

CAMBRIDGESHIRE COUNTY COUNCIL

NOTICE OF MEETING

The meeting of the County Council will be held at Shire Hall, Castle Hill, Cambridge on Tuesday, 5th February 2019 at 10.30a.m.

A G E N D A

Prayers led by the Reverend James Shakespeare, Priest in Charge at St John the Evangelist, Cambridge

Apologies for Absence

- | | | |
|----|---|----------------------------|
| 1. | Minutes – 11th December 2018
(available at County Council meeting 11/12/2018) | (previously
circulated) |
|----|---|----------------------------|

- | | | |
|----|--------------------------|--------|
| 2. | Chairman's Announcements | (oral) |
|----|--------------------------|--------|

- | | | |
|----|---------------------------|--------|
| 3. | Declarations of Interests | (oral) |
|----|---------------------------|--------|

[Guidance for Councillors on declaring interests is available at <http://tinyurl.com/cc-c-conduct-code>]

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|----|----------------------|--------|
| 4. | Public Question Time | (oral) |
|----|----------------------|--------|

To receive and respond to questions from members of the public in accordance with Council Procedure Rule 9.3.

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| 5. | Petitions | (oral) |
|----|-----------|--------|

To receive petitions from the public in accordance with Council Procedure Rule 9.4.

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| 6. | Council's Business Plan and Budget Proposals 2019-24 | (pages 3 to 28) |
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Note: a copy of the report discussed by the General Purposes Committee on 22nd January 2019 and the minutes of the meeting are available via the following link:
[General Purposes Committee meeting 22/01/2019](#)


7. Questions:

(a) **Cambridgeshire and Peterborough Combined Authority and Overview and Scrutiny Committee** (to follow)
(Council Procedure Rule 9.1)

(b) **Written Questions** (Council Procedure Rule 9.2) (oral)

To note responses to written questions from
Councillors submitted under Council Procedure Rule
9.2.

Dated 28th January 2019


Fiona McMillan
Monitoring Officer

he County Council is committed to open government and members of the public are welcome to attend this meeting. 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>

The Council cannot provide car parking on the Shire Hall site so you will need to use nearby public car parks. Details of other transport options are available on the Council's website at: <http://tinyurl.com/ccf-carpark>

For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact Michelle Rowe at the County Council's Democratic Services on Cambridge (01223) 699180 or by email at: michelle.rowe@cambridgeshire.gov.uk

COUNCIL'S BUSINESS PLAN AND BUDGET PROPOSALS 2019-24

To: Council

Date: 5 February 2019

From: Chief Finance Officer

- Purpose:*
- (a) To provide Full Council with an overview of the proposed Business Plan for 2019-24 in order that it might be approved for implementation (available at the following link
<https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/abid/70/ctl/ViewMeetingPublic/mid/397/Meeting/860/Committee/20/Default.aspx>)
 - (b) To advise Full Council of any amendments and changes made to the Business Plan subsequent to the General Purposes Committee meeting on 22 January 2019.
 - (c) To advise Full Council of the General Purposes Committee's consideration and recommendations on the Business Plan.
 - (d) To consider the Section 25 Statement from the Chief Finance Officer regarding the robustness of the budget proposals and position of the Council's reserves (given in Section 3).

Recommendation: It is recommended that Full Council:-

- 1. Note and approve the report of the Chief Finance Officer on the levels of reserves and robustness of the estimates as set out within the Section 25 Statement (given in Section 3).
- 2. Approve the Capital Strategy as set out in Section 6 of the Business Plan including capital expenditure in 2019-20 up to £269.9m arising from:
 - Commitments from schemes already approved;
 - The consequences of new starts in 2019-20 shown in summary in Section 2, Table 6.7 of the Business Plan.

3. **Approve the Treasury Management Strategy as set out in Section 7 of the Business Plan, including:**
 - i. **The Council's policy on the making of the Minimum Revenue Provision (MRP) for the repayment of debt, as required by the Local Authorities (Capital Finance & Accounting) (England) (Amendment) Regulations 2008**
 - ii. **The Affordable Borrowing Limit for 2019-20 as required by the Local Government Act 2003)**
 - iii. **The Investment Strategy for 2019-20 as required by the Ministry of Housing, Communities and Local Government (MHCLG) revised Guidance on Local Government Investments issued in 2018, and the Prudential Indicators as set out in Appendix 3 of Section 7 of the Business Plan.**
4. **That Council balances the budget from within the total resources as detailed in this paper.**
5. **Authorise the Chief Finance Officer, in consultation with the Leader of the Council, to make technical revisions to the Business Plan so as to take into account any changes deemed appropriate resulting from the final Local Government Finance Settlement and other updated information, as set out in paragraph 2.7 of this report.**

Officer contact:	
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Tel:	01223 699796

1. BACKGROUND AND CONTEXT FOR BUSINESS PLANNING

- 1.1 The Council's Business Plan sets out how we will spend the resources we have at our disposal to achieve our vision and priorities for Cambridgeshire, and the outcomes we want to achieve.
- 1.2 It is a statutory requirement under the Local Government Finance Act 1992 for the Council to approve a balanced budget "before 1 March in the financial year preceding that for which it is set". In doing so, the Council undertakes financial planning covering a five year timescale that creates links with its longer term financial modelling and planning for the growth in demand for services. The budgets set out in this report are robust for 2019-20 given the information the Council has available at this point and figures for 2020-21 and the three years after this are based on prudent assumptions and modelling but will naturally become less accurate for projections looking further forward.
- 1.3 For 2019-20, Cambridgeshire will receive £561m of funding, excluding grants retained by its schools. The key sources of funding are Council Tax, for which an increase of 3.99% has been assumed at this point (this covers a 1.99% increase in general council tax and 2% increase in the Adult Social Care precept) and Central Government grants (excluding grants to schools).
- 1.4 Total expenditure for 2019-20 will be £573m. The costs of running the Council have risen, primarily through inflationary and demand pressures across service areas generally but especially in respect of Adult and Children's Social Care provision.
- 1.5 In light of the increasing costs and reducing funding, significant savings are required across the planning period. As shown in the table below, the savings/income target for 2019-20 is £26.5m with more than £69m required over the next five years.

