

# GENERAL PURPOSES COMMITTEE



**Date: Tuesday, 31 May 2016**

**Democratic and Members' Services**

Quentin Baker

LGSS Director: Law, Procurement and Governance

**10:00hr**

Shire Hall

Castle Hill

Cambridge

CB3 0AP

**Kreis Viersen Room**

**Shire Hall, Castle Hill, Cambridge, CB3 0AP**

## AGENDA

Open to Public and Press

### CONSTITUTIONAL MATTERS

- 1 Notification of Chairman/woman and Vice-Chairman/Woman**
- 2 Apologies and Declarations of Interest**

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

- 3 Minutes - 15th March 2016 and Action Log** **5 - 22**
- 4 Petitions**

### KEY DECISIONS

<b>5</b>	<b>Integrated Resources and Performance Report for the Period Ending 31st March 2016</b>	<b>23 - 44</b>
<b>6</b>	<b>Exploration of Options in Relation to the Supply of Agency Workers</b>	<b>45 - 50</b>
<b>7</b>	<b>Total Transport Proposal</b>	<b>51 - 84</b>

**Appendix 4 of this report is confidential. If members wish to discuss this appendix, it will be necessary to exclude the press and public as detailed in the Exclusion of Press and Public item below.**

#### **OTHER DECISIONS**

<b>8</b>	<b>Corporate Risk Register Update</b>	<b>85 - 102</b>
<b>9</b>	<b>County Council Consultation Strategy (including the approach to Business Plan 2017/18 consultation)</b>	<b>103 - 118</b>
<b>10</b>	<b>Treasury Management Quarter Four and Outturn Report</b>	<b>119 - 136</b>
<b>11</b>	<b>Resources and Performance Report - March 2016</b>	<b>137 - 168</b>
<b>12</b>	<b>Appointments to Outside Bodies, Internal Advisory Groups and Panels and Partnership Liaison and Advisory Groups</b>	<b>169 - 190</b>
<b>13</b>	<b>General Purposes Committee Agenda Plan and Training Plan</b>	<b>191 - 200</b>
<b>14</b>	<b>Exclusion of Press and Public</b> <i>That the press and public be excluded from the meeting during the consideration of the following report on the grounds that it is likely to involve the disclosure of exempt information under paragraph 3 of Part 1 Schedule 12 A of the Local Government Act 1972 and that it would not be in the public interest for the information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information)).</i>	

The General Purposes Committee comprises the following members:

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

Councillor Anna Bailey Councillor Ian Bates Councillor David Brown Councillor Paul Bullen  
Councillor Edward Cearnas Councillor John Hipkin Councillor David Jenkins Councillor  
Maurice Leeke Councillor Mac McGuire Councillor Lucy Nethsingha Councillor Tony Orgee  
Councillor Peter Reeve Councillor Michael Tew Councillor Ashley Walsh and Councillor  
Joan Whitehead

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

Clerk Name: Michelle Rowe

Clerk Telephone: 01223 699180

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

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

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



**GENERAL PURPOSES COMMITTEE: MINUTES**

**Date:** Tuesday, 15th March 2016

**Time:** 10.00a.m. – 1.20p.m.

**Present:** Councillors Bailey, Bates, D Brown, Bullen, Cearns, Count (Chairman), Criswell, Hickford, Hipkin, Jenkins, McGuire, Nethsingha, Orgee, Reeve, Tew, Walsh and Whitehead

**208. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**209. MINUTES – 2ND FEBRUARY 2016 AND ACTION LOG**

The minutes of the meeting held on 2nd February 2016 were agreed as a correct record and signed by the Chairman. The Action Log and following updates were noted:

- Item 198: the Chief Finance Officer (CFO) reported that the process detailing how the new Operating Model for Business Planning was evolving would be presented to the General Purposes Committee (GPC) Workshop on 21 March 2016. A report would then be presented to a future meeting. **Action Required.**
- Item 198: the CFO reported that the Greater Cambridge Greater Peterborough Partnership had still not signed the Accountable Body Agreement. The Chairman suggested that if the Council did not receive an appropriate response, he would write a letter which would include a proposal to not provide the Partnership with any money until it had signed the Agreement. **Action Required.**
- Outsourcing Blue Badges: The Director Customer Service and Transformation reported that Members would receive an update in relation to work on the Contact Centre at the Workshop on 21 March 2016. It was noted that discussions had been concluded with other authorities and officers would be analysing the findings with the aim of preparing a briefing note for GPC. **Action Required.** Councillor Whitehead clarified that Blue Badge holders did not have to pay for a Residents' Parking Badge.
- Exit Interviews: The CFO reported that he would update GPC via e-mail on this action. *[Note – a report will be presented to the next Staffing Appeals Committee]*  
**Action Required**

**210. PETITIONS**

No petitions were received.

## 211. INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING 31ST JANUARY 2016

The Committee received a report detailing the financial and performance information to assess progress in delivering the Council's Business Plan. It was noted that the overall revenue budget position had improved since the last meeting and was now showing a forecast year end underspend of £4.9m, which reflected an increase of £1.0m since the last month. The increase related mainly to an increase in client contribution levels and an underspend in winter maintenance. The CFO added that he had received the latest monthly figures which showed a further increase in the forecast year end underspend of £6m. He was concerned about the scale of underspend but it was important to bear in mind that it was 1% of a total revenue budget of £550m.

The CFO drew attention to the need to increase by an additional provision of £1.15m in 2015/16 the Insurance Fund to cover the Municipal Mutual Insurance (MMI) Scheme of Arrangement Levy, which would become payable in the near future. He reported that he would provide GPC with a detailed briefing note in relation to claims subject to it not breaching current litigation. **Action Required.**

Attention was drawn to the Capital Programme which continued to slip resulting in a favourable variance in capital financing. It was important to note that the level of slippage was an improvement on the previous year. Finally attention was drawn to key performance indicators which had seen a slight improvement.

During discussion, Members asked a number of questions which received the following responses:

- confirmed that the MMI briefing note would include the possible total figure and a timeframe. The CFO reported that the maximum exposure figure was £14m. It was noted that the additional provision of £1.15m would be funded through the 2015/16 underspend. In response to a question on historic child abuse claims, it was noted that the Council would be liable as employer from October 1992. However, it would not be liable from the point a school had changed to an academy.
- acknowledged the need to provide a more accurate year end forecast rather than the current situation of starting badly and improving through the year. The CFO reported that GPC would be briefed on the Transformation Programme Review at its workshop on 21 March which would include how the business plan was constructed.
- acknowledged that it was sometimes very difficult to predict a pattern for demand led services. The Council had improved its profiling and was getting better at data usage. One Member expressed concern that without the relevant information the Council might be cutting services for an individual having a financial crisis. She reported that as a member of Adults Committee, she had been unaware of the issue of client contributions which had suddenly appeared. The Chairman of Adults Committee reported that the Committee were now monitoring this issue via reports to Spokes.
- confirmed that GPC would need to approve new performance indicators for 2016/17.

- acknowledged the need for Strategic Management Team to consider the impact of climate change both in relation to the positives and negatives on the risk register.  
**Action Required.**
- noted that the Council had received regular reports from the Environment Agency on the effects of the recent flooding. The Council would be responsible for repairing any damage to its roads and footpaths.

It was resolved unanimously to:

- a) Analyse resources and performance information and note the remedial action currently being taken and consider if any further remedial action was required.
- b) Approve that the Insurance Fund be increased by an additional provision of £1.15m in 2015/16 to cover the Municipal Mutual Insurance (MMI) Scheme of Arrangement Levy that would become payable in the near future (see section 3.2.5).

## **212. TOTAL TRANSPORT PILOT SCHEME**

The principle behind Total Transport was that it did not make sense for different vehicles to collect neighbouring residents who were making similar journeys but for different purposes. Bringing separate contracts for different transport services together would provide both financial and user benefits. Attention was drawn to a report detailing a proposal for a Total Transport service in the northern half of East Cambridgeshire, replacing the currently separate arrangements for all transport services supported by the Council. A new Booking and Information Centre would provide a single point of contact for local residents wishing to access Total Transport services. Members were advised that there might be opposition regarding changes to times and mixing client groups. It was therefore proposed to conduct a consultation process, which together with the results of a formal procurement exercise, would feed in to the Committee's next meeting on 31 May.

Speaking as a Local Member, Councillor Dupre reported that she had attended the last meeting of the Total Transport Working Party. She welcomed this project which aimed to bring together diverse strands of provision to address rural isolation. She supported the proposal to open up more journeys for education, employment, health and leisure and she looked forward to seeing its progress. She drew attention to one anomaly in relation to the use of concessionary bus passes. She was not clear from the report how this issue would be addressed.

In response, the Transport Policy & Operational Projects Manager reported that the current Community Transport consultation might influence any proposal put forward by officers in relation to concessionary fares in order to achieve consistency. The financial cost of these fares would need to be balanced and considered against maintaining access. The Total Transport Pilot proposal was consistent with County Council existing policy at present.

In welcoming the report, Members made the following comments:

- highlighted the fact that Pymoor near Ely had no bus service and was an area of deprivation in relation to access to services. The local school bus which stopped in the village had a number of empty seats but the driver was not allowed to let Pymoor residents on the bus. Speaking as a Local Member, Councillor Bailey acknowledged that there would be issues about changing times and mixing client groups but the Council needed to focus on making the whole system work for the community which would involve compromise. She highlighted the importance of the Booking and Information Centre which it was hoped would be placed in the City of Ely Council offices.
- highlighted the fact that the Cambridgeshire Clinical Commissioning Group (CCG) was tendering for its service to hospitals. It was acknowledged that the timing was frustrating but the CCG had tried to accommodate the Council.
- requested that Local Members be informed of the number of users, particularly in relation to transport to Highfield Special School, in their division. It was noted that the Council would be writing to all Highfield Special School users and would inform Local Members of numbers accordingly. **Action Required.**
- queried the impact of the three networks of fixed bus routes on Burwell. It was noted that it was proposed to replace two vehicles with one vehicle. It was likely that the timing for the primary school would change from five to ten minutes.
- queried whether the Council had considered the option of procuring in-house. Members were informed that there was not sufficient time to procure vehicles before the pilot commenced in September. However, it could certainly be a consideration with a longer lead in time.
- queried how far the pilot would be rolled out if it was successful. The Transport Policy & Operational Projects Manager highlighted the importance of engaging with local communities. It would take a considerable amount of time to undertake this work. There was also a need to bear in mind separate transport procurement arrangements such as school transport.
- highlighted the need to include a wider scope of people in the consultation rather than just traditional groups. Members were informed that the Council was targeting different users across services including job centres. The consultation would involve an online survey backed up by social media and a paper based survey. It was hoped that Local Members would also engage with local groups. The Chairman raised the need for a Communications Strategy to promote the rationale behind the project and to target current non users of the service. **Action Required.**
- stressed the need to respond robustly to any objections from parents regarding adults travelling on school buses in order to be able to carry on providing services in the future. It was important that this project was seen as a way of saving and improving services such as providing access to other services e.g. leisure, arts and sport. However, it was acknowledged that voices of opposition should be listened to. Members were informed that there would be a Teaching Assistant on school buses with primary and secondary school pupils.



- requested information on how other areas of the country which had bid for central government funding were performing. **Action Required.**
- highlighted the importance of safeguarding and the need for more supervision on buses. The Chairman raised the need to avoid reinforcing barriers. Members were informed that other local authorities had mixed client groups with no adverse impact. It was noted that in relation to the school bus calling at Pymoor, it was likely that everyone would know each other.
- expressed concern that the retendering of home to school transport could compromise the project. It was queried whether short contracts should be considered to allow for flexibility. Members were informed that there was a need to balance the cost of small contracts against flexibility.
- highlighted the importance of dealing sensitively with any special educational needs pupil who might find change difficult.

It was resolved unanimously that the Committee affirm its support for the introduction of a Total Transport service within the stated pilot area from 1 September 2016, subject to:

- a) the outcome of a public consultation, inviting views on the detailed proposals
- b) a formal procurement exercise to establish the exact cost of delivering the new service
- c) a further paper at the Committee's May 2016 meeting, setting out the results of (a) and (b) and inviting a final decision from the Committee.

## **213. CAMBRIDGESHIRE PUBLIC SERVICES NETWORK RE-PROCUREMENT**

The Committee considered a report detailing the background to the Cambridgeshire Public Services Network (CPSN) Contract and supporting partnership which enabled the delivery of the network connectivity and related IT infrastructure services to Cambridgeshire County Council buildings and to Cambridgeshire Schools. Attention was drawn to the list of current membership detailed in section 1.2. The report included a timeline for the current CPSN contract expiry and a proposal for the procurement of a follow on contract. It was important to note that the CPSN Contract was very successful as every time a new member joined the existing costs for Cambridgeshire went down. The continuing growth of LGSS also presented an opportunity to explore an alternative procurement solution with Northamptonshire County Council.

The Chairman reported that, as the Cabinet Portfolio Holder involved in the early discussions regarding the current contract including the risks relating to threshold viability, he was pleased that the decision had been successful for the Council. It had also provided an opportunity to introduce LGSS to other partners.

In considering the report, Members made the following comments:

- queried the timeline which detailed the contract being awarded by December 2016, which was a year and half before the current contract ended. The LGSS Director of IT reported that the December 2016 date was optimistic. Although, it was not

proposed to build the network from scratch instead the process would involve buying upgrades, there were a number of issues such as central government procurement and LGSS which would make the process more complicated.

- queried whether the Council was in discussions with Huntingdonshire District Council (HDC) regarding supporting CCTV cameras in Ramsay via the CPSN. The LGSS Director of IT reported that CPSN was very much a partnership which included HDC who were a member of the partnership board.
- requested that the LGSS Director of IT review the amount of time it took Members to log on at Shire Hall. It was noted that the Local Area Network was managed by Virgin Media as an additional to the CPSN contract. The CFO informed Members that the Transformation Programme was considering issues of connectivity.

It was resolved unanimously to:

- a) Approve the County Council's continued engagement in the Cambridgeshire Public Services Network (CPSN) shared service partnership.
- b) Endorse Cambridgeshire County Council (CCC) as lead authority on behalf of the partnership to undertake procurement activities for a PSN framework based contract to replace the current CPSN contract.
- c) Approve the investigation of charging mechanisms which would enable Cambridgeshire schools continuing involvement in any future network connectivity contract whilst minimising any financial risk to the Council.

## **214. SCHEME OF FINANCIAL MANAGEMENT**

The Scheme of Financial Management (SoFM) set out the Council's financial regulations. Members were reminded that they had considered the Scheme last year following a fundamental review. It was now being updated to reflect the necessary changes of the proposed on boarding of Milton Keynes into LGSS as a partner. The CFO proposed an alteration to recommendation (c) to reflect standard practice which involved consulting the Chairman/woman of the relevant committee rather than Group Leaders/Spokes. In response, the Chairman reported that it was appropriate that the Committee should be notified of all changes. He suggested that he could ask Constitution and Ethics Committee to consider it as an action. **Action Required.**

Attention was drawn to page 81 of the Scheme relating to transformation bids. In response to a query, the CFO reported that there should not be any delay in implementing transformation bids which once approved would be imbedded within the Business Plan process. One Member commented that there was no reference to a protocol regarding dealing with such bids. The CFO reported that Members would receive a process map at their workshop on 21 March. GPC was currently the holder of the transformation fund and responsible for any decisions. A process was being developed to involve Members and it was proposed that the Investment Review Group should act as a sounding board to avoid minutiae being presented to committee.

Members were of the view, in relation to page 109, that General Purposes Committee and not Strategic Management Team should make final decisions each year about carry forward arrangements in the context of the Corporate and Service spending position. The Chairman acknowledged the need to encourage underspends but it was also important that corporate identity did not suffer. The CFO explained that the current process involved each Directorate reviewing its financial position. They then agreed a service committee utilisation sum by 30 June and the allocation as to usage was managed using the CFO's approval. The Committee requested a briefing note on how the current system of underspends was managed. **Action Required.**

One Member commented that the workshop on 21 March would cover the fact that budgets would not be delivered in the same way.

It was resolved unanimously to:

- a) Review the updated Scheme of Financial Management (Appendix A).
- b) Recommend to Council that it approves the revised Scheme of Financial Management for inclusion in the Council's Constitution.
- c) Recommend to Council that it delegates authority to the Chief Finance Officer, in consultation with the Chairman of General Purposes Committee, to approve any changes as may be necessary from time to time to reflect and take account of changes in legislation, guidance, Council policy, decisions of the Council and any drafting changes or improvements to the Scheme of Financial Management (see section 2.5).

## **215. TREASURY MANAGEMENT QUARTER THREE REPORT**

The Committee considered the third quarterly update on the Treasury Management Strategy 2015-16, approved by Council in February 2015.

It was resolved unanimously to note the Treasury Management Quarter Three Report 2015-16.

## **216. COMMERCIAL PROPOSALS PROTOCOL**

The Committee was reminded that one of the recommendations of the Internal Audit review of the issues that had arisen following a proposal to commercialise the third floor of the Central Library was for the Council to agree a Commercial Proposals Protocol. Attention was drawn to a revised version of the protocol which included comments from Strategic Management Team set out in Appendix 2. It was important to bear in mind that the original proposal for the Central Library would not have breached the draft protocol.

Councillor Bailey proposed a number of amendments, seconded by Councillor Count, to the draft protocol set out at Appendix 2, which were tabled at the meeting. There followed a detailed discussion about each amendment. Further information was requested in relation to the definition of a commercial proposal and the impact or non impact of setting revenue streams in excess of £50,000. In view of the need for further

information, Councillor Bailey withdrew her amendment. The Committee was of the view that this report should be withdrawn to enable further work to take place.

It was resolved unanimously to withdraw the report.

## **217. SAWSTON COMMUNITY HUB**

The Sawston community hub project had been under discussion with Sawston Village College (SVC) since late 2012, when the fire in the Morris Wing of the College (housing the public library) provided an opportunity for the Council to consider providing library facilities that were more fit for purpose as well as co-locating a number of Council services in a community hub. There was a disparity between the financial value of assets considered for exchange and as a consequence authority for disposal at less than best consideration was required from GPC. In exchange for the grant of a lease by SVC of the land adjacent to the Marven Centre with additional parking valued at £40,000, attention was also drawn to a number of options. It was important to the note that the value in use was the 'book value' rather than the value which would be realised by sale. Members reminded that the assets were located within an education site.

Speaking as a Local Member, Councillor Kenney reported that Sawston was the largest village in South Cambridgeshire with a high proportion of deprivation. She explained that the development of a community hub at the Village College would therefore be very good for local residents. Following the fire, the Village College had been able to use the Morris Wing to house a new and safer reception, which avoided the need for visitors to walk through the site to register their presence. As far as she was aware the Council wanted to build a hub at Sawston and the Village College was willing to exchange the land. The community hub would improve facilities for Sawston as it would include the locality team and children's centre. It would also provide meeting rooms for local residents and car parking facilities.

Also speaking as a Local Member, Councillor Orgee drew attention to the benefits set out in section 2.9. He reminded the Committee that the new hub would be built on a site leased from SVC who would gain in exchange the part of the Morris Wing previously occupied by the library, and other buildings belonging to the Council. It was important to note that whilst the notional valuation figure for the former library was £118,000 if it ceased to be a library it would be transferred to SVC at nil value. The OWL building was currently vacant and in need of repair. It was also located in the middle of the College site which would create safeguarding problems if it was sold to a private developer. Members were reminded that the valuations were opinions only. He was concerned that this issue had been going on for sometime. The planning application for the temporary library had already been extended by one year and would need to be extended again. He therefore hoped that the Committee would support Option B.

In considering the report, Members made the following comments:

- highlighted the need for more information regarding the views of Local Members included at section 4.5.

- suggested that reference to notional book value required more explanation in the report.
- queried the final project costs which had increased. It was noted that there had been a £144k increase in costs.
- highlighted the need for consistency of approach as regards community hubs generating income. Members were reminded that the Barnwell Hub and the new Milton Road Library were required to generate income.

Both Councillors Nethsingha and Bullen had visited the site and supported Option B. Councillor Nethsingha reported that the OWL building was extremely derelict and safeguarding was a real issue at the site. Councillor Bullen added that whilst he was opposed to selling assets in general, there was no scope on the site commercialisation as all the assets were within the school parameter. Councillor Bullen proposed, seconded by Councillor Orgee, that the Committee approve Option B.

It was resolved to authorise an exchange of assets at less than best consideration on the basis of Option B (release of the Morris Wing plus the OWL Building with a combined value of £244,000.)

## **218. IT OPTIONS FOR MEMBERS**

The Committee considered a report outlining a proposal to reduce Members operating costs and provide improved services by the provision of hardware and software for Council Members. It was proposed to provide Members with laptops/tablets which used a standard Windows platform and had been procured with a 50% reduction on the retail price. The provision of software would enable Members to access Council e-mails and diaries securely through their own smartphones and personal devices. This would provide Members with the same technologies and secure access as staff. Attention was drawn to Appendix B detailing the savings which were predicated on print and other savings.

Councillor Tew proposed an amendment detailed below, seconded by Councillor Reeve:

It is requested that the Committee agree the proposals contained within this report for the provision of hardware and software for all Members who do not have their own suitable devices;

And that the hardware is paid for by Members by way of a deduction from their allowances;

And that, at the end of their tenure as a County Councillor, the hardware can be either sold back to the council or kept by the Member.

It is requested that the Committee agree the provision of software that will enable Members to access Council e-mails and diaries securely through their own devices were the member does not wish to purchase Council provisioned hardware.

Councillor Tew explained that hardware became out of date every five years. It was therefore easier for Members to pay for their own equipment which they could keep at the end of their term. The LGSS Director of IT reported that there would be a small charge to rebuild if Members were to keep the equipment.

In considering the amendment, Members made the following comments:

- expressed concern that this amendment could exclude young people and the less well off from being a Councillor.
- the provision of hardware and software would help Councillors in their role as Connectors and Community Navigators.
- queried whether Councillors could choose to use their own devices. It was noted that Councillors would not be able to access everything they could access on a fixed desk Council PC if they used their own device. The GOOD application would enable Members to access Council diaries and emails only on their own equipment.
- welcomed the use of IT in order to save paper. However, there was concern that the public perception would be that Councillors were getting something for free. The majority of Members used their own devices so they were effectively being supplied with something they would not use. The laptops/tablets already had a 50% discount and were tax deductible so would not cost Members that much.
- noted that Huntingdonshire District Councillors paid for their own equipment.
- expressed concern that all Councillors would be expected to use a @gov.uk e-mail address to guarantee security. A number of Members reported that they did not want such an address. The Chairman proposed that this issue be removed from the report and considered at a future meeting of Group Leaders. **Action Required.**
- expressed concern about the use of GOOD as a step forward. Huntingdonshire District Council had found it limited and was using Office 365 instead. The LGA and Brent Council had also moved from GOOD to Office 365. The LGSS Director of IT reported that he had reviewed the options. Office 365 was a cloud based web accessing application whilst the GOOD application was for use on smartphones and personal devices.

Before putting the recommendation to the vote, as permitted under Part 4 - Rules of Procedure, Part 4.4 - Committee and Sub-Committee Meetings, Section 18 Voting of the Council's Constitution, five members of the committee requested a recorded vote. The amendment on being put to the vote was lost.

*[Councillors Bullen, Reeve and Tew in favour; Councillors Bailey, Bates, D Brown, Cearns, Count, Criswell, Hickford, Hipkin, Jenkins, McGuire, Nethsingha, and Orgee against; Councillors Walsh and Whitehead abstained]*

*Councillor Count declared a non-statutory disclosable interest under the Code of Conduct, as he had already received the hardware and the software.*

In considering the report, Members made the following comments:

- highlighted the importance of making better use of audio and web conferencing.
- expressed concern that a significant proportion of the savings were predicated on not printing hard copies of agendas. It was queried whether these savings would be realised as a number of members would still require printed agendas. The Chairman reported that it was proposed to roll laptops/tablets out as soon as possible within the month. He encouraged everyone to be as paperless as possible with the aim of being completely paperless by 2017. It was noted that special access provision would be available for members of the public.
- highlighted the need to review the length of reports if Councillors were expected to move to a paperless system.

It was resolved to:

- a) agree the proposals contained within this report for the provision of hardware and software for all Members
- b) agree the provision of software that would enable Members to access Council emails and diaries securely through their own devices

## **219. FINANCE AND PERFORMANCE REPORT – JANUARY 2016**

The Committee was presented with the January 2016 Finance and Performance report for Corporate Services and LGSS Cambridge Office. The Chairman asked why the performance measure target for “IT – incidents resolved within Service Level Agreement” was not 100%. **Action Required.** One Member queried the use of the Shape Your Place Grant on page 200. It was noted that the grant had to be spent on community engagement and a project proposal was currently being developed.

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

## **220. GREATER CAMBRIDGE CITY DEAL HOUSING DEVELOPMENT AGENCY – NOMINATION OF COUNTY COUNCIL MEMBER REPRESENTATIVE**

The Committee received a report requesting elected member representation on a Joint Member Reference Group for the Housing Development Agency formed under the City Deal arrangements. It was proposed that a member of the Council’s Investment Review Group be nominated. Attention was drawn to a list of current members of the Group willing to perform the role. Councillors Bullen and Jenkins withdrew their names. Councillors Hickford and Sales informed the Committee why they would be suited to the role.

It was resolved to nominate Councillor Paul Sales from the Investment Review Group to represent the County Council on the Joint Member Reference Group for the City Deal Housing Development Agency.

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

The Committee considered its agenda plan, training plan and appointments to outside bodies, partnership liaison and advisory groups, and internal advisory groups and panels. Members were advised that there was a vacancy for a County Council nominated trustee on the New Street Ragged School Trust. It was noted that GPC had the general power to appoint to outside bodies etc. but had delegated down to committees. This appointment needed to be made quickly as there was not now a meeting of Children and Young People Committee until May. Councillor David Brown proposed Councillor Joan Whitehead to the role, seconded by Councillor Walsh.

It was resolved unanimously to:

- a) review the Agenda Plan attached at Appendix 1;
- b) review and agree its Training Plan attached at Appendix 2;
- c) agree the appointment of Councillor Paul Sales to the Investment Review Group to replace Councillor Ashley Walsh; and
- d) agree the appointment of Councillor Joan Whitehead as a nominated trustee on the New Street Ragged School Trust.

Chairman



**GENERAL PURPOSES  
COMMITTEE**

**Minutes-Action Log**



**Introduction:**

This log captures the actions arising from the General Purposes Committee on 15th March 2016 and updates members on the progress on compliance in delivering the necessary actions.

This is the updated action log as at Friday 20th May 2016.

**Minutes of 15th March 2016**

<b>Item No.</b>	<b>Item</b>	<b>Action to be taken by</b>	<b>Action</b>	<b>Comments</b>	<b>Completed</b>
209.	<b>Minutes – 2nd February 2016 and Action Log</b>	C Malyon	The process on how the new Operating Model for Business Planning was evolving would be presented to the General Purposes Committee (GPC) Workshop on 21 March 2016. A report would then be presented to a future meeting.	A presentation was given to GPC at the 21 March workshop and a report on the Transformation Fund is on the agenda for the May GPC meeting.	Completed

<b>Item No.</b>	<b>Item</b>	<b>Action to be taken by</b>	<b>Action</b>	<b>Comments</b>	<b>Completed</b>
<b>209.</b>	<b>As above</b>	C Malyon	Delegate responsibility to the S151 Officer in consultation with the Chairman and Vice Chairman for GPC to develop and finalise an Accountable Body Agreement between Greater Cambridge Greater Peterborough Local Enterprise Partnership and Cambridgeshire County Council.	The Agreement has been signed by both parties.	Completed
<b>211.</b>	<b>Integrated Resources and Performance Report for the Period Ending 31st January 2016</b>	C Malyon	GPC to be provided with a detailed briefing note in relation to the Municipal Mutual Insurance (MMI) Scheme of Arrangement Levy subject to it not breaching current litigation.	A report went to Group Leaders on 28 April.	Completed

Item No.	Item	Action to be taken by	Action	Comments	Completed
“	As above	G Hughes/ S Grace	The need for Strategic Management Team to consider the impact of climate change both in relation to the positives and negatives on the risk register.	SMT will ask the Corporate Risk Group to look at this each time they review the risk register.	Completed
212.	Total Transport Pilot Scheme	T Parsons	Local Members to be informed of the number of users, particularly in relation to transport to Highfield Special School, in their division	E-mail sent to GPC and Local Members 16 May 2016,	Completed
“	As above	T Parsons M Miller	The need for a Communications Strategy to promote the rationale behind the project and to target current non users of the service	Currently being developed. Detailed plan to be available at GPC meeting on 31 May 2016.	Ongoing
“	As above	T Parsons	Requested information on how other areas of the country which had bid for central government funding were performing.	E-mail sent to GPC on 17 May 2016.	Completed

Item No.	Item	Action to be taken by	Action	Comments	Completed
214.	<b>Scheme of Financial Management</b>	M Rowe	The Chairman reported that it was appropriate that the Committee should be notified of all changes. He suggested that he could ask Constitution and Ethics Committee to consider it as an action.	There does not need to be a change to the Constitution to enable this to occur. The Committee can request that this action should happen.	Completed
“	<b>As above</b>	C Malyon	The Committee requested a briefing note on how the current system of underspends was managed	A note will be included in July Finance reports and the SoFM is in the process of being updated.	Ongoing
218.	<b>IT Options for Members</b>	S Grace	The use of an @gov.uk e-mail address to guarantee security	Request to set up a working group to discuss this to be considered at the GPC meeting on 31 May	Completed
219.	<b>Finance and Performance Report – January 2016</b>	S Grace	The Chairman asked why the performance measure target for “IT – incidents resolved within Service Level Agreement” was not 100%	A meeting between the Chairman and Dominic Boyle (IT Site Operations Manager) clarified the rationale behind the targets in the IT SLA. These targets reflect that support calls may involve 3 <sup>rd</sup> parties with whom there are separate SLAs and as such to achieve 100% would require setting time targets which would not adequately measure performance.	Completed

<b>Item No.</b>	<b>Item</b>	<b>Action to be taken by</b>	<b>Action</b>	<b>Comments</b>	<b>Completed</b>
	<b>Carry over from meeting of 14 January 2016</b>	S Grace	The business case for outsourcing blue badges including benchmarking to be presented to Committee in March	Confidential briefing note circulated on 3 May 2016.	Completed

<b>Item No.</b>	<b>Item</b>	<b>Action to be taken by</b>	<b>Action</b>	<b>Comments</b>	<b>Completed</b>
	<b>Carry over from meeting of 22 December 2015</b>	J Maulder	The reasons given in exit interviews should be reported to the Staffing and Appeals Committee. The Chairman suggested that this be undertaken on a trial basis to identify the workload level required.	A report was presented to the Staffing and Appeals Committee on 20th April 2016.	Completed



**INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING  
31ST MARCH 2016**

*To:* **General Purposes Committee**

*Date:* **31st May 2016**

*From:* **Chief Finance Officer**

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

*Forward Plan ref:* **2016/003** *Key decision:* **Yes**

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

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

- a) Analyse resources and performance information and note the remedial action currently being taken and consider if any further remedial action is required.**
- b) Approve the increase of £0.7m to the Prudential Borrowing requirement in 2015/16 to bridge the funding gap caused by the delayed capital contribution in relation to the Isle of Ely Primary scheme (section 6.5).**
- c) Approve that the £367,880 additional Education Services Grant (ESG) received in 2015/16 is transferred to the General Fund (section 7.1).**

<b><i>Officer contact:</i></b>
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Post: Chief Finance Officer
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## 1. PURPOSE

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

## 2. OVERVIEW

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

Area	Measure	Forecast Year End Position (Feb)	Forecast Year End Position (Mar)	Current Status	DoT (up is improving)
Revenue Budget	Variance (£m)	-£6.3m	-£6.5m	Green	↑
Basket Key Performance Indicators	Number at target (%)	39% (7 of 18)	56% (10 of 18) <sup>1</sup>	Amber	↑
Capital Programme	Variance (£m)	-£57.7m	-£59.6m	Amber	↓
Balance Sheet Health	Net borrowing activity (£m)	£382m	£348m	Green	↑

<sup>1</sup> The number of performance indicators on target reflects the current position.

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

- The overall revenue budget position is showing a forecast year end underspend of £6.5m (-1.8%), which is an increase of £0.1m since last month. See section 3 for details.
- Key Performance Indicators; the corporate performance indicator set has been refreshed for 2015/16. There are 20 indicators in the Council's new basket, with data currently being available for 18 of these. Of these 18 indicators, 10 are on target. See section 5 for details.
- The Capital Programme is showing a forecast year end underspend of £59.6m (-29.0%), which is an increase of £1.8m since last month. The majority of the increase is due to further slippage within Economy, Transport and Environment's (ETE's) capital programme. See section 6 for details.
- Balance Sheet Health; The original forecast net borrowing position for 31st March 2016, as set out in the Treasury Management Strategy Statement (TMSS) is £453m. This projection has now fallen to £348m, down by £34m from last month. This is largely as a



result of changes in the assumptions around the net expenditure profile of the capital programme and changes in expected cash flows since the Business Plan was produced in February 2015. See section 8 for details.

### 3. REVENUE BUDGET

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

#### Key to abbreviations

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

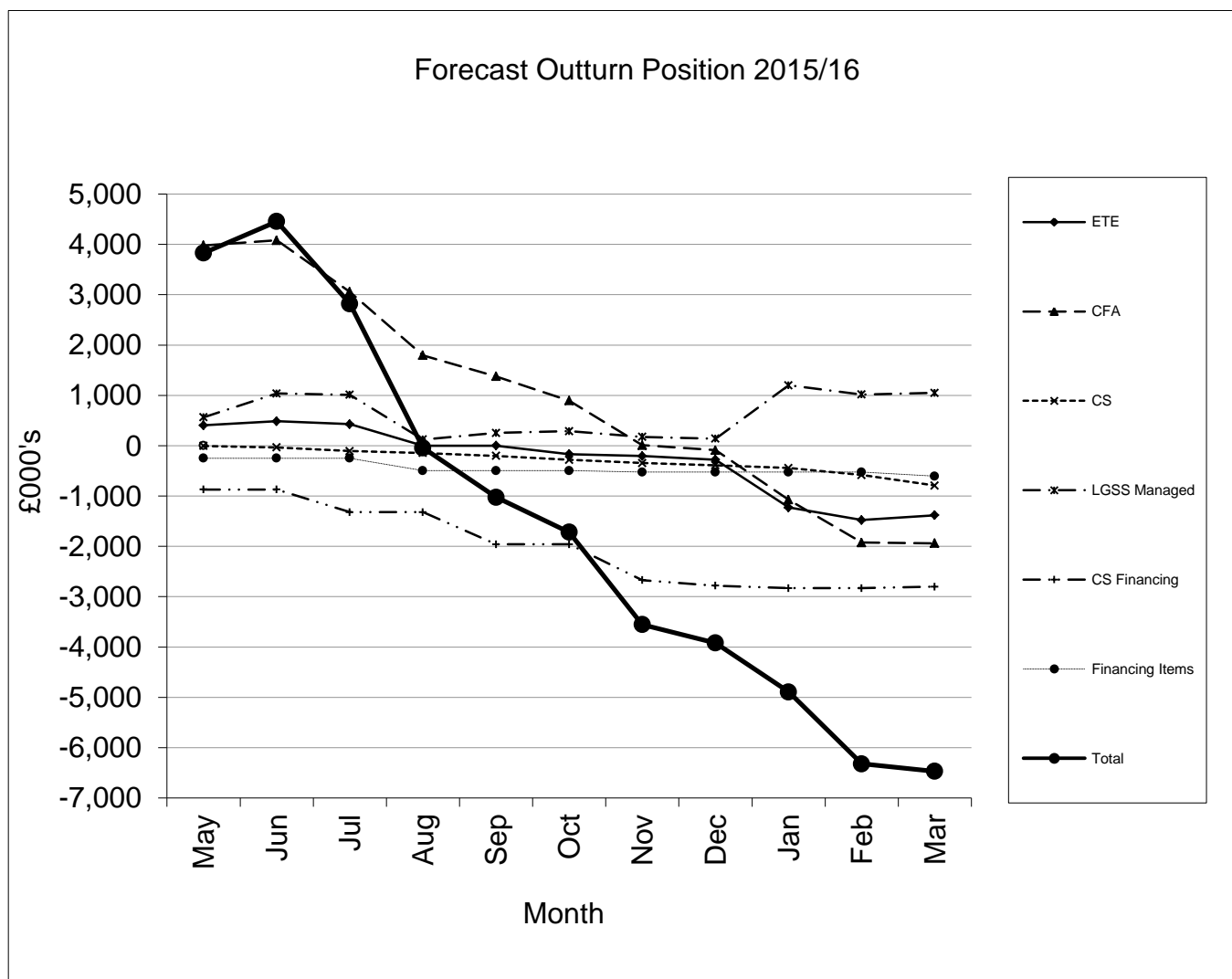
Original Budget as per BP <sup>1</sup> £000	Service	Current Budget for 2015/16 £000	Forecast Variance - Outturn (Feb) £000	Forecast Variance - Outturn (Mar) £000	Forecast Variance - Outturn (Mar) %	Current Status	DoT
63,308	ETE <sup>2</sup>	65,373	-1,477	-1,380	-2.1%	Green	↓
244,270	CFA	245,600	-1,924	-1,940	-0.8%	Green	↑
0	Public Health	0	0	0	0.0%	Green	↔
5,672	Corporate Services	7,083	-583	-792	-112%	Green	↑
9,145	LGSS Managed	7,566	1,017	1,050	13.9%	Amber	↓
35,460	CS Financing <sup>3</sup>	35,460	-2,830	-2,800	-8.0%	Green	↓
<b>357,855</b>	<b>Service Net Spending</b>	<b>361,082</b>	<b>-5,798</b>	<b>-5,862</b>	<b>-1.6%</b>	<b>Green</b>	<b>↑</b>
2,165	Financing Items	-1,322	-523	-607	-45.9%	Green	↑
<b>360,020</b>	<b>Net Spending</b>	<b>359,760 <sup>4</sup></b>	<b>-6,321</b>	<b>-6,469</b>	<b>-1.8%</b>	<b>Green</b>	<b>↑</b>
	<i>Memorandum Items:</i>						
9,864	LGSS Operational	10,124	0	0	0.0%	Green	↔
<b>369,884</b>	<b>Total Net Spending 2015/16</b>	<b>369,884</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> ETE includes Winter Maintenance and the Waste PFI Contract, where specific arrangements for under / overspends exist. Excluding these the underlying forecast outturn position for ETE is a £1.1m underspend.

<sup>3</sup> The forecast variance outturn does not include the £9.7m budget saving in 2015/16 following the change in Minimum Revenue Provision (MPR) policy, which was approved by Council on 16 February 2016.

<sup>4</sup> For budget virements between Services throughout the year, please see [Appendix 1](#).



3.2 Key exceptions this month are identified below.

3.2.1 **Economy, Transport and Environment:** £1.380m (-2.1%) underspend is forecast at year end. There are no exceptions to report this month; for full and previously reported details go to the [ETE Finance & Performance Report](#).

3.2.2 **Children, Families and Adults:** £1.940m (-0.8%) underspend is forecast at year end. There are no exceptions to report this month; for full and previously reported details go to the [CFA Finance & Performance Report](#).

3.2.3 **Public Health:** a balanced budget is forecast at year end.

	£m	%
<ul style="list-style-type: none"> <li>The outturn forecast has improved from last month by £538k, from a £410k adverse variance to a £128k favourable variance.</li> </ul>		
Savings/underspends have been higher than anticipated in the in-year savings plan in the Health Improvement area:	-0.128	(-0%)
<ul style="list-style-type: none"> <li>In the Stop Smoking Service savings were planned at £295k, but £473k is now forecast to be realised. This reflects reduced</li> </ul>		

medication costs, reduced payments to pharmacies and GPs and a reduction in expenditure on marketing and promotion.

- In the Sexual Health STI testing and treatment budgets, savings were planned at £170k, but have been overachieved with the forecast underspend now £206k.

In addition, the Public Health Directorate staffing budget is now predicting an underspend of £261k, against a savings target of £150k.

As the Public Health grant is ringfenced, any under/over spend is transferred into an earmarked Public Health reserve at year end, creating a balanced budget position for 2015/16.

- For full and previously reported details go to the [PH Finance & Performance Report](#).

3.2.4 **Corporate Services:** £0.792m (-11.2%) underspend is forecast at year end.

