volunteer drivers.</li> <li>• Further activity to ensure the Council's policies around transport provision are implemented fully across the board, with joined-up decisions across social care and transport.</li> </ul> <p>Due to the length of existing contracts and the structure of the academic year it is highly unlikely that the current pressure will be reduced within 2017/18, however these actions will ensure that the pressure is reduced in financial year 2018/19.</p>				
<b>13) Strategic Management – Children &amp; Safeguarding</b>	<b>2,492</b>	<b>2,599</b>	<b>1,021</b>	<b>41%</b>
<p>The Children and Safeguarding Director budget is forecasting pressure of £1,021k.</p> <p>The Children's Change Programme (CCP) is on course to deliver savings of £669k in 2017/18 to be achieved by integrating children's social work and children's early help services in to a district-based delivery model. However, historical unfunded pressures of £886k still remain. These consist of £706k around the use of agency staffing and unfunded posts of £180k. The Business Support service pressure of £245k is now being managed in year and managed out entirely by 2018/19. Agency need has been reduced based on a 15% usage expectation in 2017/18 but use of agency staff remains necessary to manage current caseloads. All local authorities have agency social workers, many with a much higher % and therefore a budget to accommodate this need is necessary.</p> <p>A further pressure of £335k is due to the service not being awarded an expected grant from the DFE, anticipation of this grant had been built in as an income and this has now resulted in a shortfall in the required staffing budget.</p> <p>The service is also expected to exceed its vacancy saving target by £200k.</p> <p><u>Actions being taken:</u></p> <p>A business support review is underway to ensure we use that resource in the most effective manner in the new structure. All the budget pressures continue to be monitored and reviewed at the workforce work stream project meetings, by Senior Management Team and at the P&amp;C Delivery Board with any residual pressures being managed as part of the 2018/19 Business Planning round.</p>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>14) Children in Care</b>	<b>13,477</b>	<b>8,006</b>	<b>240</b>	<b>2%</b>
<p>The Children in Care policy line is forecasting an over spend of £240k. This is an increase of £169k since last month</p> <p>The 14- 25 Team 4 is forecasting an over spend of £150k. This is due to a forecast shortfall between the grant received from the Home Office for former looked after unaccompanied asylum seeking young people who are now over 18 and the costs incurred in supporting them. The local authority has a duty to support this cohort of young people as care leavers. Pending young people being granted an asylum seeking status as young adults, they are not able to claim benefits or obtain housing and require support from the local authority until the Home Office has made a decision.</p> <p>Currently it is forecast that the local authority has to support them for up to six months after their 18th birthday. Cambridgeshire has seen an increase in the size of this cohort in this financial year as a number of looked after children (including those newly arrived in Cambridgeshire this year) have turned 18.</p> <p>The Supervised Contact team is forecasting an over spend of £157k. This is due to the use of additional relief staff and external agencies to cover the current 204 Supervised Contact Cases which equate to approximately 140 supervised contact sessions a week.</p> <p>This is offset by an underspend in fostering allowances and the rest of the fostering service of £67k</p> <p><u>Actions being taken:</u></p> <p>The local authority continues to liaise closely with the Home Office to advocate that decisions for individual young people are expedited in a timely way.</p> <p>In Supervised Contact we have implemented a systemic review of all supervised contact taking place across the service to ensure better use of staff time and costs. Despite this, resources remain stretched and the service are exploring other avenues to better manage the current caseloads.</p>				
<b>15) Looked After Children Placements</b>	<b>17,344</b>	<b>9,625</b>	<b>2,400</b>	<b>14%</b>
<p>A pressure of £2.4m is being forecast, which is an increase of £0.65m from what was reported in September. The increase is partly due to a reduction in the forecast LAC savings in Supported Lodgings and The Hub due to late commencement of these resources coming on-stream, but also that previously reported savings were in relation to demand management. These latter savings are notional in that they contribute to managing demand but do not result in a decrease in the forecast for placements already committed to for individual children.</p> <p>It is positive that the overall numbers of looked after children have increased only slowly since April 2017 and the number of external placements has not increased this month. This demonstrates that demand management activity is having positive impact on numbers of looked after children and numbers of external placements.</p> <p>Overall LAC numbers at the end of October 2017, including placements with in-house foster carers, residential homes and kinship, are 695, 2 less than September 2017. This includes 69 unaccompanied asylum seeking children (UASC).</p> <p>External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of October are 348, the same number as at the end of September. However the composition of placement types and costs indicates that a small but significant number of children are in receipt of very intensive and costly packages of support which has increased since last month. The Access to Resources team and working with providers to ensure that support and cost matches need for all children.</p>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%

**Looked After Children Placements continued;**

External Placements Client Group	Budgeted Packages	30 Sep 2017 Packages	31 Oct 2017 Packages	Variance from Budget
Residential Disability – Children	1	1	1	0
Child Homes – Secure Accommodation	0	0	0	0
Child Homes – Educational	16	16	16	0
Child Homes – General	22	36	35	+13
Independent Fostering	263	260	263	0
Supported Accommodation	15	28	25	+10
Supported Living 16+	25	7	8	-17
<b>TOTAL</b>	<b>342</b>	<b>348</b>	<b>348</b>	<b>+6</b>

'Budgeted Packages' are the expected number of placements by Mar-18, once the work associated to the saving proposals has been undertaken and has made an impact.

Actions being taken to address the forecast pressure include:

- Weekly panel that all requests for placements have to go to and review of high-cost placements on a regular basis. Access to Resources and operational managers to ensure that the plans for children remain focussed and that resources are offering the best value for money. This is chaired by the Assistant Director.
- Purchase placements reviews – scrutiny by placement officers and service/district managers to review emergency placements, changes of placements and return home from care planning to ensure that children are in the right placement for the right amount of time.
- All new admissions to care have to be agreed at Assistant Director or Service Director level.
- Development of a 'No Wrong Door' model to bring together the residential home, specialist fostering placements, supported lodgings and supported accommodation, with outreach services under one management arrangement. This will enable rapid de-escalation of crisis situations in families preventing admissions to care, and delivery of an all-inclusive team of support for young people with the most complex needs, improving outcomes for young people and preventing use of expensive externally-commissioned services.
- A new Head of Service, with expertise in children's services commissioning, has been re-deployed from elsewhere in the P&C directorate to lead the Access to Resources function.
- A new Access to Resources Manager has been engaged to add specific capacity to ensure the right placement at the right cost is secured in all cases.

Longer Term Actions:

A business case is in the process of being developed that will seek investment in order to ultimately deliver reductions in overall numbers of children in care and increase the proportion of those remaining in care who are placed with in-house fostering households.

Numbers in care in Cambridgeshire are now significantly above the average of similar authorities; if we were in line with our statistical neighbours we would have 607 children and young people in care.

We need to understand why this is, with a central hypothesis being that the progress of children through the care system in Cambridgeshire is a key issue; children spending too long in care increase overall numbers. To establish cause we propose commissioning an independent evaluation that will report by March 2018 and enable us to begin to take action to fundamentally change processes from that point.

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>Looked After Children Placements continued;</b>  The second factor that we need to address is around placement mix; in Cambridgeshire, 60% of children placed with general foster carers are placed with IFA foster carers. This would more ordinarily be expected to be between 30 and 40%. We need to invest in different recruitment and retention approaches to our in-house foster carers and in assessment and support services in order to reduce our expenditure in these areas.  Further work on both elements will be presented by mid-November.				
<b>16) Adoption</b>	<b>4,406</b>	<b>3,077</b>	<b>450</b>	<b>10%</b>
The Allowances budget is forecasting a pressure of £450k.  Our contract with Coram Cambridgeshire Adoption (CCA) provides for 38 adoptive placements pa. In 2017/18 we are forecasting an additional requirement of 20 adoptive placements. There is a need to purchase inter agency placements to manage this requirement and ensure our children receive the best possible outcomes. The forecast assumes £270k to manage our inter agency requirement and a further £30k to increase our marketing strategy in order to identify more suitable adoptive households.  The adoption/Special Guardianship Order (SGO) allowances pressure of £150k is based on the continuation of historical adoption/SGO allowances and a lower than expected reduction from reviews of packages or delays in completing reviews of packages. The increase in Adoption orders is a reflection of the good practice in making permanency plans for children outside of the looked after system and results in reduced costs in the placement budgets.  <u>Actions being taken:</u> Ongoing dialogue continues with CCA to look at more cost effective medium term options to recruit more adoptive families to meet the needs of our children. Rigorous oversight of individual children's cases is undertaken before Inter Agency placement is agreed.  A programme of reviews of allowances continues which is resulting in some reduction of packages, which is currently off-setting any growth by way of new allowances.				
<b>17) Legal Proceedings</b>	<b>1,540</b>	<b>1,048</b>	<b>550</b>	<b>36%</b>
The Legal Proceedings budget is forecasting a £550k pressure.  Numbers of care applications increased by 52% from 2014/15 (105) to 2016/17 (160), mirroring the national trend. Whilst we now have less ongoing sets of care proceedings (and less new applications being issued in Court) legacy cases and associated costs are still working through the system. Aside from those areas which we are working on to reduce costs i.e. advice/use of appropriate level of Counsel, the volume of cases remaining within the system indicates an estimated £550k of costs in 2017/18. This assumes overrun costs through delay in cases can be managed down as well as requests for advice being better managed.  <u>Actions being taken:</u> Work is ongoing to better manage our controllable costs by use of a legal tracker but this was only implemented in June 2017 so the impact is yet to be felt. The tracker should enable us to better track the cases through the system and avoid additional costs due to delay. We have invested in two practice development posts to improve practice in the service and will also seek to work closer with LGSS Law with a view to maximising value for money.				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
<b>18) Children's Disability Service</b>	<b>6,527</b>	<b>3,595</b>	<b>168</b>	<b>3%</b>
<p>The Children's Disability Service is forecasting a pressure of £168k.</p> <p>The Community Support Services budget has seen an increase both in the number of support hours, a high cost individual case (£35k) and in the number of joint funded health packages (also including some with high allocations of hours). Contributions to Adult Services (£45k) have increased and the service is also carrying a £50k pressure from 2016/17.</p> <p><u>Actions being taken:</u> We will be reviewing the costs of current packages and in particular support levels for our young people.</p>				
<b>19) High Needs Top Up Funding</b>	<b>13,573</b>	<b>7,344</b>	<b>200</b>	<b>1%</b>
<p>Numbers of young people with Education Health and Care Plans (EHCP) in Post-16 Further Education providers continue to increase and as a result a year-end pressure of £200k is currently forecast. Placements for the 2018/19 academic year are still being finalised and as such the overall cost for the remainder of the financial year could increase further as more young people remain in education.</p> <p>This budget is funded from the Dedicated Schools Grant (DSG) High Needs Block.</p>				
<b>20) Executive Director</b>	<b>211</b>	<b>195</b>	<b>-2,801</b>	<b>-1325%</b>
<p>The improved overall forecast underspend of -£2,801k is due to assumptions around the ability to re-prioritise grant funded activity (Improved Better Care Fund (iBCF), in response to Adults Services pressures as these emerge, this relates particularly to an increased performance in delayed transfers of care (DTC), bringing with it an increased need for the delivery of complex packages of care for older people</p> <p>This has been offset in part by the £219k Business Support saving which will not be achieved in 17/18 through efficiencies identified within the business support functions.</p>				
<b>21) Financing DSG</b>	<b>-39,991</b>	<b>-23,328</b>	<b>-1,749</b>	<b>-4%</b>
<p>Within P&amp;C, spend of £40.0m is funded by the ring fenced Dedicated Schools Grant. The DSG pressure of £1,749k is primarily made up from SEN Placements (£700k); Commissioning Services (£600k); High Needs Top Up Funding (£200k); Early Years Specialist Support (£88k) and SEND Specialist Services (£54k);. For this financial year the intention is to manage within overall available DSG resources.</p>				

## APPENDIX 4 – Corporate Risk Register Summary

Likelihood	5					
	4					2
	3			3 11	4 6 7 10	1
	2			8	5	
	1					
		1	2	3	4	5
Consequence						

Risk #	Risk	Risk Owner	Residual Risk Level	Risk Appetite	Review Date
1	01. Vulnerable children or adults are harmed	Wendi Ogle-Welbourn	15		01/01/2018
2	02. The Business Plan (including budget and services) is not delivered	Chris Malyon	20		01/01/2018
3	03. Personal data is inappropriately accessed or shared	Sue Grace	9		01/01/2018
4	04. A serious incident occurs, preventing services from operating and / or requiring a major incident response	Sue Grace	12		01/01/2018
5	05. The Council does not deliver its statutory or legislative obligations	Quentin Baker	8		01/01/2018
6	06. Our resources (human resources and business systems, CCC and providers) are not sufficient to meet business need	Gillian Beasley	12		01/01/2018
7	07. The infrastructure and services (e.g. transport, education, services for children, families and adults) required to meet the current and future needs of a population is not provided at the right	Graham Hughes	12		01/01/2018
8	08. The Council is a victim of major fraud or corruption	Gillian Beasley	6		01/01/2018
9	09. Our partnerships are not successful in delivering the intended outcomes	Gillian Beasley			01/01/2018
10	10. Inequalities in the county continue	Gillian Beasley	12		01/01/2018
11	11. Change and transformation of services is not successful	Chris Malyon	9		01/01/2018

This quarter, risk 2 'the Business Plan is not delivered', has a higher score. This is because the risk register is reviewed quarterly and there is a higher forecast overspend this period (October) compared to the last period (July). Actions to address this are summarised in section 3.1 of this report, and the forecast outturn has reduced slightly comparing October to September, suggesting that mitigating actions are having a positive effect.

**GENERAL PURPOSES COMMITTEE REVIEW OF DRAFT REVENUE AND  
CAPITAL BUSINESS PLANNING PROPOSALS FOR 2018-19 TO 2022-23**

**To:** General Purposes Committee

**Meeting Date:** 19th December 2017

**From:** Chief Executive and Chief Finance Officer

**Electoral division(s):** All

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

**Purpose:** This report provides the Committee with an overview of the draft Business Plan revenue and capital proposals for services that are within the remit of the General Purposes Committee

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

- a) note and comment on the updated overview and context provided for the 2018/19 to 2022/23 Business Plan and the progress made in the development of proposals
- b) comment on the draft revenue proposals and pressures which fall within the specific remit of the General Purposes Committee for corporate services and cross cutting proposals
- c) comment on the changes to the capital programme that are within the remit of the General Purposes Committee as part of consideration for the Council's overall Business Plan.

<b><i>Officer contacts:</i></b>	<b><i>Member contacts:</i></b>
Chris Malyon Chief Finance Officer <a href="mailto:Chris.Malyon@cambridgeshire.gov.uk">Chris.Malyon@cambridgeshire.gov.uk</a> 01223 728595/699241	Names: Councillors Count & Hickford Post: Chair/Vice-Chair Email: <a href="mailto:Steve.Count@cambridgeshire.gov.uk">Steve.Count@cambridgeshire.gov.uk</a> <a href="mailto:Roger.Hickford@cambridgeshire.gov.uk">Roger.Hickford@cambridgeshire.gov.uk</a> Tel: 01223 706398

## **1. PURPOSE AND BACKGROUND**

- 1.1 The Council's Business Plan sets out how we will spend the resources we have at our disposal to achieve our vision and priorities for Cambridgeshire, and the outcomes we want for people. This paper presents an overview of the proposals being put forward as part of the Council's draft revenue budget, with a focus on those which are relevant to this Committee. The report forms part of the process set out in the Medium Term Financial Strategy whereby the Council updates, alters and refines its revenue and capital proposals in line with new savings targets.
- 1.2 In developing our plan we are responding to a combination of cost increases and reduced Government funding which mean we have to make our resources work harder than ever before. To balance the budget whilst still delivering for communities we need to identify savings or additional income of £37.9m for 2018-19, and totalling £101m across the full five years of the Business Plan.

## **2. FINANCIAL OVERVIEW UPDATE**

- 2.1 In October, Committees received information about emerging draft proposals to respond to this challenge – at that point we had identified 85% of the savings required and the remaining budget gap for 2018/19 was £5,450k. More substantial gaps existed for the later years of the business plan.
- 2.2 Since October, work on the business plan has continued with a focus on;
  - Developing new proposals to feed into the pipeline
  - Further exploring the existing schemes, refining the business cases and seeking to push schemes further wherever possible
  - Identifying mitigation measures for the identified pressures – aiming to minimise their impact on the savings requirement for the organisation
  - Updating funding projections based on the latest available information to provide a current picture of the total resource available to the Council.
- 2.3 We are continuing as an authority to explore every avenue to identify further efficiency or to bring in more funding to the local economy and public sector. In particular:
  - We are driving forward our Fairer Funding Campaign – arguing for Cambridgeshire to receive a higher and fairer allocation of national funding for education, social care and a range of other services
  - We are applying to be a pilot area for the Government's Business Rates Retention Scheme – which would allow us to reinvest the output of local business growth in local public services and infrastructure
  - We are deepening public service reform across our partnership of organisations. We are working closely with the Combined Authority on the Public Service Reform Agenda and strengthening the partnership with Peterborough City Council exploring further arrangements for shared and integrated services. There are already a number of shared roles and functions across the two Councils and there are likely to be further opportunities for reducing cost and improving outcomes through sharing expertise and services.

- We are driving forward major change initiatives – for example the Adults Positive Challenge Programme which is reviewing every aspect of our adult social care model and supporting us to develop a new approach which will be sustainable in the face of growing demand
- We have established a programme of Outcome Focused Reviews re-examining how we meet our outcomes by looking at what we do, why we do it, and how we do it. This approach offers us the chance to think creatively about our relationship with the people of Cambridgeshire and to consider working in entirely different ways.

2.4 However the number and scale of the pressures on the organisation which are not directly controllable continues to increase. In addition to the ongoing reductions in grant from Government, we continue to see demand for services and in particular the most vulnerable increasing significantly. As a result of this picture, a number of new pressures on the business have been identified and some of the existing pressures in demand-led budgets have worsened since the position reported to Committees in October.

2.5 In Children's Services the key pressure is emerging from numbers of children in care which have been rising nationally over recent years, with a particular spike in the last financial year observed across the majority of local authorities in England. This has also been true in Cambridgeshire creating significant pressure on budgets for care placements. Our rate of children in care is now higher than the average for our statistical neighbours – in effect we have 90 more children in care than we would if the rate were at the average for an authority of our type. The demand for placements far outstrips the current availability of foster carers with our in-house service meaning we are reliant on more costly independent agencies – further exacerbating the financial impact. A transformation proposal is included in the business plan to respond to this – reducing numbers over time and also changing the mix of placements - but will take time to impact and so for 2018/19 we are now projecting the need for an additional investment in the LAC placements budget.

2.6 In Adults Services the context for the demand picture is ever increasing numbers of older people in the County. The population of over 85s has risen nearly 20% since 2011 and is projected to increase even more quickly in the coming period. We have been successful through early help in constraining this demand and reducing the proportion of over 85s in service, but the demographics are significant and the acuity of need is rising amongst those who are in services. As a consequence the whole health and social care system (nationally and locally) is under very significant strain. In particular Cambridgeshire hospitals are receiving admissions for more and more older people which is then translating into more and more pressure on the hospital discharge pathway for social care. Rightly, our focus is on ensuring that we provide care for these people and alleviate the pressure on our hospital partners. We have invested significantly in the discharge pathway and intermediate tier care and have succeeded in significantly reducing the number of delayed transfers of care (DTOCs). However this is having a considerable financial impact – with the much higher number of new and sizeable care packages being agreed for people leaving hospital showing as an additional pressure on care budgets. The other significant area of pressure in adults relates to learning disability where we continue to see greater complexity of needs and people living into later life and so requiring care for longer. As we move into the winter period these are emerging and

potentially growing areas of pressure with the potential to widen the savings challenge presented below.

- 2.7 The table below provides a summary of the various material (£100k or greater) changes since October in the overall business planning position for 2018/19. It reflects both the positive impact of the new proposals and transformation agenda and the growing pressures we face as a sector. As shown the level of unidentified savings has reduced by £2,808k overall but still remains at £2,738k. Work to identify and work up further ideas to fill the gap is ongoing and the pressures emerging are still under review as we monitor the trends and develop mitigating strategies. In January we will provide Committees with updated information so that they can make final recommendations to Full Council about the level of pressure, mitigations and savings.

Description	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000
<b>Remaining Unidentified Savings at October Committees</b>	<b>-5,450</b>	<b>-19,074</b>	<b>-17,652</b>	<b>-3,080</b>	<b>-5,660</b>
Supported Housing Commissioning Review	1,000	-	-	-	-
Continuation of Client Financial Re-assessment programme	412	-	-	-	-
Increasing savings/income from property and facilities	100	-	-	-	-
Efficiencies in procurement spend under £100k – new frameworks	100	-	-	-	-
Delivering greater impact for troubled families income generation	150	-	-	-150	-
Identification of later years saving targets within P&C (business cases in development)	-	3,000	4,250	-	-
Identification of later years saving targets within Corporate services (business cases in development)	-	3,550	1,800	-	-
Review of Adults fair cost of care pressures in years 2 and 3 to reflect latest estimate in light of recent funding to respond to living wage	-	500	500	-	-
Updated assumptions around Funding levels	-	-	-	3,000	-
Projected increase in Commercial investment returns	-	1,500	-	-	-
<b>Total of New Business Planning Savings/ Income Schemes since October</b>	<b>1,762</b>	<b>8,950</b>	<b>6,525</b>	<b>2,850</b>	<b>0</b>
Revision in savings assigned to Adults Committee following decision in November, subject to further revision following public consultation	-275	-	-	-	-
De-capitalisation of rolling laptop refresh programme from 2019-20	-	-1,100	-	-	-
Review of expected pressures due to Waste management contract	-	-500	-	-	-
Emerging P&C pressures* (this figure is subject to increase – see paragraphs 2.5 & 2.6 above)	-1,500	-	-	-	-

Reversal of avoided borrowing costs related to the role of Accountable Body (holding lower capital balances on behalf of other bodies)	-1,200	-	-	-	-
<b>Total of New and Increased Pressures*</b>	<b>-2,975</b>	<b>-1,600</b>	<b>0</b>	<b>0</b>	<b>0</b>
Change in assumption of ASC precept after 2019-20	-	-	-5,671	-5,939	-6,043
Review of expected Better Care Fund levels and phasing.	-	2,300	-2,300	-	-
Dedicated schools grant contribution towards central services extended to 2018-19	3,112	-3,079	-	-	-
Update of debt charges associated with the ongoing capital programme	668	147	429	-454	-479
<b>Total of Other Changes to Business Plan Assumptions / Finance Adjustments</b>	<b>3,780</b>	<b>-632</b>	<b>-7,542</b>	<b>-6,393</b>	<b>-6,522</b>
Technical finance adjustments	145	-132	547	197	550
<b>Revised Gap at December Committees</b>	<b>-2,738</b>	<b>-12,488</b>	<b>-18,122</b>	<b>-6,426</b>	<b>-11,362</b>

*\*Work to model the level of pressure in Looked After Children, Learning Disability, Older People and Mental Health care budgets is ongoing and will be discussed with Service Committees before final recommendation to General Purposes Committee in January*

- 2.8 The following table shows the total level of savings necessary for each of the next five years, the amount of savings attributed from identified savings and the residual gap for which saving or income has still to be found:

	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	Total £'000
<b>Total Saving Requirement</b>	<b>38,646</b>	<b>25,056</b>	<b>20,103</b>	<b>7,701</b>	<b>11,621</b>	<b>91,506</b>
Identified Savings	-25,301	-9,556	-1,439	-1,074	-246	<b>-37,616</b>
Identified additional Income Generation	-10,607	-3,012	-542	-201	-13	<b>-14,375</b>
<b>Residual Savings to be identified</b>	<b>-2,738</b>	<b>-12,488</b>	<b>-18,122</b>	<b>-6,426</b>	<b>-11,362</b>	<b>-51,135</b>

### 3 ASSUMPTIONS AND RISKS

- 3.1 In the business planning tables the level of savings required is based on a 2% increase in Council Tax in 2018-19 and 2019-20, through levying the Adults Social Care precept in the years for which Government has made this flexibility available, and a 0% general Council Tax increase. For each 1% more or less that Council Tax is changed, the level of savings required will change by approximately +/-£2.5m.
- 3.2 There is currently a limit on the increase of Council Tax to 1.99%, above which approval must be sought from residents through a positive vote in a local referendum. The estimated cost of a referendum in May 2018 would be £742k with further costs incurred if the public reject the proposal as new bills would need to be issued. Based on costs from recent election this has been calculated as follows:

<b>Cost Type</b>	<b>Total Cost</b>	<b>District Contribution*</b>	<b>Cost to CCC</b>
<b>Polling Stations</b>	299,464	-109,232	190,232
<b>Postal Votes</b>	179,430	-54,215	125,215
<b>Poll Cards</b>	158,500	-52,500	106,000
<b>Count and Verification</b>	120,130	-33,565	86,565
<b>Ballot Papers</b>	34,100	-	34,100
<b>Staffing Costs</b>	249,602	-76,989	172,613
<b>Returning Officer Fees</b>	42,350	-15,075	27,275
<b>Totals</b>	<b>1,083,576</b>	<b>-341,576</b>	<b>742,000</b>

\* 50% contribution to shared costs has been assumed for those Districts which have elections in May 2018 (South Cambridgeshire District Council, Cambridge City Council and Huntingdonshire District Council)

3.3 There are also a number of risks which are not included in the numbers above, or accompanying tables. These will be incorporated (as required) as the Business Plan is developed and the figures can be confirmed:

- Movement in current year pressures – Work is ongoing to manage our in-year pressures downwards however any change to the out-turn position of the Council will impact the savings requirement in 2018-19. This is particularly relevant to demand led budgets.
- Due to the level of reduction in Government grants in later years the Council did not take the multi-year settlement offered as part of the 2015 Spending Review. As such there is some uncertainty around the accuracy of our funding assumptions which will become clearer after the Local Government Finance settlement due in mid-December.
- The Council has applied to be a pilot area for the Government's Business Rates Retention Scheme – if we are selected as a pilot areas this could potentially alter the level of income available to the County Council. The impact is expected to be financially positive in the pilot period, but it is important to note that if the pilot schemes lead to a permanent arrangement then this would be expected to be fiscally neutral in the long run
- We are aware that some other local authorities are increasing their expectation around any national pay uplifts from April – should this be required it would create an additional pressure which is not currently accounted for

#### **4. UPDATES TO PROPOSALS WITHIN THE REMIT OF THE GENERAL PURPOSE COMMITTEE DRAFT REVENUE PROGRAMME**

4.1 This section provides an overview of the proposals, pressures and other items within the remit of the General Purposes Committee which have been added to the draft plan since the proposals were presented in October or where the business case has altered materially. For General Purposes Committee this includes proposals which are cross-cutting between numerous service areas and so are best owned corporately – as well as any which relate to the Council's Corporate Services and Local Government Shared Services (LGSS) Arrangements.

- 4.2 All of the proposals within the remit of the Committee, including those which are unaltered since October, are described in the business planning tables and business cases which form the appendices to this paper. The October papers are available to view <https://tinyurl.com/yb99wwkm>
- 4.3 The Committee is asked to comment on these revised proposals, and endorse them for consideration as part of the Council's development of the Business Plan for the next five years. Although now well developed, the proposals are still draft at this stage and it is only at Full Council in February 2018 that proposals are finalised and become the Council's Business Plan.
- 4.4 C/R.6.101 Shared Arrangements with Peterborough City Council (-300k in 2018/19)  
We are exploring further opportunities to share activities and costs and learn from one another's best practice with Peterborough City Council (PCC). We have already achieved savings through joining senior roles across PCC and CCC and believe there are further opportunities for savings across both Councils and a greater impact on shared outcomes for our citizens. General Purposes Committee and Peterborough City Council's Cabinet have both asked the Chief Executive to develop these proposals further and work is now underway to develop recommendations. Further updates on this programme of work will be provided to the January meeting of GPC.
- 4.5 Automation (-£500K 2018/19)  
Since the October Committee meeting further investigation has taken place and key areas of focus have been proposed, with the business case being circulated to the relevant December Member Committees respectively. The areas of focus for 2018/19 will be:
- Admissions & Additional Automation Initiatives
  - Mosaic and Adult Business Support Processes
  - Contact Centre, Front Door
  - Learning & Children's guidance
  - Icon system rollout

The overarching principle of this work is to allow people to do people jobs. Therefore the objectives are to investigate, and implement where appropriate, new technology to automate existing processes; and to support the culture of the organisation in adopting new technology. Research indicates that for 60% of administrative roles, 15-30% of existing tasks could be automated. Therefore savings will be achieved through a combination of:

- Reduced staffing costs – acknowledging there will be an upfront cost of implementing the technology
- Productivity increases – once certain tasks have been automated staff could be deployed in other areas and take on new / different areas of responsibility.

Work is continuing in researching available and future technology to understand the opportunities and to identify possible organisations to partner with to develop new ideas. Links have also been made across the Outcome Focussed Review process to ensure all areas consider automation as part of this process.

4.6 Reversal of avoided borrowing costs as part of Accountable Body function (1200k in 2018/19)

The County Council has acted as the accountable body on behalf of the Greater Cambridge Greater Peterborough Local Enterprise Partnership and the Greater Cambridge Partnership and previously this additional cashflow has allowed us to delay the need for borrowing. As projects approved by these Partners continue to progress, and draw down funding, the previously delayed borrowing is then incurred which increases our debt charges resulting in a need to reinstate these costs to the County Council's position in 2018/19.

4.7 Pressure due to de-capitalisation of rolling laptop refresh (1,100k in 2019/20)

Previously GPC has received a paper regarding the changes to the way we finance the refresh the stock of County Council laptops for staff. Previously this was treated as a capital investment programme but now needs to be accounted for as revenue expenditure. This is now captured in the business plan.

4.8 Update of revenue impact of capital decisions (-668k in 2018/19, -147k in 2019/20, -429k in 2020/21, 454k in 2021/22 and 479k in 2022/23)

Capital expenditure has an impact on revenue expenditure, primarily in relation to the financing of the associated borrowing. The revenue impact is therefore regularly updated as the capital programme is refined and the latest figures show a reduced pressure in years 1-3 but a somewhat increased pressure in years 4-5.

4.9 In addition to the individual schemes and items described above there are some further changes in our outline budgets in future years related to our latest expectations of overall funding levels and resulting from renegotiation of the waste management contract which are now reflected in the tables.

**5 DEVELOPMENT OF LONGER TERM PROPOSALS IN 2019/20 TO 2022/13**

5.1 In addition to the detailed proposals being reviewed by Committees for the 2018/19 financial year, there are also a number of potential savings and income proposals identified for future years which are newly included in the plan since the papers to October Committee. In total these new or extended schemes close the remaining savings gap in 2019/20 by £11,250k and in 2020/21 by £4,225k – although residual gaps remain in all years of the plan.

5.2 In most cases the figures included for 2019/20 and beyond are the projected longer term impact of the work programmes we are putting in place now – rather than completely new schemes. The figures provided are therefore projections which will need to be refined as work progresses. GPC is asked to note the following projections at this stage;

5.3 F/R.7.110 Commercial investment returns (-1500k in 2019/20 in addition to the -£3000k impact in 2018/19). The Commercial and Investment Committee is overseeing the establishment of a strategic investment scheme with the aim of generating sustainable income for the local authority from commercial investments. We are still estimating a net benefit in year 1 (2018/19) of £3m and have now included a figure of a further £1.5m in year 2. The total (gross) income to the Council is expected to exceed these amounts, the cost of

administration, fees and the re-assignment of the application of capital receipts to finance this activity has been accounted for.

- 5.4 (A/R.6.255) Children's Services Savings -£1000k in 2019/20 and -£2100k in 2020/21 These projections include the modelled later year impacts of the business case in looked after children's services based on changing the mix of placements we provide and gradually reducing the overall number of children in care. Further savings in children's services may be anticipated from the re-commissioning of contracts which are due for renewal in the later years of the business plan
- 5.5 (A/R.6.176) Adults Services Savings (-£2400k in 2019/20 and -£2000k in 2020/21) These figures are estimated longer term savings from demand management in adults social care services – with the detailed delivery model flowing out of the current Adults Positive Challenge Programme work.
- 5.6 A/R.4.002 Adults Fair Cost of Care (Placements) -£500k in 2019/20 & A/R.6.128 Improved BCF Re-phasing -2300k in 2019/20 and 2300k in 2020/21 – also in adults services we are now projecting that the pressure resulting from the fair cost of care has been partly addressed already through our approach to funding the national living wage providers and so is reduced by £500k in 2019/20. Further information is also now available about the Better Care Funding for the two years ahead and so the phasing of this has been updated.
- 5.7 (C.R.6.110) Anticipated Corporate Savings - £3250k in 2019/20 and -£1500k in 2020/21 – these projections incorporate the expected ongoing impact of the better utilisation of our property assets, of automation and digitalisation, of developing shared services with other partners and efficiencies delivered within Corporate and Resources Directorates
- 5.8 D/R.6.999 Local Government Shared Services - £300k in 2019/20 and a further £300k in 2020/21 – as our shared services platform continues to develop we anticipate further efficiencies in delivery and further benefit as LGSS bring further services and partners into the model.

## 6. NEXT STEPS

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

December	General Purposes Committee will consider the whole draft Business Plan for the first time Local Government Financial Settlement Published
January	General Purposes Committee will review the whole draft Business Plan – included final information about pressures, savings and other impacts as well as the outcome of the public consultation – before making a recommendation to Full Council
February	Full Council will consider the draft Business Plan

## **7. ALIGNMENT WITH CORPORATE PRIORITIES**

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

The report above sets out the implications for this priority in section one.

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

The impact of these proposals is summarised in the community impact assessments, attached as an appendix. Supporting people's independence is a central principle of our strategy and business planning proposals and where this can be achieved through prevention, early help or recovery we will reduce the cost of public services and support people's desire to avoid or delay the need to rely on public services.

### **7.3 Supporting and protecting vulnerable people**

The impact of the proposals on our ability to support and protect vulnerable people is provided for each key proposal within the Community Impact Assessments attached as an appendix. Our intention is transform services, ensure we deliver value for money and work in new ways – rather than reduce service provision. These proposals do not include any change to the threshold for care and we will fulfil our role in protecting vulnerable people in full.

## **8. SIGNIFICANT IMPLICATIONS**

### **8.1 Resource Implications**

The proposals set out the response to the financial context described in section one and the need to change our service offer and model to maintain a sustainable budget. The full detail of the financial proposals and impact on budget is described in the financial tables of the business plan, attached as an appendix. The proposals seek to ensure that we make the most effective use of available resources and are delivering the best possible services given the reduced funding.

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

Appropriate diligence will be taken to adhere to procurement, contractual and council rules as these proposals are implemented.

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

The proposals set out in this report respond to the statutory duty on the Local Authority to deliver a balanced budget. Cambridgeshire County Council will continue to meet the range of statutory duties for supporting our citizens.

### **8.4 Equality and Diversity Implications**

The Community Impact Assessments which form part of the business cases describe the impact of each proposal, in particular any disproportionate impact on vulnerable, minority and protected groups.

## **8.5 Engagement and Communications Implications**

Our Business Planning proposals are informed by the CCC public consultation on the Business Plan and will be discussed with a wide range of partners throughout the process. The feedback from consultation will continue to inform the refinement of proposals and will be reported in full to GPC in January

Community Impact Assessments (CIAs) for the savings proposals form part of the business cases attached to this paper for consideration by the Committee, and where applicable these will be developed based on consultation with service users and stakeholders.

## **8.6 Localism and Local Member Involvement**

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

## **8.7 Public Health Implications**

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

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Chris Malyon
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?</b>	Not applicable
<b>Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?</b>	Not applicable
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Covered in individual business cases attached as appendices
<b>Have any engagement and communication implications been cleared by Communications?</b>	Covered in individual business cases attached as appendices
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Covered in individual business cases attached as appendices
<b>Have any Public Health implications been cleared by Public Health</b>	Yes via Liz Robin in SMT

<b>Source Documents</b>	<b>Location</b>
Strategic Framework	<a href="https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/182/Committee/2/Default.aspx">https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/182/Committee/2/Default.aspx</a>
Papers presented to all Committees in October 2017 regarding the business plan for 2018/19 – 2022/23	<a href="https://tinyurl.com/yb99wukm">https://tinyurl.com/yb99wukm</a>

# Business Case

## Organisational review - C/R.6.102

## Appendix A

### Project Overview

Project Title	Organisational Review - C/R.6.102		
Saving	£800K	Business Planning Reference	C/R.6.102
Business Planning Brief Description	Review of organisational arrangements in a range of areas - a number of different streams including reviewing spans of management control in service structures, amendments to terms and conditions for staff and managing expenditure on business mileage.		
Senior Responsible Officer	Martin Cox		

### Project Approach

#### Background

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

Savings requirement in 18/19 against the efficiency and modernisation theme.

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

Requirement for additional savings or income generation from other budgets.

#### Approach

##### Aims / Objectives

To reduce spend on staffing budgets

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

A number of areas are being explored in more detail:

1. Through a programme of Outcomes Focused Reviews, we will ensure that all services are appropriately staffed for service delivery and be as lean as they can be.
2. A review of spans of control is underway to reduce any unnecessary layers of management and to ensure that all managers have appropriate and consistent areas of responsibility.
3. Terms and conditions are routinely reviewed and we will explore any opportunities this presents.
4. We will support managers to reduce team spend on mileage and increase productivity through better use of remote and flexible working systems and policies.

##### What assumptions have you made?

That we can negotiate effectively with unions.

That we use communication channels effectively to engage staff throughout the changes.

Managers across the organisation will buy into and support change.

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

There are assumptions on reducing staff costs in several business cases for the 18/19 Business Plan already. As staffing budgets decrease there will be less % gain to be made on organisation wide policy change. All figures will have to be carefully checked for duplication.