	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000	Total £'000
Total Saving Requirement	26,454	19,910	11,045	7,200	4,643	69,252

2. OVERVIEW OF FINANCIAL POSITION AND UPDATES TO POSITION FROM JANUARY GENERAL PURPOSES COMMITTEE

- 2.1 The draft Business Plan was considered by General Purposes Committee (GPC) on 22 January 2019. The report to GPC highlighted that although more than £14m of savings/new income had been identified for 2019/20, a budget gap of £13.1m remained and substantial gaps were also projected in the latter four years of the plan, based on the latest information on budget pressures and the outcome of the provisional local government finance settlement.

- 2.2 The following transformation investments have been added to the business plan following consideration at the General Purposes Committee in January:

Business Planning Reference	Title	2019-20 investment (£'000)
C/R.5.103	Embedding a demand management approach	800
C/R.5.104	Developing forward looking data and insight	200
C/R.5.105	Developing a place based model of practice	270
C/R.5.106	Developing the ways and places we work	730
C/R.5.107	Developing our commercial activity	1,000
Total investment		3,000

Before these investments can be drawn down, business cases/bids will be considered by the relevant Committee in line with the normal process for approval of transformation funds

- 2.3 Following further information and consideration at the General Purposes Committee on the 22 January 2019 of estimated costs of waste management the following changes are now included:

Description	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000
Budget gap at January General Purposes Committee	13,134	11,434	4,349	8,035	5,144
Planned waste contract savings (negotiated)	-900				
Revised budget gap	12,234	11,434	4,349	8,035	5,144

- 2.4 The table below provides a summary of the various funding options available to Council to balance the remaining budget gap:

Option	19/20 Budget	Advantages	Disadvantages
Increase general council tax	£2.728m per % point	Would increase the cash value of future tax and Adult Social Care (ASC) precepts.	Contrary to position in 2018-19 Medium Term Financial Strategy (MTFS) agreed by Council in February 2018.
Use of the Smoothing Fund	Up to £9.1m	Sustainable source of funding	Once applied to the gap, the fund will not be available to assist the Council in meeting future years' financial challenges.

Option	19/20 Budget	Advantages	Disadvantages
Redirect ongoing MRP benefit to balance budget deficit	£6.1m MRP topup (reducing annually)	Closes 2019-20 gap	Does not improve overall position of the Council's finances and reduces the scope to fund future year's transformation investments.
Use of the Transformation Fund	£14m reserve balance	Closes 2019-20 gap	Completely one off.

- 2.5 In light of the above recommendations from GPC, the Medium Term Financial Strategy has been updated to show the anticipated funding sources to deliver the expenditure budget. The table below shows an updated overview of the Council's budget for 2019/20.

	2019-20 £000
Revised base budget	784,399
Inflation	6,377
Demography	8,893
Pressures	14,863
Investments	117
Savings	-24,676
Change in reserves/one-off items	16,679
Total budget	806,652
Less funding:	
Business Rates plus Top-up	66,204
Revenue Support Grant	0
Dedicated Schools Grant	232,219
Unringfenced Grants (including schools)	27,476
Ring-fenced Grants	65,994
Fees & Charges	118,434
Surplus/deficit on collection fund	1,179
Council Tax	282,912
Total Funding	794,418
Remaining budget gap	12,234

- 2.6 The table below shows the updated savings/income target for 2019/20 of £26.5m and the requirement and levels of identified and unidentified savings across the rest of the planning period.

Fig 1 - Overall Funding Position

	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000	Total £'000
Total Saving Requirement	26,454	19,910	11,045	7,200	4,643	69,252
Identified Savings	-12,442	-8,978	-905	736*	306*	-21,283
Identified additional Income Generation	-1,778	502*	-5,791	99*	195*	-6,773
Residual Savings to be identified	12,234	11,434	4,349	8,035	5,144	41,196

*Positive figures represent a reversal of short term savings/investments from previous years

- 2.7 The Parliamentary debate on the 19-20 Settlement will not take place until after the deadline for papers to Full Council, and as such the final Local Government Finance Settlement has not been received in time for inclusion in this report. It is expected that the Ministry of Housing, Communities and Local Government (MHCLG) will make some revisions. In addition, the statutory deadline for District Councils to provide Business Rates information is the 31st January; as such complete information was not available in time for inclusion in these papers. In light of this it is recommended that the Chief Finance Officer, in consultation with the Leader of the Council, is authorised to make technical revisions to the Business Plan so as to take into account any changes deemed appropriate resulting from the final Settlement.

3. LOCAL GOVERNMENT ACT 2003: SECTION 25 STATEMENT BY THE CHIEF FINANCE OFFICER

- 3.1 The Local Government Act 2003 (Section 25) requires that when a local authority is agreeing its annual budget the Chief Finance Officer must report to it on the following matters:
- the robustness of the estimates made for the purposes of the calculations; and
 - the adequacy of the proposed financial reserves.
- 3.2 A sound budget is essential to ensure effective financial control in any organisation and therefore the Business Plan is a key process within the Council's annual calendar. As the Council is responsible for the provision of a significant level of demand led services, where there is limited control over the quantum or complexity of that demand, setting an accurate budget is always going to be challenging. The budget is therefore a set of financial estimates and the definition of an estimate is a "guess as to what the size, value, amount, etc. of something might be".
- 3.3 It is therefore easy to set a balanced budget but delivering an outturn that is directly aligned to the budget is a completely different proposition. The Council

must therefore set the budget by forecasting income and expenditure as accurately as possible by utilising all data and projections of demand that it has at its disposal.