- |  | £m     | %     |
|--|--------|-------|
| • <b>Digital Strategy</b> – the forecast underspend has increased by £144k this month, which is due to slippage on projects that will now be completed in 2016/17. | -0.320 | (-0%) |

- For full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

3.2.5 **LGSS Managed:** £1.050m (13.9%) overspend is forecast at year end. There are no exceptions to report this month; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

3.2.6 **CS Financing:** £2.800m (-7.9%) underspend is forecast at year end. There are no exceptions to report this month; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

3.2.7 **LGSS Operational:** a balanced budget is forecast at year end. There are no exceptions to report this month; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

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

## 4. KEY ACTIVITY DATA

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

## 5. PERFORMANCE TARGETS

Corporate Priority	Indicator	Service	What is good?	Date	Unit	Actual	Target	Status (Green, Amber, or Red)	Direction of Travel (up is good, down is bad)
Developing our economy	Percentage of Cambridgeshire residents aged 16 - 64 in employment	ETE	High	30/09/15	%	80.9	80.3 (2015/16 target)	Green	↑
	Additional jobs created	ETE	High	30/09/14	Number	14,000	3,500 (2015/16 target)	Green	↑
	'Out of work' benefits claimants – narrowing the gap between the most deprived areas (top 10%) and others	ETE	Low	31/08/15	%	Most deprived areas (top 10%) = 11.7% Others = 5%  Gap of 6.7 percentage points	Most deprived areas (top 10%) ≤12  Gap of <7.2 percentage points *	Green	↔
	The proportion of children in year 12 taking up a place in learning	CFA	High	29/02/16	%	95.6	96.0	Amber	↓
	Percentage of 16-19 year olds not in education, employment or training (NEET)	CFA	Low	29/02/16	%	3.3	3.6	Green	↔
	The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	CFA	High	29/02/16	%	78	75	Green	↑
	The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	CFA	High	29/02/16	%	49.4	75	Red	↑

Corporate Priority	Indicator	Service	What is good?	Date	Unit	Actual	Target	Status (Green, Amber, or Red)	Direction of Travel (up is good, down is bad)
	The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	CFA	High	29/02/16	%	92.9	75	Green	↔
Helping people live independent and healthy lives	Percentage of closed Family Worker cases demonstrating progression	CFA	High	29/02/16	%	75.7	80	Amber	↓
	The proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into re-ablement / rehabilitation services	CFA	High	2014/15	%	69.8	TBC – <i>new definition for 15/16</i>	TBC	TBC
	The proportion of Adult Social Care and Older People's Service users requiring no further service at end of re-ablement phase	CFA	High	29/02/16	%	54.9	57	Amber	↓
	Reduced proportion of Delayed Transfers of care from hospital, per 100,000 of population (aged 18+)	CFA	Low	31/01/16	Number	469	406.3 per month (4,874.5 per year)	Red	↓
	Number of ASC attributable bed-day delays per 100,000 population (aged 18+)	CFA	Low	31/01/16	Number	123	94	Red	↓
	Healthy life expectancy at birth (males)	Public Health	High	2012-2014	Years	66.1	N/A – Contextual indicator	Green (compared with England)	↓ (compared with previous year)
	Healthy life expectancy at birth (females)	Public Health	High	2012-2014	Years	67.6	N/A – Contextual indicator	Green (compared with England)	↑ (compared

Corporate Priority	Indicator	Service	What is good?	Date	Unit	Actual	Target	Status (Green, Amber, or Red)	Direction of Travel (up is good, down is bad)
									<i>with previous year)</i>
	Absolute gap in life expectancy between the most deprived 20% of Cambridgeshire's population and the least deprived 80% (all persons)	Public Health	Low	2013-2015 (Q3 2015)	Years	2.6	N/A – Contextual indicator	N/A – Contextual indicator	↔
Supporting and protecting vulnerable people	The number of looked after children per 10,000 children	CFA	Low	29/02/16	Rate per 10,000	45.6	32.8 to 38.5	Red	↓
	The proportion of support plans created through the common assessment framework (CAF) that were successful	CFA	High	29/02/16	%	78	80	Amber	↑
An efficient and effective organisation	The percentage of all transformed transaction types to be completed online	CCC	High	01/01/16 to 31/03/16	%	76.1	75	Green	↑
	The average number of days lost to sickness per full-time equivalent staff member	CCC	Low	31/03/16	Days (12 month rolling average)	6.09	7.8	Green	↑

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

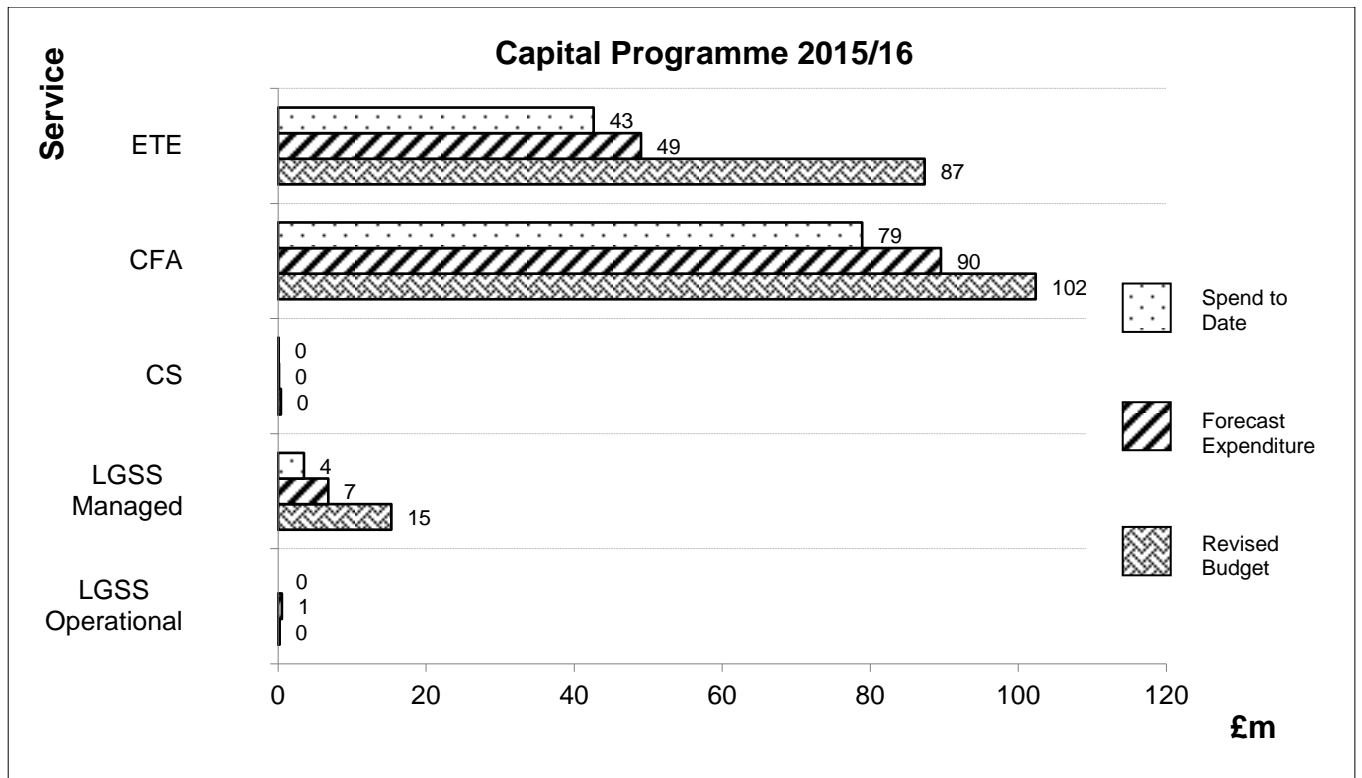
5.2 Key exceptions: there are no exceptions to report this month; for full and previously reported details go to the respective Service Finance & Performance Report:

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

## 6. CAPITAL PROGRAMME

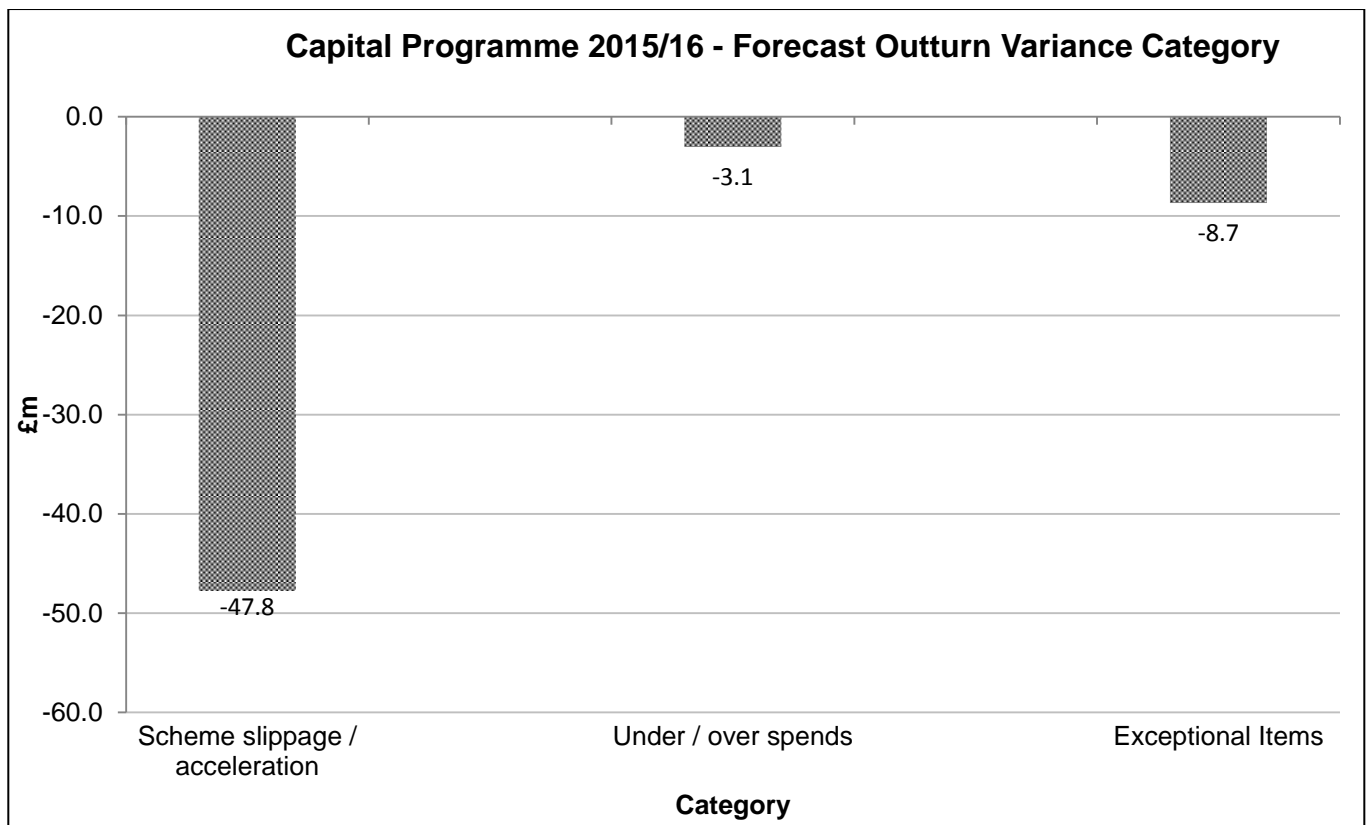
6.1 A summary of capital financial performance by service is shown below:

2015/16						TOTAL SCHEME	
Original 2015/16 Budget as per BP £000	Service	Revised Budget for 2015/16 £000	Forecast Variance - Outturn (Feb) £000	Forecast Variance - Outturn (Mar) £000	Forecast Variance - Outturn (Mar) %	Total Scheme Revised Budget (Mar) £000	Total Scheme Forecast Variance (Mar) £000
102,192	ETE	87,369	-36,575	-38,323	-43.9%	517,813	0
104,854	CFA	102,358	-13,665	-12,773	-12.5%	569,429	4,809
300	Corporate Services	386	-251	-251	-65.0%	640	0
11,385	LGSS Managed	15,331	-7,248	-8,545	-55.7%	81,452	-9,281
-	LGSS Operational	209	0	331	158.4%	600	0
<b>218,731</b>	<b>Total Spending</b>	<b>205,653</b>	<b>-57,739</b>	<b>-59,561</b>	<b>-29.0%</b>	<b>1,169,934</b>	<b>-4,471</b>



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

The following graph provides an indication of the cause for the 2015/16 capital forecast outturn variance:



**Note:** The 'Exceptional Items' category could include, for example, post Business Plan (BP) amendments.



6.2 A more detailed analysis of current year key exceptions this month by programme for individual schemes of £0.5m or greater are identified below.

6.2.1 **Economy, Transport and Environment:** £38.3m (-43.9%) underspend is forecast at year end.

	£m	%
<ul style="list-style-type: none"> <li>• <b>Delivering the Transport Strategy Aims</b> – the forecast underspend has increased by £0.7m this month. This is mainly due to: <ul style="list-style-type: none"> <li>○ Tenison Road, Cambridge - Traffic Calming – a delay has occurred with this scheme due to the unexpected presence of a shallow water main, which is now being replaced by Cambridge Water, delaying the start of works to 18th April 2016. This has resulted in an in-year underspend of £0.5m.</li> <li>○ B1040 Hollow Lane, Ramsey – initial delay was related to landowner issues. This was resolved but then there was a delay in planning permission so the scheme will finish in 2016/17. This has resulted in an in-year underspend of £0.1m.</li> </ul> </li> <li>• <b>Operating the Network</b> – the forecast underspend has increased by £0.6m this month. This is due to underspends on a number of smaller schemes (up to 100) materialising at year end, where some schemes have been combined to reduce costs, and other schemes have cost less than originally expected.</li> </ul>	-2.7	(-66%)
	-1.3	(-8%)

The funding available as a result of these underspends will be reallocated within the ETE capital programme in 2015/16 to reduce the prudential borrowing requirement.

- For full and previously reported details go to the [ETE Finance & Performance Report](#).

6.2.2 **Children, Families and Adults:** £12.8m (-12.5%) underspend is forecast at year end.

	£m	%
<ul style="list-style-type: none"> <li>• <b>Secondary Schools - Demographic Pressures</b> – the forecast underspend has decreased by £1.0m this month. This is mainly due to: <ul style="list-style-type: none"> <li>○ Hampton Garden Secondary (North Cambridgeshire Secondary Provision) – there has been £1.5m accelerated spend on this scheme in 2015/16. Agreement has been reached that Cambridgeshire County Council (CCC) will pay Peterborough City Council a contribution towards the land on which the school is sited.</li> </ul> </li> </ul>	-1.0	(-12%)

This is partly offset by:

- Littleport Secondary & Special – there has been further slippage of £0.6m this month as the contractor is still

carrying out ground works, infrastructure and site set up; work has not commenced on the building. As such, spend is lower than originally forecast.

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

6.2.3 **Corporate Services:** £0.3m (-65.0%) underspend is forecast at year end. There are no exceptions to report this month; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

6.2.4 **LGSS Managed:** £8.8m (-55.7%) underspend is forecast at year end.

- |  | £m   | %       |
|--|------|---------|
| <ul style="list-style-type: none"> <li><b>Effective Property Asset Management (EPAM) - Renewable Energy Soham</b> – due to contractor delays this project will now commence in 2016/17 and therefore the scheme is reporting an underspend of £0.2m in 2015/16.</li> </ul> | -0.2 | (-100%) |
- For full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

6.2.5 **LGSS Operational:** £0.3m (158%) overspend is forecast at year end.

- |  | £m   | %      |
|--|------|--------|
| <ul style="list-style-type: none"> <li><b>Next Generation Enterprise Resource Planning (ERP)</b> – this in-year overspend is due to the rephasing of CCC's share of costs for the implementation of the Next Generation ERP amounting to £0.5m, and is partly offset by a predicted underspend of £0.2m on the R12 Convergence scheme. This will not affect the total scheme cost of the Next Generation ERP project.</li> </ul> | +0.5 | (100%) |
- For full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

6.3 A more detailed analysis of total scheme key exceptions this month by programme for individual schemes of £0.5m or greater are identified below:

6.3.1 **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 go to the [ETE Finance & Performance Report](#).

6.3.2 **Children, Families and Adults:** £4.8m (1%) total scheme overspend is forecast. There are no exceptions to report this month; for full and previously reported details go to the [CFA Finance & Performance Report](#).

6.3.3 **Corporate Services:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

6.3.4 **LGSS Managed:** £9.3m (-11.4%) total scheme underspend is forecast. There are no exceptions to report this month; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

6.3.5 **LGSS Operational:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

6.4 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	38.2	4.3	-17.5	1.5	<b>26.5</b>	25.2	-1.3
Basic Need Grant	4.9	1.5	0.0	0.0	<b>6.4</b>	6.4	0.0
Capital Maintenance Grant	6.3	0.0	0.0	-1.2	<b>5.1</b>	5.1	0.0
Devolved Formula Capital	1.1	1.1	0.0	0.0	<b>2.2</b>	1.6	-0.7
Specific Grants	11.5	2.4	0.0	2.1	<b>16.0</b>	6.0	-10.0
Section 106 Contributions & Community Infrastructure Levy (CIL)	35.8	-1.2	-16.2	0.1	<b>18.5</b>	12.3	-6.2
Capital Receipts	4.5	0.0	0.0	0.0	<b>4.5</b>	4.7	0.2
Other Contributions	29.6	0.7	-0.7	-19.5	<b>10.1</b>	2.5	-7.5
Prudential Borrowing	86.8	19.5	4.0	5.9	<b>116.2</b>	82.2	-34.0
<b>Total</b>	<b>218.7</b>	<b>28.4</b>	<b>-30.4</b>	<b>-11.1</b>	<b>205.7</b>	<b>146.1</b>	<b>-59.6</b>

<sup>1</sup> Reflects the difference between the anticipated 2014/15 year end position, as incorporated within the 2015/16 Business Plan, and the actual 2014/15 year end position.

## 6.5 Key funding changes (of greater than £0.5m):

Funding	Service	Amount (£m)	Reason for Change
Revised Phasing (Other Contributions)	CFA	-0.7	Isle of Ely Primary – capital contributions of £0.7m have been delayed. A tariff agreement was set up with the landowner to cover the infrastructure funded by CCC, which would have been the responsibility of the developers. This would usually be part of the S106 obligation, however, the school was needed before any development as CCC was part funding the school to cover existing basic need in Ely. The landowner is therefore required to repay the tariff when parcels of the land are sold for development, which is taking longer than expected, although negotiations are ongoing. Additional (repayable) Prudential Borrowing will be required in 2015/16 to bridge this funding gap (see below note).
Revised Phasing (Prudential Borrowing)	CFA	0.7	<b>GPC is asked to approve the increase of £0.7m to the Prudential Borrowing requirement in 2015/16</b> - to bridge the funding gap caused by the delayed capital contribution in relation to the Isle of Ely Primary scheme (see above note).

For previously reported key funding changes go to the respective Service Finance & Performance Report (appendix 6):

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

## 7. GRANT ALLOCATIONS 2015/16

- 7.1 Where there has been a material change in 2015/16's grant allocations to that budgeted in the Business Plan (BP) i.e. +/- £160k, this will require Strategic Management Team 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.

### Education Services Grant

The ESG is an unringfenced grant, which is allocated to local authorities and academies on a per-pupil basis that takes account of school type (mainstream/high needs) and

status (academy/maintained). Funding will therefore reduce for local authorities if a school convert to academies.

Based on the expected number of academy conversions during 2015/16 a figure of £4,735,117 was budgeted for the ESG during the Business Planning (BP) process. However, due to slower academy conversions than originally expected during 2015/16, the total ESG received is £5,102,997, resulting in an additional £367,880. This position is an increase of £102,997 from the forecast reported in May 2015.

**It is proposed that the additional funding of £367,880 is treated as a general resource and taken to the General Fund, which the General Purposes Committee is asked to approve.** This is shown in the “Financing Items” section of this report.

- 7.2 The below grant is deemed to be a non-material change and is for information purposes only:

#### Business Rates Reconciliation Grant 2015/16

Government has committed to reimburse authorities for any loss of income incurred under the business rates retention scheme, which is as a result of tax changes announced at fiscal events. The amount payable is based on actual costs as captured at year end via local authority business rates outturn returns.

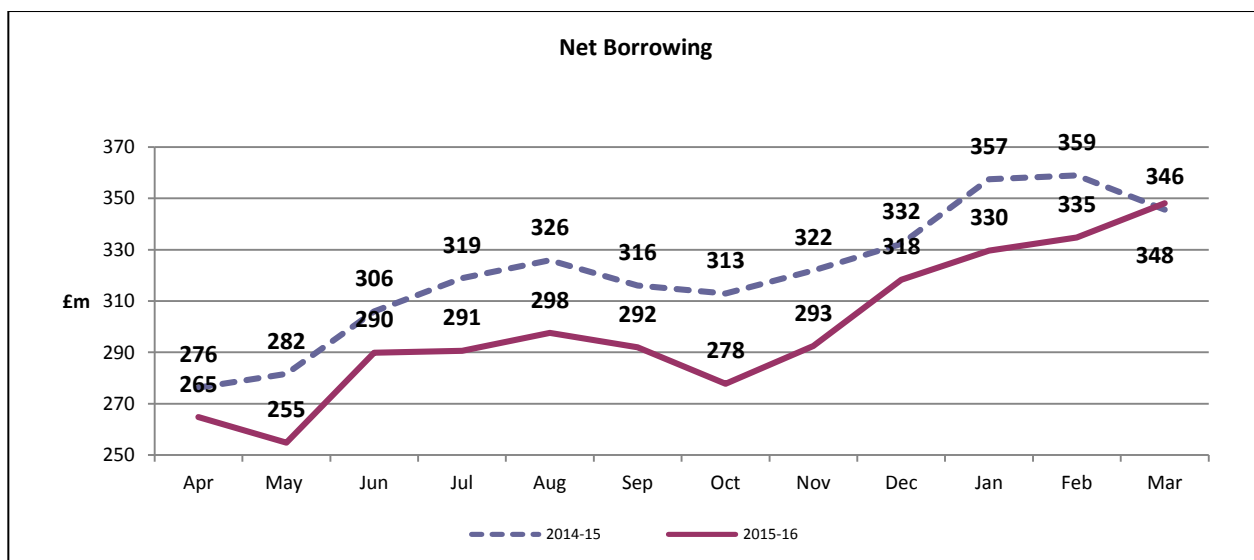
In 2015/16 CCC has received an additional £7,690 of grant funding that was not budgeted for. This funding will be treated as a general resource and is therefore shown in the “Financing Items” section of this report.

## **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 March
Level of debt outstanding (owed to the council) – 4-6 months, £m	£0.4m	£0.7m
Level of debt outstanding (owed to the council) – >6 months, £m	£1.0m	£2.0m
Invoices paid by due date (or sooner)	97.5%	99.8%

- 8.2 The graph below shows net borrowing (borrowing 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 March were £10.0m and gross borrowing was £358.1m, giving a net borrowing position of £348.1m.



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

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

## 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 Statutory, Risk and Legal Implications

There are no significant implications within this category.

### 10.3 Equality and Diversity Implications

There are no significant implications within this category.

### 10.4 Engagement and Consultation Implications

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

### 10.5 Localism and Local Member Involvement

There are no significant implications within this category.

### 10.6 Public Health Implications

There are no significant implications within this category.

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

<b>APPENDIX 1 – transfers between Services throughout the year</b> (only virements of £1k and above (total value) are shown below)									
	CFA	Public Health	ETE	CS Financing	Corporate Services	LGSS Managed	LGSS Operational	Financing Items	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Opening Cash Limits as per Business Plan	244,270	0	63,308	35,460	5,672	9,145	9,864		2,165
Green Spaces budget from CS to ETE			11		-11				
Scrutiny Members Training budget to Members Allowances 15/16						15	-15		
City Deal budget from ETE to LGSS Managed			-717			717			
ETE Operational Savings – LEP subscription			50						-50
Green Spaces staff budget from CS to ETE			43		-43				
Travellers Support budget from CS to ETE			51		-51				
Allocation of Supporting Disadvantaged Children in Early Years Grant and SEND Preparation for Employment Grant to CFA	63								-63
Microsoft Support Extension - Windows 2003						33			-33
Reablement to LGSS Operational	-34						34		
Mobile Phone Centralisation	-286		-55		-3	372	-28		
Reversal of Mobile Phone Centralisation for pooled budgets in 2015/16	17					-17			
CS Operational Savings – various					602				-602
Property budget for 9 Fern Court from CFA to LGSS Mgd.	-7					7			
Allocation of Staying Put Implementation Grant to CFA (Qtr 1)	27								-27
City Deal funding 2015/16						200			-200
Transfer from CFA to Finance for Adults Accountant post	-30						30		
ETE Operational Savings – various			388						-388
Independent Living Fund (ILF) - 1st half year instalment	519								-519
LGSS Operational Savings – K2							36		-36
Independent Living Fund (ILF) – Qtr 3	259								-259
ETE Operational Savings – Business Planning savings			75						-75



Transfer of legal budget to LGSS Law									202		-202
CFA Mobile Phone Centralisation reversal	6							-6			
Allocation of Staying Put Implementation Grant to CFA (Qtrs 2 & 3)	54										-54
ETE Operational Savings – Park & Ride			200								-200
ETE Operational Savings – various			745								-745
ETE Operational Savings – various			18								-18
Annual Insurance 15/16	454		1,528					-1,982			
Independent Living Fund (ILF) – Qtr 4	259										-259
ETE Operational Savings – Project support for Library review			51								-51
ETE Operational Savings – Sawston temporary library			20								-20
Allocation of Staying Put Implementation Grant to CFA (Qtr 4)	27										-27
<b>Current budget</b>	<b>245,600</b>	<b>0</b>	<b>65,716</b>	<b>35,460</b>	<b>6,166</b>	<b>8,483</b>	<b>10,124</b>	<b>-1,665</b>			
<i>Rounding</i>	2	-	-	-	-	-1	1	-2			

## APPENDIX 2 – Reserves and Provisions

Fund Description	Balance at 31 March 2015 <sup>1</sup>	2015-16		Forecast Year End Balance at 2015-16	Notes
		Movements in 2015-16	Balance at 31 Mar 16		
	£000s	£000s	£000s	£000s	
<b>General Reserves</b>					
- County Fund Balance	16,002	25	16,027	18,664	
- Services					
1 CFA	0	0	0	1,940	Includes Service Forecast Outturn (FO) position.
2 PH	952	0	952	1,080	
3 ETE	3,369	-1,662	1,707	3,150	
4 CS	1,020	-603	417	1,209	Includes Service FO position.
5 LGSS Operational	1,003	-36	967	497	Includes Service FO position.
Subtotal	22,346	-2,276	20,070	26,540	
<b>Earmarked</b>					
- Specific Reserves					
6 Insurance	2,578	0	2,578	2,578	
Subtotal	2,578	0	2,578	2,578	
<b>Equipment Reserves</b>					
7 CFA	744	159	903	744	
8 ETE	893	-278	615	597	
9 CS	50	0	50	50	
10 LGSS Managed	642	0	642	167	
Subtotal	2,329	-119	2,210	1,558	
<b>Other Earmarked Funds</b>					
11 CFA	7,533	-2,433	5,100	3,949	Includes liquidated damages in respect of the Guided Busway.
12 PH	2,081	-61	2,020	1,300	
13 ETE	7,404	-1,177	6,227	5,939	
14 CS	527	-55	472	579	
15 LGSS Managed	198	214	412	233	
16 LGSS Operational	130	0	130	0	
17 Corporate	63	-63	0	0	
Subtotal	17,936	-3,575	14,361	12,000	
<b>SUB TOTAL</b>	<b>45,188</b>	<b>-5,970</b>	<b>39,219</b>	<b>42,676</b>	
<b>Capital Reserves</b>					
- Services					
18 CFA	6,272	12,252	18,524	2,364	Section 106 and CIL balances.
19 ETE	15,897	42,884	58,781	26,370	
20 LGSS Managed	481	4,422	4,903	422	
21 Corporate	33,547	16,998	50,545	38,228	
<b>SUB TOTAL</b>	<b>56,197</b>	<b>76,556</b>	<b>132,753</b>	<b>67,384</b>	
<b>GRAND TOTAL</b>	<b>101,385</b>	<b>70,587</b>	<b>171,972</b>	<b>110,061</b>	

<sup>1</sup> Opening balances at 31<sup>st</sup> March 2015 have been adjusted, where applicable, following the external audit sign-off of the 2014/15 Statement of Accounts.

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:

Description	Balance at 31 March 2015 <sup>1</sup>	2015-16		Forecast Year End Balance at 2015-16	Notes
		Movements in 2015-16	Balance at 31 Mar 16		
	£000s	£000s	£000s	£000s	
<b><u>Short Term Provisions</u></b>					
ETE	669	0	669	0	
ICS	1,005	-5	1,000	950	
LGSS Managed	4,460	0	4,460	4,629	
subtotal	6,134	-5	6,129	5,579	
<b><u>Long Term Provisions</u></b>					
LGSS Managed	3,613	0	3,613	3,613	
subtotal	3,613	0	3,613	3,613	
<b>GRAND TOTAL</b>	<b>9,747</b>	<b>-5</b>	<b>9,742</b>	<b>9,192</b>	

<sup>1</sup> Opening balances at 31<sup>st</sup> March 2015 have been adjusted, where applicable, following the external audit sign-off of the 2014/15 Statement of Accounts. This relates to net nil adjustments between short/long term provisions.



**EXPLORATION OF OPTIONS IN RELATION TO THE SUPPLY OF AGENCY WORKERS**

*To:* **General Purposes Committee**

*Meeting Date:* **31 May 2016**

*From:* **LGSS Director of People, Transformation and Transactions**

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

*Forward Plan ref:* **2016/018** *Key decision:* **Yes**

*Purpose:* **This report sets out the proposed interim arrangements for the supply of agency resources at the end of the existing contract and provides an outline of the options being considered in the future.**

*Recommendation:* **The Committee is recommended to:**

- a) Approve the extension of the current Agency Worker contract with Guidant until no later than 31 August 2017.**
- b) Authorise the LGSS Managing Director, in consultation with Chairman of General Purposes Committee, to re-negotiate and execute all the necessary documents to extend the existing contract.**
- c) Authorise the LGSS Managing Director, in consultation with the Chairman of the General Purposes Committee and Section 151 Officer, to develop a detailed business case for the development of an Agency company with Cambridgeshire County Council and other potential partners.**
- d) Agree that the LGSS Managing Director bring a further report to General Purposes Committee outlining the business case and the preferred Agency company model for approval no later than 31st October 2016.**

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## **1. BACKGROUND**

- 1.1 The existing contract arrangements for agency workers were approved by Cambridgeshire County Council's (CCC) Cabinet in January 2014 and whilst the current contract commitment ends on 31 August 2016 the Council has the option to extend the arrangement.
- 1.2 Agency workers are currently provided by Guidant who as a Managed Service Provider (MSP) supply some agency workers directly, with the balance being provided by a wider supply chain they manage on our behalf.
- 1.3 Agency workers are used across the Council to cover vacancies that are often for statutory services and services which require minimum numbers of staff to stay open. In addition agency resources are used where additional resource is needed on an interim basis. The main spend area is for social workers in Adults and Children's, with other areas including care workers and professional and administrative resources.
- 1.4 The projected c£4m annual cost of agency workers in CCC is made up of three main elements, with the majority of the cost being the pay to the individual, which represents approximately 85% of the total cost. It should also be noted that the vast majority of these agency workers are undertaking work in budgeted, permanent posts for CCC which the Council has continuing difficulties finding permanent recruits for through the usual channels. With the exception of agency social workers who do come at a premium the pay to other individual agency workers is broadly comparable to a directly employed, permanent employee (i.e. broadly cost neutral). It is recognised that permanent appointments provide improved continuity and quality of services. The remaining element of cost being the supply chain costs including a payment to the agency supplying the resource that equates to c11% with the remaining 4% being paid as a fee to MSP. The short term option to extend the existing contract will reduce the supply chain cost element.
- 1.5 As 85% of agency worker costs relate to pay to the individual agency worker LGSS HR will continue to support CCC to exploit further opportunities to reduce their reliance on agency workers through the overall workforce strategy including the targeted recruitment and retention strategies and improved workforce planning. A previous report to Committee in December 2014 by the Executive Director: Children, Families and Adult Services outlined the recruitment and retention strategy in relation to the social care workforce.

## **2. MAIN ISSUES**

### **2.1 Proposed Contract Extension**

It is proposed to re-negotiate and extend the existing Guidant Contract until no later than August 2017 to deliver an immediate reduction in the supply chain element of costs as well as allowing time for a detailed business case and company structure options to be developed and approved as outlined below at 2.3. Should it be possible to deliver this alternative company structure before the end of August 2017 it is proposed to build in the option to only initially extend the contract to the end of May 2017 but include an option to extend further to the end of August 2017 only if necessary.

## **2.2 Alternative short term options considered**

### **2.2.1 To create our own agency company potentially with other public sector partners to secure and provide agency resources**

This option was not considered feasible for implementation by September 2016 due to the current priorities associated with the Enterprise Resource Planning (ERP) Gold Build, the time to develop a full business case with other potential partners and the estimated 6 to 9 month lead time to go live. Whilst this option is not recommended for implementation by September 2016 it is proposed to further engage with other partners to develop this option and return to Committee by the end of October 2016 with a more detailed business case.

### **2.2.2 Extend the existing arrangements with Guidant for a longer period**

This option was discounted as it conflicts with the longer term option of creating and operating our own agency company.

### **2.2.3 Conducting a new procurement process.**

This option was discounted as it requires more time and resource and it would not contribute towards our overall workforce objectives and would be unlikely to result in more competitive rates to those provided by the existing contract.

## **2.3 Future Options for creation of an Agency company beyond May 2017 and by no later than September 2017**

A summary of the medium term options are detailed below. These options have been reviewed against how they will support our overall workforce strategy and contribute towards a more able, stable and resilient workforce as well as further reducing our costs of agency resources. The preferred option is Option 3 below, although this will require a detailed business case and wider negotiations with other potential partners, with a final proposed option to be brought back to Committee for approval in October 2016.

### **Option 1 – Go to market on a similar basis as operated today selecting a provider to provide the full range of agency resource required.**

This option will not contribute to our overall workforce strategy and is unlikely to offer any further financial benefit and is not recommended.

### **Option 2 – Contract directly with a range of agency providers removing the use of an MSP such as Guidant**

This option removes the management fee paid to the MSP but would still require us to pay the agency mark up and saving of the management fee would be offset by the internal costs to carry out the functions currently performed by the MSP. Whilst this option potentially provides some financial benefits it does not contribute to our overall workforce strategy.

### **Option 3 – Create an ‘arms length’ company with other potential partners.**

This option will explore the business case to work with extended partners such as LGSS and other neighbouring authorities such as Suffolk County Council who have already created their own company to provide agency resource.

The major advantages of Option 3 are:

- By creating a partnership with a wider range of partners we are more likely to be able to influence the wider issues with the recruitment and retention for specific categories of resources such as social workers.
- An agency involving other partners is more likely to be able to offer alternative employment models that are more suited to the need of an agile and flexible workforce strategy. This will support the optimal balance of agency resources versus employed resource reducing the premium paid for agency resources.
- Additional opportunity to reduce the current external supply chain costs for securing agency resources by c£200k p.a.
- More viable than a 'standalone' agency for a single local authority.
- Opportunity for share of the future income stream generated by the Agency.

The major risks/limitations associated with Option 3 are:

- We have no track record of running an Agency and it would take investment to create and secure a direct extended supply chain.
- The ERP Gold Build/replacement of Oracle will mean that the Agency could not be fully operational until September 2017, although we will explore the possibility of a phased implementation from June 2017 to achieve some early benefits.
- Costs are partially fixed and there will be potential VAT and corporation tax implications if run as a separate company.

## 2.4 Outline Timetable

The outline plan is detailed below:

Step	Completion
Seek Committee approval to re negotiate and extend the existing arrangement with Guidant until no later than August 2017 to allow time to further evaluate and develop Option 3 above	31/5/16
Develop an outline business case for Option 3 including more detailed dialogue with key users of agency resources and other potential partners to enable a final recommendation to be made to Strategic Management Team and for approval by Committee by the end of October 2016.	31/10/16
Subject to Committee approval create new Agency Company including recruitment of key personnel.	28/2/17
Subject to Committee approval procurement of an extended supply chain to satisfy any demand that the Agency company is not able to provide directly.	30/4/17
Explore early go live date for new Agency Company including replacing role of MSP and managing a number of direct contracts with an extended supply chain.	1/6/17
Phase 2 go live for new Agency that would involve directly securing and providing agency resource to CCC which would be supported by a number of contracts with direct agencies to ensure the continuity of supply of agency resources is not impacted.	1/9/17



### **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 from the proposed contract extension. However, the future option to create our own Agency Company is aimed at creating a more able and capable workforce who will directly support and protect vulnerable people. The development of this option will be linked to the recruitment and retention strategy for social care services.

### **4. SIGNIFICANT IMPLICATIONS**

#### **4.1 Resource Implications**

The contract extension will immediately provide a reduction in the supply chain costs associated with securing agency resources for the Council and the options considered are outlined in Section 2. The parallel work on the development of a Business case for the creation of an Agency Company as described in Option 3 is intended to provide further benefits in the future.

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

This proposed extension will follow the relevant Procurement and Financial Regulations of the Council.

#### **4.3 Equality and Diversity Implications**

There are no significant implications within this category.

#### **4.4 Engagement and Consultation Implications**

There are no significant implications within this category.

#### **4.5 Localism and Local Member Involvement**

There are no significant implications within this category.

#### **4.6 Public Health Implications**

There are no significant implications within this category.

Source Documents	Location
Report to General Purposes Committee relating to Recruitment and Retention Strategy Social Care Services	<a href="http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/Meeting.aspx?meetingID=1055">http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/Meeting.aspx?meetingID=1055</a>

**TOTAL TRANSPORT PROPOSAL**

*To:* **General Purposes Committee**

*Meeting Date:* **Tuesday 31 May 2016**

*From:* **Executive Director: Economy, Transport and Environment**

*Electoral division(s):* **Those divisions substantially affected by the proposal are:**

- **Ely North & East**
- **Ely South & West**
- **Haddenham**
- **Littleport**
- **Soham & Fordham villages**
- **Sutton**

**In addition a small number of individual residents of the following divisions may be affected, in so far as transport to Highfield Special School is included in the proposal and some pupils reside outside of the pilot area. Additionally a small number of adult social care users travel from outside of the pilot area into day centres in Ely.**

- **Burwell**
- **Chatteris**
- **Cottenham, Histon & Impington**
- **Forty Foot**
- **King's Hedges**
- **March East**
- **March West**
- **Romsey**
- **Somersham & Earith**
- **Waldersey**
- **Waterbeach**
- **Willingham**
- **Woodditton**

*Forward Plan ref:* **2016/024** *Key decision:* **Yes**

*Purpose:* **The Committee is asked to consider the proposal for a Total Transport service in the northern half of East Cambridgeshire. The original model which was discussed at its meeting on 15 March 2016 meeting has been reviewed in light of a public consultation, a formal procurement exercise, and further officer and member discussions. The service would replace existing provision including: home-to-school/college transport, social care transport, dial-a-ride services (DAR), and contracted local bus routes.**

*Recommendation:*      **It is recommended that the Committee:**

- a) approves the implementation of a Total Transport service in the northern half of East Cambridgeshire from September 2016, based around a new Flexible Minibus Service, revised Fixed Bus Routes, active support for the Social Car Scheme, and a new Booking & Information Centre.**
- b) considers whether to award contracts for the Flexible Minibus Service and Booking & Information Centre based on the information contained in confidential Appendix 4.**
- c) requires a joint report to be presented to both this Committee and Adults Committee by the end of 2016, setting out the results of a detailed assessment of the costs and benefits of altering day care session times to allow transport provision to be integrated with special needs school transport.**
- d) agrees that passes issued under the English National Concessionary Travel Scheme should not be accepted on the new Flexible Minibus Service.**

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## 1. BACKGROUND

- 1.1. In early 2015 the Council was awarded central government funding of £460,000 to research, design, implement and evaluate a Total Transport service in a pilot area.

### The Total Transport Concept

- 1.2. The question posed to authorities implementing a Total Transport service is whether a better value model can be created by reviewing all transport together and establishing an integrated approach to planning and delivery. The Council is required to report back on this to the Department for Transport by March 2017.
- 1.3. Currently, the Council issues separate contracts for different transport services, and pays for each on a standalone basis. A minibus may therefore be booked with one company to undertake a school journey at full price, with a second company being contracted by the Council's social care team to do a nearby journey, also at full price. Different levels of integration are possible – from using a single (larger) vehicle to transport both groups at the same time, to amending journey times so that one vehicle can do the second trip straight after the first, to simply issuing a tender for both routes together and seeking economies of scale in the pricing.
- 1.4. In rural areas in particular, integrating the provision of transport could allow scarce resource to be used more efficiently. This could produce financial savings, and also improve the offer to residents. It would require a change in approach, however, and it would raise questions including the impact of revising journey times and the feasibility of mixing different client groups.

### Preparing This Proposal

- 1.5. The proposals made in this report have been developed from the initial paper considered by the Committee on 15 March 2016. Since then, a public consultation and a procurement process have been undertaken. There has also been a further meeting of the Total Transport Member Steering Group, to which those members local to the pilot area were additionally invited, and discussion has taken place at Service Director level (through the Total Transport Programme Board).
- 1.6. The headline results of the consultation are set out in **Appendix 2**.
- 1.7. The cost of the proposed Total Transport service is set out in **Appendix 4**.

## 2. MAIN ISSUES

- 2.1 There were four elements to the Council's Total Transport proposal: a flexible minibus service; fixed bus routes; a social car scheme; and a booking & information centre. The public consultation and internal discussions that have since taken place indicate that implementing the original proposals in full from September could generate significant complaints and impact negatively on a number of service users. The following amended proposal is therefore based around phased implementation and further assessment of the key issues that were identified.

## Flexible Minibus Service

- 2.2 The flexible minibus service (FMS) would be a new way of delivering door-to-door journeys to all members of the community. It would be based around an agreed number of vehicles, which would be needed to deliver a known transport commitment – specifically, journeys to day centres in Ely. Rather than restricting the service to just providing transport for day care users at set times, the vehicles would be open for other bookings as well. This would allow journeys to be offered to existing users of dial-a-ride and those on weekly bus routes, as well as to some for whom no transport option exists at the moment.
- 2.3 By using wheelchair-accessible minibuses crewed by a driver and a passenger assistant, a high level of service would be provided. Those residents requiring assistance that is not always available on a standard bus or taxi would be able to travel on the same service as their neighbours. It would be designed to be open and accessible to all members of the community.
- 2.4 By opening up the vehicles to all members of the community in this way, and by focusing on accepting as many bookings as possible, the situation would not arise where seats are empty even though people want to travel, just because certain eligibility criteria are not met. The focus of the service would be on helping as many people to travel as possible – so it could include residents or tourists travelling *from* Ely out to places like Wicken Fen; the current services are only really designed for travel *to* Ely.
- 2.5 By making the FMS a pre-booked service, and by opening a new Booking & Information Centre (BIC) to help plan journeys, there could be confidence that vehicles would only be sent where they are needed and that duplication would be avoided. Although booking in advance is a different way of doing things for some users, it would help ensure vehicles are scheduled efficiently, avoiding wasted fuel, emissions and time.
- 2.6 By doing all of these things, a service could be developed that meets the needs of as many residents as possible, by getting the maximum benefit from an agreed number of vehicles. At the moment, there is often a lot of emphasis on restricting the demand for transport, to minimise cost. Whilst those travelling to day centres would have priority on the FMS, the intention would be to accept as many bookings as possible.
- 2.7 This principle of encouraging as many journeys as possible (within a known level of resource) reflects the fact that transport is generally an enabler for other activities, including education, shopping, leisure and healthcare. Each of these offers a wider benefit, whether economic, social or as a preventative measure. In the public consultation recently undertaken, 57% of respondents actively agreed that a Flexible Minibus Service would offer new opportunities to access services (and a further 30% gave a “neutral” view).
- 2.8 The fully integrated Flexible Minibus Service originally proposed in the paper presented on 15 March 2016 would include special educational needs (SEN) school transport; this would make immediate changes to day care session times inevitable. The results of the consultation and internal discussions since March have made it clear that this would cause significant issues, potentially with unintended costs to non-transport budgets. These need to be

fully understood, and plans made to mitigate the impact, prior to moving to the fully integrated model. It is therefore proposed that, as a first phase from September 2016, a partly integrated FMS should be introduced, focusing only on replacing day centre transport, dial-a-ride, and weekly bus routes (i.e. excluding SEN at this point, but with the intention of moving towards full integration). This would allow day centre session times to be broadly unchanged in the short-term, pending further work to assess the full impact of full integration.