Scope / Interdependencies
<b>Scope</b>
<b>What is within scope?</b>
All CCC staff
<b>What is outside of scope?</b>
Any other staff reviews, but we'll need to ensure there is no duplication in terms of savings

Cost and Savings
See accompanying financial report

Non Financial Benefits
<b>Non Financial Benefits Summary</b>
Through transforming the way the Council works – making improvements to how we manage our business, our people and our money - we can release savings which reduce the need to make savings which negatively impact against our outcomes framework.
<b>Title</b>

Project Impact
<b>Community Impact Assessment</b>
<b>Who will be affected by this proposal?</b>
All CCC staff
<b>What positive impacts are anticipated from this proposal?</b>
Better and more efficient use of our staff resources Reduced business mileage and increased productivity
<b>What negative impacts are anticipated from this proposal?</b>
Staff consultation fatigue Staff disengaged Long process (re consultations with union / staff)
<b>Are there other impacts which are more neutral?</b>
N/A

Disproportionate impacts on specific groups with protected characteristics
<b>Details of Disproportionate Impacts on protected characteristics and how these will be addressed</b>
N/A

# Business Case

## Shared and Integrated Services - Cambridgeshire CC and Peterborough CC - C/R.6.101

### Project Overview

Project Title	Shared and Integrated Services - Cambridgeshire CC and Peterborough CC - C/R.6.101		
Saving	£300k	Business Planning Reference	C/R.6.101
Business Planning Brief Description	Members in Cambridgeshire and Peterborough have agreed to move towards shared or integrated services across all service areas, building on our existing integrated arrangements for a number of senior roles and service areas.		
Senior Responsible Officer	Amanda Askham		

### Project Approach

#### Background

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

Local Government is becoming unsustainable in its current model and we seek to further integrate or share services with Peterborough CC to deliver savings in 18/19 and to provide a financially sustainable outcomes focused model for future years.

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

Requirement for additional savings or income generation from other budgets.

#### Approach

##### Aims / Objectives

To reduce spend through sharing roles, shared and integrated services and joint commissioning

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

A number of areas are being explored across PCC and CCC:

1. Further opportunities for shared roles
2. Further integration of front line delivery functions
3. Options for integration of corporate functions
4. Review of back office functions to develop shared services
5. Review of customer front door and contact centre functions
6. Further analysis of joint commissioning and procurement opportunities
7. All Outcomes Focused Reviews will consider opportunities to join delivery and commissioning with PCC and other partners

##### What assumptions have you made?

That shared and integrated service across the two Councils will result in reduced cost.

That further integration of front line delivery services will be possible given the statutory responsibilities of both organisations.

That both Councils have the capacity to make changes at pace.

#### What constraints does the project face?

Over the last year there has already been significant effort to join services and reduce cost between the two Councils.

Both Councils already have ambitious savings targets across all service areas in current business plans.

The change programme required to move to shared and integrated services is likely to be resource intensive.

### Delivery Options

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

Each service are will considered joint commissioning, shared services and fully integrated models

### Scope / Interdependencies

#### Scope

##### What is within scope?

Services across PCC and CCC

##### What is outside of scope?

No services are out of scope for the first phase of review

### Cost and Savings

See accompanying financial report

### Non Financial Benefits

#### Non Financial Benefits Summary

Through transforming the way the Council works in partnership and by making improvements to how we manage our business, our people and our money we can release savings which reduce the need to make savings which negatively impact against our outcomes framework.

#### Title

### Risks

#### Title

Member support

### Project Impact

#### Community Impact Assessment

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

All citizens in the local authority area who currently access, or will access in the future, services of either CCC or PCC.

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

Greater impact on Outcomes and improved service delivery for citizens of Cambridgeshire and Peterborough

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

Roles and responsibilities will need to be carefully agreed and articulated to avoid confusion about accountability across key service areas.

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

N/A

**Disproportionate impacts on specific groups with protected characteristics**

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

N/A

# Business Case

## Automation, Admissions & Additional Automation Initiatives C/R.6.103 & Automation - Contact Centre, Front Door C/R.6.105

### Project Overview

Project Title	Automation (C/R.6.103)		
Saving	£500k	Business Planning Reference	C/R 6.103 & C/R.6.105
Business Planning Brief Description	The Citizen First, Digital First programme began to drive efficiencies through systems integration and streamlined customer contact across a number of services. We will continue a thorough systematic review of service processes that investigates the end-to-end process and identifies where they could be automated and fundamentally considers how and why we provide what we do which could lead to larger savings which will enable us to more fully exploit the technologies that the Council has.		
Senior Responsible Officer	Amanda Askham		

### Project Approach

#### Background

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

At its most fundamental level, this project is about our ability to adapt, and leverage the benefits of rapid changes wrought by evolving technologies. The Citizen First, Digital First programme began looking at possible efficiencies that could be made in the back-office through integrating different systems. There is now the opportunity to reboot and refocus the programme to ensure that we create an environment in which we can innovate at pace.

Public interest in automation, artificial intelligence (AI) and robotics is increasing. Recent years have seen the emergence of systems that can diagnose cancers as accurately as pathologists, detect fraudulent financial transactions in a matter of milliseconds, produce coherent news stories for media outlets, shuttle goods and pallets within complex distribution warehouses, trade stocks and shares in financial markets, and perform case research for the legal industry. The breadth and depth of accomplishments expands by the day.

A more thorough systematic review of service processes that looks at the end-to-end process and not only identifies where they could be automated but fundamentally considers how and why we provide what we do will support the outcomes of the County Council more efficiently.

The RSA report titled 'The Age of Automation' ([https://www.thersa.org/globalassets/pdfs/reports/rsa\\_the-age-of-automation-report.pdf](https://www.thersa.org/globalassets/pdfs/reports/rsa_the-age-of-automation-report.pdf)) includes findings from an RSA/YouGov survey of 1,111 business leaders in 2017. The findings show that business leaders on average believed that 15% of jobs could be fully automated in the next 10 years.

As part of the Outcome Focused Reviews (OFR), the Transformation Team are working with services to understand how automation can support them to increase productivity to allow 'people to do people jobs'. The OFR programme is a mechanism for the Council to conduct an in depth analysis of our activity, functions and processes for delivery through the lens of our Strategic Outcomes; this approach enables us to step away from considering our activities as discrete pieces of work and understand how collectively the work we do with the resources we have - or the potential work we could do in the future - contributes to the delivery of

the outcomes we believe are important for people in Cambridgeshire, which are for:

1. Older people live well independently
2. People with disabilities live well independently
3. Adults and children at risk of harm are kept safe
4. Places that work with children help them reach their potential
5. The Cambridgeshire economy prospers for the benefits of all residents
6. People live in a safe environment
7. People lead a healthy lifestyle, and stay healthy for longer

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

We would not achieve the productivity benefits or achieve the cultural change required to support the organisation in understanding how technology changes the conditions under which business is done, and the expectations of customers, partners, and employees.

### Approach

#### Aims / Objectives

The main aims / objectives of the project are:

- investigate (and implement where appropriate) new technology to automate existing processes
- to support the culture of the organisation in adopting new technology and being included within all option appraisals

#### Project Overview - What are we doing

The initial phase of the project will focus on

- Automation of some training, advice and guidance in Learning and Children's Services
- Icon (payment system) roll-out
- Online self-assessments
- Productivity gains from implementation of Mosaic

This will require;

- Research into available and future technology to understand the opportunities
- Identify possible organisations to partner with to develop new ideas

The first phase of Icon (invoice payments) has been implemented by LGSS for 6mths. The benefits are mainly being received by the LGSS Income Team and a benefits realisation review will shortly be undertaken. The next phase of Icon will be replacing netbanx which will have more impact for CCC but is not yet ready for implementation.

The implementation of Mosaic is currently being overseen by a separate project team / governance arrangements. The project is on track to be implemented next year. Online self-assessments will be part of phase 2 of this project.

Since the October 17 Committee meeting further investigation has taken place and key areas of focus have been proposed, with the business case being circulated to the relevant December Member Committees respectively. The areas of focus for 2018/19 will be:

- Admissions & Additional Automation Initiatives
- Mosaic and Adult Business Support Processes
- Contact Centre, Front Door
- Learning & Children's guidance
- Icon system rollout

The overarching principle of this work is to allow people to do people jobs. Therefore the objectives are to investigate, and implement where appropriate, new technology to automate existing processes; and to

support the culture of the organisation in adopting new technology. Research indicates that for 60% of administrative roles, 15-30% of existing tasks could be automated. Therefore savings will be achieved through a combination of;

- Reduced staffing costs – acknowledging there will be an upfront cost of implementing the technology
- Productivity increases – once certain tasks have been automated staff could be deployed in other areas and take on new / different areas of responsibility.

Work is continuing in researching available and future technology to understand the opportunities and to identify possible organisations to partner with to develop new ideas. Links have also been made across the Outcome Focused Review process to ensure all areas consider automation as part of this process.

#### What assumptions have you made?

##### Cost reductions

Using the YouGov/RSA survey findings we can estimate that 15% of current tasks carried out by the services in this review could be automated. The assumption is automation will release staff capacity and savings will be driven out of the system through redeployment of this capacity and reduction in FTE over time i.e. through; the Contact Centre from review of Customer Front Door across Cambridgeshire and Peterborough.

Learning and Children's' services related to more automated models of delivering advice and guidance.

Reduction in processing costs relating Icon (payment system) roll-out benefiting CCC Increase in staff productivity resulting from implementation of Mosaic replacing current processes.

##### Implementation:

- The organisation is ready for and to adopt new technology
- Investment will be available to pump-prime the implementation of new solutions
- There is a willingness to review the type of workforce required to support the implementation of new technology

#### What constraints does the project face?

Currently some of the services identified as being in scope are part of the Outcome Focused Review process which could impact how quickly new solutions could be implemented.

## Scope / Interdependencies

### Scope

#### What is within scope?

Initially, the following specific service areas will be in scope;

- Automated school admissions and education transport service
- Automation of some training, advice and guidance in Learning and Children's Services
- Icon (payment system) roll-out
- Online self-assessments

#### What is outside of scope?

The focus of the project will be those services listed as in scope. All other processes and service areas will be considered out of scope although links will be made, and other projects started, to support any service area that may benefit from automation within the Council.

## Cost and Savings

See accompanying financial report

## Non Financial Benefits

## Non Financial Benefits Summary

The following non-financial benefits could be achieved;

- Increased customer satisfaction
- Increased response time for customers
- Leaner processes
- Improved/increased performance data

## Risks

### Title

Costs outweigh anticipated savings

Management / Staff acceptance of new technology

Lack of ambition to exploit new ways of working

Technology can't be implemented within our current infrastructure

Not able to meet the proposed FTE staffing savings due to automation

Capacity of LGSS IT to support the programme

## Project Impact

### Community Impact Assessment

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

All County Council staff as well as customers using specific services

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

It will improve / increase;

the ability of the organisation, its leaders and employees, to adapt to rapid changes wrought by evolving digital technologies.

the ability of frontline staff to deliver services effectively

the speed and quality of service for customers.

the productivity of the workforce

The benefits of introducing mosaic for the organisation include;

- Management Information to enable statutory reporting, performance management and resource allocation
- Improved User experience for system and service users
- Enabling efficient business processes to minimise cost and maximise service user benefit
- Flexibility to respond to changing business needs
- Flexible access for system users, including mobile access.
- Reduced transaction cost and user convenience through self-service for service users and providers.
- Links to partner systems, and support for joint processes
- Information sharing within the organisation and partners.
- Sustainability – a reliable system over the period of the contract
- Cost management.

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

Research indicates that for 60% of roles, 15-30% can be automated which means that staff may need to be deployed in different areas which could result in the need for re-training

Service users who do not have access to the IT required to exploit these advances will require additional support.

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

Service users might fear that with increased automation their personal data is less secure, however, we will continue to adhere to necessary standards.

**Disproportionate impacts on specific groups with protected characteristics**

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

N/A

# Business Case

## LGSS savings

### Project Overview

Project Title	LGSS savings		
Saving	£706k	Business Planning Reference	D/R.6.999
Business Planning Brief Description	Expected annual savings from LGSS total £2.5m of which £600k saving will be achieved on the ERP Gold project (Fujitsu/Oracle savings), with additional savings being contributed from LGSS income growth, Partner/customer growth, new service review savings, and savings being driven out by the Milton Keynes Council partnership. Cambridgeshire's new share of this is a saving of £706k		
Senior Responsible Officer	Claire Townrow		

### Project Approach

#### Background

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

Over the past five years the LGSS emphasis has been on a top down approach and the presentation of the plan has been focused on the savings.

Given the greater pressure for efficiency and reduction, it is essential to ensure the base numbers are robust. The budget build and income/expenditure analysis tables in the Strategic Plan provide this greater assurance and are linked to individually agreed partner SLAs linked to their MTFP/business plans.

Further improved financial systems will enable improved assurance between employee budget and the agreed establishment to deliver services.

Expected annual savings from LGSS total £2.5m of which £600k saving will be achieved on the ERP Gold project (Fujitsu/Oracle savings), with additional savings being contributed from LGSS income growth, Partner/customer growth, new service review savings, and savings being driven out by the Milton Keynes Council partnership. Cambridgeshire's new share of this is a saving of £706k

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

The required savings would not be achieved.

The improvements we were expecting with the implementation of more efficient systems would not be seen.

#### Approach

##### Aims / Objectives

The LGSS strategy emphasises a need to acquire increasing scale as a means of delivering primary benefits to LGSS partners, and not as an end in itself (nor for the sole benefit of LGSS). LGSS growth is locally (regionally) focused and LGSS will seek likeminded public service organisations who choose to join LGSS for the overall benefit of all partners by increasingly choosing to share and invest together through LGSS.

LGSS aims to innovatively combine economies of scale with increasing convergence of systems and processes,

both within LGSS and across retained partner organisations, to increasingly enable release of mutual benefits for all LGSS partners by enabling more and easier public sector collaborations.

LGSS will proactively and innovatively seek out beneficial, joint investment business cases for new approaches to more joined up public service delivery channels, services models and IT systems. LGSS will drive and facilitate innovation in public services for the benefit of all citizens served by the partner organisations

#### Project Overview - What are we doing

General:

- Identifying and driving efficiencies, aligning systems as set out in the Strategic Plan.
- Increasing returns from trading

ERP Gold:

One of the key systems developments is the design, build and implementation of the next generation ERP solution. The LGSS ERP 'Gold Build' is a shared service ERP system being developed in partnership with Unit4 Business World software. It has been designed around the principles of simplification, standardisation, automation and self-service. It will become a key offering of LGSS, which will bring potential customers both quantitative and qualitative benefits including:

- Enabling convergence to shared and common processes and procedures and greater use of self-service.
- Single instance on shared infrastructure in the LGSS data centres/private cloud.
- Shared service licence model with significant economies of scale and flexibility.
- Full functionality across finance, purchasing, fixed assets, HR, payroll and management information.
- Each organisation has their own separate 'client', a copy of the Gold Build, to ensure full data separation and security
- LGSS Business Systems provide functional management and support and a joint development roadmap, maintaining the Gold Build design principles with a single design authority.
- Integration and interfaces with partner line of business systems through 'BizTalk' middleware technology.

#### What assumptions have you made?

Assumption that ERP Gold system will be successfully implemented and deliver the efficiencies and savings identified.

Assumed growth of LGSS trading.

#### What constraints does the project face?

Being in the best interests of the 3 core councils for projects to go ahead. 3-way saving between CCC, NCC and MKC.

Working with a range of customers brings risk that those customers might withdraw from LGSS services in the future.

### Scope / Interdependencies

#### Scope

##### What is within scope?

LGSS Services

##### What is outside of scope?

Non-LGSS Services

### Cost and Savings

## Non Financial Benefits

### Non Financial Benefits Summary

There are a number of different aspects of LGSS that will be reviewed to identify efficiencies, which in turn could lead to maintained or improved services for lower cost and greater returns from trading.

These will be planned on a service by service basis and measured by delivery of the LGSS budget and monitoring of service KPIs.

## Risks

### Title

Implementation of ERP Gold

Traded services

LGSS Law

## Project Impact

### Community Impact Assessment

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

If efficiencies that lead to redundancies are identified, staff will be effected.

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

Maintained or improved services for lower cost and greater returns from trading.

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

Potential redundancies due to efficiency savings.

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

Shared responsibility across joint councils.

### Disproportionate impacts on specific groups with protected characteristics

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



## Section 3 - A: Children, Families and Adults Services

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

Budget Period: 2018-19 to 2022-23

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2018-19 £000	Fees, Charges & Ring-fenced Grants 2018-19 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000
	<b>Director of Adults and Safeguarding</b>							
2,092	Strategic Management - Adults	3,161	-609	2,552	2,552	2,552	2,552	2,552
1,360	Principle Social Worker, Practice and Safeguarding	1,634	-265	1,369	1,437	1,437	1,437	1,437
810	Autism and Adult Support	899	-37	862	910	958	999	1,041
642	Carers	746	-	746	846	946	946	946
	<i>Learning Disability Partnership</i>							
5,582	LD Head of Service	5,637	-900	4,737	4,739	4,741	4,741	4,741
33,552	LD - City, South and East Localities	34,599	-1,514	33,085	33,373	33,691	34,312	34,967
27,145	LD - Hunts and Fenland Localities	27,440	-1,147	26,293	26,205	26,126	26,626	27,154
4,300	LD - Young Adults Team	5,123	-36	5,087	5,696	6,178	6,520	6,788
5,501	In House Provider Services	5,790	-359	5,431	5,231	5,231	5,231	5,231
-17,113	NHS Contribution to Pooled Budget	-	-17,113	-17,113	-17,113	-17,113	-17,113	-17,113
	<i>Older People and Physical Disability Services</i>							
19,067	OP - City & South Locality	26,090	-6,241	19,849	20,877	21,689	22,727	23,984
6,023	OP - East Cambs Locality	8,576	-2,296	6,280	6,547	6,904	7,327	7,841
9,105	OP - Fenland Locality	12,648	-3,142	9,506	10,028	10,504	11,100	11,821
12,468	OP - Hunts Locality	18,052	-5,004	13,048	13,677	14,435	15,334	16,423
2,189	Discharge Planning Teams	2,247	-43	2,204	2,204	2,204	2,204	2,204
7,572	Shorter Term Support and Maximising Independence	8,211	-449	7,762	7,762	7,762	7,762	7,762
11,908	Physical Disabilities	13,757	-1,780	11,977	12,057	12,181	12,631	13,115
	<i>Mental Health</i>							
771	Mental Health Central	621	-	621	621	621	621	621
6,493	Adult Mental Health Localities	6,839	-370	6,469	6,529	6,581	6,581	6,581
5,970	Older People Mental Health	7,302	-1,117	6,185	6,509	6,845	7,073	7,363
<b>145,437</b>	<b>Subtotal Director of Adults and Safeguarding</b>	<b>189,372</b>	<b>-42,422</b>	<b>146,950</b>	<b>150,687</b>	<b>154,473</b>	<b>159,611</b>	<b>165,459</b>
	<b>Director of Commissioning</b>							
1,232	Strategic Management - Commissioning	975	-	975	975	975	975	975
843	Access to Resource & Quality	875	-24	851	851	851	851	851
321	Local Assistance Scheme	300	-	300	300	175	175	175
	<i>Adults Commissioning</i>							
-8,229	Central Commissioning - Adults	13,301	-29,653	-16,352	-15,464	-5,600	-4,600	-4,600
711	Integrated Community Equipment Service	5,881	-4,898	983	1,046	1,109	1,172	1,232
3,746	Mental Health Voluntary Organisations	3,861	-110	3,751	3,751	3,751	3,751	3,751
	<i>Childrens Commissioning</i>							
3,968	Commissioning Services	3,981	-	3,981	3,981	3,981	3,981	3,981
7,946	Home to School Transport - Special	8,034	-144	7,890	8,053	8,326	8,599	8,872
1,126	LAC Transport	1,182	-	1,182	1,216	1,252	1,290	1,319

## Section 3 - A: Children, Families and Adults Services

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

Budget Period: 2018-19 to 2022-23

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2018-19 £000	Fees, Charges & Ring-fenced Grants 2018-19 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000
11,664	<b>Subtotal Director of Commissioning</b>	38,390	-34,829	3,561	4,709	14,820	16,194	16,556
	<b>Director of Community &amp; Safety</b>							
-25	Strategic Management - Communities & Safety	-25	-	-25	-25	-25	-25	-25
961	Youth Offending Service	1,691	-721	970	970	970	970	970
432	Central Integrated Youth Support Services	439	-6	433	433	433	433	433
1,015	Safer Communities Partnership	1,131	-111	1,020	1,020	1,020	1,020	1,020
488	Strengthening Communities	488	-	488	488	488	488	488
180	Adult Learning and Skills	2,674	-2,494	180	180	180	180	180
3,051	<b>Subtotal Director of Community &amp; Safety</b>	6,398	-3,332	3,066	3,066	3,066	3,066	3,066
	<b>Director of Children &amp; Safeguarding</b>							
2,414	Strategic Management - Children & Safeguarding	2,967	-157	2,810	2,581	2,581	2,581	2,581
1,892	Partnerships and Quality Assurance	2,028	-127	1,901	1,901	1,901	1,901	1,901
10,914	Children in Care	13,008	-1,888	11,120	11,120	10,270	10,270	10,270
2,568	Integrated Front Door	2,792	-208	2,584	2,584	2,584	2,584	2,584
120	Children's Centres Strategy	290	-170	120	290	290	290	290
1,093	Support to Parents	2,508	-1,574	934	934	934	1,084	1,084
17,344	LAC Placements	19,641	-	19,641	20,107	20,380	21,963	23,782
4,406	Adoption	5,195	-	5,195	5,588	6,029	6,526	7,086
1,540	Legal Proceedings	1,940	-	1,940	1,940	1,940	1,940	1,940
	<i>SEND Specialist Services (0 - 25 years)</i>							
6,541	SEND Specialist Services	6,350	207	6,557	6,564	6,564	6,564	6,564
6,526	Children's Disability Service	7,016	-465	6,551	6,551	6,551	6,551	6,551
15,130	High Needs Top Up Funding	15,130	-	15,130	15,130	15,130	15,130	15,130
8,972	SEN Placements	9,863	-891	8,972	8,972	8,972	8,972	8,972
1,210	Early Years Specialist Support	1,210	-	1,210	1,210	1,210	1,210	1,210
	<i>District Delivery Service</i>							
4,994	Safeguarding Hunts and Fenland	5,021	-	5,021	5,021	5,021	5,021	5,021
4,422	Safeguarding East & South Cambs and Cambridge	4,487	-40	4,447	4,447	4,447	4,447	4,447
4,699	Early Help District Delivery Service - North	4,436	-87	4,349	4,349	4,349	4,349	4,349
5,338	Early Help District Delivery Service - South	5,098	-112	4,986	4,986	4,986	4,986	4,986
100,123	<b>Subtotal Director of Children &amp; Safeguarding</b>	108,980	-5,512	103,468	104,275	104,139	106,369	108,748
	<b>Director of Education</b>							
350	Strategic Management - Education	-69	-	-69	-69	-69	-69	-69

## Section 3 - A: Children, Families and Adults Services

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

Budget Period: 2018-19 to 2022-23

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2018-19 £000	Fees, Charges & Ring-fenced Grants 2018-19 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000
1,440	Early Years Service	1,870	-431	1,439	1,423	1,407	1,407	1,407
59	Schools Curriculum Service	374	-312	62	62	62	62	62
1,077	Schools Intervention Service	1,667	-571	1,096	1,096	1,096	1,096	1,096
766	Schools Partnership Service	833	-59	774	774	774	774	774
367	Childrens' Innovation & Development Service	739	-370	369	384	384	384	384
2,936	Redundancy & Teachers Pensions	3,411	-475	2,936	2,936	2,936	2,936	2,936
	<i>0-19 Place Planning &amp; Organisaion Service</i>							
3,691	0-19 Organisation & Planning	3,898	-203	3,695	3,695	3,695	3,695	3,695
90	Early Years Policy, Funding & Operations	90	-	90	90	90	90	90
159	Education Capital	164	-	164	164	164	164	164
8,972	Home to School/ College Transport - Mainstream	9,181	-441	8,740	8,740	8,740	8,740	8,740
<b>19,907</b>	<b>Subtotal Director of Education</b>	<b>22,158</b>	<b>-2,862</b>	<b>19,296</b>	<b>19,295</b>	<b>19,279</b>	<b>19,279</b>	<b>19,279</b>
	<b>Executive Director</b>							
212	Executive Director	214	-	214	214	214	214	214
424	Central Financing	1,619	-	1,619	4,766	4,917	5,068	5,068
<b>636</b>	<b>Subtotal Executive Director</b>	<b>1,833</b>	<b>-</b>	<b>1,833</b>	<b>4,980</b>	<b>5,131</b>	<b>5,282</b>	<b>5,282</b>
-21,563	DSG Adjustment	-	-41,547	-41,547	-41,547	-41,547	-41,547	-41,547
	<b>Future Years</b>							
-	Inflation	-	-	-	2,435	4,888	7,341	9,794
<b>259,255</b>	<b>CFA BUDGET TOTAL</b>	<b>367,131</b>	<b>-130,504</b>	<b>236,627</b>	<b>247,900</b>	<b>264,249</b>	<b>275,595</b>	<b>286,637</b>

## Section 3 - A: Children, Families and Adults Services

**Table 2: Revenue - Net Budget Changes by Operational Division**

**Budget Period: 2018-19**

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Director of Adults and Safeguarding</b>							
Strategic Management - Adults	2,092	22	-	500	88	-150	2,552
Principle Social Worker, Practice and Safeguarding	1,360	9	-	-	-	-	1,369
Autism and Adult Support	810	4	39	9	-	-	862
Carers	642	4	-	-	-	100	746
<i>Learning Disability Partnership</i>							
LD Head of Service	5,582	53	-	2	-	-900	4,737
LD - City, South and East Localities	33,552	-1	549	1,102	-	-2,117	33,085
LD - Hunts and Fenland Localities	27,145	8	443	1,026	-	-2,329	26,293
LD - Young Adults Team	4,300	26	707	54	-	-	5,087
In House Provider Services	5,501	50	-	-	-	-120	5,431
NHS Contribution to Pooled Budget	-17,113	-	-	-	-	-	-17,113
<i>Older People and Physical Disability Services</i>							
OP - City & South Locality	19,067	144	750	421	-	-533	19,849
OP - East Cambs Locality	6,023	39	306	132	-	-220	6,280
OP - Fenland Locality	9,105	69	430	201	-	-299	9,506
OP - Hunts Locality	12,468	91	649	300	-	-460	13,048
Discharge Planning Teams	2,189	15	-	-	-	-	2,204
Shorter Term Support and Maximising Independence	7,572	65	-	-	-	125	7,762
Physical Disabilities	11,908	86	430	168	-	-615	11,977
<i>Mental Health</i>							
Mental Health Central	771	7	-	-	-	-157	621
Adult Mental Health Localities	6,493	47	-	60	-	-131	6,469
Older People Mental Health	5,970	47	202	108	-	-142	6,185
<b>Subtotal Director of Adults and Safeguarding</b>	<b>145,437</b>	<b>785</b>	<b>4,505</b>	<b>4,083</b>	<b>88</b>	<b>-7,948</b>	<b>146,950</b>
<b>Director of Commissioning</b>							
Strategic Management - Commissioning	1,232	5	-	-	-	-262	975
Access to Resource & Quality	843	8	-	-	-	-	851
Local Assistance Scheme	321	-	-	-	-	-21	300
<i>Adults Commissioning</i>							
Central Commissioning - Adults	-8,229	35	-	188	-	-8,346	-16,352
Integrated Community Equipment Service	711	49	63	-	-	160	983
Mental Health Voluntary Organisations	3,746	5	-	-	-	-	3,751
<i>Childrens Commissioning</i>							
Commissioning Services	3,968	13	-	-	-	-	3,981
Home to School Transport - Special	7,946	95	273	-	-	-424	7,890
LAC Transport	1,126	14	142	-	-	-100	1,182

## Section 3 - A: Children, Families and Adults Services

**Table 2: Revenue - Net Budget Changes by Operational Division**

Budget Period: 2018-19

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Subtotal Director of Commissioning</b>	<b>11,664</b>	<b>224</b>	<b>478</b>	<b>188</b>	<b>-</b>	<b>-8,993</b>	<b>3,561</b>
<b>Director of Community &amp; Safety</b>							
Strategic Management - Communities & Safety	-25	-	-	-	-	-	-25
Youth Offending Service	961	4	-	5	-	-	970
Central Integrated Youth Support Services	432	1	-	-	-	-	433
Safer Communities Partnership	1,015	5	-	-	-	-	1,020
Strengthening Communities	488	-	-	-	-	-	488
Adult Learning and Skills	180	-	-	-	-	-	180
<b>Subtotal Director of Community &amp; Safety</b>	<b>3,051</b>	<b>10</b>	<b>-</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>3,066</b>
<b>Director of Children &amp; Safeguarding</b>							
Strategic Management - Children & Safeguarding	2,414	64	-	926	-	-594	2,810
Partnerships and Quality Assurance	1,892	9	-	-	-	-	1,901
Children in Care	10,914	143	-	63	-	-	11,120
Integrated Front Door	2,568	16	-	-	-	-	2,584
Children's Centres Strategy	120	-	-	-	-	-	120
Support to Parents	1,093	-9	-	-	-	-150	934
LAC Placements	17,344	381	1,460	1,956	-	-1,500	19,641
Adoption	4,406	72	350	367	-	-	5,195
Legal Proceedings	1,540	-	-	400	-	-	1,940
<i>SEND Specialist Services (0 - 25 years)</i>							
SEND Specialist Services	6,541	16	-	-	-	-	6,557
Children's Disability Service	6,526	25	-	-	-	-	6,551
High Needs Top Up Funding	15,130	-	-	-	-	-	15,130
SEN Placements	8,972	-	-	-	-	-	8,972
Early Years Specialist Support	1,210	-	-	-	-	-	1,210
<i>District Delivery Service</i>							
Safeguarding Hunts and Fenland	4,994	27	-	-	-	-	5,021
Safeguarding East & South Cambs and Cambridge	4,422	25	-	-	-	-	4,447
Early Help District Delivery Service - North	4,699	36	-	-	-	-386	4,349
Early Help District Delivery Service - South	5,338	34	-	-	-	-386	4,986
<b>Subtotal Director of Children &amp; Safeguarding</b>	<b>100,123</b>	<b>839</b>	<b>1,810</b>	<b>3,712</b>	<b>-</b>	<b>-3,016</b>	<b>103,468</b>
<b>Director of Education</b>							
Strategic Management - Education	350	5	-	-	-	-424	-69
Early Years Service	1,440	7	-	8	-	-16	1,439
Schools Curriculum Service	59	-	-	3	-	-	62

## Section 3 - A: Children, Families and Adults Services

**Table 2: Revenue - Net Budget Changes by Operational Division**

Budget Period: 2018-19

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Schools Intervention Service	1,077	11	-	8	-	-	1,096
Schools Partnership Service	766	8	-	-	-	-	774
Childrens' Innovation & Development Service	367	2	-	-	-	-	369
Redundancy & Teachers Pensions	2,936	-	-	-	-	-	2,936
<i>0-19 Place Planning &amp; Organisaion Service</i>							
0-19 Organisation & Planning	3,691	4	-	-	-	-	3,695
Early Years Policy, Funding & Operations	90	-	-	-	-	-	90
Education Capital	159	5	-	-	-	-	164
Home to School/ College Transport - Mainstream	8,972	110	-	-	-	-342	8,740
<b>Subtotal Director of Education</b>	<b>19,907</b>	<b>152</b>	<b>-</b>	<b>19</b>	<b>-</b>	<b>-782</b>	<b>19,296</b>
<b>Executive Director</b>							
Executive Director	212	2	-	-	-	-	214
Central Financing	1,104	-	-	515	-	-	1,619
<b>Subtotal Executive Director</b>	<b>1,316</b>	<b>2</b>	<b>-</b>	<b>515</b>	<b>-</b>	<b>-</b>	<b>1,833</b>
DSG Adjustment	-41,547	-	-	-	-	-	-41,547
<b>CFA BUDGET TOTAL</b>	<b>239,951</b>	<b>2,012</b>	<b>6,793</b>	<b>8,522</b>	<b>88</b>	<b>-20,739</b>	<b>236,627</b>

## Section 4 - A: People and Communities

**Table 3: Revenue - Overview**  
Budget Period: 2018-19 to 2022-23

		Detailed Plans	Outline Plans				
Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>347,194</b>	<b>366,090</b>	<b>379,001</b>	<b>383,175</b>	<b>394,731</b>	
A/R.1.001	Increase in expenditure funded from external sources	8,249	-	-	-	-	- Increase in expenditure budgets (compared to published 2017-18 Business Plan) as advised during the budget preparation period and permanent in-year changes made during 2017-18.
A/R.1.002	Base Adjustment - movement from DSG to P&C	18,230	-	-	-	-	- Transfer of budgets into P&C which were previously reported as part of the Dedicated Schools Grant. High Needs Top-Up (£15.1m) and SEN Placements / Out of School Tuition (£0.6m) which are now reported within SEND Specialist Services and Growth Fund (£2.5m) now reported in 0-19 Organisation and Planning.
A/R.1.003	Transferred Function - Independent Living Fund (ILF)	-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.1.004	Improved Better Care Fund (BCF)	10,658	1,743	-12,401	-	-	- The Better Care Fund includes an element of funding intended to protect Adult Social Care services, in order to ensure that the health and social care market is not destabilised by pressures on Adult Social Care. A proportion of the funding will be taken as a saving in order to offset the need for reductions in adult social care capacity across the local authority. The BCF also provides targeted investment in social care services that will promote better outcomes for patients and social care services.
A/R.1.005	Base Adjustment - Movement of Adult Learning and Skills expenditure to P&C	2,616	-	-	-	-	- The Adult Learning and Skills service has moved from P&E to P&C, this is the movement of the service's expenditure.
A/R.1.006	Base Adjustment - Movement of Traded Services from P&C to C&I	-9,934	-	-	-	-	- In 2017-18 responsibility for the traded services moved from People and Communities to the Commercial and Investment Committee
A/R.1.007	Base Adjustment - Movement of DAAT to Public Health	-6,173	-	-	-	-	- The Drug and Alcohol Team was moved from People and Communities to Public Health in 2017-18
A/R.1.008	Base Adjustment - Movement of Mental Health Youth Counselling Services to PH	-111	-	-	-	-	- Mental Health Youth Counselling services were moved from People & Communities services to Public Health services in 2017-18.
A/R.1.009	Budget Prep Virement to CS from P&C	-292	-	-	-	-	- Budget virement for Corporate Capacity Review services transferred from People & Communities to Corporate Services as part of the budget setting processes for 2017-18.
A/R.1.010	Transfor of budget from Corporate Services to P&C.	1,215	-	-	-	-	- Permanent transfer of base budget from Corporate Services to People and Communities, for Cambridgeshire's Youth & Community Coordinators, the Community Reach Fund and Cambridgeshire's Strengthening Communities Service. These services are now managed within the Communities and Safety Directorate.
A/R.1.011	Special Educational Needs and Disability (SEND) Implementation Grant	-456	-	-	-	-	- Ending of one-off grant awarded to local authorities for the previous financial year only.
A/R.1.012	Base Adjustment - Movement of OWD from P&C to LGSS in 17-18	-2,868	-	-	-	-	- Organisational Workforce Development was moved from P&C to LGSS in 17-18.
<b>1.999</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>368,288</b>	<b>367,795</b>	<b>366,564</b>	<b>383,141</b>	<b>394,731</b>	

## Section 4 - A: People and Communities

**Table 3: Revenue - Overview**  
Budget Period: 2018-19 to 2022-23

Detailed Plans		Outline Plans				
	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
	558	644	780	780	780	Forecast pressure from inflation relating to employment costs. On average, 0.6% inflation has been budgeted for, to include inflation on pay of 1%, employer's National Insurance and employer's pension contributions.
	682	883	803	803	803	Forecast pressure from inflation relating to care providers. An average of 0.7% uplift would be affordable across Care spending.
	562	511	511	511	511	Inflation is currently forecast at 2.2%.
	231	423	385	385	385	Forecast pressure for inflation relating to transport. This is estimated at 1.2%.
	189	184	184	184	184	Forecast pressure from inflation relating to miscellaneous other budgets, on average this is calculated at 1.2% increase.
	2,222	2,645	2,663	2,663	2,663	
	430	443	456	470	484	Additional funding to ensure we meet the rising level of needs amongst people with physical disabilities. Based on modelling the expected increased number of service users and the increase complexity of existing service users needs we are increasing funding by £430k (3.7%) to ensure we can provide the care that is needed.
	39	39	40	41	42	Additional funding to ensure we meet the rising level of needs amongst people with autism and other vulnerable people. It is expected that 9 people will enter this service and so, based on a the anticipated average cost, we are investing an additional £39k to ensure we give them the help they need.
	1,699	1,591	1,518	1,474	1,451	Additional funding to ensure we meet the rising level of needs amongst people with learning disabilities - We need to invest an additional £707k in 2018/19 to provide care for a projected 56 new service users (primarily young people) who outnumber the number of people leaving services. We also need to invest £992k in the increasing needs of existing service users and the higher complexity we are seeing in adults over age 25. The total additional resource we are allocating is therefore £1,699k to ensure we provide the right care for people with learning disabilities.
	2,135	2,597	2,991	2,959	3,581	Additional funding to ensure we meet the increased demand for care amongst older people, providing care at home as well as residential and nursing placements. Population growth in Cambridgeshire and the fact that people are living longer results in steeply increasing numbers of older people requiring care. We estimate that numbers will increase by around 2.7% each year and the current pattern of activity and expenditure is modelled forward to estimate the additional budget requirement for each age group and type of care. Account is then taken of increasing complexity of cases coming through the service. This work has supported the case for additional funding of £21,35k in 2018/19 to ensure we can continue to provide the care for people who need it.