- 3.4 The Council uses a lot of data and trend analysis to forecast future demand patterns in setting the projection of resources required to deliver the services it provides. However as finances have become increasingly restricted and more and more of the budget is predicated on demand based transformation delivering a balanced outturn has become increasingly more challenging. During the early years of this decade the Council's revenue outturn generally resulted in net underspends. Whilst this may appear to be a positive situation in reality it actually meant that council tax revenue was being raised unnecessarily.
- 3.5 The in-year monitoring of activity and finances is therefore a key tool in the Council's approach to managing its resources effectively. Service Committees and General Purposes Committee receive monthly financial and performance data that compares the assumptions upon which the budget was predicated with actual activity. These reports also project this information through to the end of the financial year. Variations to the budget are reported regularly and in a timely manner and in a way that facilitates action where required. There is therefore demonstrable evidence to show how the Council has been managed this in practice which is key to effective financial governance in any organisation.
- 3.6 Not all changes to the forecast can be managed in-year of course and therefore for the Council holds a General Reserve to manage such situations. Over the last two financial years this Reserve has been called upon to fund the in-year overspend. However the Council does not rely upon these resources to fund on-going base expenditure and as part of the MTFS it replenishes any draw from General Reserve in the following year's budget. The level of reserves that the Council carries to cover unforeseen in year variations in revenue expenditure is the responsibility of the Chief Finance Officer. The level of these reserves is a fine balance between ensuring that they are sufficient to meet any unforeseen items of in year net expenditure against the need to avoid raising resources unnecessarily from the Cambridgeshire taxpayer.
- 3.7 The Council's policy is to carry a sum that reflects around 3% of the Council's net expenditure which equates to just over £16m. This level has been assessed against the likely risk of pressures in the budget and is deemed to be set at the appropriate level at this point. It will however continue to be kept under review as circumstances change.
- 3.8 Every council must have a balanced and robust budget for the forthcoming financial year. Organisations with a robust approach to financial governance will also seriously consider the medium term as part of its Medium Term Financial Strategy (MTFS). The MTFS projects forward likely income and expenditure over a five year period. The MTFS should align with the Council's plans and strategies, particularly the Corporate Strategy. The MTFS, at this

point, estimates that projected expenditure will be higher than projected income. This difference is known as the budget gap. Whilst the focus will naturally be on 2019/20 Members must be cognisant of the budget gap of the years beyond 2019/20 when they set the forthcoming budget. As might be expected it is becoming increasingly challenging to identify efficiencies and transformation that will bridge this gap in future years.

3.9 It is hoped that the financial challenges of a county with a rapidly growing population will be recognised in the forthcoming Spending and Fairer Funding Review. It is however almost inevitable that any revised methodology adopted as part of this process will contain floors and ceilings that will phase any redirection of resources over a number of years. Therefore even with a positive outcome from this it is likely that the Council will still be faced with significant budget challenges beyond the 31st March 2020.

3.10 In summary therefore:

- The Business Plan for consideration is been developed using a wide range of data and assumptions that have been highlighted during the business planning process.
- Council have a number of options to consider in setting a balanced budget for 2019/20.
- The Business Plan contains a number of stretch targets that will be challenging to deliver – but are based on assumptions that are credible.
- The General Reserve is maintained at a level that is appropriate to manage the risks of non-delivery without being excessive.
- A couple of key risks have been highlighted in the Business Plan and provisions made against these.
- The Council will continue to use all avenues to seek a positive outcome from the forthcoming Comprehensive Spending Review but it has been relatively prudent in the medium term assumptions of the outcomes of this process in the MTFS.
- The future years of the MTFS have significant budget gaps that are becoming increasingly more difficult to bridge without impacting on services.
- The Council must be mindful of the medium term implications when considering the options it has at its disposal for the 2019/20 budget.

4. ALIGNMENT WITH CORPORATE PRIORITIES

4.1 The Business Plan's purpose is to consider and deliver the Authority's vision and priorities as set out in the strategic framework which forms section 1 of the Business Plan.

4.2 A good quality of life for everyone

The impact of the proposals on our ability to support and protect vulnerable people is provided for each key proposal within the business cases and Community Impact Assessments which forms section 4 of the Business Plan

4.3 Thriving places for people to live

There are no significant implication for this priority

4.4 The best start for Cambridgeshire's children

The impact of the proposals on our ability to ensure that the children of Cambridgeshire have the best start in life are detailed in the business cases presented to the Children & Young People Committee.

5. SIGNIFICANT IMPLICATIONS

5.1 Resource Implications

This report and the Full Business Plan outlines the overall resource position for the Council over the business planning cycle 2019-24. In particular the financial tables show the budget allocation, savings plans and proposals and The Medium Term Financial Strategy provides an overview of the Council's approach in the wider economic context.

5.2 Procurement/Contractual/Council Contract Procedure Rules Implications

The implications for procurement and contracting are described in the individual business cases which form section 4 of the Business Plan.