- 2.9 A full assessment of the costs and benefits of changing day centre session times should be undertaken, exploring the question of what additional support would be required to minimise the impact on service users, and establishing whether it offers a net overall benefit. It is suggested that a deadline is specified for a report to be submitted to the appropriate committee on this matter.
- 2.10 Whilst full integration is not proposed in the first phase, it is expected that SEN transport in the Total Transport area would still be managed through the Booking & Information Centre. This would allow a detailed picture of all transport in the area to be built up, and would ensure that extension of the flexible minibuss service to include SEN is possible at the appropriate point.

#### Fixed Bus Routes

- 2.11 Strong support for existing bus services was evident from the public consultation undertaken. Users valued the ability to make a decision about whether to travel on the day, rather than having to pre-book as would be required on the FMS, and also highlighted the social aspect of journeys (including prompts to check on the welfare of regular passengers missing on a particular day).
- 2.12 Timetables already offer limited choice (for example, all three journeys from Little Downham to Ely are before 11am) but the passenger transport budget is still expected to face pressure in coming years. Maintaining existing local bus services as they are is unlikely to be a realistic option in the medium term.
- 2.13 For areas that are currently served by one return per week, the flexible minibuss service is able to provide more choice, albeit with a requirement to pre-book. It is therefore proposed that routes 117 (Wicken/Barway) and 129 (Black Horse Drove/Prickwillow), as well as the Thursdays only element of the 125 (Wardy Hill/Coveney) are replaced by the FMS.
- 2.14 Some users of these routes expressed concerns as to the availability of journeys; it is envisaged that staff at the Booking & Information Centre would actively work with them to set up new regular journeys and to monitor the early weeks of operation, supporting the passengers through any difficulties in adapting to the new system.
- 2.15 For areas that are currently served by six day per week services, it is proposed that these continue broadly unchanged; this specifically means the Ely Zipper and the Little Downham element of the 125. At the same time, a local User Group would be established in each area, with the dual purpose of improving the viability of the service and continuing the longer-term debate. The former goal would see users contributing to any timetable changes (for example, to incorporate a school journey) and encouraging other new fare-

paying passengers, local sponsorship, etc. The latter goal would see data on the cost of the service and the wider public transport debate being regularly shared, to avoid the scenario where the recent flurry of discussion goes quiet for twelve months and then resumes only when future budget proposals are made.

- 2.16 With regard to school transport, it's proposed that the three networks (around Ely College, Soham Village College, and Witchford Village College, and their partner primary schools) are reviewed to ensure the best possible use of resource, working within a 20-minute arrival/departure window before/after the school day. This review would include the option of using a single vehicle to provide primary and secondary school transport at the same time, subject to the use of a passenger assistant (unless the vehicle is a minibus or taxi) and consideration of practical measures such as separation of age groups on the vehicle. It is recognised that concerns exist regarding behaviour issues, and that any such services would require careful management; the number of areas where a primary / secondary combination would be possible is limited, however.
- 2.17 The public consultation indicated mixed opinions regarding the merging of school buses and local bus routes, with 56% supportive and 39% disagreeing. It is proposed that this option should continue to be explored where there is local support, and in particular where this protects an existing local bus (the Ely Zipper being one such example).

#### Social Car Scheme

- 2.18 The current Social Car Scheme delivered by Voluntary and Community Action for East Cambridgeshire (VCAEC) provides car journeys to disabled, frail older people, and those who are isolated; it covers a wide range of journey purposes, but prioritises health journeys if necessary. The service is delivered by a team of volunteers, and a mileage charge is paid by users.
- 2.19 It is proposed that the Council works actively with VCAEC to establish if the Social Car Scheme can be developed further. In particular, seeking new volunteers from within specific communities would be a welcome activity. This may include encouraging residents to offer journeys they already make, essentially creating a lift sharing arrangement.

#### Booking & Information Centre

- 2.20 A new booking and information centre (BIC) is proposed to provide a single point of contact for local residents wishing to access Total Transport services. Bringing all journey requests into one place is important not just in simplifying access for users but also in allowing the Council to establish a full picture of all the services that are required.
- 2.21 Modern scheduling software is currently being procured by the Council for use in the BIC. This would support journey planning on a daily basis (so as to create the most efficient routes possible) and would improve reporting and monitoring, allowing the Total Transport service to be refined over time.

#### Concessionary Passes

- 2.22 For users of weekly bus services that are to be replaced with the flexible



minibus service, there is a decision to be made whether concessionary passes continue to be accepted. This is a discretionary decision for the Council. If passes are accepted, it would allow all users of day centre transport to also travel for free; at present some fares are charged and up to £20k per annum of revenue in the pilot area would be lost (significantly more, should the approach be rolled out more widely) if concessions were offered. It is therefore proposed that concessionary passes are not accepted on the FMS.

- 2.23 The flexible minibus service would offer tailored journeys, and a greater choice of travel times and destinations than at present. The areas in question would move from having a single weekly departure to Ely, to the opportunity of booking a trip on any weekday and of requesting other destinations within the pilot area. This improvement in service provides an opportunity to introduce a consistent approach to charging for all users, and a decision not to accept concessionary passes would be in line with the principle of not offering more than statutory obligations.

### Service Targets

- 2.24 The success of the Total Transport service would be judged against three criteria: the impact on the Council's total spending on transport in the pilot area, as set out in Appendix 4; the number of trips carried out; and the satisfaction of service users. It is not necessarily expected that the number of trips would increase, however if the current patronage is maintained (whilst spending is reduced) this would be considered successful.
- 2.25 It is anticipated that once the Total Transport service in the pilot area is established and has been evaluated, options for rolling out this model across the county will be considered. It should be noted that the operational model proposed for the northern part of East Cambridgeshire is expected to remain in place for a number of years; the "pilot" element refers to the testing of an approach, but there is no intention to introduce further changes in the short term, other than any operational adjustments that are needed.

## **3. ALIGNMENT WITH CORPORATE PRIORITIES**

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

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

- The flexible minibus service may help younger residents access apprenticeships, jobs or training placements. This would benefit both individuals and businesses, by supporting access to a wider pool of employees or apprentices, including those for whom the cost and/or unavailability of transport are currently prohibitive. The revised proposals in this paper (compared with March 2016) include less scope for this, due to the focus on day centre journeys; in order to maximise these new opportunities, it will be important to broaden out the FMS as soon as concerns regarding changes to day centre times are resolved.
- Increased ability to travel to local shops and service providers may support the economy of East Cambridgeshire, by allowing residents to purchase from local businesses rather than relying on internet shopping or simply

being unable to access town and village centres. Residents of Pymoor, for example, would gain an entirely new public transport service, whilst those in Wicken, Barway, Black Horse Drove, and other areas where there is only one return journey per week would now be able to travel on any weekday.

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

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

- The flexible minibus service would help residents to access services, including healthcare, social activities, work, education and day-to-day facilities (e.g. supermarkets). This would assist in reducing both the practical and emotional effects of isolation, particularly in remote rural areas. Benefits would apply across age ranges and levels of need.
- Existing services (including traditional dial-a-ride and patient transport) can achieve some of the same benefits. However eligibility criteria can act as a barrier to these services, and there will always be individuals who fall just the wrong side of the line. The flexible minibus service would remove these barriers, empowering all residents to access the services they need.
- Providing a transport service for all local residents (i.e. not segregated by age or mobility, for example) would support community cohesion and resilience. It may add value through increasing awareness of different needs, and supporting local solutions (both as a result of this awareness and by providing the means to access any new activities).
- Reducing duplication of journeys would minimise unnecessary vehicle emissions, offering a positive environmental and health benefit.

### **3.3 Supporting and protecting vulnerable people**

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

- Developing a sustainable model of integrated transport provision would help to protect access to services in the face of financial constraints.
- Focusing on a smaller number of contracts and services would increase the opportunity for a consistent standard of delivery, including accessibility and training requirements. Further, the scheduling software envisaged would allow needs and resources to be matched accurately, in a way that is not always possible with existing systems.

## **4. SIGNIFICANT IMPLICATIONS**

### **4.1 Resource Implications**

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

- Appendix 4 sets out the forecast cost of the new Total Transport.
- In order to administer Total Transport in an efficient manner, it would be necessary to create a new pooled budget, drawing on the separate funding currently held for education transport, social care transport, etc. This would represent a cross-service approach, demonstrating that solutions can be found to administrative issues, in order to allow practical changes to be made that cut across service areas.
- Integrating services would deliver best value for money, by avoiding duplication of journeys for purely administrative or eligibility reasons.
- A full time Total Transport Area Officer role would be created to support the implementation of the new service. This would be funded from the central government grant for the project.

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

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

- The Council has statutory obligations to provide certain types of transport, for example home to school transport for eligible pupils. The proposed services would continue to meet these legal obligations, with changes only being made to the method of delivery.
- Changing transport provision may generate criticism from some residents. The consultation work undertaken has identified many of these opinions in advance, and some respondents may be satisfied by the changes made to the original proposals. Others will continue to have negative views, which may or may not be changed by their actual experiences if the new services are introduced.
- Total Transport is a national initiative, and the Council would therefore be implementing a model that is in line with current Department for Transport expectations.

## **4.3 Equality and Diversity Implications**

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

- A Community (Equality) Impact Assessment was carried out for the 15 March report; this has now been updated in light of the revised proposals. This identifies broadly positive impacts, subject to the decision on concessionary fares and accepting that some residents will still consider the changes to be negative. This is included in **Appendix 1**.

## **4.4 Engagement and Consultation Implications**

The report above sets out details of significant implications in **Appendix 2**.

## 4.5 Localism and Local Member Involvement

The report above sets out details of significant implications in 2.9, 2.15 and 2.19

## 4.6 Public Health Implications

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

- The 2015 Transport and Health Joint Strategic Needs Assessment (JSNA) report identified that access to healthcare required particular attention. The new services, particularly the flexible minibus service, would provide new travel options for local residents needing to travel to their GP or the Princess of Wales Hospital, for example. Those with mobility issues, those living in rural areas, and those without access to private transport would benefit in particular.
- The commitment of the Clinical Commissioning Group (CCG) to support the provision of patient transport through the flexible minibus service represents a positive starting point for greater cooperation and integration between the Council and the CCG in respect of transport.

Source Documents	Location
Cambridgeshire County Council: Home to School/College Travel Assistance Policy (July 2015)	Room 020, Shire Hall, Cambridge <a href="http://www.cambridgeshire.gov.uk">www.cambridgeshire.gov.uk</a>
Department for Education: Home to School Travel and Transport Guidance (July 2014)	Room 020, Shire Hall, Cambridge
Cambridgeshire Joint Strategic Needs Assessment (Transport and Health)	Room 020, Shire Hall, Cambridge <a href="http://www.cambridgeshireinsight.org.uk/jsna">www.cambridgeshireinsight.org.uk/jsna</a>
Cambridgeshire County Council: Report to General Purposes Committee on Total Transport (15 March 2016)	Room 020, Shire Hall, Cambridge <a href="http://www.cambridgeshire.gov.uk">www.cambridgeshire.gov.uk</a>

## **APPENDIX 1 - COMMUNITY (EQUALITY) IMPACT ASSESSMENT**

### **Directorate / Service Area**

CFA and ETE

### **Service / Document / Function being assessed**

Total Transport *(note this is a pilot project, replacing existing school/college transport, social care transport, community transport and passenger transport services in a defined area)*

### **Officer undertaking the assessment**

Name: Toby Parsons  
Job Title: Transport Policy and Operational Projects Manager  
Contact details: 01223 743787

### **Aims and Objectives of Service / Document / Function**

To meet the Council's statutory and policy commitments in supporting the travel requirements of those needing to access services (including education, social care and healthcare) and of those wishing to travel for general purposes from rurally isolated areas. The intention is to support interventions that are already needed, and to take preventative steps that reduce the likelihood that future interventions will be needed (e.g. supporting individuals to maintain their independence).

### **What is changing?**

The Council currently supports different types of transport service to meet specific needs, for example distinct home to school transport contracts and specific community transport grants. The current focus is on the needs of one group of service users; neither the planning nor the delivery of services is integrated across different groups.

The new service will consider all transport needs together and will seek to deliver an integrated model that improves efficiency. This may allow the impact of reduced budgets on the level of service to be softened.

From a practical perspective, the proposal is to: review and amend the fixed bus routes (including school services) that currently exist; replace the current range of small vehicle services with a new flexible minibus service; support the development of the social car scheme; and establish a new booking & information centre, to provide a single point of contact. Following the consultation undertaken from March to May 2016, no significant changes to the times of day centre provision is proposed for the implementation phase of the project; this represents a change from the original proposals.

## Who is involved in this impact assessment?

The assessment has been prepared by the Total Transport team, based on feedback received from service users (through surveys undertaken in January 2016 and a full consultation exercise from 18 March to 13 May 2016) and in anecdotal format via email or phone. It is underpinned by an analysis of the data relating to current transport.

## What will the impact be?

Age	Positive
Disability	Positive
Gender reassignment	Neutral
Marriage and civil partnership	Neutral
Pregnancy and maternity	Positive
Race	Neutral
Religion or belief	Neutral
Sex	Neutral
Sexual orientation	Neutral
Rural isolation (local requirement)	Positive
Deprivation (local requirement)	Neutral

## What are the positive impacts?

For the four categories identified above (age; disability; pregnancy and maternity; and rural isolation) the main positive impact is increased opportunity to access flexible door-to-door services. A greater choice of times would exist than at present, with more flexibility as to possible destinations. This would support journeys to social and support activities (lunch clubs; parent and toddler groups; activity sessions; etc), as well as assisting with affordable transport to work or volunteering placements. The phased implementation that is now proposed, following the consultation undertaken from March to May 2016, will mean that the initial level of resource available for these opportunities will be lower than originally intended, but with the potential for this to be increased over time.

The establishment of a service open to all local residents would assist with community cohesion, by raising awareness of different needs and interests. Both this greater understanding of what takes place in the local community and the increased ability to access new activities and groups may support the development of local ways of meeting need.

## What are the negative impacts?

From an objective point of view, there are no specific negative impacts identified in the revised core proposals. This reflects the fact that all current users would continue to be able to travel at broadly the same times as at present. Whilst pre-booking would be required (a change for local bus users) this would be actively supported by staff at the new Booking & Information Centre, and should not act as a barrier to travel.

Should concessionary bus passes not be valid on the flexible minibus service, users of weekly bus routes who currently travel for free would be required to pay a fare.

This would be a new charge and therefore a potentially negative impact; it is an optional aspect of the proposals, however.

It should be noted that, whilst the assessment is that a comparable or improved service would be provided, there would undoubtedly be residents who would continue to be opposed to the replacement of their local bus service and who would therefore consider the proposals to have a negative impact.

### **What issues or opportunities need to be addressed?**

The flexible minibuss service and the social car scheme, in particular, could be developed over time, drawing on the data available through the new Booking & Information Centre. The ability to plot all journeys in one place would improve efficiency and would allow demand to be reviewed as a whole, rather than in a fragmented way. It would be important that sufficient resource were in place to maximise the benefits available; close involvement with service users, community groups, local members, etc would be needed, all of which requires time.

### **What is the impact on community cohesion?**

There is potential for a positive impact on community cohesion, as set out above (i.e. greater awareness of needs within local communities, and increased ability to access new groups and activities). Continued engagement with service users, community groups and local members would be important.

The proposal to establish user groups for the Ely Zipper and route 125 would encourage genuine local debate about the future of public transport in those areas, against the background of the financial challenges that are faced.

## APPENDIX 2 – CONSULTATION

### Background

The consultation was launched online on 18 March, and closed on 13 May 2016. The link to the survey was distributed via the Ely Schools Partnership, to Parish Councils, and to those groups and individuals who have been added to the Total Transport mailing list during the project; it was also available on the Council website. Survey forms were also printed and distributed via libraries, operators of current services, day centres, and by post to registered school transport users.

Four drop-in sessions were held, at Ely, Littleport and Soham libraries, and at Little Downham book café. These generated considerable in-person discussion. In addition presentations were made to Haddenham and Wilburton Annual Parish Meetings, Soham Town Council, City of Ely Council and the East Cambridgeshire Access group.

### Consultation Results






The results to each question are shown below; not all respondents answered every question, and for question 5 additional analysis has been included, filtered by those who identified themselves as users of the current 117, 125 and 129.

(1) We propose reserving the flexible minibus service for special school pupils only from 7:30am to 9am and from 3pm to 4:30pm.				
			Response Percent	Response Total
1	Strongly agree	<div><div></div></div>	19.88%	68
2	Agree	<div><div></div></div>	33.33%	114
3	Neutral	<div><div></div></div>	28.95%	99
4	Disagree	<div><div></div></div>	7.60%	26
5	Strongly disagree	<div><div></div></div>	10.23%	35






(2) Would the limited availability of transport from 7:30am to 9am and from 3pm to 4:30pm cause you particular problems?				
			Response Percent	Response Total
1	Yes	<div></div>	17.31%	58
2	No	<div></div>	82.69%	277



**(3) We propose opening the flexible minibus service to all members of the community when it is not being used for school journeys; this means that it will carry mixed passenger groups.**






			Response Percent	Response Total
1	Strongly Agree		21.93%	75
2	Agree		40.35%	138
3	Neutral		24.27%	83
4	Disagree		6.73%	23
5	Strongly disagree		6.73%	23

**(4) We believe that the flexible minibus service will provide new opportunities to access local services and amenities.**

			Response Percent	Response Total
1	Strongly agree		19.53%	67
2	Agree		37.90%	130
3	Neutral		30.03%	103
4	Disagree		5.54%	19
5	Strongly disagree		7.00%	24






**(5) We propose replacing routes 117, 125 and 129 with the flexible minibus service.**

*Answers based on all respondents*






			Response Percent	Response Total
1	Strongly Agree		5.26%	18
2	Agree		15.50%	53
3	Neutral		54.68%	187
4	Disagree		9.06%	31
5	Strongly disagree		15.50%	53

**(5) We propose replacing routes 117, 125 and 129 with the flexible minibus service.**






*Answers based on those who identified themselves as using these services*

			Response Percent	Response Total
1	Strongly Agree		5.45%	3
2	Agree		3.64%	2
3	Neutral		25.45%	14
4	Disagree		16.36%	9
5	Strongly disagree		49.09%	27






**(6) On some routes we propose mixing primary and secondary age pupils.**

			Response Percent	Response Total
1	Strongly agree		2.83%	10
2	Agree		18.70%	66
3	Neutral		23.23%	82
4	Disagree		21.81%	77
5	Strongly disagree		33.43%	118

**(7) Where a community will have no other bus service, and there is local support, we propose opening the school service to other passengers.**

			Response Percent	Response Total
1	Strongly agree		14.86%	52
2	Agree		31.43%	110
3	Neutral		15.14%	53
4	Disagree		14.29%	50
5	Strongly disagree		24.29%	85

**(8) We propose that some buses will arrive/leave up to 20 minutes before/after the start of the school day.**

			Response Percent	Response Total
1	Strongly agree		7.20%	25
2	Agree		37.75%	131
3	Neutral		28.82%	100
4	Disagree		11.24%	39
5	Strongly disagree		14.99%	52

**(9) Comments If you'd like to add general comments, please use the space below.**

			Response Percent	Response Total
1	Open-Ended Question		100.00%	145
1	21/03/16 2:14PM ID: 33827448	If required to wait 20 minutes at College/school at the end/start of school day please can children be provided with somewhere sheltered from the weather to wait?		
2	22/03/16 8:13PM ID: 33966825	At present the current 125 service is more than adequate to meet the needs of the local community of little downham and Coveney If people need to get to work before 8.45 and come home after 5.15 How will the proposed new way work on school holidays and Saturdays we have no other transport links!!		
3	22/03/16 8:40PM ID: 33968618	The language used by secondary school children say age 15 is vastly to that of a primary school child, age 4. I do not think it would be in the child's best interest to mix them. I do not use local day centre transport or fixed bus routes so can not comment on those proposals. I only use the local school bus service to our primary school		

**(9) Comments If you'd like to add general comments, please use the space below.**

			Response Percent	Response Total
4	24/03/16 4:12PM ID: 34154629	If getting rid of the 125, there needs to be sufficient capacity on the flexible mini-bus service to accommodate current 125 users, particularly before 9.00am in the morning		
5	25/03/16 9:43PM ID: 34236937	having 'normal' passengers may stop unruly school children		
6	01/04/16 4:43PM ID: 34720356	Having recently moved to Ely, I was disappointed to see that to get from my home to Cambridge (roughly 20minutes drive) would take almost 2 hours by public transport (ie buses). Very glad the train station exists otherwise I would be unable to get to work in time.		
7	02/04/16 9:48AM ID: 34764959	The Ely Zipper is a well used bus but perhaps the number of journeys could be lessened as long as users are consulted.		
8	04/04/16 4:41PM ID: 34921984	The language and behaviour used on the secondary school buses is not appropriate for primary school users especially the younger ones. If you merge the public with school buses I expect to see all passengers CRB checked.		
9	04/04/16 6:18PM ID: 34928153	I would not be happy exposing my primary school child to the kind of language and behaviour I'm aware occurs on a secondary school bus.  I would also note that if the service was mixed with the general public, you would be responsible for providing safety assurances, such as CRB checking, for those general public passengers that may interact with my children.		
10	07/04/16 8:30AM ID: 35146083	Sorry but I don't know enough about the services to special needs schools. I will leave those questions to the careers who do.		
11	12/04/16 12:27PM ID: 35544202	I strongly disagree with opening school buses to general public as you haven't got a clue who the general public EG paedophiles also I disagree with using the school buses the primary school and high school children as a Mum of both schools it will need to be highly supervised to make sure the primary school children are safe		
12	12/04/16 12:50PM ID: 35545960	Buses to and from littleport are far too expensive and unreliable.  A&J Coaches providing the school buses from Littleport to Witchford Village College are a disgrace and this must be put out to tender. Many parents fear for safety issues and I will be taking it up with our MP.		
13	12/04/16 2:10PM ID: 35552643	Not a very sensible idea to mix, primary with secondary pupils or any school pupils with members of the public. Lots of child protection issues.		
14	12/04/16 4:00PM ID: 35561729	I have said disagree to question 8 because there is no comment about the supervision that will be provided by schools for students arriving by bus, if they were to arrive earlier and leave later than the school day. If there are to be teachers and appropriate supervision, my answer may have been different. I have replied 'neutral' for question 11 - the current provision of primary and secondary transport is excellent. There is however only one bus a week which serves Aldreth.		
15	12/04/16 5:06PM ID: 35567390	I worry about bullying on school buses which is bad enough between secondary school pupils younger children would not be able to cope with this.		
16	12/04/16 6:36PM ID: 35573060	I believe there would have to be someone on the bus other than the driver to support children on a 'mixed use' bus		
17	13/04/16 7:16AM ID: 35606382	Some people may struggle to contact you to book for the transport. They may not have support with them all the time. How will you make sure their needs will be met?No 7 I take it you mean after the school children are in school? If not child protection issues are raised. No 6 I personally would not like mixed buses for primary and secondary pupils. It will expose much younger pupils to swearing and to the issues that older children talk about. I would like firm reassurance that people with profound or severe intellectual disabilities are catered for as much as people with moderate to mild intellectual disabilities and that the quality of life of anyone with learning difficulties and/or disabilities is improved rather than reduced.		
18	13/04/16 8:17AM ID: 35609538	Mixing primary and secondary pupils is a BAD idea.  Not having busses leave later than 20 minutes after the school day will effectively kill after school activities for any pupil relying on these services. Again, a very bad idea.		
19	13/04/16 7:42PM ID: 35661144	question 8 - Has anyone talked to Schools about how these children will be covered by staff.		
20	13/04/16 8:33PM ID: 35663227	We do not want our children to share the bus at pick up or drop off with general public .		

**(9) Comments If you'd like to add general comments, please use the space below.**

			Response Percent	Response Total
21	13/04/16 10:31PM ID: 35670000	What child protection would be in place for enabling other passengers onto school buses?		
22	15/04/16 9:15AM ID: 35775788	<p>If you have adults mixing with school children they have to be CIB checked, what's the difference here?</p> <p>Going forward with this proposal, what will you do if a school pupil alleges that someone was indecent or carried out an illegal act towards them?</p> <p>How will you stop pedophiles grooming children using your service?</p> <p>Just because you are talking about the possibility of mixing primary and secondary school children doesn't make it any less of a danger. That still means there could be, for instance, a 17 year old boy grooming a 11 year old girl. This is very wrong.</p> <p>What is also wrong is that it took me a good 10 mins of perseverance to find this survey, it isn't clearly sign posted at all. So a lot of people will miss out on taking it - the sceptic in me says it was intentional because you know a lot of people won't want their kids mixing with the proposed groups.</p>		
23	16/04/16 8:48PM ID: 35899426	In March I received notice that County would no longer provide POST-16 transport assistance for young adults whose nearest appropriate centre for A Levels is in Cambridge. This means that my youngest son now has no transport from Isleham to reach Ely Station to take up his place at either Hills Road or Long Road. His older brother was eligible for a taxi to Ely station to get to his Sixth Form. What provisions are you including for young adults wishing to study A Levels as they are specifically excluded from any support at present and their numbers are growing since Ely College stopped offering A Levels.		
24	18/04/16 8:36PM ID: 36055962	This might just work if booking was not necessary.. From my (limited) experience the mix of the predominately elderly users and secondary school children would be unsatisfactory.		
25	19/04/16 11:22AM ID: 36101946	the school bus service, especially for younger pupils should be reserved for children of similar ages and be a safe environment. Mixing age groups, allowing general public to use the service could see younger, more vulnerable children be subject to bullying etc		
26	19/04/16 1:10PM ID: 36111067	My concern is transport to and from sixth form colleges in Cambridge. Since the government require children to carry on at school how are they supposed to get there? We live in isleham which has no regular bus service. Please advise.		
27	19/04/16 1:15PM ID: 36111940	What is your position on letting six year old children departing a bus on a 60 mph speed limit road?		
28	19/04/16 1:15PM ID: 36111833	<p>Schools would have to have somewhere for the children to go with 20 minutes before school. What if it is raining? It also encourages children to wander off (and perhaps not return).</p> <p>Behaviour can be poor on secondary school buses so would ideally not like to mix this with primary children.</p> <p>Don't know off hand what routes 117, 125 and 129 cover so can't comment.</p>		
29	19/04/16 1:16PM ID: 36112269	School children are too vulnerable for other adults to be on the bus with them. You cannot mix 14-15-16 yr old students with 4-5-6 yrs old and you certainly cannot put adults in that mix. School transport should be safe and parents should be allowed to rely on it being safe.		
30	19/04/16 1:25PM ID: 36113071	Ely College does not provide A levels. A levels only available in Cambridge. No transport with or without funding available to get students to Cambridge within school day hours.		
31	19/04/16 1:36PM ID: 36114000	The secondary school buses serving Soham Village College are a disgrace (many I am sure are not road worthy) and the unsupervised children on the buses in many cases out of control. My daughter refuses to get the bus and I drive her in each day because of the behaviour. It would be horrifying to think that Primary children would be subject to this behaviour. Many children are hurt on the way home and bullying is rife.		
32	19/04/16 1:46PM ID: 36114748	While the idea is possible, what happens should a child like ours (with Autism) decide to have a panic attack, when the vehicle is full of other children, and possibly adults?		
33	19/04/16 1:51PM ID: 36115190	<p>Why is there no busses to Cambridge from ely for post 16 transport</p> <p>As it's the law all pupils stay in education until 18. And as you know Ely college do not offer a full range of A levels and many parents having to pay money to go to Cambridge. I hear transport subsidy is going so parents like myself face huge bills and little choice. Surely enough parents to run a bus and some subsidies due to their</p>		

**(9) Comments If you'd like to add general comments, please use the space below.**

			Response Percent	Response Total
		nearest post 16 college is in Cambridge		
34	19/04/16 1:57PM ID: 36115330	Currently, my main concern is safety on the school buses serving Soham VC from Ely. They are often overcrowded, with extra children squeezed into the seats, and usually very dirty. I do not see that any member of the general public would put up with these conditions.		
35	19/04/16 2:06PM ID: 36116335	Will be very HAPPY if the school no longer used JANS coaches!!		
36	19/04/16 2:14PM ID: 36115827	Public transport provision is appalling and a disgrace for a supposedly advanced nation that cares about its citizens and the environment in which they live. All means of public transport need to be drastically improved with services actually servicing everybody in the community. Young, disabled and older people, as well as those who do not drive or commute to work are disadvantaged by the lack of transport provision. If there was a proper commuter service to and from Ely, as well as to all the Cambridge Colleges from the train station, the roads would be much emptier and the environment would benefit too, not to speak of people's purses! Mixed primary and secondary school transport would require escorts to ensure everybody's safety and wellbeing. Having pupils from Highfield School and regular members of the community share mini-buses is a recipe for a huge disaster and a major accident waiting to happen. A number of students at the school have severe autism and would not be able to cope with having different people hopping on and off the bus at random. Do your research on autism!!! Bus services need to operate in the evenings and weekends to counteract anti-social behaviour and the decline of the nation's mental health. How are young people supposed to become upstanding citizens, if they have no opportunities to grow?		
37	19/04/16 3:43PM ID: 36124782	Would be helpful to have buses one hour after end of secondary school specifically Soham vc for pupils attending revision classes, extra GCSEs taught after school and sporting activities. The no 12 bus from Soham war memorial near Soham village college to Ely only runs once an hour. Every 30 minutes would be better as after school classes finish at different times and also if child misses bus they are potentially stuck in Soham for an hour til next bus to Ely Private school bus only runs at end of normal school time (3pm) and does not offer a service for children attending after school classes back to Ely. These are often revision or enhanced teaching classes not just social activities so child needs to attend. Many parents try and pick children up from after school classes because of lack of public transport back to Ely but this is difficult to fit in and around working hours as most parents are still at work at 4pm.		
38	19/04/16 4:45PM ID: 36130610	Is route/ bus S006 being affected?		
39	19/04/16 6:16PM ID: 36135790	As we live in Burwell, the bus service to Ely is terrible, there is no direct route. You have to catch a bus to Newmarket, hang around for an hour before there's a bus to Ely. I you have an appointment at the hospital in Ely you have to change buses again in Ely. It takes a whole day to do a return journey		
40	19/04/16 9:27PM ID: 36146110	You can't have a primary aged child arriving 20mins early for school with no chaperone / parent to be there to wait with them. This will cause child protection issues, as will mixing primary and secondary school students on a bus with each other and older people. Surely child protection would prevent this? we get coach drivers police checked, what about random others getting on a bus and grooming children? Really not acceptable.		
41	19/04/16 10:22PM ID: 36148443	I am all for sharing a community bus service making this flexible to other users however strongly disagree that school children to share a bus service with adults or other people... Primary and secondary children should continue to have a provision solely for their use to ensure they get to school safely without the risk of having to mix with adults just so you can save money if you amalgamated it... What safety measures would be put in place to ensure our children are not sharing transportation with paedophiles?? I can see no justification in changing our children's transport to and from school. I believe children should feel safe the option to share this transport with the general public is wrong		
42	20/04/16 6:54AM ID: 36168595	I live between Isleham and Prickwillow and my daughter has school transport into Soham Village College. This has been available for the last 40 years as should continue to be a service.		
43	20/04/16 10:04AM ID: 36180508	Is this a free bus service?		

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			Response Percent	Response Total
44	20/04/16 1:34PM ID: 36198595	At the moment, there is no bus service to outlying villages, e.g. Prickwillow, which means we have to juggle getting my autistic son to Ely, to get a bus or train to Cambridge where he works as well as driving my daughter to Soham Village college and getting ourselves to work. We would like to use public transport to get to work, but can't because the bus service currently only runs from Ely, and not always at convenient times.		
45	20/04/16 10:00PM ID: 36230322	I think my children have to get up and leave early as it is wouldn't want them to have to leave earlier. I think with the money the council say they will save by plunging us into darkness by removing our street lights we shouldn't have to worry about how our kids are getting to school		
46	20/04/16 10:57PM ID: 36233087	All school buses should be free, the government want our children in school, so we choose the best one for our child and because it is not local we are charged £195 termly, I have another child going to soham in September, goodness knows what the cost will be, it's terrible!		
47	21/04/16 9:36AM ID: 36259997	When the bus collection time is already early, a 20 minutes arrival before the school day makes the start considerably earlier than before and what facilities would be provided at school for the pupils to use/have access to at this time?		
48	22/04/16 2:53AM ID: 36322325	Strongly disagree with young children on school buses travelling with other bus users for safeguarding reasons. If it is a school bus children may assume adults on bus are safe people to talk to.		
49	23/04/16 7:04AM ID: 36416554	I will have two children using the school bus service and would have concerns for safe guarding if my 4 and 6 year old were to travel on a public transport route with other members of the community. I strongly believe that the school bus route should be used only by primary school age children. I also believe that extending the arrival time and departure time by up to 20 minutes would be difficult for my children to manage and for the school to manage them arriving up to half an hour before or staying half an hour after the school day has finished.		
50	24/04/16 12:32PM ID: 36488597	I'm not familiar with some of the bus services mentioned above but feel that if the service means that areas with very limited services have greater access that is a good thing. Don't like the idea of primary and secondary school pupils travelling together on same buses as could be an issue with the behaviour of older children. I use bus soham to Ely regularly but would be very excited if a train station opened in soham for better access for Cambridge etc.		
51	24/04/16 7:01PM ID: 36505002	"Flexible" service is fine as long as times can be guaranteed. How can appointments be booked if times are "flexible" booking at doctors etc is already difficult enough.		
52	25/04/16 5:17PM ID: 36600344	I would like to know exactly what area this proposed service will cover and if the Bus pass (elderly) is not accepted, the approx. cost per mile.		
53	26/04/16 10:03AM ID: 36646590	Living in Wicken with only one regular bus service which is used by a number of people, I have to say that everyone who uses the service is extremely disappointed with the proposed changes. The proposal of a flexible minibus service does not appeal to anyone who I have spoken with. The elderly people who use the current service are not interested in a dial a ride type service, which they have previously found to be unreliable (minibus not turning up and lack of communication). I feel that taking away this very important service within our community will take away a life line for some and in turn, have huge implications on the independence and confidence of the elderly ladies who use the Wicken service every single week. As a mother with two children aged 6 who currently use the St Andrews school bus service (and a 3 year old), I also strongly disagree with any proposed changes to school services. How could it be a good idea to mix secondary and primary aged children (and possibly other passengers)..... While I, of course stand at the bus stop with my children, 15/16 year olds are there unsupervised. Am I supposed to step in to deal with them when they start using bad and inappropriate language in front of my children? Anyone who came up with the idea of a double decker bus to separate the children obviously was not looking at the bigger picture. The number of people complaining during the meetings at Ely last week really should be taken in to consideration. It seems that none of people involved in the drawing up of these proposals and the consultation process live in the affected areas and have no clue as to how withdrawing the very limited services we do have will affect our communities.		
54	27/04/16 12:10PM ID: 36755449	125 bus is very important - will be lost without it. Rather than losing it, more frequent buses would be helpful. Please save this service.		
55	27/04/16 12:23PM	I have never used a bus, my eldest son used to get the number 9 from Stratham to Ely		



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			Response Percent	Response Total
	ID: 36757335	College - the timetable would often change through the year, making him really early or late. Will this happen for Little Thetford School to Ely College?		
56	27/04/16 12:27PM ID: 36757869	Great need for transport to day centres and hospital appointments for the elderly.		
57	27/04/16 1:35PM ID: 36757999	Please do not cancel the current school bus - Isleham to Soham.		
58	27/04/16 1:57PM ID: 36765394	Q7 : I have no children in the family that this would apply to, but I know there are some who oppose opening school services to passengers - understandable. A minibus booked for regular trips around Littleport and to the station at busy commuter times would be a godsend.		
59	27/04/16 2:06PM ID: 36766141	Future needs may require in areas of increased development a Shuttle means of transport to convey people to the centre, as do the buses in Bury St Edmunds, for example. Some councillors who plan transport are not always aware of how the system works ie. in Soham we have in effect an hourly service to Ely and Cambridge, but also Bury St Edmunds		
60	27/04/16 2:08PM ID: 36766456	I use No 12 Stagecoach service - wish it was on time when I have hospital appointments at Cambridge.		
61	27/04/16 2:14PM ID: 36767022	Following the recent death of my husband, I rely completely on the 125 bus for return travel to Ely Station.		
62	27/04/16 2:27PM ID: 36767923	I have primary school age bus users and strongly object to this. It's a difficult period for this age of children, which would only get worse through much older children or strangers' presence. Can we ensure safety - are passengers CRB checked?		
63	27/04/16 2:30PM ID: 36768249	Having primary school children travel on the bus like we do would be a huge mistake. Our children have used this route, and from experience the distress is high enough anyway without added older peer or indeed other persons' pressures.		
64	27/04/16 2:42PM ID: 36769336	MW0028 - I fail to see how taking all service bus routes which span the whole day Mon-Sat from Little Downham (125) and replacing with a very limited minibus option will work. I myself will have either option to walk, or move house!		
65	27/04/16 2:52PM ID: 36769903	MW0030 - re point 6 - with supervision for younger children? My son often needs to get home from Ely train station - the Zipper is expensive. Could you incorporate buying block tickets for students at 6th Form?		
66	27/04/16 3:03PM ID: 36771394	MW0036 - Currently, only the Sutton to Witchford route is used for school bus. Otherwise no other public transport used.		
67	27/04/16 3:10PM ID: 36771652	MW0037 - Yes - the 125 suits all our services ex doctors, dentists as well as shopping. Without this we will be isolated. Also, we all meet on the bus for friendship which you need when you get older.		
68	27/04/16 3:19PM ID: 36772401	MW0039 - Would really like more public transport. We only have the number 9 to Ely. Even a ride to the station to get the train to Kings Lynn would be handy.		
69	27/04/16 3:35PM ID: 36774036	MW0046 - why stop the 125 when it is used by people visiting doctors, dentists, eye appointments, necessary shopping. Most that use it have no transport of their own. Many will be isolated.		
70	27/04/16 3:37PM ID: 36774237	MW0047 - These bus services are essential for villagers. It will be much less convenient if people have to book a minibus in advance.		
71	27/04/16 3:40PM ID: 36774431	MW0048 - The 125 service is a great service. Please don't take it from us.		
72	27/04/16 3:42PM ID: 36774648	MW0049 - I feel that the proposed services will benefit our community as a whole.		
73	27/04/16 3:47PM ID: 36774803	MW0050 - Re : Proposal 9 (11 on online form) - Agree, providing (a) the current service remains as it is, and (b) the bus drivers are unpunctual. If they arrive early, they do not wait until the correct time - and folk miss the bus.		
74	27/04/16 3:51PM ID: 36775119	MW0051 - Other passengers should not mix on children's school buses, for safety reasons. Ely and surrounding areas are getting more housing and more schools - transport should not be cut, but increased.		
75	27/04/16 3:59PM ID: 36775874	Still major concerns about 'undesirables' gaining access to public transport with children on it! Is adult to be employed to ensure safety on bus?		