## Section 4 - A: People and Communities

**Table 3: Revenue - Overview**  
Budget Period: 2018-19 to 2022-23

		Detailed Plans	Outline Plans				
Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
A/R.3.007	Funding for Older People Mental Health Demand	202	216	242	228	290	Additional funding to ensure we meet the increased demand for care amongst older people with mental health needs, providing care at home as well as residential and nursing placements. The current pattern of activity and expenditure is modelled forward using population forecasts to estimate the additional budget requirement for each age group and type of care. Some account is then taken of increasing complexity of cases coming through the service. This work has supported the case for additional funding of £202k in 2018/19 to ensure we can continue to provide the care for people who need it.
A/R.3.010	Funding for Home to School Special Transport demand	415	307	309	311	302	Additional funding required to provide transport to education provision for children and young people with special educational needs or who are looked after. The additional investment is needed as there are increasing numbers of children with SEN and increasing complexity of need which requires individual or bespoke transport solutions. The cost of transport is also affected by the number special school places available with the children attending the new Littleport Special School requiring new transport provision.
A/R.3.011	Funding for rising Looked After Children (LAC) Numbers and need	1,460	1,466	1,523	1,583	1,645	Additional budget required to provide care for children who become looked after. As with many local authorities we have experienced a steady rise in the number of Looked after Children in recent years. Looking ahead, the number of Looked after Children is predicted to increase by around 4% each year and this equates to around 25 more children to care for. The additional investment will ensure we can fully deliver our responsibilities as corporate parents and fund suitable foster, residential or other supported accommodation placements for all children becoming looked after.
A/R.3.016	Funding for additional Special Guardianship Orders/Adoption demand costs	350	393	441	497	560	Additional funding required to cover the cost of providing care for looked after children with adoptive parents or with extended family and other suitable guardians. As numbers of children increase we need to invest in adoptive and guardianship placements which provide stable, loving and permanent care for children who come into the care system.
A/R.3.017	Funding for additional demand for Community Equipment	63	63	63	63	60	Over the last five years our social work strategy has been successful in supporting a higher proportion of older people and people with disabilities to live at home (rather than requiring residential care). Additional funding is required to maintain the proportion of services users supported to live independently through the provision of community equipment and home adaptations in the context of an increasing population.
<b>3.999</b>	<b>Subtotal Demography and Demand</b>	<b>6,793</b>	<b>7,115</b>	<b>7,583</b>	<b>7,626</b>	<b>8,415</b>	
<b>4</b>	<b>PRESSURES</b>						
A/R.4.002	Adults & Safeguarding - Fair Cost of Care and Placement Costs	-	1,000	2,000	1,000	-	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 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.

## Section 4 - A: People and Communities

**Table 3: Revenue - Overview**  
Budget Period: 2018-19 to 2022-23

Detailed Plans		Outline Plans				
2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description	
2,490	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. Our analysis suggests the changes from April 2018 will lead to price increases between 1% and 3.5%, dependent on the cost of providing different types of care. Fuller calculation will be possible once a clearer estimate of the NLW rate in April is known.	
1,280	-	-	-	-	- Pressure due to the need, following government requirements, to ensure external care providers are funded sufficiently to pay care staff at least the minimum wage for working hours spent sleeping. Previously a flat, per-night rate amounting to less than the minimum wage would have been used.	
63	-	-	-	-	- 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. 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.	
65	-	-	-	-	- Final stage of implementing management pay structure previously agreed and gradually implemented.	
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.	
886	-	-	-	-	- Historical unfunded pressures identified through the Children's Change programme. Additional permanent funding is required in order to be able to fulfil our safeguarding responsibilities, including the use of agency staff when required, and to grow in house fostering placements.	
400	-	-	-	-	- Numbers of Care Applications have increased by 52% from 2014/15 to 2016/17, which has mirrored the national trend. Additional funding is based on expected average costs and current cases being managed within the service.	
367	-	-	-	-	- Our contract with Coram Cambridgeshire Adoption (CCA) provides for 38 adoptive placements pa. In 2017/18 we are forecasting an additional requirement of 20 adoptive placements and this is expected to remain at that level of requirement in future years. Increased inter-agency adoptions will also increase in line with demand.	
500	3,079	-	-	-	- Based on historic levels of spend an element of the Dedicated Schools Grant (DSG) spend is retained centrally and contributes to the overall funding for the LA. Schools Forum is required to approve the spend on an annual basis and following national changes the expectation is that these historic commitments/arrangements will unwind over time. The DfE expect local authorities to reflect this in their annual returns, will monitor historic spend year-on-year and challenge LA's where spend is not reducing. The most recent schools funding consultation document refers to the ability of the LA to recycle money for historic commitments into schools, high needs or early years in 2018-19. On the 3rd November 2017 Cambridgeshire Schools Forum approved the continuation of contribution to combined budgets at current levels other than the requirement to transfer £500k into the High Needs Block. This decision has resulted in a residual pressure of the same amount in 2018-19.	

## Section 4 - A: People and Communities

**Table 3: Revenue - Overview**  
Budget Period: 2018-19 to 2022-23

		Detailed Plans	Outline Plans				
Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
A/R.4.023	P&C pressures from 17-18 - LAC	1,956	-	-	-	-	- Pressures brought forward from 2017/18 due to additional demand on the Looked After Children (LAC) budget.
A/R.4.024	P&C pressures from 17-18 - Adults	500	-	-	-	-	- Pressures brought forward from 2017/18 due to additional demand on Adults & Safeguarding budgets.
<b>4.999</b>	<b>Subtotal Pressures</b>	<b>8,522</b>	<b>7,908</b>	<b>5,428</b>	<b>1,151</b>	<b>-</b>	
<b>5</b>	<b>INVESTMENTS</b>						
A/R.5.001	P&C recruitment service	88	-	-	-	-	- Permanent funding to provide support for recruitment and retention of social care staff.
A/R.5.003	Flexible Shared Care Resource	-	-	-	-	174	174 Funding to bridge the gap between fostering and community support and residential provision has ended. Investment will be repaid over 5 years, at £174k pa from 17/18 to 21-22, from savings in placement costs.
<b>5.999</b>	<b>Subtotal Investments</b>	<b>88</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>174</b>	
<b>6</b>	<b>SAVINGS</b>						
	<b>Adults</b>						
A/R.6.111	Physical Disabilities - Supporting people with physical disabilities to live more independently and be funded appropriately	-440	-505	-455	-	-	- In line with the Council's commitment to promote independence, work will be undertaken to establish more creative ways to meet the needs of people with physical disability. This will include making better use of early help, community support and building on community and family support networks. It will also include work with the NHS to ensure health-funding arrangements are appropriate.
A/R.6.114	Learning Disabilities - Increasing independence and resilience when meeting the needs of people with learning disabilities	-3,100	-1,747	-1,983	-	-	- Continuing the existing programme of service user care reassessments which requires each person's care needs to be reassessed in line with the Transforming Lives model and with the revised policy framework with a view to identifying ways to meet needs in the most appropriate way
A/R.6.115	Retendering for domiciliary care for people with learning disabilities	-100	-	-	-	-	- Part-year savings were delivered in 2017/18 through retendering domiciliary care contracts, effective from 1 November 2017. The remaining effect of this saving will be delivered in 2018/19.
A/R.6.120	Re-investment in support to family carers reflecting improved uptake	100	100	100	-	-	- This is the reversal, over three years, of a temporary reduction in the Carers budget while work was undertaken to increase activity in this area
A/R.6.122	Transforming Learning Disability In-House & Day Care Services	-50	-200	-	-	-	- Developing a model of day opportunities for people with learning disabilities that is focused on enabling progression and skills development, supporting people with LD into employment where appropriate. Most of this saving will be delivered in 19/20 with a small amount in the latter part of 18/19.
A/R.6.126	Learning Disability - Converting Residential Provision to Supported Living	-794	-	-	-	-	- This is an opportunity to de-register a number of residential homes for people with learning disabilities and change the service model to supported living. The people in these services will benefit from a more progressive model of care that promotes greater independence.
A/R.6.127	Care in Cambridgeshire for People with Learning Disabilities	-315	-	-	-	-	- Work to enable people with learning disabilities who have been placed 'out of county' to move closer to their family by identifying an alternative placement which is closer to home. To be approached on a case by case basis and will involve close work with the family and the person we support.

## Section 4 - A: People and Communities

**Table 3: Revenue - Overview**

Budget Period: 2018-19 to 2022-23

		Detailed Plans		Outline Plans			Description
Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	
A/R.6.128	Better Care Fund - Investing to support social care and ease pressures in the health and care system	-7,200	-300	7,500	-	-	<p>The Better Care Fund is our joint plan with health partners aimed at providing better and more joined up health and care provision and easing financial and demand pressures in the system. Priority areas of focus are protecting frontline services, preventing avoidable admissions to hospital and ensuring people can leave hospital safely when their medical needs have been met. The Cambridgeshire BCF plan includes new schemes around preventing falls, increasing independence, investment in suitable housing for vulnerable people and enhanced intermediate tier, Reablement and homecare for people leaving hospital.</p> <p>The Better Care Fund includes an element of funding intended to protect Adult Social Care services, as the revenue support grant has decreased and demand continues to increase.</p>
A/R.6.129	Russel Street Learning Disability Provision Re-design	-70	-	-	-	-	<p>Provide the existing permanent residential provision through an external provider as a supported living project and develop a traded in-house service that can respond to immediate needs for carer and support using the vacated residential provision.</p>
A/R.6.132	Mental Health Demand Management	-400	-	-	-	-	<p>The programme of work to transform the social care offer for adults and older people with mental health needs will deliver savings totalling £400k through a combination of demand management, staffing restructures, strategic commissioning and ensuring people receive appropriate health funding.</p>
A/R.6.133	Return of funding following one-off capitalisation of equipment and assistive technology	285	-	-	-	-	<p>Return of revenue funding following one-off capitalisation of equipment and assistive technology, utilising grants carried forward from previous years.</p>
A/R.6.143	Homecare Retendering	-306	-	-	-	-	<p>The Council has retendered its contract for home care and this will release some efficiencies. The Council is also developing alternative ways of delivering home care support building on innovation and best practice across the country including the expansion of direct payments</p>
A/R.6.172	Older People's Demand Management Savings	-1,000	-	-	-	-	<p>Building on current work and plans to enable older people to stay living at home and in the community successfully through the provision of assistive technology, early help, community equipment and housing related support. Work will be undertaken to increase effectiveness of Reablement and to prevent falls in collaboration with partners.</p>
A/R.6.173	Adult Social Care Service User Financial Reassessments	-412	-	-	-	-	<p>Continuing the programme of reassessing clients in receipt of adult social care services more regularly to ensure full contributions are being collected.</p>
A/R.6.174	Review of Supported Housing Commissioning	-1,000	-	-	-	-	<p>The Council is undertaking a review of all existing housing related support commissioned arrangements, with a view to ensuring contracts are efficient and to developing a single housing related support model across Cambridgeshire and Peterborough.</p>
A/R.6.175	Automation - Mosaic and Adult Business Support Processes	-150	-	-	-	-	<p>Efficiencies resulting from implementation of Mosaic replacing current processes.</p>
A/R.6.176	Adults Services later years savings target	-	-2,400	-2,000	-	-	<p>These are high level targets which are considered achievable. Work is ongoing to produce greater granularity on the detail behind the figures.</p>
A/R.6.177	Further savings to be identified within Adults Services	-282	-	-	-	-	<p>Identification of further measures to address savings targets are under consideration.</p>
A/R.6.178	Local Assistance Scheme	-21	-	-125	-	-	<p>Review the commissioning of the local assistance scheme and resource requirement. The small saving of £21k identified does not reduce the service offer at all</p>

## Section 4 - A: People and Communities

**Table 3: Revenue - Overview**

Budget Period: 2018-19 to 2022-23

Detailed Plans	Outline Plans
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Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
A/R.6.201	<b>C&amp;YP</b> Staffing efficiencies in Commissioning	-94	-	-	-	-	- A previous management restructure in the department has led to efficiencies in our commissioning team. This is the expected full year saving in 2018/19 of the new structure.
A/R.6.204	Childrens Change Programme (later phases)	-594	-300	-	-	-	- Further savings from the Children's Change programme - establishing new structures and ways of working to ensure that our service offer is responsive and timely - targeted to those in greatest need and towards those that we can ensure experience a de-escalation of need and risk as a result of effective, integrated, multi-agency services delivered in a timely manner.
A/R.6.210	Total Transport - Home to School Transport (Special)	-324	-110	-	-	-	- Saving to be made through re-tendering contracts, route reviews, looking across client groups and managing demand for children requiring transport provision
A/R.6.214	Total Transport - Home to School Transport (Special) - Moving towards personal budgets	-100	-	-	-	-	- Personal Transport Budgets (PTBs) are discretionary payments to parents/carers of children eligible for home to school transport in exchange for full responsibility for transporting them safely to and from school. By increasing the uptake of PTBs, through targeting high cost journeys, revisiting the payment terms, improving the approval processes, and better engagement with children and parents about PTBs, this project will achieve efficiencies in the transport provided.
A/R.6.224	Children's Centres - Building a new service delivery model for Cambridgeshire Communities	-772	-	-	-	-	- We want every child in Cambridgeshire to thrive and will target our prioritised targeted services for vulnerable children and young people. As an integral part of the Early Help Offer, our redesigned services will provide support to families when they really need them. We will provide a range of flexible services that are not restricted to delivery from children's centre buildings, in order to provide access to services when they are needed. We will also work in a more integrated way with partners across the 0-19 Healthy Child Programme, to provide comprehensive targeted support to vulnerable families. All of this will be supported by an effective on line resource tool as part of an improved on line offer for families. The saving will be achieved by re-purposing some existing children's centre buildings and streamlining both our management infrastructure and back office, associated service running and overhead costs. We intend to maintain the current level of front line delivery. A total saving of £900k is planned, with £249k from Buildings and Infrastructure costs. Of the £249k saving, £128k will be attributable to annual running costs of internally managed buildings. As this element of the budget is held by Corporate and Managed Services, this element of the total saving is therefore shown in Table 3 for Corporate and Managed Services, business plan reference F/R.6.110
A/R.6.227	Strategic review of the LA's ongoing statutory role in learning	-324	-	-	-	-	- A programme to transform the role of the local authority in education in response to national developments and the local context, (e.g. the increasing number of academies and a reduction in funding to local authorities) has been started. Savings will be made by focusing on the LA's core roles and functions; by developing joint working with Peterborough's education services, and with other authorities as appropriate
A/R.6.244	Total Transport - Home to School Transport (Mainstream)	-342	-	-	-	-	- Through the Total Transport transformation programme we are scrutinising contract services to ensure the Council delivers the most efficient mainstream school transport services whilst ensuring all eligible pupils receive free transport in line with the Council's policy on journey times.
A/R.6.250	Grants to Voluntary Organisations	-168	-	-	-	-	- Saving from the Home Start/Community Resilience Grant where the re-commissioning of this service ceased in 16/17.
A/R.6.251	Automation - Learning and Children's Guidance	-100	-	-	-	-	- Reduction in staff costs in Learning and Children's services related to more automated models of delivering advice and guidance.

## Section 4 - A: People and Communities

**Table 3: Revenue - Overview**

Budget Period: 2018-19 to 2022-23

Detailed Plans	Outline Plans
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Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
A/R.6.253	LAC Placement Budget Savings	-1,500	-	-	-	-	<p>Savings will be delivered by through a number of workstreams as well as working to reduce the number of children in care and improve the placement composition between in house and more expensive external placements.</p> <p>Individual pieces of work that are likely to have a positive impact on the placements budget include:</p> <ul style="list-style-type: none"> <li>• Significantly increasing the number of in house fostering placements to reduce reliance on the more costly independent fostering placements;</li> <li>• Reduce the length of time in care by ensuring looked after children are matched for permanence or reunified home where possible and increasing the use of Special Guardianship Order;</li> <li>• The new 'Hub Model' which consists of multi-disciplinary integrated teams will focus on supporting young people to remain living at home or in their family network. Where they cannot remain at home the team will continue to support them in appropriate accommodation and where possible work to rehabilitate them home;</li> <li>• Review the accommodation available for young people aged 16+ to ensure that it meets their needs and offers value for money;</li> <li>• Ensure that fees are negotiated on high cost and emergency placements;</li> <li>• The new Enhanced Intervention Service for Disabled Children - helping families stay together;</li> <li>• Earlier and wider use of systemic family meetings to identify family solutions which avoid the need for children to be accommodated in care;</li> <li>• Using link workers in CPFT to reduce the impact of parental mental health in risk to children.</li> </ul>
A/R.6.254	Looked After Children Transport	-100	-	-	-	-	<p>- Increasing efficiency in LAC transport provision by identify high cost cohorts, managing demand and integrating routes.</p>
A/R.6.255	Children's Services Later Years Savings targets	-	-1,000	-2,100	-	-	<p>- These are high level figures which are considered achievable. Work is ongoing to increase the detail behind the proposals and ascertain where the savings will be allocated.</p>
A/R.6.256	Delivering Greater Impact for Troubled Families	-150	-	-	150	-	<p>- Our multi-agency Together for Families programme will deliver and evidence greater impact for more families and so will receive increase 'payment by results' income from central government.</p>
6.999	<b>Subtotal Savings</b>	<b>-19,823</b>	<b>-6,462</b>	<b>937</b>	<b>150</b>	<b>-</b>	
	<b>TOTAL GROSS EXPENDITURE</b>	<b>366,090</b>	<b>379,001</b>	<b>383,175</b>	<b>394,731</b>	<b>405,983</b>	

## Section 4 - A: People and Communities

**Table 3: Revenue - Overview**  
Budget Period: 2018-19 to 2022-23

Detailed Plans	Outline Plans
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Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
<b>7</b>	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>						
A/R.7.001	Previous year's fees, charges & ring-fenced grants	-105,737	-129,463	-131,101	-118,926	-119,136	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
A/R.7.002	Decrease in fees, charges and schools income compared to 2017-18	5,832	-	-	-	-	- Adjustment for permanent changes to income expectation from decisions made in 2017-18.
A/R.7.003	Fees and charges inflation	-210	-210	-210	-210	-210	Increase in external charges to reflect inflation pressures on the costs of services.
	<b>Changes to fees &amp; charges</b>						
A/R.7.101	Early Years subscription package	-16	-16	-16	-	-	- Proposal to develop Early Years subscription package for trading with settings.
A/R.7.110	Learning Disability - Joint Investment with Health Partners in rising demand	-900	-	-	-	-	- Negotiating with the NHS for additional funding through reviewing funding arrangements, with a focus on ensuring Council investment in demand pressures re matched appropriately by the NHS.
	<b>Changes to ring-fenced grants</b>						
A/R.7.201	Change in Public Health Grant	-	331	-	-	-	- Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2019-20 due to removal of ring-fence.
A/R.7.207	Special Educational Needs and Disability (SEND) Implementation Grant	456	-	-	-	-	- Ending of one-off grant awarded to local authorities to continue to support transition to the new system for SEND.
A/R.7.208	Improved Better Care Fund	-10,658	-1,743	12,401	-	-	- Changes to the Improved Better Care Fund grant. See also proposal A/R.1.004.
A/R.7.209	Transfer of Schedule 2 DSG to People and Communities	-18,230	-	-	-	-	- Transfer of budgets into P&C which were previously reported as part of the Dedicated Schools Grant. High Needs Top-Up (£15.1m) and SEN Placements / Out of School Tuition (£0.6m) which are now reported within SEND Specialist Services and Growth Fund (£2.5m) now reported in 0-19 Organisation and Planning.
<b>7.999</b>	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	<b>-129,463</b>	<b>-131,101</b>	<b>-118,926</b>	<b>-119,136</b>	<b>-119,346</b>	
	<b>TOTAL NET EXPENDITURE</b>	<b>236,627</b>	<b>247,900</b>	<b>264,249</b>	<b>275,595</b>	<b>286,637</b>	

FUNDING SOURCES							
<b>8</b>	<b>FUNDING OF GROSS EXPENDITURE</b>						
A/R.8.001	Budget Allocation	-236,627	-247,900	-264,249	-275,595	-286,637	Net spend funded from general grants, business rates and Council Tax.
A/R.8.002	Fees & Charges	-50,415	-50,641	-50,867	-51,077	-51,287	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)	-41,548	-41,548	-41,548	-41,548	-41,548	DSG directly managed by P&C.
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.8.007	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.

## Section 4 - A: People and Communities

**Table 3: Revenue - Overview**

Budget Period: 2018-19 to 2022-23

Detailed Plans	Outline Plans
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Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
A/R.8.011	Improved Better Care Fund	-10,658	-12,401	-	-	-	- Improved Better Care Fund grant.
A/R.8.012	Skills Funding Agency Grant	-2,080	-2,080	-2,080	-2,080	-2,080	- Ring-fenced grant funding for the Adult Learning and Skills service.
A/R.8.013	National Careers Service Grant	-356	-356	-356	-356	-356	- Ring-fenced grant funding for Adult Learning and Skills Service.
A/R.8.401	Public Health Funding	-331	-	-	-	-	- 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.
<b>8.999</b>	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-366,090</b>	<b>-379,001</b>	<b>-383,175</b>	<b>-394,731</b>	<b>-405,983</b>	

## Section 3 - B: Economy, Transport and Environment Services

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

Budget Period: 2018-19 to 2022-23

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2018-19 £000	Fees, Charges & Ring-fenced Grants 2018-19 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000
-40	<b>Executive Director</b>							
268	Executive Director	1	-	1	5	19	33	33
	Business Support	270	-	270	270	270	270	270
<b>228</b>	<b>Subtotal Executive Director</b>	<b>271</b>	<b>-</b>	<b>271</b>	<b>275</b>	<b>289</b>	<b>303</b>	<b>303</b>
	<b>Infrastructure Management &amp; Operations</b>							
144	Director of Infrastructure Management and Operations	145	-	145	145	145	145	145
31,269	Waste Disposal Including PFI	36,936	-4,311	32,625	32,618	32,873	33,126	33,384
	<i>Highways</i>							
5,575	Street Lighting	9,921	-4,094	5,827	5,838	5,859	5,861	5,865
537	Asset Management	1,515	-970	545	545	545	545	545
462	Road Safety	578	-111	467	620	620	620	620
-682	Traffic Manager	2,179	-2,854	-675	-675	-675	-675	-675
1,386	Network Management	1,465	-21	1,444	1,444	1,444	1,444	1,444
5,249	Local Infrastructure & Streets	5,152	-803	4,349	4,349	4,349	4,349	4,349
-	Parking Enforcement	4,332	-4,332	-	-	-	-	-
1,975	Winter Maintenance	2,048	-	2,048	2,048	2,048	2,048	2,048
974	Local Infrastructure & Street Management Other	1,006	-231	775	775	775	775	775
	<i>Trading Standards</i>							
706	Trading Standards	883	-189	694	694	694	694	694
	<i>Community &amp; Cultural Services</i>							
3,043	Libraries	3,963	-940	3,023	3,023	3,072	3,072	3,072
317	Cultural Services	317	-	317	317	317	317	317
347	Archives	390	-41	349	427	427	427	427
-541	Registrars	959	-1,513	-554	-554	-542	-530	-517
780	Coroners	1,366	-468	898	910	910	910	910
<b>51,541</b>	<b>Subtotal Infrastructure Management &amp; Operations</b>	<b>73,155</b>	<b>-20,878</b>	<b>52,277</b>	<b>52,524</b>	<b>52,861</b>	<b>53,128</b>	<b>53,403</b>
	<b>Strategy &amp; Development</b>							
142	Director of Strategy and Development	142	-	142	142	142	142	142
98	Transport & Infrastructure Policy & Funding	115	-13	102	102	102	102	102
	<i>Growth &amp; Economy</i>							
543	Growth & Development	713	-168	545	545	491	437	437
304	County Planning, Minerals & Waste	576	-161	415	415	415	415	415
407	Flood Risk Management	457	-48	409	409	409	409	409
53	Historic Environment	326	-273	53	53	53	53	53
200	Highways Development Management	836	-836	-	-	-	-	-

## Section 3 - B: Economy, Transport and Environment Services

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

Budget Period: 2018-19 to 2022-23

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2018-19 £000	Fees, Charges & Ring-fenced Grants 2018-19 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000
165	Growth & Economy Other	465	-299	166	166	166	166	166
-	Major Infrastructure Delivery	1,100	-	1,100	1,300	-	-	-
193	Passenger Transport	2,869	-2,053	816	816	816	816	816
5,393	Park & Ride	4,683	-15	4,668	4,668	4,668	4,668	4,668
2,224	Concessionary Fares	3,018	-769	2,249	2,249	2,249	2,249	2,249
	Passenger Transport Other							
<b>9,722</b>	<b>Subtotal Strategy &amp; Development</b>	<b>15,300</b>	<b>-4,635</b>	<b>10,665</b>	<b>10,865</b>	<b>9,511</b>	<b>9,457</b>	<b>9,457</b>
-23,000	Income from Combined Authority	-	-22,653	-22,653	-23,766	-24,446	-25,128	-25,773
	<b>Future Years</b>							
-	Inflation	-	-	-	2,172	3,980	5,795	7,581
-	Savings	-	-	-	-	-	-	-
<b>38,491</b>	<b>ETE BUDGET TOTAL</b>	<b>88,726</b>	<b>-48,166</b>	<b>40,560</b>	<b>42,070</b>	<b>42,195</b>	<b>43,555</b>	<b>44,971</b>

## Section 3 - B: Economy, Transport and Environment Services

**Table 2: Revenue - Net Budget Changes by Operational Division**

Budget Period: 2018-19

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Executive Director</b>							
Executive Director	-40	5	-	36	-	-	1
Business Support	268	2	-	-	-	-	270
<b>Subtotal Executive Director</b>	<b>228</b>	<b>7</b>	<b>-</b>	<b>36</b>	<b>-</b>	<b>-</b>	<b>271</b>
<b>Infrastructure Management &amp; Operations</b>							
Director of Infrastructure Management and Operations	144	1	-	-	-	-	145
Waste Disposal Including PFI	31,269	844	257	1,175	80	-1,000	32,625
<i>Highways</i>							
Street Lighting	5,575	445	-	-	-	-193	5,827
Asset Management	537	8	-	-	-	-	545
Road Safety	462	5	-	-	-	-	467
Traffic Manager	-682	7	-	-	-	-	-675
Network Management	1,386	58	-	-	-	-	1,444
Local Infrastructure & Streets	5,249	200	-	-	-	-1,100	4,349
Parking Enforcement	-	-	-	-	-	-	-
Winter Maintenance	1,975	73	-	-	-	-	2,048
Local Infrastructure & Street Management Other	974	101	-	-	-	-300	775
<i>Trading Standards</i>							
Trading Standards	706	3	-	-	-	-15	694
<i>Community &amp; Cultural Services</i>							
Libraries	3,043	30	-	-	-	-50	3,023
Cultural Services	317	-	-	-	-	-	317
Archives	347	2	-	-	-	-	349
Registrars	-541	7	-	-	-	-20	-554
Coroners	780	11	12	95	-	-	898
<b>Subtotal Infrastructure Management &amp; Operations</b>	<b>51,541</b>	<b>1,795</b>	<b>269</b>	<b>1,270</b>	<b>80</b>	<b>-2,678</b>	<b>52,277</b>
<b>Strategy &amp; Development</b>							
Director of Strategy and Development	142	-	-	-	-	-	142
Transport & Infrastructure Policy & Funding	98	4	-	-	-	-	102
<i>Growth &amp; Economy</i>							
Growth & Development	543	2	-	-	-	-	545
County Planning, Minerals & Waste	304	3	-	108	-	-	415
Flood Risk Management	407	2	-	-	-	-	409
Historic Environment	53	-	-	-	-	-	53
Highways Development Management	200	-	-	-	-	-200	-
Growth & Economy Other	165	1	-	-	-	-	166

Section 3 - B: Economy, Transport and Environment Services

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2018-19

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	-	-	-	1,100	-	-	1,100
<i>Passenger Transport</i>							
Park & Ride	193	23	-	1,200	-	-600	816
Concessionary Fares	5,393	75	-	-	-	-800	4,668
Passenger Transport Other	2,224	25	-	-	-	-	2,249
<b>Subtotal Strategy &amp; Development</b>	<b>9,722</b>	<b>135</b>	<b>-</b>	<b>2,408</b>	<b>-</b>	<b>-1,600</b>	<b>10,665</b>
Income from Combined Authority	-23,000	-980	-	-	-	1,327	-22,653
<b>ETE BUDGET TOTAL</b>	<b>38,491</b>	<b>957</b>	<b>269</b>	<b>3,714</b>	<b>80</b>	<b>-2,951</b>	<b>40,560</b>

## Section 4 - B: Economy, Transport and Environment Services

**Table 3: Revenue - Overview**

Budget Period: 2018-19 to 2022-23

		Detailed Plans	Outline Plans					
Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description	Committee
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>86,519</b>	<b>88,726</b>	<b>91,208</b>	<b>92,025</b>	<b>94,079</b>		
B/R.1.001	Base adjustments	1,820	-	-	-	-	- Adjustment for permanent changes to base budget from decisions made in 2017-18.	E&E, H&CI
B/R.1.002	Base Adjustment -Movement of Adult Learning and Skills Service to P&C	-2,616	-	-	-	-	- The Adult Learning and Skills service was moved to P&C in 2017-18 as part of the creation of the Communities and Partnership Committee.	E&E
B/R.1.003	Base adjustment - CCR Phase 2	-18	-	-	-	-	- CCR revenue budgets moved from ETE to Corporate Services.	0
B/R.1.004	Base Adjustment - Transfer of Cultural Services from Corporate Services to ETE in 2017-18	487	-	-	-	-	- Transfer of Cultural Services from Corporate Services to ETE in 2017-18	0
<b>1.999</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>86,192</b>	<b>88,726</b>	<b>91,208</b>	<b>92,025</b>	<b>94,079</b>		
<b>2</b>	<b>INFLATION</b>							
B/R.2.001	Inflation	1,949	2,184	1,820	1,827	1,798	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	E&E, H&CI
<b>2.999</b>	<b>Subtotal Inflation</b>	<b>1,949</b>	<b>2,184</b>	<b>1,820</b>	<b>1,827</b>	<b>1,798</b>		
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>							
B/R.3.004	Coroner Service	12	12	12	12	13	Extra costs associated with an increasing population and a higher number of deaths.	H&CI
B/R.3.007	Waste Disposal	257	253	255	253	258	Extra cost of landfilling additional waste produced by an increasing population.	H&CI
<b>3.999</b>	<b>Subtotal Demography and Demand</b>	<b>269</b>	<b>265</b>	<b>267</b>	<b>265</b>	<b>271</b>		
<b>4</b>	<b>PRESSURES</b>							
B/R.4.005	Libraries to serve new developments	-	-	49	-	-	- Cost of running the Eddington Library in North West Cambridge to serve the new community.	H&CI
B/R.4.007	Professional and Management Pay Structure	9	-	-	-	-	- Final stage of implementing new management pay structure.	0
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.	E&E, H&CI
B/R.4.009	Cambridgeshire and Peterborough Minerals and Waste Local Plan	108	-	-54	-54	-	- Work has commenced on a new Minerals and Waste Plan with Peterborough City Council. The plan requires to be updated to minimise the risk of future challenge from developers.	E&E
B/R.4.010	Waste Disposal	1,175	-	-	-	-	- Historical pressure reflecting the performance levels of the Mechanical Biological Treatment (MBT) Plant, to re-base the budget to current performance levels.	E&E
B/R.4.011	Archives Centre	-	78	-	-	-	- Funding towards the running costs of the new Archives Centre at Ely.	H&CI

## Section 4 - B: Economy, Transport and Environment Services

**Table 3: Revenue - Overview**

Budget Period: 2018-19 to 2022-23

		Detailed Plans	Outline Plans					
Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description	Committee
B/R.4.012	Norwich Tech Partnership Contribution	25	-	-	-	-	- The contribution to the Norwich Cambridge Tech Corridor group. The group aims to increase infrastructure investment and thus economic growth in the corridor.	E&E
B/R.4.013	Guided Busway Defects	1,100	200	-1,300	-	-	- The Council is in dispute with the contractor over defects in the busway construction. This is to fund repairs to defects and legal costs in support of the Council's legal action against the Contractor. The Council expects to recover these costs.	E&E
B/R.4.014	Coroner Service	95	-	-	-	-	- Long term increase in deaths and the impact this has had on operational costs has not previously been reflected in the base budget.	H&CI
B/R.4.015	Removal of Park and Ride Parking Charges	1,200	-	-	-	-	- Removal of Park and Ride parking charges to be funded partly by partners plus the utilisation of bus lane enforcement income and on-street parking income.	E&E
4.999	<b>Subtotal Pressures</b>	<b>3,714</b>	<b>282</b>	<b>-1,291</b>	<b>-40</b>	<b>-</b>		
5	<b>INVESTMENTS</b>							
B/R.5.103	Renegotiation of the Waste PFI contract	80	240	-	-	-	- Transformation Fund investment to achieve the saving in proposal B/R.6.302.	H&CI
5.999	<b>Subtotal Investments</b>	<b>80</b>	<b>240</b>	<b>-</b>	<b>-</b>	<b>-</b>		
6	<b>SAVINGS</b>							
B/R.6.001	Automation - Icon System Roll Out	-50	-	-	-	-	- Reduction in staff costs relating to Icon (payment system) roll-out.	H&CI
B/R.6.104	Partner's Contribution to Removing Park and Ride Charges	-600	-	-	-	-	- We plan to remove charges to the public for parking at park and ride sites. In order to deliver this we have agreed additional contributions from our partners which will replace half the lost income from the charges previously in place	E&E
B/R.6.105	Ongoing Concessionary Fares Underspend	-400	-	-	-	-	- Due to changes in legislation and the increasing pension age, fewer people are eligible for concessionary bus fares - creating a reduced budget requirement in this area.	E&E
B/R.6.207	Highways Service Transformation	-500	-	-	-	-	- Significant savings will be made by the new Highways contract, which started in July 2017, from further integration with our contractor and new ways of working.	H&CI
B/R.6.208	Library Service Transformation	-230	-	-	-	-	- Changes to make the service financially sustainable and allow reinvestment in the book fund, including income generation and service redesign.	H&CI
B/R.6.209	Reinvestment in Library book fund	230	-	-	-	-	- Reinvestment in the book fund following reductions made in 2017-18.	H&CI
B/R.6.213	Move to full cost recovery for non-statutory highway works	-100	-	-	-	-	- Recharging the cost of officer time, not just the actual cost of work, for privately funded or part privately funded highway works.	H&CI

## Section 4 - B: Economy, Transport and Environment Services

**Table 3: Revenue - Overview**

Budget Period: 2018-19 to 2022-23

Detailed Plans	Outline Plans
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Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description	Committee
B/R.6.214	Street Lighting - contract synergies	-98	11	21	2	4	Annual saving from joint contract drafting with partners. This will not lead to any reduction in street lighting provision.	H&CI
B/R.6.216	Street Lighting - conversion to LED	-95	-	-	-	-	- Saving on energy costs by introducing more energy efficient LED lights where there is a business case to do so.	H&CI
B/R.6.217	Redistribution of parking income	-500	-	-	-	-	- Use a greater proportion of on-street parking income to fund highways and transport works as allowed by current legislation.	H&CI
B/R.6.218	Contract Savings on Signals	-100	-	-	-	-	- Savings from a new contract for signals on the highway, which came into force in 2017, from retendering and energy efficiency.	H&CI
B/R.6.219	Consumer information and advice	-15	-	-	-	-	- Trading Standards now have an alternative contract in place for the delivery of consumer information and advice. Previous arrangements are no longer needed.	H&CI
B/R.6.220	Relocation of Huntingdon Registration Office	-20	-	-	-	-	- By moving Huntingdon registration office into the library we can make efficiencies and savings by sharing staff and space.	H&CI
B/R.6.302	Renegotiation of the Waste PFI contract.	-1,000	-500	-	-	-	- Major contract re-negotiation to achieve savings.	H&CI
<b>6.999</b>	<b>Subtotal Savings</b>	<b>-3,478</b>	<b>-489</b>	<b>21</b>	<b>2</b>	<b>4</b>		
	<b>TOTAL GROSS EXPENDITURE</b>	<b>88,726</b>	<b>91,208</b>	<b>92,025</b>	<b>94,079</b>	<b>96,152</b>		
<b>7</b>	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>							
B/R.7.001	Previous year's fees, charges & ring-fenced grants	-45,401	-48,166	-49,138	-49,830	-50,524	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	E&E, H&CI
B/R.7.002	Fees and charges inflation	-12	-12	-12	-12	-12	Additional income for increases to fees and charges in line with inflation, not including the effect of the Combined Authority Levy.	E&E, H&CI
B/R.7.004	Inflation on Levy charged to the Combined Authority	-980	-1,113	-680	-682	-645	Inflation of the Combined Authority Levy - this is matched to the inflation in ETE expenditure for which the Combined Authority are billed.	E&E, H&CI
B/R.7.005	Reduction in Levy charged to Combined Authority	1,327	-	-	-	-	- Budgeted income for services provided by the Council on behalf of the Combined Authority.	E&E, H&CI
B/R.7.006	Changes to Fees and Charges from previous year	-2,300	-	-	-	-	- Changes to Fees and Charges caused by decisions in 2017-18 after the publication of the 2017-18 Business Plan.	0
	<b>Changes to fees &amp; charges</b>							
B/R.7.118	Increase on-street parking fees	-200	-	-	-	-	- It is proposed to increase on-street parking fees to encourage visitors to Cambridge to use alternatives such as Park and Ride - the projected income will also therefore increase.	H&CI
B/R.7.119	Improved Bus Lane Enforcement	-400	-	-	-	-	- We are installing more cameras to do more bus lane enforcement to keep traffic moving on our roads. Where people are caught driving in bus lanes we will enforce penalties.	H&CI

Section 4 - B: Economy, Transport and Environment Services

Table 3: Revenue - Overview  
Budget Period: 2018-19 to 2022-23

		Detailed Plans	Outline Plans					
Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description	Committee
B/R.7.120	Highways Development Management - increase income forecast	-200	-	-	-	-	- Increased income from charges made to developers making applications. In previous years we have over achieved on our income forecast so this represents a more realistic forecast of financial impact of existing practice	E&E
B/R.7.202	<b>Changes to ring-fenced grants</b> Change in Public Health Grant	-	153	-	-	-	- Change in ring-fenced Public Health grant to reflect change of function and treatment as a corporate grant from 2019-20 due to removal of ring-fence.	E&E, H&CI
7.999	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	<b>-48,166</b>	<b>-49,138</b>	<b>-49,830</b>	<b>-50,524</b>	<b>-51,181</b>		
	<b>TOTAL NET EXPENDITURE</b>	<b>40,560</b>	<b>42,070</b>	<b>42,195</b>	<b>43,555</b>	<b>44,971</b>		

FUNDING SOURCES								
8	<b>FUNDING OF GROSS EXPENDITURE</b>							
B/R.8.001	Budget Allocation	-40,560	-42,070	-42,195	-43,555	-44,971	Net spend funded from general grants, business rates and Council Tax.	E&E, H&CI
B/R.8.002	Public Health Grant	-153	-	-	-	-	- Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.	E&E, H&CI
B/R.8.003	Fees & Charges	-41,378	-42,503	-43,195	-43,889	-44,546	Fees and charges for the provision of services.	E&E, H&CI
B/R.8.004	PFI Grant - Street Lighting	-3,944	-3,944	-3,944	-3,944	-3,944	PFI Grant from DfT for the life of the project.	H&CI
B/R.8.005	PFI Grant - Waste	-2,691	-2,691	-2,691	-2,691	-2,691	PFI Grant from DEFRA for the life of the project.	H&CI
8.999	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-88,726</b>	<b>-91,208</b>	<b>-92,025</b>	<b>-94,079</b>	<b>-96,152</b>		

