

# HIGHWAYS AND COMMUNITY INFRASTRUCTURE COMMITTEE



**Date: Tuesday, 10 October 2017**

**Democratic and Members' Services**

Quentin Baker

LGSS Director: Law and Governance

**10:00hr**

Shire Hall

Castle Hill

Cambridge

CB3 0AP

**Kreis Viersen Room**

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

## **AGENDA**

**Open to Public and Press**

### **CONSTITUTIONAL MATTERS**

1. **Apologies for absence and declarations of interest**

*Guidance on declaring interests is available at  
<http://tinyurl.com/ccs-conduct-code>*

2. **Minutes (12th September 2017) and Action Log** **5 - 16**

3. **Petitions**

### **OTHER DECISIONS**

4. **Service Committee Review of draft Revenue Business Planning proposals for 2018-19 to 2022-23** **17 - 72**
5. **Relocation of Ely Registration Office to Cambridgeshire Archives** **73 - 78**

**6. Finance and Performance Report - August 2017**

**79 - 106**

**7. Highways and Community Infrastructure Committee Agenda Plan, 107 - 112  
Training Plan and Appointments to Outside Bodies**

The Highways and Community Infrastructure Committee comprises the following members:

Councillor Mathew Shuter (Chairman) Councillor Bill Hunt (Vice-Chairman)

Councillor Henry Batchelor Councillor Ian Gardener Councillor Mark Howell Councillor Simon King Councillor Paul Raynes Councillor Tom Sanderson Councillor Jocelynne Scutt and Councillor Amanda Taylor

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

Clerk Name: Dawn Cave

Clerk Telephone: 01223 699178

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**MEETING OF HIGHWAYS AND COMMUNITY INFRASTRUCTURE POLICY AND  
SERVICE COMMITTEE: MINUTES**

Date: Tuesday 12<sup>th</sup> September 2017

Time: 10:05am-11.45am

Present: Councillors H Batchelor, I Gardener, M Howell, B Hunt (Vice-Chairman), S King, P Raynes, T Sanderson, J Scutt, M Shuter (Chairman) and A Taylor

Apologies: None

**16. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**17. MINUTES AND ACTION LOG**

The minutes of the meeting held on 11th July 2017 were confirmed as a correct record and signed by the Chairman.

A request was made that the terms of reference for the Waste PFI and the Libraries steering groups be circulated to the Committee. Action required.

The Action Log was noted.

**18. PETITIONS**

The Committee considered a petition with 1,178 signatures collected from local residents and regular users of the B1091 asking the Committee urgently to consider installing average speed cameras on the B1091 as an enforceable traffic calming measure. It was presented by a local resident, Lauren Underwood, who explained that speeding traffic posed a danger to cyclists, horse riders and pedestrians using the B1091; two pedestrians had died in an incident earlier in the year.

In answer to members' questions, further information supplied included that

- the Parish Council had considered applying for funding under the Local Highways Improvement (LHI) scheme
- the Police had deployed some mobile speed cameras on the road, but only to a modest extent
- a reduction in accidents had been noted on stretches of the road where fixed speed cameras were located

- local residents were participating in Speedwatch several times a week
- the Committee's support would be very helpful in efforts to secure speed reduction measures
- average speed cameras, indeed any speed cameras, were in the petitioners' view an effective means of traffic calming because drivers saw the cameras and slowed down to avoid penalty points on their driving licences.

Members pointed out that the deadline for applying for LHI funding was 15 October, and noted that the cost of speed cameras would almost certainly exceed the LHI funding limit, though third-party funding might be an option.

The Chairman expressed an understanding for the request, and undertook to raise the matter with the Road Safety Partnership at its next meeting. He advised the petitioners that a written response to the petition would be sent to them within ten working days, and asked that the Police be copied in to that response.

**Action required**

The Committee considered a 22-signature petition asking the Council to take measures such as staggered yellow lines to reduce the volume of traffic parked along Cavalry Drive, March. The petition stated that there was a junior school in the road, which led to parking both by school run traffic and by school staff. The parking gave rise to a risk of obstruction to traffic on Cavalry Drive, including emergency vehicles and buses.

As there were fewer than 50 signatures, there was no right for the petitioner to address the Committee.

The Committee noted the petition and the Chairman advised that, as there was no relevant item on the agenda, the petitioners would receive a full written response within ten working days of the meeting. It was noted that senior officers were well aware of the matter. **Action required.**

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

The Committee received a report setting out an overview of the draft Business Plan Capital Programme for Economy Transport and Environment for 2018-19. Members noted that the report formed part of the iterative process of developing the Capital Strategy, and that all borrowing proposals were within the advisory cap set by the General Purposes Committee. Compared with the 2017-18 Business Plan, Highways Maintenance had been re-profiled, and the Ely Archives Centre scheme had been re-phased.

In the course of discussion, members

- queried the reason for the drop in contributions between 2018-19 and subsequent years, as set out in the table of funding sources for the revised draft Capital Programme. The Strategic Finance Manager undertook to find out the reason. **Action required**
- noted that the Highways Maintenance Challenge Fund bid related to funding from the Government to improve the roads in Fenland. About £1m of this government funding remained, the Council had already contributed £1.25m as matched funding, but it was necessary to increase this contribution level
- sought clarification of the fit out costs of the refurbished Milton Road library. Members were advised that the existing furniture and equipment were not suitable for re-use, and the Section 106 funding and City Council contribution to the refurbishment of the building did not cover the cost of their replacement. The Interim Service Director Infrastructure Management and Operations undertook to look into the question of whether community groups could make use of the old furniture. **Action required**
- asked that more detailed information be supplied for Highways and Community Infrastructure elements of the Capital Programme table, and that the link between corporate priorities and Highways and Community Infrastructure activities be more clearly expressed to enable members to judge the relative importance of different strands of activity
- noted that performance information was regularly reported to Committee in the monthly Finance and Performance Report
- in relation to the Capital Investment Appraisals Prioritised List of Schemes, enquired what the difference was between carriageway and footway maintenance, and how a depreciation charge on the road and footway network might compare with the amount of money being spent on maintenance. The Strategic Finance Manager undertook to seek the answer to this question. **Action required**
- noted that funding for Carriageway and Footway Maintenance shown in the 'Operating the Network' section of the Capital Programme budget table came from central government, whereas funding for Carriageway and Footway Maintenance in the Infrastructure Management & Operations section came from County Council funds. More detail was given in the Highways Asset Management Plan, which was submitted to Committee for agreement on an annual basis
- sought clarification of capital programme variation and the variation budget. Officers advised that this had first been employed as a category in the previous year's budget, and referred to the inevitable slippage on expenditure on capital schemes and the associated need for borrowing. There was a revenue cost in relation to borrowing, but this allocation avoided the need to call on the revenue budget to fund the capital programme.

Councillor Hunt commented that the Ely Bypass would result in greatly increased pressure on Cambridge Road and Witchford Road, which were both single carriageway. He asked officers to look into this matter.

Members agreed with the E Director's proposal to hold a seminar for members at which the process of translating the overarching budget figures into actual specific schemes could be set out in more detail. He and the Chairman also undertook to look at how best to follow up a member's suggestion that it would be helpful if, for each proposed item of expenditure in the Highways and Community Infrastructure budget, information could be given on the availability of funding, to help identify points of pressure. **Action required**

Turning to the recommendation, Councillor Scutt said that, while she and her group appreciated the work done by officers to prepare the Business Plan, and recognised that they were working under great difficulties, she could not support the recommendation to endorse the development of the Capital Programme draft proposals, though she could endorse the quality of the work done to develop them. There was insufficient money available to the Council because of the level of the government grant and the level of Council Tax set by the Council for 2017-18.

The Chairman agreed to take the two parts of the recommendation separately.

It was resolved unanimously to

- a) Note the overview and context provided for the 2018-19 Capital Programme for Economy Transport and Environment;

It was resolved by a majority to

- b) Comment on the draft proposals for Economy Transport and Environment's 2018-19 Capital Programme and endorse their development.