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			Response Percent	Response Total
76	27/04/16 4:03PM ID: 36776050	MW0054 - I'm not happy with the idea of mixing school children from age 4 - 16, especially when you hear the language etc of teenagers. Young children should not have to listen and mix with this age group, especially if unsupervised.		
77	27/04/16 4:05PM ID: 36776420	MW0055 - School transport should not be compromised.		
78	27/04/16 4:10PM ID: 36776559	MW0056 - My children need to use a bus solely for their use to get to and from school. The bus is currently busy and would not benefit from sharing or losing this facility.		
79	27/04/16 4:15PM ID: 36777206	MW0059 - Some drivers need to be more courteous and not so rude - thank you.		
80	27/04/16 4:29PM ID: 36778351	MW0065 - 80 years old - need this bus (117)		
81	27/04/16 4:31PM ID: 36778495	MW0066 - In Prickwillow we do not have buses and drive anyway. Would be good for Saturday for daughter to meet her friends though.		
82	27/04/16 4:35PM ID: 36778691	MW0067 - We could do with better services, not cutting them all the time. More housing is being built, but less transport - always cutting services.		
83	27/04/16 4:37PM ID: 36778948	MW0068 - Happy with school bus service at present. However, my son will be starting 6th Form Sept 2017 so cannot comment on this until I know his timetable.		
84	27/04/16 4:45PM ID: 36779421	MW0071 - How would a mix of school pupils and the general public be policed? The behaviour on some school buses is poor, so how would primary pupils / general public feel. How much would bus driver do about behaviour or would there be a chaperone. School pupils would not feel happy waiting at start and end of day, and who is responsible for the children then?		
85	27/04/16 4:50PM ID: 36780007	MW0074 - A service that runs later in the evening and on Sundays would be appreciated.		
86	27/04/16 4:58PM ID: 36780407	MW0077 - It's difficult to get from Haddenham to Cambridge on the bus. There's one direct one that I know of each day - other than that, you have to change and it costs a fortune.		
87	28/04/16 9:48AM ID: 36828584	MW0080 - The Ely Zipper bus is our best service. Without this, Haddenham is very unsupported (and surrounding villages).		
88	28/04/16 9:52AM ID: 36828937	MW0082 - We live in Fordham, so don't tend to use services within Ely.		
89	28/04/16 9:56AM ID: 36829290	MW0084 - Excellent service for my son who has autism and special needs.		
90	28/04/16 10:01AM ID: 36829582	MW0085 - At the end of a school day, I feel that it is unacceptable to expect children to have to wait longer than 10 minutes for a bus home. Love the Zipper, don't lose the Zipper.		
91	28/04/16 4:10PM ID: 36858468	I'm a regular user of the 125 service, I would not like to see changes to the service that mean fewer journeys or more complex booking arrangements.		
92	29/04/16 9:32AM ID: 36913605	MW0086 - I find it hard to believe that you would consider having school children and other passengers. This could put children in danger as you have no control over who goes on the bus.		
93	29/04/16 9:36AM ID: 36913948	MW0087 - I hope ESACT continues to operate in September. At the moment they have lunch and various outings to different destinations which lots of members enjoy.		
94	29/04/16 9:55AM ID: 36915451	MW0091		
95	29/04/16 10:00AM ID: 36915755	MW0091 - I live in Pymoor and at present we have no bus transport, other than the school bus service. Would use 117 / 125 / 129 if we had it to Pymoor.		
96	29/04/16 10:07AM ID: 36916050	MW0092 - response to point (7) - only if a chaperone is on the bus - unaccompanied minors need to be protected. Point (8) - loose time is when bullying occurs.		
97	29/04/16 10:10AM ID: 36916592	MW0093		
98	03/05/16 5:00PM ID: 37216351	Don't really like the idea if general public using school buses as there is a safeguarding issue in my opinion. No problem with buses arriving at schools early as long as there is shelter for inclement weather.		



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			Response Percent	Response Total
99	04/05/16 9:31AM ID: 37266030	MW0094 - It is very sad to see empty buses and roads choked with cars. Anything that changes this culture is welcome. Punctuality of buses is always difficult. Low bus fares, parking charges in Ely and more expensive petrol would help. Heavy shopping can be delivered.		
100	04/05/16 9:40AM ID: 37266751	I strongly disagree with this scheme. I was at the meeting in Ely Library on Thurs 21st April. I had a few questions to ask, but did not get any straight answers from Toby et al. They could not guarantee that I would get to any appointments I might have in Ely on time (doctors, dentist) which is of no use. With a timetabled bus service, you can arrange your appointments to fit the bus schedule. It seems to me that this scheme is haphazard and the social aspect of it needs to be considered as well. I don't think it is too much to ask for our ONE timetabled bus a week to be continued, because if not we are losing our ONE bus a week through the back door. We should also be able to use our bus passes on this bus. I can use my pass on other bus services. So this would be discrimination against us.		
101	04/05/16 9:47AM ID: 37267956	MW0097 - I think there should be a more frequent service for those who live outside of Ely and who do not have access to a car. You need to send this to people who use the service.		
102	04/05/16 9:51AM ID: 37268388	MW0098 - There is NO transport into Ely city centre after the 1644 from my stop on a Saturday evening. And NOTHING, ANYWHERE on Sundays / Bank Hols.		
103	04/05/16 9:54AM ID: 37268826	MW0099 - Desperately need a public bus service for Prickwillow.		
104	04/05/16 10:12AM ID: 37269654	MW0102 - Bullying on mixed buses would be a problem.		
105	04/05/16 10:41AM ID: 37273645	MW0104 - Bus service needed for public use from Prickwillow.		
106	04/05/16 10:58AM ID: 37274448	MW0106 - Buses from Little Downham are far too infrequent already and mixing journeys with students is a bad idea because of students' behaviour.		
107	04/05/16 11:16AM ID: 37276666	MW0108 - Anything that gets more passengers on what always looks like empty buses.		
108	04/05/16 11:25AM ID: 37278053	MW0111 - Only use school bus for secondary school.		
109	04/05/16 11:43AM ID: 37278329	MW0112 - We use Zipper bus. Q7 : what choice do you have - you can only agree to what the council wants to do. Appointments at hospital or dentist are a problem if you don't have transport or no family to take you. Getting to Addenbrooke's can take on bus 2 hrs or more (taxi £45+ one way) and appt times don't always allow you to make that time, so you change them and it's a longer wait to be seen. It's like living in a black hole, living in the country. I hate it now but cannot afford to move. We own our own place but everywhere in Cambridge is too expensive.		
110	05/05/16 2:05PM ID: 37382481	Strongly oppose any proposal to mix primary and secondary school children; strongly oppose mixing other users with ANY school children.		
111	05/05/16 3:20PM ID: 37389149	General public should not have access to school services. I agree in principle to the sharing of buses by primary and secondary school children but if I were the parent of a primary school child I would be concerned about the language they may encounter during their journey from some secondary school children. I do not have experience of primary school transport. Is there a requirements for an adult other than the driver to be present?		
112	06/05/16 9:09AM ID: 37443786	MW0113 - do not use public transport.		
113	06/05/16 9:15AM ID: 37444468	MW0115 - Q1,2,3 and 4 are only applicable if fixed bus route removed, so therefore no need to answer.		
114	06/05/16 9:21AM ID: 37444868	MW0117 - (a relative) is hoping to go to CRC, but is very worried about going on the big bus with lots of strangers.		
115	06/05/16 9:26AM ID: 37445336	MW0119 - Interestingly, the most vulnerable members of Coveney were not sent these surveys.		
116	06/05/16 9:28AM ID: 37445534	MW0120 - Questions are the wrong way round. Should be fixed bus route first.		
117	06/05/16 9:36AM	MW0122 - Time to introduce parking charges - the city is missing out on this revenue		

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			Response Percent	Response Total
	ID: 37445993	People will still visit Ely and stay for longer then 2 hours. If I need to do any serious shopping I go elsewhere and so do a lot of other local people!		
118	06/05/16 9:47AM ID: 37446926	MW0126 - One bus a week in Coveney - hardly ideal. Consequences of no bus have social, health as well as transport issues. Bus passes still able to be used??		
119	06/05/16 10:01AM ID: 37448082	MW0131 - Expensive, but good service.		
120	06/05/16 10:06AM ID: 37448285	MW0132 - No good opening school bus if no other bus available. Doctors' appointments etc can't be booked with certainty. Seats can't be guaranteed on booked minibus. No good for dentists, social, banking etc. Will bus passes still be allowed??		
121	06/05/16 10:13AM ID: 37448685	MW0133 - I agree with mixing those passengers who use the services (apart from primary and secondary pupils), but disagree that travel needs to be booked in advance. There will be times when those dependent on buses may need to get somewhere in a hurry and advance booking is impractical.		
122	06/05/16 10:22AM ID: 37449863	MW0136 - Wicken needs a bus.		
123	06/05/16 10:26AM ID: 37450063	MW0137 - I'm worried that Little Downham will be cut off and that people won't be able to access doctor's appointments - most people can't afford taxis.		
124	06/05/16 10:34AM ID: 37450358	MW0138 - Although I do not use the service often as I can drive, I do believe that children and adults using the same service at early and late times should be kept separate, unless they are with their own parent.		
125	06/05/16 10:36AM ID: 37451046	MW0139 - how do we get to work?? How do we get to doctors?? What service Saturdays??		
126	06/05/16 10:40AM ID: 37451281	MW0140 - Another way to save money - rural transport is never seen as a necessity, just a nuisance as it loses money.		
127	06/05/16 10:46AM ID: 37451792	MW0142 - I know nothing about the services described here, but I do use very frequently public service vehicle (Littleport / Ely) - I rely on it.		
128	06/05/16 10:50AM ID: 37452165	MW0143 - I would like the No 9 to always run to Cambridge, Littleport and Chatteris, and should be extended to March.		
129	06/05/16 2:47PM ID: 37474581	MW0146 - please reinstate Park & Ride in Community College on Saturdays.		
130	10/05/16 10:23AM ID: 37799930	MW0147 - I think that mixing schoolchildren from primary and secondary schools is a dreadful idea that will result in some very unpleasant situations, particularly for primary children.		
131	10/05/16 10:26AM ID: 37800484	MW0148 - I have a bus pass and only use the commercial bus services eg. 9 and Ely circular route 15. I am quite happy with these services.		
132	10/05/16 10:32AM ID: 37801048	MW0150 - Flexible service will be very hard to coordinate, and will require a salaried person to do this.		
133	10/05/16 10:36AM ID: 37801315	MW0151 - My grandchildren travel on the school bus. It is not appropriate for 4 year olds and 16 year olds to be on the same bus as it would be impossible to control such a wide range of children. Young children have a long day without adding to it.		
134	10/05/16 10:39AM ID: 37801809	MW0152 - seldom use the bus service from Littleport to Ely, but when I have, it has been punctual.		
135	10/05/16 10:42AM ID: 37802059	MW0153 - I find it is not possible to use the present bus service because the driver is unable to help with my 'walker'.		
136	10/05/16 11:03AM ID: 37803817	MW0159 - Thursday bus to Ely is the bus I take to get to Ely Market to do my shopping as I have not got transport, so the bus is useful as I am now retired.		
137	10/05/16 11:09AM ID: 37804731	MW0161 - Links with Norfolk & Suffolk ie. Downham Market, Mildenhall. Every No 9 to go to Cambridge instead of changing in Ely.		
138	10/05/16 11:23AM ID: 37805694	MW0163 - Disabled users should retain their exclusive services and not have to share or be pushed to the back of the queue, waiting until services are available to have their needs met.  (Comment made beside 'About You' section) - 'We don't use any of the services, and take our son to his Ely day centre each day. The users need these services and they must not be cut or tampered with in any way. They have enough to cope with, without		

**(9) Comments If you'd like to add general comments, please use the space below.**






			Response Percent	Response Total
		further stresses."		
139	10/05/16 11:51AM ID: 37806898	<p>MW0164 - We strongly feel that the service users of Larkfield Adult Centre are being totally disregarded. This will have so many negative effects for the service users. The service users could be starting and finishing one and a half hours later than they currently start. There are so many reasons why this is unacceptable :</p> <p>Firstly, many of the service users have set routines and find change incredibly difficult. If they are getting up at their normal time and have to hang around an extra one and a half hours, it is going to cause distress to them and behavioural changes which will not be pleasant for their carers to deal with.</p> <p>Their morning timetables will be impossible to carry on. For a number of service users, this is their only social activity.</p> <p>One service user has to go home at 12:30 due to her medical needs. If she doesn't start until 10:30, it will hardly be worth her attending. This will not only be a huge loss for her but also for her mother, who gets all of her jobs done whilst her daughter is at Larkfield so that they can spend as much time as possible together once she is back home.</p> <p>Some of the service users are in fact quite old. The proposed end times are very late for these users.</p> <p>The impact on the staff will be severe too. Some of the staff even have other jobs they go on to afterwards, which they need to supplement their incomes.</p> <p>I can't help but feel that it will benefit everyone else in the community but be detrimental to the learning disabled service users at Larkfield. It feels like a bit of a backward move.</p> <p>I feel that the best way to judge our society is to look at how it treats its underprivileged and disabled people.</p>		
140	10/05/16 12:00PM ID: 37810251	<p>MW0165 - We moved from Cambridge to Ely as my daughter could no longer travel on the minibus to Larkfields as she is so frail and gets poorly quickly. We chose Larkfields for her as the staff are amazing with her and the students are too.</p> <p>I was really saddened to hear that the hours might change because of transport cuts. I take my daughter to the centre and pick her up as she has to go on her bed and her pump at 12:30pm. This time change will mean she will only probably get about two hours at the centre.</p> <p>This is all she has (and she loves going to Larkfields) to socialise with the other students.</p> <p>We cannot change the times of her pump due to health reasons, so can you please read my letter and see how much this will affect her life and everyone else's I'm sure.</p>		
141	11/05/16 11:07AM ID: 37901101	In my view those with concessions and no personal transport will be worse off if they cannot use their passes. I suggest a trial period first.		
142	11/05/16 12:37PM ID: 37911785	This needs more thought. No mixed school ages on buses without adult supervision (CRB checked). Are all adults who sit on buses containing school children going to be CRB checked?		
143	12/05/16 9:17AM ID: 37995698	<p>MW0169 - I am writing a short note about transport changes, which I don't agree on. My daughter goes to Larkfields Monday, Wednesday and Friday, as she is in a wheelchair which is a wide one, and she is not mobile. We have carers to help her - I don't drive at all. Her going to Larkfields gives me time to go shopping, doctors, dentists &amp; hairdresser as I am divorced.</p>		
144	13/05/16 2:11PM ID: 38114238	<p>I think opening up school buses to the general public would cause safe guarding issues.</p> <p>Secondary school children leave early enough as it is at the moment without having to go any earlier. Plus we have no information as to what the young people would do in the time they are dropped off to the time they start school!</p> <p>With regards to the flexible minibus service I don't feel able to comment as I have never used this service.</p>		
145	13/05/16 4:14PM ID: 38123744	<p>I am very keen for you to consider the opportunities for demand response transport - beyond just local community needs and include specific reference to the opportunities that "Total Transport" creates for widening access to leisure and tourism - and its economic benefits for local communities.</p> <p>This is the focus of Peter Bates (PJB Associates)'s study for the Ouse Washes Landscape Partnership (OWLP) that is managed by Cambridgeshire ACRE – I am the Programme Manager for this £1.2 million Heritage Lottery Fund grant-aided partnership programme covering large parts of the Cambridgeshire and Norfolk Fens (in Cambridgeshire covering parts of East Cambs, Fenland DC, South Cambs and Hunts DC). We are fortunate having been able to grant PJB Associates a small grant to carry out a significant piece of work for the OWLP partnership, i.e. a "Feasibility</p>		

**(9) Comments If you'd like to add general comments, please use the space below.**

		Response Percent	Response Total
	<p>Study into Public Transportation Options for widening access to the Ouse Washes Landscape" – see also:</p> <p><a href="http://discover.pjb.co.uk/index.php/ouse-washes-public-transportation-options-feasibility-study-2/">http://discover.pjb.co.uk/index.php/ouse-washes-public-transportation-options-feasibility-study-2/</a></p> <p>The current proposals for your pilot scheme have not fully considered the economic opportunities for individuals and businesses that would have better access to work in rural areas without the need to have a car or a cycle. Neither has it considered the opportunities for widening and creating access to the countryside including leisure/tourist amenities.</p> <p>Having looked at what you are proposing within your pilot in the specific North East Cams area, three leisure/tourist "hot" spots have been identified that I would be keen to be specifically incorporated as an opportunity within your pilot. None currently have any appropriate public transport access but are within the areas that you are proposing for a flexible mini-bus service. They are:-</p> <ol style="list-style-type: none"> <li>1. Wicken Fen</li> <li>2. Prickwillow Engine Museum</li> <li>3. Welney Wildfowl and Wetlands Trust Centre (although just in Norfolk - it could be frequented by residents from Ely/Littleport and beyond with links to the railway stations.</li> </ol> <p>All three partners (National Trust at Wicken Fen; Prickwillow Engine Trust; and the WWT at Welney Wetland Centre are closely linked to the partnership, with the latter two also being key delivery partners within the OWLP project). All three have expressed the need for better public transport connections to their sites, so that local people (as well as visitors from further afield) can access these important heritage and biodiversity assets in the area, and help the economic development of the local, rural Cambridgeshire Fens in the process.</p> <p>It is noted that a new destination management organisation has recently been created (Visit Cambridge &amp; Beyond DMO) to encourage visitors to stay longer in the area and visit attractions beyond the City of Cambridge. The OWLP partnership works closely with this DMOP to help implement this for the Cambridgeshire Fens. In order to succeed, it will be important for the region to have an integrated public transportation plan.</p> <p>To be truly "Total Transport" all reasons for using public transport need to be considered within your pilot - which if proven to be successful would have a multiplier effect when rolled out across the county.</p>		

Question 10 invited users to provide contact details if they wished a response. This data has therefore been removed from the public report.

**(11) Thinking about the punctuality and overall quality of service, do you agree with the statement that current transport in the Ely area meets your needs?**

			<b>Response Percent</b>	<b>Response Total</b>
1	Strongly agree		8.80%	30
2	Agree		31.38%	107
3	Neutral		37.24%	127
4	Disagree		11.44%	39
5	Strongly disagree		11.14%	38

Questions 12 and 13 asked respondents where they live and which services, if any, they currently use.

## **Email Submissions**

In addition to the statistical results above, specific emails were received from six groups/organisations. The first of these was received from City of Ely Council; the second was an email from East Cambridgeshire Access Group (a voluntary group supported by the District Council, which meets to advise on accessibility issues); there were then three linked emails relating to the tourism opportunities that exist (one of which essentially replicated comment 145 above); and finally there was a response from Haddenham Parish Council.

### (1) City of Ely Council

“The City of Ely Council is in favour of the plans to introduce the flexible minibus service, and agree that it should be made available to all when not in use for school journeys.

We support replacing routes 117 (Ely-Upware), 125 (Ely-Little Downham) and 129 (Ely-Brandon Creek) with the flexible minibus service. The current provision on those routes is extremely limited, and the minibus should provide a much improved service for users.

We also support plans to allow the mixing of primary and secondary pupils as well as other passengers on school services. We expect the mixture of ages will provide a civilising influence leading to improved behaviour on school services. Such mixing of users already occurs in places such as London where pupils travel to school on regular public transport.

We have no issues with the proposal to increase efficiency of school service operations by allowing services to arrive or depart up to 20 minutes before or after the school day.”

### (2) East Cambridgeshire Access Group

“Information: it was felt that the services that existed were under used partly because:-

- It is difficult to obtain, or know where to obtain, information on existing bus services.
- The information at the bus stop timetable could be more clearly displayed by underlining or using bolder/larger type relevant to that stop.
- An audible service at all stops would help those with a visual impairment. The telephone number displayed does not always provide any service.
- There is no information indicating which services have step free access.
- Where do The Volunteer Car scheme advertise their service?

Routes: These seem to be focussed on bringing people into Ely from the villages not providing transport into the villages from Ely or other rural areas.

- The dial a ride service does not service many rural areas.
- It is also expensive and charges £15 to carry a scooter.
- How do the vehicles get to/return from the villages to start the service – could the public use them instead of them travelling around with ‘not in service ‘ displayed?

Safety:

- We discussed the concerns of some parents about allowing adults to travel on school buses particularly with Junior school age children returning home. This also applied to vulnerable adults on community transport from day centres.
- Concern had been expressed about guardians on school buses as some parents felt the guardian did not even know the name of their child and wouldn't know if an adult engaging the child in conversation was a relative or stranger.

Other Points

- It was suggested that connecting the bus service with the train would be a useful service.
- Ely station is manned and connects to more routes than other stations in East Cambridgeshire, therefore for maximum efficiency connecting with this station would be best rather than other unmanned stations with less services.
- Mondays and Fridays were the days when train services were least used, therefore providing a linking service on those days might be preferable.”

### (3) PJB Associates on behalf of Ouse Washes Landscape Partnership

“Although, I understand that the focus of your Total Transport Survey has been on reducing costs by better integrating school transport and day care provision - managed by the County Council - I believe that your Study has not fully looked at the wider opportunities that could be offered by developing a truly Total Transport Strategy that enables access to ALL members of the community including visitors to the area.

It has not fully considered the economic opportunities for individuals and businesses that would have better access to work in rural areas without the need to have a car or a cycle. Neither, has it considered the opportunities for widening and creating access to the countryside including leisure/tourist amenities.

Within the East Cambs area I have identified three leisure/tourist "hot" spots that I would be keen to be specifically incorporated within your pilot. None, currently have any appropriate public transport access - but are within the areas that you are proposing for a flexible mini-bus service. They are:-

1. Wicken Fen
2. Prickwillow Engine Museum
3. Welney Wildfowl and Wetlands Trust Centre (although just in Norfolk - it is frequented by residents from Ely/Littleport and would benefit with links to the railway stations - that would create opportunities for visitors from further afield to visit these locations and perhaps stay longer in the area and thus contribute to the local economy - through tourism.

I am hoping that you will get responses from these visitor sites - putting forward their arguments for access to a flexible mini-bus service - that they can obviously promote when it became available.

I am very aware that such opportunities also exist across the whole of Cambridgeshire - thus the importance of incorporating them into an East Cambs Pilot - that might be rolled out across the county.

You may also be aware that Suffolk now has an extensive network of flexible mini-bus services across the county under the "Suffolk Links" brand. This originally started because there was a need to increase access to the Suffolk coast for visitors without cars.

Cambridgeshire has a great opportunity to take advantage of the millions of visitors to the City of Cambridge each year and encourage them to stay longer and visit places beyond the city - but many don't have a car or don't like to drive on the "left-hand side" of the road. Reliable and easy to use "public transport" - becomes increasingly important - if the rural areas are going to reap the economic benefits of this opportunity.

The recently formed "Visit Cambridge and Beyond" destination management organisation (DMO) is keen to promote that visitors "stay longer and explore further" - but this needs the supporting integrated public transport infrastructure to make it easily for visitors.

Visit England has just launched a Discover England Fund (£40 million Fund) - that is seeking ideas to develop new tourism products and services. One thing they might consider funding is for:-

*Integrated transport solutions/options e.g. regional gateway development, work with transport operators, digital travel planning, through-ticketing and local solutions e.g. cycle routes and buses to link up product*

There has been a lot of effort in Cambridgeshire to develop cycle networks - which is excellent - but now is the time to use some creative and innovative thinking to develop viable "public" transport solutions that open up access to more remote rural areas to enable ALL in the local community and visitors from further afield - realise the health, social, heritage and cultural benefits of such access. There is also the spin-off of the economy benefits to the local community that accounts for about 17% of local employment.

I trust you will seriously consider these opportunities."



#### (4) Prickwillow Engine Museum

“We believe that the provision of a flexible minibus service will provide opportunities to access local services and amenities for ALL members of the community.

As a local tourist attraction the Prickwillow Engine Museum - in the village of Prickwillow - has no public bus service available for potential visitors or volunteers. There is one bus service weekly for residents on a Thursday - focused on taking people from the local area to Ely on market day. Therefore, we endorse this proposal to increase access to rural areas like Prickwillow by this new means of "public" transport.

Opportunities raised:-

1. This will increase the potential for volunteers without a car - who might want to gain work experience on their CV - before moving into full-time employment - or retired people who wish to offer their services and gain the added benefit of friendship and a sense of belonging to an organisation. Lack of access to public transport reduces our "volunteer pool" - particularly for young people - who can carry on the future heritage of the museum.
2. Although, we are currently a relatively small visitor attraction in the area - with some 3000 visitors (2015) per year plus another 3000 on the special event weekend known as the Prickwillow Ploughing Festival - the museum is considered to be an important attraction outside the City of Ely - reflecting the heritage of the Fens. Better access by "public" transport can only increase its importance as a tourist attraction and increase the potential for visitors to stay longer in the area, as well as opening up new opportunities for day visitors using the train to Ely and then being able to inter-connect by a reliable "public" transport service to the museum.

It is noted that a new destination management organisation has recently been created - to encourage the 2 million visitors to Cambridge per year to stay longer in the area and visit attractions beyond the City of Cambridge. It is important for the region to have an integrated public transportation plan, if it wants to promote itself.

In addition, actively attracting ALL members of the public - including visitors to use such a flexible on-demand minibus service - could also increase revenue for the service - particularly as visitor usage could utilise off-peak demand. There are also opportunities for the on-demand service - to be utilised at our special events held at least 6 times a year, usually on a Sunday, and the Prickwillow Ploughing Festival two day event held at least biennially.

Therefore, the Prickwillow Engine Museum would strongly encourage that such a service proposed would take on-board the wider opportunities that encourage access to the countryside and local heritage sites for ALL including disabled people and create new economic opportunities for tourism in the area as well as create a better "public" transport infrastructure for local people without cars.”

#### (5) Wicken Fen Nature Reserve

“Wicken Fen (National Trust) comprises a National Nature Reserve and a Vision Project of 53 square kilometres. It is a visitor attraction, loved by the local community but also attracting visitors from further afield due to its iconic international reputation. The reserve has 56,000 visitors (2015 figure, increasing year on year) to the NNR



alone – many more visit the wider reserve. Wicken Fen is additionally a local employer and currently attracts more than 100 volunteers.

The NT fully endorses the proposal to increase access to Wicken Fen by provision of a flexible minibuss service. We believe that this will provide opportunities for all members of the local community to access the countryside, green space and the visitor amenities at the Fen.

Currently, Wicken Fen, located near the village of Wicken, has virtually no public bus service except for a once a week service focused on taking people from the local area to the Ely market day on a Thursday only. This raises the following issues:

1. Employment opportunities Wicken Fen are limited to those that have a car or can cycle/walk to the reserve. This restricts people who rely on public transport.
2. This also applies to potential volunteers at Wicken Fen who might want to gain work experience before moving into full-time employment, or retired people who wish to offer their services. Lack of access to public transport reduces our volunteer pool.
- 3 The NT encourages car free travel. The National Cycle Network has been particularly successful at Wicken Fen, where one of the National Routes passes through the reserve. This has increased travel to the reserve and through the Vision area by cycle - but other car-free means need to be developed. This would have the benefit of reducing vehicular traffic through the village of Wicken. A flexible mini bus proposed by the Total Transport Survey is a positive way forward.
4. Wicken Fen only attracts a small proportion of the 2 million visitors that come to Cambridge each year as those who don't bring their cars and have to rely on public transport are unable to get here. A flexible on-demand minibuss service will create new opportunities for visitors travelling by train to Ely to be able to venture further afield. This encourages visitors to stay longer in the area, contributing more to the local economy.

It is noted that a new destination management organisation has recently been created to encourage visitors to stay longer in the area and visit attractions beyond the City of Cambridge. It is important for the region to have an integrated public transportation plan.”

#### (6) Haddenham Parish Council

“The Parish Council has considered the questions in the Total Transport Survey and apart from questions 2 & 5 they would agree with the statements made.

It was difficult to comment on Question 2 as it was being answered by the Council as a whole but the feeling was that the limited availability would not cause any particular problems.

They are not familiar with the routes mentioned in Question 5 and therefore did not feel able to answer this one.

They are very pleased to note that the Ely Zipper service will continue to operate with possible improvements in the future.”

## **Carers' Group Meeting**

*The following note was made by the Total Transport Project Officer, following a discussion with a group of carers at Ely Community Centre.*

The group seemed very resistant to changing travel times, saying that this would have a negative impact on: personal care; routine; centre activities; and centre staff. The group suggested that there would be a negative impact on family members who need to get to work and additional care costs if transport changes.

Service users are sensitive to and would be upset by any change to their routine. One parent explained that her son going to Larkfield is "like his job" and that he would be "devastated" by any change.

It was thought that later arrival times would reduce the time available for activities in the morning, especially for service users whose routine is defined by medical treatment. The view of the group appeared to be that not only would service users lose out on morning activities, but that this represents a threat to the continued viability of the centre. The argument being that if activities are reduced, users will stop attending; the centre would close; staff would lose their jobs; and, there would be an increase in care costs because the centre wasn't there.

There was a strong sense that the group think that adult social care is a "Cinderella" service, that's always under threat and is first in line for cuts or changes. One question asked was why schools can't change their times? There were several suggestions that we could look at earlier travel times, or having some of the flexible minibus fleet based at Ely Community Centre.

There was some recognition of positive aspects of the flexible minibus service; if tighter scheduling meant shorter journey times this would be a good thing (but also some scepticism about whether there could be any improvement). It was suggested by others in the group that one lady could use the flexible minibus to see her daughter, who is in residential care, more frequently – although her preference is to visit at weekends.

Members of the group also expressed a desire to attend / be represented at GPC when Members discuss proposals so that Members are left in no doubt about the strength of feeling against possible change.

## APPENDIX 3 – IMPACT ON DIFFERENT GROUPS

The proposed Total Transport services are intended to deliver a more comprehensive service within the financial constraints facing the Council. They involve changes to existing services and to the way in which resources are used; there is no injection of new funding or capacity.

The following table therefore gives specific examples of how different service users and local residents might be affected, both positively and negatively.

<b>Secondary school pupil with free home to school bus pass from Pymoor to Ely College</b>	Journeys would be at a similar time to now; there would be the possibility of a joint service for primary and secondary school pupils in the afternoon, and in the longer term the service could operate as a local bus route, if there were local support. Those wishing to stay late at school would be able to book a flexible minibuss journey at a later time, subject to capacity and paying any required fare.
<b>Primary school pupil with free home to school bus pass from Wicken to St Andrew's</b>	Journeys would be at a similar time to now, but in the afternoon the bus would be shared with pupils from Soham Village College. A passenger assistant would be present to monitor behaviour, and options such as having separate primary and secondary areas on the vehicle would be considered.
<b>SEN pupil with place on taxi from Stretham to Highfield</b>	Journeys may be with a different operator (although once a new routine is established, this would be kept as consistent as possible). More pupils would travel on a slightly larger vehicle, as minibuses would be used rather than taxis wherever possible.
<b>Local resident in Prickwillow, using bus 129 to Ely each Thursday</b>	The current Thursday-only bus service would stop. Residents would also be able to use the flexible minibuss service, offering more choice of times and days, but requiring booking in advance.
<b>Adult with social care transport from Littleport to Bedford House (day centre)</b>	Journeys would be at similar times to now, but would be on the flexible minibuss service; this would potentially carry other residents, for example travelling to shops or healthcare.
<b>Resident of Coveney who uses community transport (dial-a-ride) to the shops</b>	The flexible minibuss service would offer a very similar way of travelling, but with greater choice of times (not just one journey per day).
<b>Resident of Haddenham who travels on Ely Zipper to town</b>	The Ely Zipper would continue largely unchanged, other than some small adjustments to the timetable (for example, to include a school journey). A user group would be set up to support the service actively in the local communities, to help it become more sustainable.
<b>Young adult from Isleham wanting to start part-time job locally</b>	The flexible minibuss service would be able to provide journeys to and from work, subject to capacity and payment of the appropriate fare (noting that no evening or weekend service is anticipated).



**CORPORATE RISK REGISTER UPDATE**

*To:* **General Purposes Committee**

*Meeting Date:* **31st May 2016**

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

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

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

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

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

<b><i>Officer contact:</i></b>	
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## **1. BACKGROUND**

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

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

- Risk Management Policy

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

- Risk Management Procedures

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

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

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

1.4 The Corporate Risk Register was reviewed by SMT on 16 May 2016.

1.5 This report is supported by:

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

## **2. SIGNIFICANT CHANGES TO THE CRR FOR GPC TO REVIEW**

2.1 Following the review of corporate risk by SMT on 16 May, SMT is confident that the Corporate Risk Register is a comprehensive expression of the main risks faced by the Council and that mitigation is either in place, or in the process of being developed, to ensure that each risk is appropriately managed.

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

Risk 15, *'Failure of the Council's arrangements for safeguarding vulnerable children and adults'* has had a thorough refresh to make the content more dynamic in response to emerging/changing risks and issues.

Risk 28, 'Lack of capacity to respond to rising demand for service provision' has been removed and replaced with two new risks covering two urgent demand issues, Risk 31, *'Insufficient availability of affordable Looked After Children (LAC) placements'* and risk 32, *'Insufficient availability of care services at affordable rates'*.

- 2.2 **Appendix 1** shows the profile of Corporate Risk against the Council's risk scoring matrix and illustrates that there are three red residual risks. Risk 1a *'Failure to produce a robust and secure Business Plan over the next five years'*, Risk 1b *'Failure to deliver the current 5 year Business Plan'*, and Risk 9 *'Failure to secure funding for infrastructure'* remains unchanged from the previous report to the Committee.

### **3. FEEDBACK ON COMMENTS FROM GROUP LEADERS MEETING ON 28TH APRIL**

- 3.1 Group Leaders discussed issues raised concerning Risk 21: 'Business Disruption', specifically trigger 6 'Flu pandemic'. Public Health colleagues clarified that the reason why Flu Pandemic is a risk is that to date Pandemic Influenza has taken away the most number of lives in the UK. We still do not know when influenza will happen, where or what strain of the virus will present itself as attack rates by age and mortality depend on the circulating strains.
- 3.2 Group Leaders requested that the risk relating to Flu pandemic and our staff be picked up under Risk 21 Action 13 *'Review of Corporate Business Continuity Plan'*. Subsequently it has been confirmed that loss of staff is one of the main scenarios services are asked to address in their business continuity plan and pandemic is highlighted as one of the major potential impacts.
- 3.3 Importantly our Business Continuity process requires services to identify their Critical Functions - those functions that must be delivered during such business disruption.

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

- 4.1 Risk management seeks to identify and to manage any risks which might prevent the Council from achieving its three priorities of:
- Developing the local economy for the benefit of all
  - Helping people live healthy and independent lives
  - Supporting and protecting vulnerable people

## **5. SIGNIFICANT IMPLICATIONS**

### **5.1 Resource Implications**

Effective risk management should ensure that the Council is aware of the risks which might prevent it from managing its finances and performance to a high standard. The Council is then able to ensure effective mitigation is in place to manage these risks.

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

The Risk Management process seeks to identify any significant risks which might prevent the Council from achieving its plans as detailed in the Council's Business Plan or from complying with legislative or regulatory requirements. This enables mitigation to be designed to control each risk, either to prevent the risk happening in the first place or if it does to minimise its impact on the Council.

### **5.3 Equality and Diversity Implications**

There are no significant implications within this category.

### **5.4 Engagement and Consultation Implications**

The Corporate Risk Register has been subject to review by the Officer Risk Champions Group and Strategic Management Team.

### **5.5 Localism and Local Member Involvement**



There are no significant implications within this category.




### **5.6 Public Health Implications**

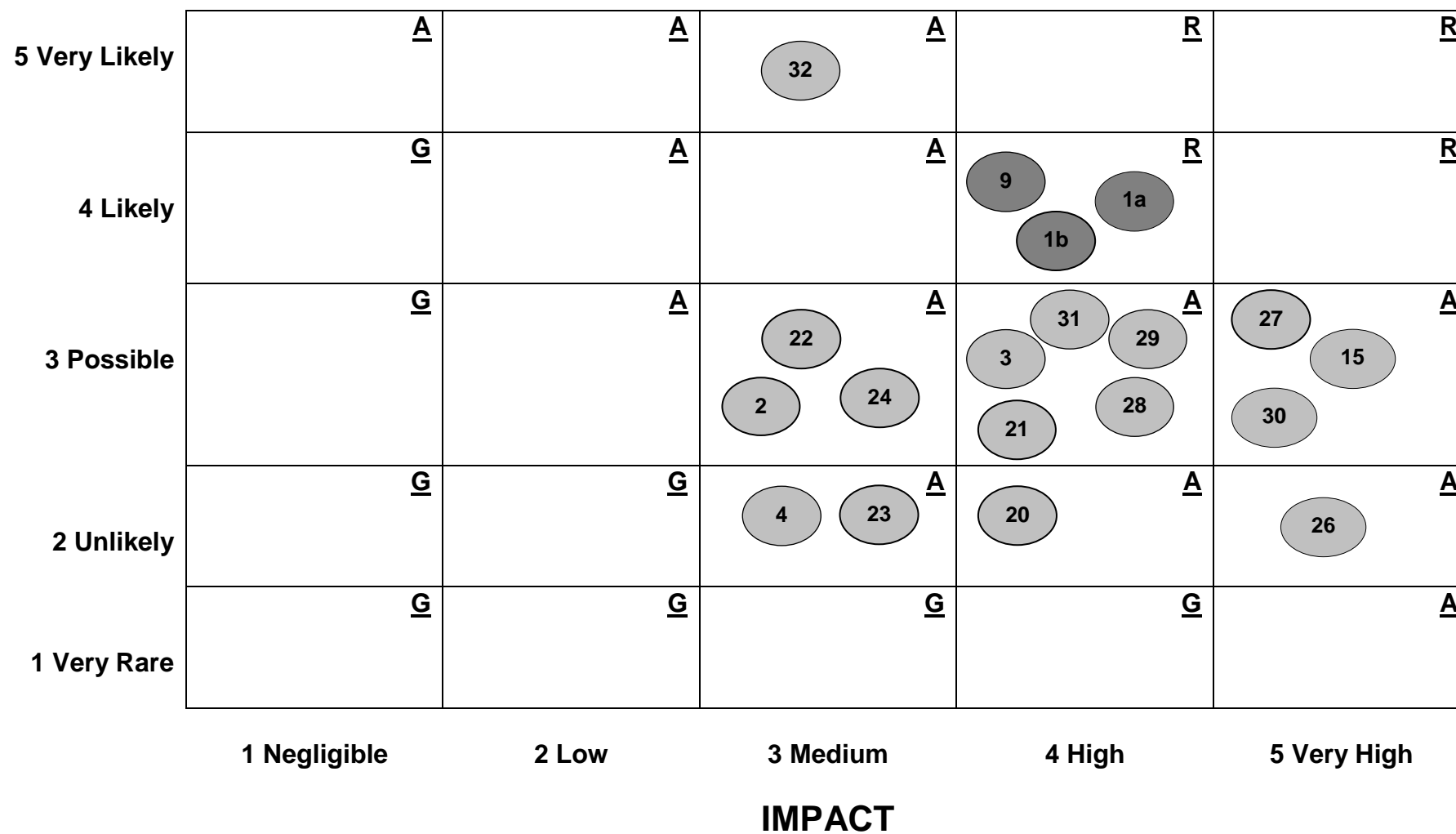
There are no significant implications within this category.