5.3 Statutory, Risk and Legal implications

The proposals set out in this report respond to the statutory duty on the Local Authority to deliver a balanced budget. Business planning proposals will inevitably carry statutory, risk and legal implications. These are addressed alongside each proposal where appropriate, and also in more detail at service committee meetings. More generally, it is recognised that the Council requires significant transformation of its services, in collaboration with partners, in order to meet the challenges ahead. There is significant risk if that transformation is not achieved.

Effective risk management is a fundamental requirement for the treasury management function, and this theme runs clearly throughout the Treasury Management in Public Services: Code of Practice and Cross-Sectorial Guidance Notes. The Council's Treasury Management Policy, Treasury Management Practices (TMPs) and Schedules, and Treasury Management Strategy for 2018-19 outline the ways in which treasury management risk will be determined, managed and controlled.

The Council is obliged to carry out its treasury management activities in line with statutory requirements and associated regulations and professional guidance.

5.4 Equality and Diversity Implications

The Community Impact Assessments which form part of the business cases within section 4 of the Business Plan describe the impact of each proposal, in particular any disproportionate impact on vulnerable, minority and protected groups.

5.5 **Engagement and Communications Implications**

Our Business Planning proposals are informed by the County Council's public consultation on the Business Plan which has included a wide range of partners throughout the process as set out in the report. The Consultation process forms section 5 of the Business Plan and also includes the feedback received from Parish Councils, this is an addition to the version of the Business Plan published for GPC in January 2019 (attached at **Appendix A**).

Community Impact Assessments (CIAs) for the savings proposals form part of the business cases which are section 4 of the Business Plan. Where appropriate these have been developed based on consultation with service users and stakeholders.

5.6 **Localism and Local Member Involvement**

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

5.7 **Public Health Implications**

Public Health colleagues are engaged across the business planning agenda to ensure our emerging Business Planning proposals are aligned to delivery of this core outcome.

Source Documents	Location
General Purposes Committee Business Plan Report of 22 January 2019	General Purposes Committee meeting 22/01/2019

2019 Business Planning Survey: Parish Councillor / Parish Councillor Response

Summary

There were over 200 responses (although not everyone answered all the questions)

Quality of life

- Having access to health services (76%) and 'feeling safe in your local area' (69%) were rated the highest in terms of importance for quality of life.
 - Additional comments were that the importance of factors varied depending on the demography of the parish. Parish councillors were keen to point out when they were answering on behalf of older members of their community or younger members.
 - Rural parishes highlighted the transport issues were of high importance for them.

Supporting Communities

- We asked parish councils what the best options would be for the County Council to support them and local communities:
 - 'Encouraging communities to get involved in designing and delivering Council services together' was the most popular option (57%) selected this.
 - Three options had similar levels of support with approximately 50% of people selecting them. These were '
 - Supporting communities to take actions that help the Council to save money and / or improve lives'
 - 'Supporting greater involvement in our services by town and parish councils'
 - 'Supporting volunteers by offering grants to increase opportunities for local activities'
 - Comments on this question mainly focused on the gap between the County Council focusing of statutory functions and what communities need and how parish councils and the County Council can work together to address this.

Budget Planning

- The extent to which the County Council's budget proposals were 'fully supported' ranged from 51% to 29%. Least supported was 'Supporting people with learning disabilities to move from fully residential care to independent supported living', with comments being made about needing more detail on how the proposals would impact on individuals.
- 'Continue to explore ways of merging and sharing services with partners, particularly Peterborough City Council, to improve services and deliver efficiencies' was only 'fully supported' by 31%. Particular concern was raised by rural parishes / councils from rural areas, concerned about different nature of Peterborough (and the city's needs) compared to their

area.










- The majority of parish councils / parish councillors supported '*Raising both the Adult Social Care Precept and having a general increase council tax*'. 54%.
 - A significant number of the comments to this question focused on the need for the County Council to have a stable, sustainable budget over the longer term and the need for a national solution to address the funding of social care for older people.








Headline Results

1. Quality of Life for local communities.

1. On a scale of 0 to 10, where 0 is 'not important' and 10 is 'very important', how important are the following to the quality of life for your local community?													
	0 Not important	1	2	3	4	5	6	7	8	9	10 Very Important	Prefer not to say	Response Total
Having stable employment	0.5% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.5% (1)	2.7% (5)	4.3% (8)	9.6% (18)	16.0% (30)	11.2% (21)	54.8% (103)	0.5% (1)	188
Having access to health services	0.0% (0)	0.0% (0)	0.0% (0)	0.5% (1)	0.0% (0)	0.0% (0)	0.5% (1)	2.7% (5)	10.1% (19)	9.6% (18)	75.5% (142)	1.1% (2)	188
Help to maintain a healthy lifestyle	0.0% (0)	0.0% (0)	0.0% (0)	2.1% (4)	1.6% (3)	8.5% (16)	6.4% (12)	16.0% (30)	21.3% (40)	16.0% (30)	27.1% (51)	1.1% (2)	188
Access to good quality education for children and young people	0.5% (1)	0.0% (0)	0.0% (0)	0.0% (0)	1.1% (2)	0.5% (1)	1.1% (2)	4.8% (9)	11.7% (22)	16.0% (30)	63.8% (120)	0.5% (1)	188
Getting further training or adult education	0.5% (1)	0.0% (0)	0.5% (1)	1.1% (2)	2.6% (5)	7.4% (14)	10.6% (20)	17.5% (33)	26.5% (50)	15.3% (29)	17.5% (33)	0.5% (1)	189
Opportunities to get to know people within the local community	0.5% (1)	0.5% (1)	1.1% (2)	1.1% (2)	2.1% (4)	10.1% (19)	9.0% (17)	16.5% (31)	21.3% (40)	19.1% (36)	18.1% (34)	0.5% (1)	188
Opportunities to get involved in local decision making	1.1% (2)	0.0% (0)	0.5% (1)	1.1% (2)	1.6% (3)	5.9% (11)	7.4% (14)	13.3% (25)	20.2% (38)	17.6% (33)	30.3% (57)	1.1% (2)	188
Feeling safe in your local area	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.5% (1)	1.1% (2)	3.2% (6)	9.7% (18)	12.4% (23)	68.8% (128)	4.3% (8)	186
The quality of the local environment	0.5% (1)	0.0% (0)	0.0% (0)	0.5% (1)	0.5% (1)	2.7% (5)	2.7% (5)	7.0% (13)	16.6% (31)	18.7% (35)	47.1% (88)	3.7% (7)	187
												answered	189
												skipped	22