## **20. ANNUAL UPDATE FROM CAMBRIDGESHIRE AND PETERBOROUGH TRADING STANDARDS**

The Committee received an annual report and pictorial presentation from the Cambridgeshire and Peterborough Trading Standards Service on the work the service was delivering for Cambridgeshire County Council. Members noted that the Cambridgeshire and Peterborough trading standards services had merged on 1 April 2017, retaining two operational bases, one in Cambridgeshire and one in Peterborough, but operating with an integrated management team across the whole area. There had been national recognition for the work of Trading Standards locally, a tribute to the good work of the previous Head of Service, Aileen Andrews.



Examining the report, members

- expressed appreciation and admiration for the work of Trading Standards officers, and thanked them for their interesting presentation
- noted that the service merger had involved a reduction of only one post, which was in the management team; the person leaving had done so voluntarily, and there had been no negative impact on service delivery, because the work was covered by the new combined management team
- suggested that the report might have identified equality and diversity implications because of the potential effect on vulnerable people, including those with a disability and those for whom English was an additional language
- in answer to a question about bringing together the two sets of staff, noted that the merger had been carried out to improve the resilience of the Trading Standards services rather than as a response to external pressures; the work was not defined by local authority boundaries. The two management teams had supported each other in the run-up to the merger. There had been some differences in ways of working between the two services; Cambridgeshire covered a wider geographical area and had had more specialists; the smaller team in Peterborough had been deployed more flexibly. The Head of Service aimed to take the best of both services and bring them together into one
- sought further information on the work done to increase vulnerable people's awareness of how to avoid being deceived by rogue traders. Officers said that they had involved a range of people in this, including adult social care teams and bank staff. As a result, banks were now alerting Trading Standards and the Police, with photographic evidence, in cases where traders were taking people along to withdraw large sums of money to pay them
- noted that the service prioritised its work according to the level of harm or detriment being caused in a case, whether that was to health, safety, welfare or finances. Two officers had attended an intelligence apprenticeship scheme, which was enabling them to make better use of intelligence; the aim was to make the smartest possible use of resources and information
- noted that the service liaised with the Council's Communications Team to achieve publicity for their achievements, on both a planned and an ad hoc basis.

The Head of Service offered that, if members of the Committee wished to shadow any of the Trading Standards team, he would be happy to arrange this. The Chairman thanked him and his team for their excellent work, and wished them further success in the future.

It was resolved to:

Comment on any aspect of the service being delivered by the Cambridgeshire and Peterborough Trading Standards on behalf of Cambridgeshire County Council.

## 21. FINANCE AND PERFORMANCE REPORT – JULY 2017

The Committee received a report presenting financial and performance information for Economy, Transport and Environment (ETE) for July 2017. Members noted that there had been little change in the budget position reported to the previous meeting.

Discussing the report, members

- expressed concern at the planting of only three trees in a period when a total of 61 had been removed, and asked whether information could be given on type of tree involved and whether local members and parish councils were being contacted about tree removal, pointing out that individuals or groups might be willing to pay for the planting of a tree. The Interim Service Director said that officers were working in accordance with policy. It would be possible to give a breakdown of figures for trees by district; information on trees would continue to be included in the Finance and Performance Report. She undertook to find out and report back whether local member members were being involved, and whether parish councils were being given the opportunity to replace a felled tree. **Action required**
- commented that the purpose of enforcement cameras was to improve safety for pedestrians and cyclists; it was not primarily a revenue-generating exercise
- enquired whether the increase in the number of road accident deaths and serious injuries was an accounting artefact or the result of a significant change. The Strategic Finance Manager undertook to find out and report more information on this point. **Action required**
- a Fenland member queried whether the 2.68% gap in the actual latest data for 'Classified road condition – narrowing the gap between Fenland and other areas of the County' related to the condition of the roads or to the finances, and expressed concern that a 2% gap should be seen as acceptable, when the whole county should be aiming at the same standard. The Executive Director, Economy, Transport and Environment undertook to clarify exactly what was meant by this measure. **Action required**
- asked whether any progress had been made in finding out more about the feasibility of using plastic to repair roads, particularly in relation to Fenland roads. Officers advised that they had so far had no response from the manufacturers of the compound being trialled on roads in Cumbria
- sought further information on the number of visitors to libraries, such as the comparison figure from the previous year, reasons for any rise or fall in numbers, and measures being taken to increase footfall. The Interim Service Director said that this information was available. **Action required**

The Chairman summed up by saying that, for all finance-related reports, the Committee wished to receive more relevant information that allowed members to look at the direction of travel, with indicators, and more contextual information. He undertook to work with officers to see how the reports could be made more easily understood for both members and the general public. **Action required**

It was resolved to:

review, note and comment on the report.

**22. HIGHWAYS AND COMMUNITY INFRASTRUCTURE COMMITTEE AGENDA PLAN, TRAINING PLAN AND APPOINTMENTS TO OUTSIDE BODIES**

The Committee considered its agenda plan and training plan and appointments to outside bodies, noting that there was to be a series of Highways Depot Open Days for Councillors; the dates would be circulated by email, and members were encouraged to contact individual officers about attending them. **Action required**

No appointments to outside bodies were required to be made.

It was resolved to:

1. Note the agenda plan, training plan and appointments to outside bodies, including the updates provided orally at the meeting.

**Chairman**



**HIGHWAYS &  
COMMUNITY  
INFRASTRUCTURE  
POLICY & SERVICE  
COMMITTEE**

**Minutes-Action Log**



**Introduction:**

This is the updated action log as at **2<sup>nd</sup> October 2017** and captures the actions arising from the most recent Highways & Community Infrastructure Committee meetings and updates Members on the progress on compliance in delivering the necessary actions.

| <b>Minutes of 1<sup>st</sup> September 2015</b> |  |                              |   |  |   |
|---|--|------------------------------|---|--|---|
| <b>Item No.</b>                                 | <b>Item</b>                                  | <b>Action to be taken by</b> | <b>Action</b>   | <b>Comments</b>  | <b>Completed</b>                                      |
| 132.  | <b>Cambridgeshire Highways Annual Report</b> | Richard Lumley               | It was agreed that there would be a report to Spokes on the Customer Satisfaction Survey process. | Following the commencement of the new Highways Contract on 01/07/17, a new governance process is being put in place which will pick up customer satisfaction as part of the wider comms. | Completed, as a new Contract and process is in place. |

**Minutes of 21<sup>st</sup> February 2017**

|             |  |                              |  |   |             |
|-------------|--|------------------------------|--|---|-------------|
| <b>241.</b> | <b>Highways Infrastructure Asset Management Plan</b> | Jon Clarke                   | Tree Policy figures to be reported to Committee          | To be included in Finance & Performance reports on a six monthly basis. | In progress |
| <b>242.</b> | <b>Transport Delivery Plan</b>                       | Andy Preston/<br>Matt Staton | Road Safety Report to be scheduled for a future meeting. | Road Safety report to go to a future H&CI meeting.                      | In progress |
| <b>244.</b> | <b>Committee Agenda Plan</b>                         | Dawn Cave/<br>Andy Preston   | Report on progress against LHI schemes to be presented.  | To be included in Finance & Performance reports on a six monthly basis. | In progress |

**Minutes of 11<sup>th</sup> July 2017**

|            |  |                              |   |   |             |
|------------|--|------------------------------|---|---|-------------|
| <b>11.</b> | <b>Alconbury Weald petition</b>  | Dawn Cave/Richard Lumley     | Send petition response.   | Response sent 18/07/17  | Completed.  |
| <b>12.</b> | <b>New process for Local Highways Improvement (LHI) Initiative and Privately Funded Highways Improvements (FPHI)</b> | Andy Preston                 | Involve County Councillors with Cambridge City divisions on the webpages re: process for LHI/FPHI.                | The relevant Councillors were contacted regarding these pages and the LHI process by both the County and City Councils. | Completed.  |
| <b>14.</b> | <b>Finance and Performance report</b>  | Andy Preston/<br>Matt Staton | Follow up the work being done on the causes for the recent increase in the Performance Indicator for Road Safety. | Related to 242 above.   | In progress |