<b>Source Documents</b>	<b>Location</b>
Corporate Risk Register	Internal Audit and Risk Management OCT1108



Favourable change  Adverse change 

Green rated  Amber rated  Red rated 

**PROBABILITY**



Details of Risk					Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result	Owner		Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
1a	Failure to produce a robust and secure Business Plan over the next 5 years	1. Failure to have clear political direction, vision, priorities, and outcomes in the Business Plan. 2. Failure to plan effectively to achieve necessary efficiency savings and service transformation. 3. Failure to identify sufficient additional savings in addition to existing plans, in light of forthcoming CSR. 4. Worsening Pension Fund deficit 5. Legislative changes add unforeseen pressures to Council savings targets	1. The Council lacks clear direction for resource use and either over-spends, requiring the need for reactive savings during the life of the plan, or spends limited resources unwisely, to the detriment of local communities.	CD CS&T	1. Robust political leadership, strong vision, clear priorities and policies, developed through councillor engagement  2. Robust engagement with members of CLT and Councillors through the Business Planning process timetable, to ensure greater cross-organisational challenge and development of options.  3. Full consultation with public, partners and businesses during planning process, including thorough use of data research and business intelligence to inform the planning process  4. Stronger links with service planning across the Council seeking to transform large areas of spend.  5. Business Planning process requires early identification of possible impacts of legislative changes, as details emerge  6. A working party is exploring alternatives to the existing business planning process  7. Capital Programme Board - robust management of the delivery of capital elements of the Business Plan  <b>8. CFA savings tracker in place and reviewed by the CFA Performance Board monthly and weekly at the working group</b>  <b>9. An 'in-year savings tracker' in place to enable SMT to strengthen performance management of the delivery of the Business Plan</b>  <b>10. Business Case process in place as part of the development of savings proposals for the Business Plan</b>	4	4	16	2. Implementation of the "new operating model" business-planning approach alongside the existing cash limit approach (as approved by GPC 28 July 2015) 2. Transformation Programme, and Transformation Fund, established to deliver the New Operating Model  3. Working party exploring alternatives to the existing business planning process  4. Review how CFA can better integrate planning cycle with partners  <b>5. Governance and monitoring arrangements of CFA savings-delivery established and in-place (savings-tracker)</b> <b>6. Developing an "in-year savings-tracker" to enable SMT to strengthen performance-management of the delivery of the Business Plan</b> <b>7. Implementing a Business Case-process as part of the development-of savings proposals for the Business Plan</b>	SMT  HoS Strategy (CFA)  ED CFA  ED-CFA  SMT  SMT	Feb-16  Jun-16  Jun-16  Apr-16  Apr-16  Apr-16	Mar-16 May 16        	G  G  G  G  G  G	Executive Director, Children, Families and Adults	A paper is going to GPC on 31 <sup>st</sup> May which should be a useful milestone for the Risk Report          Complete SMT reviewing tracker in April. CFA performance board reviewing monthly and weekly working group
	Failure to deliver	1. Failure to deliver (with partners) the Business Plan and achieve required efficiency savings and service transformation. 2. Assumptions in existing Business Plan regarding the wider economic situation are inaccurate. 3. Organisation not sufficiently aligned to face challenges.	1. The Council is unable to achieve required savings and fails to meet statutory responsibilities or budget targets; need for reactive in-year savings; adverse effect on delivery of outcomes for communities		1. Robust service planning; priorities cascaded through management teams and through appraisal process  2. Strategy in place to communicate vision and plan throughout the organisation  3. Performance Management 4. Governance framework to manage transformation agenda: a. Integrated portfolio of programmes and projects b. Routine portfolio review to identify and address dependencies, cross cutting opportunities and overlaps c. Directorates to review and recommend priorities d. Directorate Management Teams/Programme Gvnce Boards ratify decisions 5. Rigorous RM discipline embedded in all transformation programmes/projects, with escalation process to Directorate Management Teams / Programme Boards				3. Working party exploring alternatives to the existing business planning process  4. Review how CFA can better integrate planning cycle with partners	HoS Strategy (CFA)  ED CFA	Jun-16  Jun-16		G  G		

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Details of Risk					Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
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1b	Failure to deliver the current 5 year Business Plan 2016 - 2021			CE	6. Integrated performance and resource reporting (monthly to GPC) a. Monthly progress against savings targets b. Corporate Scorecard monitors performance against priorities c. Budget holders monthly meetings with LGSS Finance Partner/External Grants Team, producing BCR d. Regular meetings with Director of Finance/s151 Officer, Committee Chairs and relevant Directors to track exceptions and identify remedial actions 7. Rigorous treasury management system in place plus ongoing tracking of national and international economic factors and Government policy  8. Limited reserves for minor deviations 9. Routine monitoring of savings delivery to identify any required interventions 10. Bi-annual Leaders and Chairs meeting and Cambridgeshire Public Service Board 11. Board Thematic Partnerships including the LEP and the Health and Well Being Board, commissioning task and finish groups 12. LGSS governance arrgts incl representation on SMT (Section 151 Officer)	4	4	16							
2	The quality, responsiveness and standard of LGSS Services fail to meet CCC requirements	1. LGSS resources available to support CCC are reduced as LGSS expands its customer base 2. Failure to manage LGSS service delivery to CCC	1. Support services to CCC are not provided in a timely, accurate and professional manner	CD CS&T	1. Joint Committee Structure incl CCC Cllr representation, LGSS Overview and Scrutiny Cttee, Chief Executive sits on LGSS Management Board  2. LGSS director representation on SMT to ensure LGSS meets current and future Council needs  3. LGSS Strategic Plan, Strategy Map and Improvement Activities identified 4. Programme Management arrangements in place to move forward workstreams 5. CCC performance management arrangements 6. LGSS performance management team 7. LGSS SLA's in place and regularly reviewed in detail 8. Corporate Director CS&T responsible for managing LGSS / CCC relationship	3	3	9	2. <del>In depth reviews of the remaining SLAs in the Council's contract with LGSS. Currently underway are:- OWD, Audit and Risk Management and Strategic Assets (including the ongoing IT review) for completion by March 2016.</del> In depth reviews of the SLAs in the Council's contract with LGSS. Further information required by SMT prior to sign off for Audit and Risk Management, Learning and Development and Strategic Assets  3. In line with Action 2. Reviews of Finance Transactions and Health and Safety SLAs will be carried out from March 2016 for completion by August 2016	CD CS&T       CD CS&T	May-15       Aug-16	Mar-16 May 16       Aug-16	G       G	Corporate Director, Customer Service and Transformation	
		1. Ineffective recruitment outcomes 2. Ineffective planning processes 3. Unattractive terms and conditions of employment. 4. High staff turnover 5. Lack of succession planning to capture experience and knowledge 6. Increasing demand for services 7. Lack of trained staff 8. National pressures on the recruitment of key staff	1. Failure to deliver effective services 2. Regulatory criticism/sanctions 3. Civil or criminal action to the Council 4. Reputational damage to the Council 5. Low morale, increased sickness levels		1. Annual business planning process identifies staffing resource requirements  2. Children and Adults Workforce Strategy and Development plans with focus on recruitment and retention  3. Robust performance management and development practices in place.  4. Flexible terms and conditions of employment				1. LGSS Management Board will review the workforce strategy and action plan quarterly 2. Production of common training programme by OWD taken from service needs and compiled from PADP outcomes (annually) 3. Annual employee survey to feed into LGSS service improvement plans 4. Production of the County wide Organisational Workforce Development Programme	LGSS MB LGSS LGSS SAC&S HoP	Jan-16 Sep-16 Nov-16 Jul-16	Mar-16 Jul 16   G G G G	LGSS Management Board LGSS Service Assurance, Customers and Strategy Head of People		

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Details of Risk				Owner	Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
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3	The Council does not have appropriate staff resources with the right skills and experience to deliver the Council's priorities at a time of significant demand pressures	The recruitment of key staff		DoPTT	5. Appropriate employee support mechanisms in place through the health and well being and counselling service agenda.	3	4	12	5. Improved learning and development opportunities for all social care staff through the development of a virtual academy for social workers	HoS WFD	Apr-16	Jun-16	G	Head of Service Workforce Development	ASYE site is live but social worker site delayed due to anticipated new learning info. The Learning pathways have been agreed and Workforce Development is now in process of looking to add this information to the Learn together webpage
					7. Use of statistical data to shape activity relating to recruitment and retention				6. Establish process to enable social care staff to rotate within social care roles	R&R TFG	May-16		G	Social Work Recruitment and Retention Task and Finish Group	Possibly complete as a paper to outline the process has been submitted to Service Directors approval - waiting for update on outcome of paper
					8. Workforce Strategy and Development Plan which is reviewed by LGSS Management Board on a quarterly basis.				7. Create dashbaord to monitor recruitment and retention performance indicators to enable more robust monitoring	R&R TFG	Apr-16	Jul-16	G		Combining and collating data more complicated than first thought anticipating July
					9. Extensive range of qualifications and training available to social care staff to enhance capability and aid retention.				<del>4.Activeley-promoting-social-care-roles-in-Cambridgeshire-as-part-of-recruitment-campaign-by-attending-job-fair-in-Birmingham-hosted-by-Compass-Group-will-review-success-of-attending-job-fair-and-roll-out-wider-if-appropriate-</del>	<del>R&amp;R-TFG</del>	<del>Mar-16</del>		G		
					10. Increased use of statistical data to shape activity realting to social care recruitment and retention.										
					11. ASYE programme ensures new social workers continue to develop their skills, knowledge and confidence.										
					12. Social care frontline managers support their own professional development through planning regular visits with frontline services.									ASYE - Assessment and Supported Year in Employment.	
4	The Council does not achieve best value from its procurement and contracts	1. ineffective procurement processes 2. Lack of awareness of procurement processes across the Council 3. Ineffective contract management processes 4. Untrained contract managers	1. Poor value for money 2. Legal challenge 3. Wasted time and effort in contractual disputes	DoLPG	1. Contract Procedure Rules and Procurement Best Practice Guidance and templates kept updated with changes in best practice	2	3	6	1. Audit reviews to provide assurance that individual managers have the appropriate skills and training	HIA	Mar-16	Mar-17	G	Head of Internal Audit	Included in the 2016/17 Audit Plan
					3. Procurement Training provided on a regular basis with differing levels targeted at specific audiences				2. Audit reviews to provide assurance on the effectiveness of contract management in selected contracts	HIA	Mar-16	Mar-17	G		Included in the 2016/17 Audit Plan
					4. Central Contract register maintained and access available to relevant Officers										
					5. Use of checklist (Summary Procurement Proposal) on all new procurement activity undertaken via central Procurement team. This includes a review of options to achieve optimal value and where feasible captures existing costs and new costs after the procurement.										
					6. Nursing and residential care purchased through central brokerage unit 7. Develop long term sustainable relationships with providers wherever appropriate (e.g. Home care contract)										
		1. Insufficient funding is obtained from a variety of sources, including growth funds, section 106 payments, community infrastructure levy and other planning contributions, to deliver required infrastructure . This is exacerbated by austerity measures and	1. Key infrastructure, services and developments cannot be delivered, with consequent impacts on transport, economic, environmental, and social outcomes. This could also result in greater borrowing requirement to deliver essential		1. Maximisation of developer contributions through Section 106 negotiations.				<del>7.-Investigate-the-potential-for-use-of-Tax-Increment-Financing-and-other-innovative-forms-of-funding-for-infrastructure.-</del>	<del>Exec-Director, ETE</del>	<del>Ongoin g</del>		G		
					2. Prudential borrowing strategy is in place.				9. Assist service areas define their infrastructure needs to be pulled together within onedocument for use - the Cambridgeshire Infrastructure Plan led by the Joint Strategic Planning Unit.	HoTIPF	Spring-2015	Dec-15 Early-2016 May 16	G		

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9	Failure to secure funding for infrastructure	reduced government funding for local authorities	infrastructure and services which is unsustainable.	ED ETE ED CFA	3. Section 106 deferrals policy is in place.	4	4	16	10. Scope out potential for a more joined up approach to CIL and investment in infrastructure	HoTIPF	Spring-2015	Autumn-2015 <del>Mar-16</del> <b>Sep 16</b>	G		
		2. Significant reduction in school infrastructure funding in 2016/17 from £34m per annum to £4m			4. External funding for infrastructure and services is continually sought including grant funding.				15. County Planning obligation strategy being developed for district's and CCC use.	HoGE	Dec-15	<del>Apr-16</del> <b>Jul 16</b>			
					5. Maintain dialogue with Huntingdonshire District Council and East Cambridgeshire District Council where Community Infrastructure Levy is in place to secure CIL monies for County Projects.										
					6. Strategic development sites dealt with through S106 rather than CIL and S106. In dealing with sites through S106 alone, the County Council has direct involvement in negotiation and securing of developer contributions to mitigate the impact of a specific development.										
					7. County planning obligation strategy being developed for district's and CCC use in identifying community infrastructure needs.										
					8. Lobby with LGA over infrastructure deficit										
					9. On-going review, scrutiny and challenge of design and build costs to ensure maximum value for money.										
					10. Coordination of requirements across Partner organisations to secure more viable shared infrastructure.										
					11. Respond to District Council Local Plans and input to infrastructure policy at all stages of the Local Plan process.										
					12. Annual school capacity return to the Department of Education seeks to secure maximum levels of funding for basic need.										
					13. <b>Maintain</b> dialogue with Cambridge City Council and South Cambridgeshire District Council to input into Community Infrastructure Levy prior to adoption of the Local Plan (Adoption of CIL anticipated 2016)										

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15	Failure of the Council's arrangements for safeguarding vulnerable children and adults	Children's Social Care:  1. Children's social care case loads reach unsustainable levels as indicated by the unit case load tool 2. More than 25% of children whose referral to social care occurred within 12 months of a previous referral 3. Serious case review is triggered  Adult Social Care (inc. OPMH):  1. Care homes, supported living or home care agency suspended due to a SOVA (safeguarding of vulnaerable adults) investigation 2. Serious case review is triggered 3. Outcomes of reported safeguarding concerns reveals negative practice	1. Harm to child or an adult receiving services from the Council 2. Reputational damage to the Council	ED CFA	1. Multi-agency Safeguarding Boards provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity  2. Skilled and experienced safeguarding leads and their managers.  3. Comprehensive and robust safeguarding training, ongoing development policies and opportunities for staff, and regular supervisions monitor and instil safeguarding procedures and practice.  4. Continuous process of updating practice and procedures, linking to local and national trends, including learning from local and national reviews such as Serious Case Reviews.  5. Multi Agency Safeguarding Hub (MASH) supports timely, effective and comprehensive communication and decisions on how best to approach specific safeguarding situation between partners.  6. Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance  7. Whistleblowing policy, robust Local Authority Designated Officer (LADO) arrangements and complaints process inform practice 8. Regular monitoring of social care providers and information sharing meetings with other local organisations, including the Care Quality Commission 9. Joint protocols, practice standards and QA ensure appropriate joint management and case transfer between Children's Social Care and Enhanced and Preventative Services 10. Coordinated work between Police, County Council and other agencies to identify child sexual exploitation, including supporting children and young people transitions to adulthood, with the oversight of the LSCB	3	5	15	<del>1. Implement plan to integrate adult safeguarding into the Multi-agency Safeguarding Hub (MASH)</del>  <del>2. Implementing new operational management arrangements across children's social care to ensure better management of resources and activity.</del>  3. Investigating referral arrangements to ensure most effective arrangements are in place to the MASH - proposals to be reviewed and next steps decided by CFA management team  4. Implementation of changes to safeguarding as required by the Care Act 2014 overseen by the Safeguarding Adults Board and the Transforming Lives/Care Act programme Board. Implementation began April 2015 in line with legislation and current guidance has been reviewed to respond to Care Act requirements including making safeguarding personal  <del>5. Implementing new QA process, including monthly reporting, of safeguarding of adults to ensure we are complying with legislation and delivering best practice.</del>	SD-ASC  SD-CSC  HoS FREDt  SD-ASC	Mar-16  May-16  May-16  Apr-16  May-16	   May-17  Jun-16	A  G  G  G  G	Service Director Adult Social Care  Service Director Children's Social Care  Head of Service First Response and Emergency Duty Team	Staff are now been recruited (difficulty in recruitment is what caused delays and is reason for amber) and all will be in place mid March   



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	requirements				9. H&S policy and processes 10. Testing of retained learning 11. Programme Boards for legislative change (e.g. Care Act Programme Board) 12. Training for frontline staff on new legislation 13. Involvement in regional and national networks in children's and adults services to ensure consistent practice where appropriate 14. CFA Strategy team support services with inspection preparation 15. Next Steps Board oversees preparation for Ofsted inspections of services for children in need of help and protection <b>16. Whistleblowing policy</b>  <b>17. Anti Fraud and Corruption Strategy incl Fraud Response Plan</b>										
21	Business Disruption	1. Loss of staff (large quantities or key staff) 2. Loss of premises (including temporary denial of access) 3. Loss of IT, equipment or data 4. Loss of a supplier 5. Loss of utilities or fuel 6. Flu Pandemic	1. Inability to deliver consistent and continuous services to vulnerable people 2. School closures at critical times impacting students' ability to achieve 3. Inability to fully meet legislative and statutory requirements 4. Increase in service demand 5. Inability to respond to citizens' request for services or information 6. Lasting reputational damage	CD CST	1. Corporate and service business continuity plans  2. Relationships with the Unions including agreed exemptions  3. Corporate communication channels  4. Multi-agency collaboration through the Cambridgeshire & Peterborough Local Resilience Forum (CPLRF)  5. First phase of IT resilience project including the increased alternative power/environment conditions in major machine rooms 6. Operational controls  7. Resilient Internet feed  8. Business continuity testing  9. CCC corporate BCP Group incl LGSS BC leads	3	4	12	3. Project to establish 2nd LGSS data centre for resilience/backup of all systems, in addition to Scott House facility.  13 Review of Corporate Business Continuity Plan.  14. Review of accommodation provision in business continuity plans with LGSS	DoIT  HoEP  HoEP	Mar-13  Jun-16  Jul-16	Dec-15 Dec-16   	G  G G	DoIT - Director of Information Technology  HoEP - Head of Emergency Planning	The second LGSS data centre is in Northampton and this is finished and it is connected but much more work is needed before this becomes the live failover site for CCC. Much of the new hardware and systems is on order and/or being installed now but they will keep using Scott House for some time to come  They update the plan by the end of June on an annual basis
		1. Cambridgeshire Future Transport fails to deliver effective, efficient and responsive passenger transport services around Cambridgeshire	1. The accessibility needs of Cambridgeshire residents are not met, contributing to social exclusion, poor take up of employment and education opportunities, and reduced quality of life. 2. Failure to complete on time will mean business plan savings are not achieved.		1. A Governance group, including member representation from each of the districts, County, NHS, Cambridgeshire ACRE is in place to oversee the programme  2. The Cambridgeshire Future Transport programme board consisting of representatives from ETE, CFA and Comms  3. Strategic business case, Risks and Issues Log and programme is in place.				5. A14 Corridor, A1 Corridor/A14, Harston and Great Shelford:Tenders for services 400 and 401 are in the process of being awarded.  6. St Ives, Ramsey, Whittlesey, St Neots, Brampton, Isleham and Fordham: Tenders for services 21, 31, 46, 47 and 901-904 are in the process of being awarded.  7. Chatteris, March, Wisbech, Gorfield, Leverington, Melbourn, Bassingbourn: Tenders for services 9, 35, 46 and 390 are in the process of being awarded. Community led timetables for the remaining services continue to be developed.	HoPT  HoPT  HoPT	Oct-15  Sep-15  Oct-15	Jan-16 May 16  Jan-16 May 16  Jan-16 May 16	G  G G	HoPT - Head of Passenger Transport	



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22	The Cambridgeshire Future Transport programme fails to meet its objectives within the available budget			DoSD	4. Communications strategy has been developed.	3	3	9	8. Review of Commissioning. The CFT Member Steering Group has been renamed the Total Transport Member Steering Group. The Group is holding monthly meetings to take forward work on improving commissioning and integration of all forms of passenger transport. The next meeting will consider papers on Terms of Reference, Total Transport Pilot Proposal, Scheduling Software and Business Planning.	HoPT	Mar-17		G		
					5. Engagement strategy including stakeholder mapping has been developed.								G		
					6. Bi-weekly project team meetings.								G		
					7. Updates are provided monthly for Members via Key Issues.								G		
					8. Two year programme in place for the review of the commissioning of services.										
23	Major Fraud or Corruption	1. Non compliance with the internal control framework and lack of awareness of anti-fraud and corruption processes. 2. Increased personal financial pressures on individuals as a result of economic circumstances	1. Reputational damage 2. Financial loss	CE	1. Financial Procedure rules	2	3	6	3. Implement anti bribery policy	HIARM	Mar-14	Dec-15 Mar16	A	HIARM - Head of Internal Audit and Risk Management	
					2. Anti Fraud and Corruption Strategy incl Fraud Response Plan				4. Fraud awareness campaigns	HIARM	Dec-15	Aug-16	G		
					3. Whistle blowing policy										
					4. Codes of conduct										
					5. Internal control framework										
					6. Fraud detection work undertaken by Internal Audit										
					7. Awareness campaigns										
					8. Anti Money Laundering policy										
					9. Monitoring Officer/Democratic Services role										
					10. Publication of spend data in accordance with Transparency Agenda										
					11. New Counter Fraud Team established in LGSS										
		1. Failure to equip staff and managers with the training, skills, systems and tools to enable them to meet the statutory standards for information management. 2. Failure to ensure that information and data held in systems (electronic and paper) is accurate, up to date, comprehensive and fit for purpose to enable managers to make confident and informed decisions	1. Adverse impact on Council's reputation. 2. Adverse impact on service delivery, as unable to make informed decisions. 3. Financial penalties. 4. Increase in complaints and enquiries by the ICO. 5. Decisions made by managers are not appropriate or timely.		1. Governance; SIRO, CIO, Corporate Information Management Team encompassing Information Management, Information Governance, Records Management, policies confirming responsibilities (see below) Data protection registration requirements				6. Roll out of EDM to manage the information lifecycle (including information standards). Task and finish group established to drive forward greater awareness raising and training	IM	Mar-13	Apr-17	G	IM - Information Manager	
					2. Policies: Data Protection, Freedom of Information, Information Security Incidents, Mobile Devices, Code of conduct, Retention schedules, IT security related policies (computer use, email), Information Management Strategy				7. Updated Information Asset Register	IM	Apr-17		G		
					3. Procedures: FOI, Subject Access Request Handling, Records Management, service level operational procedures,				8. Mapping data flows	IM	Apr-17		G		
					4. Tools: Encrypted laptops and USB sticks, secure email and file transfer solutions, asset registers (USB sticks, encrypted laptops) device control				9. Develop implementation plan for new supplier of CFA Business Systems	HoS IM	Jun-16		G		

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24	A lack of Information Management and Data Accuracy and the risk of non compliance with the Data Protection Act			CD CST	5. Training and awareness: Data Protection, information security, information sharing, Freedom of Information and Environmental Information Requests	3	3	9	10. Agree an escalation policy- <del>should availability of CFA Business Systems go below SLA levels</del>	HoS IM	Apr-16		G	Negotiations of SLA are taking longer than anticipated	
					6. Advice: Information Management advice service (IM, IG, RM, security), Information Management addressed via the Gateway project				11. Implementation of CFA social care Business Systems on new rationalized platform	HoS IM	Mar-18		G		
					7. Information asset catalogue/register - to catalogue all information assets which are managed by CCC										
					8. Information sharing protocols embedded internally and with partners										
					9. Audit/QA of accountabilities process										
					10. e-safety policy										
					11. Assurance monitoring - The SIRO and Information Management Board will receive a report as part of the Information Risk Management work package highlight any information risks across CCC. Details of any IG Security Incidents will be included in the IG Annual Update report to Senior Management team/ members.										
					12. Mapping Flows of Personal Confidential Data - To adequately protect personal information, organisations need to know how the information is transferred into and out of the organisation, risk assess the transfer methods and consider the sensitivity of the information being transferred.										
					13. Incident reporting - Damage resulting from potential and actual information security events should be minimised and lessons learnt from them. All information security incidents, suspected or observed, should be reported through the CCC Incident Reporting system and managed in line with the Incident Reporting Procedures and Integrated Risk Management Policy.										
					14. Intrusion or Perimeter Security including use of next generation hardware firewalls in several tiers, network traffic monitoring by Virgin Media Business, hardware appliances to check in bound mail traffic, spam filters and web content filtering on internet traffic and anti-virus software on the servers										
					15. Local device protection including anti-virus on individual devices (sourced from a different supplier to the anti-virus software on the servers), Microsoft tools to restrict users ability to modify or install software and all mobile devices are encrypted										
					16. Record all attempted attacks and have an established relationship with the local and regional cyber crime teams in the Police and have established links and information sharing with the national crime and intelligence agencies										
					17. Individual Services Business Continuity Plans.										
					18. LGSS IT Disaster Recovery Plan										
					19. LGSS IT service resilience measures (backup data centre, network re-routing).										
					20. Version upgrades to incorporate latest product functionality										
					21. Training for CFA Business systems prior to use										
					22. Information sharing agreement										
					23. Backup systems for mobile working										
					24. Back up systems for CFA Business Systems										

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26	Increasing manifestation of Busway defects	1. Failures of Busway bearings or movement of foundations continue and increase	1. Significant and ongoing costs to maintain the Busway or restricted operation of the Busway to the extent that it will no longer be attractive to operators or passengers.	ED ETE	1. Monitoring and inspection regime in place				1. Survey and investigation work. Programme of investigation and surveys agreed with BAM Nuttall to better understand nature, cause and possible solutions to defects are complete. The results are being compiled and our independent experts will be producing a report. Other actions put on hold pending outcomes.	SD S&D ETE	Feb-16	Jun-16		Service Director, Strategy & development, ETE.	
					5. Independent Expert advice has been taken confirming that the defects are defects under the Contract and that a programme of preventative remedial action is required and will be cheaper overall and less disruptive in the long run than a reactive response.	2	5	10							
					6. Legal Advice has been taken confirming that the defects are defects under the contract and that the Council has a good case for recovering the cost of correction from the Contractor										
					7. Retention monies held under the contract have been withheld from the Contractor and used to meet defect correction and investigation costs.										
					8. Funds have been set aside from the Liquidated Damages withheld from the Contractor during construction, which are available to meet legal costs										
					9. General Purposes Committee have resolved to correct the defects and to commence legal action to recover the costs from the Contractor										
					10. Initially defects are being managed on a case by case basis until the contractual issues are resolved, minimising impact on the public.										
27	The pension fund has the potential to become materially under-funded	2. Contribution levels do not maintain the level of the fund 3. The longevity of scheme members increases 4. Government changes to pensions regulations 5. Volatility of financial markets 6. Change to tax threshold causing exceedingly high contribution 7. Shrinking workforce	1. Significant increases in revenue contributions to the Fund are necessary placing additional savings requirements on services	CFO	1. Governance arrangements including CCC Constitutional requirements and Pensions Committee including response to Hutton enquiry				1. <b>Updated Funding Strategy Statement to be agreed as part of the 2016 triennial valuation process setting out the funding approach for secure, tax rising scheme employers such as CCC</b>	HoP	Dec-16			HoP - Head of Pensions	
					2. Investment Panel work plan				2. <b>A established approach to employer contributions to continue, recognising the secure nature of CCC and the long term nature of the pension liabilities.</b>	HoP	Mar-17				
					3. Triennial valuation				3. <b>Review strategic asset allocation as part of valuation process</b>	HoP	Mar-17				
					4. Risk agreed across a number of fund managers										
					5. Fund managers performance reviewed on a regular basis by Pensions Committee										
					6. Opt in legislation										
					7. <b>Review investment manager performance quarterly</b>										
					8. <b>Ongoing monitoring of skills and knowledge of officers and those charged with governance</b>										

## CORPORATE RISK REGISTER

Version Date: April 2016

Details of Risk				Owner	Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
29	Failure to address inequalities in the county continues	1. Impact of wider economic and social determinants, which may require mitigation through Council services. 2. Failure to target/promote services to disadvantaged or vulnerable populations, or in areas of deprivation, appropriately for local need.	1. Worsening inequalities between geographical areas and/or disadvantaged or vulnerable populations, including health, educational achievement, income.	CE	1. Council's business plan 2. Committee monitoring of indicators for outcomes in areas of deprivation (following full Council motion) 3. Joint Strategic Needs Assessment, Annual Public Health Report, and Joint Health and Wellbeing Strategy (Health inequalities) 4. Implementation of Health Committee Priority 'Health Inequalities' actions and targetting of Public Health programmes (health inequalities) 6. Child Poverty Strategy (income) 7. Targetted services e.g: Travellers Liaison, Traveller Health Team, Chronically excluded adults team etc. 9. Buy with confidence approved trader scheme. 10. Cambridgeshire Inequalities Charter 11. Wisbech 20:20 programme 12. <b>Cambridgeshire 0-19 Education Organisation Plan</b> 13. <b>Cambridgeshire Older People Strategy</b>	3	4	12	1. Implementation of health inequalities aspects of Joint Health and Wellbeing Strategy <b>2. Deliver actions in Accelerating Achievement and School Improvement Strategies</b> <b>3. Develop and implement a combined schools improvement and accelerating achievement strategy for 2016-2018</b>	DoPH SD L SD IL	Dec-16 Aug-16 Sep-16		G A G	DoPH - Director of Public Health DoCFA - Director and Children, Families and Adults SD L - Service Director Learning	
30	Failure to deliver Waste savings / opportunities and achieve a balanced budget	Failure to: 1) deliver Household Recycling Service savings, 2) realise savings opportunities from waste contracts 3) manage operational risk of unforeseen contractual events	1.Savings not delivered and potential increased costs leading to significant budget pressures.	ED ETE	1. Strong contract management and close working with legal and procurement to reduce unforeseen costs where possible e.g. management of amount of waste going to landfill. Regular communication, exchange of information and decision-making at the Waste PFI Delivery Board. The Board provides focused management of issues, ensuring contract delivers as required. 2. The Waste PFI is in service delivery phase - the protection that is provided by the contract terms and conditions is in place. 3. Officers working closely with DEFRA, WIDP, Local Partnerships, WOSP and other local authorities 4. The contract documentation apportions some risks to the contractor, some to the authority and others are shared. 5. Clear control of the risk of services not being delivered to cost and quality by levying contractual deductions and controls if the contract fails or issues arise. 6. During the procurement process, the authority appointed a lead to negotiate risk apportionment. The results of the negotiation relating to financial risk are captured in the Payment Mechanism (schedule 26) and Project Agreement that form part of the legally binding contract documentation. 7. Waste PFI contractor investigating contract for Refuse Derived Fuel (RDF) option for Compost Like Output (CLO).	3	5	15	<del>3. Continue close working with DEFRA, WIDP, WOSP and Local Partnerships on specific issues identified through initial financial and legal reviews to resolve legacy issues with contract</del>  4. Implementation of revised governance arrangements for waste, and amendments to specific job descriptions and person specs. 5. Review revised contract management arrangements after 3 months of implementation. 6. Deliver further contract management training if July review identifies a requirement. 7. Identify options for savings in collaboration with Amey and carry out trials where appropriate. 8. Resolve legacy issues in the round with discussions on savings and opportunities.	A&C HoH&C HoH&C HoH&C HoH&C HoH&C	Mar-16 May-16 Jul-16 Sep-16 Aug-16 Aug-16		G G G G G G	A&C - Assets and Commissioning	

# CORPORATE RISK REGISTER

Version Date: April 2016

Details of Risk				Owner	Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result			Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
31	Insufficient availability of affordable Looked After Children (LAC) placements	1. The number of children who are looked after is above the number identified in the LAC strategy action plan 2015-17 2. % LAC placed out of county and more than 20 miles from home as identified in CFA performance dashboard 3. The unit cost of placements for children in care is above targets identified in the LAC strategy action plan 2015 to 2017	1. Client dissatisfaction and increased risk of harm. 2. Reputational damage to the council. 3. Failure to meet statutory requirements. 4. Regulatory criticism. 5. Civil or criminal action against the Council	ED CFA	1. Regular monitoring of numbers, placements and length of time in placement by CFA management team and services to inform service priorities and planning  2. Maintain an effective range of preventative services across all age groups and service user groups  3. Looked After Children Strategy provides agreed outcomes and describes how CCC will support families to stay together and provide cost effective care when children cannot live safely with their families.  4. Community resilience strategy details CCC vision for resilient communities  5. CFA management team assess impacts and risks associated with managing down costs 6. Edge of care services work with families in crisis to enable children and young people to remain in their family unit	3	4	12	1. Family based care - review placements and look at creative options to reunify child with family and reduce cost  2. Reduce the number of external placements/ increase in-house fostering placements  3. Lowering the cost of the most expensive placements  4. Reducing the cost of external placements  5. Develop in county provision for disabled young people 6. Develop a dedicated policy for unaccompanied asylum seeker placements	HoS CD  HoS Corp Parenting HoS CES  HoS CES HoS CD HoS FREDt	Apr-16  Jun-16 Jun-16  Apr-16 Sep-16 Apr-16		G  G G  G G G	Head of Service Children's Disability  Head of Service for Corporate Parenting  Head of Commissioning Enhanced Services  Head of Service First Response and Emergency Duty Team	The LAC action plan will be updated at the LAC programme board at the end of May 2016, so won't be able to get new dates/updates until then so won't be ready in time for papers for A&A but should be able to get info for a verbal update
32	Insufficient availability of care services at affordable rates	1. Average number of ASC attributable bed-day delays per month is above national average (aged 18+) as identified by CFA performance dashboard 2. Delayed transfers of care from hospital attributable to adult social care as identified by CFA performance dashboard 3. Home care pending list	1. Client dissatisfaction and increased risk of harm and hospital admission 2. Increase in delayed discharges from hospital 3. Reputational damage to the Council	ED CFA	1. Data regularly updated and monitored to inform service priorities and planning  2. Maintain an effective range of preventative services across all age groups and service user groups 3. Community resilience strategy details CCC vision for resilient communities  4. Directorate and CFA Performance Board monitors performance of service provision  5. Coordinate procurement with the CCG to better control costs and ensure sufficient capacity in market  6. Use of the benchmark rate to control costs of care homes  7. Market shaping activity, including building and maintaining good relationships with providers, so we can support them if necessary  8. Capacity Overview Dashboard in place to capture market position  9. Residential and Nursing Care Project has been established as part of the wider Older People's Accommodation Programme looking to increase the number of affordable care homes beds at scale and pace.	5	3	15	<del>1. Develop a business case for Council-owned Care Home</del>  <del>2. Delivering first phase of Early Help offer for Adults and OP</del> <del>3. Retender the block purchase of care</del>  4. Retender the main home care contract	<del>HoS Procurement</del> <del>SD-OP</del>  <del>HoS Procurement</del> HoS Procurement	<del>Apr-16</del> <del>Apr-16</del> <del>May-16</del> Jul-16		G G G G	Service Director Older People	

SCORING MATRIX (see Risk Scoring worksheet for descriptors)

VERY HIGH (V)	5	10	15	20	25
HIGH (H)	4	8	12	16	20
MEDIUM (M)	3	6	9	12	15
LOW (L)	2	4	6	8	10

## Risk Owners

CD CS&T - Sue Grace  
CE - Gillian Beasley  
DoPTT - Christine Reed  
DoLPG - Quentin Baker  
ED ETE - Graham Hughes  
ED CFA - Adrian Loades

**CORPORATE RISK REGISTER**

Version Date: April 2016

Details of Risk					Key Controls/Mitigation	Residual Risk			Actions					Action Owner Acronyms explained	Comments
Risk No.	Risk Description	Trigger	Result	Owner		Probability	Impact	* Score	Description	Action Owner	Target Date	Revised Target Date	Action Status		
	NEGLIGIBLE IMPACT LIKELIHOOD	1 VERY RARE	2 UNLIKELY	3 POSSIBLE	4 LIKELY	5 VERY LIKELY									
									DoSD - Bob Menzies CFO - Chris Malyon						

**COUNTY COUNCIL CONSULTATION STRATEGY (INCLUDING THE APPROACH TO BUSINESS PLAN 2017/18 CONSULTATION)**

*To:* **General Purposes Committee**

*Meeting Date:* **31st May 2016**

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

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

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

*Purpose:* **To seek approval for the County Council's consultation strategy.**

**To seek approval for the general approach to be taken to the business plan consultation for 2016/17.**

*Recommendations:* **The General Purposes Committee is recommended to:**

- (i) approve the County Council's Consultation Strategy as set out in appendix one; and**
- (ii) approve the approach to the Business Plan 2017/18 consultation as laid out in section 4 of this report.**

<b><i>Officer contact:</i></b>	
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Tel:	01223 715312

## 1. BACKGROUND

- 1.1. The organisation's consultation strategy was last updated in 2011/12. Since that time there have been a number of changes; most notably the pace at which County Council services are being transformed in response to budget pressures. Therefore there is a need to update the strategy outlining to the public what they can expect from the Council.
- 1.2. The Central Library Enterprise Centre Review by the Audit and Accounts Committee has elements in its action plan relating to confirming the Council's approach to consultation particularly in regard to timing, duration and content of consultation.
- 1.3. There is also a requirement to formally agree the outline of the County Council's approach to Business Plan (2017/18) consultation. It should be noted that the approach has been considered by the Members' Working Group on Consultation and the Strategic Management Team prior to coming to General Purposes Committee (GPC).

## 2. CONSULTATION STRATEGY

- 2.1 The full strategy document has been included in **appendix one** and lays down Cambridgeshire County Council's commitment to carryout meaningful consultation with the public and outlines when and how this will be achieved. The strategy includes a summary action plan for the year 2016/17.
- 2.2 By adopting the strategy the GPC will be using the following commitments to shape the County Council's consultation work in the future:

The County Council will:

- engage in **open and honest** dialogue with communities on issues that impact on them.
- **understand our customers**, residents and communities as much as we can, knowing what they value the most and appreciating the implications of any change to service.
- make sure that all consultation information includes **a simple to understand** summary and an explanation of any local implications.
- engage people by giving them an opportunity to voice their opinions **at a formative stage**.
- **report back** on the results of consultation and action taken . Where we have been unable to follow the course of action people wanted we will explain why.
- ensure that our consultation methods **recognise the diversity** of communities within the County.
- **avoid over-consulting** with our communities by co-ordinating our consultations in a cost effective way



- link up consultation with existing communications and seeking **innovative ways to communicate.**

2.3 The implementation of the consultation strategy will be regularly monitored by a working group of elected members. In addition the Research Group Manager (Customer Services and Transformation) will take a specific responsibility for communicating the strategy throughout the organisation and support the monitoring of the quality of consultation activity.

### **3. CAMBRIDGE CENTRAL LIBRARY ENTERPRISE CENTRE (CLEC) REVIEW**

3.1 The CLEC review made a number of recommendations in relation to County Council decision making. Recommendation 6.1 required that further guidance be made available to officers that gives additional information on the circumstances under which the Council would expect public consultation to take place, legal requirements around consultation and guidance on the duration, timing and format of consultation. Recommendation 6.2 required that the Council's approach should be laid out so the public know what to expect.

3.2 The consultation strategy has been written to respond to these recommendations.

### **4. BUSINESS PLAN CONSULTATION**

#### **4.1 Methodology**

Following discussions by the member working group on consultation it is recommended that the County Council carry out two stages of consultation for the business plan 2017/18 process.

- A paid for, household survey of approximately 1,300 residents so the results will be significant at a County level. The sample will be a stratified, random sample. That is to say participants will be randomly selected within the criteria of having a final sample that reflects the age / location structure of the County's population. The survey would be competitively tendered with a guide price of about £25,000 (increasing the survey size to be representative at a district level was rejected by the working group on the basis of potential cost £45 – £55k against additional benefit).

The timing of the consultation in order to deliver information back at the most appropriate juncture is recommended to be early September.

- As with previous years there will be accompanying digital / on-line consultation at this stage.
- As more detailed proposals emerge ready for committee, together with supporting narratives; these will be communicated to the public and a second round of consultation will begin.
- Both consultation strands will be supported by consistent

communication messages regarding the overall financial position of the County Council.

## **4.2 Content**

In line with the principles of the consultation strategy the member working group recommend that the content of the household survey be straight forward, easy to understand and relatively short. A precise wording of the content of the survey will be proposed by the member working group to be debated and agreed by GPC in July. The initial thinking is as follows:

- The first part of the survey will introduce the context.
- Three options for council tax increase will be presented to the participants; 1) 0%, 2) 2% Adult Social Care Precept (ASCP) or 3) ASCP 2% and an additional 2% increase.
- Appropriate parallels will be drawn between possible increases and cash amounts per month together with comparable items from household budgets.
- A follow-up question will ask about the respondent's reasoning behind their choice.
- Respondents will then be asked a short set of questions about the County Council services they particularly value; this information will provide further context to their thinking on council tax.
- Finally, respondents will then be offered the chance to provide their e-mail details in order to participate further in consultation on-line at a later date (if they wish).

## **5. ALIGNMENT WITH CORPORATE PRIORITIES**

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

There are no significant implications for this priority.

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

There are no significant implications for this priority

### **5.3 Supporting and protecting vulnerable people**

There are no significant implications for this priority

## **6. SIGNIFICANT IMPLICATIONS**

### **6.1 Resource Implications**

The commissioned survey would be competitively tendered with a guide price of about £25,000 (increasing the survey size to be representative at a district level would have a potential cost of £45 – £55k).

Other consultation activity proposed would be met within the County Council's existing staffing / resources.

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

The consultation strategy outlines the legal requirements for consultation with further training materials / advice being available for Council staff.

## **6.3 Equality and Diversity Implications**

Effective consultation is one of the ways the County Council can meet its equality and diversity obligations.

## **6.4 Engagement and Consultation Implications**

This is the subject of the report.

## **6.5 Localism and Local Member Involvement**

The role for elected members in consultation is described within the consultation strategy.

## **6.6 Public Health Implications**

There are no significant implications within this category.

<b>Source Documents</b>	<b>Location</b>
Draft Consultation Strategy	Attached as appendix one.  Also available in Room 015, Shire Hall, Cambridge  <a href="http://www.cambridgeshire.gov.uk">www.cambridgeshire.gov.uk</a>



## **Appendix 1**

**Cambridgeshire County Council**

**Consultation Strategy 2016 / 17**

**V5**

## Preface

The County Council wants to make Cambridgeshire a great place to call home.

In the face of increasingly challenging conditions for local government we have tried to protect frontline services, but inevitably we have had to change the way we do things and reduce some of what we do. In these circumstances talking to the public and listening to their opinions is more important than ever.

Through consultation, Cambridgeshire County Council will seek to understand what it is that members of the community value the most about our services.

We acknowledge that consultation rarely throws up a single, coherent and unified opinion; we have to weigh the views expressed within the consultation process and then clearly feedback on why we have taken a particular course of action.

Opinions about the quality of our services are also fundamental to maintaining our standards. So we will regularly talk with service users about how we are doing.

This strategy will outline how the council will seek to actively consult with local people, organisations and businesses in Cambridgeshire so that their 'voice' is heard.

## Introduction

This strategy describes Cambridgeshire County Council's **commitment** to carry out meaningful consultation with the public and outlines when and how this will be achieved. The strategy includes a summary action plan for the year 2016/17.

The strategy has been endorsed by the General Purposes Committee (GPC) of the County Council and will be regularly monitored by a working group of elected members. In addition the Research Group Manager (Customer Services and Transformation) will take a specific responsibility for communicating the strategy throughout the organisation and will support the monitoring of the quality of consultation activity right across the council.

## Our Commitment

The County Council makes the following commitment in support of its consultation activities. It will:

- engage in **open and honest** dialogue with communities on issues that impact on them.
- **understand our customers**, residents and communities as much as we can, knowing what they value the most and appreciating the implications of any change to service.
- make sure that all consultation information includes a **simple to understand** summary and an explanation of any local implications.
- engage people by giving them an opportunity to voice their opinions **at a formative stage**.
- **report back** on the results of consultation and action taken. Where we've been unable to follow the course of action people wanted we will explain why.
- ensure that our consultation methods recognise the **diversity of communities** within the County.
- **avoid over-consulting** with our communities by co-ordinating our consultations in the most cost effective way.
- link up consultation with existing communications **seek new ways** to communicate.

## Understanding Consultation

In Cambridgeshire there is a range of activities taking place that enables the public to have a voice in decision-making.

**Consultation** is a two-way process between the Council and the public. Consultation asks people to express their views by first providing sufficient information for them to understand a decision that the Council needs to make. People will then be invited to give their opinion in a variety of forms (such as on the internet, face-to-face, telephone, postal, public meeting) and this feedback will then help the Council to make that decision.

Although linked to consultation the County Council's approach to Community Engagement and Communication fall outside the scope of this strategy.

## The Role of Consultation

Consultation can be used by the Council at different times to inform decision-making, transformation, policy and service delivery. Specifically consultation can be used for gathering both qualitative and quantitative information, for the purposes of:

- Strategic planning - to understand the needs of our community, and to define policy to address those needs and ensure that the way in which services are designed and delivered meets those needs;
- Strategic performance - to measure performance against our priorities and understand our reputation with key stakeholders, residents and service users;
- Supporting the transformation of services – proposing service changes to the community and gauging reaction to various ideas or options.
- Operational planning - for specific services to evaluate the impact they have had on service users to review the way the service is delivered and inform improvement and to understand expectations and satisfaction.

The remainder of this document outlines how Cambridgeshire County Council will carry out consultation work.



## A Defined Process

The key to carrying out an effective consultation is to understand the role that consultation plays in decision-making. Whilst there is a legal duty for local authorities to act fairly (with consultation being a way to discharge this duty - see the following section), rather than seeing consultation as an 'add on', Cambridgeshire County Council fully embraces the value that well-structured consultation exercises can bring to the decision-making process.

This involves the Council planning consultation effectively, sharing ideas with colleagues or partners on what consultation activities will cover and considering how to target the right people, at the right time using appropriate methods and techniques.

**Consultation dialogue:** This stage is about actually carrying out and publicising the consultation. Elected members can play a pivotal role in encouraging open dialogue and promoting discussion with stakeholders.

**Post-consultation:** This stage is about using the information gathered during the consultation to inform decision-making, feeding back to stakeholders and evaluating the process and outcomes of the consultation.