Matrix Charts

1.1. Having stable employment						Response Percent	Response Total
1	0 Not important					0.5%	1
2	1					0.0%	0
3	2					0.0%	0
4	3					0.0%	0
5	4					0.5%	1
6	5					2.7%	5
7	6					4.3%	8
8	7					9.6%	18
9	8					16.0%	30
10	9					11.2%	21
11	10 Very Important					54.8%	103
12	Prefer not to say					0.5%	1
Analysis						answered	188
	Mean:	9.9	Std. Deviation:	1.57	Satisfaction Rate:	80.9	
	Variance:	2.47	Std. Error:	0.11			













1.2. Having access to health services						Response Percent	Response Total
1	0 Not important					0.0%	0
2	1					0.0%	0
3	2					0.0%	0
4	3					0.5%	1
5	4					0.0%	0
6	5					0.0%	0
7	6					0.5%	1
8	7					2.7%	5
9	8					10.1%	19
10	9					9.6%	18
11	10 Very Important					75.5%	142
12	Prefer not to say					1.1%	2
Analysis						answered	188
	Mean:	10.57	Std. Deviation:	0.96	Satisfaction Rate:	87.04	
	Variance:	0.91	Std. Error:	0.07			

1.3. Help to maintain a healthy lifestyle							Response Percent	Response Total
1	0 Not important						0.0%	0
2	1						0.0%	0
3	2						0.0%	0
4	3		<div></div>				2.1%	4
5	4		<div></div>				1.6%	3
6	5		<div></div>				8.5%	16
7	6		<div></div>				6.4%	12
8	7		<div></div>				16.0%	30
9	8		<div></div>				21.3%	40
10	9		<div></div>				16.0%	30
11	10 Very Important		<div></div>				27.1%	51
12	Prefer not to say		<div></div>				1.1%	2
Analysis	Mean:	9.02	Std. Deviation:	1.82	Satisfaction Rate:	72.92	answered	188
	Variance:	3.31	Std. Error:	0.13				

1.4. Access to good quality education for children and young people							Response Percent	Response Total
1	0 Not important		<div><div></div></div>				0.5%	1
2	1		<div><div></div></div>				0.0%	0
3	2		<div><div></div></div>				0.0%	0
4	3		<div><div></div></div>				0.0%	0
5	4		<div><div></div></div>				1.1%	2
6	5		<div><div></div></div>				0.5%	1
7	6		<div><div></div></div>				1.1%	2
8	7		<div><div></div></div>				4.8%	9
9	8		<div><div></div></div>				11.7%	22
10	9		<div><div></div></div>				16.0%	30
11	10 Very Important		<div><div></div></div>				63.8%	120
12	Prefer not to say		<div><div></div></div>				0.5%	1
Analysis	Mean:	10.28	Std. Deviation:	1.33	Satisfaction Rate:	84.38	answered	188
	Variance:	1.77	Std. Error:	0.1				

1.5. Getting further training or adult education							Response Percent	Response Total
1	0 Not important		<div><div></div></div>				0.5%	1
2	1						0.0%	0
3	2		<div><div></div></div>				0.5%	1
4	3		<div><div></div></div>				1.1%	2
5	4		<div><div></div></div>				2.6%	5
6	5		<div><div></div></div>				7.4%	14
7	6		<div><div></div></div>				10.6%	20
8	7		<div><div></div></div>				17.5%	33
9	8		<div><div></div></div>				26.5%	50
10	9		<div><div></div></div>				15.3%	29
11	10 Very Important		<div><div></div></div>				17.5%	33
12	Prefer not to say		<div><div></div></div>				0.5%	1
Analysis	Mean:	8.68	Std. Deviation:	1.81	Satisfaction Rate:	69.79	answered	189
	Variance:	3.28	Std. Error:	0.13				

1.6. Opportunities to get to know people within the local community							Response Percent	Response Total
1	0 Not important		<div></div>				0.5%	1
2	1		<div></div>				0.5%	1
3	2		<div></div>				1.1%	2
4	3		<div></div>				1.1%	2
5	4		<div></div>				2.1%	4
6	5		<div></div>				10.1%	19
7	6		<div></div>				9.0%	17
8	7		<div></div>				16.5%	31
9	8		<div></div>				21.3%	40
10	9		<div></div>				19.1%	36
11	10 Very Important		<div></div>				18.1%	34
12	Prefer not to say		<div></div>				0.5%	1
Analysis	Mean:	8.64	Std. Deviation:	1.96	Satisfaction Rate:	69.44	answered	188
	Variance:	3.86	Std. Error:	0.14				

1.7. Opportunities to get involved in local decision making							Response Percent	Response Total
1	0 Not important						1.1%	2
2	1						0.0%	0
3	2						0.5%	1
4	3						1.1%	2
5	4						1.6%	3
6	5						5.9%	11
7	6						7.4%	14
8	7						13.3%	25
9	8						20.2%	38
10	9						17.6%	33
11	10 Very Important						30.3%	57
12	Prefer not to say						1.1%	2
Analysis	Mean:	9.12	Std. Deviation:	1.95	Satisfaction Rate:	73.84	answered	188
	Variance:	3.82	Std. Error:	0.14				