**Minutes of 12<sup>th</sup> September 2017**

|            |                               |                             |   |  |  |
|------------|-------------------------------|-----------------------------|---|--|--|
| <b>17.</b> | <b>Minutes and Action Log</b> | Dawn Cave/<br>Christine May | Send terms of reference for the steering groups to all members of the Committee |  |  |
|------------|-------------------------------|-----------------------------|---|--|--|

|     |  |                              |   |                        |  |
|-----|--|------------------------------|---|------------------------|--|
| 18. | <b>Farcet/Yaxley petition</b>  | Dawn Cave/<br>Richard Lumley | Send petition response, copied to Police, including information on sources of funding as alternatives to LHI.                         | Response sent 22/09/17 |  |
| 18. | <b>Cavalry Drive petition</b>  | Dawn Cave/<br>Richard Lumley | Send petition response.   | Response sent 22/09/17 |  |
| 19. | <b>Service Committee review of the draft 2018-19 Capital Programme</b> | Sarah Heywood                | Find out the reason for the drop in contributions between 2018-19 and subsequent years, as set out in the table of funding sources    |                        |  |
| 19. | <b>Service Committee review of the draft 2018-19 Capital Programme</b> | Christine May                | Look into whether community groups could make use of the old furniture from Milton Road Library.                                      |                        |  |
| 19. | <b>Service Committee review of the draft 2018-19 Capital Programme</b> | Sarah Heywood                | Find out how a depreciation charge on the road and footway network would compare with the amount of money being spent on maintenance. |                        |  |
| 19. | <b>Service Committee review of the draft 2018-19 Capital Programme</b> | Christine May                | Arrange a seminar to explain the process of translating the overarching budget figures into specific schemes.                         |                        |  |
| 19. | <b>Service Committee review of the draft 2018-19 Capital Programme</b> | Graham Hughes                | Look at how best to give information on the availability of funding for each proposed item of H&CI budget expenditure                 |                        |  |

|     |  |                              |  |  |           |
|-----|--|------------------------------|--|--|-----------|
| 21. | <b>Finance and Performance report</b>                                | Jon Clarke                   | Find out and report back whether local member members were being involved in decisions to remove trees, and whether parish councils were being given the opportunity to replace a tree | Local Highway Officers work with the Local Member and Parishes regarding the removal of trees and they are made aware of the opportunity to replace trees. This is part of the process that is now in place following the review and Member approval of the tree policy. | Ongoing   |
| 21. | <b>Finance and Performance report</b>                                | Andy Preston/<br>Matt Staton | Find out the reason for the increase in the number of serious road casualties  | Road casualties will be picked up in the Road Safety Report that will go to Committee in December.   | Ongoing   |
| 21. | <b>Finance and Performance report</b>                                | Graham Hughes                | Clarify what was meant by the gap in classified road condition in Fenland  |  |           |
| 21. | <b>Finance and Performance report</b>                                | Christine May                | Supply information on library visitor numbers for previous year, and measures to increase library footfall   |  |           |
| 21. | <b>Finance and Performance report</b>                                | Graham Hughes                | Develop more informative and readily intelligible finance and performance reports  |  |           |
| 22. | <b>Agenda Plan, Training Plan and appointments to outside bodies</b> | Richard Lumley               | Ensure dates of Highways Depot Open Days were circulated to members  | Depot Open Day dates have been circulated to Members by email and leaflet in pigeonholes.  | Completed |



**SERVICE COMMITTEE REVIEW OF DRAFT REVENUE BUSINESS PLANNING PROPOSALS FOR 2018-19 TO 2022-23**

*To:* **Highways and Community Infrastructure Committee**

*Meeting Date:* **10 October 2017**

*From:* **Graham Hughes - Executive Director: Economy Transport and Environment**

**Chris Malyon - Chief Finance Officer**

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

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

*Purpose:* **This report provides the Committee with an overview of the draft Business Plan Revenue Proposals for Economy Transport and Environment that are within the remit of the Highways and Community Infrastructure Committee.**

*Recommendation:* **a) It is requested that the Committee note the overview and context provided for the 2018-19 to 2022-23 Business Plan revenue proposals for the Service.**

**b) It is requested that the Committee comment on the draft revenue proposals that are within the remit of the Highways and Community Infrastructure Committee for 2018/19 to 2022/23.**

| <b><i>Officer contact:</i></b> |  | <b><i>Member contact:</i></b> |  |
|--------------------------------|--|-------------------------------|--|
| Name:                          | Graham Hughes  | Name:                         | Councillor Mathew Shuter   |
| Post:                          | Executive Director, ETE  | Chairman:                     | Highways and Community Infrastructure Committee  |
| Email:                         | <a href="mailto:Graham.Hughes@cambridgeshire.gov.uk">Graham.Hughes@cambridgeshire.gov.uk</a> | Email:                        | <a href="mailto:mathew.shuter@cambridgeshire.gov.uk">mathew.shuter@cambridgeshire.gov.uk</a> |
| Tel:                           | 01223 715660   | Tel:                          | 01638 508729   |

## 1. OVERVIEW

- 1.1 The Council's Business Plan sets out how we will spend the resources we have at our disposal to achieve our vision and priorities for Cambridgeshire, and the outcomes we want for people.

| Outcomes  |   |
|---|---|
| Older people live well independently.   |  |
| Places that work with children help them to reach their full potential.             |  |
| People lead a healthy lifestyle and stay healthy for longer.                        |  |
| People with disabilities live well independently.                                   |  |
| People live in a safe environment.  |  |
| The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents. |  |
| People at risk of harm are kept safe.   |  |

- 1.2 To ensure we deliver this agenda, our focus is always on getting the maximum possible value for residents from every pound of public money we spend and doing things differently to respond to changing needs and new opportunities. The Business Plan therefore sets out how we aim to provide better public services and achieve better results for communities whilst responding to the challenge of reducing resources.
- 1.3 Like all Councils across the country, we are facing a major challenge. Demand is increasing and funding is reducing at a time when the cost of providing services continues to rise significantly due to inflationary and demographic pressures. Through our FairDeal4Cambs campaign we are currently linking with the 39 Shire County areas who make up membership of the County Council's Network and who are raising the issue of historic underfunding of Shire Counties with our MPs and through them with Government. As the fastest growing County in the country this financial challenge is greater in Cambridgeshire than elsewhere. We have already delivered £186m of savings over the last 5 years and have a strong track record of value for money improvements which protect front line services to the greatest possible extent. However we know that there will be diminishing returns from existing improvement schemes and that the substantial pressure on public finances remains. It is therefore clear that we need to work more closely with local communities to help them help themselves as well as going further and faster in redesigning the way we commission and deliver services.
- 1.4 As such our Business Plan recognises the scale of change needed and proposes a significant programme of change across our services, with our partners and, crucially, with our communities. To support this we have a dedicated fund, providing the resource needed in the short term to drive the change we need for the future.