## Section 3 - C: Corporate and Managed Services

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

Budget Period: 2018-19 to 2022-23

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2018-19 £000	Fees, Charges & Ring-fenced Grants 2018-19 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000
	<b>Corporate Services</b>							
951	Corporate Director	1,045	-91	954	-2,094	-3,590	-3,586	-3,607
197	Chief Executive	200	-3	197	197	197	197	197
1,350	Business Intelligence	1,684	-325	1,359	1,359	1,359	1,359	1,359
1,027	City Deal	5,047	-4,288	759	729	729	729	729
543	Communications & Information	604	-49	555	555	555	555	555
1,704	Customer Services	1,730	-110	1,620	1,620	1,620	1,620	1,620
1,962	IT and Digital Service	1,909	-39	1,870	1,870	1,870	1,870	1,870
165	Elections	165	-	165	165	165	165	165
876	Redundancy, Pensions & Injury	1,039	-173	866	856	846	846	846
-500	Commercial approach to contract management	-260	-	-260	-260	-260	-260	-260
-280	Organisational Structure Review	-1,080	-	-1,080	-1,080	-1,080	-1,080	-1,080
-182	Citizen First, Digital First	-182	-	-182	-182	-182	-182	-182
-	- Automation	-	-	-	-	-	-	-
-	- Shared Arrangements with Peterborough City Council	-300	-	-300	-300	-300	-300	-300
<b>7,813</b>	<b>Subtotal Corporate Services</b>	<b>11,601</b>	<b>-5,078</b>	<b>6,523</b>	<b>3,435</b>	<b>1,929</b>	<b>1,933</b>	<b>1,912</b>
	<b>Deputy Chief Executive</b>							
142	Resources Directorate	184	-41	143	143	143	143	143
133	Transformation Team	134	10	144	1,437	1,437	1,437	1,437
<b>275</b>	<b>Subtotal Deputy Chief Executive</b>	<b>318</b>	<b>-31</b>	<b>287</b>	<b>1,580</b>	<b>1,580</b>	<b>1,580</b>	<b>1,580</b>
	<b>Managed Services</b>							
141	External Audit	141	-	141	141	141	141	141
-24	Finance Managed	295	-319	-24	-24	-24	-24	-24
2,074	Insurance	2,282	-	2,282	2,282	2,282	2,282	2,282
2,276	IT Managed	3,263	-278	2,985	4,126	4,126	4,126	4,126
1,032	Members Allowances	1,034	-	1,034	1,034	1,034	1,034	1,034
168	Organisational & Workforce Development Managed	159	10	169	169	169	169	169
-	- Redundancy Reserve	-	-	-	1,000	1,000	1,000	1,000
7,884	Transformation Fund	7,550	-	7,550	88	-	-	-
<b>13,551</b>	<b>Subtotal Managed Services</b>	<b>14,724</b>	<b>-587</b>	<b>14,137</b>	<b>8,816</b>	<b>8,728</b>	<b>8,728</b>	<b>8,728</b>
	<b>- UNIDENTIFIED SAVINGS TO BALANCE BUDGET</b>	<b>-2,738</b>	<b>-</b>	<b>-2,738</b>	<b>-15,226</b>	<b>-33,348</b>	<b>-39,774</b>	<b>-51,406</b>
	<b>Future Years</b>							
-	- Inflation	-	-	-	122	255	388	521
<b>21,639</b>	<b>CS BUDGET TOTAL</b>	<b>23,905</b>	<b>-5,696</b>	<b>18,209</b>	<b>-1,273</b>	<b>-20,856</b>	<b>-27,145</b>	<b>-38,665</b>

## Section 3 - C: Corporate and Managed Services

**Table 2: Revenue - Net Budget Changes by Operational Division**

Budget Period: 2018-19

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Corporate Services</b>							
Corporate Director	951	3	-	-	-	-	954
Chief Executive	197	-	-	-	-	-	197
Business Intelligence	1,350	9	-	-	-	-	1,359
City Deal	1,027	-	-	-	-268	-	759
Communications & Information	543	12	-	-	-	-	555
Customer Services	1,704	16	-	-	-	-100	1,620
IT and Digital Service	1,962	8	-	-	-	-100	1,870
Elections	165	-	-	-	-	-	165
Redundancy, Pensions & Injury	876	-	-	-	-	-10	866
Commercial approach to contract management	-500	-	-	340	-	-100	-260
Organisational Structure Review	-280	-	-	-	-	-800	-1,080
Citizen First, Digital First	-182	-	-	-	-	-	-182
Automation	-	-	-	-	-	-	-
Shared Arrangements with Peterborough City Council	-	-	-	-	-	-300	-300
<b>Subtotal Corporate Services</b>	<b>7,813</b>	<b>48</b>	<b>-</b>	<b>340</b>	<b>-268</b>	<b>-1,410</b>	<b>6,523</b>
<b>Deputy Chief Executive</b>							
Resources Directorate	142	1	-	-	-	-	143
Transformation Team	133	11	-	-	-	-	144
<b>Subtotal Deputy Chief Executive</b>	<b>275</b>	<b>12</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>287</b>
<b>Managed Services</b>							
External Audit	141	-	-	-	-	-	141
Finance Managed	-24	-	-	-	-	-	-24
Insurance	2,074	208	-	-	-	-	2,282
IT Managed	2,276	7	-	702	-	-	2,985
Members Allowances	1,032	2	-	-	-	-	1,034
Organisational & Workforce Development Managed	168	1	-	-	-	-	169
Redundancy Reserve	-	-	-	-	-	-	-
Transformation Fund	7,884	-	-	-	-334	-	7,550
<b>Subtotal Managed Services</b>	<b>13,551</b>	<b>218</b>	<b>-</b>	<b>702</b>	<b>-334</b>	<b>-</b>	<b>14,137</b>
<b>UNIDENTIFIED SAVINGS TO BALANCE BUDGET</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-2,738</b>
<b>CS BUDGET TOTAL</b>	<b>21,639</b>	<b>278</b>	<b>-</b>	<b>1,042</b>	<b>-602</b>	<b>-1,410</b>	<b>18,209</b>

## Section 4 - C: Corporate and Managed Services

**Table 3: Revenue - Overview**

Budget Period: 2018-19 to 2022-23

		Detailed Plans	Outline Plans				
Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>23,305</b>	<b>23,905</b>	<b>4,227</b>	<b>-15,351</b>	<b>-21,635</b>	
C/R.1.001	Base Adjustments	5,417	-	-	-	-	- Adjustment for permanent changes to base budget from decisions made in 2017-18.
C/R.1.002	Base adjustment - CCR Phase 2	292	-	-	-	-	- CCR revenue staffing budgets moved to Corporate Services from P&C.
C/R.1.003	Budget Prep virement to CS from ETE	18	-	-	-	-	- CCR revenue budgets moved from ETE to Corporate Services.
C/R.1.004	Base Adjustment - Transfer of Cultural Services from Corporate Services to ETE in 2017-18	-487	-	-	-	-	- Transfer of Cultural Services from Corporate Services to ETE in 2017-18
C/R.1.005	Base Adjustment - Transfer of Strengthening Communities Service from Corporate Services to People & Communities in 2017-18	-1,215	-	-	-	-	- Transfer of Strengthening Communities Service from Corporate Services to People & Communities in 2017-18
<b>1.999</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>27,330</b>	<b>23,905</b>	<b>4,227</b>	<b>-15,351</b>	<b>-21,635</b>	
<b>2</b>	<b>INFLATION</b>						
C/R.2.001	Inflation	283	127	138	138	138	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.
<b>2.999</b>	<b>Subtotal Inflation</b>	<b>283</b>	<b>127</b>	<b>138</b>	<b>138</b>	<b>138</b>	
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>						
<b>3.999</b>	<b>Subtotal Demography and Demand</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>4</b>	<b>PRESSURES</b>						
C/R.4.009	Disaster Recovery facility for critical business systems	-	41	-	-	-	- Implementation of a second technology platform, in LGSS's Angel Street data centre, able to deliver core and critical IT services in the event of disaster or disruption to the Shire Hall data centre.
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.4.011	Commercial approach to contract management	340	-	-	-	-	- A savings target of £500k was put forward in the 17/18 Business plan to review all the contracts that the council has. The focus was to be on contract management through improved commissioning and procurement. However most of the major contracts are already being reviewed and are part of other savings proposals in the business plan, so the opportunities to achieve this saving have reduced.
C/R.4.013	IT service - Microsoft ESA	702	-	-	-	-	- Per GPC decision in July the Council will be moving from a capitalised 3-year Enterprise Support Agreement with Microsoft to an annual subscription equivalent.

## Section 4 - C: Corporate and Managed Services

**Table 3: Revenue - Overview**

Budget Period: 2018-19 to 2022-23

		Detailed Plans	Outline Plans				
Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
C/R.4.014	De-capitalisation of rolling laptop refresh	-	1,100	-	-	-	After review of the capital business case it was identified that there was no financial benefit to the continued capitalisation of of the rolling laptop refresh.
<b>4.999</b>	<b>Subtotal Pressures</b>	<b>1,042</b>	<b>1,142</b>	<b>4</b>	<b>4</b>	<b>-</b>	
<b>5</b>	<b>INVESTMENTS</b>						
C/R.5.001	Pilot of additional safeguarding posts in the Multi-Agency Safeguarding hub	116	-116	-	-	-	- Transformation fund investment relating to improved capacity, leading to better business processes
C/R.5.002	Support investment in modernising social care payments	100	-100	-	-	-	- Investment in modern payment mechanisms in social care including payment cards and establishing direct debit system – to ensure that the system is as efficient as possible for the authority to administer and as easy as possible for service users to engage with.
C/R.5.003	Dedicated social work and commissioning capacity	786	-786	-	-	-	- Transformation fund investment relating to savings across the Learning Disability Partnership - A/R.6.114/.122/.126/.127
C/R.5.004	Additional capacity in team conducting financial assessments	280	-280	-	-	-	- Investment in additional financial and benefits advice capacity with a focus on ensuring that service users financial assessments are up to date, that changes to charging policy are applied and that we support people to access all the benefits to which they are entitled.
C/R.5.005	Investment in additional upstream mental health social work	340	-340	-	-	-	- Investment in additional capacity as part of the integrated care model for people with mental health needs through the the Cambridgeshire and Peterborough NHS Foundation Trust. The additional capacity will be focussed on early intervention, working closely with primary care, adult early help teams and within communities to ensure early social care support is in place and to prevent needs escalating.
C/R.5.006	Housing related support review	250	-250	-	-	-	- Transformation Fund investment relating to saving A/R.6.172
C/R.5.007	Investment in Looked After Children Placement budget	720	-720	-	-	-	- Investment in a diagnostic assessment of the children's social care system – to develop an understanding of the causes of Cambridgeshire's higher than average number of children in care. Investment also in additional recruitment, market and support capacity in the in-house fostering service – to ensure we significantly increase the number of in-house foster carers.
C/R.5.008	Review of Local Authority's ongoing statutory role in learning	50	-50	-	-	-	This investment links to BP saving A/R.6.253 - Investment in dedicated specialist programme management required to support the incoming Director of Learning in reviewing the current model, facilitating delivery of a new approach and the establishment of new partnerships across the education sector to achieve savings proposed in A/R.6.227
C/R.5.009	Dedicated capacity to undertake case reviews of specialist transport provision	50	-	-50	-	-	- Investment for A/R.6.254 - Looked After Children Transport. Dedicated resource to look at reviewing routes and improving internal processes.
C/R.5.010	Library Service Transformation	97	-97	-	-	-	- Investment in dedicated time-limited business development capacity – focused on generating new income streams and maximising the impact of our libraries. Investment to also include budget for marketing, minor building works, and investments in new technology solutions
C/R.5.011	External Funding	40	-40	-	-	-	- Funding for advertising and sponsorship coordination capacity to develop Council-wide structures and processes – it is planned that role will be self-sustaining in future years.
C/R.5.012	Adults Transformation Funding	3,000	-3,000	-	-	-	- Further Transformation Funding to delivery savings accross the Adults and Safeguarding directorate

## Section 4 - C: Corporate and Managed Services

**Table 3: Revenue - Overview**

**Budget Period: 2018-19 to 2022-23**

		Detailed Plans	Outline Plans				
Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
C/R.5.013	Social work capacity to review out of area placements	75	-75	-	-	-	- Transformation Fund investment relating to saving A/R.6.127
C/R.5.900	Reversal of 17-18 Transformation Fund Investments	-6,238	-1,608	-38	-	-	- Transformation funded projects are provided with investments for 1-3 years in order to deliver ongoing savings. This is the reversal of the investment for schemes funded in 2017-18.
C/R.5.953	City Deal Revenue Costs	-268	-30	-	-	-	- It is anticipated that further transformation funds will come through for funding in 2018-19. - 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	-602	-7,492	-88	-	-21	
6	SAVINGS GPC						
C/R.6.101	Shared Arrangements with Peterborough City Council	-300	-	-	-	-	- We are continuing to explore further opportunities to share activities and costs and learn from one another's best practice with Peterborough City Council
C/R.6.102	Organisational Review	-800	-	-	-	-	- Review of organisational arrangements in a range of areas - a number of different streams including reviewing spans of management control in service structures, amendments to terms and conditions for staff and managing expenditure on business mileage
C/R.6.104	Automation - Admissions & Additional Automation Initiatives	-100	-	-	-	-	- Additional automation initiatives currently being explored – although these do relate to service areas (assistive technology, domestic violence, mental health, looked after children, etc) further work needs to be done to see where the automation 'enabler' will release savings and ensure that these are not double counted.
C/R.6.105	Automation - Contact Centre, Front Door	-100	-	-	-	-	- Reduction in staff costs in service teams and Contact Centre from review of Customer Front Door across Cambridgeshire and Peterborough.
C/R.6.106	Reduction in costs on Redundancy, Pensions & Injury budget	-10	-10	-10	-	-	- Reduction in costs on Redundancy, Pensions & Injury budget, held within Corporate Services.
C/R.6.107	Capitalisation of Redundancies	-	1,000	-	-	-	- Using the flexibility of capital receipts direction to fund redundancies from capital instead of being funded by revenue.
C/R.6.109	Capitalisation of the Transformation team	-	1,293	-	-	-	- Using the flexibility of capital receipts direction to fund the transformation team from capital instead of being funded by revenue.
C/R.6.110	Corporate Services Later Years Savings Targets	-	-3,250	-1,500	-	-	- These are high level figures which are considered achievable. Work is ongoing to establish the detail behind the targets and identify where the savings will be allocated.
C/R.6.111	Efficiencies in Procurement Spend under £100k	-100	-	-	-	-	- To review spending below £100,000 in specific areas, with a view to ensuring the best possible contract and commercial terms are in place. This will include whether frameworks, bulk purchasing with other LGSS partners or smarter invoicing should be considered
6.999	Subtotal Savings	-1,410	-967	-1,510	-	-	
	UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-2,738	-12,488	-18,122	-6,426	-11,632	

Section 4 - C: Corporate and Managed Services

Table 3: Revenue - Overview  
Budget Period: 2018-19 to 2022-23

		Detailed Plans	Outline Plans				
Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
	TOTAL GROSS EXPENDITURE	23,905	4,227	-15,351	-21,635	-33,150	
7	FEES, CHARGES & RING-FENCED GRANTS						
C/R.7.001	Previous year's fees, charges & ring-fenced grants	-1,263	-5,696	-5,500	-5,505	-5,510	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	-4,428	-	-	-	-	Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2016-17.
C/R.7.003	Fees and charges inflation	-5	-5	-5	-5	-5	Uplift in external charges to reflect inflation pressures on the costs of services.
	Changes to fees & charges						
C/R.7.201	Change in Public Health Grant	-	201	-	-	-	Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2019-20 due to removal of ring-fence.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-5,696	-5,500	-5,505	-5,510	-5,515	
	TOTAL NET EXPENDITURE	18,209	-1,273	-20,856	-27,145	-38,665	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
C/R.8.001	Budget Allocation	-18,209	1,273	20,856	27,145	38,665	Net spend funded from general grants, business rates and Council Tax.
C/R.8.002	Public Health Grant	-201	-	-	-	-	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.
C/R.8.003	Fees & Charges	-5,495	-5,500	-5,505	-5,510	-5,515	Fees and charges for the provision of services.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-23,905	-4,227	15,351	21,635	33,150	

## Section 3 - D: LGSS - Cambridge Office

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

Budget Period: 2018-19 to 2022-23

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2018-19 £000	Fees, Charges & Ring-fenced Grants 2018-19 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000
-1,179	<b>Central Management</b> Trading	4,656	-7,413	-2,757	-3,081	-3,581	-3,474	-3,371
<b>-1,179</b>	<b>Subtotal Central Management</b>	<b>4,656</b>	<b>-7,413</b>	<b>-2,757</b>	<b>-3,081</b>	<b>-3,581</b>	<b>-3,474</b>	<b>-3,371</b>
	<b>Finance Services</b>							
127	LGSS Business Planning and Finance	88	-	88	88	88	88	88
1,627	Professional Finance	1,765	-	1,765	1,765	1,765	1,765	1,765
-	Pensions Service	2,417	-2,417	-	-	-	-	-
229	Audit	522	-230	292	292	292	292	292
-	Finance Operations	-954	-	-954	-954	-954	-954	-954
9	Integrated Finance Services	468	-494	-26	-26	-26	-26	-26
<b>1,992</b>	<b>Subtotal Finance Services</b>	<b>4,306</b>	<b>-3,141</b>	<b>1,165</b>	<b>1,165</b>	<b>1,165</b>	<b>1,165</b>	<b>1,165</b>
	<b>HR</b>							
1,112	HR Business Partners	1,304	-	1,304	1,304	1,304	1,304	1,304
266	HR Policy & Strategy	329	-60	269	269	269	269	269
-122	Transactional Services	452	-108	344	344	344	344	344
1,437	Organisational & Workforce Development	3,737	-1,897	1,840	1,840	1,840	1,840	1,840
<b>2,693</b>	<b>Subtotal HR</b>	<b>5,822</b>	<b>-2,065</b>	<b>3,757</b>	<b>3,757</b>	<b>3,757</b>	<b>3,757</b>	<b>3,757</b>
	<b>Law &amp; Governance</b>							
-	LGSS Law Ltd	-5	-	-5	-5	-5	-5	-5
388	Democratic & Scrutiny Services	417	-29	388	388	388	388	388
<b>388</b>	<b>Subtotal Law &amp; Governance</b>	<b>412</b>	<b>-29</b>	<b>383</b>	<b>383</b>	<b>383</b>	<b>383</b>	<b>383</b>
	<b>IT Services</b>							
2,186	IT Services	2,389	-	2,389	2,389	2,389	2,389	2,389
<b>2,186</b>	<b>Subtotal IT Services</b>	<b>2,389</b>	<b>-</b>	<b>2,389</b>	<b>2,389</b>	<b>2,389</b>	<b>2,389</b>	<b>2,389</b>
	<b>Business, Services, Systems and Change</b>							
8	Customer Engagement	77	-	77	77	77	77	77
1,635	LGSS Business Systems and Change	2,104	-24	2,080	2,080	2,080	2,080	2,080
235	Procurement	98	-47	51	51	51	51	51

Section 3 - D: LGSS - Cambridge Office

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

Budget Period: 2018-19 to 2022-23

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2018-19 £000	Fees, Charges & Ring-fenced Grants 2018-19 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000
1,878	Subtotal Business, Services, Systems and Change	2,279	-71	2,208	2,208	2,208	2,208	2,208
	- UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-	-	-	-	-	-	-
	Future Years							
	- Inflation	-	-	-	-	-	-	-
	- Savings	-	-	-	-300	-600	-1,166	-1,450
7,958	LGSS - CAMBRIDGE OFFICE BUDGET TOTAL	19,864	-12,719	7,145	6,521	5,721	5,262	5,081

## Section 3 - D: LGSS - Cambridge Office

**Table 2: Revenue - Net Budget Changes by Operational Division**

Budget Period: 2018-19

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Central Management</b>							
Trading	-2,123	69	-	3	-	-173	-2,224
<b>Subtotal Central Management</b>	<b>-2,123</b>	<b>69</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>-173</b>	<b>-2,224</b>
<b>Finance Services</b>							
LGSS Business Planning and Finance	88	-	-	-	-	-	88
Professional Finance	1,765	-	-	-	-	-65	1,700
Pensions Service	-	-	-	-	-	-	-
Audit	292	-	-	-	-	-4	288
Finance Operations	-954	-	-	-	-	-28	-982
Integrated Finance Services	-26	-	-	-	-	-	-26
<b>Subtotal Finance Services</b>	<b>1,165</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-97</b>	<b>1,068</b>
<b>HR</b>							
HR Business Partners	1,304	-	-	-	-	-22	1,282
HR Policy & Strategy	269	-	-	-	-	-	269
Transactional Services	344	-	-	-	-	-28	316
Organisational & Workforce Development	1,825	-	-	-	15	-	1,840
<b>Subtotal HR</b>	<b>3,742</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15</b>	<b>-51</b>	<b>3,706</b>
<b>Law &amp; Governance</b>							
LGSS Law Ltd	-5	-	-	-	-	-	-5
Democratic & Scrutiny Services	388	-	-	-	-	-7	381
<b>Subtotal Law &amp; Governance</b>	<b>383</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-7</b>	<b>376</b>
<b>IT Services</b>							
IT Services	2,389	-	-	-	-	-52	2,337
<b>Subtotal IT Services</b>	<b>2,389</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-52</b>	<b>2,337</b>
<b>Business, Services, Systems and Change</b>							
Customer Engagement	77	-	-	-	-	-	77
LGSS Business Systems and Change	2,080	-	-	-	-	-300	1,780
Procurement	51	-	-	-	-	-27	24
<b>Subtotal Business, Services, Systems and Change</b>	<b>2,208</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-327</b>	<b>1,881</b>

Section 3 - D: LGSS - Cambridge Office

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2018-19

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
LGSS - CAMBRIDGE OFFICE BUDGET TOTAL	7,764	69	-	3	15	-706	7,145

## Section 4 - D: LGSS - Cambridge Office

**Table 3: Revenue - Overview**

Budget Period: 2018-19 to 2022-23

		Detailed Plans	Outline Plans				
Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>22,124</b>	<b>22,331</b>	<b>21,509</b>	<b>20,731</b>	<b>20,294</b>	
D/R.1.001	Base Adjustments	-2,058	-	-	-	-	- Adjustment for permanent changes to base budget from decisions made in 2017-18.
D/R.1.002	Base Adjustmtment - movement of OWD from P&C to LGSS in 2017-18	2,868	-	-	-	-	- Organisational Workforce Development services were moved from P&C to LGSS in 2017-18, this is their gross budget being reallocated.
<b>1.999</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>22,934</b>	<b>22,331</b>	<b>21,509</b>	<b>20,731</b>	<b>20,294</b>	
<b>2</b>	<b>INFLATION</b>						
D/R.2.001	Inflation	85	96	124	124	125	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.
<b>2.999</b>	<b>Subtotal Inflation</b>	<b>85</b>	<b>96</b>	<b>124</b>	<b>124</b>	<b>125</b>	
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>						
<b>3.999</b>	<b>Subtotal Demography and Demand</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>4</b>	<b>PRESSURES</b>						
D/R.4.001	Professional and Management Pay Structure	2	-	-	-	-	- Final stage of implementing new management pay structure.
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.
<b>4.999</b>	<b>Subtotal Pressures</b>	<b>3</b>	<b>1</b>	<b>5</b>	<b>5</b>	<b>-</b>	
<b>5</b>	<b>INVESTMENTS</b>						
D/R.5.001	Supporting Apprenticeships	15	-	-	-	-	- CCC contribution to LGSS project to increase infrastructure supporting and creating apprenticeships, following the introduction of the apprenticeship levy.
<b>5.999</b>	<b>Subtotal Investments</b>	<b>15</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>6</b>	<b>SAVINGS</b>						
	<b>LGSS JC</b>						
D/R.6.999	LGSS Savings	-706	-919	-907	-566	-284	Expected annual savings from LGSS - £300k saving will be achieved on the ERP Gold project (Fujitsu/Oracle savings), with additional savings being contributed from LGSS income growth, Partner/customer growth, new service
<b>6.999</b>	<b>Subtotal Savings</b>	<b>-706</b>	<b>-919</b>	<b>-907</b>	<b>-566</b>	<b>-284</b>	
	<b>TOTAL GROSS EXPENDITURE</b>	<b>22,331</b>	<b>21,509</b>	<b>20,731</b>	<b>20,294</b>	<b>20,135</b>	

Section 4 - D: LGSS - Cambridge Office

Table 3: Revenue - Overview

Budget Period: 2018-19 to 2022-23

		Detailed Plans	Outline Plans				
Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
<b>7</b>	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>						
D/R.7.001	Previous year's fees, charges & ring-fenced grants	-14,378	-13,578	-13,380	-13,402	-13,424	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	-22	-22	-22	-22	-22	Uplift in external charges to reflect inflation pressures on the costs of services.
D/R.7.003	Changes to fees and charges in 2017-18	822	-	-	-	-	Changes to fees and charges as a result of decisions in 2017-18.
D/R.7.201	<b>Changes to fees &amp; charges</b> Change in Public Health Grant	-	220	-	-	-	Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2019-20 due to removal of ring-fence.
<b>7.999</b>	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	<b>-13,578</b>	<b>-13,380</b>	<b>-13,402</b>	<b>-13,424</b>	<b>-13,446</b>	
	<b>TOTAL NET EXPENDITURE</b>	<b>8,753</b>	<b>8,129</b>	<b>7,329</b>	<b>6,870</b>	<b>6,689</b>	

FUNDING SOURCES							
<b>8</b>	<b>FUNDING OF GROSS EXPENDITURE</b>						
D/R.8.001	Budget Allocation	-8,753	-8,129	-7,329	-6,870	-6,689	Net spend funded from general grants, business rates and Council Tax.
D/R.8.003	Fees & Charges	-13,358	-13,380	-13,402	-13,424	-13,446	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.
<b>8.999</b>	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-22,331</b>	<b>-21,509</b>	<b>-20,731</b>	<b>-20,294</b>	<b>-20,135</b>	

Section 3 - E: Public Health

Table 1: Revenue - Summary of Net Budget by Operational Division  
Budget Period: 2018-19 to 2022-23

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2018-19 £000	Fees, Charges & Ring-fenced Grants 2018-19 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000
	<b>Children Health</b>							
7,253	Children 0-5 PH Programme	7,015	-	7,015	7,015	7,015	7,015	7,015
1,707	Children 5-19 PH Programme - Non Prescribed	1,707	-	1,707	1,707	1,707	1,707	1,707
240	Children Mental Health	240	-	240	240	240	240	240
<b>9,200</b>	<b>Subtotal Children Health</b>	<b>8,962</b>	<b>-</b>	<b>8,962</b>	<b>8,962</b>	<b>8,962</b>	<b>8,962</b>	<b>8,962</b>
	<b>Drugs &amp; Alcohol</b>							
5,780	Drug Misuse	5,742	-117	5,625	5,625	5,625	5,625	5,625
<b>5,780</b>	<b>Subtotal Drugs &amp; Alcohol</b>	<b>5,742</b>	<b>-117</b>	<b>5,625</b>	<b>5,625</b>	<b>5,625</b>	<b>5,625</b>	<b>5,625</b>
	<b>Sexual Health &amp; Contraception</b>							
3,975	SH STI testing & treatment - Prescribed	3,835	-	3,835	3,835	3,835	3,835	3,835
1,170	SH Contraception - Prescribed	1,170	-	1,170	1,170	1,170	1,170	1,170
152	SH Services Advice Prevn Promtn - Non-Prescribed	152	-	152	152	152	152	152
<b>5,297</b>	<b>Subtotal Sexual Health &amp; Contraception</b>	<b>5,157</b>	<b>-</b>	<b>5,157</b>	<b>5,157</b>	<b>5,157</b>	<b>5,157</b>	<b>5,157</b>
	<b>Behaviour Change / Preventing Long Term Conditions</b>							
1,733	Integrated Lifestyle Services	1,649	-	1,649	1,649	1,649	1,649	1,649
281	Other Health Improvement	281	-	281	281	281	281	281
828	Smoking Cessation GP & Pharmacy	800	-	800	800	800	800	800
80	Falls Prevention	80	-	80	80	80	80	80
716	NHS Health Checks Prog - Prescribed	716	-	716	716	716	716	716
<b>3,638</b>	<b>Subtotal Behaviour Change / Preventing Long Term Conditions</b>	<b>3,526</b>	<b>-</b>	<b>3,526</b>	<b>3,526</b>	<b>3,526</b>	<b>3,526</b>	<b>3,526</b>
	<b>General Prevention Activities</b>							
56	General Prevention, Traveller Health	76	-20	56	56	56	56	56
<b>56</b>	<b>Subtotal General Prevention Activities</b>	<b>76</b>	<b>-20</b>	<b>56</b>	<b>56</b>	<b>56</b>	<b>56</b>	<b>56</b>
	<b>Adult Mental Health &amp; Community Safety</b>							
263	Adult Mental Health & Community Safety	256	-	256	256	256	256	256
<b>263</b>	<b>Subtotal Adult Mental Health &amp; Community Safety</b>	<b>256</b>	<b>-</b>	<b>256</b>	<b>256</b>	<b>256</b>	<b>256</b>	<b>256</b>

Section 3 - E: Public Health

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

Budget Period: 2018-19 to 2022-23

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2018-19 £000	Fees, Charges & Ring-fenced Grants 2018-19 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000
	<b>Public Health Directorate</b>							
-23,153	Public Health - Admin & Salaries	2,453	-25,638	-23,185	2,160	2,160	2,160	2,160
-23,153	<b>Subtotal Public Health Directorate</b>	<b>2,453</b>	<b>-25,638</b>	<b>-23,185</b>	<b>2,160</b>	<b>2,160</b>	<b>2,160</b>	<b>2,160</b>
	<b>Future Years</b>							
-	- Inflation	-	-	-	18	41	64	87
-	- Savings	-	-	-	-	-	-	-
1,081	<b>PUBLIC HEALTH TOTAL</b>	<b>26,172</b>	<b>-25,775</b>	<b>397</b>	<b>25,760</b>	<b>25,783</b>	<b>25,806</b>	<b>25,829</b>

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

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

	<b>Children, Families and Adults Services</b>			
-	- Public Health expenditure delivered by CFA	331	-331	-
-	<b>Subtotal Children, Families and Adults Services</b>	<b>331</b>	<b>-331</b>	<b>-</b>
	<b>Economy, Transport and Environment Services</b>			
-	- Public Health expenditure delivered by ETE	120	-120	-
-	<b>Subtotal Economy, Transport and Environment Services</b>	<b>120</b>	<b>-120</b>	<b>-</b>
	<b>Corporate Services</b>			
-	- Public Health expenditure delivered by CS	234	-234	-
-	<b>Subtotal Corporate Services</b>	<b>234</b>	<b>-234</b>	<b>-</b>
	<b>LGSS - Cambridge Office</b>			
-	- Overheads associated with Public Health function	220	-220	-
-	<b>Subtotal LGSS - Cambridge Office</b>	<b>220</b>	<b>-220</b>	<b>-</b>
-	<b>PUBLIC HEALTH MANAGED IN OTHER SERVICE AREAS TOTAL</b>	<b>905</b>	<b>-905</b>	<b>-</b>
-431	Less Fees & Charges / Contributions	-430	430	-
650	<b>EXPENDITURE FUNDED BY PUBLIC HEALTH GRANT TOTAL</b>	<b>26,647</b>	<b>-26,250</b>	<b>397</b>

## Section 3 - E: Public Health

**Table 2: Revenue - Net Budget Changes by Operational Division**

Budget Period: 2018-19

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Children Health</b>							
Children 0-5 PH Programme	7,253	-	-	-	-	-238	7,015
Children 5-19 PH Programme - Non Prescribed	1,707	-	-	-	-	-	1,707
Children Mental Health	240	-	-	-	-	-	240
<b>Subtotal Children Health</b>	<b>9,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-238</b>	<b>8,962</b>
<b>Drugs &amp; Alcohol</b>							
Drug Misuse	5,780	-1	-	-	-	-154	5,625
<b>Subtotal Drugs &amp; Alcohol</b>	<b>5,780</b>	<b>-1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-154</b>	<b>5,625</b>
<b>Sexual Health &amp; Contraception</b>							
SH STI testing & treatment - Prescribed	3,975	-	-	-	-	-140	3,835
SH Contraception - Prescribed	1,170	-	-	-	-	-	1,170
SH Services Advice Prevn Promtn - Non-Prescribed	152	-	-	-	-	-	152
<b>Subtotal Sexual Health &amp; Contraception</b>	<b>5,297</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-140</b>	<b>5,157</b>
<b>Behaviour Change / Preventing Long Term Conditions</b>							
Integrated Lifestyle Services	1,733	-	-	-	-	-84	1,649
Other Health Improvement	281	-	-	-	-	-	281
Smoking Cessation GP & Pharmacy	828	-	-	-	-	-28	800
Falls Prevention	80	-	-	-	-	-	80
NHS Health Checks Prog - Prescribed	716	-	-	-	-	-	716
<b>Subtotal Behaviour Change / Preventing Long Term Conditions</b>	<b>3,638</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-112</b>	<b>3,526</b>
<b>General Prevention Activities</b>							
General Prevention, Traveller Health	56	-	-	-	-	-	56
<b>Subtotal General Prevention Activities</b>	<b>56</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>56</b>
<b>Adult Mental Health &amp; Community Safety</b>							
Adult Mental Health & Community Safety	263	-	-	-	-	-7	256
<b>Subtotal Adult Mental Health &amp; Community Safety</b>	<b>263</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-7</b>	<b>256</b>

Section 3 - E: Public Health

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2018-19

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Public Health Directorate</b>							
Public Health - Admin & Salaries	-23,153	17	-	-	-	-49	-23,185
<b>Subtotal Public Health Directorate</b>	<b>-23,153</b>	<b>17</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-49</b>	<b>-23,185</b>
<b>PUBLIC HEALTH TOTAL</b>	<b>1,081</b>	<b>16</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-700</b>	<b>397</b>

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

**Table 3: Revenue - Overview**

Budget Period: 2018-19 to 2022-23

		Detailed Plans	Outline Plans				
Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>20,560</b>	<b>26,172</b>	<b>26,191</b>	<b>26,215</b>	<b>26,239</b>	
E/R.1.001	Base Adjustments	11	-	-	-	-	- Adjustment for permanent changes to base budget from decisions made in 2017-18.
E/R.1.002	Movement of Budget for Drugs and Alcohol contracts from P&C to PH	6,173	-	-	-	-	- The budget for the Drug and Alcohol treatment contracts was transferred from People and Communities to Public Health, due to the creation of the Public Health Joint Commissioning Unit (PHJCU) in May 2017.
E/R.1.003	Movement of Mental Health Youth Counselling Services from P&C to PH	111	-	-	-	-	- The budget for youth counselling (funded from the PH grant) was transferred from People and Communities to Public Health in April 2017.
<b>1.999</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>26,855</b>	<b>26,172</b>	<b>26,191</b>	<b>26,215</b>	<b>26,239</b>	
<b>2</b>	<b>INFLATION</b>						
E/R.2.001	Inflation	17	19	24	24	24	Forecast pressure from inflation in the Public Health Directorate, excluding inflation on any costs linked to the standard rate of inflation where the inflation rate is assumed to be 0%. Inflation appears low due to the majority of public health spend being committed to external contracts. Providers are expected to meet inflationary and demographic pressures within the agreed contract envelope.
<b>2.999</b>	<b>Subtotal Inflation</b>	<b>17</b>	<b>19</b>	<b>24</b>	<b>24</b>	<b>24</b>	
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>						
<b>3.999</b>	<b>Subtotal Demography and Demand</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>4</b>	<b>PRESSURES</b>						
<b>4.999</b>	<b>Subtotal Pressures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>5</b>	<b>INVESTMENTS</b>						
<b>5.999</b>	<b>Subtotal Investments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>6</b>	<b>SAVINGS</b>						
E/R.6.032	Health Miscellaneous Public Health Efficiencies	-7	-	-	-	-	- Reduction in public mental health budget of £7k, resulting from removal of non-recurrent set up costs spent in 2017/18 for the adult 'Keep Your Head' website and the post suicide bereavement service. This saving will not result in any reductions to services.