1.8. Feeling safe in your local area						Response Percent	Response Total	
1	0 Not important					0.0%	0	
2	1					0.0%	0	
3	2					0.0%	0	
4	3					0.0%	0	
5	4					0.0%	0	
6	5		<div><div></div></div>			0.5%	1	
7	6		<div><div></div></div>			1.1%	2	
8	7		<div><div></div></div>			3.2%	6	
9	8		<div><div></div></div>			9.7%	18	
10	9		<div><div></div></div>			12.4%	23	
11	10 Very Important		<div><div></div></div>			68.8%	128	
12	Prefer not to say		<div><div></div></div>			4.3%	8	
Analysis	Mean:	10.56	Std. Deviation:	0.98	Satisfaction Rate:	86.9	answered	186
	Variance:	0.96	Std. Error:	0.07				

1.9. The quality of the local environment					Response Percent	Response Total
1	0 Not important				0.5%	1
2	1				0.0%	0
3	2				0.0%	0
4	3				0.5%	1
5	4				0.5%	1
6	5				2.7%	5
7	6				2.7%	5
8	7				7.0%	13
9	8				16.6%	31
10	9				18.7%	35
11	10 Very Important				47.1%	88
12	Prefer not to say				3.7%	7
Analysis	Mean:	9.95	Std. Deviation:	1.58	Satisfaction Rate:	81.33
	Variance:	2.49	Std. Error:	0.12		
					answered	187

2. Supporting Communities

2. The County Council want to support local communities to improve their local area. Please select the top 3 things that the council should focus on. Please tick three options only.					Response Percent	Response Total
1	Encouraging communities to get involved in designing and delivering Council services together with us				56.76%	105
2	Supporting communities to take actions that help the Council to save money and / or improve lives				49.19%	91
3	Seeking greater involvement in our services by established voluntary groups				17.84%	33
4	Supporting greater involvement in our services by town and parish councils				50.27%	93
5	Seeking greater involvement in our services by local businesses				24.32%	45
6	Supporting volunteers by offering grants to increase opportunities for local activities e.g. befriending services for older people or exercise clubs to improve health				50.81%	94
7	Encouraging individuals to increase their involvement supporting the local community				38.38%	71
8	Other (Please state)				5.41%	10





2. The County Council want to support local communities to improve their local area. Please select the top 3 things that the council should focus on. Please tick three options only.

						Response Percent	Response Total
Analysis	Mean:	11.48	Std. Deviation:	13.47	Satisfaction Rate:	122.16	answered 185
	Variance:	181.37	Std. Error:	0.99			skipped 26
Other (24)							

3. The County Council are aware that many people already volunteer to support their communities. How likely are people to take any of these additional actions in order to support their local community and local services?

	Very likely	Somewhat likely	Not at all likely	Don't know	Response Total
Recycle as much household waste as possible	51.1% (94)	40.2% (74)	4.3% (8)	4.3% (8)	184
Interact with local services online rather than face-to-face	20.2% (38)	55.3% (104)	16.5% (31)	8.0% (15)	188
Take actions that help themselves to be healthier and more active	16.5% (31)	70.2% (132)	6.9% (13)	6.4% (12)	188
Support others to be healthier and more active	5.9% (11)	56.7% (106)	26.7% (50)	10.7% (20)	187
Volunteer to support vulnerable or isolated people in their local area	14.4% (27)	55.9% (105)	24.5% (46)	5.3% (10)	188
Volunteer at a local community centre, library or other local facility	9.1% (17)	54.3% (101)	26.9% (50)	9.7% (18)	186
Support local groups working on environmentally friendly schemes	11.7% (22)	59.6% (112)	22.3% (42)	6.4% (12)	188

Matrix Charts





3.1. Recycle as much household waste as possible						Response Percent	Response Total
1	Very likely					51.1%	94
2	Somewhat likely					40.2%	74
3	Not at all likely					4.3%	8
4	Don't know					4.3%	8
Analysis	Mean:	1.62	Std. Deviation:	0.76	Satisfaction Rate:	20.65	answered 184
	Variance:	0.58	Std. Error:	0.06			





3.2. Interact with local services online rather than face-to-face							Response Percent	Response Total
1	Very likely		<div><div></div></div>				20.2%	38
2	Somewhat likely		<div><div></div></div>				55.3%	104
3	Not at all likely		<div><div></div></div>				16.5%	31
4	Don't know		<div><div></div></div>				8.0%	15
Analysis	Mean:	2.12	Std. Deviation:	0.82	Satisfaction Rate:	37.41	answered	188
	Variance:	0.67	Std. Error:	0.06				

3.3. Take actions that help themselves to be healthier and more active							Response Percent	Response Total
1	Very likely		<div></div>				16.5%	31
2	Somewhat likely		<div></div>				70.2%	132
3	Not at all likely		<div></div>				6.9%	13
4	Don't know		<div></div>				6.4%	12
Analysis	Mean:	2.03	Std. Deviation:	0.7	Satisfaction Rate:	34.4	answered	188
	Variance:	0.49	Std. Error:	0.05				

3.4. Support others to be healthier and more active							Response Percent	Response Total
1	Very likely		<div><div></div></div>				5.9%	11
2	Somewhat likely		<div><div></div></div>				56.7%	106
3	Not at all likely		<div><div></div></div>				26.7%	50
4	Don't know		<div><div></div></div>				10.7%	20
Analysis	Mean:	2.42	Std. Deviation:	0.76	Satisfaction Rate:	47.42	answered	187
	Variance:	0.58	Std. Error:	0.06				