- 1.5 As the scope for traditional efficiencies diminishes our plan is increasingly focused on a range of more fundamental changes to the way we work. Some of the key themes driving our thinking are;
- Income and Commercialisation - identifying opportunities to bring in new sources of income which can fund crucial public services without raising taxes significantly and to take a more business-like approach to the way we do things in the council.
  - Strategic Partnerships – acting as ‘one public service’ with our partner organisations in the public sector and forming new and deeper partnerships with communities, the voluntary sector and businesses. The aim being to cut out duplication and make sure every contact with people in Cambridgeshire delivers what they need now and might need in the future.
  - Demand Management – working with people to help them help themselves e.g. access to advice and information about local support and access to assistive technology. Where public services are needed ensuring this is made available early so that people’s needs don’t escalate to the point where they need to rely heavily on public sector support in the long term– this is about supporting people to remain as healthy and independent as possible for as long as possible.
  - Commissioning – ensuring all services that are commissioned deliver the outcomes people want at the best possible price – getting value for money in every instance.
  - Modernisation – ensuring the organisation is as efficient as possible and as much money as is possible is spent on front line services and not back office function staking advantage of the latest technologies and most creative and dynamic ways of working to deliver the most value for the least cost.
- 1.6 The Council continues to undertake financial planning of its revenue budget over a five year period which creates links with its longer term financial modelling and planning for growth. This paper presents an overview of the proposals being put forward as part of the Council’s draft revenue budget, with a focus on those which are relevant to this Committee. Increasingly the emerging proposals reflect joint proposals between different directorate areas and more creative joined up thinking that recognise children live in families and families live in communities, so many proposals will go before multiple Committees to ensure appropriate oversight from all perspectives.
- 1.7 Funding projections have been updated based on the latest available information to provide a current picture of the total resource available to the Council. At this stage in the year, however, projections remain fluid and will be reviewed as more accurate data becomes available.
- 1.8 Equally as our proposals become more ambitious and innovative, in many instances they become less certain. Some proposals will deliver more or less than anticipated, equally some may encounter issues and delays and others might be accelerated if early results are promising. To manage this we need to incorporate some changes to our business planning approach, specifically;
- We want to develop proposals which exceed the total savings/income requirement – so that where some schemes fall short they can be mitigated by

others and we can manage the whole programme against a bottom-line position

- We aim to establish a continual flow of new proposals into the change programme – moving away from a fixed cycle to a more dynamic view of new thinking coming in and existing schemes and estimates being refined
- A managed approach to risk – with clarity for members about which proposals have high confidence and certainty and which represent a more uncertain impact

1.9 The Committee is asked to comment on these initial proposals for consideration as part of the Council's development of the Business Plan for the next five years. Draft proposals across all Committees will continue to be developed over the next few months to ensure a robust plan and to allow as much mitigation as possible against the impact of these savings. Therefore these proposals may change as they are developed or alternatives found.

1.10 Committees will receive an update to the revenue business planning proposals in December at which point they will be asked to endorse the proposals to GPC as part of the consideration for the Council's overall Business Plan.

## **2. BUILDING THE REVENUE BUDGET**

2.1 Changes to the previous year's budget are put forward as individual proposals for consideration by committees, General Purposes Committee and ultimately Full Council. Proposals are classified according to their type, as outlined in the attached Table 3, accounting for the forecasts of inflation, demand pressures and service pressures, such as new legislative requirements that have resource implications, as well as savings.

2.2 The process of building the budget begins by identifying the cost of providing a similar level of service to the previous year. The previous year's budget is adjusted for the Council's best forecasts of the cost of inflation, the cost of changes in the number and level of need of service users (demand) and proposed investments. Should services have pressures, these are expected to be managed within that service where possible, if necessary being met through the achievement of additional savings or income. If it is not possible, particularly if the pressure is caused by legislative change, pressures are considered corporately. It should be noted, however, that there are no additional resources and therefore this results in an increase in the level of savings that are required to be found across all Council Services. The total expenditure level is compared to the available funding and, where this is insufficient to cover expenditure, the difference is the savings/income requirement to be met through transformational change, and or, savings projects in order to achieve a set of balanced proposals.

2.3 The budget proposals being put forward include revised forecasts of the expected cost of inflation following a detailed review of inflation across all services at an individual budget line level. Inflation indices have been updated using the latest available forecasts and applied to the appropriate budget lines. Inflation can be broadly split into pay, which accounts for inflationary costs applied to employee salary budgets, and non-pay, which covers a range of budgets, such as energy, waste, etc. as well as a standard

level of inflation based on government Consumer Price Index (CPI) forecasts. All inflationary uplifts require robust justification and as such general inflation was assumed to be 0%. Key inflation indices applied to budgets are outlined in the following table:

| Inflation Range                                     | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 |
|---|---------|---------|---------|---------|---------|
| Standard non-pay inflation (CPI)                    | 2.2%    | 2.0%    | 2.0%    | 2.0%    | 2.0%    |
| Other non-pay inflation (average of multiple rates) | 3.5%    | 2.3%    | 1.7%    | 1.7%    | 1.7%    |
| Pay (admin band)                                    | 1.0%    | 1.0%    | 1.0%    | 1.0%    | 1.0%    |
| Pay (management band)                               | 1.0%    | 1.0%    | 1.0%    | 1.0%    | 1.0%    |

2.4 Forecast inflation, based on the above indices, is as follows:

| Service Block                            | 2018-19      | 2019-20      | 2020-21      | 2021-22      | 2022-23      |
|--|--------------|--------------|--------------|--------------|--------------|
| People and Communities (P&C)             | 2,197        | 2,659        | 2,673        | 2,673        | 2,673        |
| Economy, Transport and Environment (ETE) | 1,086        | 1,267        | 849          | 874          | 853          |
| ETE (Waste Private Finance Initiative)   | 856          | 918          | 971          | 953          | 945          |
| Public Health                            | 16           | 19           | 24           | 24           | 24           |
| Corporate and Managed Services           | 279          | 128          | 138          | 138          | 138          |
| LGSS Operational                         | 72           | 88           | 114          | 114          | 114          |
| <b>Total</b>                             | <b>4,506</b> | <b>5,079</b> | <b>4,769</b> | <b>4,776</b> | <b>4,747</b> |

2.5 A review of demand pressures facing the Council has been undertaken. The term demand is used to describe all anticipated demand changes arising from increased numbers (e.g. as a result of an ageing population, or due to increased road kilometres) and increased complexity (e.g. more intensive packages of care as clients age). The demand pressures calculated are:

| Service Block                            | 2018-19<br>£'000 | 2019-20<br>£'000 | 2020-21<br>£'000 | 2021-22<br>£'000 | 2022-23<br>£'000 |
|--|------------------|------------------|------------------|------------------|------------------|
| People and Communities (P&C)             | 6,693            | 7,115            | 7,583            | 7,626            | 8,415            |
| Economy, Transport and Environment (ETE) | 269              | 265              | 267              | 265              | 271              |
| <b>Total</b>                             | <b>6,962</b>     | <b>7,380</b>     | <b>7,850</b>     | <b>7,891</b>     | <b>8,686</b>     |

2.6 The Council is facing some cost pressures that cannot be absorbed within the base funding of services. Some of the pressures relate to costs that are associated with the introduction of new legislation and others as a direct result of contractual commitments. These costs are included within the revenue tables considered by service committees alongside other savings proposals and priorities:

| Service Block / Description   | 2018-19<br>£'000 | 2019-20<br>£'000 | 2020-21<br>£'000 | 2021-22<br>£'000 | 2022-23<br>£'000 |
|---|------------------|------------------|------------------|------------------|------------------|
| <b>New Pressures Arising in 18-19</b>                                   |                  |                  |                  |                  |                  |
| P&C: Children's Change Programme  | 886              | 0                | 0                | 0                | 0                |
| P&C: Legal  | 400              | 0                | 0                | 0                | 0                |
| P&C: Adoption   | 367              | 0                | 0                | 0                | 0                |
| P&C: DSG Contribution to Combined Budgets                               | 3,612            | 0                | 0                | 0                | 0                |
| ETE: Cambridgeshire and Peterborough Minerals and Waste Local Plan      | 108              | 0                | -54              | -54              | 0                |
| ETE: Waste PFI  | 1,175            | 0                | 0                | 0                | 0                |
| ETE: Removal of P&R charges   | 1,200            | 0                | 0                | 0                | 0                |
| ETE: Ely Archives Centre  | 0                | 78               | 0                | 0                | 0                |
| ETE: Norwich Tech Partnership Contribution                              | 25               | 0                | 0                | 0                | 0                |
| ETE: Guided Busway Defects  | 1,100            | 200              | -1,300           | 0                | 0                |
| ETE: Coroner Service  | 95               | 0                | 0                | 0                | 0                |
| CS: Commercial approach to contract management                          | 340              | 0                | 0                | 0                | 0                |
| <b>Existing Pressures Brought Forward</b>                               |                  |                  |                  |                  |                  |
| P&C: Fair Cost of Care and Placement Costs                              | 0                | 1,500            | 2,500            | 1,000            | 0                |
| P&C: Impact of National Living Wage on Contracts                        | 3,770            | 3,761            | 3,277            | 0                | 0                |
| P&C: Local Housing Allowance limits - impact on supported accommodation | 0                | 412              | 595              | 199              | 0                |
| P&C: Children Innovation and Development Service                        | 50               | 0                | 0                | 0                | 0                |
| P&C: Multi Systemic Therapy (MST)                                       | 63               |                  | 0                | 0                | 0                |