## Section 4 - E: Public Health

**Table 3: Revenue - Overview**

Budget Period: 2018-19 to 2022-23

		Detailed Plans	Outline Plans				
Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
E/R.6.033	Recommissioning Drug & Alcohol Treatment Services	-154	-	-	-	-	<p>Savings will be secured through the re-commissioning of the Cambridgeshire Adult Drug and Alcohol Treatment Services, which will enable transformational changes. The Drug and Alcohol Treatment Services are currently commissioned as separate services but from the same provider, and the integration of drug and alcohol services through a planned formal contractual arrangement will afford efficiency savings.</p> <p>The Drugs and Alcohol Joint Strategic Needs Assessment, (2016) indicated changes in needs requiring a new service model. Notably an aging long-term drug using population that enter and re-enter the Service may have complex health and social problems. These clients do not require intensive acute drug treatment services but more cost effective support services to ensure that they have good mental &amp; physical health and other support needs. There will be a focus on recovery using cost-effective peer support models to avoid readmission</p>
E/R.6.034	Sexual Health Services - Changes to Delivery Model	-140	-	-	-	-	<p>There are proposals to transform aspects of the model of delivery for sexual health services, firstly through moving to online screening and postal samples for low risk patients who do not have symptoms of infection. Secondly through reviewing the 'hub and spoke' model for sexual health clinics, as many patients prefer to use the 'hubs' and there is low attendance at some 'spoke' clinics. Thirdly through providing oral contraception to low risk patients who are registered with a GP for one year only and then referring back to their GP.</p>
E/R.6.035	Integrated behaviour change services - efficiencies	-84	-	-	-	-	<p>It is proposed that these savings would be made within the commissioned Integrated Lifestyle and Behaviour Change Services, through efficiencies and transformation following the transfer of the CAMQUIT Stop Smoking Service to Everyone Health earlier this year, which would not affect front line services.</p>
E/R.6.036	Children's 0-19 Services - School Nursing and Health Visiting	-238	-	-	-	-	<p>Savings are proposed for the Cambridgeshire Community Services Section 75 (contract) for Health Visiting and School Nursing - through a combination of modernisation and efficiency, including a reduction in management costs and a move to a more targeted offer. The use of technology will enable efficiency savings - for example online training for schools, introduction of a duty desk to manage and coordinate all referrals and a text messaging service for children and young people. The proposals also include some changes to delivery approaches and a reduction in school nursing services in low risk schools where there is little take up of services. A change to skill mix for some mandated checks for low risk families receiving the universal health visiting service is also proposed. Across the service resources will be targeted to areas of greatest need and delivery will be needs-led and evidenced based. The reduction in spend proposed of £238k is from a total annual contract value of £8,760k, which is a 2.7% reduction.</p>
E/R.6.037	Public Health Directorate - In house staff rationalisation	-49	-	-	-	-	<p>The public health business programmes team is currently undergoing a restructure, to ensure that business management support reflects the integration of the wider public health directorate across Cambridgeshire and Peterborough. This will result in removal of one post with a shared saving across the two authorities. The remainder of the saving will be achieved through a review of pending vacancies and income generation opportunities.</p>

## Section 4 - E: Public Health

**Table 3: Revenue - Overview**

Budget Period: 2018-19 to 2022-23

Detailed Plans	Outline Plans
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Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
E/R.6.038	Decreased demand for Stop Smoking Services	-28	-	-	-	-	This proposal is for a saving of £28k to be made from stop smoking services. In recent years there have been decreased costs created from a fall in demand for services associated with the use of e-cigarettes and a smaller number of people who smoke in the county. The savings are because GPs and community pharmacists who provide the service are paid for each person they support to stop smoking and in addition an associated reduction in costs of medications which the majority of smokers use when they are making a quit attempt. This funding was originally allocated to an evidence based pilot harm reduction project. This aimed to support smokers from high risk groups in Fenland to quit by extending the period when support was provided for stopping smoking. The pilot however was unable to recruit sufficient numbers of smokers and it was discontinued.
<b>6.999</b>	<b>Subtotal Savings</b>	<b>-700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
	<b>TOTAL GROSS EXPENDITURE</b>	<b>26,172</b>	<b>26,191</b>	<b>26,215</b>	<b>26,239</b>	<b>26,263</b>	
<b>7</b>	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>						
E/R.7.001	Previous year's fees, charges & ring-fenced grants	-26,351	-25,775	-431	-432	-433	Fees and charges expected to be received for services provided and Public Health ring-fenced grant from Government.
E/R.7.002	Changes to 2017-18 Fees and Charges	-119	-	-	-	-	Changes to fees and charges as a result of decisions in 2017-18.
E/R.7.003	Fees and Charges Inflation	-1	-1	-1	-1	-1	Inflation on external income.
	<b>Changes to fees &amp; charges</b>						
E/R.7.201	Change in Public Health Grant	696	25,345	-	-	-	Grant reductions announced in the comprehensive spending review, and removal of the ring-fence in 2019-20
<b>7.999</b>	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	<b>-25,775</b>	<b>-431</b>	<b>-432</b>	<b>-433</b>	<b>-434</b>	
	<b>TOTAL NET EXPENDITURE</b>	<b>397</b>	<b>25,760</b>	<b>25,783</b>	<b>25,806</b>	<b>25,829</b>	

FUNDING SOURCES							
<b>8</b>	<b>FUNDING OF GROSS EXPENDITURE</b>						
E/R.8.001	Budget Allocation	-397	-25,760	-25,783	-25,806	-25,829	Net spend funded from general grants, business rates and Council Tax.
E/R.8.101	Public Health Grant	-25,345	-	-	-	-	Direct expenditure funded from Public Health grant.
E/R.8.102	Fees & Charges	-430	-431	-432	-433	-434	Income generation (various sources).
<b>8.999</b>	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-26,172</b>	<b>-26,191</b>	<b>-26,215</b>	<b>-26,239</b>	<b>-26,263</b>	

## Section 3 - F: Commercial & Investments

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

Budget Period: 2018-19 to 2022-23

Net Revised Opening Budget 2018-19 £000	Policy Line	Gross Budget 2018-19 £000	Fees, Charges & Ring-fenced Grants 2018-19 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000
	<b>Commercial &amp; Investments</b>							
1,111	Building Maintenance	1,225	-89	1,136	1,136	1,136	1,136	1,136
-4,404	County Farms	-456	-4,449	-4,905	-4,913	-4,922	-4,930	-4,903
4,569	County Offices	6,411	-1,834	4,577	4,558	3,997	3,999	4,001
521	Property Services	322	-197	125	125	125	125	125
106	Property Compliance	151	-45	106	106	106	106	106
453	Strategic Assets	802	5	807	807	807	807	807
-	Commercial Investments	-	-4,700	-4,700	-6,200	-6,200	-6,200	-6,200
-208	Traded Services to Schools and Parents	582	-1,238	-656	-656	-656	-656	-656
-200	ICT Service (Education)	360	-560	-200	-200	-200	-200	-200
-71	Professional Development Centre Services	71	-142	-71	-71	-71	-71	-71
-187	Cambs Music	942	-1,320	-378	-378	-378	-378	-378
-77	Outdoor Education (including Grafham Water)	1,440	-1,517	-77	-77	-77	-77	-77
-449	Cambridgeshire Catering & Cleaning Services	7,121	-7,570	-449	-449	-449	-449	-449
-1,424	Cambridgeshire Housing Investment Company	2,577	-6,923	-4,346	-5,850	-5,796	-6,063	-6,063
-260	<b>Subtotal Commercial &amp; Investments</b>	<b>21,548</b>	<b>-30,579</b>	<b>-9,031</b>	<b>-12,062</b>	<b>-12,578</b>	<b>-12,851</b>	<b>-12,822</b>
	<b>- UNIDENTIFIED SAVINGS TO BALANCE BUDGET</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Future Years</b>							
-	Inflation	-	-	-	141	286	429	572
-	Savings	-	-	-	-	-	-	-
-260	<b>COMMERCIAL &amp; INVESTMENTS TOTAL</b>	<b>21,548</b>	<b>-30,579</b>	<b>-9,031</b>	<b>-11,921</b>	<b>-12,292</b>	<b>-12,422</b>	<b>-12,250</b>

## Section 3 - F: Commercial & Investments

**Table 2: Revenue - Net Budget Changes by Operational Division**

Budget Period: 2018-19

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Commercial &amp; Investments</b>							
Building Maintenance	1,111	25	-	-	-	-	1,136
County Farms	-4,404	-	-	4	-	-505	-4,905
County Offices	4,569	155	-	-	-	-147	4,577
Property Services	521	4	-	-	-	-400	125
Property Compliance	106	-	-	-	-	-	106
Strategic Assets	453	5	-	349	-	-	807
Commercial Investments	-	-	-	-	-	-4,700	-4,700
Traded Services to Schools and Parents	-208	-	-	53	-	-500	-656
ICT Service (Education)	-200	-	-	-	-	-	-200
Professional Development Centre Services	-71	-	-	-	-	-	-71
Cambs Music	-187	-	-	-	-	-191	-378
Outdoor Education (including Grafham Water)	-77	-	-	-	-	-	-77
Cambridgeshire Catering & Cleaning Services	-449	-	-	-	-	-	-449
Cambridgeshire Housing Investment Company	-1,424	-	-	-	1,301	-4,223	-4,346
<b>Subtotal Commercial &amp; Investments</b>	<b>-260</b>	<b>189</b>	<b>-</b>	<b>406</b>	<b>1,301</b>	<b>-10,666</b>	<b>-9,031</b>
<b>UNIDENTIFIED SAVINGS TO BALANCE BUDGET</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>COMMERCIAL &amp; INVESTMENTS TOTAL</b>	<b>-260</b>	<b>189</b>	<b>-</b>	<b>406</b>	<b>1,301</b>	<b>-10,666</b>	<b>-9,031</b>

## Section 4 - F: Commercial and Investments

**Table 3: Revenue - Overview**

Budget Period: 2018-19 to 2022-23

Detailed Plans	Outline Plans
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Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>10,505</b>	<b>21,548</b>	<b>21,654</b>	<b>20,725</b>	<b>20,796</b>	
F/R.1.001	Base adjustments	-1,715	-	-	-	-	- Adjustment for permanent changes to base budget from decisions made in 2016-17.
F/R.1.002	Movement of Traded Services from P&C to C&I in 2017-18	9,934	-	-	-	-	- Movement of gross expenditure on Traded Services moved from P&C into C&I in 2017-18.
F/R.1.003	Movement of Housing company costs to C&I per decision in 2017-18	1,276	-	-	-	-	-
<b>1.999</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>20,000</b>	<b>21,548</b>	<b>21,654</b>	<b>20,725</b>	<b>20,796</b>	
<b>2</b>	<b>INFLATION</b>						
F/R.2.001	Inflation	188	141	145	143	143	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.
<b>2.999</b>	<b>Subtotal Inflation</b>	<b>188</b>	<b>141</b>	<b>145</b>	<b>143</b>	<b>143</b>	
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>						
<b>3.999</b>	<b>Subtotal Demography and Demand</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>4</b>	<b>PRESSURES</b>						
F/R.4.001	Childrens Innovation and Development Service	50	-	-	-	-	- Pressure from previous year unmade saving.
F/R.4.002	Professional and Management Pay Structure	3	-	-	-	-	- Final stage of implementing new management pay structure.
F/R.4.003	Property Services Pressure	349	-	-	-	-	- To fund a pressure created by the the ending of shared service arrangements for Property and Asset services with LGSS. As the equalisation between LGSS partners no longer applies for this service area, Cambridgeshire no longer receives the benefit of savings made at other partners.
F/R.4.903	Renewable Energy - Soham	4	5	4	5	40	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.
<b>4.999</b>	<b>Subtotal Pressures</b>	<b>406</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>40</b>	

## Section 4 - F: Commercial and Investments

**Table 3: Revenue - Overview**

Budget Period: 2018-19 to 2022-23

		Detailed Plans	Outline Plans				
Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
<b>5</b>	<b>INVESTMENTS</b>						
F/R.5.001	Invest to Save Housing Schemes - Interest Costs	1,301	-21	-517	-79	-	- The Council is a major landowner in Cambridgeshire and this provides an asset capable of generating both revenue and capital returns. This will require CCC to move from being a seller of sites to being a developer of sites, through a Housing Company. In the future, CCC will operate to make best use of sites with development potential in a co-ordinated and planned manner to develop them for a range of development options, generating capital receipts to support site development and significant revenue and capital income to support services and communities.
<b>5.999</b>	<b>Subtotal Investments</b>	<b>1,301</b>	<b>-21</b>	<b>-517</b>	<b>-79</b>	<b>-</b>	
<b>6</b>	<b>SAVINGS</b>						
	<b>C&amp;I</b>						
F/R.6.107	Rationalisation of Property Portfolio	-	-	-553	-	-	- Savings generated by the more efficient use of Council properties.
F/R.6.108	Energy Efficiency Fund - Repayment of Financing Costs	-19	-19	-8	2	2	2 Savings to be generated from Energy Efficiency Fund capital investment. Element to repay financing costs. Links to capital proposal F/C.2.119
F/R.6.109	Outcome Focussed Review of Property Services Delivery	-200	-	-	-	-	- Savings arising from Outcome Focused Review of property services approaches including: o Generating new income o Sharing teams/function with other partner organisation o Efficiencies within our business processes of the property team o Efficiencies within the annual running cost of our property portfolio
F/R.6.110	Children's Centres - Building a new service delivery model for Cambridgeshire Communities	-128	-	-	-	-	- We want every child in Cambridgeshire to thrive and will target our prioritised targeted services for vulnerable children and young people. As an integral part of the Early Help Offer, our redesigned services will provide support to families when they really need them. We will provide a range of flexible services that are not restricted to delivery from children's centre buildings, in order to provide access to services when they are needed. We will also work in a more integrated way with partners across the 0-19 Healthy Child Programme, to provide comprehensive targeted support to vulnerable families. All of this will be supported by an effective on line resource tool as part of an improved on line offer for families. The saving will be achieved by re-purposing some existing children's centre buildings and streamlining both our management infrastructure and back office, associated service running and overhead costs. We intend to maintain the current level of front line delivery. A total saving of £900k is planned, with £249k from Buildings and Infrastructure costs. Of the £249k saving, £128k will be attributable to annual running costs of internally managed buildings and this budget is held by Corporate and Managed Services. The remaining element of the total saving, £772k, is shown in Table 3 for People and Communities, business plan reference A/R.6.224.
<b>6.999</b>	<b>Subtotal Savings</b>	<b>-347</b>	<b>-19</b>	<b>-561</b>	<b>2</b>	<b>2</b>	
	<b>TOTAL GROSS EXPENDITURE</b>	<b>21,548</b>	<b>21,654</b>	<b>20,725</b>	<b>20,796</b>	<b>20,981</b>	

## Section 4 - F: Commercial and Investments

**Table 3: Revenue - Overview**

Budget Period: 2018-19 to 2022-23

		Detailed Plans	Outline Plans				
Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
<b>7</b>	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>						
F/R.7.001	Previous year's fees, charges & ring-fenced grants	-8,202	-30,579	-33,575	-33,017	-33,218	Previous year's fees and charges for the provision of services and ring-fenced grant funded rolled forward.
F/R.7.002	Increase in fees, charges & ring-fenced grants	-12,058	-	-	-	-	- Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2017-18.
F/R.7.003	Fees and charges inflation	-	-	-	-	-	- Uplift in external charges to reflect inflation pressures on the cost of services.
	<b>Changes to fees &amp; charges</b>						
F/R.7.103	County Farms Investment (Viability) - Surplus to Repayment of Financing Costs	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	-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	-1	-8	100	70	16	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	-4	-5	-113	-83	-29	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	Additional commercial return on the Farms Estate	-500	-	-	-	-	- We will Invest further in our farms estates to achieve additional income from commercial opportunities
F/R.7.110	Commercial Investments	-4,700	-1,500	-	-	-	- Develop a portfolio of strategic investments which able to provide an income return. Will be developed through commercial research into options available, appropriate balanced portfolio and the extent of risk
F/R.7.111	External Funding	-200	-	-	-	-	- Identifying and leveraging in new external funding to support CCC initiatives. This might come from a range of approaches, e.g. - Advertising - Sponsorship - Lottery - Crowdfunding - Social Finance - Private Investors - Timebanking  We also know that our business partners, and especially the Cambridge Ahead group, are keen to invest in Cambridgeshire. They are particularly interested in initiatives which support families (i.e. their staff) or which increase the range of skills in the local workforce, or which have demonstrable social value.

Section 4 - F: Commercial and Investments

Table 3: Revenue - Overview

Budget Period: 2018-19 to 2022-23

		Detailed Plans	Outline Plans				
Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
F/R.7.112	Reviewing and Repositioning Existing Traded Services	-500	-	-	-	-	- Service Reviews have been initiated in a number of existing traded services areas to identify greater profit potential with different operating models. The reviews cover the existing Cambridgeshire Catering and Cleaning, Outdoor Centres, Professional Centre Services, Education ICT and Cambridgeshire Music Services
F/R.7.113	Invest to Save Housing Schemes - Income Generation	-4,223	-1,483	571	-188	-	- The Council is a major landowner in Cambridgeshire and this provides an asset capable of generating both revenue and capital returns. This will require CCC to move from being a seller of sites to being a developer of sites, through a Housing Company. In the future, CCC will operate to make best use of sites with development potential in a co-ordinated and planned manner to develop them for a range of development options, generating capital receipts to support site development and significant revenue and capital income to support services and communities.
F/R.7.201	<b>Changes to ring-fenced grants</b> Increase in Arts Council Funding from P&C	-191	-	-	-	-	- This is a ring-fenced grant which was moved into C&I in 2017-18 along with Cambridgeshire Music as part of the Traded Services.
7.999	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	<b>-30,579</b>	<b>-33,575</b>	<b>-33,017</b>	<b>-33,218</b>	<b>-33,231</b>	
	<b>TOTAL NET EXPENDITURE</b>	<b>-9,031</b>	<b>-11,921</b>	<b>-12,292</b>	<b>-12,422</b>	<b>-12,250</b>	
<b>FUNDING SOURCES</b>							
8	<b>FUNDING OF GROSS EXPENDITURE</b>						
F/R.8.001	Budget Surplus	9,031	11,921	12,292	12,422	12,250	Net surplus from Commercial and Investment activities contributed to funding other Services.
F/R.8.003	Fees & Charges	-29,797	-32,793	-32,235	-32,436	-32,449	Fees and charges for the provision of services.
F/R.8.004	Arts Council Funding	-782	-782	-782	-782	-782	Ring-fenced grant from the Arts Council to part-fund Cambridgeshire Music
8.999	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-21,548</b>	<b>-21,654</b>	<b>-20,725</b>	<b>-20,796</b>	<b>-20,981</b>	

## Section 4 - A: People and Communities

**Table 4: Capital Programme**

Budget Period: 2018-19 to 2027-28

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000
Ongoing	33,128	8,906	-1,655	-6,189	-89	5,285	6,844	20,026
Committed Schemes	399,104	182,356	73,965	74,376	50,684	12,081	3,619	2,023
2018-2019 Starts	55,402	660	13,450	19,902	4,400	12,120	4,600	270
2019-2020 Starts	56,578	150	2,060	28,150	19,790	6,158	270	-
2021-2022 Starts	11,250	-	-	-	400	7,750	2,900	200
2022-2023 Starts	26,930	15	-	-	-	1,020	13,185	12,710
2023-2024 Starts	31,590	-	-	-	250	5,000	3,950	22,390
2024-2025 Starts	26,300	-	-	-	150	1,400	800	23,950
<b>TOTAL BUDGET</b>	<b>640,282</b>	<b>192,087</b>	<b>87,820</b>	<b>116,239</b>	<b>75,585</b>	<b>50,814</b>	<b>36,168</b>	<b>81,569</b>

Summary of Schemes by Category	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000
Basic Need - Primary	289,171	100,554	44,866	48,731	22,669	18,691	9,670	43,990
Basic Need - Secondary	274,319	69,152	35,502	66,195	49,926	25,670	19,044	8,830
Basic Need - Early Years	6,126	4,684	1,222	120	100	-	-	-
Adaptations	7,329	2,958	2,400	1,636	-	-	35	300
Condition & Maintenance	25,500	500	2,500	2,500	2,500	2,500	2,500	12,500
Building Schools for the Future	-	-	-	-	-	-	-	-
Schools Managed Capital	10,050	-	1,005	1,005	1,005	1,005	1,005	5,025
Specialist Provision	19,761	5,333	3,476	2,502	300	150	150	7,850
Site Acquisition & Development	200	-	100	100	-	-	-	-
Temporary Accommodation	13,000	-	1,500	1,500	1,500	1,500	1,500	5,500
Children Support Services	2,775	25	295	295	270	270	270	1,350
Adults' Services	43,241	8,881	5,565	5,565	5,565	5,565	5,600	6,500
Capital Programme Variation	-51,190	-	-10,611	-13,910	-8,250	-4,537	-3,606	-10,276
Corporate Services	-	-	-	-	-	-	-	-
<b>TOTAL BUDGET</b>	<b>640,282</b>	<b>192,087</b>	<b>87,820</b>	<b>116,239</b>	<b>75,585</b>	<b>50,814</b>	<b>36,168</b>	<b>81,569</b>

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000	Committee
A/C.01 A/C.01.008	Basic Need - Primary Isle of Ely Primary	New 3 form entry school with 52 Early Years provision: £10,470k Basic Need requirement 630 places £800k Temporary Provision £1,500k Early Years Basic Need 52 places £3,500k Highways works and access work to school site		Committed	16,270	16,270	-	-	-	-	-	-	C&YP

## Section 4 - A: People and Communities

**Table 4: Capital Programme**

**Budget Period: 2018-19 to 2027-28**

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000	
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): £8,500k Basic Need requirement 420 places £1,500k Early Years Basic Need 52 places		Committed	10,000	9,862	138	-	-	-	-	-	C&YP
A/C.01.013	Fourfields, Yaxley	Expansion of 3 classrooms: £1,267k Basic Need requirement 90 places		Committed	1,267	1,239	28	-	-	-	-	-	C&YP
A/C.01.018	Pathfinder Primary, Northstowe	New 3 form entry school with 52 Early Years provision: £8,300k Basic Need requirement 630 places £1,500k Early Years Basic Need 52 places £1,500k Community facilities - Children's Centre		Committed	11,300	11,115	185	-	-	-	-	-	C&YP
A/C.01.020	Godmanchester Bridge, (Bearsfoot Development)	New 1.5 form entry school (with 2 form entry core facilities) with 52 Early Years provision: £7,148k Basic Need requirement 315 places £2,200k Early Years Basic Need 52 places		Committed	9,348	8,947	150	251	-	-	-	-	C&YP
A/C.01.021	North West Cambridge (NIAB site) primary	New 2 form entry school with 52 Early Years provision: £7,852k Basic Need requirement 420 places £1,700k Early Years Basic Need 52 places £1,200k Community facilities - Children's Centre		Committed	10,752	685	-	6,600	3,300	167	-	-	C&YP
A/C.01.022	Burwell Primary	Expansion of 210 places: £6,768k Basic Need requirement 210 places		Committed	6,768	6,761	7	-	-	-	-	-	C&YP
A/C.01.024	Clay Farm / Showground primary, Cambridge	New 3 form entry school with 52 Early Years provision £10,300k Basic Need requirement 630 places £1,700k Early Years Basic Need 52 places		Committed	12,000	11,594	406	-	-	-	-	-	C&YP
A/C.01.025	Fordham Primary	Expansion from 1 to 2 form entry school / replacement of temporary buildings: £4,126k Basic Need requirement 210 places		Committed	4,126	3,968	50	108	-	-	-	-	C&YP
A/C.01.026	Little Paxton Primary	Expansion from 1 to 2 form entry school / replacement of temporary buildings: £3,400k Basic Need requirement 210 places		Committed	3,400	3,292	40	68	-	-	-	-	C&YP
A/C.01.027	Ramoth Primary, Wisbech	Expansion of 12 classrooms: £7,340k Basic Need requirement 300 places		Committed	7,340	5,152	2,000	188	-	-	-	-	C&YP
A/C.01.028	Fulbourn Phase 2	Expansion of 4 classrooms: £6,900k Basic Need requirement 120 places		Committed	6,900	3,135	3,000	665	100	-	-	-	C&YP
A/C.01.029	Sawtry Infants	Expansion of 3 classrooms with 26 Early Years provision: £2,692k Basic Need requirement 90 places £1,600k Early Years Basic Need 26 places		Committed	4,292	1,911	298	1,901	182	-	-	-	C&YP
A/C.01.030	Sawtry Junior	Extension of 4 classrooms to complete 1 form entry expansion: £2,300k Basic Need requirement 120 places		Committed	2,300	-	1,290	900	110	-	-	-	C&YP
A/C.01.031	Hatton Park, Longstanton	Expansion of 1 form of entry: £5,080k Basic Need requirement 210 places		Committed	5,080	5,039	41	-	-	-	-	-	C&YP

## Section 4 - A: People and Communities

**Table 4: Capital Programme**

Budget Period: 2018-19 to 2027-28

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000	
A/C.01.032	Meldreth	Expansion to 1 form of entry: £2,122k Basic Need requirement		Committed	2,122	440	1,550	132	-	-	-	-	C&YP
A/C.01.033	St Ives, Eastfield / Westfield / Wheatfields	Expansion of 1 form of entry: £7,000k Basic Need requirement 210 places		Committed	7,000	31	280	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: £7,210k Basic Need requirement 210 places £1,640k Early Years Basic Need 52 places		Committed	8,850	213	4,300	4,000	337	-	-	-	C&YP
A/C.01.035	The Shade Primary, Soham	Expansion of 2 forms of entry (Phase 2): £2,600k Basic Need requirement 210 places		Committed	2,600	2,548	52	-	-	-	-	-	C&YP
A/C.01.036	Pendragon, Papworth	Expansion of 1 form of entry: £3,500 Basic Need requirement		Committed	3,500	-	-	-	-	150	1,900	1,450	C&YP
A/C.01.037	Chatteris New School	New 1 form of entry School with 26 Early Years places: £7,995k Basic Need requirement 210 places £ 825k Early Years		2018-19	8,820	230	4,700	3,700	190	-	-	-	C&YP
A/C.01.038	Westwood Primary, March, Phase 2	Expansion from 3 to 4 form entry school: £3,241k Basic Need requirement 120 places		Committed	3,241	1,200	1,950	91	-	-	-	-	C&YP
A/C.01.039	Wyton Primary	New replacement 1 form entry school: £9,226k Basic Need requirement 210 places		Committed	9,226	2,389	6,400	437	-	-	-	-	C&YP
A/C.01.040	Ermine Street, Alconbury, Phase 2	Expansion to 3 form entry school (Phase 2): £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: £3,318k Basic Need requirement		2019-20	3,318	130	90	1,600	1,350	148	-	-	C&YP
A/C.01.043	Littleport 3rd primary	New 1 form entry school (with 2 form entry infrastructure) (Phase 1): £4,250k Basic Need requirement 210 places £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: £10,020k Basic Need requirement 420 places		2019-20	10,020	-	-	300	6,200	3,400	120	-	C&YP
A/C.01.045	Melbourn Primary	Expansion of 4 classrooms, hall and refurbishment: £4,441k Basic Need requirement 60 places		Committed	4,441	1,650	2,581	210	-	-	-	-	C&YP
A/C.01.046	Sawston Primary	Extension of 4 classrooms to complete 1 form entry expansion: £2,460k Basic Need requirement 120 places		2019-20	2,460	20	900	1,500	40	-	-	-	C&YP
A/C.01.048	Histon Additional Places	Expansion of 1 form of entry within Histon area: £16,000k Basic Need requirement 210 places		Committed	16,000	1,783	5,310	5,500	3,200	207	-	-	C&YP
A/C.01.049	Northstowe 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: £9,990k Basic Need requirement 420 places £1,260k Early Years Basic Need 52 places		2021-22	11,250	-	-	-	400	7,750	2,900	200	C&YP

## Section 4 - A: People and Communities

**Table 4: Capital Programme**

**Budget Period: 2018-19 to 2027-28**

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000	
A/C.01.050	March new primary	New 1 form entry school (Phase 1): £8,770k Basic Need requirement 210 places		2023-24	8,770	-	-	-	250	5,000	3,350	170	C&YP
A/C.01.051	Wisbech new primary	New 1 form entry school; this is to be an on-going review: £8,770k Basic Need requirement 210 places		2023-24	8,770	-	-	-	-	-	250	8,520	C&YP
A/C.01.052	NIAB 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: £7,950k Basic Need requirement 420 places £1,500k Early Years Basic Need 52 places £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 £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: £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: £2,450k Basic Need requirement 60 places		2024-25	2,450	-	-	-	150	1,400	800	100	C&YP
A/C.01.056	Alconbury Weald 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: £8,528k Basic Need requirement 420 places £1,522k Early Years Basic Need 52 places		2023-24	10,050	-	-	-	-	-	350	9,700	C&YP
A/C.01.057	Northstowe 3rd primary	New 2 form entry school with 52 Early Years provision and community facilities: £10,567k Basic Need requirement 420 places £1,333k Early Years Basic Need 52 places		2024-25	11,900	-	-	-	-	-	-	11,900	C&YP
A/C.01.061	Gamlingay Primary School	Extension of 4 classrooms to complete 1 form entry expansion with new hall: £4,880k Basic Need requirement 120 places		Committed	4,880	700	4,000	180	-	-	-	-	C&YP
A/C.01.062	Waterbeach Primary School	Expansion of 1 form of entry due to in catchment development: £6,660 Basic Need requirement 120 places		2018-19	6,660	50	1,400	5,000	210	-	-	-	C&YP
A/C.01.063	St Neots Eastern Expansion	Expansion of 1 form of entry: £5,500k Basic Need requirement 120 places		2018-19	5,500	50	2,700	2,600	150	-	-	-	C&YP
A/C.01.065	New Road Primary	Expansion to 1 form of entry: £6,470k Basic Need requirement		2018-19	6,470	150	700	4,500	1,000	120	-	-	C&YP
	<b>Total - Basic Need - Primary</b>				<b>289,171</b>	<b>100,554</b>	<b>44,866</b>	<b>48,731</b>	<b>22,669</b>	<b>18,691</b>	<b>9,670</b>	<b>43,990</b>	

## Section 4 - A: People and Communities

**Table 4: Capital Programme**

Budget Period: 2018-19 to 2027-28

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000
<b>A/C.02</b>	<b>Basic Need - Secondary</b>											
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: £29,482k Basic Need requirement 600 places £1,500k Early Years Basic Need 26 places £12,400k SEN 110 places		Committed	43,382	42,907	250	225	-	-	-	- C&YP
A/C.02.004	Bottisham Village College	Expansion to 10 form entry school: £14,969k Basic Need requirement 150 places		Committed	14,969	6,699	7,900	370	-	-	-	- C&YP
A/C.02.006	Northstowe secondary	New 4 form entry school (with 12 form entry core facilities): £44,852k Basic Need requirement 600 places		Committed	44,852	670	7,200	28,000	7,500	900	582	- C&YP
A/C.02.007	North West Fringe secondary	New 4 form entry school (Phase 1): £20,000k Basic Need requirement 600 places		Committed	20,000	18	350	2,700	12,000	4,600	332	- C&YP
A/C.02.008	Cambridge City secondary	Additional capacity for Cambridge City £17,995k Basic Need requirement 450 places		Committed	17,995	8,119	8,900	800	176	-	-	- C&YP
A/C.02.009	Alconbury Weald secondary and Special	New 4 form entry school (with 8 form entry core facilities): £26,000k Basic Need requirement 600 places £12,000k SEN 110 places		Committed	38,000	250	6,870	8,300	17,500	4,700	380	- C&YP
A/C.02.010	Cambourne Village College	Expansion to 7 form entry (Phase 2): £10,475k Basic Need requirement 300 places Follow on expansion to 9 form entry £9,066k Basic Need requirement 300 places		Committed	19,541	10,459	3,132	5,600	350	-	-	- C&YP
A/C.02.011	New secondary capacity to serve Wisbech	New 5 form entry school: £23,000k Basic Need requirement 600 - 750 places		2019-20	23,000	-	600	17,000	5,000	400	-	- C&YP
A/C.02.012	Cromwell Community College	Expansion from 7 to 8 form entry school: £5,000k Basic Need requirement 150 places		2019-20	5,000	-	150	2,800	1,900	150	-	- C&YP
A/C.02.013	St. Neots secondary	Additional capacity for St Neots: £10,940 Basic Need requirement		2022-23	10,940	-	-	-	-	500	6,500	3,940 C&YP
A/C.02.014	Northstowe secondary, phase 2	Additional capacity for Northstowe: £11,640 Basic Need requirement 600 places		2022-23	11,640	-	-	-	-	520	6,500	4,620 C&YP
A/C.02.015	Sir Harry Smith	Expansion of 1 form entry: £5,000k Basic Need requirement 150 places		2019-20	5,000	-	-	150	2,800	1,900	150	- C&YP
A/C.02.016	Cambourne West	New 4 form entry school: £20,000k Basic Need requirement 600 places		2018-19	20,000	30	150	250	2,700	12,000	4,600	270 C&YP
	<b>Total - Basic Need - Secondary</b>				<b>274,319</b>	<b>69,152</b>	<b>35,502</b>	<b>66,195</b>	<b>49,926</b>	<b>25,670</b>	<b>19,044</b>	<b>8,830</b>
<b>A/C.03</b>	<b>Basic Need - Early Years</b>											
A/C.03.001	Orchard Park Primary	Expansion of 24 Early Years provision: £1,000k Early Years Basic Need 24 places		Committed	1,000	350	630	20	-	-	-	- C&YP

## Section 4 - A: People and Communities

**Table 4: Capital Programme**

Budget Period: 2018-19 to 2027-28

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000	
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	5,126	4,334	592	100	100	-	-	-	C&YP
<b>Total - Basic Need - Early Years</b>					<b>6,126</b>	<b>4,684</b>	<b>1,222</b>	<b>120</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>A/C.04</b>	<b>Adaptations</b>												
A/C.04.001	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: £2,018k Basic Need requirement 60 places		Committed	3,918	1,882	1,900	136	-	-	-	-	C&YP
A/C.04.006	Sawtry Village College	£1,900k Early Years Basic Need 18 places New block build to address serious Health, Safety and Wellbeing issues due to inadequate condition of existing accommodation		2018-19	2,000	-	500	1,500	-	-	-	-	C&YP
A/C.04.007	William Westley	Adaptation to existing classrooms to ensure they are in accordance with current Building Bulletin.		2022-23	350	15	-	-	-	-	35	300	C&YP
<b>Total - Adaptations</b>					<b>7,329</b>	<b>2,958</b>	<b>2,400</b>	<b>1,636</b>	<b>-</b>	<b>-</b>	<b>35</b>	<b>300</b>	
<b>A/C.05</b>	<b>Condition &amp; Maintenance</b>												
A/C.05.001	School Condition, Maintenance & Suitability	Funding that enables the Council to undertake work that addresses condition and suitability needs identified in schools' asset management plans, ensuring places are sustainable and safe.		Ongoing	23,850	-	2,000	2,000	2,350	2,500	2,500	12,500	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.		Committed	1,650	500	500	500	150	-	-	-	C&YP
<b>Total - Condition &amp; Maintenance</b>					<b>25,500</b>	<b>500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>12,500</b>	
<b>A/C.07</b>	<b>Schools Mananged Capital</b>												
A/C.07.001	School Devolved Formula Capital	Funding is allocated directly to Cambridgeshire Maintained schools to enable them to undertake low level refurbishments and condition works.		Ongoing	10,050	-	1,005	1,005	1,005	1,005	1,005	5,025	C&YP
<b>Total - Schools Mananged Capital</b>					<b>10,050</b>	<b>-</b>	<b>1,005</b>	<b>1,005</b>	<b>1,005</b>	<b>1,005</b>	<b>1,005</b>	<b>5,025</b>	

## Section 4 - A: People and Communities

**Table 4: Capital Programme**

Budget Period: 2018-19 to 2027-28

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000	
<b>A/C.08</b>	<b>Specialist Provision</b>												
A/C.08.001	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	5,033	26	-	-	-	-	-	- C&YP
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 @£30,000 per year		2023-24	4,000	-	-	-	-	-	-	4,000	C&YP
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.		Committed	750	150	150	150	150	150	-	-	- C&YP
A/C.08.004	Replacement Pilgrim Pupil Referral Unit - Medical Provision	Replacement required as current site will not be available for future use.		2022-23	4,000	-	-	-	-	-	150	3,850	C&YP
A/C.08.005	Spring Common Special School			2018-19	5,952	150	3,300	2,352	150	-	-	-	- C&YP
	<b>Total - Specialist Provision</b>				<b>19,761</b>	<b>5,333</b>	<b>3,476</b>	<b>2,502</b>	<b>300</b>	<b>150</b>	<b>150</b>	<b>7,850</b>	
<b>A/C.09</b>	<b>Site Acquisition &amp; Development</b>												
A/C.09.001	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	200	-	100	100	-	-	-	-	- C&YP
	<b>Total - Site Acquisition &amp; Development</b>				<b>200</b>	<b>-</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>A/C.10</b>	<b>Temporary Accommodation</b>												
A/C.10.001	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	13,000	-	1,500	1,500	1,500	1,500	1,500	5,500	C&YP
	<b>Total - Temporary Accommodation</b>				<b>13,000</b>	<b>-</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>5,500</b>	
<b>A/C.11</b>	<b>Children Support Services</b>												
A/C.11.001	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	75	25	25	25	-	-	-	-	- C&YP

## Section 4 - A: People and Communities

**Table 4: Capital Programme**

Budget Period: 2018-19 to 2027-28

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000	
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	200	-	20	20	20	20	20	100	C&YP
A/C.11.003	CFA Buildings & Capital Team Capitalisation	Salaries for the Buildings and Capital Team are to be capitalised on an ongoing basis.		Ongoing	2,500	-	250	250	250	250	250	1,250	C&YP
	<b>Total - Children Support Services</b>				<b>2,775</b>	<b>25</b>	<b>295</b>	<b>295</b>	<b>270</b>	<b>270</b>	<b>270</b>	<b>1,350</b>	
<b>A/C.12</b>	<b>Adults' Services</b>												
A/C.12.002	Enhanced Frontline in Adults Social Care	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	785	-	150	150	150	150	185	-	Adults
A/C.12.004	Disabled Facilities Grant	We are expecting this funding to continue to be managed through the Better Care Fund for the period 2017/18 to 2022/23, 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	29,456	8,881	4,115	4,115	4,115	4,115	4,115	-	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		Ongoing	13,000	-	1,300	1,300	1,300	1,300	1,300	6,500	Adults
	<b>Total - Adults' Services</b>				<b>43,241</b>	<b>8,881</b>	<b>5,565</b>	<b>5,565</b>	<b>5,565</b>	<b>5,565</b>	<b>5,600</b>	<b>6,500</b>	
<b>A/C.13</b>	<b>Capital Programme Variation</b>												
A/C.13.001	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	-59,988	-	-12,120	-16,654	-10,779	-5,555	-4,031	-10,849	Adults, C&Y
A/C.13.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Committed	8,798	-	1,509	2,744	2,529	1,018	425	573	Adults, C&Y
	<b>Total - Capital Programme Variation</b>				<b>-51,190</b>	<b>-</b>	<b>-10,611</b>	<b>-13,910</b>	<b>-8,250</b>	<b>-4,537</b>	<b>-3,606</b>	<b>-10,276</b>	
	<b>TOTAL BUDGET</b>				<b>640,282</b>	<b>192,087</b>	<b>87,820</b>	<b>116,239</b>	<b>75,585</b>	<b>50,814</b>	<b>36,168</b>	<b>81,569</b>	

## Section 4 - A: People and Communities

**Table 4: Capital Programme**

Budget Period: 2018-19 to 2027-28

Funding	Total Funding £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000
<b>Government Approved Funding</b>								
Basic Need	126,873	37,662	24,919	6,905	7,000	7,000	10,000	33,387
Capital Maintenance	37,896	1,335	4,043	4,043	4,043	4,043	4,043	16,346
Devolved Formula Capital	10,050	-	1,005	1,005	1,005	1,005	1,005	5,025
Specific Grants	33,644	10,570	4,948	4,948	4,948	4,115	4,115	-
<b>Total - Government Approved Funding</b>	<b>208,463</b>	<b>49,567</b>	<b>34,915</b>	<b>16,901</b>	<b>16,996</b>	<b>16,163</b>	<b>19,163</b>	<b>54,758</b>
<b>Locally Generated Funding</b>								
Agreed Developer Contributions	44,925	21,359	2,474	15,170	5,922	-	-	-
Anticipated Developer Contributions	94,455	5,581	3,470	6,570	29,096	24,882	10,529	14,327
Prudential Borrowing	270,404	87,308	47,733	68,265	23,672	13,749	8,516	21,161
Prudential Borrowing (Repayable)	13	20,964	-2,754	-899	-2,601	-3,980	-2,040	-8,677
Other Contributions	22,022	7,308	1,982	10,232	2,500	-	-	-
<b>Total - Locally Generated Funding</b>	<b>431,819</b>	<b>142,520</b>	<b>52,905</b>	<b>99,338</b>	<b>58,589</b>	<b>34,651</b>	<b>17,005</b>	<b>26,811</b>
<b>TOTAL FUNDING</b>	<b>640,282</b>	<b>192,087</b>	<b>87,820</b>	<b>116,239</b>	<b>75,585</b>	<b>50,814</b>	<b>36,168</b>	<b>81,569</b>