As part of our consultation commitment the County Council has undertaken to engage people by giving them an opportunity to voice opinion **at a formative stage**. In practice this will involve the following:

- Planning consultation as early as feasible. Where necessary breaking consultation down into stages with early views sought on what people value the most about services followed by more detailed consultation on options at later stages.
- In planning consultation officers will need to take into account the **impact** of a decision on the users of services and the level of **public interest** in a decision or service.
- Providing sufficient time to consult within the decision-making process. In particular identifying relevant elected member committee dates and ensuring that members have access to the results of consultation whilst taking decisions.
- Planning of the decision-making process will need to take account of when critical commitments are made and ensure that the consultation evidence gathered prior to that point is appropriate given the assessed impact and level of public interest.

- In order to support the public with this process all consultations or surveys will be entered onto the County Council's Consultation Database which will then be available to search via the internet.

## Making Best Use of Elected Members

Democratically elected members have a mandate to represent constituents and make decisions on their behalf and the process of consultation and further public engagement can support them in this role. Information communicated through consultation can increase local representation and help improve communities' understanding of how their council operates and how decision-making processes work.

Cambridgeshire County Council's elected members (Councillors) play a pivotal role in **promoting consultation** with the public and open discussion with stakeholders particularly during the consultation dialogue stage. Members also have skills in helping to explain the service changes in a simple and direct way to the public.

Elected members have an important role to play in **scrutinising consultation** practices and ensuring that decisions take into consideration any information, data and opinions gathered during a consultation.

Often elected members have to consider issues which are highly complex and need to **weigh the views expressed** through consultation against a wide range of other factors, including the need to comply with statutory requirements or to balance the Council's budget. Also, consultation rarely throws up a single, coherent and unified opinion, therefore elected members will often have to make their own judgements about the weight to be given to one or other of the views expressed. In other words, the results of consultation are informative but aren't a substitute for the democratic process and elected members may end up taking a decision that goes against the views/wishes of some parts of the community, as expressed through that process.

## Understanding the Legal Requirements

A consultation is not a negotiation, but a process within which a decision-maker, at a formative stage, invites representations on one or more possible courses of action. Unless laid down by prescribed procedures, a public authority has a broad discretion as to how a consultation should be carried out.

There are some situations where a public authority (the Council) is expressly required by legislation to engage in some form of consultation before taking a decision or exercising a particular function (for example, section 5D of the Childcare Act 2006 requires consultation before providing or ceasing to provide children's centres and before making any significant change to the services they provide). Statutory guidance may also require public authorities to consult.

Even where there is no express duty to consult, case law has established that courts may imply a duty to consult as part of an authority's **general duty to act fairly**. This is dependent on context, and the nature and impact of the decision being taken – the more serious the impact then the more likely that fairness requires a consultation to take place. Arguments about the futility of consultation (given the stage of decision-making) or the administrative burden that consultation creates cannot be used to avoid this duty.

In ensuring that the County Council complies with its duty to act fairly in respect of consultation it will:

- As early as possible consider the **nature and impact** of decisions to be made – the more serious the impact, the more likely that fairness will require consultation with affected individuals or communities.
- Consider where the public has a **legitimate expectation** that they will be consulted (either through past practice or from previous promises made to consult) and ensure that these expectations are met.
- Ensure that due regard is given to the public sector **equality duty** (Equality Act 2010) using consultation to help complete an 'equality impact assessment' where necessary.
- Maintain good quality consultation practice, taking into account case law in relation to the following points:
  - Consultation must begin at a time when proposals are still at a formative stage:
  - Proposers must give sufficient reasons for the proposal to permit an intelligent response
  - Adequate time must be given for consideration and response. The length of time should relate to the significance of the decision typically four weeks for most decisions with a smaller number of 'significant' decisions requiring eight to twelve weeks.
  - The product of consultation must be conscientiously taken into account in finalising any proposals. Normally this means a report on the findings of consultation needs to be considered by the recognised committee or project board.

## Achieving the strategy 2016 / 17

In order to achieve the commitments outlined within the strategy the County Council develop an action plan that will be overseen by the member working group on consultation; reporting back annually to GPC. Key parts of this will be:

- Produce a forward plan for significant consultation to be carried out during 2016 / 17.
- Update the consultation Toolkit (advice for all County Council officers on how to carry out consultation including legal advice).
- Update the Consultation Database and associated webpages.
- Communicate best practice amongst members and officers within Cambridgeshire County Council.
- With the support of the member working group, assess the quality of consultation activity carried out on behalf of the Council reporting back annually to GPC.

## Useful Links and Contacts

All of the County Council's consultation activities, past, present and future are fully searchable on our consultation web-pages:

[http://www.cambridgeshire.gov.uk/site/custom\\_scripts/cons\\_recent.aspx](http://www.cambridgeshire.gov.uk/site/custom_scripts/cons_recent.aspx)

The County Council's Business Planning work can be found here:

[http://www.cambridgeshire.gov.uk/info/20043/finance\\_and\\_budget/90/business\\_plan\\_2016\\_to\\_2017](http://www.cambridgeshire.gov.uk/info/20043/finance_and_budget/90/business_plan_2016_to_2017)

For all other enquiries please contact:

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**TREASURY MANAGEMENT QUARTER FOUR AND OUTTURN REPORT**

*To:* **General Purposes Committee**

*Meeting Date:* **31st May 2016**

*From:* **Chief Finance Officer**

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

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

*Purpose:* **To provide the fourth quarterly update and outturn report on the Treasury Management Strategy 2015-16, approved by Council in February 2015.**

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

**a) Note the Treasury Management Outturn Report 2015-16 and forward to full Council for approval.**

<b><i>Officer contact:</i></b>
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Tel: 01604 367858

## **1. BACKGROUND**

- 1.1 Treasury Management is governed by the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management (the Code). The Code has been developed to meet the needs of Local Authorities and its recommendations provide a basis to form clear treasury management objectives and to structure and maintain sound treasury management policies and practices.
- 1.2 The Code was adopted via the Treasury Management Strategy Statement (TMSS), which was approved by Council in February 2015. It requires the Council to produce an annual treasury report and a half yearly report. Alongside these, General Purposes Committee are also provided with quarterly updates on progress against the Strategy.
- 1.3 This report has been developed in consultation with the Council's external investment manager and treasury adviser, Capita Asset Services (CAS) and provides an update for the fourth quarter to 31st March 2016.
- 1.4 The report is based on forecasts and estimates and may change once the accounts are closed.

## **2. SUMMARY OF KEY HEADLINES**

- 2.1 The main highlights for the quarter are:
  - Investment returns received on cash balances compares favourably to the benchmarks. A return of 0.65% was achieved compared to the 3 month London Interbank Bid Rate (LIBID) benchmark of 0.46% (see section 6).
  - Overall an underspend of £12.666m has been achieved for debt charges this year. £9.8m was directly attributable to a change in Minimum Revenue Provision (MRP) policy approved and implemented during the year. Careful management of the council's balance sheet and a strategy of internal borrowing have meant that costly external long term loans have been avoided generating net £2.8m (see section 8 for further details).

## **3. THE ECONOMIC ENVIRONMENT**

- 3.1 A detailed economic commentary is provided in **Appendix 1**. This information has been provided by Capita Asset Services – Treasury Solutions (CAS Treasury Solutions), the Council's treasury management advisors.
- 3.2 During the quarter ended 31st March 2016, the significant UK headlines of this analysis were:
  - The economic recovery struggled for momentum;
  - Household spending remained the primary driver of growth;
  - Soft pay growth was still at odds with a tightening labour market;
  - Falling energy prices helped to keep inflation low;
  - The prospect of a rate hike before late 2016 remained unlikely;
  - The Fed held interest rates unchanged;



- The European Central Bank (ECB) embarked on further quantitative easing;
- The Chancellor pencilled in even more fiscal austerity in 2019/20.

#### 4. SUMMARY PORTFOLIO POSITION

- 4.1 A snapshot of the Council's debt and investment position is shown in the table below:

	TMSS Forecast February 2015 (as agreed by Council)		Actual as at 31 March 2015		Actual as at 31 March 2016	
	£m	Rate %	£m	Rate %	£m	Rate %
<b>Long term borrowing</b>						
PWLB	384.0		301.6		278.6	4.3
Market	79.5		79.5		79.5	3.7
<b>Total long term</b>	<b>463.5</b>	<b>4.2</b>	<b>381.1</b>	<b>4.1</b>	<b>358.1</b>	<b>4.2</b>
<b>Short term borrowing</b>	-	-	-	-	-	-
<b>Total borrowing</b>	<b>463.5</b>	<b>4.2</b>	<b>381.1</b>	<b>4.1</b>	<b>358.1</b>	<b>4.2</b>
<b>Investments</b>	<b>10.6</b>	<b>0.7</b>	<b>35.6</b>	<b>0.5</b>	<b>10.1</b>	<b>0.5</b>
<b>Total Net Debt / Borrowing</b>	<b>452.9</b>	<b>-</b>	<b>345.5</b>	<b>-</b>	<b>348.0</b>	<b>-</b>
<b>3<sup>rd</sup> Party Loans &amp; Share Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.4</b>	<b>-</b>

- 4.2 The portfolio position at 31st March 2016 is considerably different to the original forecasts set out in the Treasury Management Strategy Statement in February 2015. Net borrowing is considerably less than originally forecast which is due to a number of factors, which will be assessed in greater detail during a balance sheet review once the accounts are closed. A summary of this review will be provided in next quarter's report. The likely reasons are due to combination of slippage in the capital programme and greater levels of cash reserves than originally forecast.
- 4.3 Further analysis of borrowing and investments is covered in the following two sections.

#### 5. BORROWING

- 5.1 The Council can take out loans in order to fund spending for its Capital Programme. The amount of new borrowing required is determined by capital expenditure plans and projections of the Capital Financing Requirement, forecast reserves and current and projected economic conditions.

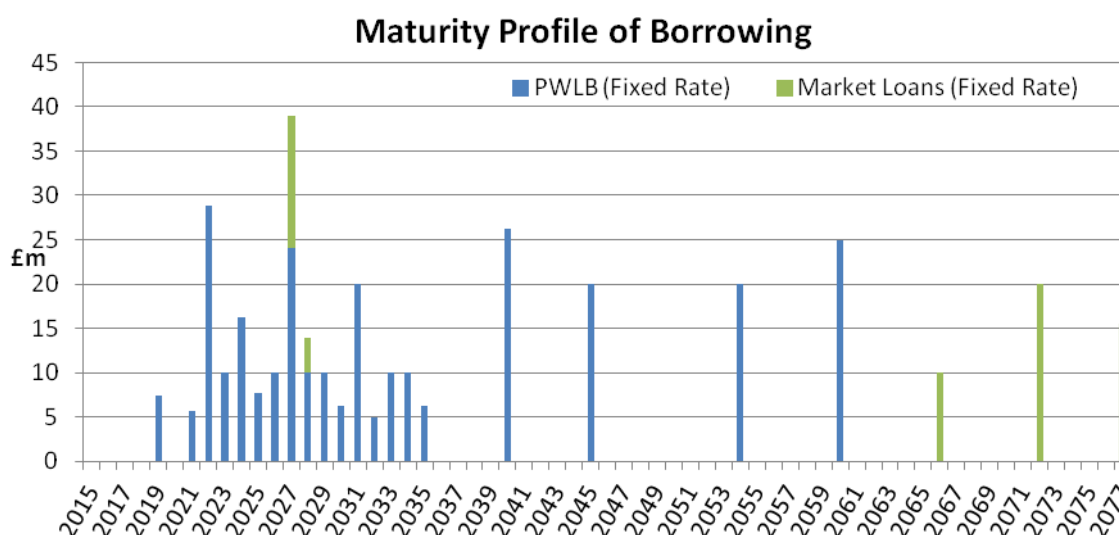
## New loans and repayment of loans:

- 5.2 The table below shows the details new loans raised and loans repaid during 2015-16. No new loans were raised during quarter.

Lender	Raised / Repaid	Start Date	Maturity Date	£m	Interest Rate %	Duration (yrs)
PWLB	Repaid	31/03/2011	30/09/2015	15.00	3.34%	4.5
PWLB	Repaid	05/01/2001	13/01/2016	8.043	4.88%	15.0

## Maturity profile of borrowing:

- 5.3 The following graph shows the maturity profile of the Council's loans. The majority of loans have a fixed interest rate and are long term which limits the Council's exposure to interest rate fluctuations. The weighted average years to maturity of the portfolio (assuming Lender Option Borrowing Option (LOBO) Loans run to maturity) is 24.2 years.
- 5.4 The presentation below differs from that in **Appendix 2** paragraph 4, in that LOBO loans are included at their final maturity rather than their next call date. In the current low interest rate environment the likelihood of the interest rates on these loans being raised and the loans requiring repayment at the break period is extremely low.



- 5.5 A £15m loan matured on the 30th September was not replaced and instead was repaid with surplus cash. Another Public Works Loan Board (PWLB) loan of £8m matured in January 2016 and has not been replaced.

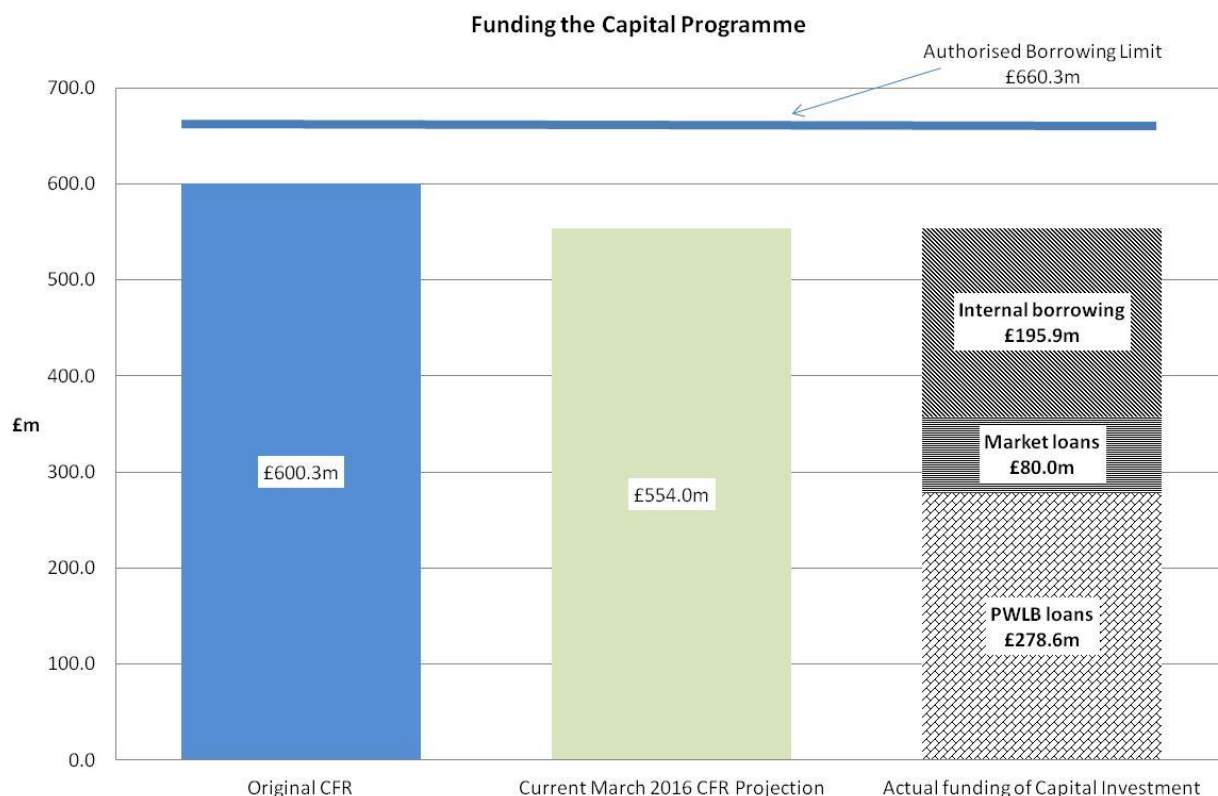
### **Loan restructuring:**

- 5.6 When market conditions are favourable long term loans can be restructured to:
- to generate cash savings
  - to reduce the average interest rate
  - to enhance the balance of the portfolio by amending the maturity profile and/or the level of volatility. (Volatility is determined by the fixed/variable interest rate mix.)
- 5.7 During the quarter there were no opportunities for the Council to restructure its borrowing due to the position of the Council's borrowing portfolio compared to market conditions. Debt rescheduling will be considered subject to conditions being favourable but it is unlikely that opportunities will present themselves during this year. The position will be kept under review, and when opportunities for savings do arise, debt rescheduling will be undertaken to meet business needs.

### **Funding the Capital Programme:**

- 5.8 The Treasury Management Strategy Statement (TMSS) sets out the plan for treasury management activities over the next year. It identifies where the authority expects to be in terms of borrowing and investment levels. When the 2015-16 TMSS was set, it was anticipated that the Capital Financing Requirement (CFR), the Council's liability for financing the agreed Capital Programme, would be £600.3m. This figure is naturally subject to change as a result of changes to the approved capital programme.

The graph below compares the maximum the Council could borrow in 2015-16 with the forecast CFR at 31st March 2016 and the actual position of how this is being financed at 31st March 2016.



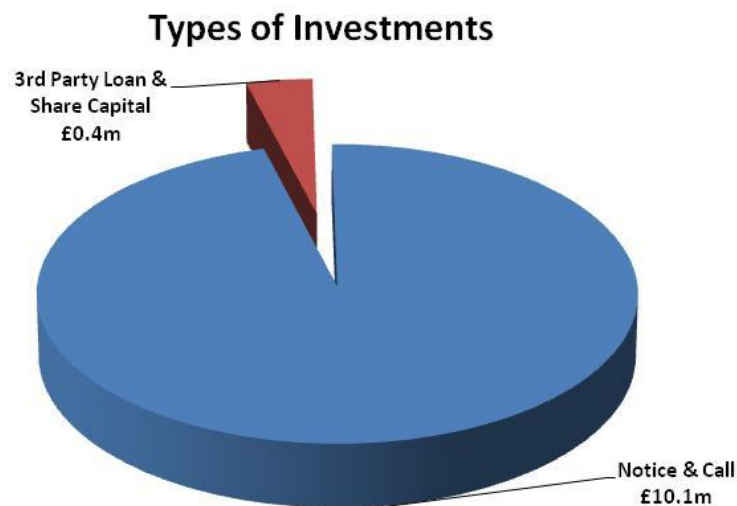
- 5.9 The graph shows the projection for the Capital Financing Requirement (CFR) is significantly below significantly below the statutory Authorised Borrowing Limit set for the Council at the start of the year.
- 5.10 In addition, the graph shows how the Council is currently funding its borrowing requirement, through internal and external resources. As at 31st March internal borrowing is forecast to be £196m at the end of the year. Internal borrowing is the use of the Council's surplus cash to finance the borrowing liability instead of borrowing externally. The strategy of internally borrowing, by careful management of the Council's balance sheet, is currently the most appropriate strategy, given the current interest rate environment. This strategy enables savings to be generated and reduces the level of cash invested and credit risk associated with investing. However the projected level of internal borrowing may not be sustainable in the future, so short term loans from the PWLB and other sources are currently being considered and will be raised as required.

## 6. INVESTMENTS

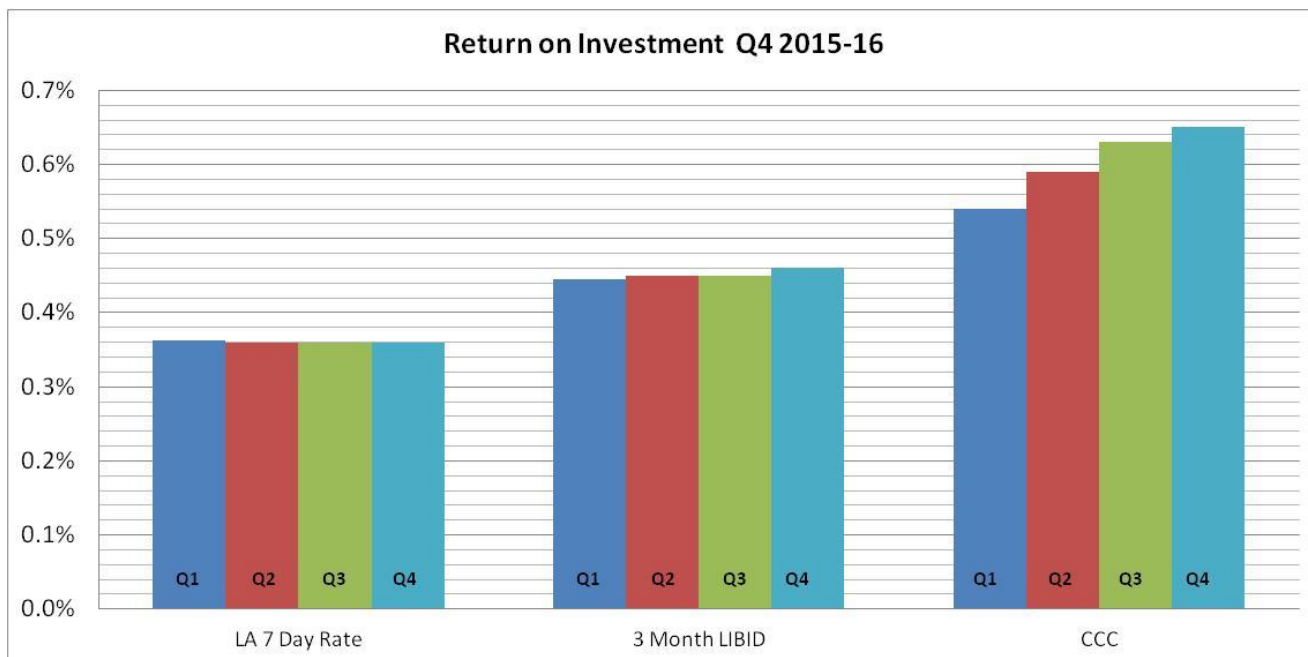
- 6.1 Investment activity is carried out within the Council's counterparty policies and criteria, and with a clear strategy of risk management in line with the Council's treasury strategy for 2015-16. This ensures that the principle of considering security, liquidity and yield, in that order (SLY), is consistently applied. The Council will therefore aim to achieve the optimum return on investments commensurate with proper levels of security and liquidity. Any variations to agreed policies and practices are reported to General Purposes Committee and

Council.

- 6.2 As described in paragraph 5.10, the strategy currently employed by the Council of internal borrowing also has the affect of limiting the Council's investment exposure to the financial markets, thereby reducing credit risk.
- 6.3 As at 31st March the level of investment totalled £10.1m, excluding 3<sup>rd</sup> party loans and share capital which are classed as capital expenditure. The level of cash available for investment is as a result of reserves, balances and working capital the Council holds. These funds can be invested in money market deposits, placed in funds or used to reduce external borrowings.
- 6.4 A breakdown of investments by type are shown in the graph below, with detail at **Appendix 3**. The majority of investments are in notice and call accounts and money market funds to meet the liquidity demands for the Council.



6.5 The graph below compares the returns on investments with the relevant benchmarks for each quarter this year



6.6 It can be seen from the graph that investments returned 0.65% during the quarter significantly more than the both the 7 day (0.36%), 3 month London Interbank Bid Rate (LIBID) (0.46%) benchmarks.

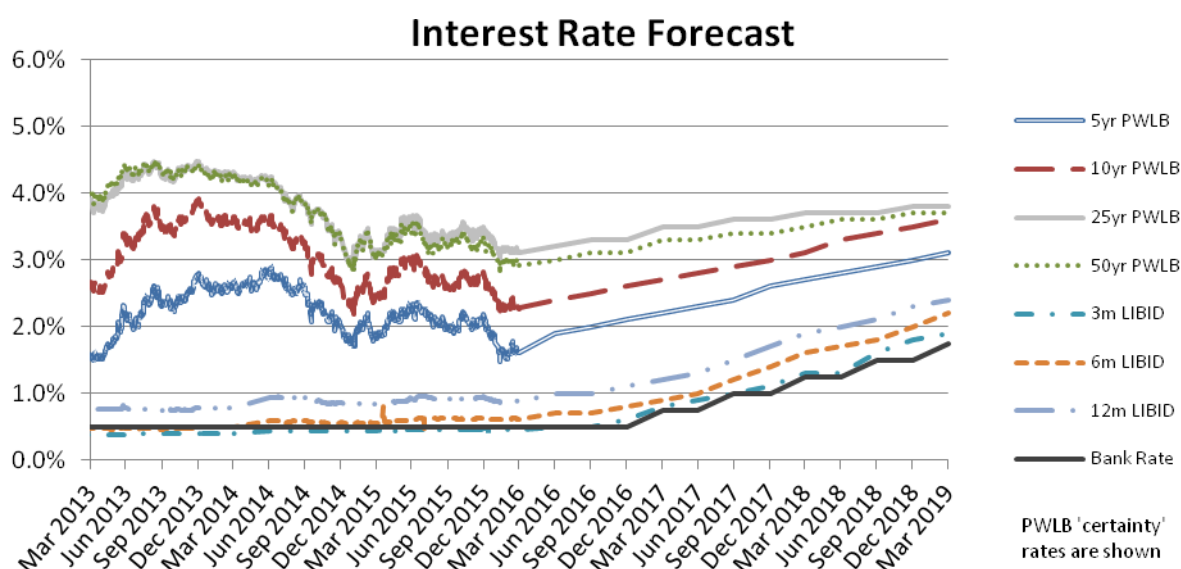
6.7 Where appropriate, investments can be locked out for periods of up to one year with nationalised banks (UK Government backed) at higher rates of interest. The policy does allow for longer durations should the value make it worthwhile. In a rising interest rate environment it is generally appropriate to keep investments fairly short in duration to take advantage of interest rate rises as soon as they occur. The weighted average time to maturity of investments at 31<sup>st</sup> March is one day.

6.8 Leaving market conditions to one side, the Council's return on investment is influenced by a number of factors, the largest contributors being the duration of investments and the credit quality of the institution or instrument. Credit risk is a measure of the likelihood of default and is controlled through the creditworthiness policy approved by Council. The duration of an investment introduces liquidity risk; the risk that funds cannot be accessed when required, and interest rate risk; the risk that arises from fluctuating market interest rates. These factors and associated risks are actively managed by the LGSS Treasury team together with the Council's Treasury Advisors (CAS). Using credit ratings, the investment portfolio's historic risk of default stands at 0.010%. This simply provides a calculation of the possibility of average default against the historical default rates.

6.9 The Council is also a member of a benchmarking group run by CAS which shows that, for the value of risk undertaken, the returns generated are in line with the Model Band (the average range of returns across for all CAS's clients).

## 7. OUTLOOK

- 7.1 The current interest rate forecast is shown in the graph below. The forecast for the first increase in Bank Rate has been pushed back from calendar quarter 4 to quarter 1 2017. However there are risks to this central forecast as the economic recovery in the UK is currently finely balanced.
- 7.2 Geopolitical events, sovereign debt crisis developments and slowing emerging market economies make forecasting PWLB rates highly unpredictable in the shorter term. The general expectation for an eventual trend of gently rising gilt yields and PWLB rates is expected to remain unchanged, as favourable fundamentals will focus on the high volume of gilt issuance in the UK and of bond issuance in other major western countries.



- 7.3 From a strategic perspective, the Council is continually 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. Cash flows in the last couple of years have been sufficiently robust for the Council to use its balance sheet strength and avoid taking on new borrowing, however projections now show that new borrowing will be required over the coming year unless there is substantial slippage in the capital programme.

## 8. DEBT FINANCING BUDGET

- 8.1 Overall an under spend of £12.666m has been achieved within Debt Charges. £9.8m resulted from a change in MRP policy approved and implemented during the year, which will also deliver base budget savings over the life of the business plan. The remaining variances are largely due to deploying a strategy of internal borrowing resulting in lower than budgeted interest payable.

	<b>Budget</b>	<b>Estimated Outturn</b>	<b>Variance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Interest payable	17.349	15.476	-1.873
Interest receivable	-0.422	-0.706	-0.284
Other	0.527	0.422	-0.105
Technical	-0.085	-0.065	0.020
MRP	18.091	7.667	-10.424
<b>Total</b>	<b>35.460</b>	<b>22.794</b>	<b>-12.666</b>

- 8.2 Although there is 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.

## **9. MUNICIPAL BONDS AGENCY**

- 9.1 The Framework Agreement and Joint and Several Guarantee were approved by Council in February 2016. The approval now allows the Council to enter into the agreements with the Municipal Bonds Agency (MBA) and raise loans. The timescales for issuance of the first bond are now dependent on other local authorities' approval processes and demand for borrow from local authorities.

## **10. COMPLIANCE WITH TREASURY LIMITS AND PRUDENTIAL INDICATORS**

- 10.1 With effect from 1st April 2004 The Prudential Code became statute as part of the Local Government Act 2003 and was revised in 2011.
- 10.2 The key objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of the Council are affordable, prudent and sustainable. To ensure compliance with this the Council is required to set and monitor a number of Prudential Indicators.
- 10.3 During the financial year to date the Council has operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Management Strategy Statement (TMSS) and in compliance with the Council's Treasury Management Practices. The Prudential and Treasury Indicators are shown in **Appendix 2**.

## **11. ALIGNMENT WITH CORPORATE PRIORITIES**

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

There are no significant implications for this priority.



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

There are no significant implications for this priority.

## **11.3 Supporting and protecting vulnerable people**

There are no significant implications for this priority.

# **12. SIGNIFICANT IMPLICATIONS**

## **12.1 Resource Implications**

This report provides information on performance against the Treasury Management Strategy. Section 8 shows the impact of treasury decisions which are driven by capital spend on the Council's revenue budget.

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

The Council continues to operate within the statutory requirements for borrowing and investments. Further details can be found within the Prudential Indicators in Appendix 2.

## **12.3 Equality and Diversity Implications**

There are no significant implications within this category.

## **12.4 Engagement and Consultation Implications**

There are no significant implications within this category.

## **12.5 Localism and Local Member Involvement**

There are no significant implications within this category.

## **12.6 Public Health Implications**

There are no significant implications within this category.

## **List of Appendices**

**Appendix 1:** Economic Update (provided by Capita Asset Services Treasury Solutions)

**Appendix 2:** Capital and Treasury Prudential Indicators

**Appendix 3:** Investment Portfolio

<b>Source Documents</b>	<b>Location</b>
None	Box No: RES1211 Room No:301 Shire Hall, Castle Hill Cambridge CB3 0AP

**Economic Update (provided by CAS Treasury Solutions)**

**Quarter ending 31<sup>st</sup> March 2016**

1. The economic recovery had a little more momentum than previously thought in Q4 2015, with real GDP growth revised upwards from 0.5% q/q to 0.6% and the annual growth rate from 2.2% to 2.3%. Quarterly growth was higher than in Q3, as the drag from net trade eased significantly. But the imbalances in the economy worsened, with the current account the largest on record at 7.0% of GDP and the savings ratio at an all-time low. Recent surveys suggest that the recovery may have lost some pace in Q1. For example, the Markit/CIPS composite PMI is consistent with quarterly GDP growth weakening to a relatively subdued 0.3%, while the CBI's composite growth indicator points to a marked slowdown in the pace of economic growth in Q1.
2. The official data available for Q1 2016 so far generally corroborate the picture painted by the surveys. Construction output, which had increased in Q4, fell by 0.2% on the month in January. While industrial production and the index of services both increased at the start of the year, they both rose by only 0.2% compared to the previous month.
3. However, the consumer recovery is still going strong, with household spending the main driver of economic growth. Although the pace of retail sales growth moderated a little in February's data, annual growth in sales volumes remains a respectable 3.8%. And while survey measures of spending away from the high street, such as the CBI's consumer services sales volumes balance and the Bank of England's agents' scores of consumer services turnover, have ticked down in recent months, both remain comfortably above their post-crisis averages. What's more, the GfK/NOP consumer confidence balance for major purchases remains at a level consistent with a significant pick-up in annual growth of spending on durable goods.
4. The jobs recovery has continued, with employment rising by 116,000 in the three months to January on the previous three months. Admittedly, this represents a slowdown from 206,000 in December, but it was enough to keep the ILO unemployment rate at 5.1%. This is a post-crisis low and only a touch above the Bank of England's 5.0% estimate of the natural rate (i.e. the rate at which further falls become incompatible with the inflation target). The timelier claimant count measure showed unemployment falling further in February. While annual growth in regular pay (ex. bonuses) ticked up to 2.2% at the start of the year, wage growth is still subdued by past standards. This is rather at odds with the tightening labour market.
5. However, it still appears that the labour market is probably not as tight as the unemployment rate alone suggests. The recent strength of jobs growth has partly

relied on rises in self-employment. Indeed, self-employment accounted for almost a quarter of the new jobs created in the three months to January. Also, the proportion of part-time workers who would prefer a full-time role remained elevated in January, while the Bank of England's agents' scores for recruitment difficulties eased.

6. Given the recent weakness in productivity growth, unit labour costs are now growing at around 2%. But MPC members have previously suggested that they may need to see growth above 2% to offset weaker import prices. What's more, Governor Carney has suggested that he would also like to see quarterly GDP growth above trend rates (of about 0.6%) and higher core inflation before voting for a rate rise. So with little progress on these fronts either, a rate hike in the near term remains unlikely.
7. Indeed, the lack of inflationary pressures from outside the labour market only serves to reinforce this view. Despite rising to 0.3% so far this year from an average of 0.1% in Q4, CPI inflation is still far below the Bank of England's 2% target. The price of Brent crude has weakened further this year, dipping below £23pb, which has helped to keep inflation low. And price cuts announced by four major gas suppliers will start to weigh on inflation in March and April. While we do expect inflation to pick up this year as last year's sharp falls in oil and food prices drop out of the annual comparison, and the effect of sterling's appreciation between mid-2013 and mid-2015 fades, the bigger picture is that it is likely to return to target only very slowly. Accordingly, we don't expect the MPC to vote to raise interest rates until around November this year.
8. Like the Bank of England, the Fed kept interest rates unchanged in Q1, citing risks associated with recent "global economic and financial developments". Also, FOMC members now expect only two rate hikes in the US this year, compared to four back in December, despite the fact that their inflation projections are largely unchanged.
9. After disappointing markets with limited stimulus measures late last year, the ECB Governing Council announced a bumper package in March. It expanded monthly asset purchases from €60bn to €80bn, cut the deposit rate to -0.4% and created new targeted measures for lending to eurozone banks. Nonetheless, the euro actually strengthened shortly afterwards, as markets reacted adversely to comments by President Draghi suggesting that interest rates might not fall any further.
10. Turning to the public finances, the Chancellor delivered his Budget in March against the backdrop of downwardly revised OBR forecasts for economic growth. In order to repair the damage to his chances of achieving his fiscal target of a budget surplus in 2019/20, Mr Osborne shifted the timing of corporation tax payments, brought forward investment spending to earlier in the parliament and pencilled in £3.5bn of unspecified departmental spending cuts in 2019/20.
11. Timing issues aside, the measures announced in the Budget confirmed that the fiscal tightening is set to intensify this year. The government's consolidation

package was already far more austere than those faced in other advanced economies and the new measures included in the Budget add a further net fiscal takeaway of £6.1bn over the next five years as a whole. Admittedly, our GDP forecasts are rather more optimistic than the OBR's, and if realised would suggest that the Chancellor won't have to implement quite as much austerity as his current plans imply in order to hit his target. However, this probably won't become clear for a while and in the meantime the fiscal stance is set to tighten markedly, increasing to 0.9% of GDP in 2016/17.

12. Finally, after steep falls in January and February, the FTSE 100 rebounded and ended Q1 just 2% below its level at the start of the year. By comparison, global equities were down by around 1% over the course of Q1. Meanwhile, on a trade-weighted basis, sterling weakened by around 6% in Q1, with worries over the possible impact of a Brexit in particular appearing to weigh on the pound.

### Prudential and Treasury Indicators at 31<sup>st</sup> March 2016

**Monitoring of Prudential and Treasury Indicators: approved by Council in February 2015.**

**1. Has the Council adopted CIPFA Code of Practice for Treasury Management in the Public Services?**

The Council has adopted CIPFA's Treasury Management in the Public Services: Code of Practice and Cross Sectoral Guidance Notes. This is a key element of the Treasury Strategy 2015-16 which was approved by Council in February 2015.

**2. Limits for exposure to fixed and variable rate net borrowing (Borrowing less investments)**

	<b>Limits</b>	<b>Actual</b>
Fixed rate	150%	89.81%
Variable rate	65%	10.19%
Total		100%

The Interest rate exposure is calculated as a percentage of net debt. Due to the mathematical calculation exposures could be greater than 100% or negative depending upon the component parts of the formula. The formula is shown below:

$$\frac{\text{Total Fixed (or Variable) rate exposure}}{\text{Total borrowing} - \text{total investments}}$$

Fixed Rate calculation:

$$\frac{(\text{Fixed rate borrowing } £312.6m^* - \text{Fixed rate investments } £m^*)}{\text{Total borrowing } £358.1m - \text{Total investments } £10.1m} = 89.81\%$$

\*Defined as greater than 1 year to run

Variable Rate calculation:

$$\frac{(\text{Variable rate borrowing } £45.5m^{**} - \text{Variable rate investments } £10.1m^{**})}{\text{Total borrowing } £358.1m - \text{Total investments } £10.1m} = 10.19\%$$

\*\* Defined as less than 1 year to run or in the case of LOBO borrowing the call date falling within the next 12 months.

3. **Total principal sums invested for periods longer than 364 days**

	<b>2015-16 Limit £m</b>	<b>Actual £m</b>
Investment longer than 364 days to run	34.0	0.0

Notes: This indicator is calculated by adding together all investments that have greater than 364 days to run to maturity at the reporting date.

4. **Limits for maturity structure of borrowing**

	<b>Upper Limit</b>	<b>Actual</b>
under 12 months	80%	13%
12 months and within 24 months	50%	1%
24 months and within 5 years	50%	4%
5 years and within 10 years	50%	29%
10 years and above	100%	54%

**Note:** The guidance for this indicator requires that LOBO loans are shown as maturing at the next possible call date rather than at final maturity.

**Affordability**

5. **Ratio of financing costs to net revenue stream**

<b>2015-16 Original Estimate %</b>	<b>2015-16 Revised Estimate %</b>	<b>Difference %</b>
10.23	6.67	-3.56

This indicator has fallen significantly as a result of a large underspend generated within Debt Charges in respect of MRP during the year.

6. **Estimated incremental impact of capital investment decisions on band D council tax**

<b>2015-16 Original Estimate £</b>	<b>2015-16 Revised Estimate £</b>	<b>Difference £</b>
+13.21	-46.16	-59.37

This indicator has fallen significantly as a result of a large underspend generated within Debt Charges in respect of MRP during the year.

## Prudence

### 7. Gross borrowing and the Capital Financing Requirement (estimated borrowing liability excluding PFI)

Original 2015-16 Capital Financing Requirement (CFR) £m	2015-16 CFR (based on latest capital information) £m	Actual Gross Borrowing £m	Difference between actual borrowing and original CFR £m	Difference between actual borrowing and latest CFR £m
600.3	554.0	358.1	242.2	195.9

## Capital Expenditure

### 8. Estimates of capital expenditure

For details of capital expenditure and funding please refer to the monthly capital report.

## External Debt

### 9. Authorised limit for external debt

2015-16 Authorised Limit £m	Actual Borrowing £m	Headroom £m
660.3	358.1	302.2

The Authorised limit is the statutory limit on the Council's level of debt and must not be breached. This is the absolute maximum amount of debt the Council may have in the year.

### 10. Operational boundary for external debt

2015-16 Operational Boundary £m	Actual Borrowing £m	Headroom £m
630.3	358.1	272.2

The operational boundary is set as a warning signal that debt has reached a level nearing the Authorised limit and must be monitored carefully.

## Appendix 3

### Investment Portfolio as at 31<sup>st</sup> March 2015

Class	Type	Deal Ref	Start / Purchase Date	Maturity Date	Counterparty	Rate %	Principal O/S (£)
Deposit	Call	CCC/CE/6 (instant access)	-	-	Barclays Bank plc	0.50	10,051,000.00
<b>Call Total</b>							<b>10,051,000.00</b>
Deposit	Share Capital	CCC/59	25/09/14	-	The UK Municipal Bonds Agency	-	400,000.00
<b>Share Capital Total</b>							<b>400,000.00</b>
<b>Deposit Total</b>							<b>10,451,000.00</b>



**RESOURCES AND PERFORMANCE REPORT – MARCH 2016**

*To:* **General Purposes Committee**

*Meeting Date:* **31st May 2016**

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

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

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

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

**The report is presented to provide GPC with an opportunity to comment on the projected financial and performance outturn position, as at the end of March 2016. The final outturn position will be presented to Committee in July.**

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

- (i) review, note and comment upon the report**
- (ii) note the previously agreed use of Corporate Services underspend. All other proposals for use of service underspends, endorsed by Service Committees, will be reported to General Purposes Committee in July for final approval.**

<b><i>Officer contact:</i></b>	
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Post:	Chief Finance Officer
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Tel:	01223 699796

## 1. BACKGROUND

- 1.1 At its meeting in May 2014, the Committee was informed that it will receive the Corporate Services and LGSS Cambridge Office Finance and Performance Report at its future meetings, where it will be 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 March 2016 Finance and Performance report.
- 2.2 At the end of March, Corporate Services (including the LGSS Managed and Financing Costs) was forecasting a year-end underspend on revenue of £2,542k.
- 2.3 The LGSS Operational budget was expected to break-even by year-end. This element of the budget is monitored by the LGSS Joint Committee and is not the responsibility of General Purposes Committee.
- 2.4 There are three significant forecast outturn variances by value (over £100,000) to report for Corporate Services / LGSS Managed.

There is a predicted underspend of £320k on Digital Strategy, an increase of £144k on last month, which is due to further slippage on projects that will not now be completed in 2015/16.

There is a predicted overspend of £132k on Building Maintenance, an increase of £90k on the figure reported last month. This takes into account expected year end accruals totalling £213k.

An underspend of £162k is currently predicted on Authority-wide Miscellaneous budgets although the position may change due to adjustments in the course of closing the accounts. This variance is due to a number of factors including an estimated Eastern Shires Purchasing Organisation (ESPO) rebate for 2015-16 which exceeds the budget set by £159k, and an adjustment of £150k in respect of Adult Social Care accruals 2014-15. These items are offset by a pressure of £149k due to additional employer's pension contributions.