|   |    |       |     |     |     |
|---|----|-------|-----|-----|-----|
| ETE: Libraries to serve new developments                        | 0  | 0     | 49  | 0   | 0   |
| CS: Contract mitigation   | 0  | 2,000 | 0   | 0   | 0   |
| A&I: Renewable energy - Soham                                   | 4  | 5     | 4   | 5   | 0   |
| Professional and Management Pay Structure - combined            | 84 | 0     | 0   | 0   | 0   |
| Impact of National Living Wage on CCC employee costs (combined) | 18 | 74    | 174 | 174 | 174 |
| <b>Total</b>  | -  | -     | -   | -   | -   |

### 3. SUMMARY OF THE DRAFT REVENUE BUDGET

- 3.1 In order to balance the budget in light of the cost increases set out in the previous section and reduced Government funding, savings or additional income of £37.2m are required for 2018-19, and a total of £85m across the full five years of the Business Plan. The following table shows the total level of savings necessary for each of the next five years, the amount of savings attributed from identified savings and the residual gap for which saving or income has still to be found.:

| Service Block                            | 2018-19<br>£'000 | 2019-20<br>£'000 | 2020-21<br>£'000 | 2021-22<br>£'000 | 2022-23<br>£'000 |
|--|------------------|------------------|------------------|------------------|------------------|
| Total Saving Requirement                 | 37,169           | 23,614           | 14,221           | 3,862            | 5,951            |
| Identified Savings                       | -25,433          | -3,961           | -2,304           | -581             | -278             |
| Identified additional Income Generation  | -6,196           | -1,712           | 542              | -201             | -13              |
| <b>Residual Savings to be identified</b> | <b>5,540</b>     | <b>17,941</b>    | <b>12,459</b>    | <b>3,080</b>     | <b>5,660</b>     |

- 3.2 As the table above shows there is still a significant level of savings or income to be found in order to produce a balanced budget for 2018-19. While actions are being taken to close the funding gap, as detailed below, it must be acknowledged that the proposals already identified are those with the lower risk and impact profiles and the further options being considered are those considered less certain, or with greater impact.
- 3.3 The actions currently being undertaken to close the gap are:
- Reviewing all the existing proposals to identify any which could be pushed further – in particular where additional investment could unlock additional savings
  - Identifying whether any longer-term savings can be brought forward

- Reviewing the full list of in-year and 2018-19 pressures – developing mitigation plans wherever possible to reduce the impact of pressures on the savings requirement
  - Bringing more ideas into the pipeline – this work will continue to be led across service areas - recognising that it is the responsibility of all areas of the Council to keep generating new proposals which help meet this challenge. This ongoing focus on finding new ways of working includes the new programme of 'outcomes focused reviews' which have been commissioned in priority areas; this means looking in-depth at services where it is considered further savings or opportunities for creating additional income may be possible
- 3.4 There are also a number of risks which are not included in the numbers above, or accompanying tables. These will be incorporated (as required) as the Business Plan is developed and the figures can be confirmed:
- While the Business Plan includes a pressure relating to the increase in the National Living Wage, the phasing of this increase has not been confirmed. Once this is known the pressure will be updated to reflect this.
  - The result of schools funding reforms, in particular the control of the Dedicated Schools Grant shifting further toward individual schools, is still under discussion and the significant current pressure will be updated as the outcome of this discussion becomes clear.
  - Movement in current year pressures – Work is ongoing to manage our in-year pressures downwards however any change to the out-turn position of the Council will impact the savings requirement in 2018-19. This is particularly relevant to demand led budgets such as children in care.
  - Due to the level of reduction in Government grants in later years the Council did not take the multi-year settlement offered as part of the 2015 Spending Review. As such there is some uncertainty around the accuracy of our funding assumptions which will become clearer after the Government's Autumn Budget is announced on November 22<sup>nd</sup> and the Local Government Finance settlement due in mid-December.
- 3.5 In some cases services have planned to increase income to prevent a reduction in service delivery. For the purpose of balancing the budget these two approaches have the same effect and are treated in the same way.
- 3.6 This report forms part of the process set out in the Medium Term Financial Strategy whereby the Council updates, alters and refines its revenue and capital proposals in line with new savings targets. New proposals are developed across Council to meet any additional savings requirement and all existing schemes are reviewed and updated before being presented to service committees for further review during December.
- 3.7 The level of savings required is based on a 2% increase in Council Tax, through levying the Adults Social Care precept in, but a 0% general Council Tax increase. It should be noted that the Government has only confirmed that ASC precept will be available up to and including 2019-20. For each 1% more or less that Council Tax is changed, the level of savings required will change by approximately +/-£2.5m.



- 3.8 There is currently a limit on the increase of Council Tax to 1.99%, above which approval must be sought from residents through a positive vote in a local referendum. It is estimated that the cost of holding such a referendum would be around £100k, rising to as much as £500k should the public reject the proposed tax increase (as new bills would need to be issued).
- 3.9 Following October and December service committees, GPC will review the overall programme in December, before recommending the programme in January as part of the overarching Business Plan for Full Council to consider in February.

#### **4. OVERVIEW OF ECONOMY TRANSPORT AND ENVIRONMENT DRAFT REVENUE PROGRAMME**

- 4.1 ETE, as the focus for the Council's place based work, provides a very wide and diverse range of services to the people and businesses of Cambridgeshire. Much of what is provided by the Directorate is experienced by residents on a daily basis.
- 4.2 A broad overview of the services provided by the Directorate includes highway maintenance and improvement, the delivery of all major transport infrastructure schemes, the management of a series of major contracts such as highways, waste and street lighting, tackling rogue and other illegal trading and providing business advice, delivery of non-commercial superfast broadband services, waste disposal, libraries and cultural services, planning, s106 negotiation, economic development, floods and water management, development of transport policy, funding bids, cycling, commissioning of community transport, operation of the Busway and the park and ride sites, and management of home to school, special needs and adults transport.
- 4.3 Over the past few years the actual amount of work within the Directorate has increased due to the particular nature of the services we provide. For example, programmes such as the Cycle City Ambition Grant have added to workload, as has the additional activity through the Council's £90m investment in highway maintenance.
- 4.4 As noted above, transformation of the way we do things has been the main focus in developing new savings proposals for the new financial year. There are also a series of savings proposals that are already identified in the business plan and are due to be made in 2018/19
- 4.5 The full table of proposals can be found at **Appendix 1** and the associated Business Cases and Community Impact Assessments (CIAs) are contained in **Appendix 2** in draft form and these will be updated as the savings proposals develop.
- 4.6 Given the level of savings required by the Council as a whole for 2018/19, Appendix 1 contains all current and new proposals that are considered achievable. Members are asked to consider and comment on that list. Members should bear in mind that any savings removed will increase the pressure on the Council as a whole. Therefore, thought should also be given to what could replace removed savings.