## Section 4 - A: People and Communities

**Table 5: Capital Programme - Funding**

Budget Period: 2018-19 to 2027-28

Summary of Schemes by Start Date					Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	Committee
Ongoing					33,128	76,748	-13,797	-	-	-29,823	
Committed Schemes					399,104	74,094	117,202	22,022	-	185,786	
2018-2019 Starts					55,402	2,272	14,810	-	-	38,320	
2019-2020 Starts					56,578	9,226	6,000	-	-	41,352	
2021-2022 Starts					11,250	6,924	-	-	-	4,326	
2022-2023 Starts					26,930	13,572	-	-	-	13,358	
2023-2024 Starts					31,590	11,848	7,020	-	-	12,722	
2024-2025 Starts					26,300	13,779	8,145	-	-	4,376	
<b>TOTAL BUDGET</b>					<b>640,282</b>	<b>208,463</b>	<b>139,380</b>	<b>22,022</b>	<b>-</b>	<b>270,417</b>	

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>A/C.01</b>	<b>Basic Need - Primary</b>										
A/C.01.008	Isle of Ely Primary		-	Committed	16,270	2,389	3,168	4,635	-	6,078	C&YP
A/C.01.012	Ermine Street Primary, Alconbury Weald		-	Committed	10,000	2,173	7,735	-	-	92	C&YP
A/C.01.013	Fourfields, Yaxley		-	Committed	1,267	30	369	-	-	868	C&YP
A/C.01.018	Pathfinder Primary, Northstowe		-	Committed	11,300	105	11,000	-	-	195	C&YP
A/C.01.020	Godmanchester Bridge, (Bearscoft Development)		-	Committed	9,348	2,916	4,367	-	-	2,065	C&YP
A/C.01.021	North West Cambridge (NIAB site) primary		-	Committed	10,752	91	7,317	-	-	3,344	C&YP
A/C.01.022	Burwell Primary		-	Committed	6,768	422	5	23	-	6,318	C&YP
A/C.01.024	Clay Farm / Showground primary, Cambridge		-	Committed	12,000	2,999	7,801	-	-	1,200	C&YP
A/C.01.025	Fordham Primary		-	Committed	4,126	589	8	-	-	3,529	C&YP
A/C.01.026	Little Paxton Primary		-	Committed	3,400	700	602	-	-	2,098	C&YP
A/C.01.027	Ramnoth Primary, Wisbech		-	Committed	7,340	1,692	-	530	-	5,118	C&YP
A/C.01.028	Fulbourn Phase 2		-	Committed	6,900	3,255	820	-	-	2,825	C&YP
A/C.01.029	Sawtry Infants		-	Committed	4,292	2,839	-	-	-	1,453	C&YP
A/C.01.030	Sawtry Junior		-	Committed	2,300	890	-	-	-	1,410	C&YP
A/C.01.031	Hatton Park, Longstanton		-	Committed	5,080	2,441	-	-	-	2,639	C&YP
A/C.01.032	Meldreth		-	Committed	2,122	1,561	-	-	-	561	C&YP
A/C.01.033	St Ives, Eastfield / Westfield / Wheatfields		-	Committed	7,000	-	-	-	-	7,000	C&YP
A/C.01.034	St Neots, Wintringham Park		-	Committed	8,850	-	8,790	-	-	60	C&YP
A/C.01.035	The Shade Primary, Soham		-	Committed	2,600	316	343	-	-	1,941	C&YP
A/C.01.036	Pendragon, Papworth		-	Committed	3,500	-	1,000	-	-	2,500	C&YP
A/C.01.037	Chatteris New School		-	2018-19	8,820	456	-	-	-	8,364	C&YP
A/C.01.038	Westwood Primary, March, Phase 2		-	Committed	3,241	2,240	-	-	-	1,001	C&YP
A/C.01.039	Wyton Primary		-	Committed	9,226	4,850	-	-	-	4,376	C&YP
A/C.01.040	Ermine Street, Alconbury, Phase 2		-	2019-20	2,780	185	2,150	-	-	445	C&YP
A/C.01.041	Barrington		-	2019-20	3,318	520	600	-	-	2,198	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	2,252	-	-	-	7,768	C&YP

## Section 4 - A: People and Communities

**Table 5: Capital Programme - Funding**

**Budget Period: 2018-19 to 2027-28**

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	
A/C.01.045	Melbourn Primary			- Committed	4,441	2,074	1,333	-	-	1,034	C&YP
A/C.01.046	Sawston Primary			- 2019-20	2,460	-	-	-	-	2,460	C&YP
A/C.01.048	Histon Additional Places			- Committed	16,000	3,678	-	-	-	12,322	C&YP
A/C.01.049	Northstowe 2nd primary			- 2021-22	11,250	6,924	-	-	-	4,326	C&YP
A/C.01.050	March new primary			- 2023-24	8,770	-	7,020	-	-	1,750	C&YP
A/C.01.051	Wisbech new primary			- 2023-24	8,770	4,070	-	-	-	4,700	C&YP
A/C.01.052	NIAB 2nd primary			- 2024-25	10,950	2,625	8,145	-	-	180	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	2,450	299	-	-	-	2,151	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	9,855	-	-	-	2,045	C&YP
A/C.01.061	Gamlingay Primary School			- Committed	4,880	1,472	-	-	-	3,408	C&YP
A/C.01.062	Waterbeach Primary School			- 2018-19	6,660	-	-	-	-	6,660	C&YP
A/C.01.063	St Neots Eastern Expansion			- 2018-19	5,500	-	-	-	-	5,500	C&YP
A/C.01.065	New Road Primary			- 2018-19	6,470	-	-	-	-	6,470	C&YP
	<b>Total - Basic Need - Primary</b>			-	<b>289,171</b>	<b>78,672</b>	<b>72,573</b>	<b>5,188</b>	-	<b>132,738</b>	
<b>A/C.02</b>	<b>Basic Need - Secondary</b>										
A/C.02.003	Littleport secondary and special			- Committed	43,382	1,566	5,000	-	-	36,816	C&YP
A/C.02.004	Bottisham Village College			- Committed	14,969	4,932	-	2,269	-	7,768	C&YP
A/C.02.006	Northstowe secondary			- Committed	44,852	7,575	8,820	12,500	-	15,957	C&YP
A/C.02.007	North West Fringe secondary			- Committed	20,000	-	19,650	-	-	350	C&YP
A/C.02.008	Cambridge City secondary			- Committed	17,995	8,730	-	1,739	-	7,526	C&YP
A/C.02.009	Alconbury Weald secondary and Special			- Committed	38,000	2,550	23,400	-	-	12,050	C&YP
A/C.02.010	Cambourne Village College			- Committed	19,541	4,843	4,714	200	-	9,784	C&YP
A/C.02.011	New secondary capacity to serve Wisbech			- 2019-20	23,000	1,533	-	-	-	21,467	C&YP
A/C.02.012	Cromwell Community College			- 2019-20	5,000	-	3,250	-	-	1,750	C&YP
A/C.02.013	St. Neots secondary			- 2022-23	10,940	10,240	-	-	-	700	C&YP
A/C.02.014	Northstowe secondary, phase 2			- 2022-23	11,640	3,332	-	-	-	8,308	C&YP
A/C.02.015	Sir Harry Smith			- 2019-20	5,000	1,750	-	-	-	3,250	C&YP
A/C.02.016	Cambourne West			- 2018-19	20,000	-	14,810	-	-	5,190	C&YP
	<b>Total - Basic Need - Secondary</b>			-	<b>274,319</b>	<b>47,051</b>	<b>79,644</b>	<b>16,708</b>	-	<b>130,916</b>	
<b>A/C.03</b>	<b>Basic Need - Early Years</b>										
A/C.03.001	Orchard Park Primary			- Committed	1,000	-	211	-	-	789	C&YP
A/C.03.003	LA maintained Early Years Provision			- Committed	5,126	1,689	-	34	-	3,403	C&YP
	<b>Total - Basic Need - Early Years</b>			-	<b>6,126</b>	<b>1,689</b>	<b>211</b>	<b>34</b>	-	<b>4,192</b>	
<b>A/C.04</b>	<b>Adaptations</b>										
A/C.04.001	Hauxton Primary			- Committed	1,061	30	749	-	-	282	C&YP

## Section 4 - A: People and Communities

**Table 5: Capital Programme - Funding**

Budget Period: 2018-19 to 2027-28

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	
A/C.04.004	Morley Memorial Primary			- Committed	3,918	1,780	-	92	-	2,046	C&YP
A/C.04.006	Sawtry Village College			2018-19	2,000	-	-	-	-	2,000	C&YP
A/C.04.007	William Westley			2022-23	350	-	-	-	-	350	C&YP
	<b>Total - Adaptations</b>		-		<b>7,329</b>	<b>1,810</b>	<b>749</b>	<b>92</b>	-	<b>4,678</b>	
<b>A/C.05</b>	<b>Condition &amp; Maintenance</b>										
A/C.05.001	School Condition, Maintenance & Suitability			- Ongoing	23,850	23,850	-	-	-	-	C&YP
A/C.05.002	Kitchen Ventilation			- Committed	1,650	677	-	-	-	973	C&YP
	<b>Total - Condition &amp; Maintenance</b>		-		<b>25,500</b>	<b>24,527</b>	-	-	-	<b>973</b>	
<b>A/C.07</b>	<b>Schools Mananged Capital</b>										
A/C.07.001	School Devolved Formula Capital			- Ongoing	10,050	10,050	-	-	-	-	C&YP
	<b>Total - Schools Mananged Capital</b>		-		<b>10,050</b>	<b>10,050</b>	-	-	-	-	
<b>A/C.08</b>	<b>Specialist Provision</b>										
A/C.08.001	Trinity School Hartford, Huntingdon			- Committed	5,059	-	-	-	-	5,059	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			- Committed	750	-	-	-	-	750	C&YP
A/C.08.004	Replacement Pilgrim Pupil Referral Unit - Medical Provision			- 2022-23	4,000	-	-	-	-	4,000	C&YP
A/C.08.005	Spring Common Special School			- 2018-19	5,952	1,816	-	-	-	4,136	C&YP
	<b>Total - Specialist Provision</b>		-		<b>19,761</b>	<b>1,816</b>	-	-	-	<b>17,945</b>	
<b>A/C.09</b>	<b>Site Acquisition &amp; Development</b>										
A/C.09.001	Site Acquisition, Development, Analysis and Investigations			- Ongoing	200	200	-	-	-	-	C&YP
	<b>Total - Site Acquisition &amp; Development</b>		-		<b>200</b>	<b>200</b>	-	-	-	-	
<b>A/C.10</b>	<b>Temporary Accommodation</b>										
A/C.10.001	Temporary Accommodation			- Ongoing	13,000	12,967	-	-	-	33	C&YP
	<b>Total - Temporary Accommodation</b>		-		<b>13,000</b>	<b>12,967</b>	-	-	-	<b>33</b>	
<b>A/C.11</b>	<b>Children Support Services</b>										
A/C.11.001	Children's Minor Works and Adaptions			- Ongoing	75	45	-	-	-	30	C&YP
A/C.11.002	Cambridgeshire Alternative Education Service Minor Works			- Ongoing	200	180	-	-	-	20	C&YP
A/C.11.003	CFA Buildings & Capital Team Capitalisation			- Ongoing	2,500	-	-	-	-	2,500	C&YP
	<b>Total - Children Support Services</b>		-		<b>2,775</b>	<b>225</b>	-	-	-	<b>2,550</b>	

## Section 4 - A: People and Communities

**Table 5: Capital Programme - Funding**

Budget Period: 2018-19 to 2027-28

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>A/C.12</b>	<b>Adults' Services</b>										
A/C.12.002	Enhanced Frontline in Adults Social Care		- Ongoing		785	-	-	-	-	785	Adults
A/C.12.004	Disabled Facilities Grant		- Ongoing		29,456	29,456	-	-	-	-	Adults
A/C.12.005	Integrated Community Equipment Service		- Ongoing		13,000	-	-	-	-	13,000	Adults
	<b>Total - Adults' Services</b>		-		<b>43,241</b>	<b>29,456</b>	-	-	-	<b>13,785</b>	
<b>A/C.13</b>	<b>Capital Programme Variation</b>										
A/C.13.001	Variation Budget		- Ongoing		-59,988	-	-13,797	-	-	-46,191	Adults, C&YP
A/C.13.002	Capitalisation of Interest Costs		- Committed		8,798	-	-	-	-	8,798	Adults, C&YP
	<b>Total - Capital Programme Variation</b>		-		<b>-51,190</b>	-	<b>-13,797</b>	-	-	<b>-37,393</b>	
	<b>TOTAL BUDGET</b>				<b>640,282</b>	<b>208,463</b>	<b>139,380</b>	<b>22,022</b>	-	<b>270,417</b>	

## Section 4 - B: Economy, Transport and Environment Services

**Table 4: Capital Programme**

Budget Period: 2018-19 to 2027-28

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000
Ongoing	131,742	63,286	12,799	14,837	15,982	15,597	14,051	-4,810
Committed Schemes	293,423	226,328	21,582	10,109	1,958	3,297	6,101	24,048
2018-2019 Starts	821	-	821	-	-	-	-	-
<b>TOTAL BUDGET</b>	<b>425,986</b>	<b>289,614</b>	<b>35,202</b>	<b>24,946</b>	<b>17,940</b>	<b>18,894</b>	<b>20,152</b>	<b>19,238</b>

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000	Committee
<b>B/C.01</b>	<b>Integrated Transport</b>												
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	6,730	-	1,346	1,346	1,346	1,346	1,346	-	H&CI
	<b>Total - Integrated Transport</b>				<b>15,950</b>	-	<b>3,190</b>	<b>3,190</b>	<b>3,190</b>	<b>3,190</b>	<b>3,190</b>	-	
<b>B/C.02</b>	<b>Operating the Network</b>												
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	46,069	-	9,918	9,415	8,912	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: 2018-19 to 2027-28

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £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	4,250	-	850	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
	<b>Total - Operating the Network</b>				<b>65,664</b>	<b>-</b>	<b>13,837</b>	<b>13,334</b>	<b>12,831</b>	<b>12,831</b>	<b>12,831</b>	<b>-</b>	
<b>B/C.03</b>	<b>Infrastructure Management &amp; Operations</b>												
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	83,200	62,932	4,300	4,300	4,300	4,300	3,068	-	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	455	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	5,246	2,635	2,611	-	-	-	-	-	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
	<b>Total - Infrastructure Management &amp; Operations</b>				<b>96,969</b>	<b>66,022</b>	<b>7,646</b>	<b>7,657</b>	<b>4,881</b>	<b>4,695</b>	<b>6,068</b>	<b>-</b>	

## Section 4 - B: Economy, Transport and Environment Services

**Table 4: Capital Programme**

Budget Period: 2018-19 to 2027-28

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000
<b>B/C.04</b>	<b>Strategy &amp; Development</b>											
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	34,923	1,077	-	-	-	-	- E&E
B/C.4.006	Guided Busway	Guided Busway construction contract retention payments.		Committed	149,791	145,091	500	3,460	370	370	-	- E&E
B/C.4.017	Cambridge Cycling Infrastructure	Cambridge Cycling Infrastructure		Committed	5,103	3,897	1,206	-	-	-	-	- E&E
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	2,677	1,923	-	-	-	-	- 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	6,917	6,663	-	-	-	-	- E&E
B/C.4.024	Soham Station	Proposed new railway station at Soham to support new housing development.		Committed	6,700	1,241	-	-	-	1,500	2,000	1,959 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	200	-	-	1,000	1,000	1,000	22,000 E&E
B/C.4.029	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	354	250	250	146	-	-	- E&E
<b>Total - Strategy &amp; Development</b>					<b>241,974</b>	<b>195,300</b>	<b>11,619</b>	<b>3,710</b>	<b>1,516</b>	<b>2,870</b>	<b>3,000</b>	<b>23,959</b>

## Section 4 - B: Economy, Transport and Environment Services

**Table 4: Capital Programme**

Budget Period: 2018-19 to 2027-28

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000	
B/C.05 B/C.5.002	<b>Other Schemes</b> 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	27,290	6,000	3,000	-	-	-	-	E&E
	<b>Total - Other Schemes</b>				<b>36,290</b>	<b>27,290</b>	<b>6,000</b>	<b>3,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
B/C.06 B/C.3.110	<b>Libraries, Archives &amp; Information</b> Milton Road Library	Fitout costs for the ground floor area of the new Milton Road Library building, to include library space, two community rooms, office, kitchen and toilets.		2018-19	481	-	481	-	-	-	-	-	H&CI
B/C.3.111	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	1,502	1,002	500	-	-	-	-	-	H&CI
	<b>Total - Libraries, Archives &amp; Information</b>				<b>1,983</b>	<b>1,002</b>	<b>981</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
B/C.08 B/C.6.001	<b>Capital Programme Variation</b> 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	-34,072	-	-8,778	-6,237	-4,485	-4,724	-5,038	-4,810	E&E, H&CI
B/C.6.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Committed	1,228	-	707	292	7	32	101	89	E&E, H&CI
	<b>Total - Capital Programme Variation</b>				<b>-32,844</b>	<b>-</b>	<b>-8,071</b>	<b>-5,945</b>	<b>-4,478</b>	<b>-4,692</b>	<b>-4,937</b>	<b>-4,721</b>	
	<b>TOTAL BUDGET</b>				<b>425,986</b>	<b>289,614</b>	<b>35,202</b>	<b>24,946</b>	<b>17,940</b>	<b>18,894</b>	<b>20,152</b>	<b>19,238</b>	

## Section 4 - B: Economy, Transport and Environment Services

**Table 4: Capital Programme**

Budget Period: 2018-19 to 2027-28

Funding	Total Funding £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000
<b>Government Approved Funding</b>								
Department for Transport	204,577	99,958	16,794	16,088	16,708	16,691	16,669	21,669
Specific Grants	38,275	37,463	-188	-	-	1,000	-	-
<b>Total - Government Approved Funding</b>	<b>242,852</b>	<b>137,421</b>	<b>16,606</b>	<b>16,088</b>	<b>16,708</b>	<b>17,691</b>	<b>16,669</b>	<b>21,669</b>
<b>Locally Generated Funding</b>								
Agreed Developer Contributions	26,660	18,929	4,481	3,250	-	-	-	-
Anticipated Developer Contributions	12,800	400	300	200	200	1,000	1,000	9,700
Capital Receipts	39	39	-	-	-	-	-	-
Prudential Borrowing	112,911	107,651	7,865	5,608	1,232	203	2,483	-12,131
Prudential Borrowing (Repayable)	-	4,523	-4,123	-200	-200	-	-	-
Other Contributions	30,724	20,651	10,073	-	-	-	-	-
<b>Total - Locally Generated Funding</b>	<b>183,134</b>	<b>152,193</b>	<b>18,596</b>	<b>8,858</b>	<b>1,232</b>	<b>1,203</b>	<b>3,483</b>	<b>-2,431</b>
<b>TOTAL FUNDING</b>	<b>425,986</b>	<b>289,614</b>	<b>35,202</b>	<b>24,946</b>	<b>17,940</b>	<b>18,894</b>	<b>20,152</b>	<b>19,238</b>

## Section 4 - B: Economy, Transport and Environment Services

**Table 5: Capital Programme - Funding**

Budget Period: 2018-19 to 2027-28

Summary of Schemes by Start Date					Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	Committee
Ongoing					131,742	81,410	-1,193	-868	-	52,393	
Committed Schemes					293,423	161,442	40,219	31,592	39	60,131	
2018-2019 Starts					821	-	434	-	-	387	
<b>TOTAL BUDGET</b>					<b>425,986</b>	<b>242,852</b>	<b>39,460</b>	<b>30,724</b>	<b>39</b>	<b>112,911</b>	
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>B/C.01</b>	<b>Integrated Transport</b>										
B/C.1.002	Air Quality Monitoring			- Ongoing	115	115	-	-	-	-	
B/C.1.009	Major Scheme Development & Delivery			- Ongoing	1,000	1,000	-	-	-	-	
B/C.1.011	Local Infrastructure improvements			- Ongoing	3,410	3,410	-	-	-	-	
B/C.1.012	Safety Schemes			- Ongoing	2,970	2,970	-	-	-	-	E&E
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	6,730	6,730	-	-	-	-	H&CI
	<b>Total - Integrated Transport</b>		-		<b>15,950</b>	<b>15,950</b>	-	-	-	-	
<b>B/C.02</b>	<b>Operating the Network</b>										
B/C.2.001	Carriageway & Footway Maintenance including Cycle Paths			- Ongoing	46,069	46,069	-	-	-	-	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	4,250	4,250	-	-	-	-	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
	<b>Total - Operating the Network</b>		-		<b>65,664</b>	<b>65,664</b>	-	-	-	-	
<b>B/C.03</b>	<b>Infrastructure Management &amp; Operations</b>										
B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)			- Ongoing	83,200	3,639	-	-	-	79,561	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	5,246	-	-	-	-	5,246	H&CI
B/C.3.108	New Community Hub / Library Service Provision Darwin Green			- 2018-19	340	-	299	-	-	41	H&CI
	<b>Total - Infrastructure Management &amp; Operations</b>		-		<b>96,969</b>	<b>3,639</b>	<b>2,902</b>	-	-	<b>90,428</b>	
<b>B/C.04</b>	<b>Strategy &amp; Development</b>										
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	149,791	94,667	29,488	9,282	-	16,354	E&E
B/C.4.017	Cambridge Cycling Infrastructure			- Committed	5,103	-	5,103	-	-	-	E&E
B/C.4.021	Abbey - Chesterton Bridge			- Committed	4,600	2,025	2,025	550	-	-	E&E
B/C.4.023	King's Dyke			- Committed	13,580	8,000	-	3,500	-	2,080	E&E

## Section 4 - B: Economy, Transport and Environment Services

**Table 5: Capital Programme - Funding**

Budget Period: 2018-19 to 2027-28

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.4.024	Soham Station		-	Committed	6,700	1,000	-	741	-	4,959	E&E
B/C.4.028	A14		-	Committed	25,200	25,000	-	200	-	-	E&E
B/C.4.029	Energy Efficiency Fund	F/R.5.002	-550	Ongoing	1,000	-	-	-	-	1,000	E&E
	<b>Total - Strategy &amp; Development</b>		<b>-550</b>		<b>241,974</b>	<b>152,692</b>	<b>37,616</b>	<b>20,567</b>	<b>-</b>	<b>31,099</b>	
<b>B/C.05</b>	<b>Other Schemes</b>										
B/C.5.002	Investment in Connecting Cambridgeshire		-	Committed	36,290	8,750	-	11,025	-	16,515	E&E
	<b>Total - Other Schemes</b>		<b>-</b>		<b>36,290</b>	<b>8,750</b>	<b>-</b>	<b>11,025</b>	<b>-</b>	<b>16,515</b>	
<b>B/C.06</b>	<b>Libraries, Archives &amp; Information</b>										
B/C.3.110	Milton Road Library		-	2018-19	481	-	135	-	-	346	H&CI
B/C.3.111	Community Hubs - Sawston		-	Committed	1,502	-	-	-	39	1,463	H&CI
	<b>Total - Libraries, Archives &amp; Information</b>		<b>-</b>		<b>1,983</b>	<b>-</b>	<b>135</b>	<b>-</b>	<b>39</b>	<b>1,809</b>	
<b>B/C.08</b>	<b>Capital Programme Variation</b>										
B/C.6.001	Variation Budget		-	Ongoing	-34,072	-3,843	-1,193	-868	-	-28,168	E&E, H&CI
B/C.6.002	Capitalisation of Interest Costs		-	Committed	1,228	-	-	-	-	1,228	E&E, H&CI
	<b>Total - Capital Programme Variation</b>		<b>-</b>		<b>-32,844</b>	<b>-3,843</b>	<b>-1,193</b>	<b>-868</b>	<b>-</b>	<b>-26,940</b>	
	<b>TOTAL BUDGET</b>				<b>425,986</b>	<b>242,852</b>	<b>39,460</b>	<b>30,724</b>	<b>39</b>	<b>112,911</b>	

## Section 4 - C: Corporate and Managed Services

**Table 4: Capital Programme**

Budget Period: 2018-19 to 2027-28

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000
Ongoing	-2,581	-	-2,113	-183	-170	-115	-	-
Committed Schemes	17,080	6,204	9,151	575	575	575	-	-
2018-2019 Starts	2,032	-	1,415	342	275	-	-	-
<b>TOTAL BUDGET</b>	<b>16,531</b>	<b>6,204</b>	<b>8,453</b>	<b>734</b>	<b>680</b>	<b>460</b>	<b>-</b>	<b>-</b>

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000	Committee
<b>C/C.01</b>	<b>Corporate Services</b>												
C/C.1.001	Essential CCC Business Systems Upgrade	The new Business Intelligence team is reviewing the Council's key business systems. This resource will be used to upgrade or replace legacy systems that are at the end of life.		Committed	300	261	39	-	-	-	-	-	GPC
C/C.1.003	Citizen First, Digital First	Further improvements to be made to automate our systems and processes. To take out costs and to improve the speed of transactions with the Council for our customers, partners and providers.		Committed	3,546	730	1,091	575	575	575	-	-	GPC
C/C.1.004	Mosaic IT Infrastructure	Procurement of Management Information systems for People and Communities 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	2,420	580	-	-	-	-	-	GPC
	<b>Total - Corporate Services</b>				<b>6,846</b>	<b>3,411</b>	<b>1,710</b>	<b>575</b>	<b>575</b>	<b>575</b>	<b>-</b>	<b>-</b>	
<b>C/C.02</b>	<b>Managed Services</b>												
C/C.2.006	CPSN Replacement	This is for the procurement of a replacement Wide Area Network solution. The current contracted service (CPSN) is due to end in June 2018, but we have secured continuance to June 2019. 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 (EastNet).		Committed	5,500	500	5,000	-	-	-	-	-	GPC
C/C.2.007	Improved display screens	Replace oldest and smallest of the display screens attached to new docking stations in CCC offices		2018-19	84	-	84	-	-	-	-	-	GPC
C/C.2.008	Disaster Recovery facility for critical business systems	Implementation of a second technology platform, in LGSS's Angel Street data centre, able to deliver core and critical IT services in the event of disaster or disruption to the Shire Hall data centre.		2018-19	458	-	458	-	-	-	-	-	GPC

## Section 4 - C: Corporate and Managed Services

**Table 4: Capital Programme**

Budget Period: 2018-19 to 2027-28

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000	
C/C.2.009	Pro-active upgrade to Exchange email systems	Pro-active upgrade to Exchange email systems, to maintain stability, supportability and security of hardware and software, and access to email for CCC staff.		2018-19	251	-	251	-	-	-	-	-	GPC
C/C.2.010	IT Infrastructure Refresh	Upgrades/refresh of the core CCC IT systems that underpin use of IT across the Council. This essential work will ensure that the critical IT Infrastructure continues to be fit for purpose and supports changes in technology and business requirements		2018-19	660	-	220	165	275	-	-	-	GPC
C/C.2.011	Replacement of office networking hardware	Replacement of end-of-life networking hardware (switches) in all CCC offices to maintain stability, supportability and security of access to business systems for CCC staff.		2018-19	354	-	177	177	-	-	-	-	GPC
C/C.2.012	Laptop refresh	Ensure our new mobile computing platform stays current, supportable and fit-for-purpose by continually replacing the oldest, worst performing, most damaged models.		2018-19	225	-	225	-	-	-	-	-	GPC
<b>Total - Managed Services</b>					<b>7,532</b>	<b>500</b>	<b>6,415</b>	<b>342</b>	<b>275</b>	-	-	-	
<b>C/C.03</b>	<b>Transformation</b>												
C/C.3.001	Capitalisation of Transformation Team	Funding the Transformation team from capital instead of revenue, by using the flexibility of capital receipts direction.		Committed	2,586	1,293	1,293	-	-	-	-	-	GPC
C/C.3.002	Capitalisation of Redundancies	Funding the cost of redundancies from capital instead of revenue, using the flexibility of capital receipts direction.		Committed	2,000	1,000	1,000	-	-	-	-	-	GPC
<b>Total - Transformation</b>					<b>4,586</b>	<b>2,293</b>	<b>2,293</b>	-	-	-	-	-	
<b>C/C.10</b>	<b>Capital Programme Variation</b>												
C/C.10.001	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		Ongoing	-2,581	-	-2,113	-183	-170	-115	-	-	GPC
C/C.10.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Committed	148	-	148	-	-	-	-	-	GPC
<b>Total - Capital Programme Variation</b>					<b>-2,433</b>	-	<b>-1,965</b>	<b>-183</b>	<b>-170</b>	<b>-115</b>	-	-	
<b>TOTAL BUDGET</b>					<b>16,531</b>	<b>6,204</b>	<b>8,453</b>	<b>734</b>	<b>680</b>	<b>460</b>	-	-	

## Section 4 - C: Corporate and Managed Services

**Table 4: Capital Programme**

Budget Period: 2018-19 to 2027-28

Funding	Total Funding £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000
Government Approved Funding								
<b>Total - Government Approved Funding</b>	-	-	-	-	-	-	-	-
Locally Generated Funding								
Capital Receipts	4,586	2,293	2,293	-	-	-	-	-
Prudential Borrowing	11,945	3,911	6,160	734	680	460	-	-
<b>Total - Locally Generated Funding</b>	<b>16,531</b>	<b>6,204</b>	<b>8,453</b>	<b>734</b>	<b>680</b>	<b>460</b>	-	-
<b>TOTAL FUNDING</b>	<b>16,531</b>	<b>6,204</b>	<b>8,453</b>	<b>734</b>	<b>680</b>	<b>460</b>	-	-

## Section 4 - C: Corporate and Managed Services

**Table 5: Capital Programme - Funding**

Budget Period: 2018-19 to 2027-28

Summary of Schemes by Start Date					Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	Committee
Ongoing					-2,581	-	-	-	-	-2,581	GPC
Committed Schemes					17,080	-	-	-	4,586	12,494	
2018-2019 Starts					2,032	-	-	-	-	2,032	
<b>TOTAL BUDGET</b>					<b>16,531</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,586</b>	<b>11,945</b>	

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/C.01</b>	<b>Corporate Services</b>										
C/C.1.001	Essential CCC Business Systems Upgrade		-	Committed	300	-	-	-	-	300	GPC
C/C.1.003	Citizen First, Digital First		-2,455	Committed	3,546	-	-	-	-	3,546	GPC
C/C.1.004	Mosaic IT Infrastructure		-	Committed	3,000	-	-	-	-	3,000	GPC
	<b>Total - Corporate Services</b>		<b>-2,455</b>		<b>6,846</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,846</b>	
<b>C/C.02</b>	<b>Managed Services</b>										
C/C.2.006	CPSN Replacement		-	Committed	5,500	-	-	-	-	5,500	GPC
C/C.2.007	Improved display screens		-	2018-19	84	-	-	-	-	84	GPC
C/C.2.008	Disaster Recovery facility for critical business systems		-	2018-19	458	-	-	-	-	458	GPC
C/C.2.009	Pro-active upgrade to Exchange email systems		-	2018-19	251	-	-	-	-	251	GPC
C/C.2.010	IT Infrastructure Refresh		-	2018-19	660	-	-	-	-	660	GPC
C/C.2.011	Replacement of office networking hardware		-	2018-19	354	-	-	-	-	354	GPC
C/C.2.012	Laptop refresh		-	2018-19	225	-	-	-	-	225	GPC
	<b>Total - Managed Services</b>		<b>-</b>		<b>7,532</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,532</b>	
<b>C/C.03</b>	<b>Transformation</b>										
C/C.3.001	Capitalisation of Transformation Team		-	Committed	2,586	-	-	-	2,586	-	GPC
C/C.3.002	Capitalisation of Redundancies		-	Committed	2,000	-	-	-	2,000	-	GPC
	<b>Total - Transformation</b>		<b>-</b>		<b>4,586</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,586</b>	<b>-</b>	
<b>C/C.10</b>	<b>Capital Programme Variation</b>										
C/C.10.001	Variation Budget		-	Ongoing	-2,581	-	-	-	-	-2,581	GPC
C/C.10.002	Capitalisation of Interest Costs		-	Committed	148	-	-	-	-	148	GPC
	<b>Total - Capital Programme Variation</b>		<b>-</b>		<b>-2,433</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-2,433</b>	
	<b>TOTAL BUDGET</b>				<b>16,531</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,586</b>	<b>11,945</b>	

## Section 4 - F: Commercial and Investments

**Table 4: Capital Programme**

Budget Period: 2018-19 to 2027-28

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000
Ongoing	12,357	6,870	-1,214	301	800	800	800	4,000
Committed Schemes	191,775	113,989	45,158	6,657	-	11,251	-	14,720
2017-2018 Starts	10,289	89	10,200	-	-	-	-	-
2018-2019 Starts	100,000	-	76,000	24,000	-	-	-	-
<b>TOTAL BUDGET</b>	<b>314,421</b>	<b>120,948</b>	<b>130,144</b>	<b>30,958</b>	<b>800</b>	<b>12,051</b>	<b>800</b>	<b>18,720</b>

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000	Committee
F/C.2.101	<b>Commercial &amp; Investments</b> 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	4,820	1,820	300	300	300	300	300	1,500	C&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	1,000	-	100	100	100	100	100	500	C&I
F/C.2.109	Community Hubs - East Barnwell	Creation of a community hub in the Abbey ward by renovating and extending East Barnwell community centre and adjoining preschool. To accommodate a library, a base for the South City locality team, to extend the childcare facility to address insufficiency in local provision, as well as provide flexible community facilities with dedicated space for young people.		Committed	1,950	31	1,919	-	-	-	-	-	C&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 to 2020, in accordance with the previous Cabinet decision in November 2009.		Ongoing	6,150	5,050	550	550	-	-	-	-	C&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	3,000	C&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.		Committed	5,198	482	100	4,616	-	-	-	-	C&I
F/C.2.116	Shire Hall Relocation	The Council plans to vacate Shire Hall and relocate to outside of Cambridge.		2017-18	10,289	89	10,200	-	-	-	-	-	C&I
F/C.2.117	Commercial Investments	Develop a portfolio of strategic investments which are able to provide an income return. Will be developed through commercial research into options available, appropriate balance of portfolio and the extent of risk.		2018-19	100,000	-	76,000	24,000	-	-	-	-	C&I

## Section 4 - F: Commercial and Investments

**Table 4: Capital Programme**

Budget Period: 2018-19 to 2027-28

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000	
F/C.2.240	Housing schemes	The Council is in a 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	Committed	184,493	113,476	43,086	1,960	-	11,251	-	14,720	C&I
	<b>Total - Commercial &amp; Investments</b>				<b>319,900</b>	<b>120,948</b>	<b>132,855</b>	<b>32,126</b>	<b>1,000</b>	<b>12,251</b>	<b>1,000</b>	<b>19,720</b>	
F/C. F/C.3.001	<b>Capital Programme Variation</b> 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	-5,613	-	-2,764	-1,249	-200	-200	-200	-1,000	C&I
F/C.3.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Committed	134	-	53	81	-	-	-	-	C&I
	<b>Total - Capital Programme Variation</b>				<b>-5,479</b>	<b>-</b>	<b>-2,711</b>	<b>-1,168</b>	<b>-200</b>	<b>-200</b>	<b>-200</b>	<b>-1,000</b>	
	<b>TOTAL BUDGET</b>				<b>314,421</b>	<b>120,948</b>	<b>130,144</b>	<b>30,958</b>	<b>800</b>	<b>12,051</b>	<b>800</b>	<b>18,720</b>	

## Section 4 - F: Commercial and Investments

**Table 4: Capital Programme**

Budget Period: 2018-19 to 2027-28

Funding	Total Funding £000	Previous Years £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Later Years £000
<b>Government Approved Funding</b>								
<b>Total - Government Approved Funding</b>	-	-	-	-	-	-	-	-
<b>Locally Generated Funding</b>								
Agreed Developer Contributions	260	-	260	-	-	-	-	-
Capital Receipts	115,436	2,726	78,833	25,879	4,498	500	500	2,500
Prudential Borrowing	9,282	4,512	7,865	-1,497	-3,698	300	300	1,500
Prudential Borrowing (Repayable)	-	113,560	43,186	6,576	-13,542	7,051	-2,706	-154,125
Ring-Fenced Capital Receipts	4,800	-	-	-	600	4,200	-	-
Other Contributions	184,643	150	-	-	12,942	-	2,706	168,845
<b>Total - Locally Generated Funding</b>	<b>314,421</b>	<b>120,948</b>	<b>130,144</b>	<b>30,958</b>	<b>800</b>	<b>12,051</b>	<b>800</b>	<b>18,720</b>
<b>TOTAL FUNDING</b>	<b>314,421</b>	<b>120,948</b>	<b>130,144</b>	<b>30,958</b>	<b>800</b>	<b>12,051</b>	<b>800</b>	<b>18,720</b>

## Section 4 - F: Commercial and Investments

**Table 5: Capital Programme - Funding**

Budget Period: 2018-19 to 2027-28

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	12,357	-	-	150	15,405	-3,198
Committed Schemes	191,775	-	260	184,493	4,831	2,191
2017-2018 Starts	10,289	-	-	-	-	10,289
2018-2019 Starts	100,000	-	-	-	100,000	-
<b>TOTAL BUDGET</b>	<b>314,421</b>	<b>-</b>	<b>260</b>	<b>184,643</b>	<b>120,236</b>	<b>9,282</b>

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>F/C.</b>	<b>Commercial &amp; Investments</b>										
F/C.2.101	County Farms investment (Viability)	C/R.7.104	-3,116	Ongoing	4,820	-	-	-	422	4,398	C&I
F/C.2.103	Local Plans - representations		-	Ongoing	1,000	-	-	-	-	1,000	C&I
F/C.2.109	Community Hubs - East Barnwell		-	Committed	1,950	-	260	-	31	1,659	C&I
F/C.2.111	Shire Hall		-	Ongoing	6,150	-	-	150	2,273	3,727	C&I
F/C.2.112	Building Maintenance		-	Ongoing	6,000	-	-	-	-	6,000	C&I
F/C.2.114	MAC Joint Highways Depot		-183	Committed	5,198	-	-	-	4,800	398	C&I
F/C.2.116	Shire Hall Relocation		17,674	2017-18	10,289	-	-	-	-	10,289	C&I
F/C.2.117	Commercial Investments		-	2018-19	100,000	-	-	-	100,000	-	C&I
F/C.2.240	Housing schemes	G/R.5.002, G/R.7.002	-	Committed	184,493	-	-	184,493	-	-	C&I
	<b>Total - Commercial &amp; Investments</b>		<b>14,375</b>		<b>319,900</b>	<b>-</b>	<b>260</b>	<b>184,643</b>	<b>107,526</b>	<b>27,471</b>	
<b>F/C.</b>	<b>Capital Programme Variation</b>										
F/C.3.001	Variation Budget		-	Ongoing	-5,613	-	-	-	-	-5,613	C&I
F/C.3.002	Capitalisation of Interest Costs		-	Committed	134	-	-	-	-	134	C&I
	<b>Total - Capital Programme Variation</b>		<b>-</b>		<b>-5,479</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-5,479</b>	
F/C.9.001	Excess Corporate Services capital receipts used to reduce total prudential borrowing			Ongoing	-	-	-	-	12,710	-12,710	GPC
	<b>TOTAL BUDGET</b>				<b>314,421</b>	<b>-</b>	<b>260</b>	<b>184,643</b>	<b>120,236</b>	<b>9,282</b>	

## Section 4 - C: Corporate and Managed Services

06-Dec-17

**Table 6: Revenue - Financing Debt Charges Overview**

Budget Period: 2018-19 to 2022-23

Detailed Plans	Outline Plans
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Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>25,503</b>	<b>25,329</b>	<b>28,403</b>	<b>32,653</b>	<b>35,206</b>	
G/R.1.001	Base Adjustments	-1,276	-	-	-	-	Adjustment for permanent changes to base budget from decisions made in 2017-18.
<b>1.999</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>24,227</b>	<b>25,329</b>	<b>28,403</b>	<b>32,653</b>	<b>35,206</b>	
<b>2</b>	<b>INFLATION</b>						
<b>2.999</b>	<b>Subtotal Inflation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>						
<b>3.999</b>	<b>Subtotal Demography and Demand</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>4</b>	<b>PRESSURES</b>						
<b>4.999</b>	<b>Subtotal Pressures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>5</b>	<b>INVESTMENTS</b>						
G/R.5.001	Revenue impact of Capital decisions	221	3,774	3,669	1,067	869	Change in borrowing costs as a result of changes to levels of prudential borrowing in the capital programme.
<b>5.999</b>	<b>Subtotal Investments</b>	<b>221</b>	<b>3,774</b>	<b>3,669</b>	<b>1,067</b>	<b>869</b>	
<b>6</b>	<b>SAVINGS</b>						
G/R.6.003	MRP: Accountable Body	1,200	-	-	-	-	- 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.
G/R.6.004	Capitalisation of interest on borrowing	-319	-700	581	1,486	524	Through a change in the Council's accounting policy in 2017-18, the cost of borrowing within all schemes will be capitalised. This will help to better reflect the cost of assets when they actually become operational.
<b>6.999</b>	<b>Subtotal Savings</b>	<b>881</b>	<b>-700</b>	<b>581</b>	<b>1,486</b>	<b>524</b>	
	<b>TOTAL GROSS EXPENDITURE</b>	<b>25,329</b>	<b>28,403</b>	<b>32,653</b>	<b>35,206</b>	<b>36,599</b>	

Section 4 - C: Corporate and Managed Services

06-Dec-17

Table 6: Revenue - Financing Debt Charges Overview

Budget Period: 2018-19 to 2022-23

		Detailed Plans	Outline Plans				
Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
7	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>						
G/R.7.001	Previous year's fees & charges	-2,700	-	-	-	-	Previous year's fees and charges for the provision of services rolled forward.
G/R.7.003	Changes to brought forward fees and charges to due decisions made in 2017-18	2,700	-	-	-	-	-
7.999	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	-	-	-	-	-	
	<b>TOTAL NET EXPENDITURE</b>	<b>25,329</b>	<b>28,403</b>	<b>32,653</b>	<b>35,206</b>	<b>36,599</b>	

FUNDING SOURCES							
8	<b>FUNDING OF GROSS EXPENDITURE</b>						
G/R.8.101	Budget Allocation	-25,329	-28,403	-32,653	-35,206	-36,599	Net spend funded from general grants, business rates and Council Tax.
G/R.8.102	Fees and Charges	-	-	-	-	-	Fees and charges for the provision of services.
8.999	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-25,329</b>	<b>-28,403</b>	<b>-32,653</b>	<b>-35,206</b>	<b>-36,599</b>	

**CAMBRIDGESHIRE COUNTY COUNCIL APPROACH TO PUBLIC  
CONSULTATION ON THE BUSINESS PLAN**

*To:* **General Purposes Committee**

*Meeting Date:* **19th December 2017**

*From:* **Sue Grace: Director of Corporate and Customer Services**

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

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

*Purpose:* **To outline to General Purposes Committee the early findings for the 2018/19 Business Planning consultation as recommended by the Communities and Partnership Committee.**

*Recommendation:* **That the Committee notes the consultation findings.**

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## **1 BACKGROUND**

- 1.1 At its meeting on 19 September 2017 General Purposes Committee agreed recommendations from the Communities and Partnerships Committee for the approach to the consultation on the Business Plan proposals for 2018/19. This paper summarises the early findings of the consultation.