- 2.5 The forecast underspend on debt charges has decreased by £30k since last month due to a lower receipt than anticipated in respect of a Grafham Water Centre loan. The underspend is now predicted to be £2,800k and is largely as a result of a decision to continue with a strategy of internal borrowing as the health of the balance sheet has been stronger than anticipated. As a result investments have been drawn down as a surrogate for expensive long term borrowing.
- 2.6 At the end of March, Corporate and LGSS Managed was forecasting a year-end underspend on capital of £8.8m in 2015-16.
- 2.7 There is one significant forecast underspend by value to report on capital for Corporate Services / LGSS Managed. Due to contractor delays, work on the

Effective Property Asset Management (EPAM) – Renewable Energy Soham project will now commence in 2016-17, and therefore the scheme is now showing an underspend of £0.2m in 2015/16.

- 2.8 At the end of March, LGSS Operational was forecasting a year-end overspend on capital of £0.3m in 2015-16.

This overspend is due to rephasing of the Cambridgeshire County Council share of costs for the implementation of the Next Generation Enterprise Resource Planning (ERP) amounting to £515k, and partly offset by an underspend of £184k on the R12 Convergence scheme. This will not affect the total scheme cost of the Next Generation ERP project. This element of the capital budget is monitored by the LGSS Joint Committee and is not the responsibility of General Purposes Committee.

- 2.9 Corporate Services / LGSS have eleven performance indicators for which data is available. Nine indicators are currently at green status, and two at amber.
- 2.10 The Scheme of Financial Management permits Service Management Teams to propose “carry-forwards” from year-end underspends (operational savings) which can be held in reserve for specific earmarked purposes. These plans need to be endorsed by Service Committees and then forwarded to General Purposes Committee for approval in July. The use of carry-forwards is intended to support tactical investments and service trials (alongside the wider and larger transformation fund).
- 2.11 At the beginning of 2016 GPC considered two significant aspects for the future funding of the Customer Services and Transformation Directorate.

At its meeting on 14 January 2016 GPC approved the following recommendation regarding the funding for transformation resources within the Directorate:

“That operational reserves from within Corporate Services are used to retain the “transformation” functions within the directorate whilst the Corporate Capacity Review is underway so that those working within transformation teams in Corporate Services are able to be included within the Corporate Capacity Review. The Corporate Capacity Review will be fully implemented during 2016/17.”

At its meeting on 2 February 2016 GPC agreed “the use of transitional funding of £382,309 to underpin the current operation of the Contact Centre, whilst a business case for the transformation of the Contact Centre is developed as part of a wider review of our Customer Strategy.”

It is now confirmed to GPC that these decisions have been actioned for the new financial year 2016/17. The breakdown of this is as follows:

	£000
Operational Savings Reserves (total)	-417.3
Corporate service outturn 2015/16	<u>-792.6</u>
Total funds available	-1209.9

#### **2016/17 budget**

Contact centre, transformational funding	-382.3
Smarter Business team aligned with CCR	-137.9
Service Transformation team aligned with CCR	-272.3
Web Strategy team aligned with CCR	<u>-114.4</u>
	-906.9

As the implementation of the above is confirmed it is expected that any remaining reserve funding will transfer to the General Reserve to support the Council's 2016/17 base revenue position. As the Directorate's work as part of the Council's Transformation Programme is developed the investment required to deliver this transformation will be presented as a business case for consideration for support through the Transformation funding.

### **3. ALIGNMENT WITH CORPORATE PRIORITIES**

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

There are no significant implications for this priority.

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

There are no significant implications for this priority.

#### **3.3 Supporting and protecting vulnerable people**

There are no significant implications for this priority.

### **4. SIGNIFICANT IMPLICATIONS**

#### **4.1 Resource Implications**

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

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

There are no significant implications within this category.

#### **4.3 Equality and Diversity Implications**

There are no significant implications within this category.

#### **4.4 Engagement and Consultation Implications**

There are no significant implications within this category.

#### **4.5 Localism and Local Member Involvement**

There are no significant implications within this category.

#### **4.6 Public Health Implications**

There are no significant implications within this category.

<b>Source Documents</b>	<b>Location</b>
There are no source documents for this report	1st Floor, Octagon, Shire Hall, Cambridge



**Corporate Services and LGSS Cambridge Office**

**Finance and Performance Report – March 2016**

**1. SUMMARY**

**1.1 Finance**

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

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

Monthly Indicators	Red	Amber	Green	Total
March (Number of indicators)	0	2	9	11

**2. INCOME AND EXPENDITURE**

**2.1 Overall Position**

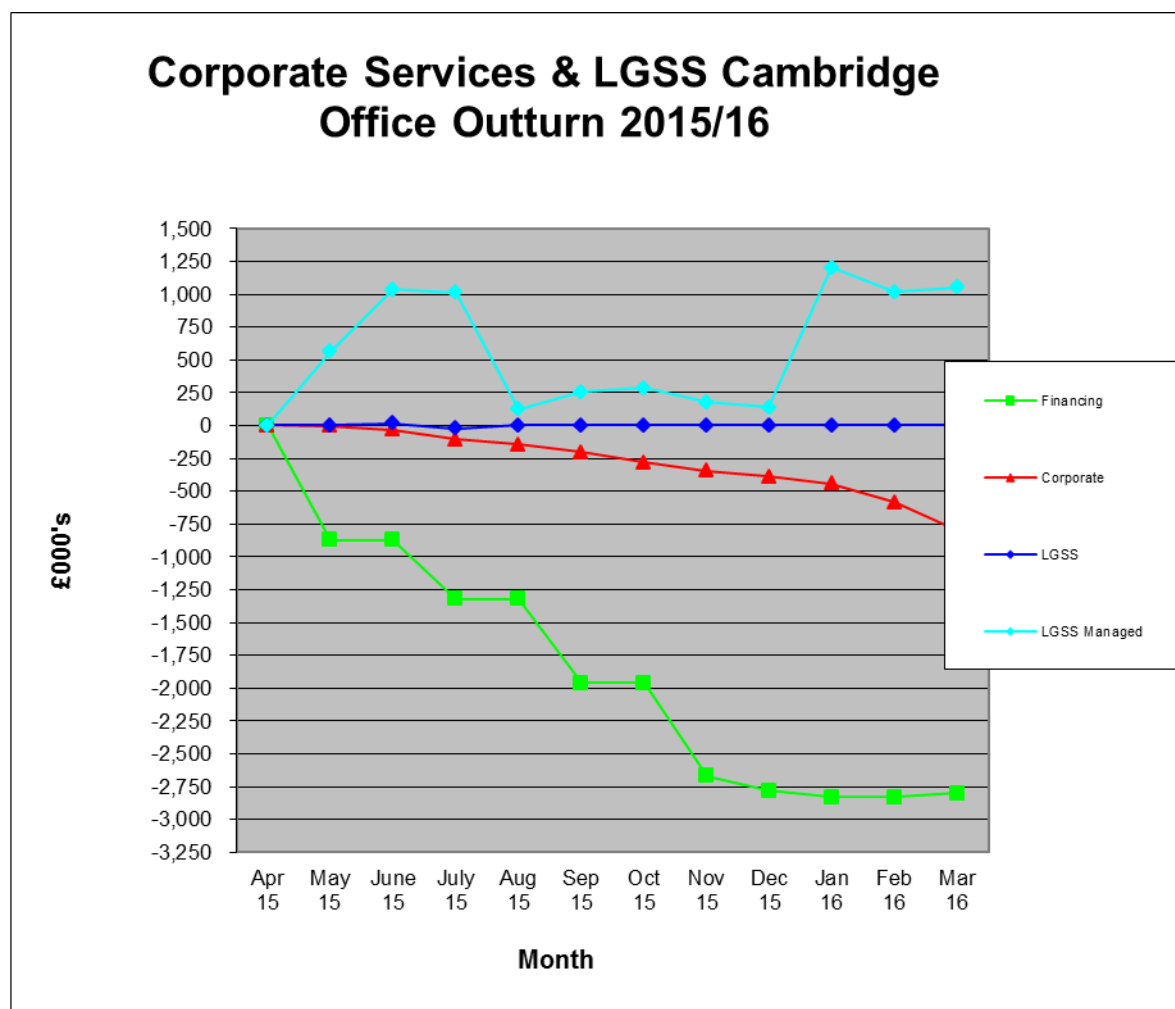
Original Budget as per BP <sup>1</sup>	Directorate	Current Budget	Forecast Variance - Outturn (Feb)	Forecast Variance - Outturn (Mar)	Forecast Variance - Outturn (Mar)	Current Status	DoT
£000		£000	£000	£000	%		
5,672	Corporate Services	7,083	-583	-792	-11	Green	↑
9,145	LGSS Managed	7,566	1,017	1,050	14	Amber	↓
35,460	Financing Costs	35,460	-2,830	-2,800	-8	Green	↓
<b>50,277</b>	<b>Sub Total</b>	<b>50,109</b>	<b>-2,397</b>	<b>-2,542</b>			
9,864	LGSS Cambridge Office	10,124	0	0	0	Green	↔
<b>60,141</b>	<b>Total</b>	<b>60,233</b>	<b>-2,397</b>	<b>-2,542</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.

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

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

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



### 2.2.1 Significant Issues – Corporate Services

- Corporate Services is currently predicting a year-end underspend of £792k, which is a £209k increase on the figure reported last month.
- There is a predicted underspend of £320k on Digital Strategy, an increase of £144k on last month, which is due to further slippage on projects that will not now be completed in 2015/16.

### 2.2.2 Significant Issues – LGSS Managed

- LGSS Managed is currently predicting a year-end overspend of £1,050k, which is an increase of £33k from the previous month.
- There is a predicted overspend of £132k on Building Maintenance, an increase of £90k on the figure reported last month. This takes into account expected year end accruals totalling £213k.



- An underspend of £162k is currently predicted on Authority-wide Miscellaneous budgets although the position may change due to adjustments in the course of closing the accounts. This variance is due to a number of factors including an estimated ESPO rebate for 2015-16 which exceeds the budget set by £159k, and an adjustment of £150k in respect of Adult Social Care accruals 2014-15. These items are offset by a pressure of £149k due to additional employer's pension contributions.

### **2.2.3 Significant Issues – Financing Costs**

- The forecast underspend on debt charges has decreased by £30k since last month due to a lower receipt than anticipated in respect of a Grafham Water Centre loan. The underspend is now predicted to be £2,800k and is largely as a result of a decision to continue with a strategy of internal borrowing as the health of the balance sheet has been stronger than anticipated. As a result investments have been drawn down as a surrogate for expensive long term borrowing.
- There are no new exceptions to report this month.

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

- LGSS Cambridge Office is currently predicting a breakeven position at year-end.
- There is currently a forecast overspend of £479k against the Trading budget. There is a deficit of £691k on the consolidated trading position, which relates to the forecast shortfall on additional trading activity in 2015/16 to meet the revised income target. This shortfall will be met from the LGSS Smoothing Reserve.
- There are no new exceptions to report this month.

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

There were no items above the de minimis reporting limit recorded this month.

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)**

No virements were made this month to reflect changes in responsibilities.

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

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

### **3. BALANCE SHEET**

#### **3.1 Reserves**

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

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

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

##### Expenditure

- Corporate Services has a capital budget of £386k in 2015/16 and there is spend to date of £106k. It is currently expected that the programme will be underspent by £251k at year-end and the total scheme variances will amount to £0k across the programme.

There are no new exceptions to report for this month.

- LGSS Managed has a capital budget of £15.3m in 2015/16 and there is spend to date of £3.5m. It is currently expected that the programme will underspend by £8.5m at year-end and the total scheme variances will amount to an underspend of £9.3m across the programme.

Due to contractor delays, work on the EPAM – Renewable Energy Soham project will now commence in 2016-17, and therefore the scheme is now showing an underspend of £0.2m in 2015/16.

- LGSS Cambridge Office has a capital budget of £209k in 2015/16 and there is spend to date of £0k. It is currently expected that the programme will be overspent by £331k at year-end and the total scheme variances will amount to £0k across the programme.

This overspend is due to rephasing of the CCC share of costs for the implementation of the Next Generation ERP amounting to £515k, and partly offset by a predicted underspend of £184k on the R12 Convergence scheme. This will not affect the total scheme cost of the Next Generation ERP project.

##### Funding

- There are no key funding changes to report for March.

- Corporate Services has capital funding of £386k in 2015/16. As reported above, the Corporate Services budget is expected to underspend by £251k, which will result in a reduced funding requirement of this amount.

As a result of the reported underspend on the Corporate Services capital programme, the overall prudential borrowing requirement has reduced by £251k.

- LGSS Managed has capital funding of £15.3m in 2015/16. As reported above, the LGSS Managed budget is expected to underspend by £8.5m, which will result in a reduced requirement of funding of this amount.

As a result of the reported underspend on the LGSS Managed capital programme, the overall prudential borrowing requirement has reduced by £8.5m.

- LGSS Cambridge Office has capital funding of £209k in 2015/16. As reported above, LGSS Cambridge Office is expected to overspend by 331K, which will result in an increased funding requirement of this amount.

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

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

## 4. PERFORMANCE

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

Measure	Reporting frequency	What is good	Unit	Data last entered	Target	Actual	RAG status	Direction of travel	Comments
<b>Customer Service &amp; Transformation</b>									
Proportion of FOI requests responded to within timescales	Monthly	High	%	05/04/16	90.0%	89.0%	Amber	↓	
For context only - number of FOI requests received annually	Annually	Low	Num	05/04/16	N/A*	1,228	N/A	N/A	Running total will be collected quarterly. Data to be next reported on in July 2016 for Q1 2016/17.
Proportion of customer complaints received in the month before last that were responded to within minimum response times	Monthly	High	%	11/04/16	90.0%	93.2%	Green	↓	
For context only - number of complaints received annually per thousand population	Annually	Low	Num	27/04/15	N/A*	1.68**	N/A	N/A	Data to be next reported on in May 2016 for period of 1 April 2015 - 31 March 2016
Proportion of all transformed transaction types to be completed online by 31 March 2015***	Annually	High	%	11/04/16	75.0%	76.1%	Green	↑	To be next reported on in October 2015 for Q2 2015/16
Deprivation measure - Number of physically active adults (narrowing the gap between Fenland and others)	Annually	High	%	24.03.16 (change to target and 2014 actual)	53.1% (2015) 54.1% (2016)	52.1% (2014)	TBC	N/A	To be next reported on in July 2016 for Q1 2016/17 and year end.
<b>LGSS Managed Services</b>									
Strategy and Estates – capital receipts target managed and achieved	Quarterly	High	%	02/02/16	98% (£250k gross)	115.0%	Green	↑	To next be reported on in May 2016 for Q4 2015/16 and year-end.
Strategy and Estates – farm estates income demanded and collected on time	Half-yearly	High	%	10/03/16	95% (£3.9m gross)	96.2%	Green	↓	To next be reported on in May 2016 for Q4 2015/16 and year-end.
IT – availability of Universal Business System****	Quarterly	High	%	02/02/16	95.0%	94.0%	Amber	↓	To next be reported on in May 2016 for Q4 2015/16 and
IT – incidents resolved within Service Level Agreement	Quarterly	High	%	02/02/16	90.0%	97.0%	Green	↑	To next be reported on in May 2016 for Q4 2015/16 and year-end.

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

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

Measure	Reporting frequency	What is good	Unit	Data last entered	Target	Actual	RAG status	Direction of travel	Comments
<b>LGSS Cambridge Office</b>									
Percentage of invoices paid within term for month	Monthly	High	%	01/04/16	97.5%	99.8%	Green	↔	99.8% reported last period
Percentage of invoices paid within term cumulative for year to date	Monthly	High	%	01/04/16	97.5%	99.8%	Green	↑	99.7% reported last period
Total debt as a percentage of turnover	Monthly	Low	%	01/04/16	10.0%	4.2%	Green	↓	4.0% reported last period
Percentage of debt over 90 days old	Monthly	Low	%	01/04/16	20.0%	18.9%	Green	↑	22.6% reported last period

## CS APPENDIX 1 – Corporate Service Level Budgetary Control Report

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

Original Budget as per BP £000	Service	Current Budget for 2015/16 £000	Forecast Variance - Outturn (Feb) £000	Forecast Variance - Outturn (Mar) £000	%
<u>Corporate Services</u>					
1,096	Director, Policy & Business Support	1,083	-116	-128	-12
296	Chief Executive	295	-79	-87	-30
433	Corporate Information Management	464	-1	-1	0
1,286	Customer Services	1,285	-113	-150	-12
511	Digital Strategy	826	-176	-320	-39
299	Research	333	-61	-57	-17
0	Service Transformation	256	1	0	0
136	Smarter Business	136	-1	-2	-1
656	Strategic Marketing, Communications & Engagement	550	-27	-37	-7
198	Elections	198	0	0	0
926	Redundancy, Pensions & Injury	926	-10	-11	-1
0	City Deal	917	0	0	0
-165	Grant Income	-186	0	0	0
<b>5,672</b>		<b>7,083</b>	<b>-583</b>	<b>-792</b>	<b>-11</b>
<u>LGSS Managed</u>					
1,137	Building Maintenance	1,108	42	132	12
-3,174	County Farms	-3,160	-314	-293	-9
5,497	County Offices	5,539	886	876	16
121	Effective Property Asset Management	121	-28	-28	-23
179	External Audit	179	0	44	25
1,483	Insurance	-518	1,150	1,150	222
1,834	IT Managed	2,216	-419	-357	-16
985	Members' Allowances	1,000	-56	-56	-6
128	OWD Managed	128	-28	-28	-22
106	Subscriptions	106	-2	-2	-2
1,000	Transformation Fund	1,000	-225	-225	-23
-53	Authority-wide Miscellaneous	-53	12	-162	-305
-100	Grant Income	-100	0	0	0
<b>9,145</b>		<b>7,566</b>	<b>1,017</b>	<b>1,050</b>	<b>14</b>
<u>Financing Costs</u>					
35,460	Debt Charges and Interest	35,460	-2,830	-2,800	-8
<b>50,277</b>	<b>CORPORATE SERVICES TOTAL</b>	<b>50,109</b>	<b>-2,397</b>	<b>-2,542</b>	<b>-5</b>
<u>MEMORANDUM - Grant Income</u>					
-165	Public Health Grant - Corporate Services	-136	0	0	0
-100	Public Health Grant - LGSS Managed	-100	0	0	0
0	Other Corporate Services Grants	-50	0	0	0
<b>-265</b>		<b>-286</b>	<b>0</b>	<b>0</b>	<b>0</b>

## CS APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
<b>Director, Policy &amp; Business Support</b>	1,083	-128	-12%
Director, Policy & Business Support is reporting an underspend of £128k. This is £12k higher than the figure reported last month and comprises £50k of savings through directorate efficiencies and £49k of salary savings following a restructure. The balance is due to savings on Chairman's allowances and postage costs.			
<b>Customer Services</b>	1,285	-150	-12%
There is a predicted underspend of £150k on Customer Services, an increase of £37k from the previous month. This is primarily due to underspends on salaries due to recruitment and retention issues. In addition there is a predicted saving of £10k on blue badge production and an increased income stream of £20k.			
<b>Digital Strategy</b>	826	-320	-39%
Digital Strategy is predicting an underspend of £320k, which is an increase of £144k on last month. This increase is due to slippage on projects that will now be completed in 2016/17. The balance of £56k is due to underspending on staffing.			
<b>Building Maintenance</b>	1,108	132	12%
Based on the latest information on yearend accruals it is anticipated that Building Maintenance will overspend by £132k, which is an increase of £90k from the position reported last month. As previously reported, there was a shortfall of £121k on the amount accrued in the 2014-15 accounts compared to invoices paid in respect of these accrued costs. This pressure has been partly offset by estimated costs of £65k to be charged to capital, £18k income from caretaker housing, and £5k of the 2014-15 costs which have now been re-assessed as relating to the 2015-16 financial year.			
<b>County Farms</b>	-3,174	-293	-9%
The forecast underspend reported by County Farms has reduced by £21k to £314k. As previously reported the underspend is due to postponement of some planned County Farms maintenance schemes and fewer calls than anticipated on the unplanned maintenance budget. In addition, an increase in rent income (£140k) following completion of 60 rent reviews during 2014/15 and a reassessment of the levels of income generation resulting from the ongoing programme of solar PV installations across the estate (£45k) contribute to the underspend.			
<b>County Offices</b>	5,534	+876	+16%
County Offices is forecasting an overspend of £876k, which is £10k lower than the figure reported last month. The rent negotiations for Babbage House have now been completed, and the agreed figure is lower than previously estimated. This will result in an increase of £17k in 2015-16 (compared to £47k previously predicted) and £26k per annum.			

Service	Current Budget £'000	Forecast Variance - Outturn £'000                  %	
<p>Following delays in obtaining planning permission, the lease agreement for Castle Court was finally completed towards the end of January. As previously reported, the 50% rental period under the agreement was due to commence on 31st October 2015. Therefore the additional income predicted in 2015/16 has been reduced pro rata from £281k to £112k, which is unchanged from the figure reported last month. Also as reported last month, it is expected that there will be a subsequent reduction of around £30k in the rate rebate achieved.</p> <p>The pressure resulting from Children's Centre business rates received to date and an assessment of the potential liability for bills not yet received is now forecast to be in the region of £550k. This figure is unchanged from last month, but represents a reduction of around £50k from earlier estimates. Of this amount, £400k is the estimated liability for prior years billing and £150k relates to the estimated annual cost for 2015/16 onwards. The position will continue to be monitored and forecast outturn updated accordingly as further business rates bills are received. Officers are undertaking further work to verify the amount of the outstanding liability for bills not yet received.</p> <p>Full-year savings have now been realised in respect of the closure of Dryden House (£203k) and the cessation of Castle Court running costs (£347k). The prior-year savings target for a reduction of the property portfolio has therefore been fully achieved and progress is being made towards the new 2015/16 target (£400k), with a balance of £379k to be identified. In addition, there are a number of small budgetary pressures across the portfolio, amounting to £100k. These have been partially offset by a £42k reduction in the anticipated cost of Dryden House dilapidations.</p>			
Insurance	-518	1,150	222%
<p>Municipal Mutual Insurance (MMI) was the County Council's insurance provider until it ceased insurance business in 1992 as a result of its failing financial strength. In 2014 the MMI Scheme of Arrangement Levy was invoked, whereby the creditors became liable for the payment of a levy. MMI's financial position has continued to deteriorate and the insurance fund has a provision to fund the extension of the levy from 15% to 25%. However, actuaries predict the levy relating to claims prior to 1992 is likely to continue to increase and on this basis a further £1.15m provision is required to meet this historic liability.</p>			
IT Managed	2,216	-357	-16%
<p>An underspend of £357k is being reported on the IT Managed budgets. This is a reduction of £62k from the figure reported last month due to pressure from unbudgeted revenue costs on the mobile phone budget arising from the Smarter Business capital project. To contribute towards recovery of the overall LGSS Managed overspend the balance on the IT Asset replacement fund (£475k) will be written back to revenue. This is facilitated by the move towards provision of mobile devices, which are funded from the IT for Smarter Business Working capital scheme. This is partially offset by £54k net pressures across the centrally held budgets.</p>			



Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
<b>Transformation Fund</b>	1,000	-225	-23%
The Transformation Fund covers the costs of Section 188 redundancies. As previously reported, an underspend of £225k has been predicted and it is expected that this will be achieved.			
<b>Authority-wide Miscellaneous</b>	-53	-162	-305
An underspend of £162k is currently predicted on Authority-wide Miscellaneous budgets although the position may change due to adjustments in the course of closing the accounts. This variance is due to a number of factors including an estimated ESPO rebate for 2015-16 which exceeds the budget set by £159k, and an adjustment of £150k in respect of Adult Social Care accruals 2014-15. These items are offset by a pressure of £149k due to additional employer's pension contributions.			
<b>Financing Costs</b>	35,460	-2,800	-8%
The forecast underspend on debt charges has decreased by £30k since last month due to a lower receipt than anticipated in respect of a Grafham Water Centre loan. The underspend is now predicted to be £2,800k and is largely as a result of a decision to continue with a strategy of internal borrowing as the health of the balance sheet has been stronger than anticipated. As a result investments have been drawn down as a surrogate for expensive long term borrowing.			

### CS APPENDIX 3 – Grant Income Analysis

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

<b>Grant</b>	<b>Awarding Body</b>	<b>Expected Amount £000</b>
<b>Grants as per Business Plan</b>	Public Health	236*
Non-material grants (+/- £30k)	Various	10**
<b>Total Grants 2015/16</b>		<b>246</b>

\* The Public Health grant allocation for Corporate Services has been reduced by £29k, compared to the Business Plan figure of £265k.

\*\* This relates to grant funding received during 2014/15, where conditions have now been met and so funding has been applied.

## CS APPENDIX 4 – Virements and Budget Reconciliation

### Corporate Services:

	£000	Notes
<b>Budget as per Business Plan</b>	<b>5,673</b>	
Transfer of Travellers Support budget to ETE	-51	
Transfer Green Spaces budget to ETE	-55	
Operational Savings Transfer 2015/16 - CRM System	150	
Operational Savings Transfer 2015/16 - Service Transformation Funding	256	
Operational Savings Transfer 2015/16 - Digital by Default	165	
Operational Savings Transfer 2015/16 - Digital Delivery Assistant	31	
City Deal budgets transferred from LGSS Managed	917	
Non-material virements (+/- £30k)	-3	
<b>Current Budget 2015-16</b>	<b>7,083</b>	

### LGSS Managed:

	£000	Notes
<b>Budget as per Business Plan</b>	<b>9,144</b>	
Transfer of City Deal funding from New Homes Bonus to corporate ownership (ETE)	717	
Centralisation of mobile phone budgets from CFA, ETE, CS & LGSS	372	
Funding from reserves for Microsoft support extension	33	
Transfer additional City Deal funding from reserves	200	
Matching funding for annual insurance charges	-1,982	
City Deal budgets to be reported under Corporate Services	-917	
Non-material virements (+/- £30k)	-1	
<b>Current Budget 2015-16</b>	<b>7,566</b>	

**Financing Costs:**

	<b>£000</b>	<b>Notes</b>
<b>Budget as per Business Plan</b>	<b>35,460</b>	
Non-material virements (+/- £30k)	0	
<b>Current Budget 2014/15</b>	<b>35,460</b>	

## CS APPENDIX 5 – Reserve Schedule

### 1. Corporate Services Reserves

Fund Description	Balance at 31 March 2015 (5)	Movements in 2015-16	Balance at 31/03/16	Forecast Balance at 31 March 2016	Notes
	£'000	£'000	£'000	£'000	
<b><u>General Reserve</u></b>					
Corporate Services Carry-forward	1,020	-602	417	1,209	1
subtotal	1,020	-602	417	1,209	
<b><u>Equipment Reserves</u></b>					
Postal Service	50	0	50	50	
subtotal	50	0	50	50	
<b><u>Other Earmarked Funds</u></b>					
Travellers Support Officer	45	-45	0	0	3
Shape Your Place - Fenland Grant	18	0	18	0	
Green Spaces	10	-10	0	0	3
Election Processes	180	0	180	368	2
EDRM Project	274	0	274	211	
subtotal	527	-55	472	579	
<b><u>Short Term Provisions</u></b>					
Transforming Cambridgeshire	962	38	1,000	950	4
Earith Bridge Travellers Site	43	-43	0	0	3
subtotal	1,005	-5	1,000	950	
<b>TOTAL</b>	<b>2,602</b>	<b>-662</b>	<b>1,940</b>	<b>2,789</b>	

#### Notes

- 1 The year-end position reflects the forecast Corporate Services underspend of £792k and £602k use of operational savings. Details on operational savings allocations can be found in CS Appendix 4.
- 2 The underspend on the Elections budget will be transferred to the earmarked reserve. This is to ensure that sufficient funding is available for the four-yearly County Council election.
- 3 The unapplied balances on the Fenland Social Media Cohesion grant and Heritage Lottery funding for the Cambridgeshire Local Nature Partnership and the short-term provision in respect of Earith Bridge Travellers Site have transferred to ETE following the Customer Service and Transformation restructure.
- 4 The current year-end position reflects £45k planned use for a post in Corporate Services and £5k agreed contribution to consultancy costs.
- 5 Balances brought forward have been amended following publication of the final Statement of accounts 2015-16.

## 2. LGSS Managed Reserves

Fund Description	Balance at 31 March 2015 (6)	Movements in 2015-16	Balance at 31/03/16	Forecast Balance at 31 March 2016	Notes
	£'000	£'000	£'000	£'000	
<b><u>Equipment Reserves</u></b>					
Corporate Infrastructure Replacement & Renewals	162	0	162	162	1
Corporate ICT Assets	475	0	475	0	
Corporate Telephony	5	0	5	5	
subtotal	642	0	642	167	
<b><u>Other Earmarked Funds</u></b>					
Manor school site demolition costs	139	94	233	233	2
CPSN Partnership Funds	59	120	179	0	4
subtotal	198	214	412	233	
<b><u>Short Term Provisions</u></b>					
Insurance Short-term Provision	2,324	0	2,324	2,324	5
External Audit Costs	154	0	154	154	
Insurance MMI Provision	32	0	32	1,150	
Back-scanning Reserve	56	0	56	0	
Contracts General Reserve	893	0	893	0	
Operating Model Reserve	1,000	0	1,000	1,000	
subtotal	4,460	0	4,460	4,629	
<b><u>Long Term Provisions</u></b>					
Insurance Long-term Provision	3,613	0	3,613	3,613	
subtotal	3,613	0	3,613	3,613	
<b>SUBTOTAL</b>	<b>8,913</b>	<b>214</b>	<b>9,127</b>	<b>8,642</b>	
<b><u>Capital Reserves</u></b>					
Effective Property Asset Management Receipts	0	4	4	0	3
General Capital Receipts	0	4,420	4,420	0	
P&P Commissioning (Property)	472	-50	422	422	
IT for Smarter Business Working	0	57	57	0	
Blackwell Travellers Site	9	-9	0	0	
subtotal	481	4,422	4,903	422	
<b>TOTAL</b>	<b>9,394</b>	<b>4,636</b>	<b>14,031</b>	<b>9,064</b>	

### Notes

- 1 To contribute towards recovery of the overall LGSS Managed overspend the balance on the IT Asset replacement fund will be written back to revenue.
- 2 Rental income from Bellerbys buildings on Manor School site is being held to offset demolition costs when the lease expires in 2021.
- 3 Capital Receipts achieved in 2015/16 will be used to fund the capital programme at year-end.
- 4 £120k from MMS over recovery. Funds ring-fenced for CPSN partnership to be used for procurement of replacement contract.
- 5 Additional provision of £1.15m in 2015/16 accounts to cover predicted increases in the MMI Scheme of Arrangement Levy.
- 6 Balances brought forward have been amended following publication of the final Statement of accounts 2015-16.

## CS APPENDIX 6 – Capital Expenditure and Funding

### Capital Expenditure

Corporate Services & LGSS Managed Capital Programme 2015/16						TOTAL SCHEME	
Original 2015/16 Budget as per BP £000	Scheme	Revised Budget for 2015/16 £000	Actual Spend (to Mar) £000	Forecast Spend - Outturn (Mar) £000	Forecast Variance - Outturn (Mar) £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
	<b>Corporate Services</b>						
	- Electronic Record Management	56	55	55	(1)	300	-
300	Essential CCC Business Systems Upgrade	300	51	50	(250)	300	-
	- Other Schemes	30	-	30	-	40	-
<b>300</b>		<b>386</b>	<b>106</b>	<b>135</b>	<b>(251)</b>	<b>640</b>	<b>-</b>
	<b>LGSS Managed</b>						
550	EPAM - Shire Hall Campus	937	540	600	(337)	6,524	(314)
	- EPAM - Fenland	20	(5)	-	(20)	6,596	(1,115)
45	EPAM - Local Plans Representations	389	166	200	(189)	1,548	-
1,000	EPAM - County Farms Viability	1,182	398	398	(784)	5,000	(2,396)
600	EPAM - Building Maintenance	600	270	400	(200)	6,000	-
1,180	EPAM - Sawston Community Hub	1,206	41	41	(1,165)	1,250	100
1,742	EPAM - East Barnwell Community Hub	1,911	69	69	(1,842)	2,000	-
	- EPAM - Other Committed Projects	167	(291)	113	(54)	2,043	(264)
203	EPAM - Renewable Energy Soham	242	-	-	(242)	12,030	(2,210)
200	EPAM - Housing Provision on CCC Portfolio	367	133	150	(217)	17,500	-
50	EPAM - Disposal / Relocation of Huntingdon Highways Depot	125	-	-	(125)	1,625	(1,625)
630	EPAM - MAC Market Towns Project	630	-	-	(630)	1,780	(300)
	- Carbon Reduction	593	379	380	(213)	1,673	(650)
1,840	Optimising IT for Smarter Business Working	2,273	951	1,376	(897)	3,432	-
950	IT Infrastructure Investment	1,708	236	1,008	(700)	2,400	-
	- Cambridgeshire Public Sector Network	189	52	106	(83)	5,554	-
500	Microsoft Enterprise Agreement	500	496	500	-	1,902	-
500	Implementing IT Resilience Strategy for Data Centres	500	1	250	(250)	500	-
1,000	Communications & Storage Infrastructure Refresh	1,000	-	1,000	-	1,000	-
395	Other Schemes	792	66	195	(597)	1,095	(506)
<b>11,385</b>		<b>15,331</b>	<b>3,501</b>	<b>6,786</b>	<b>(8,545)</b>	<b>81,452</b>	<b>(9,281)</b>
<b>11,685</b>	<b>TOTAL</b>	<b>15,717</b>	<b>3,607</b>	<b>6,921</b>	<b>(8,796)</b>	<b>82,092</b>	<b>(9,281)</b>

### Previously Reported Exceptions

As reported in 2014/15, a reduction in the estimated cost of final retention payments for the Awdry House site has increased the predicted total scheme underspend to £1.1m.

The EPAM – County Farms Viability is forecasting an in-year underspend of £0.8m. The level of funding required for this scheme has been reassessed for Business Planning and it has been determined that it can be reduced by £0.5m per year to better reflect actual activity with tenant farmers more cautious due to the unsettled global market. This will result in a total scheme underspend of £2.4m and the scheme budget will be adjusted as part of the 2016/17 Business Planning process.

The EPAM – Sawston Community Hub scheme is forecasting an in-year underspend of £1.1m. Group Leaders paused the project in November 2015 subject to clarification on the

long term strategy for library locations. A total scheme overspend of £0.1m is forecast as a result of an increase in construction costs due to the delays in construction.

Members have undertaken a review of the EPAM – East Barnwell Community Hub scheme and have decided that it should not progress in its current form. Work is underway to assess alternative options and a decision is due in March 2016 regarding how the scheme should progress. As a consequence, an in-year underspend of £1.8m is being reported. A feasibility study has been commissioned to reflect the mixed use scope now required and will be part of a revised scheme cost when costs have been refined.

The review of the EPAM – East Barnwell Community Hub and reassessment of EPAM – MAC Market Towns Project schemes identified above have impacted on the associated ring-fenced capital receipt generation, resulting in reduced funding of £0.8m. This has not adversely impacted on in-year prudential borrowing requirements.

Due to contractor delays, work on the EPAM – Renewable Energy Soham project will now commence in 2016-17, and therefore the scheme is showing an underspend of £0.2m in 2015/16. The expected total scheme cost has reduced to £9.8m due to a more accurate reflection of the costs following the production of a detailed business case. As a result there is a forecast total scheme underspend of £2.2m, which has been addressed as part of the current Business Planning process.

The EPAM – Disposal / Relocation of Huntingdon Highways Depot scheme is no longer required and so a total scheme underspend of £1.6m is being reported. This has been superseded by a new Joint Highways Depot scheme under Making Assets Count, which is being submitted via the 2016/17 Business Planning process.

The EPAM – MAC Market Towns Project has been reassessed for Business Planning, resulting in rephasing of activity from 2015/16 to 2016/17, producing an in-year underspend of £0.6m and a reduced total scheme cost (-£0.3m).

The Optimising IT for Smarter Business Working scheme is forecasting an in-year underspend of £0.9m. Expenditure has been rephased to reflect the priorities set by the County Council for the provision of the IT infrastructure and devices to support mobile working, and a revised timescale for implementation.

The IT Infrastructure Investment scheme is showing an in-year underspend of £0.7m. Expenditure has been rephased to better reflect timescales for the delivery of upgrades / refresh of the core IT software and hardware systems that underpin the use of IT across the Council.

The works planned under the Carbon Reduction scheme were reviewed in 2014/15 and a new schedule was agreed. As reported in 2014/15, the agreed work plan is expected to deliver a total scheme underspend of £0.65m.



## Capital Funding

Corporate Services & LGSS Managed Capital Programme 2015/16				
Original 2015/16 Funding Allocation as per BP £000	Source of Funding	Revised Funding for 2015/16 £000	Forecast Spend - Outturn (Mar) £000	Forecast Funding Variance - Outturn (Mar) £000
	<b>Corporate Services</b>			
300	Prudential Borrowing	386	135	(251)
<b>300</b>		<b>386</b>	<b>135</b>	<b>(251)</b>
	<b>LGSS Managed</b>			
4,531	Capital Receipts	4,531	4,740	209
-	Other Contributions	57	57	-
255	Developer Contributions	255	-	(255)
6,599	Prudential Borrowing	10,488	1,989	(8,499)
<b>11,385</b>		<b>15,331</b>	<b>6,786</b>	<b>(8,545)</b>
<b>11,685</b>	<b>TOTAL</b>	<b>15,717</b>	<b>6,921</b>	<b>(8,796)</b>

## Previously Reported Exceptions

There are no previous exceptions to report.