## 5. NEXT STEPS

|          |   |
|----------|---|
| December | Service Committees will review draft proposals again, for recommendation to General Purposes Committee  |
| December | General Purposes Committee will consider the whole draft Business Plan for the first time               |
| January  | General Purposes Committee will review the whole draft Business Plan for recommendation to Full Council |
| February | Full Council will consider the draft Business Plan  |

## 6. ALIGNMENT WITH CORPORATE PRIORITIES

### 6.1 Developing the local economy for the benefit of all

Many of the services delivered by ETE are used by our residents on a daily basis and are vital in maintaining and developing the local economy. Well maintained roads and local public transport services where commercial companies can't provide buses are but two of the key elements of the work of ETE. If these current or transformed versions of these services are not available there will be a significant impact on our communities.

### 6.2 Helping people live healthy and independent lives

See wording under 6.1 above.

### 6.3 Supporting and protecting vulnerable people

See wording under 6.1 above.

## 7. SIGNIFICANT IMPLICATIONS

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

- Resource Implications – All implications are detailed in the Business Cases and CIAs at Appendix 2
- Procurement/Contractual/ Council Contract Procedure Rules – All implications are detailed in the Business Cases and CIAs at Appendix 2
- Statutory, Legal and Risk – All implications are detailed in the Business Cases CIAs at Appendix 2
- Equality and Diversity – All implications are detailed in the Business Cases and CIAs at Appendix 2
- Engagement and Communications - All implications are detailed in the Business Cases and CIAs at Appendix 2
- Localism and Local Member Involvement – Members have been involved in the business planning process and attended a joint Committee members workshop in September

- Public Health – All implications are detailed in the Business Cases and CIAs at Appendix 2. Public Health colleagues are involved in discussions regarding the implications

| Implications  | Officer Clearance                               |
|---|---|
| Have the resource implications been cleared by Finance?   | Yes<br>Name of Financial Officer: Sarah Heywood |
| Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement? | Yes<br>Name of Officer: Paul White              |
| Has the impact on statutory, legal and risk implications been cleared by LGSS Law?  | Yes<br>Name of Legal Officer: Fiona McMillan    |
| Have the equality and diversity implications been cleared by your Service Contact?  | Yes<br>Name of Officer: Tamar Oviatt-Ham        |
| Have any engagement and communication implications been cleared by Communications?  | Yes<br>Name of Officer: Eleanor Bell            |
| Have any localism and Local Member involvement issues been cleared by your Service Contact?                                   | Yes<br>Name of Officer: Tamar Oviatt-Ham        |
| Have any Public Health implications been cleared by Public Health   | Yes<br>Name of Officer: Tess Campbell           |

| Source Documents    | Location  |
|---------------------|---|
| Strategic Framework | <a href="https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/182/Committee/2/Default.aspx">https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/182/Committee/2/Default.aspx</a> |



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

October Committee

**Table 3: Revenue - Overview**

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

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

| Ref          | Title   | 2018-19<br>£000 | 2019-20<br>£000 | 2020-21<br>£000 | 2021-22<br>£000 | 2022-23<br>£000 | Description  | Committee |
|--------------|---|-----------------|-----------------|-----------------|-----------------|-----------------|--|-----------|
| <b>1</b>     | <b>OPENING GROSS EXPENDITURE</b>                              | <b>86,519</b>   | <b>89,096</b>   | <b>89,079</b>   | <b>89,896</b>   | <b>91,950</b>   |  |           |
| B/R.1.001    | Base adjustments  | -               | -               | -               | -               | -               | - Adjustment for permanent changes to base budget from decisions made in 2017-18.  | E&E, H&CI |
| <b>1.999</b> | <b>REVISED OPENING GROSS EXPENDITURE</b>                      | <b>86,519</b>   | <b>89,096</b>   | <b>89,079</b>   | <b>89,896</b>   | <b>91,950</b>   |  |           |
| <b>2</b>     | <b>INFLATION</b>  |                 |                 |                 |                 |                 |  |           |
| B/R.2.001    | Inflation   | 1,942           | 2,185           | 1,820           | 1,827           | 1,798           | Some County Council services have higher rates of inflation than the national level. For example, this is due to factors such as increasing oil costs that feed through into services like road repairs. This overall figure comes from an assessment of likely inflation in all ETE services. | E&E, H&CI |
| <b>2.999</b> | <b>Subtotal Inflation</b>                                     | <b>1,942</b>    | <b>2,185</b>    | <b>1,820</b>    | <b>1,827</b>    | <b>1,798</b>    |  |           |
| <b>3</b>     | <b>DEMOGRAPHY AND DEMAND</b>                                  |                 |                 |                 |                 |                 |  |           |
| B/R.3.004    | Coroner Service   | 12              | 12              | 12              | 12              | 13              | Extra costs associated with an increasing population and a higher number of deaths.  | H&CI      |
| B/R.3.007    | Waste Disposal  | 257             | 253             | 255             | 253             | 258             | Extra cost of landfilling additional waste produced by an increasing population.   | H&CI      |
| <b>3.999</b> | <b>Subtotal Demography and Demand</b>                         | <b>269</b>      | <b>265</b>      | <b>267</b>      | <b>265</b>      | <b>271</b>      |  |           |
| <b>4</b>     | <b>PRESSURES</b>  |                 |                 |                 |                 |                 |  |           |
| B/R.4.005    | Libraries to serve new developments                           | -               | -               | 49              | -               | -               | - Cost of running the Eddington Library in North West Cambridge to serve the new community.  | H&CI      |
| B/R.4.007    | Professional and Management Pay Structure                     | 9               | -               | -               | -               | -               | - Final stage of implementing new management pay structure.  | E&E, H&CI |
| B/R.4.008    | Impact of National Living Wage (NLW) on CCC Employee Costs    | 2               | 4               | 14              | 14              | -               | - The extra cost of the National Living Wage on directly employed CCC staff.   | E&E, H&CI |
| B/R.4.009    | Cambridgeshire and Peterborough Minerals and Waste Local Plan | 108             | -               | -54             | -54             | -               | - Work has commenced on a new Minerals and Waste Plan with Peterborough City Council. The plan requires to be updated to minimise the risk of future challenge from developers.  | E&E       |
| B/R.4.010    | Waste Disposal  | 1,175           | -               | -               | -               | -               | - Historical pressure reflecting the performance levels of the Mechanical Biological Treatment (MBT) Plant, to re-base the budget to current performance levels.   | H&CI      |
| B/R.4.011    | Archives Centre   | -               | 78              | -               | -               | -               | - Funding towards the running costs of the new Archives Centre at Ely.   | H&CI      |

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

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|----------------|---------------|
|----------------|---------------|

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

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

October Committee

**Table 3: Revenue - Overview**

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

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|----------------|---------------|
|----------------|---------------|