3.5. Volunteer to support vulnerable or isolated people in their local area							Response Percent	Response Total
1	Very likely		<div><div></div></div>				14.4%	27
2	Somewhat likely		<div><div></div></div>				55.9%	105
3	Not at all likely		<div><div></div></div>				24.5%	46
4	Don't know		<div><div></div></div>				5.3%	10
Analysis	Mean:	2.21	Std. Deviation:	0.75	Satisfaction Rate:	40.25	answered	188
	Variance:	0.56	Std. Error:	0.05				

3.6. Volunteer at a local community centre, library or other local facility						Response Percent	Response Total
1	Very likely					9.1%	17
2	Somewhat likely					54.3%	101
3	Not at all likely					26.9%	50
4	Don't know					9.7%	18
Analysis		Mean:	2.37	Std. Deviation:	0.78	Satisfaction Rate:	45.7
		Variance:	0.61	Std. Error:	0.06		
						answered	186

3.7. Support local groups working on environmentally friendly schemes						Response Percent	Response Total
1	Very likely					11.7%	22
2	Somewhat likely					59.6%	112
3	Not at all likely					22.3%	42
4	Don't know					6.4%	12
Analysis		Mean:	2.23	Std. Deviation:	0.74	Satisfaction Rate:	41.13
		Variance:	0.54	Std. Error:	0.05		
						answered	188

3. Budget Planning

4. How strongly do you support the following approaches to either save money or increase income? So on a scale of 1 to 4, where 1 is 'fully support' and 4 is 'strongly object' how strongly do you support...?						
	1 - Fully support	2 - Support	3 - Object	4- Strongly object	Don't know	Response Total
1 - Increasing the number of Cambridgeshire foster carers to improve the lives of children in care	44.1% (82)	44.1% (82)	0.5% (1)	1.1% (2)	10.2% (19)	186
2 - Focus on stable placements for children in care, so that they can build longer term relationships and the cost of change is reduced	50.5% (94)	43.5% (81)	0.5% (1)	0.0% (0)	5.4% (10)	186
3 - Supporting people with learning disabilities to move from fully residential care to independent supported living	29.0% (54)	53.8% (100)	7.0% (13)	1.6% (3)	8.6% (16)	186
4 - Moving people with learning disabilities closer to home, which is usually better for the person and provides opportunities for savings	43.0% (80)	49.5% (92)	1.6% (3)	0.0% (0)	5.9% (11)	186
5 - Continue to explore ways of merging and sharing services	31.7% (59)	44.1% (82)	8.6% (16)	7.0% (13)	8.6% (16)	186

4. How strongly do you support the following approaches to either save money or increase income? So on a scale of 1 to 4, where 1 is 'fully support' and 4 is 'strongly object' how strongly do you support...?

	1 - Fully support	2 - Support	3 - Object	4- Strongly object	Don't know	Response Total
with partners, particularly Peterborough City Council, to improve services and deliver efficiencies						
6 - Be more commercial in areas where the Council can generate income (e.g. trading advertising, sponsorship) which can then be used to reinvest into supporting our public services	47.6% (88)	40.5% (75)	4.3% (8)	2.7% (5)	4.9% (9)	185
7 - Continue to invest to generate income which will support the delivery of public services (e.g. renewable energy schemes and commercial properties which return an income stream)	51.1% (95)	37.1% (69)	4.8% (9)	2.2% (4)	4.8% (9)	186
					answered	187
					skipped	24
Any Comments: (28)						

Matrix Charts






4.1. 1 - Increasing the number of Cambridgeshire foster carers to improve the lives of children in care						Response Percent	Response Total
1	1 - Fully support					44.1%	82
2	2 - Support					44.1%	82
3	3 - Object					0.5%	1
4	4- Strongly object					1.1%	2
5	Don't know					10.2%	19
Analysis		Mean:	1.89	Std. Deviation:	1.18	Satisfaction Rate:	22.31
		Variance:	1.4	Std. Error:	0.09		
						answered	186






4.2. 2 - Focus on stable placements for children in care, so that they can build longer term relationships and the cost of change is reduced						Response Percent	Response Total
1	1 - Fully support					50.5%	94
2	2 - Support					43.5%	81
3	3 - Object					0.5%	1
4	4- Strongly object					0.0%	0
5	Don't know					5.4%	10
Analysis		Mean:	1.66	Std. Deviation:	0.94	Satisfaction Rate:	16.53
		Variance:	0.88	Std. Error:	0.07		
						answered	186

4.3. 3 - Supporting people with learning disabilities to move from fully residential care to independent supported living							Response Percent	Response Total
1	1 - Fully support		<div><div></div></div>				29.0%	54
2	2 - Support		<div><div></div></div>				53.8%	100
3	3 - Object		<div><div></div></div>				7.0%	13
4	4- Strongly object		<div><div></div></div>				1.6%	3
5	Don't know		<div><div></div></div>				8.6%	16
Analysis	Mean:	2.07	Std. Deviation:	1.09	Satisfaction Rate:	26.75	answered	186
	Variance:	1.19	Std. Error:	0.08				



4.4. 4 - Moving people with learning disabilities closer to home, which is usually better for the person and provides opportunities for savings							Response Percent	Response Total
1	1 - Fully support		<div><div></div></div>				43.0%	80
2	2 - Support		<div><div></div></div>				49.5%	92
3	3 - Object		<div><div></div></div>				1.6%	3
4	4- Strongly object						0.0%	0
5	Don't know		<div><div></div></div>				5.9%	11
Analysis	Mean:	1.76	Std. Deviation:	0.96	Satisfaction Rate:	19.09	answered	186
	Variance:	0.92	Std. Error:	0.07				