## **2 METHODOLOGY**

- 2.1 The consultation involved two stages:
- Stage 1 – focus groups, to take a deep look at issues residents considered important in relation to the how the County Council approached business planning.
  - Stage 2 – a representative household survey and open web survey on draft business plan proposals and options for council tax.
- 2.2 For Stage 1 there was one focus group per District with each group being representative of one aspect of the County's demography.
- Young professionals / young families (Cambridge)
  - Young professionals / young families (Cambourne)
  - Middle age / older families (Ely)
  - Middle age / older families (St. Neots)
  - Older people (Wisbech)
- 2.3 An independent, professional research company (MEL Ltd) was commissioned to carry out both aspects of the project. Council officers worked with the Communities and Partnerships Committee (in a workshop format) to develop the questions for the household survey; these were then circulated for further comment prior to MEL starting Stage 2.
- 2.4 MEL organised the household survey to ensure that a randomised, representative household survey (as has been done in previous years) of approximately 1,100 residents was carried out so the results will be significant at a County level.

## **3 KEY RESULTS**

### **Focus Groups**

- 3.1 People did not initially know about the funding challenges that the Council faced and this was coupled together with a low level of knowledge as to which local services were delivered by which organisation. During discussions the focus groups did acknowledge the difficulties that the Council had but there was greater awareness of the challenges face by the NHS.
- 3.2 All the groups debated 'fairness' in terms of service delivery, charging for services and any potential increases in council tax. The Wisbech group

debated whether service users should contribute to the costs of their own social care; the Ely group talked about equity in the provision of home to school transport. Issues of affordability or situations that led to increase in costs (e.g. rural isolation) were raised.

### 3.3 Approaches to Business Planning

- Prevention: There was positive feedback on measures that reduced costs (and gave people better outcomes) over the longer term. Reference was made to incentives in the commercial sector e.g. cheaper life insurance for healthier people. There were concerns about how shorter term pressures would be managed before 'prevention' delivered results.
- Building Resilience: There was positive feedback for initiatives such as the Innovate & Cultivate Fund and Time-Banking. Groups liked the idea of supporting people to support themselves. However some people doubted the strength of community spirit in their own communities.
- Revenue Generation: Participants rejected the idea of selling off land or assets. Instead they supported retention or development of assets in order to earn an income. Similarly the groups supported charging for some services where the charges were 'fair' or there was means testing.
- Increasing Tax: People applied a value judgement to the idea of increasing council tax, speculating on the value of paying more tax towards an ever decreasing service. The Wisbech and Ely groups acknowledge that the increasing cost of social care needed to be funded but other groups talked about the need to means test any increase in some way. Overall there was a negative reaction to a general increase in council tax with groups saying that there needed to be greater communication on what the money is spent on and what benefit would arise from any increase.
- Campaigning for fair funding: Groups acknowledged that there was a role for the County Council in campaigning for the area so long as this did not take too much resource and yielded results.

- 3.4 Overall, groups could not agree on which of the Business Plan measures should be prioritised however selling assets and increasing charging were seen as measures that only addressed issues in the very short term. The key for the groups was for the Council to spell out what we are doing now to tackle the immediate problems and what in the long-term Cambridgeshire County Council and its services will look like.

### Household Survey

- 3.5 At the point of publication only the headline figures from the survey are available. Further analysis, including cross-tabulations will follow. The responses to each question are outlined in **appendix two** but the key findings are as follows:

- Volunteering: 6.4% of residents regularly gave their time to groups, clubs or organisations in their area. Supporting sport and / or social clubs were the most common activities. Willingness to commit to more volunteering in the future was limited with most people citing 'lack of time' as the main issue. Just over 40% of people also highlighted 'not knowing what opportunities are available' as a barrier to volunteering.
- Quality of Life: Encouragingly people scored their quality of life highly with over 90% of people having a high level of satisfaction with their community as a place to live. There was similar levels of personal satisfaction amongst respondents with their life in general (90.6%).
- Business Plan Proposals: The level of support for each of the Business Plan proposals is shown below. The highest level of support was shown for preventative measures such as 'offering early advice and help for older people' and the lowest level of support was shown for different aspects of 'charging' for services.

**Q8 How strongly do you support the following proposals to either save money or increase income? So on a scale of 1 to 4, where 1 is 'fully support' and 4 is 'strongly object' how strongly do you support...[SHOWCARD C]**

	1-Fully support	2-Support	3-Object	4-Strongly object
1 - New support so that children going into care is minimised	489 (46.4%)	448 (42.5%)	69 (6.5%)	48 (4.6%)
2 - Offering early advice & help for older people before they need care services.	564 (51.3%)	473 (43.0%)	44 (4.0%)	18 (1.6%)
3 - Making savings when commissioning care for example for older people or for children who are in care.	226 (22.0%)	452 (44.0%)	240 (23.4%)	109 (10.6%)
4 - Changing the way we deliver & commission our health services such as nursing, health visits, sexual health, and drug & alcohol treatment.	220 (24.6%)	417 (46.6%)	196 (21.9%)	61 (6.8%)
5 - Charge for some services within libraries and also introduce new services that can be charged for	115 (10.7%)	441 (41.0%)	331 (30.8%)	188 (17.5%)
6 - Changing our support for schools: charging for some services and giving schools a more independent role in managing standards.	129 (12.5%)	423 (41.0%)	268 (26.0%)	211 (20.5%)
7 - Using specialist technology which allows the elderly and people with learning disabilities to stay independent for longer.	589 (53.8%)	437 (39.9%)	47 (4.3%)	21 (1.9%)
8 - Installing additional bus lane cameras to enforce bus lane violations.	293 (27.4%)	374 (35.0%)	231 (21.6%)	171 (16.0%)
9 - Increasing on-street parking fees in Cambridge whilst removing Park & Ride parking charges.	209 (19.9%)	395 (37.7%)	250 (23.9%)	194 (18.5%)
10 - Change charging policy for adult social care so we charge for the same things as other local authorities (some families would pay more).	116 (12.0%)	456 (47.4%)	299 (31.0%)	92 (9.6%)
11 - Sharing more Council roles & services with Peterborough City Council.	227 (22.6%)	431 (43.0%)	253 (25.2%)	92 (9.2%)

- Council Tax: The level of support for each option for Council tax is shown overleaf. There was broad support for the Adult Social Care precept with 71.4% strongly supporting or supporting this measure.

**Q10 On a scale of 1 to 4, where 1 is 'fully support' and 4 is 'strongly object', how far do you support the following...[SHOWCARD D]**

	1-Fully support	2-Support	3-Object	4-Strongly object
1 - As part of the Counties current business plan; increase the County Council's part of the Council Tax bill by 2% to help pay for care for adults, particularly the elderly	294 (26.7%)	492 (44.7%)	225 (20.5%)	89 (8.1%)
2 - Not currently included, the County Council could also increase its part of the Council Tax bill by a further 1.99% (just under a 4% increase in total) to support other services	75 (7.2%)	298 (28.5%)	405 (38.7%)	269 (25.7%)
3 - Not currently included, increasing the County Council's part of the Council Tax by over 3.99% which would require a referendum of all voters in the County to approve the move	56 (5.4%)	197 (19.0%)	385 (37.2%)	397 (38.4%)

- Support for an additional 1.99% increase (just under 4% increase in total) was limited with only 35.7% strongly supporting or supporting this measure. A comparison table with previous results is shown below. It should be treated with some caution because the 2017 council tax question was asked in a substantially different way to previous years; a) respondents being able to voice the strength of their support for each option rather than having to choose between them. b) there was no 2017 option for no increase.

	2017 Household Survey 1,105 residents	Previous results		
		2016 Household Survey 1,327 residents	2015 consultation (on-line only) 668 residents	2014 consultation Household Survey 1,179 residents
no change in council tax	n/a	34%	People were able to select a range between 0% and 5% at ½ increments.  19% selected no increase  32% selected an increase of 0.5% to 1.99%  48% selected an increase of 2% or above	People were able to select a range between 0% and 5% at ½ increments.  48.3% selected No increase  38.4% selected an increase of 0.5% to 1.99%  13.3% selected an increase of 2% or above
2% increase, the Adult Social Care Precept (ASCP)	Strongly support or Support 71.4%	25%		
a 1.99% general increase	n/a	18%		
a 3.99 increase (includes 2% ASCP and 1.99% general increase)	Strongly support or Support 35.7%	23%		
An increase of over 3.99%	Strongly support or Support 24.4%	n/a		

- Respondents were asked about schemes that allowed people to pay an extra voluntary contribution to services together with their regular Council

Tax bill (in particular better off households). The majority of people were in favour of such schemes with 58.2% of people supporting this idea.

## **4 ALIGNMENT WITH CORPORATE PRIORITIES**

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

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

Robust and meaningful consultation provides a benefit to the local economy by ensuring that we support and promote local economic activity that has been identified by citizens themselves.

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

Citizens and service users are 'experts by experience' and are therefore best placed to decide what kind of support is going to make them more healthy and independent. This consultation has been designed to ensure that we have a meaningful input from citizens into decisions about how the Council's budget is spent and how services should be delivered.

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

Consultation is about listening to people's views on priorities and on business plan proposals about our services to support and protect vulnerable people, to make sure that they are as effective as possible.

## **5 SIGNIFICANT IMPLICATIONS**

### **5.1 Resource Implications**

The resource implication for the consultation was £33,000. No further expenditure is expected.

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

There are no significant implications within this category.

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

The consultation was designed to ensure that the Council meets its statutory and legal obligations to consult on its plans.

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

The consultation took a representative sample of the county's population. The communications package supporting the consultation was designed to support the aim of representativeness and inclusion.

## 5.5 Engagement and Communications Implications

The consultation approach allowed for large-scale engagement and consultation, with an associated communications package, which took place between September – December 2017.

## 5.6 Localism and Local Member Involvement

Members of the Communities and Partnership Committee were involved in shaping the approach to this consultation and the content of the household survey. All Members can support consultation activity by promoting consultation opportunities at events, on social media etc.

## 5.7 Public Health Implications

There are no significant implications relating to public health.

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Tom Kelly, Head of Finance
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?</b>	Yes
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Quintin Baker, LGSS Law
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Sue Grace, Director, Corporate and Customer Services
<b>Have any engagement and communication implications been cleared by Communications?</b>	Christine Birchall Head of Communications and Information
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Adrian Chapman Director, Communities and Safety
<b>Have any Public Health implications been cleared by Public Health</b>	n/a

Source Documents	Location
Business plan consultation: Headline findings from focus groups, MEL Ltd 2017	Attached as an appendix
Business plan consultation: Headline figure from Household Survey, MEL Ltd 2017	



## **Business plan consultation: Findings from focus groups**

**Cambridgeshire County  
Council**

**Summary report v2  
November 2017**

## Project details

<b>Title</b>	Business Plan Consultation: 2017 Focus Groups & Public Survey
<b>Client</b>	Cambridgeshire County Council
<b>Project number</b>	PR17147
<b>Author</b>	Adam Knight-Markiegi and Hayley D'Souza
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<b>Reviewed by</b>	David Chong Ping

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## Executive summary

An increase in demand for services is affecting Cambridgeshire County Council alongside reductions in funding from central government. Having already delivered £215 million of savings over the past six years, it faces a further £100m of pressure on budgets over the next five years.

As part of the Council's Business Planning process it consults annually with the public. M·E·L Research is carrying out this consultation, through a household survey and focus groups with residents across the county, to understand public awareness of the Council and the financial challenge it is facing, and attitudes towards proposals for addressing that challenge. This report summarises the responses from these five focus group discussions.

Most participants did not know that core funding from central government (the Revenue Support Grant) would no longer be available after 2019-20. Furthermore, many people saw the County Council as a public sector body, confusing it with district-level or national government responsibility.

People generally preferred to keep Council-owned assets rather than sell them for short-term gain or invest for longer-term return, such as the Soham solar farm. Prevention was also favoured, though some awareness that this didn't solve the shortfall in the years ahead. There was also support for campaigning, such as to bring in extra funding from business rates (the example we discussed), providing it didn't detract from day-to-day services and didn't use too many resources.

There were mixed views about community spirit and therefore community resilience. Participants liked the idea of the Innovate and Cultivate Fund (the example we discussed), particularly larger grants, and others liked time-banking. In contrast, there were some misgivings about the impact of immigration, placing pressure on services.

Even with the background and context information provided as part of the discussion, people questioned why there were paying more in taxes but getting reduced services. The overwhelming response was not in favour of an increase in council tax. Instead, some participants believe more efficiencies could be found, including through the use of technology.

# Introduction

## Background

In the past six years Cambridgeshire County Council has successfully delivered £215 million of savings. But with increasing demand, it faces a further £100m of pressure on budgets over the next five years. Demand is increasing from older people living longer with complex needs, for example, and more children needing to be Looked After by the Council.

In response to this, over the past two years the Council started an ambitious programme of transformation which puts community outcomes firmly at the centre of all that it does, it took a lead in the East on the County Council's Network Fairer Funding campaign, designed to encourage the government to update a funding formula for local government which to address the needs of shire counties, and it sought to build on its income generating potential.

As part of the Council's Business Planning process it consults annually with the public to gain insight into residents' views on their priorities, how they feel services should be funded in the future and their views on the council's future budget proposals – through a household survey.

This year in addition the Council sought even more detailed information about public awareness of the Council and the financial challenge it is facing, and attitudes towards proposals for addressing that challenge. It sought to gather views from people across Cambridgeshire and from different age groups and backgrounds.

Two stages of engagement activity were planned as part of the council's consultation on priority setting and budget planning for the coming financial year (2018/19). Stage One was undertaken during October, involving five focus groups, whilst Stage Two is a door-to-door survey with the public taking place in November and December 2017.

This document provides a summary from the Stage One activity – five focus groups held in:

- Cambridge City - Cambridge, Wednesday 25th October
- East Cambs - Ely, Wednesday 25th October
- Fenland - Wisbech, Wednesday 25th October
- Huntingdon - St Neots, Tuesday 24th October
- South Cambs - Cambourne, Tuesday 24th October

A broad range of participants was required, by age, gender and working status. Each group typically shared similar characteristics (e.g. age, life stage, etc.) to broadly represent the area in which the group was held to ensure a level of homogeneity, though they may have had differing views on the subject matter being discussed. In total, 44 residents took part in the focus group discussions.

# Main findings

This report summarises the main findings from the five focus groups, including to inform the public survey. We carried out the following five focus groups in October:

- Young professionals / young families (Cambridge)
- Young professionals / young families (Cambourne)
- Middle age / older families (Ely)
- Middle age / older families (St Neots)
- Empty nesters/older people (Wisbech)

## General points

Most participants confused the responsibilities at county and district/city level and often at national or local government level. People readily spoke about bin collections, for example, or welfare benefits; neither are county level responsibilities. Residents reported that they pay their taxes and simply expect services to be there, regardless of which agency provides them.

*“We have a street light that has gone out but who owns the street light? Wait for it, it could be the parish council who own that street light or it could be the district council that own the street light, or it could be the county council that own the street light, wait for it, it could even be part of the main trunk road route in which case it’s the highways agency that owns that street light. So when you come to things like that you have no idea who owns what.” (Male, Wisbech)*

Although participants were aware that Councils had to ‘tighten their belts’ (Male, Cambourne), most participants did not know that **core funding** from central government (the Revenue Support Grant) would no longer be available after 2019-20. Many were therefore shocked at the level of savings needed.

*“I wasn’t aware until you said that that money is finishing.” (Male, Ely)*

*“Councils, so they’re always asked... they’re asked to provide a service but also asked to cut their expenditure.” (Male, Cambourne)*

*“I keep seeing and hearing that this country is... not the richest in Europe... but the second richest in Europe... and why is this happening then if we’re so rich?” (Female, Wisbech)*

Equally, people had trouble distinguishing between **statutory and discretionary spend**, such as over libraries.

*“They’ve cut the hours haven’t they? But the mobile library used to come to our village every 2 weeks and April this year it’s been reduced to once a month”  
(Female, Wisbech)*

It was generally hard for many participants to think of the **longer-term** impact of a reduction in funding from central government coupled with increased demand for services, such as among older people living longer with complex needs or the growth in children needing to be Looked After. Equally, it was hard for some participants to recognise that a reduction of funding for services or increase in demand in one area may **increase costs elsewhere** or to other agencies.

However, there was some recognition that this might be the case. A reduction in waste collection services (District services) were identified as potentially having knock-on impacts, as demonstrated in the quotes below.

*“You do have to pay council tax but we don’t get what we used to... like garden waste is now an additional cost... the ramifications of that now are if you try to go down the dump, they’ve shut the gates now while they’re changing the bins so people don’t wait, they go round the back and chuck their waste.” (Male, Wisbech)*

*“I don’t think they should touch waste management... and if people are going to have to pay for it then there’s going to be all sorts of fly-tipping... and that will cause more costs.” (Female, Ely)*

## Universal services

Most participants **didn’t understand** the nature of council provided universal services, particularly at the County level. The most widely recognised universal service cited by residents in each of the groups was the NHS. They found it hard to give County Council examples. For example, on seeing the breakdown of the 2018-19 budget, a few (Cambourne, Ely) were surprised at how little was spent on **(public) health**, confusing funding spent by the NHS more widely.

*“Health seems quite low to me, just 3%.” (Male, Ely)*

After discussing whether tax payers should support all services, particularly where they were only being used by key groups or parts of a community. Some participants in the older group felt that it was right for more of the costs to be picked up by service users – however not all agreed. Again, health care was a particular area of focus for this group, with adult social care and independent living being a particular talking point.

*“Why should the tax payer pay for your care?” (Male, Wisbech)*

*“If they’re going to (provide care) they should pay for everybody’s care.” (Female, Wisbech)*

For the middle age/older families groups, **school transport** was one issue raised. The Ely group spoke about a village where one road gets free travel provided, while the next road does not. Although they recognised the need for a cut-off, they felt this didn’t seem fair. There were two suggestions to target this service (Ely and Cambourne): **means-testing**, such as those benefiting from the pupil premium; and **geographically isolated communities**, e.g. where bus routes have been reduced or cut.

*“If you live in an outlying village, then without a doubt, yeah, a bus service to commute you in. If you live within the locality, a reasonable locality, I don’t know, 5, 3, 4, 5 miles, I don’t see that being such a problem.” (Male, Cambourne)*

Another universal area that was highlighted by the older group as having services reduced was **libraries**. It was felt by some that this was impacting on the ability for educational study for children and that to keep services running, a greater reliance was being put on volunteers.

*“All services and all councils... be it nationally... is they haven’t got any money... So County Councils are going to shut libraries, the most important thing for young people.” (Female, Wisbech)*

*“They expect the likes of people in the community to pick up the cost, the pieces... and volunteer.” (Male, Wisbech)*

Alternative views on library services were held by some in the other focus groups and this is discussed in the ‘selling land and assets’ section later in this summary report.

## Prevention

There was a mixed understanding about this, though feedback was **positive**. However, participants highlighted that this wouldn’t solve the budget/funding shortfall now but instead **provided longer-term gains**. There was also concern that there was a limited budget altogether, so investing in prevention would limit resources to pay for existing services, and also that existing demands on services limited the time and resources available for prevention.

*“It’s harder to justify as you are putting money into things that aren’t going to be getting things out of now.” (Male, Cambridge)*

*“Doctors don’t have enough time to fit people in because there’s too many people. So people with any worries tend to leave it until it’s too late.” (Female, Ely)*

*"You never get told about the help. It's normally told by a friend or another mum. It's never the authorities that tell you what help is out there. You have to fight for everything." (Female, Ely)*

The Cambridge (young professionals/young families) group raised the need to **educate earlier** at school age, e.g. with healthy eating, managing money and non-smoking.

*"Educating children to eat healthy and live an active life is going to benefit their health and lead to a longer life." (Female, Cambridge)*

The Cambridge group also discussed ideas around encouraging/incentivising the use of public transport, but particularly around bikes and bike schemes (such as the Ofo sharing scheme) which will keep people healthier and reduce the pressure on roads and local infrastructure.

The Ely group discussed innovative solutions used in the private sector, such as health insurers incentivising healthy behaviours.

*"Could you incentivise people? [Friend] he has a Fitbit. The health insurance company reduce his monthly cost if he goes for a jog."*

## Community resilience

We explored this through the **Innovate and Cultivate Fund**. The Cambourne (young professionals/young families) and Wisbech (empty nesters/older people) groups felt that larger grants were better. The Cambourne group particularly liked the idea of funds to support people with learning disabilities to move into employment. However, there was a feeling from several groups about long-term **sustainability** of projects and at what point council funds would stop.

*"Those little things just don't tend to last long, short-term things aren't they? 6 or 7k [is] not going to go far." (Male, Cambourne)*

The St Neots (middle aged/older families) and Cambridge group linked this approach back to the **prevention** and early help approach. Time-banking was discussed in St Neots, with several people here participating in this type of community support network. It was generally felt to be a positive way of engendering community support.

*"But what a good idea 'cos that's everybody coming together isn't it?" (Female, St Neots)*

*"Where I live, they're all friendly. It's a community. I think it's online. You have to look round for fliers and everything, still. I've lived there for nine years and I think they... It depends where you live." (Female, Cambourne)*

In contrast, most groups (Cambourne, Wisbech, Ely) questioned how much of a **community spirit** there was nowadays, with few knowing who their neighbours were.

*"[When the kids were growing up] A lot of neighbours we'd all talk... but now you probably don't know who lives 2 doors away from you." (Female, Ely)*

*"I wouldn't trust my neighbours [to take my kids to school] but you used to years ago." (Female, Cambourne)*

Immigration was an issue that came out of the Wisbech (empty nesters/older people) group as a (perceived) pressure on services and having an impact on community cohesion.

*"I think, in this area, we've got major immigration, and they I have to say this they do have a lot of children and they're sapping the services." (Female, Wisbech)*

*"We had to pay in with our National Insurance...before we took anything out, but they're coming with 2 or 3 children and they're getting everything." (Female, Wisbech)*

By contrast, one respondent felt that aiming for a better life for themselves and their children was understandable.

*"I've looked at it from both sides, if you had a child or you were about to have children and the opportunity was there to come to England to better your life and your children's life, then you'd grab it. So I do not blame them in any way." (Male, Wisbech)*

The theme of migrants and the impact on services also came up in the Cambridge but was not directly attributed to issues around community resilience.

## Selling land and assets

The background information provided an example of developing housing projects on land the council owns, creating more housing in Cambridgeshire and generating £7.2m in income to protect frontline services.

Most participants felt this was a **short-term option** that provided income immediately but lost assets for the long-term.

*"Well, if you sell off your family silver, you can only do it once." (Female, Wisbech)*

*"Short term fix." (Male, Cambridge)*

*"Like council houses, sell the council houses and put the money into a central pot and use it to rebuild houses but it never got done." (Female, Wisbech)*

*"The only problem with that is once you've sold it, it's gone." (Female, Cambourne)*

Instead, the Wisbech, Ely and Cambridge groups suggested the Council should consider selling land, but on a **leasehold** basis, therefore retaining some income.

*“Could they lease the land in some way or get involved with the developer to get involved in some way with affordable housing...actually retain control over the land in some way.” (Female, Ely)*

*“It seems like renting or leasing is more of a sustainable solution.” (Male, Cambridge)*

With any extra housing, though, there was recognition of the need for **wider infrastructure**, such as schools and GP surgeries.

*“They should build doctors surgeries and they should build roads. I’ve just moved to Soham and it’s getting bigger and bigger but there’s no infrastructure. All the village children are not going to be able to go to Soham village college anymore... you talk about health but in Soham you have to book an appointment 2 weeks in advance, well how do I know that I’m going to be ill in 2 weeks? Or I can book you in 2 weeks after you’re better. So in one way it’s good that they’re building houses but they’re not building anything else.” (Male, Ely)*

Some of the groups (Cambourne and Wisbech) questioned why the Council would sell **arable land** when we need to provide food for ourselves in future (most likely linked to Brexit).

Some participants considered **selling derelict buildings or even old airfields**, particularly if they’ll be used for housing, which is in short supply. Of course, the Council may not own such assets. A few of the groups (Cambourne, Cambridge, Ely) suggested the Council should develop houses themselves. One participant (Cambourne) spoke about the many homeless families in bed and breakfast accommodation, which is also seen as a high cost.

There was some debate over **libraries**. In Ely (middle aged/older families) there were questions asked on perceived dwindling usage of the libraries, linked to the increase in digital technologies and downloadable content.

*“I know they’re trying to shut the libraries, but how many people actually still use the libraries?” (Female 1, Ely)*

*“I think it’s the older people.” (Female 2, Ely)*

*“I’m amazed they’re still free.” (Male, Ely)*

Again, statutory provision was not widely understood, even where redesigned service provision was being made available. For example, those in the Wisbech group mentioned changes to the mobile library service. The Cambourne (young professionals/young families)

group suggested getting rid of traditional libraries (buildings) altogether, taking their books to schools and providing mobile libraries instead.

The Cambourne group suggested merging libraries with other community hubs. One participant in Cambridge was against this, but they work in a library. The Cambridge group thought that council buildings should be available for other activities and community use when they are not being used for their traditional purpose/function – this would help keep and maintain assets and generate money for the council.

*“I don’t think selling is always the best idea. Reusing or multi-purposing buildings so for say if a library isn’t used at certain times, use that space for something else...” (Male, Cambridge)*

The Cambridge group also felt that if there was sufficient evidence that some buildings or land would lose the council money in the short to long term, then they could **look to sell these off** to make short term gains.

*“If it’s considered and there’s some analysis that this is going to lose us money over time, then yes.” (Male, Cambridge)*

## Invest in revenue generating schemes

Most participants **supported** this approach and particularly liked the example of the **Soham solar farm**. Some wondered whether residents would get cheaper energy. Others suggested also installing panels on Council-owned buildings.

*“That’s a much better idea... 9 years really isn’t very long [to make a return].” (Female, Ely)*

*“It’s an incredible return rate.” (Male, Cambridge)*

*“[In terms of impact] It’s not quite as ‘not in my back yard’ as wind turbines... it’s interesting that they are getting involved in energy things when it’s not on their list of things they do.” (Male, Cambridge)*

However, people realised that this was a **long-term plan**, taking a number of years to pay back. More information about this would help them make more informed comments.

*“Is this profit? Because the initial investment is £9m and if they’re getting £1m a year then it’s going to take them 9 years to cover the costs.” (Female, Wisbech)*

The Wisbech and Cambridge groups suggested investing to **attract new businesses**, which will eventually increase business rates. Although this is mostly a district/city level initiative, providing the infrastructure for new businesses would most likely fall at County level, so this is seen as an area for joined-up working.

*“Gives employment to the community and then they’re getting taxed... the governments getting tax and everything, which is generating money and stopping the councils having to pay benefits and things to the people that haven’t got a job because there’s nowhere to work”. (Male, Cambridge)*

*“Investing in to these things, then it generates more into the community in terms of jobs, employment and all the rest of it.” (Male, Wisbech)*

The Cambridge group suggested the council should be **building houses themselves** rather than relying on developers, using their own land rather than selling and if it were to be used to rent or sell social housing, it would be beneficial across many policy areas.

*“Build more houses, social houses... and then rent them at a fairly low cost and in the not too near future they can pay themselves back and you also get to build more house.” (Male, Cambridge)*

## Increase council tax

Even with the background and context information provided as part of the discussion, people questioned why there were paying more in taxes but getting **reduced services**. Waste and recycling (district service) was often cited, as were pot holes and the wider road and highways infrastructure. The older groups (Wisbech and Ely) did recognise the **growing cost of social care**, so increased pressure on budgets.

Nevertheless, the overwhelming response was **not in favour of an increase** in council tax. In fact, the Cambourne (young professionals/young families) group suggested cutting the tax instead.

The Cambridge (young professionals/young families) group suggested that any increase be targeted towards higher earners, such as the top council tax bands, as they feel that budget cuts often disproportionately affect young people.

*“I think it would be better [if higher earners only had raises]... if you are on a really good salary and have this really lovely house that’s probably paid off, it would be affordable.” (Female, Cambridge)*

*“I live right in the centre of Cambridge and work the other side of Cambridge. I pay a hell of a lot of council tax as I live in the centre of Cambridge. I pay a hell of a lot of car tax as I’ve got a fairly big car. I feel like I’m being robbed left right and centre – business taxes are going up, so everyone who lives here, this is me you are hitting the most with what you are suggesting, to be fair.” (Female, Cambridge)*

While those still working felt they shouldn’t pay any more, Wisbech older participants felt they’d already paid in **throughout their lives**, so shouldn’t pay more now. Any increase to council tax would be paid from their pensions, so simply taking from one central pot (e.g. state pensions) and into another (e.g. council tax).

*"You shouldn't be penalised for working." (Male, Cambourne)*

*"We get our pension and then they shove the poll tax up 2%, that 2% they shove up we have to spend out of our pension." (Female, Wisbech)*

*"But as a government, if you like, to a certain extent with pensioners particularly, you're giving them with one pot and taking with another." (Male, Wisbech)*

The Cambridge group felt that if any increases were going to happen, then **communication** is vital to let people know what the rises were going to go towards, to make them more tangible for people to understand:

*"If you communicated what the raise was going towards people would be more sympathetic. If you said we were going to raise it by 2% and it would go towards building a school in the north... or whatever metric you were going to use, people would be more sympathetic." (Male, Cambridge)*

## Campaigning

People were supportive of this option, e.g. to bring in extra funding from business rates (the example we discussed), providing it didn't **detract from day-to-day services** and didn't use too many resources. Some participants suggested this could be done in **partnership**, e.g. other shire councils or even centrally for all councils.

*"I think anything you get back is worth having but it just depends what you take to get it." (Male, Wisbech)*

*"I think it's a good idea but seeing as they've done so many staff cuts, how are they managing? They can't do everything can they?" (Female, Ely)*

*"I think canvassing by going to the government to get £500,000 just by asking rather than by generating it themselves, then it's got to be worth it hasn't it?... If you say government funding is going to stop in 2 years, then extracting what they can before that has got to be a good thing." (Male, Ely)*

*"You don't need teams and teams of people, you just need a couple of people who know the area." (Male, Cambourne)*

While there was general support for this approach, and praise for the example provided, some participants in Wisbech and in Ely questioned what the cost would be if this approach was unsuccessful in securing funds. It was therefore felt that any activity of this type needed to bring in sufficient additional funds to ensure the time spent was not a cost and detracting from day to day service delivery.

There were also a number of questions (in the Cambridge group) as to how large these pots of money were. Who else could bid for them and why there were other central government

pots of money available when local government budgets were being cut and that money should be treated as coming from one larger pot.

*“It’s not free money – it comes from somewhere.” (Male, Cambridge)*

A number of participants in the Cambridge group felt that the council should be trying to be **self-sufficient**, rather than relying on central government.

*“The council should be more independent, self-dependent, rather than rely on government.” (Male, Cambridge)*

## Efficiencies

With background information provided, in the main residents recognised that, like other public sector organisations up and down the country, the County Council have had to make extensive efficiencies and savings. As identified in the council tax section above, they were now starting to see how the ongoing budget pressures were impacting on services – paying more but getting less.

By comparison, some of those in the Wisbech group (empty nesters/older people) spoke far more critically about **wastage** and inefficiencies. One respondent felt like they were paying for a lot for Council time, including councillors going on an overseas trip to see a service in action.

*“We had a case recently I heard, of Cambridge County Council sending an investigation team how they were doing X, Y, Z was it in the Bahamas, I can’t remember now but it was somewhere nice and warm! If I want to go on holiday I have to pay for it... that’s what it is, it’s a jolly.” (Male, Wisbech)*

For some of those in the young professionals/young families group in Cambourne, there were questions on whether cost savings could still be achieved, linked to senior management roles.

*“It would be interesting to know what the salaries are of some of the top officials are.” (Male 1, Cambourne)*

*“And actually know what jobs they’re doing, like many places it’s top heavy and they don’t do half the work of the people on the ground floor.” (Male 2, Cambourne)*

The Cambridge group felt that tackling the larger areas of spend, particularly under the ‘**people and communities**’ budget should be the focus to see where further cost savings could be made, as this looked to have the most potential.

*“They need to look at the biggest costs and look at whether there are cost savings to be made there – these have the biggest gains.” (Male, Cambridge)*

While the older groups were more critical of using technology to make efficiencies, in contrast, the younger Cambridge group suggested using **technology** and even artificial intelligence or automation to improve and make cost savings in service delivery. Several suggested digital and self-serve models (Ely). One group (St Neots) discussed turning off **street lights** at 2am or putting them on sensors for safety.