| Ref          | Title   | 2018-19<br>£000 | 2019-20<br>£000 | 2020-21<br>£000 | 2021-22<br>£000 | 2022-23<br>£000 | Description   | Committee |
|--------------|---|-----------------|-----------------|-----------------|-----------------|-----------------|---|-----------|
| B/R.6.209    | Reinvestment in Library book fund                                       | 230             | -               | -               | -               | -               | Reinvestment in the book fund following reductions made in 2017-18.   | H&CI      |
| B/R.6.213    | Move to full cost recovery for non-statutory highway works              | -100            | -               | -               | -               | -               | Recharging the cost of officer time, not just the actual cost of work, for privately funded or part privately funded highway works.   | H&CI      |
| B/R.6.214    | Street Lighting - contract synergies                                    | -98             | 11              | 21              | 2               | 4               | Annual saving from joint contract drafting with partners. This will not lead to any reduction in street lighting provision.   | H&CI      |
| B/R.6.216    | Street Lighting - conversion to LED                                     | -95             | -               | -               | -               | -               | Saving on energy costs by introducing more energy efficient LED lights where there is a business case to do so.   | H&CI      |
| B/R.6.217    | Redistribution of parking income  | -500            | -               | -               | -               | -               | Use a greater proportion of on-street parking income to fund highways and transport works as allowed by current legislation.  | H&CI      |
| B/R.6.218    | Contract Savings on Signals   | -100            | -               | -               | -               | -               | Savings from a new contract for signals on the highway, which came into force in 2017, from retendering and energy efficiency.  | H&CI      |
| B/R.6.219    | Consumer information and advice   | -15             | -               | -               | -               | -               | Trading Standards now have an alternative contract in place for the delivery of consumer information and advice. Previous arrangements are no longer needed.                        | H&CI      |
| B/R.6.220    | Relocation of Huntingdon Registration Office                            | -20             | -               | -               | -               | -               | By moving Huntingdon registration office into the library we can make efficiencies and savings by sharing staff and space.  | H&CI      |
| B/R.6.302    | Renegotiation of the Waste PFI contract.                                | -1,000          | -3,000          | -               | -               | -               | Major contract re-negotiation to achieve savings.   | H&CI      |
| <b>6.999</b> | <b>Subtotal Savings</b>   | <b>-3,428</b>   | <b>-2,989</b>   | <b>21</b>       | <b>2</b>        | <b>4</b>        |   |           |
|              |   |                 |                 |                 |                 |                 |   |           |
|              | <b>TOTAL GROSS EXPENDITURE</b>  | <b>89,096</b>   | <b>89,079</b>   | <b>89,896</b>   | <b>91,950</b>   | <b>94,023</b>   |   |           |
| <b>7</b>     | <b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>                           |                 |                 |                 |                 |                 |   |           |
| B/R.7.001    | Previous year's fees, charges & ring-fenced grants                      | -47,837         | -48,302         | -49,274         | -49,966         | -50,660         | Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.  | E&E, H&CI |
| B/R.7.002    | Fees and charges inflation  | -12             | -12             | -12             | -12             | -12             | Additional income for increases to fees and charges in line with inflation, not including the effect of the Combined Authority Levy.  | E&E, H&CI |
| B/R.7.004    | Inflation on Levy charged to the Combined Authority                     | -980            | -1,113          | -680            | -682            | -645            | Inflation of the Combined Authority Levy - this is matched to the inflation in ETE expenditure for which the Combined Authority are billed.   | E&E, H&CI |
| B/R.7.005    | Reduction in Levy charged to Combined Authority                         | 1,327           | -               | -               | -               | -               | Budgeted income for services provided by the Council on behalf of the Combined Authority.   | E&E, H&CI |
| B/R.7.118    | <b>Changes to fees &amp; charges</b><br>Increase on-street parking fees | -200            | -               | -               | -               | -               | It is proposed to increase on-street parking fees to encourage visitors to Cambridge to use alternatives such as Park and Ride - the projected income will also therefore increase. | H&CI      |

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

October Committee

**Table 3: Revenue - Overview**

Budget Period: 2018-19 to 2022-23

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

| Ref          | Title   | 2018-19<br>£000 | 2019-20<br>£000 | 2020-21<br>£000 | 2021-22<br>£000 | 2022-23<br>£000 | Description  | Committee |
|--------------|---|-----------------|-----------------|-----------------|-----------------|-----------------|--|-----------|
| B/R.7.119    | Improved Bus Lane Enforcement   | -400            | -               | -               | -               | -               | - We are installing more cameras to do more bus lane enforcement to keep traffic moving on our roads. Where people are caught driving in bus lanes we will enforce penalties.        | H&CI      |
| B/R.7.120    | Highways Development Management - increase income forecast            | -200            | -               | -               | -               | -               | - Increased income from charges made to developers making applications. In previous years we have over achieved on our income forecast so this represents a more ambitious forecast. | E&E       |
| B/R.7.202    | <b>Changes to ring-fenced grants</b><br>Change in Public Health Grant | -               | 153             | -               | -               | -               | - Change in ring-fenced Public Health grant to reflect change of function and treatment as a corporate grant from 2019-20 due to removal of ring-fence.                              | E&E, H&CI |
| <b>7.999</b> | <b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>                | <b>-48,302</b>  | <b>-49,274</b>  | <b>-49,966</b>  | <b>-50,660</b>  | <b>-51,317</b>  |  |           |
|              |   |                 |                 |                 |                 |                 |  |           |
|              | <b>TOTAL NET EXPENDITURE</b>  | <b>40,794</b>   | <b>39,805</b>   | <b>39,930</b>   | <b>41,290</b>   | <b>42,706</b>   |  |           |

| FUNDING SOURCES |   |                |                |                |                |                |   |           |
|-----------------|---|----------------|----------------|----------------|----------------|----------------|---|-----------|
| <b>8</b>        | <b>FUNDING OF GROSS EXPENDITURE</b>       |                |                |                |                |                |   |           |
| B/R.8.001       | Budget Allocation                         | -40,794        | -39,805        | -39,930        | -41,290        | -42,706        | Net spend funded from general grants, business rates and Council Tax.   | E&E, H&CI |
| B/R.8.002       | Public Health Grant                       | -153           | -              | -              | -              | -              | - Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team. | E&E, H&CI |
| B/R.8.003       | Fees & Charges                            | -39,078        | -40,203        | -40,895        | -41,589        | -42,246        | Fees and charges for the provision of services.   | E&E, H&CI |
| B/R.8.004       | PFI Grant - Street Lighting               | -3,944         | -3,944         | -3,944         | -3,944         | -3,944         | PFI Grant from DfT for the life of the project.   | H&CI      |
| B/R.8.005       | PFI Grant - Waste                         | -2,691         | -2,691         | -2,691         | -2,691         | -2,691         | PFI Grant from DEFRA for the life of the project.   | H&CI      |
| B/R.8.010       | Adult Learning & Skills Grants            | -2,080         | -2,080         | -2,080         | -2,080         | -2,080         | External grant funding for Adult Learning & Skills.   | E&E       |
| B/R.8.012       | National Careers grant funding            | -356           | -356           | -356           | -356           | -356           | Funding for National Careers.   | E&E       |
| <b>8.999</b>    | <b>TOTAL FUNDING OF GROSS EXPENDITURE</b> | <b>-89,096</b> | <b>-89,079</b> | <b>-89,896</b> | <b>-91,950</b> | <b>-94,023</b> |   |           |



# Business Case

## ETE BP - Highways Service Transformation (B/R.6.207)

### Project Overview

|                                     |  |                             |             |
|-------------------------------------|--|-----------------------------|-------------|
| Project Title                       | ETE BP - Highways Service Transformation (B/R.6.207)   |                             |             |
| Saving                              | £500,000   | Business Planning Reference | (B/R.6.207) |
| Business Planning Brief Description | Significant savings will be made as part of the new Highways contract, which started in July 2017, from further integration with our contractor and new ways of working. |                             |             |
| Senior Responsible Officer          | Christine May, Interim Service Director: Infrastructure Management & Operations  |                             |             |

### Project Approach

#### Background

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

The Council wished to develop an integrated partnership with our suppliers, and this is at the core of the new Highways Services Contract. Our new highways integrated partnership with Skanska has the flexibility to evolve over the life of the contract to reflect Cambridgeshire's emerging changing need. This will enable financial savings to be achieved through integrated teams, breaking down traditional client/provider boundaries, which may have inhibited change previously. Our previous Highways contract had come to an end and we were required to undertake a competitive procurement process as part of this.

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

#### Approach

##### Aims / Objectives

The Council aims to ensure that this integrated partnership approach with Skanska will be established from the very start of the contract and will mature over the life of the Contract.

This will enable financial savings to be achieved through integrated teams, breaking down traditional client/provider boundaries, which may have inhibited change previously, through a cultural change process. Also the business model will be enhanced by Service Improvement Plans and Benefit Cards and suggestions, offered during the procurement process.

To enable maximum benefits of a successful long term strategic partnership, an initial contract term of ten years has been selected with an option to extend for a further five years. However a contract reduction mechanism is also available that could potentially reduce the contract term as a result of poor performance.