## CS Appendix 7 – Performance Scorecard

Measure	Reporting frequency	What is good	Unit	Data last entered	Time period covered	Target	Actual	RAG status	Direction of travel	Comments	Year end RAG (2014-15)
<b>Customer Service and Transformation</b>											
Proportion of FOI requests responded to within timescales	Monthly	High	%	05/04/16	1 - 31 March 2016	90%	89.0%	Amber	↓	110 FOI requests due for closure in March 2016 with 98 closed on time.  There were a high number of FOI requests due in March, including several complex requests. The team also had a high volume of requests under the Data Protection Act to deal with which diverted some resources from FOI.	Green
<i>For context only - number of FOI requests received annually</i>	<i>Annually</i>	<i>Low</i>	<i>Num</i>	05/04/16	1 April - 31 March 2016	<i>N/A*</i>	1,228	<i>N/A</i>	<i>N/A</i>	<i>* No target or RAG status for this indicator. Purpose is to set the context.</i>  <i>2015/16 - 1228</i> <i>2014/15 - 1177</i> <i>2013/14 - 1153</i> <i>2012/13 - 899</i> <i>2011/12 - 917</i> <i>2010/11 - 834</i>  <i>Running total will be collected quarterly. Data to be next reported on in July 2016 for Q1 2016/17.</i>	<i>N/A</i>
Proportion of customer complaints received in the month before last that were responded to within minimum response times	Monthly	High	%	11/04/16	1-31 January 2016	90%	93.2%	Green	↓	Number of customer complaints for January 2016 = 118  <u>Breakdown of January 2016 figures</u> 36 complaints were received for CFA in January and 29 were responded to in time. This was a pass rate of 80.6%.  68 complaints were received for ETE in January and 67 were responded to in time. This was a pass rate of 98.5%.  14 complaints were received for CS&T in January. All were responded to on time which meant a pass rate of 100%.	Amber
<i>For context only - number of complaints received annually per thousand population</i>	<i>Annually</i>	<i>Low</i>	<i>Num</i>	27/04/15	1 April 2014 - 31 March 2015	<i>N/A*</i>	1.68**	<i>N/A</i>	<i>N/A</i>	<i>* No target or RAG status for this indicator. Purpose is to set the context.</i> <i>** Based on Cambridgeshire Insight mid-2013 population estimate of 635,100 residents</i>  <i>Data to be next reported on in May 2016 for period of 1 April 2015 - 31 March 2016</i>	<i>N/A</i>
Proportion of all transformed transaction types to be completed online by 31 March 2015***	Annually	High	%	11/04/16	1 January - 31 March 2016	75%	76.1%	Green	↑	<i>To be next reported on in July 2016 for Q1 2016/17 and year end.</i>	Red
Deprivation measure - Number of physically active adults (narrowing the gap between Fenland and others)	Annually	High	%	24.03.16 (change to target and 2014 actual)	1 April 2015 - 31 March 2016	53.1% (2015) 54.1% (2016)	52.1% (2014)	TBC	N/A	New indicator identified by GPC in response to the deprivation motion passed by Council in July 2014. Indicator shared with Public Health.  Update 24.03.16 - actual for 2014 and therefore target for 2015 and 2016 amended to reflect updates to data.  Data to be reported on in May 2016 for year end.	N/A
Measure	Reporting frequency	What is good	Unit	Data last entered	Time period covered	Target	Actual	RAG status	Direction of travel	Comments	

LGSS Managed Services											
Strategy and Estates – capital receipts target managed and achieved	Quarterly	High	%	02/02/16	1 October - 31 December 2015 (Q3)	98% (£250k gross)	115.0%	Green	↑	<p>Q2 2015/16 - 99% Q1 2015/16 - 110%</p> <p>The target for 2015/16 is £3.705m. This is broken down into cumulative quarterly targets as follows: Q1 = £0.25m; Q2 = £1.50m; Q3 = £2.00m Q4 = £3.705m.</p> <p><i>To next be reported on in May 2016 for Q4 2015/16 and year-end.</i></p>	Green
Strategy and Estates – farm estates income demanded and collected on time	Half-yearly	High	%	10/03/16	1 October - 31 December 2015 (Q3)	95% (£3.9m gross)	96.2%	Green	↓	<p>The target is made up of two rent runs and it is the collection of these that we monitor in July (for the April rents) and January (for the October rents). The delay in closing off the chasing of these debts is because of the different type of farm tenancies and the agricultural law that covers them.</p> <p>In October 2015 we sent out invoices valued £1,791,425 and there is £67,580 still to collect (3.77% of total) and so remain above the KPI threshold.</p> <p><i>To next be reported on in May 2016 for Q4 2015/16 and year-end</i></p>	Green
IT – availability of Universal Business System****	Quarterly	High	%	02/02/16	1 October - 31 December 2015 (Q3)	95%	94.0%	Amber	↓	<p>In October 2015 issues were experienced with access to external websites and there were also problems with corporate remote access (Juniper). In November 2015 there were still ongoing issues to external websites, problems with access to ONE and AFM. Also significant performance issues caused by problems with the Storage Area Network over a 2 week period.</p> <p>Q2 2015/16 - 100.0% Q1 2015/16 - 100.0%</p> <p><i>To next be reported on in May 2016 for Q4 2015/16 and year-end.</i></p>	Green
IT – incidents resolved within Service Level Agreement	Quarterly	High	%	02/02/16	1 October - 31 December 2015 (Q3)	90%	97.0%	Green	↑	<p>Improvement in performance can be seen following the recruitment of extra staff, using the workspace more effectively and transferring the NoCC calls to the NCC helpdesk.</p> <p>Q2 2015/16 - 83% Q1 2015/16 - 98%</p> <p><i>To next be reported on in May 2016 for Q4 2015/16 and year-end.</i></p>	Green

## LGSS APPENDIX 1 – Service Level Budgetary Control Report

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

Original Budget as per BP £000	Service	Look up	Current Budget for 2015/16 £000	Actual (Mar)	Forecast Variance - Outturn (Feb) £000	Forecast Variance - Outturn (Mar) £000	%
<b><u>LGSS Cambridge Office</u></b>							
<b><u>Central Management</u></b>							
162	Service Assurance	SA	19	41	-20	-25	-129
-8,905	Trading	Trad	-8,809	-7,467	452	479	5
353	LGSS Equalisation	Equal	530	216	0	0	0
-410	Grant Income	LGSS	-419	0	0	0	0
<b>-8,799</b>			<b>-8,679</b>	<b>-7,209</b>	<b>432</b>	<b>454</b>	<b>5</b>
<b><u>Finance &amp; Property</u></b>							
1,048	Chief Finance Officer	HoF	1,113	1,042	30	0	0
894	Audit	Aud	713	542	-60	-60	-8
2,013	Professional Finance	Fin	1,986	1,954	-92	-85	-4
724	Property Operations & Delivery	POD	854	1,238	0	15	2
883	Strategic Assets	SAM	880	901	-50	-50	-6
0	Pensions Service	PS	0	34	0	0	0
<b>5,562</b>			<b>5,546</b>	<b>5,711</b>	<b>-171</b>	<b>-180</b>	<b>-3</b>
<b><u>People, Transformation &amp; Transactional</u></b>							
1,277	HR Business Partners	HR	1,271	1,158	-80	-80	-6
315	HR Policy & Strategy	HRP&S	313	179	-107	-107	-34
1,880	LGSS Programme Team	LGSS PT	1,879	2,000	50	63	3
573	Organisational & Workforce Development	OWD	341	272	0	0	0
2,266	Revenues and Benefits	RB	2,327	2,298	0	0	0
1,157	Transactional Services	Trans	1,285	1,613	-100	-100	-8
<b>7,468</b>			<b>7,416</b>	<b>7,521</b>	<b>-237</b>	<b>-225</b>	<b>-3</b>
<b><u>Law &amp; Governance</u></b>							
489	Democratic & Scrutiny Services	DSS	466	344	-61	-82	-17
-406	LGSS Law Ltd	LS	-174	382	50	50	29
364	Procurement	Proc	358	513	-38	-43	-12
<b>447</b>			<b>650</b>	<b>1,239</b>	<b>-49</b>	<b>-75</b>	<b>-11</b>
5,186	IT Services	IT	5,191	5,245	25	25	0
<b>9,864</b>	<b>Total LGSS Cambridge Office</b>		<b>10,124</b>	<b>12,506</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>MEMORANDUM - Grant Income</u></b>							
-220	Public Health Grant	LGSS PH	-220	-220	0	0	0
-190	Counter Fraud Initiative Grant	CFIG	-199	-199	0	0	0
<b>-410</b>			<b>-419</b>	<b>-419</b>	<b>0</b>	<b>0</b>	<b>0</b>

## LGSS APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
<b>Trading</b>	-8,809	+479	+5%
<p>There is currently a forecast overspend of £479k against the Trading budget. There is a deficit of £691k on the consolidated trading position, which relates to the forecast shortfall on additional trading activity in 2015/16 to meet the revised income target. This shortfall will be met from the LGSS Smoothing Reserve.</p>			
<b>HR Policy &amp; Strategy</b>	313	-107	-34%
<p>The reported underspend of £107k on HR Policy &amp; Strategy is unchanged since last month and, as previously reported, is due to delays in recruitment to the Workforce Planning and Strategy team.</p>			
<b>Transactional Services</b>	1,285	-100	-8%
<p>As reported last month, Transactional Services is forecasting an underspend of £100k, which is unchanged from last month. The Service-wide restructure was implemented in August 2015 and has resulted in a number of vacancies which are actively being recruited to.</p>			

### LGSS APPENDIX 3 – Grant Income Analysis

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

	<b>Awarding Body</b>	<b>Expected Amount £'000</b>
<b>Grants as per Business Plan</b>	Various	419*
Non-material grants (+/- £30k)		0
<b>Total Grants 2014/15</b>		<b>419</b>

\* The Counter Fraud Initiative Fund grant received in 2015/16 is £9k more than the Business Plan figure of £190k.

### LGSS APPENDIX 4 – Virements and Budget Reconciliation

	<b>£'000</b>	<b>Notes</b>
<b>Budget as per Business Plan</b>	9,864	
LGSS Transactions support from Reablement	34	
Transfer from CFA to Finance for Adults Accountant post	30	
Transfer from reserves to Strategic Assets for K2	36	
Transfer from reserves to LGSS Law Ltd	202	
Non-material virements (+/- £30k)	-42	
<b>Current Budget 2015-16</b>	<b>10,124</b>	

## LGSS APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31 March 2015	Movements in 2015-16	Balance at 31/03/16	Forecast Balance at 31 March 2016	Notes
	£'000	£'000	£'000	£'000	
<b>General Reserve</b>					
LGSS Cambridge Office Carry-forward	1,003	-36	967	497	1
subtotal	1,003	-36	967	497	
<b>Other Earmarked Funds</b>					
Counter Fraud Initiative	130	0	130	0	2
subtotal	130	0	130	0	
<b>SUBTOTAL</b>	<b>1,134</b>	<b>-36</b>	<b>1,097</b>	<b>497</b>	
<b>TOTAL</b>	<b>1,134</b>	<b>-36</b>	<b>1,097</b>	<b>497</b>	

### Notes

- 1 The year-end position reflects £505k expected use of operational savings. £36k has been drawn down in respect of K2 expenditure.
- 2 The Counter Fraud Initiative grant was unapplied in 2014/15 and so the balance was transferred to the earmarked reserve.

## LGSS APPENDIX 6 – Capital Expenditure and Funding

### Capital Expenditure

LGSS Cambridge Office Capital Programme 2015/16						TOTAL SCHEME	
Original 2015/16 Budget as per BP £000	Scheme	Revised Budget for 2015/16 £000	Actual Spend (to Mar) £000	Forecast Spend - Outturn (Mar) £000	Forecast Variance - Outturn (Mar) £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
-	R12 Convergence*	209	-	25	(184)	600	-
-	Next Generation ERP	-	-	515	515	-	-
-	<b>TOTAL</b>	<b>209</b>	-	<b>540</b>	<b>331</b>	<b>600</b>	-

\*This funding will now be used to cover the initial costs to be incurred in replacing the Enterprise Resource Planning (ERP) system, as approved by GPC as part of the March 2015 Integrated Resource and Performance Report.

### Previously Reported Exceptions

There are no previous exceptions to report.

### Capital Funding

LGSS Cambridge Office Capital Programme 2015/16				
Original 2015/16 Funding Allocation as per BP £000	Source of Funding	Revised Funding for 2015/16 £000	Forecast Spend - Outturn (Mar) £000	Forecast Funding Variance - Outturn (Mar) £000
-	Prudential Borrowing	209	540	331
-	<b>TOTAL</b>	<b>209</b>	<b>540</b>	<b>331</b>

### Previously Reported Exceptions

There are no previous exceptions to report.



**APPOINTMENTS TO OUTSIDE BODIES, INTERNAL ADVISORY GROUPS AND  
PANELS AND PARTNERSHIP LIAISON AND ADVISORY GROUPS**

*To:* **General Purposes Committee**

*Meeting Date:* **31 May 2016**

*From:* **Democratic Services Manager**

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

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

*Purpose:* **To consider appointments to outside bodies, internal advisory groups and panels, and partnership liaison and advisory groups.**

*Recommendation:* **It is recommended that the General Purposes Committee:**

- (i) review and agree the appointments to outside bodies as detailed in Appendix 1;**
- (ii) review and agree appointments to internal advisory groups and panels as detailed in Appendix 2, and continue to refer appointments to the other internal advisory groups and panels to the relevant policy and service committee;**
- (iii) agree the establishment and membership of a member working group to consider Member IT issues; and**
- (iv) review and agree appointments to partnership liaison and advisory groups as detailed in Appendix 3, and continue refer appointments to the other partnership liaison and advisory groups to the relevant policy and service committee.**

<b><i>Officer contact:</i></b>	
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## 1. BACKGROUND

### 1.1 The County Council's Constitution states that the General Purposes Committee has

- Authority to nominate representatives to Outside Bodies other than the Cambridgeshire and Peterborough Fire Authority, the County Councils' Network Council and the Local Government Association.
- Authority to determine the Council's involvement in and representation on County Advisory Groups. The Committee may add to, delete or vary any of these advisory groups, or change their composition or terms of reference.

## 2. APPOINTMENTS

2.1 The outside bodies where appointments are required are set out in **Appendix 1** to this report. Councillor Sir Peter Brown has asked to step down as the Council's representative on the Hinchbrook Country Park Joint Group; Councillor Peter Ashcroft has indicated that he is willing to take his place. It is proposed that the Committee should also review whether the Council should continue to be represented on any of these bodies.

2.2 The internal advisory groups and panels where appointments are required are set out in **Appendix 2** to this report. It is proposed that the Committee should review whether the Council should continue to be represented on any of these bodies and agree the appointments, and continue to refer the remaining appointments to the relevant policy and service committee (*a list is available on the Council's website at the following link*  
[http://www.cambridgeshire.gov.uk/info/20087/councillors\\_and\\_meetings/313/county\\_councillors/2](http://www.cambridgeshire.gov.uk/info/20087/councillors_and_meetings/313/county_councillors/2))

2.3 Following on from discussions about Member IT at a previous General Purposes Committee meeting, a paper was taken to Group leaders to discuss the security implications of member usage of email especially the use of personal email addresses. It is proposed that a member working group is set up to discuss the risks and security implications of the use of email and to make sure these risks are sufficiently mitigated. This will ensure that the Council maintains the security of its information and that working practices of members remain effective and reasonable. It is also proposed that the Working Group be called on, as appropriate, to consider other Member IT related issues on behalf of the council. Nominations for this Working Group are required (one member from each political group).

2.4 The partnership liaison and advisory groups where appointments are required are set out in **Appendix 3** to this report. It is proposed that the Committee should review whether the Council should continue to be represented on any of these bodies and agree appointments, and continue to refer the remaining appointments to the relevant policy and service committee.  
(a list is available on the Council's website at the following link  
[http://www.cambridgeshire.gov.uk/info/20087/councillors\\_and\\_meetings/313/county\\_councillors/2](http://www.cambridgeshire.gov.uk/info/20087/councillors_and_meetings/313/county_councillors/2))

### **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 There are no significant implications within these categories:**

- Resource Implications
- Statutory, Risk and Legal Implications
- Equality and Diversity Implications
- Engagement and Consultation Implications
- Localism and Local Member Involvement
- Public Health Implications

<b>Source Documents</b>	<b>Location</b>
Appointments to Outside Bodies: General Purposes Committee Appointments to Internal Advisory Groups and Panels Appointments to Partnership Liaison and Advisory Groups	Room 117, Shire Hall, Cambridge

## CAMBRIDGESHIRE COUNTY COUNCIL APPOINTMENTS TO OUTSIDE BODIES: GENERAL PURPOSES COMMITTEE

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Cambridge &amp; County Folk Museum Management Committee</b>  To provide a social history museum service for the County with special emphasis on schools.	4+	1	<b>Councillor G Kenney (Con)</b>	Polly Hodgson Curator  01223 355159  <a href="mailto:polly@folkmuseum.org.uk">polly@folkmuseum.org.uk</a>
<b>Cambridge &amp; District Citizens Advice Bureau Management Committee</b>  To provide free, confidential and impartial advice to the public. Its aim is to ensure that the public does not suffer through lack of knowledge of their rights and responsibilities or of the services available to them.	4 – 6	1	<b>Councillor L Nethsingha (LD)</b>	Rachel Talbot Chief Executive  01223 222660  <a href="mailto:rachelT@cambridgecab.org.uk">rachelT@cambridgecab.org.uk</a>
<b>Cambridge Airport Consultative Committee</b>  The purpose of the Consultative Committee is to provide an effective forum for discussion about all matters concerning the operation and development of Cambridge Airport.	3	1	<b>Councillor P Sales (Lab)</b>	Terry Holloway, Group Support Executive  01223 373227  <a href="mailto:TH@Marcamb.co.uk">TH@Marcamb.co.uk</a>
<b>Cambridge City Council, South Cambridgeshire and Huntingdonshire District Councils Shared Services Board</b>			<b>Councillor S Count (Con)</b>	

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Cambridge Council for Voluntary Service</b>  Cambridge CVS is an independent registered charity, set up by local organisations as an infrastructure and network organisation to help and support community and voluntary groups in Cambridge City and South Cambridgeshire.	4	1 Observer Status	<b>Councillor L Nethsingha (LD)</b>	Jez Reeve General Secretary 01223 464696 <a href="mailto:enquiries@cambridgecvcs.org.uk">enquiries@cambridgecvcs.org.uk</a>
<b>Cambridge Sports Hall Trust Management Committee</b>  A management committee administering the running of the Kelsey Kerridge Sports Hall in Cambridge.	6	1	<b>Councillor A Walsh (Lab)</b>	Peter Jakes Company Secretary 01223 462226
<b>Cambridgeshire and Peterborough Association of Local Councils (CAPALC) District Committees:</b> <ul style="list-style-type: none"> <li>• East Cambridgeshire</li> <li>• Fenland</li> <li>• Huntingdonshire</li> <li>• South Cambridgeshire</li> </ul> The District Associations have a direct feed into the strategic direction and governance of CAPALC as each of the District Association chairmen have a seat on the CAPALC Board.	4	1 to each	<b>Councillor P Brown (Con)</b> <b>Councillor S Count (Con)</b> <b>Councillor R Hickford (Con)</b> <b>Councillor M Shuter (Con)</b>	Ian Dewar Chief Executive 01480 375629

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Cambridgeshire &amp; Peterborough Young Farmers Clubs</b>  To provide training and social facilities for young members of the community.	6	1	<b>Councillor D Brown</b> (Con)	Kim Bullen County Organiser  01480 830907  <a href="mailto:cambsyoungfarmers@btconnect.com">cambsyoungfarmers@btconnect.com</a>
<b>Cambridgeshire Police and Crime Panel</b>  The role of the panel is to scrutinise the Police and Crime Commissioner.	7 approx.	3	1. <b>Cllr M McGuire</b> (Con) 2. (IND) 3. <b>Cllr M Shellens</b> (LD)	Paulina Ford Senior Democratic Services Officer, Scrutiny Peterborough City Council  01733 452508  <a href="mailto:Paulina.Ford@peterborough.gov.uk">Paulina.Ford@peterborough.gov.uk</a>
<b>Camsight</b>  Cam Sight is a charity working with blind and partially sighted people within Cambridgeshire.	4	1	<b>Cllr C Boden</b> (Con)	Anne Streather Chief Executive  01223 420033  <a href="mailto:anne@camsight.org">anne@camsight.org</a>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Centre 33</b>  Centre 33 is a longstanding charity supporting young people in Cambridgeshire up to the age of 25 through a range of free and confidential services.	4	1	<b>Councillor F Onasanya</b> (Lab)	Melanie Monaghan Chief Executive  01223 314763  <a href="mailto:help@centre33.org.uk">help@centre33.org.uk</a>
<b>Conservators of the River Cam</b>  The Conservators are the statutory navigation authority for Cambridge between the Mill Pond in Silver Street to Bottisham Lock with lesser responsibilities up-stream to Byron's Pool.	4	1	<b>Councillor M McGuire</b> (Con)	J Ramsay River Manager  01223 863847  <a href="mailto:river.manager@camconservators.org.uk">river.manager@camconservators.org.uk</a>
<b>Ditchburn Place/Stanton House Management Committee</b>  Ditchburn Place is a mixed housing development on Mill Road, Cambridge that is close to a wide range of shops and community facilities. Stanton House provides sheltered housing.	2	3	<b>Councillor A Walsh</b> (Lab)	Jill Frost Manager  01223 314 800  <a href="mailto:lynnem@cambridge.gov.uk">lynnem@cambridge.gov.uk</a>
<b>Duxford Neighbours Forum</b>  Liaison meeting with the Director of the Museum.	2	1	<b>Councillor P Topping</b> (Con)	Lyn Dobson Business Planning and Finance Manager  01223 835000  <a href="mailto:Ldobson@iwm.org.uk">Ldobson@iwm.org.uk</a>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>East of England Local Government Association Children's Services and Education Portfolio-Holder Network</b>  The network brings together the lead members for children's service and education from the 11 strategic authorities in the East of England. It aims to: <ul style="list-style-type: none"> <li>• give councils in the East of England a collective voice in response to consultations and lobbying activity</li> <li>• provide a forum for discussion on matters of common concern and share best practice</li> <li>• provide the means by which the East of England contributes to the work of the national LGA and makes best use of its members' outside appointments.</li> </ul>	4	1	<b>1. Councillor D Brown (Con)</b> <b>2. Councillor J Whitehead (Lab)</b>	Cinar Altun 01284 758321 <a href="mailto:Cinar.altun@eelga.gov.uk">Cinar.altun@eelga.gov.uk</a>
<b>East of England Local Government Association Resource Portfolio Holders Board</b>  Non-executive networking group of Resources Portfolio Holders.	4	1	<b>Councillor R Hickford (Con)</b>	Cinar Altun 01284 758321 <a href="mailto:Cinar.altun@eelga.gov.uk">Cinar.altun@eelga.gov.uk</a>
<b>ESPO Management Committee</b>  Purchasing and contracting service for 10 member Authorities.	4	2	<b>1. Councillor D Connor (Con)</b> <b>2. Councillor R Hickford (Con)</b>	Mr B Holihead Committee Officer Leicestershire County Council County Hall Glenfield Leicester LE3 8RA



NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>ESPO Finance and Audit Sub Committee</b>	2	1	<b>Councillor R Hickford</b> (Con)	Mr B Holihead Committee Officer Leicestershire County Council County Hall Glenfield Leicester LE3 8RA
<b>Greater Cambridge City Deal Housing Development Agency</b>  The Housing Development Agency (HDA) was established in 2015 as part of the response to the Greater Cambridge City Deal need to deliver housing growth, and in particular affordable homes, although its remit is not restricted to the City Deal area. The HDA was set up with funding from Cambridge City Council, South Cambs District Council and the County Council, and is currently a joint working arrangement comprising staffing from the existing Housing teams of the City and South Cambs councils, with the intention of becoming a separate legal entity in due course.	tba	1	<b>Councillor P Sales</b> (Lab)	Alan Carter <a href="mailto:alan.carter@cambridge.gov.uk">alan.carter@cambridge.gov.uk</a> 01223 457948.
<b>Haddenham Foundation of Elizabeth March</b>  An educational charity to help people under 25 years of age entering further education, preparing to enter a profession, trade or calling (including social and physical training) and to provide equipment at the local school.  One of the persons listed represents the County Council but is not an elected Member.	3	2	1. <b>Councillor B Hunt</b> (Con) 2. <b>Mr Andy Graham</b>	Mrs L Peacock  01353 740038

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Hinchingbrooke Country Park Joint Group</b>  To monitor the operation of Hinchingbrooke Country Park.	2	1	<b>Councillor P Brown</b> (Con)	Helen Taylor Hunts District Council  01480 388008  <a href="mailto:Helen.Taylor@huntingdonshire.gov.uk">Helen.Taylor@huntingdonshire.gov.uk</a>
<b>Huntingdon Freeman's Trust</b>  A charity assisting individuals and organisations falling within the Huntingdon Town Council area only.  <b>[Term of Office is for four years from 20 May]</b>	11	1	<b>Councillor M Shellens</b> (LD)	Ruth Black Clerk to the Charity  01480 414909  <a href="mailto:clerk@huntingdonfreemen.org.uk">clerk@huntingdonfreemen.org.uk</a>
<b>Hunts Forum of Voluntary Organisations</b>  Hunts Forum of Voluntary Organisations is an umbrella body for voluntary and community groups in Huntingdonshire. It is an independent, non-profit making group formed from a coalition of local voluntary organizations and run by an elected committee of voluntary sector representatives. It supports voluntary and community organisations with information, advice and training.	4	2	1. <b>Councillor S Criswell</b> (Con) 2. <b>Councillor P Downes</b> (LD)	Julie Farrow Hunts Forum of Voluntary Organisations  01480 420601  <a href="mailto:julie@huntsforum.org.uk">julie@huntsforum.org.uk</a>
<b>Isle of Ely Society for the Blind</b>  Provides advice and support to people with low vision and their families. Undertakes lunch clubs, outings and bowling events.	4	1	<b>Councillor C Boden</b> (Con)	Janet Fisher  01354 656726  <a href="mailto:ioesb@live.co.uk">ioesb@live.co.uk</a>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>London Stansted Corridor Consortium Board</b>  A group of authorities and organisations in a corridor from London to Cambridge and Peterborough who are lobbying for improved infrastructure and connectivity.	4	1	<b>Councillor I Bates</b> (Con)	J McGill Director NELSA and London Stansted Cambridge Consortium  020 84895282  <a href="mailto:John.McGill@haringey.gov.uk">John.McGill@haringey.gov.uk</a>
<b>Manea Educational Foundation</b>  Established to provide grants and financial assistance for people up to the age of 25 years living within the Parish of Manea.	2	1	<b>Councillor D Connor</b> (Con)	Ro King Treasurer/Secretary  <a href="mailto:Nking38167@aol.com">Nking38167@aol.com</a>
<b>March Educational Foundation</b>  Assistance to persons under the age of 25 who are resident in the Parish of March.	3 – 4	1	<b>Councillor J Clark</b> (Con)	R C Gill Clerk to the Trustees
<b>Mobilising Local Energy Investments in Cambridgeshire and Peterborough – Project Advisory Board</b>  The Partnership includes Cambridgeshire County Council, Peterborough City Council, Cambridge City Council, South Cambridgeshire District Council, Huntingdonshire District Council and Cambridge University. The project provides capacity in the local authorities involved to pilot public sector projects to deliver energy-generating schemes and retrofit projects.		1	<b>Councillor M Shuter</b> (Con)	Sheryl French MLEI Project Director Cambridgeshire County Council  <a href="mailto:sheryl.french@cambridgeshire.gov.uk">sheryl.french@cambridgeshire.gov.uk</a>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Needhams Foundation, Ely</b>  Needham's Foundation is a Charitable Trust, the purpose of which is to provide financial assistance for the advancement of education, to schools and individuals in the City of Ely.	2	2	<b>1. Councillor A Bailey</b> (Con) <b>2. Councillor M Rouse</b> (Con)	Tracey Coulson Correspondent to the Foundation  01353 669244  <a href="mailto:philipcoulson@tesco.net">philipcoulson@tesco.net</a>
<b>Ouse Washes Strategic Group</b>  To develop a shared appreciation of the value and the strategic challenges and opportunities of this area, within the current policy and legislative framework. Understand how future change (environmental, social, economic, policy, legislation) could impact the long term sustainability and viability of this area. Develop a shared vision for the next 5 to 10 years and, considering the future, for the next 10 to 50 years, for this area.			<b>1. Councillor I Bates</b> (Con)  <b>2. Councillor M Mason</b> (Ind) – <b>substitute member</b>	Julie Foley Area Manager  Tel: 020 30251869  <a href="mailto:Julie.Foley@environment-agency.go.uk">Julie.Foley@environment-agency.go.uk</a>
<b>Reserve Forces and Cadets Assoc. for East Anglia</b>  To raise, recruit and administer the Territorial Army Volunteer Reserve and Cadet Forces.	2	1	<b>Councillor M McGuire</b> (Con)	Mr T. G. Louth Springfield Tyrells 250 Springfield Road CHELMSFORD CM2 6BU

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Rural Cambridgeshire Citizens' Advice Bureau Management Committee</b>  To promote any charitable purpose for the benefit of the community in Huntingdonshire, Fenland and East Cambridgeshire and the advancement of education, the protection of health and the relief of poverty, sickness and distress.	2	1	<b>Councillor B Hunt</b> (Con)	Beverley Howard Bureau Manager  0845 1306442  <a href="http://www.ruralcambscab.org.uk">www.ruralcambscab.org.uk</a>
<b>Shepreth School Trust</b>  Provides financial assistance towards educational projects within the village community, both to individuals and organisations.	4	1	<b>Councillor S van de Ven</b> (LD)	Caroline Pepper  01763 263321  <a href="mailto:cpepper@totalise.co.uk">cpepper@totalise.co.uk</a>
<b>Soham &amp; District Sports Association Management Committee</b>  Charity providing sport for the local community.	4	1	<b>Councillor J Palmer</b> (Con)	Carol Brannan  01353 722662  <a href="mailto:sdsa@rosspeers-sportscentre.co.uk">sdsa@rosspeers-sportscentre.co.uk</a>
<b>Soham Moor Old Grammar School Foundation</b>  Registered charity promoting the education of young people attending Soham Village College who are in need of financial assistance or to providing facilities to the Village College not normally provide by the education authority.	2	1	<b>Councillor J Schumann</b> (Con)	Graham Loasby  01353 721113  <a href="mailto:gralow@btinternet.com">gralow@btinternet.com</a>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>St Neots Museum Management Committee</b>  Provides advice and management support to St Neots Museum for the benefit of the local community.	2	1	<b>Councillor B Chapman</b> (Ind)	Clive Thompson Chairman  01480 214163  <a href="mailto:stneotsmuseum@tiscali.co.uk">stneotsmuseum@tiscali.co.uk</a>
<b>Thomas Squire Charity</b>  Provision of special benefits and scholarships for pupils of the Elm and Emneth Endowed School which are not normally provided by the local Education Authority.	1	1	<b>Councillor G Gillick</b> (UKIP)	Susan Lambert  01945 773779  <a href="mailto:Slambert58@sky.com">Slambert58@sky.com</a>
<b>Trigg Charity Trust (Melbourn)</b>  The Trigg Charity provides financial assistance to local schools / persons for their educational benefit.	2	1	<b>Councillor S van de Ven</b> (LD)	Gillian Morland  01763 260616  <a href="mailto:Gillian.morland@virgin.net">Gillian.morland@virgin.net</a>
<b>Warboys Old Village School Board Trust</b>  To make grants to the Village School, youth groups and individuals for educational purposes. Applicants must reside within the Warboys parish boundary.	3	1	<b>Councillor M Tew</b> (UKIP)	Linda Sawyer Clerk to the Trustees  01487 822357  <a href="mailto:Linda.sawyer48@btinternet.com">Linda.sawyer48@btinternet.com</a>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Wisbech &amp; Fenland Museum</b>  A public museum involved in educational projects, historical archives and special exhibitions relating to the collection and local personalities.  The person listed represents the County Council but is not an elected Member.	6 – 10	2	<b>Mr M Gibson</b>	William Knowles Honorary Secretary  01945 583817  <a href="mailto:info@wisbechmuseum.org.uk">info@wisbechmuseum.org.uk</a>
<b>Wisbech Community Development Trust</b>  Community facilities provided within the Oasis Community Centre, Wisbech.	tbc	1	<b>Councillor P Clapp (UKIP)</b>  <i>[Request to have officer also attend with observer status]</i>	Chairman Wisbech Community Development Trust The Oasis Centre  01945 461526
<b>WREN [Waste Recycling Environmental]</b>  WREN is a not-for-profit business that helps benefit the lives of people who live close to landfill sites by awarding grants for environmental, heritage and community projects.	3	1	<b>Councillor D Giles (Ind)</b>	Peter Cox Managing Director  01953 718202 <a href="mailto:wren@wren.org.uk">wren@wren.org.uk</a>

## APPOINTMENTS TO INTERNAL ADVISORY GROUPS AND PANELS

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Diversity Group</b>  Exists to act as the co-ordinating body to further the Council's role as a community leader, helping build a stronger, healthier, more inclusive society, which values diversity and recognises the contribution that those from different groups and backgrounds can make by championing and supporting the delivery of the Council's Single Equality Strategy and underpinning action plan across all parts of the organisation.	Quarterly		1. <b>Councillor E Cearns</b> (LD) 2. <b>Vacancy</b> (Con) 3. <b>Councillor J Scutt</b> (L) 4. <b>Councillor P Bullen</b> (UKIP) 5. <b>Vacancy</b> (Ind)	Adrian Lyne Policy and Projects Officer  01223 706307  <a href="mailto:adrian.lyne@cambridgeshire.gov.uk">adrian.lyne@cambridgeshire.gov.uk</a>
<b>General Purposes Committee – Consultation Working Group</b>  The purpose of the group is to consider the statutory requirements placed on the organisation to consult and then to consider cost effective ways to support the whole organisation in discharging its duties (including in relation to the County Council's Business Plan). This will include the possibility of establishing a residents' panel.	3	5	1. <b>Councillor A Lay</b> (UKIP) 2. <b>Councillor L Nethsingha</b> (LD) 3. <b>Councillor J Schumann</b> (Con) 4. <b>Councillor J Whitehead</b> (Lab) 5. <b>Vacancy</b> (Ind)	M Soper Research and Performance Team Manager  01223 715312  <a href="mailto:Michael.Soper@cambridgeshire.gov.uk">Michael.Soper@cambridgeshire.gov.uk</a>



NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Member Development Panel</b>  Oversees training and development for Members.	As required	6	1. <b>Councillor I Bates</b> (Con) 2. <b>Councillor P Bullen</b> (UKIP) 3. <b>Councillor S Criswell</b> (Con) 4. <b>Councillor L Nethsingha</b> (LD) 5. <b>Councillor P Sales</b> (Lab) 6. <b>Councillor M Smith</b> (Con)	Michelle Rowe Democratic Services Manager  01223 699180  <a href="mailto:michelle.rowe@cambridgeshire.gov.uk">michelle.rowe@cambridgeshire.gov.uk</a>
<b>Public Service Reform Member Reference Group (originally set up as the Rewiring Public Services Group)</b>  Forum for updating Members on the development of options for the reform of public services.	6	9	1. <b>Councillor P Bullen</b> (UKIP) 2. <b>Councillor S Bywater</b> (UKIP) 3. <b>Councillor E Cearns</b> (LD) 4. <b>Councillor S Count</b> (Con) 5. <b>Councillor S Criswell</b> (Con) 6. <b>Councillor J Hipkin</b> (Ind) 7. <b>Councillor N Kavanagh</b> (Lab) 8. <b>Councillor M Leeke</b> (LD) 9. <b>Councillor M Mason</b> (Ind) 10. <b>Councillor P Sales</b> (Lab)	Kevin Hctor Policy and Projects Officer  01223 728163  <a href="mailto:Kevin.Hctor@cambridgeshire.gov.uk">Kevin.Hctor@cambridgeshire.gov.uk</a>

## CAMBRIDGESHIRE COUNTY COUNCIL APPOINTMENTS TO PARTNERSHIP LIAISON AND ADVISORY GROUPS

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Cambridgeshire and Peterborough Military Covenant Board</b>  The Armed Forces Covenant Board aims to improve the outcomes and life choices of military personnel, reservists, their families and veterans living in Cambridgeshire and Peterborough. The Covenant Board also aims to enhance the relationship between civilian and military communities.	4	1	<b>Councillor M McGuire (Con)</b>	Sue Grace Director of Customer Service and Transformation  01223 715680  <a href="mailto:Sue.grace@cambridgeshire.gov.uk">Sue.grace@cambridgeshire.gov.uk</a>
<b>Community Safety Strategic Board</b>  A Board of responsible authorities informing on crime and disorder issues across the County with the aim of reducing crime through joint working.	2	1	<b>Councillor M McGuire (Con)</b>	Vickie Crompton  01223 699834  <a href="mailto:Vickie.crompton@cambridgeshire.gov.uk">Vickie.crompton@cambridgeshire.gov.uk</a>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Crime and Disorder Reduction Partnerships</b>  Statutory Crime and Disorder Reduction Partnerships (CDRPs, also known as Community Safety Partnerships) were set up in each district council area of Cambridgeshire in 1998. The partnerships are responsible for carrying out a three yearly audit to review the levels and patterns of crime, disorder and misuse of drugs, to analyse and consult on the results, and subsequently develop a three-year strategy for tackling crime and disorder and combating the misuse of drugs. <ul style="list-style-type: none"> <li>Cambridge City</li> <li>East Cambridgeshire</li> <li>Fenland</li> <li>Huntingdonshire</li> <li>South Cambridgeshire</li> </ul>	3-4	1 on each	<b>Councillor J Scutt (Lab)</b> <b>Councillor D Brown (Con)</b> <b>Councillor S Hoy (Con)</b> <b>Councillor P Reeve (UKIP)</b> <b>Councillor D Jenkins (LD)</b>	Tricia Ager Drug & Alcohol Action Team  01223 699680  <a href="mailto:Tricia.Ager@cambridgeshire.gov.uk">Tricia.Ager@cambridgeshire.gov.uk</a>
<b>Local Councils Liaison Committee</b>  To provide a forum for regular consultation and discussion between the County Council and representatives of the Cambridgeshire and Peterborough Association of Local Councils about issues of mutual interest (including joint initiatives and local or national issues). In particular it will serve as a mechanism for the County Council to liaise and consult with local Councillors on matters that will potentially affect the local communities represented by CPALC.		5	<b>Chairman of Council</b> <b>Vice-Chairman of Council</b> <b>Councillor P Downes (LD)</b> <b>Councillor M McGuire (Con)</b> <b>Councillor P Reeve (UKIP)</b>	Ruth Yule Democratic Services Officer  01223 699184  <a href="mailto:ruth.yule@cambridgeshire.gov.uk">ruth.yule@cambridgeshire.gov.uk</a>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Local Strategic Partnerships</b> <b>Fenland Strategic Partnership</b> <p>The Fenland Strategic Partnership aims to make a difference by working better together across different sectors. The partnership has consulted extensively with the local community to identify the most important issues specific to Fenland.</p>	2	1	<b>Councillor S Count</b> (Con)	Fenland District Council Fenland Hall County Road MARCH
<b>Huntingdonshire</b> <b>Hunts Thematic Groups</b> <ul style="list-style-type: none"> <li><i>Children and Young People</i></li> <li><i>Growth &amp; Infrastructure</i></li> <li><i>Health &amp; Wellbeing</i></li> <li><i>Community Safety Partnership</i></li> </ul>	4  3-4 3-4 3-4 3-4	1  1 1 1 1	<b>Councillor M McGuire</b> (Con)  <b>Councillor P Bullen</b> (UKIP) <b>Councillor I Bates</b> (Con) <b>Delegate to Chief Executive in consultation with Group Leaders</b> <b>Councillor P Brown</b> (Con)	Huntingdonshire District Council

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<b>Neighbourhood Forums (South Cambs)</b>	3	-	No formal representation on these Panels and all local Councillors are invited to attend	John Fuller Community Engagement Manager Parkside Police Station Cambridge
<b>Area Committees (Cambridge City)</b>	Meetings held approx every 8 weeks		Local Councillors are invited to attend	
<b>Neighbourhood Forums (Fenland)</b> <ul style="list-style-type: none"> <li>• <i>Wisbech and District</i></li> <li>• <i>Chatteris and District</i></li> <li>• <i>March and District</i></li> <li>• <i>Whittlesey and District</i></li> </ul>	4	1 1 1 1	No appointments made as groups may no longer exist	
<b>Northstowe 4+4 Group</b>  This Group comprises 4 County Councillors ( 2 from Economy & Environment Committee, 1 from Adults and 1 from Children and Young People Committee) together with 4 Councillors from South Cambridgeshire District Council. It provides a political steer on Section 106 discussions and feeds its views into the Northstowe Joint Development Control Committee	To be confirmed		1. <b>Councillor I Bates</b> (Con) 2. <b>Councillor E Cearns</b> (LD) 3. <b>Councillor D Connor</b> (Con) 4. <b>Councillor J Whitehead</b> (Lab)	Bridget Fairley South Cambridgeshire District Council  01954 713157  Bridget.Fairley@scambs.gov.uk



# GENERAL PURPOSES COMMITTEE AGENDA PLAN

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Cambridgeshire  
County Council

**Agenda Item No.13**

## 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	Spokes meeting date	Deadline for draft reports	Agenda despatch date
<b>31/05/16</b>	1. Notification of Chairman/woman and Vice-Chairman/woman	M Rowe	Not applicable	28/04/16	18/05/16	20/05/16
	2. Minutes – 15/03/16	M Rowe	Not applicable			
	3. Treasury Management Outturn Report	M Batty	Not applicable			
	4. Integrated Resources and Performance Report (March)	P Emmett/ R Bartram	2016/003			
	5. Resources and Performance Report (March) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
	6. Quarterly Risk Management Report	S Norman	Not applicable			

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Spokes meeting date</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	7. Final Report from the Member Working Group on Consultation	M Soper	Not applicable			
	8. Exploration of options in relation to supply of agency workers	P White/ C Reed	2016/018			
	9. Total Transport pilot scheme	T Parsons	2016/024			
	10. Appointments to Outside Bodies, Partnership Liaison and Advisory groups, and Internal Advisory Groups and Panels	M Rowe	Not applicable			
<i>[28/06/16] Provisional Meeting</i>					15/06/16	17/06/16
<b>26/07/16</b>	1. Minutes – 31/05/16	M Rowe	Not applicable		13/07/16	15/07/16
	2. Quarterly Risk Management Report	S Norman	Not applicable			
	3. Delivery Plan for ‘Stronger Together’, our strategy for Building Resilient Communities	S Ferguson	Not applicable			
	4. Integrated Resources and Performance Report Outturn 2015/16 & May 2016	R Bartram	2016/028			
	5. Resources and Performance Report (May) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
	6. Review of the Energy Investment Principles for Energy Projects	S French	2016/031			
	7. Member Working Group on Consultation – Business Plan	M Soper	Not applicable			
	8. Transformation Programme	C Malyon	Not applicable			
<i>[23/08/16] Provisional Meeting</i>					23/08/16	12/08/16



<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Spokes meeting date</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
<b>20/09/16</b>	1. Minutes – 26/07/16	M Rowe	Not applicable		07/09/16	09/09/16
	2. Quarterly Risk Management Report	S Norman	Not applicable			
	3. Integrated Resources and Performance Report (July)	R Bartram	2016/029			
	4. Resources and Performance Report (July) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
<i>[25/10/16] Provisional Meeting</i>					12/10/16	14/10/16
<b>29/11/16</b>	1. Minutes – 20/09/16	M Rowe	Not applicable		16/11/16	18/11/16
	2. Integrated Resources and Performance Report (September)	R Bartram	2016/030			
	3. Resources and Performance Report (September) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
<i>[20/12/16] Provisional Meeting</i>					07/12/16	09/12/16
<b>10/01/17</b>	1. Minutes – 29/11/16	M Rowe	Not applicable		28/12/16	30/12/16
<b>24/01/17</b>	1. Minutes – 10/01/17	M Rowe	Not applicable		11/01/17	13/01/17
	2. Quarterly Risk Management Report	S Norman	Not applicable			
	3. Integrated Resources and Performance Report (November)	R Bartram	2017/001			

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Spokes meeting date</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	4. Resources and Performance Report (November) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
<i>[28/02/17] Provisional Meeting</i>					15/02/17	17/02/17
<b>21/03/17</b>	1. Minutes – 24/01/17	M Rowe	Not applicable		08/03/17	10/03/17
	2. Quarterly Risk Management Report	S Norman	Not applicable			
	3. Integrated Resources and Performance Report (January)	R Bartram	2017/002			
	4. Resources and Performance Report (January) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			
<i>[25/04/17] Provisional Meeting</i>					25/04/17	13/04/17
<b>06/06/17</b>	1. Minutes – 21/03/17	M Rowe	Not applicable		23/05/17	25/05/17
	2. Integrated Resources and Performance Report (March)	R Bartram	2017/003			
	3. Resources and Performance Report (March) – Customer Service and Transformation and LGSS Managed	S Heywood	Not applicable			

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

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

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

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

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

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

For further information, please contact Quentin Baker on 01223 727961 or [Quentin.Baker@cambridgeshire.gov.uk](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.	
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Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
	Strategic finance and budgeting	Members will gain a more detailed understanding of the strategic financial management of the Council's budget, and the future challenges associated.		TBC	Chris Malyon				
	The Council's asset portfolio and approach to asset management	Background knowledge on the Council's asset portfolio, and understanding of the approaches taken to best utilise this		TBC	Chris Malyon				
	Background to services provided by Customer Service & Transformation	Members will gain an insight into the range of frontline and back-officer services provided across CS&T: <ul style="list-style-type: none"> <li>Consultation</li> </ul>		24 Nov	Sue Grace  Mike Soper / Elaine O'Connor	Presentations & Q&A.	Cllrs Schumann, Count, Leeke, Kavanagh, Rouse, Orgee, Hickford, Bates. Criswell, Cearn, Tew, Reeve,		

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

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

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
							Cearns, Count, Criswell, Hickford, Hipkin, Jenkins, Nethsingha, Reeve, and Tew		