*In Japan they have an ageing population and use robotic healthcare assistants and use them in old people homes to reduce requirements for real people...It could be skype calls to people’s homes rather than robots to check they are okay.” (Male, Cambridge)*

*“A lot of it can be done online. I mean we’ve all filled in forms that seem to take forever. I think they could spend a bit of money so we can do a lot more online.” (Female, Ely)*

One participant in the Cambridge group, who worked in **adult social care** herself, spoke of significant inefficiencies and excessive costs borne by councils in this area. She spoke about the high cost of care homes, agencies and the money made by these organisations, instead suggesting that services are taken in-house. Some participants (Wisbech and Ely) questioned what was included in ‘back-office’ functions and how much this could be reduced, however others recognised the savings that had already been made.

*“I think something needs to be done about some of these companies charging as much as they do... I know what the companies earn and what the staff earn ...they are charging up to £1,000 a week and councils have to fund this. You could have 24 hour care for what they are charging.” (Female, Cambridge)*

*“Back office functions get 9%, that’s ridiculous.” (Female, Wisbech)*

*“Social care it says here. Adult health residential placements per year one person £38,000. It’s all run by different private companies and they are obviously pushing the council into doing it for their own monetary gain.” (Female, Wisbech)*

Participants felt they had **limited information** on what had already been saved through efficiencies and therefore could only comment on what they were aware of.

## Priority areas

Participants in all of the groups struggled to prioritise which of the approaches they felt would best help move the council forward. This was mainly due to the wider support for many of the investment and prevention type approaches, but with the recognition that benefits from these were much longer term.

Only the selling of assets or potential increase of charges for services appeared to provide any income in the short term, but this was not liked if it meant that this did not protect the longer term viability of any assets (e.g. a leasehold approach to housing development).

In terms of improving community resilience, participants could not see how this would provide any short term gains.

All groups rejected increasing council tax.

# Appendices

**Appendix 1: Topic guide**

**Appendix 2: Focus Group Handouts**

## Appendix 1: Topic guide

### Welcome and introduction (5 minutes)

- ◆ Introduce self and M·E·L Research, an independent market research company
- ◆ Housekeeping - H&S, fire exits, fire alarm, etc. toilets, mobile phones switched off
- ◆ Consent to take part, be recorded, transcription, use of data in report (sign in sheet for signatures)
- ◆ No right or wrong answers
- ◆ No names given in the report or for quotes
- ◆ Discussion will last approximately 1½ hours

### Background and warm up

**The study is being conducted on behalf of Cambridgeshire County Council to help them better understand residents views on living in Cambridgeshire, the council services used by residents , how important these are to residents and what approaches to saving money the council could take into account. All information provided will be treated in the strictest of confidence and you will not be identifiable within the results.**

- ◆ **ROUND TABLE:** Please introduce yourself (first name) and tell us a little bit about how long have you lived in Cambridgeshire?
- ◆ What do you think is good about living in Cambridgeshire? Why is that?
- ◆ And what is not so good? Why?

THANK AND MOVE ON

### Council services

**Before we get fully underway I would like to quickly remind the group of the types of services that the County Council are responsible for and what your local council is responsible for – [refer to sheet].**

- ◆ How closely did this information match your understanding of the different services provided by the two councils?
  - ◆ Where there any surprising services? Which ones/why?
- ◆ Who can tell me how councils are currently funded to allow them to deliver these services?
  - ◆ Central government grants
  - ◆ Business rates (but partly redistributed by Central Government)
  - ◆ Council tax (including precepts)
  - ◆ Fees and charges
- ◆ Quick show of hands, how many people were fully aware of this?
- ◆ What challenges are you aware of, if any, that are affecting how much money a council has to provide services in the future?
- ◆ Which services do you think the County Council spends most of its budget on? Any others?
- ◆ Why these services?

**We will now be focusing only on the services provided by the County Council. The County Council provides both statutory Services, which are those it has to provide by law, such as Education, and discretionary services which it doesn't have to provide, such as [home to school transport].**

HAND OUT INFORMATION SHEET ABOUT CAMBRIDGESHIRE – HOW MANY OLDER PEOPLE, SCHOOL AGED CHILDREN, HOW MANY MILES OF ROADS, HOW THIS WILL CHANGE IN NEXT FEW YEARS, COSTS OF DIFFERENT SERVICES – WHAT'S SPENT ON A RESIDENTIAL BED FOR AN OLDER ADULT, CHILDREN IN CARE, BUILDING OR MENDING ROADS, RUNNING A LIBRARY, ETC.

- ◆ How closely did this information match your understanding of the cost of services provided by the County Council?

- ◆ Where there any surprising services? Which ones/why?

**The County Council has so far made £215 million in efficiency measures and savings since 2013/14. Like all council's up and down the country, Cambridgeshire County Council is continuing to have its budget reduced due to the reduction of Central government grants. The reduction in funding since 2013/14 in Central government grants has been £60.5m and this is due to fall further, actually becoming negative in 2019-20.**

- ◆ Based on this information what do you think the council can do to meet these budget pressures? Why is that?

USE ANSWERS TO COVER FOLLOWING TOPICS. INTRODUCE THOSE NOT MENTIONED AFTERWARDS.

**The council is considering a range of cost saving and revenue generating options. One of these could be a move away from the provision of universal services, which is aimed at all residents, to focusing on those most in need.**

- ◆ What do you think about this option? Why is that?
- ◆ Which services do you think this would apply to? Why is that?
- ◆ How would you define those as 'most in need'? Why is that?
- ◆ What impact would this approach have for you? Why is that? And what about the impact on the wider community?

**A further option could be to consider spending more on prevention and early help, looking at what could be done more to prevent people needing more expensive services later on.**

- ◆ What do you think about this option? Why is that?
- ◆ Which services do you think this would apply to? Why is that?
- ◆ How could this work in practice? How likely do you feel this would work in practice? Why is that?
- ◆ What impact would this approach have for you? Why is that?
- ◆ And what about the impact on the wider community? Why is that?

**Another option could be to increase community resilience and for greater support to be provided by local communities.**

- ◆ What do you think is meant by increasing community resilience?
- ◆ What do you think about this option? Why is that?
- ◆ Which services do you think this would apply to? Why is that?
- ◆ How could this work in practice? How likely do you feel this would work in practice? Why is that?
- ◆ What impact would this approach have for you? Why is that?
- ◆ And what about the impact on the wider community? Why is that?

**Another option could be to increase income by selling land, or by increasing charges for services.**

- ◆ What do you think about this option? Why is that?
- ◆ What other things could the council consider?
- ◆ How could this work in practice? How likely do you feel this would work in practice? Why is that?
- ◆ What impact would this approach have for you? Why is that? HANDOUT - COUNTER ARGUMENT IS HOUSING OR OTHER DEVELOPMENT IN LOCAL NEIGHBOURHOOD – HOW WOULD PEOPLE FEEL ABOUT THIS?
- ◆ And what about the impact on the wider community? Why is that?

**Alternatively, the council could invest in revenue generating schemes, such as Soham solar farm.**  
HANDOUT

- ◆ What do you think about this option? Why is that?
- ◆ What other things could the council consider?
- ◆ How could this work in practice? How likely do you feel this would work in practice? Why is that?
- ◆ What impact would this approach have for you? Why is that?

- ◆ And what about the impact on the wider community? Why is that?

**Another option could be to increase council tax.**

HANDOUT WHAT VARIOUS BANDS PAY PER WEEK/PER MONTH, WHAT AN EXTRA 1% MEANS. INCLUDE INFORMATION ON NEED FOR REFERENDUM IF INCREASE OVER CERTAIN PERCENT (2%/5%).

- ◆ What do you think about this option? Why is that?
- ◆ What other things could the council consider?
- ◆ How could this work in practice? How likely do you feel this would work in practice? Why is that?
- ◆ What impact would this approach have for you? Why is that?
- ◆ And what about the impact on the wider community? Why is that?

**Another option could be for the council to spend some of its time and energy campaigning for additional national funding.**

- ◆ What do you think about this option? Why is that?
- ◆ If it were seen as a good idea, who in the council should do this?
- ◆ How do you think that this might impact on the council delivering services? Why is that?
- ◆ What impact would this approach have for you? Why is that?
- ◆ And what about the impact on the wider community? Why is that?

**Another option could be for the council to look at further efficiencies.**

- ◆ What do you think about this option? Why is that?
- ◆ What areas should the council consider? Why is that?
- ◆ How could this work in practice? How likely do you feel this would work in practice? Why is that?
- ◆ What impact would this approach have for you? Why is that?
- ◆ And what about the impact on the wider community? Why is that?

**Another option could be for the council to work more closely with partners, perhaps delivering services in a different way.**

- ◆ What do you think about this option? Why is that?
- ◆ What areas should the council consider? Why is that?
- ◆ Which are the most important areas that the council should consider when working with other organisations? Why is that?
- ◆ How could this work in practice? How likely do you feel this would work in practice? Why is that?
- ◆ What impact would this approach have for you? Why is that?
- ◆ And what about the impact on the wider community? Why is that?

**Are there any other suggestions or thoughts on how the council can best manage its budget in the coming years we haven't so far covered?**

**Of all of the options we have discussed, which one should the council focus on initially? And which ones should follow?**

THANK AND CLOSE: Thank you, that's all the questions I have.

## Appendix 2: Focus Group Handouts

### Cambridgeshire County

Like many parts of England, Cambridgeshire has 2 tiers of local government:

A County Council, plus:

District, Borough or City councils

County councils are responsible for services across the whole of a county, like:

- education
- transport
- planning
- fire and public safety
- social care
- libraries
- waste management
- trading standards

District, borough and city councils cover a smaller area than county councils. They're usually responsible for services like:

- rubbish collection
- recycling
- Council Tax collections
- housing
- planning applications

### Parish, community and town councils

These operate at a level below district, borough and city councils. They're elected and can help on a number of local issues, like providing:

- allotments
- public clocks
- bus shelters
- community centres
- play areas and play equipment
- grants to help local organisations
- consultation on neighbourhood planning

They also have the power to issue fixed penalty fines for things like:

- litter
- graffiti
- fly posting
- dog offences

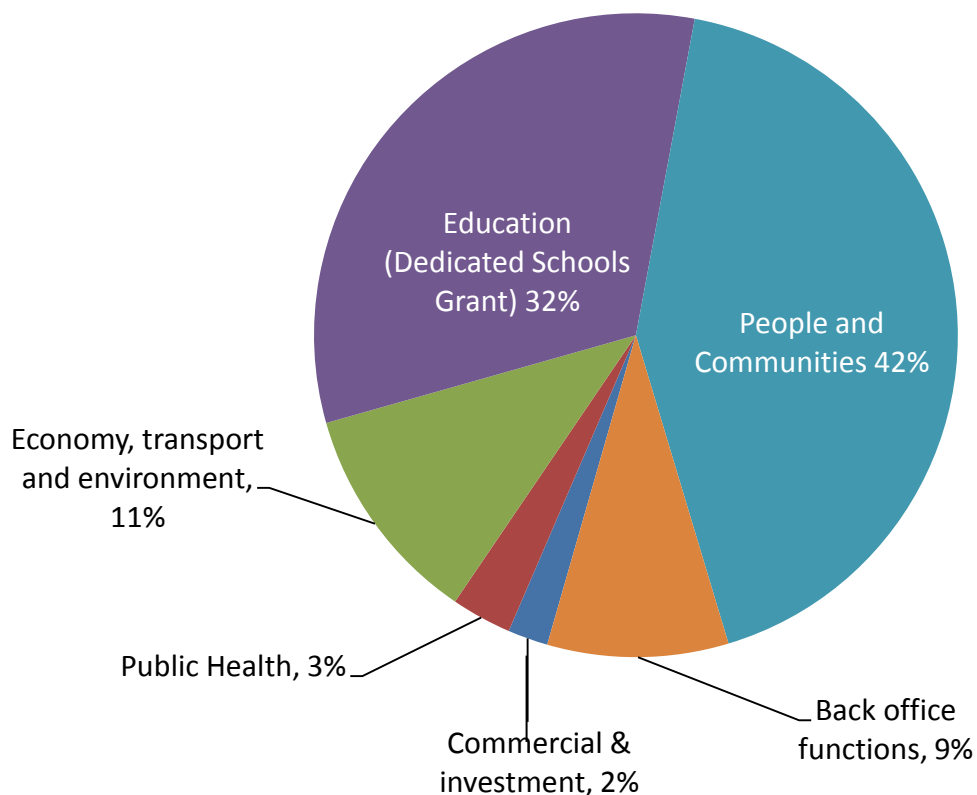
## County Council budget

How the council spends money on services is laid out each year in their Business Plan. Over the previous five years they have had a reduction, in real terms of £124 million in the budget. At the same time the population has grown by 92,500 people placing more demands on services.

Cambridgeshire also has an aging population (a forecast increase in 16% for people aged over 80) which means that the demands for care are increasing each year.

The chart below shows how the current £780 million budget is divided amongst the various services:

### Net budget for the Council for 2018-19:



## People and Communities

- Support over 10,000 young children aged 0-5 through our network of children's centres
- Work with more than 250 schools to ensure over 80,000 children get the high quality education to which they are entitled
- Support more than 3,000 children with statements of special educational need and help support those who have some level of special educational needs
- Provide more than 1,000 disabled children and young people with short breaks, including more than 65,000 hours of individual support and around 4,300 overnight stays
- Safeguard children at risk of harm and support vulnerable families to improve their situation
- Look after children in care, finding them adoptive parents and supporting around 475 children at any one time in foster and residential care
- Care for over 7,500 people in their own homes
- Commission over 1.8 million hours of care for older people in their own home
- Provide social care services to over 10,500 people
- Provide social care services to over 2,700 people following discharge from hospital

## Economy, Transport and Environment

- Oversee the strategic plans for economic and housing growth in Cambridgeshire
- Lead the work on transport strategies for the county as a whole
- Maintain 2,800 miles of roads, 2,400 miles of footways, 1,500 bridges and 55,000 street lights
- Invest £1.5 million in community developed transport schemes
- Provide for approximately 3.7 million single Park and Ride bus journeys and 3.2 million journeys on the Cambridgeshire Guided Busway
- Transport 15,000 children to school every day
- Manage over 300,000 tonnes of waste, of which over 53% is recycled
- Intervene in rogue trader cases involving over 180 victims and in excess of £500,000
- Grit around 1,300 miles of roads and footpaths
- Help 20,000 people benefit from adult learning
- Deliver 60 highway improvement schemes working with local communities
- Welcome 2.5 million visitors each year to our libraries
- Register 15,000 births, marriages, civil partnerships and deaths

## Corporate Services (back office)

- Handle 450,000 enquiries
- Handle 84,000 non phone contacts
- Receive 2,460,000 unique web site visitors
- Manage 900 Freedom of Information Requests and 100 Subject Access Requests (an individual's request to see their personal information that we hold)
- Manage the Legal, IT, HR, Finance, Property and Payroll services that keep the council functioning.

## Public Health

- Commission NHS health checks for about 21,000 people
- Help nearly 3,500 people to quit smoking
- Commission about 19,000 appointments with NHS services to test for and treat sexually transmitted infections
- Provide public health advice to the local NHS and the Health and Wellbeing Board
- Work with Public Health England to prevent the spread of communicable diseases

## Social care costs

Placement type:	Weekly average	Annual average
Residential care (average of both dementia and non-dementia)	£506	£26,320
Looked After Children (LAC) – independent fostering	£800	£41,616
Special Educational Needs (SEN) placement for a service user autistic spectrum disorder	£1,365	£71,000
Community placement for a service user across Adult Physical and Learning Disability	£534	£27,778
Adult Mental Health residential placement	£736	£38,272

## Budget shortfall

In the past six years, Cambridgeshire County Council has successfully delivered £215 million of savings while still providing good quality services, but over the next five years it faces a further £100m of pressure on budgets.

Delivery of £31m of savings in 2017/18 is on track, and the Council is now working on plans to deliver further savings in 2018/19.

Taken together the Council goes into its budget planning round this Autumn with a £37.5 million gap between the money it receives from the government, from council tax, business rates and the income it makes – and the amount it needs to spend on services. This includes additional pressures, such as:

- A sharp increase in the number of older people needing care.
- Increasing numbers of children needing home to school transport.
- Increased numbers of vulnerable children needing protection.

## Council Tax

Council tax is collected by one of the district or city councils on Cambridgeshire County Council's behalf. Of the total gross spend of £780 million that the council had budgeted to spend in 2017-2018, the council will raise £263 million from council tax.

Band D Council Tax for 2017 to 2018 is £1,190.43. This is a 2% rise in the County Council element of Council Tax compared to 2016-2017.

Any increase above 2% would need a local referendum. However council's providing social care, such as Cambridgeshire County Council, are allowed a further increase for social care costs. In December 2016, this was up to an additional 2%, so 4% overall without triggering a local referendum.

County Council contribution (Precept)			
Increase	Additional funding in 2018-19	Weekly cost to band D	Annual cost to band D
1%	£2,640,000	£0.23	£11.96
2%	£5,287,000	£0.46	£23.92
3%	£7,941,000	£0.69	£35.88
4%	£10,602,000	£0.92	£47.84

County Council	Band D Council Tax 2017-2018
Norfolk	£1,190.79
Suffolk	£1,149.03
Hertfordshire	£1,186.62
<b>Cambridgeshire</b>	<b>£1,167.12</b>
Essex	£1,130.13
Lincolnshire	£1,128.83
Northamptonshire	£1,111.25
<b>Shire county average</b>	<b>£1,175.09</b>

## Soham Solar Farm

A new 12MW solar farm built by Cambridgeshire County Council was officially launched in Soham on 19 June 2017. With 45,000 photovoltaic panels across 70 acres, the solar farm will generate enough electricity to supply more than 3,000 homes each year – and has the option of sheep grazing to keep the grass low. It will also avoid the release of 123,000 tonnes of CO<sub>2</sub> over its lifetime.



This is the first Local Authority project in England to receive Contracts for Difference (CfD), a finance incentive for the energy generated, and will create £1million revenue a year from an initial investment of £9million.

The success of the solar farm has inspired the County Council's ambitious Corporate Energy Strategy, which can change the way services are designed and change how they manage their buildings and land assets to generate income, reducing both energy usage and carbon emissions.

## Selling land for housing

One example of this is developing housing projects on land we own – creating more housing in Cambridgeshire and generating £7.2m in income to protect frontline services.

One of the first of these initiatives – for 350 homes in Burwell – got the development green light in September 2017.

## Campaigning

Cllr Steve Count – Leader of the Council led negotiations on a ground breaking pilot deal with Government to retain additional growth in business rates, making Cambridgeshire one of only two areas in the UK to have successfully secured this concession (as at June 2017).

The retained business rate pilot is initially for three years, rewarding the county for any growth in business rates above forecast. In years two and three the forecast is increased by inflation and a stretch target of 0.5%.

The Department for Communities and Local Government (DCLG) has recently released the payments for the first year of the pilot, which saw Cambridgeshire as a whole generate £2.5 million.

£453,207 (18%) goes to Cambridgeshire County Council, with the County's five District or City councils retaining 80% of the additional growth generated in their area, and the remaining 2% going to the Fire and Rescue Service.

The County Council's General Purposes Committee has agreed to use this additional income as a resource to support services that care for vulnerable children and adults in the county.

The council are also looking to the future, and working with the County's MPs and the national body The County Council's Network to take a strong message to Government, that historic underfunding of large rural counties cannot continue, via the 'Fairdeal4Cambs' campaign.

## Community resilience

On September 27th, around 60 community groups, social enterprise and voluntary organisations interested in the Council's Innovate and Cultivate Fund came together at a workshop in St Ives to see how they could apply for funding for projects and ideas that help address the need of local residents.

Previously known as the Cambridgeshire Communities Innovation Fund, the refreshed fund makes it easier for groups to apply for small grants of £2,000 - £10,000 and which help deliver Council priorities locally - helping innovative ideas to grow. The Innovate and Cultivate Fund has two funding streams:

**Cultivate** - small grants of £2,000 - £10,000 aimed at encouraging local networks where people help themselves and each other

**Innovate** - larger grants of up to £50,000 for big projects with big ideas that demonstrate an innovative approach within one of the seven funding priorities for Cambridgeshire

More than £170,000 has already been allocated from the fund, with successful applicants to date including a group supporting parents of children with disabilities and another which supports people with learning disabilities to move into employment.



m.e.l  
research



# 17147 Cambridgeshire Budget Consultation

Goodmorning/afternoon, my name is XXX and I work for M·E·L Research. I am conducting a survey on behalf of Cambridgeshire County Council.

The Council is seeking resident views to help them plan the budget next year, as well as understanding the quality of life living in the County.

The information you provide will be kept confidential and not be linked to your name or address. The survey should take about 10 minutes, are you happy to continue?

**Q1 First can I just check that you are 18 years or over?**

1105 (100.0%) Yes

0 (0.0%) No **(END SURVEY)**

## Section 1: Volunteering & Community Participation

**Q2 On average per month, approximately how many hours have you spent giving unpaid help to groups, clubs, or organisations in your community?**

924 (83.6%)	0 hours (GO TO Q4)	8 (0.7%)	31-40 hours
69 (6.2%)	Up to 5 hours	4 (0.4%)	41-50 hours
41 (3.7%)	6-10 hours	0 (0.0%)	51-60 hours
31 (2.8%)	11-20 hours	2 (0.2%)	Over 60 hours
5 (0.5%)	21-30 hours	21 (1.9%)	Provide time, but less often e.g. every 3 months

**Q3 Which of the following activities do you currently support with your time? [TICK ALL THAT APPLY] [SHOWCARD A]**

10 (5.5%)	Local environmental or nature groups	24 (13.3%)	Local youth groups
20 (11.0%)	Local sports groups	7 (3.9%)	Disability support group
37 (20.4%)	Local social groups	5 (2.8%)	Helping young families
18 (9.9%)	Community facilities e.g. libraries	11 (6.1%)	Local democracy or politics
38 (21.0%)	Volunteering at local schools	9 (5.0%)	School Governors
18 (9.9%)	Older peoples support group	29 (16.0%)	Other, please specify
29 (100.0%)			

**Q4 [ASK ALL] Would you be willing/able to provide more of your time to support to any of these activities in your local community in Cambridgeshire? [TICK ALL THAT APPLY] [SHOWCARD B]**

968 (87.6%)	No <b>[SINGLE CODE]</b>	13 (1.2%)	Disability support group
32 (2.9%)	Local environmental or nature groups	13 (1.2%)	Helping young families
13 (1.2%)	Volunteer at your local library	8 (0.7%)	Local democracy or politics
25 (2.3%)	Local social groups	10 (0.9%)	School Governors
36 (3.3%)	Volunteering at local schools	13 (1.2%)	Other, please specify
22 (2.0%)	Older peoples support group	1 (0.1%)	Local sports groups
26 (2.4%)	Local youth groups		
	13 (100.0%)		

**Q5 What do you think are the top three reasons that stop people in general from getting involved in helping support the community...**

36 (3.3%)	Community volunteering already at capacity
336 (30.5%)	Unwillingness among communities and individuals
906 (82.3%)	Lack of time (for communities and individuals)
444 (40.3%)	Not knowing what opportunities are available
148 (13.4%)	Lack of money / funding
93 (8.4%)	Lack of community facilities
31 (2.8%)	Trust within communities
15 (1.4%)	Trust between communities and the council
45 (4.1%)	Other, please specify
104 (9.4%)	Dont know

**Q5 And what about you personally?**

30 (2.7%)	Community volunteering already at capacity
54 (4.9%)	Unwillingness among communities and individuals
804 (73.2%)	Lack of time (for communities and individuals)
249 (22.7%)	Not knowing what opportunities are available
53 (4.8%)	Lack of money / funding
39 (3.5%)	Lack of community facilities
15 (1.4%)	Trust within communities
7 (0.6%)	Trust between communities and the council
236 (21.5%)	Other, please specify
21 (1.9%)	Dont know

**Q6 Overall, how satisfied are you with your local community as a place to live?**

30 (2.7%)	Very Low (0-4)
75 (6.8%)	Medium (5-6)
496 (44.9%)	High (7-8)
504 (45.6%)	Very High (9-10)

Q6 Overall, how satisfied are you with your life nowadays?

22 (2.0%) Very Low (0-4)  
82 (7.4%) Medium (5-6)  
524 (47.4%) High (7-8)  
477 (43.2%) Very High (9-10)

Q6 How satisfied are you with your financial well-being?

60 (5.5%) Very Low (0-4)  
273 (25.0%) Medium (5-6)  
483 (44.2%) High (7-8)  
276 (25.3%) Very High (9-10)

Q6 Overall, how happy did you feel yesterday?

56 (5.1%) Very Low (0-4)  
193 (17.5%) Medium (5-6)  
489 (44.3%) High (7-8)  
365 (33.1%) Very High (9-10)

Q6 Overall, how anxious did you feel yesterday?

723 (65.7%) Very Low (0-1)  
207 (18.8%) Low (2-3)  
104 (9.4%) Medium (4-5)  
67 (6.1%) High (6-10)

Q7 On a scale of 1 to 4, where 1 is 'a great contribution' and 4 is 'no contribution at all', to what extent do you think County Council services contribute to...

	1-A great contribution	2-Some contribution	3-Little contribution	4-Doesn't contribute at all
Your own quality of life and that of your household?	185 (17.0%)	647 (59.4%)	238 (21.8%)	20 (1.8%)
The quality of life within your wider community?	170 (16.1%)	685 (65.0%)	187 (17.7%)	12 (1.1%)

### Section 3: Meeting / dealing with increasing demand

In order to respond to increasing demand within the Council's limited resources we are considering the following business plan proposals for 2018. [This is in the context of need to save £30M from the budget for 2018/19].

**Q8 How strongly do you support the following proposals to either save money or increase income? So on a scale of 1 to 4, where 1 is 'fully support' and 4 is 'strongly object' how strongly do you support...[SHOWCARD C]**

	1-Fully support	2-Support	3-Object	4-Strongly object
1 - New support so that children going into care is minimised	489 (46.4%)	448 (42.5%)	69 (6.5%)	48 (4.6%)
2 - Offering early advice & help for older people before they need care services.	564 (51.3%)	473 (43.0%)	44 (4.0%)	18 (1.6%)
3 - Making savings when commissioning care for example for older people or for children who are in care.	226 (22.0%)	452 (44.0%)	240 (23.4%)	109 (10.6%)
4 - Changing the way we deliver & commission our health services such as nursing, health visits, sexual health, and drug & alcohol treatment.	220 (24.6%)	417 (46.6%)	196 (21.9%)	61 (6.8%)
5 - Charge for some services within libraries and also introduce new services that can be charged for	115 (10.7%)	441 (41.0%)	331 (30.8%)	188 (17.5%)
6 - Changing our support for schools: charging for some services and giving schools a more independent role in managing standards.	129 (12.5%)	423 (41.0%)	268 (26.0%)	211 (20.5%)
7 - Using specialist technology which allows the elderly and people with learning disabilities to stay independent for longer.	589 (53.8%)	437 (39.9%)	47 (4.3%)	21 (1.9%)
8 - Installing additional bus lane cameras to enforce bus lane violations.	293 (27.4%)	374 (35.0%)	231 (21.6%)	171 (16.0%)
9 - Increasing on-street parking fees in Cambridge whilst removing Park & Ride parking charges.	209 (19.9%)	395 (37.7%)	250 (23.9%)	194 (18.5%)
10 - Change charging policy for adult social care so we charge for the same things as other local authorities (some families would pay more).	116 (12.0%)	456 (47.4%)	299 (31.0%)	92 (9.6%)
11 - Sharing more Council roles & services with Peterborough City Council.	227 (22.6%)	431 (43.0%)	253 (25.2%)	92 (9.2%)

**Q9** Any other comments regarding the above proposals [interviewer to record e.g. potential impact, innovation etc]

1105 (100.0%)

## Section 4: Council tax

The Government currently allows counties to charge 2% to invest into Adult Social Care which Cambridgeshire County Council includes in their budget

The Adult Social Care Precept (ASCP) is an amount the Council is allowed to increase council tax by, specifically to pay for care for adults, particularly the elderly.

**Q10 On a scale of 1 to 4, where 1 is 'fully support' and 4 is 'strongly object', how far do you support the following...[SHOWCARD D]**

	1-Fully support	2-Support	3-Object	4-Strongly object
1 - As part of the Counties current business plan; increase the County Council's part of the Council Tax bill by 2% to help pay for care for adults, particularly the elderly	294 (26.7%)	492 (44.7%)	225 (20.5%)	89 (8.1%)
2 - Not currently included, the County Council could also increase its part of the Council Tax bill by a further 1.99% (just under a 4% increase in total) to support other services	75 (7.2%)	298 (28.5%)	405 (38.7%)	269 (25.7%)
3 - Not currently included, increasing the County Council's part of the Council Tax by over 3.99% which would require a referendum of all voters in the County to approve the move	56 (5.4%)	197 (19.0%)	385 (37.2%)	397 (38.4%)

**Q11 Nationally, some councils are considering schemes that allow people to pay an extra voluntary contribution to services together with their regular Council Tax bill. In particular better off households would be asked to pay extra voluntarily. Do you support this idea?**

643 (58.2%) Yes                      296 (26.8%) No                      166 (15.0%) Not sure

**READ OUT: In the next section we will ask a few questions about you. This is to help make sure we talk to a range of residents.**

**Q13 And can I confirm that you live in - READ OUT**

233 (21.1%) Cambridge City  
 146 (13.2%) East Cambridgeshire  
 171 (15.5%) Fenland  
 297 (26.9%) Huntingdonshire  
 258 (23.3%) South Cambridgeshire

**Q14 How would you describe your gender?**

550 (49.8%) Female              555 (50.2%) Male              0 (0.0%) Other

**Q15 What age band do you fall in? SHOWCARD E**

131 (11.9%) (1) 18-24                      158 (14.3%) (5) 55-64  
 202 (18.3%) (2) 25-34                      202 (18.3%) (6) 65-84  
 200 (18.1%) (3) 35-44                      19 (1.7%) (7) 85+  
 193 (17.5%) (4) 45-54

**Q16 Do you have any long-standing illness, disability, or infirmity that limits your activities in any way?**

160 (14.5%) Yes                      940 (85.5%) No

**Q17 How would you describe your ethnic group? SHOWCARD F**

1032 (93.6%) White  
 71 (6.4%) Non-White

**Q18 What is your working status? SHOWCARD G**

676 (61.4%) Employed  
22 (2.0%) Unemployed and available for work  
238 (21.6%) Retired  
49 (4.5%) Student (including full-time students)  
72 (6.5%) Looking after home or family  
32 (2.9%) Long-term sick or disabled  
12 (1.1%) Other

**Q19 Including yourself how many people (adults and children) live in the household?**

118 (10.7%) 1-One  
382 (34.6%) 2-Two  
242 (21.9%) 3-Three  
232 (21.0%) 4-Four  
129 (11.7%) 5-Five +

**Q20 Are there any children, under 16 years old living in the household?**

129 (41.9%) Yes                      179 (58.1%) No                      0 (0.0%) Prefer not to say

**Q21 Are you a carer? By carer we mean, do you look after, or give any help or support to family members, friends, neighbours or others because of either (1) they have long-term physical or mental ill-health or disability or (2) they have problems related to old age?**

83 (7.5%) Yes                      1020 (92.5%) No

**Thank you for your time.**

# GENERAL PURPOSES COMMITTEE AGENDA PLAN

Published on 1st December 2017

Agenda Item No.7



Cambridgeshire  
County Council

## Notes

Committee dates shown in bold are confirmed.

Committee dates shown in brackets and italics are reserve dates.

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

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

+ indicates items expected to be confidential, which would exclude the press and public. 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	Deadline for draft reports	Agenda despatch date
<b>19/12/17</b>	1. Minutes – 28/11/17	M Rowe	Not applicable	06/12/17	08/12/17
	2. Integrated Resources and Performance Report (October)	R Barnes	2017/025		
	3. Resources and Performance Report (October) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	4. Draft Revenue and Capital Business Planning Proposals for 2018-19 to 2022-2023 (whole Council) and Public Consultation	C Malyon	Not applicable		
<b>23/01/18</b>	1. Minutes – 19/12/17	M Rowe	Not applicable	10/01/18	12/01/18
	2. Integrated Resources and Performance Report (November)	R Barnes	2018/001		

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	3. Resources and Performance Report (November) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	4. Transformation Strategy/Strategic Framework	C Malyon	Not applicable		
	5. Capital Receipts Strategy	C Malyon	Not applicable		
	6. Treasury Management Strategy	C Malyon	Not applicable		
	7. Local Government Finance Settlement	C Malyon	Not applicable		
	8. Business Plan*	C Malyon	Not applicable		
	9. Consultation Report	S Grace	Not applicable		
	10. Approve going to market for a new Multi-Function Device (MFD) contract	K Halls	Not applicable		
	11. Waste PFI Contract+	A Smith	2018/026		
<i>[27/02/18] Provisional Meeting</i>				14/02/18	16/02/18
<b>27/03/18</b>	1. Minutes – 23/01/18	M Rowe	Not applicable	14/03/18	16/03/18
	2. Treasury Management Report – Quarter 3	L Chingwaru	Not applicable		
	3. Integrated Resources and Performance Report (January)	R Barnes	2018/002		
	4. Resources and Performance Report (January) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	5. Transformation Fund Monitoring Report Quarter 3 2017-18	J Wilson	Not applicable		

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
<i>[24/04/18] Provisional Meeting</i>				11/04/18	13/04/18
<b>29/05/18</b>	1. Minutes – 27/03/18	M Rowe	Not applicable	16/05/18	18/05/18
	2. Integrated Resources and Performance Report (March)	R Barnes	2018/003		
	3. Resources and Performance Report (March) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	4. Treasury Management Report – Quarter 4 and Outturn Report*	L Chingwaru	Not applicable		
	5. Transformation Fund Monitoring Report Quarter 4 2017-18	J Wilson	Not applicable		
<i>[26/06/18] Provisional Meeting</i>					
<b>24/07/18</b>	1. Minutes – 29/05/18	R Barnes			
	2. Resources and Performance Report (May) – Corporate and Customer Services and LGSS Managed		Not applicable		
	3. Integrated Resources and Performance Report - May 2017	R Barnes	2018/012		
<i>[21/08/18] Provisional Meeting</i>					
<b>20/09/18</b>	1. Minutes – 24/07/18				
	2. Resources and Performance Report (July) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	3. Integrated Resources and Performance Report – July 2017	R Barnes	2018/015		
	4. Treasury Management Report – Quarter 1	L Chingwaru	Not applicable		
	5. Medium Term Financial Strategy	C Malyon	Not applicable		
	6. Capital Strategy	C Malyon	Not applicable		
	7. Strategic Framework	C Malyon	Not applicable		
	8. Investigation into alternative office software	S Smith	Not applicable		
	9. Transformation Fund Monitoring Report Quarter 1 2018-19	J Wilson	Not applicable		
<b>23/10/18</b>	1. Minutes – 20/09/18				
	2. Resources and Performance Report (August) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report - August 2017	R Barnes	2018/013		
	4. Service Committee Review of Draft Revenue Business Planning Proposals for 2019/20 to 2023/2024	C Malyon	Not applicable		
	5. Draft 2019/20 Capital Programme and Capital Prioritisation	C Malyon	Not applicable		
<b>27/11/18</b>	1. Minutes – 23/10/18				
	2. Resources and Performance Report (September) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report - September 2017	R Barnes	2018/014		
	4. Treasury Management Report – Quarter 2*	L Chingwaru	Not applicable		

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	5. Second Review of Draft 2019-20 Capital Programme and Capital Prioritisation	C Malyon	Not applicable		
	6. Business Planning 2019-20 to 2023-24 – update	C Malyon	Not applicable		
	7. Transformation Fund Monitoring Report Quarter 2 2018-19	J Wilson	Not applicable		
<b>18/12/18</b>	1. Minutes – 27/11/18				
	2. Resources and Performance Report (October) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report - October 2017	R Barnes	2018/016		
	4. Amendments to Business Plan Tables (if required)	C Malyon	Not applicable		
	5. Draft Revenue and Capital Business Planning Proposals for 2019-20 to 2023-2024 (whole Council)	C Malyon	Not applicable		
<b>08/01/19</b>	1. Minutes – 18/12/18				
	2. Resources and Performance Report (November) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report - November 2017	R Barnes	2019/001		
	4. Local Government Finance Settlement	C Malyon	Not applicable		
	5. Overview of Business Planning Proposals	C Malyon	Not applicable		
<b>22/01/19</b>	1. Minutes – 08/01/19				
	2. Capital Receipts Strategy	C Malyon	Not applicable		

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	3. Treasury Management Strategy	C Malyon	Not applicable		
	4. Business Plan*	C Malyon	Not applicable		
	5. Consultation Report	S Grace	Not applicable		
<i>[26/02/19] Provisional Meeting</i>					
<b>26/03/19</b>	1. Minutes – 22/01/19				
	2. Resources and Performance Report (January) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (January)	R Barnes	2019/002		
	4. Treasury Management Report – Quarter 3	L Chingwaru	Not applicable		
<i>[30/04/19] Provisional Meeting</i>					
<b>28/05/19</b>	1. Minutes – 26/03/19				
	2. Resources and Performance Report (March) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (March)	R Barnes	2019/003		
	4. Treasury Management Report – Quarter 4 and Outturn Report*	L Chingwaru	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.

<b>Forward plan reference</b>	<b>Intended date of decision</b>	<b>Matter in respect of which the decision is to be made</b>	<b>Decision maker</b>	<b>List of documents to be submitted to the decision maker</b>	<b>Reason for the meeting to be held in private</b>
2018/026	23/01/18	Waste PFI Contract	General Purposes Committee	Report of Executive Director: Economy, Transport and Environment	Information relating to the financial or business affairs of any particular person (including the authority holding that information).

**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.

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

For further information, please contact Quentin Baker on 01223 727961 or [Quentin.Baker@cambridgeshire.gov.uk](mailto:Quentin.Baker@cambridgeshire.gov.uk)

<b>GENERAL PURPOSES COMMITTEE TRAINING PLAN</b>			The Training Plan below includes topic areas for GPC approval. Following sign-off by GPC the details for training and development sessions will be worked up.						
Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
1.	Emergency planning	The Council's roles and responsibilities, how do we respond in an emergency		25th July 2017	Stuart Thomas / Sue Grace		GPC	Bailey Bates Bywater Count Criswell Dupre Hickford Hudson Jenkins Nethsingha Schumann Shuter	80%
2.	Business Intelligence	Data / system integration Date sharing with other authorities. The importance of good governance and information management. <i>(pre reading material required)</i>		28th November 2017	Tom Barden/ Sue Grace		GPC	Bailey Bywater Criswell Dupre Hickford Hudson Jenkins Kavanagh McGuire Nethsingha Shuter Wotherspoon	80%