4.5. 5 - Continue to explore ways of merging and sharing services with partners, particularly Peterborough City Council, to improve services and deliver efficiencies							Response Percent	Response Total	
1	1 - Fully support		<div><div></div></div>				31.7%	59	
2	2 - Support		<div><div></div></div>				44.1%	82	
3	3 - Object		<div><div></div></div>				8.6%	16	
4	4- Strongly object		<div><div></div></div>				7.0%	13	
5	Don't know		<div><div></div></div>				8.6%	16	
Analysis	Mean:	2.17	Std. Deviation:	1.2	Satisfaction Rate:		29.17	answered	186
	Variance:	1.43	Std. Error:	0.09					




4.6. 6 - Be more commercial in areas where the Council can generate income (e.g. trading advertising, sponsorship) which can then be used to reinvest into supporting our public services						Response Percent	Response Total
1	1 - Fully support					47.6%	88
2	2 - Support					40.5%	75
3	3 - Object					4.3%	8
4	4- Strongly object					2.7%	5
5	Don't know					4.9%	9
Analysis		Mean:	1.77	Std. Deviation:	1.01	Satisfaction Rate:	19.19
		Variance:	1.01	Std. Error:	0.07		
						answered	185

4.7. 7 - Continue to invest to generate income which will support the delivery of public services (e.g. renewable energy schemes and commercial properties which return an income stream)						Response Percent	Response Total
1	1 - Fully support					51.1%	95
2	2 - Support					37.1%	69
3	3 - Object					4.8%	9
4	4- Strongly object					2.2%	4
5	Don't know					4.8%	9
Analysis		Mean:	1.73	Std. Deviation:	1	Satisfaction Rate:	18.15
		Variance:	1.01	Std. Error:	0.07		
						answered	186

4. Council Tax

5. Cambridgeshire County Council's business plan currently includes a proposal that will increase general council tax by 2% in 2019/20 and increase the Adult Social Care Precept by 2% (The Adult Social Care Precept (ASCP) is an amount the council is allowed to increase council tax by specifically to pay for care for adults, particularly the elderly) Which of the following 5 options for the County Council's part of Council tax do you support? (Other parts of your council tax also go to pay for police, fire, parish and district council services)				Response Percent	Response Total
1	Not increasing council tax. This would include not raising the Adult Social Care Precept by 2%. Council tax would remain the same and the County Council would have to find an additional £11 million of savings, which could lead to reductions in services.			9.68%	18
2	Only raising the Adult Social Care Precept of 2%. An average band D property would pay a 48p per week increase (£24.93 a year) and the County Council would have to find			12.37%	23

5. Cambridgeshire County Council's business plan currently includes a proposal that will increase general council tax by 2% in 2019/20 and increase the Adult Social Care Precept by 2% (The Adult Social Care Precept (ASCP) is an amount the council is allowed to increase council tax by specifically to pay for care for adults, particularly the elderly) Which of the following 5 options for the County Council's part of Council tax do you support? (Other parts of your council tax also go to pay for police, fire, parish and district council services)

			Response Percent	Response Total
	an additional £5.5 million of savings, which could lead to reductions in services.			
3	Only having a general increase in council tax of 2% and not raising the Adult Social Care Precept. An average band D property would pay a 48p per week increase (£24.93 a year) and the County Council would have to find an additional £5.5 million of savings, which could lead to reductions in services, mainly from adult social care.		8.06%	15
4	Raising both the Adult Social Care Precept and having a general increase council tax. A total increase of 4% An average band D property would pay the 96p per week increase (£49.86 a year) and the County Council would not have to make any additional savings to those already planned.		53.76%	100
5	Increasing Council tax by more than 4%. As a guide Council Tax would need to increase by 17% in order to avoid making any changes to services next year. An increase of over 4% would also trigger a referendum of Council Tax payers at an approximate cost of £750k. Every 1% increase in council tax would add an additional 24p per week, £12.47 a year to Council Tax Bills.		16.13%	30
Analysis			answered	186
	Mean: 3.54 Std. Deviation: 1.18 Satisfaction Rate: 63.58		skipped	25
	Variance: 1.4 Std. Error: 0.09			
Can you please tell us why you chose this option? (93)				

6. How well informed do you think Cambridgeshire County Council keeps residents about the services and benefits it provides?

							Response Percent	Response Total	
1	Very well informed			<div><div></div></div>			4.86%	9	
2	Fairly well informed			<div><div></div></div>			40.00%	74	
3	Not very well informed			<div><div></div></div>			36.76%	68	
4	Not well informed at all			<div><div></div></div>			13.51%	25	
5	Don't know			<div><div></div></div>			4.86%	9	
Analysis	Mean:	2.74	Std. Deviation:	0.92	Satisfaction Rate:	43.38	answered	185	
	Variance:	0.85	Std. Error:	0.07				skipped	26
							skipped	32	

8. Which district area is your town / parish council in?

							Response Percent	Response Total
1	Cambridge City						0.00%	0
2	East Cambridgeshire			<div></div>			7.45%	14
3	Fenland			<div></div>			10.64%	20
4	Huntingdonshire			<div></div>			39.89%	75
5	South Cambridgeshire			<div></div>			42.02%	79
6	Outside Cambridgeshire						0.00%	0
Analysis	Mean:	4.16	Std. Deviation:	0.89	Satisfaction Rate:	63.3	answered	188
	Variance:	0.8	Std. Error:	0.07			skipped	23