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

This is the revenue element of the £2.2m savings sought in year two of the new highway contract. 10 of the 44 benefit cards relate to measures to achieve savings for 18/19 (a mix of revenue and capital).

The revenue savings will come from a combination of: re-structuring in conjunction with Skanska and Peterborough City Council; increased use of the Dragon Patcher; capitalising revenue; integrated programming and planning; driving collaboration through operational excellence and the use of a volume based discount mechanism within the new contract.

##### What assumptions have you made?

That the level of financial savings will be achieved through a more integrated approach

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

None identified

## Delivery Options

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

At present, it is envisaged that savings will be achieved by:

- Negotiating better value from the contract that commenced on 1st July 2017
- Integration of staff / shared management between the authority and the provider
- More efficient processes through closer partnership working between the authority and the provider
- Efficiencies realised through using the Highways Asset Management Plan (HIAMP)
- Use of new technologies and processes (including shared IT) Further ideas that emerge through the service improvement plans and benefit cards offered as part of the Highway service Contract 2017

## Scope / Interdependencies

### Scope

#### What is within scope?

- It is anticipated that the services may evolve throughout the lifetime of the contract.
- The following services are within the scope of the post 2017 Highway Services Contract:
- Design of highways maintenance and improvements for schemes up to design and construction value
- Construction of highways maintenance and improvements for schemes design and construction value
- Structures: provision, improvement and maintenance
- Materials testing and laboratory services
- Consultancy such as studies, feasibility assessment, checking and certification
- Supervision and management of work by others
- Routine maintenance activities including but not limited to drainage cleansing, grass cutting and other horticultural and arboricultural maintenance
- Surveys and traffic counts
- General management and IT systems
- Improvement and maintenance work to existing highways depots and design and works associated with future relocation, rationalisation or new provision
- Bridges management, inspection
- Highways safety inspections
- Highways Development Management
- Rights of Way
- Maintenance of highways asset records
- Road safety education and engineering
- Transport Strategy Development
- Provision of an Integrated Network Management Centre
- Highways condition surveys
- Flood and water management and drainage approvals
- Co-location at Vantage House, the new Highways HQ

#### What is outside of scope?

## Project Dependencies

None identified

## Cost and Savings

See accompanying financial report

## Non Financial Benefits

Non Financial Benefits Summary

|                 |
|-----------------|
| None identified |
|-----------------|

|              |
|--------------|
| <b>Risks</b> |
|--------------|

|                 |
|-----------------|
| None identified |
|-----------------|

|                       |
|-----------------------|
| <b>Project Impact</b> |
|-----------------------|

|                                    |
|------------------------------------|
| <b>Community Impact Assessment</b> |
|------------------------------------|

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|---|
| <b>Who will be affected by this proposal?</b> |
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|--|
| Road users across Cambridgeshire and county partners involved in delivering new infrastructure on the highway network. |
|--|

|  |
|--|
| <b>What positive impacts are anticipated from this proposal?</b> |
|--|

- |  |
|--|
| <ul style="list-style-type: none"><li>• A more closely aligned and integrated highway service.</li><li>• Increased efficiencies.</li><li>• Improved customer service.</li><li>• Improved quality of work.</li><li>• Increased value for money.</li><li>• A safe and efficient highway network.</li></ul> |
|--|

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| <b>What negative impacts are anticipated from this proposal?</b> |
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| In theory there should not be any negative impacts, however any new contract requires a bedding in period. |
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| <b>Are there other impacts which are more neutral?</b> |
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| <b>Disproportionate impacts on specific groups with protected characteristics</b> |
|---|

|   |
|---|
| <b>Details of Disproportionate Impacts on protected characteristics and how these will be addressed</b> |
|---|

|                 |
|-----------------|
| None identified |
|-----------------|

# Business Case

## ETE BP - Library Service Transformation (B/R.6.208)

### Project Overview

|                                     |  |                             |             |
|-------------------------------------|--|-----------------------------|-------------|
| Project Title                       | ETE BP - Library Service Transformation (B/R.6.208)  |                             |             |
| Saving                              | £230,000   | Business Planning Reference | (B/R.6.208) |
| Business Planning Brief Description | Changes to make the service financially sustainable and allow reinvestment in the book fund, including income generation and service redesign. |                             |             |
| Senior Responsible Officer          | Christine May, Interim Service Director: Infrastructure Management & Operations  |                             |             |

### Project Approach

#### Background

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

Drivers for transforming the library service in Cambridgeshire include:

- Savings of £230,000 in the 2018/19 business plan
- DCMS guidance, as set out in 'Libraries Deliver: Ambition for Public Libraries in England 2016-2021'
- Improving outcomes for library users and all citizens across Cambridgeshire, including vulnerable groups
- To create a service that is both excellent and as self-sustaining as possible

This Transformation Programme, running from May 2017-May 2018, will initially set out to define the future of Cambridgeshire's Library Service and how it supports the Council's priorities, meets the needs of our citizens, and offers an attractive service to its users.

Alongside developing a clear vision for the future, this programme will explore the ways in which short-term savings and longer-term financial sustainability can be achieved. These options and subsequent proposals will be explored in collaboration with library staff, users and the wider community.

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

Failure to undertake a successful transformation of Cambridgeshire's Library Service may result in reductions in service provision to meet financial requirements.

#### Approach

##### Aims / Objectives

The aims of this Transformation Programme is to create a service that is both excellent and as self-sustaining as possible.

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

There are a number of workstreams which form the Libraries Transformation Programme. These are:

- Engagement and Consultation
- Needs Analysis
- Library Service Function
- Commissioning and Income Generation
- Technology
- Alternative Delivery Models
- Shared Assets
- Mobile Library Service Review

In August 2017, we began a process of engagement with library users and stakeholders to discuss how we can achieve ongoing financial sustainability while continuing to deliver a service that meets the needs of its users and the community. Subject to the outcome of the engagement process, a set of proposals will be shared with the Highways and Community Infrastructure Committee in early December. That will confirm whether a decision is required regarding a public consultation in early 2018 or not.

#### What assumptions have you made?

None identified

#### What constraints does the project face?

None identified

### Delivery Options

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

The Mobile Library Service Review is considering the following options:

- No change.
- Reduce Provision.
- Income Generation
- Alternative Delivery

The Income Generation workstream is considering a range of options, with the likelihood that a mixed portfolio approach will be recommended:

- Public Sector Service Contracts
- Private Sector Service Contracts
- Direct Trading
- Charged-For Services
- ICT Services
- Philanthropy

A range of options is also being considered for the implementation of Automatic Library Opening systems.

### Scope / Interdependencies

#### Scope

##### What is within scope?

The County Council has a statutory duty to "provide a 'comprehensive and efficient' library service for all people working, living, or studying full-time in the area who want to make use of it". This Transformation Programme covers the Library Service as a whole.

##### What is outside of scope?

At this stage, closures of static libraries are not being considered.

### Project Dependencies

None identified

### Cost and Savings

See accompanying financial report

### Non Financial Benefits

#### Non Financial Benefits Summary

##### Title

Increased community leadership of libraries

Increased offer for library users

Library service contributing to corporate priorities

| Risks  |
|--|
| <b>Title</b>   |
| Savings Target Increases   |
| Automated Library Access System Implementation over budget and not delivered on time |
| Lack of capacity within CCC  |
| Leaked negative news/comms   |
| Lack of engagement   |
| Transformation Programme does not deliver  |
| Conflicts in income generation opportunities   |
| Savings are prioritised  |
| Limitations on the ability to generate income  |

| Project Impact   |
|--|
| <b>Community Impact Assessment</b>                                   |
| <b>Who will be affected by this proposal?</b>                        |
| An assessment will be completed as part of the proposals put forward |
| <b>What positive impacts are anticipated from this proposal?</b>     |
|  |
| <b>What negative impacts are anticipated from this proposal?</b>     |
|  |
| <b>Are there other impacts which are more neutral?</b>               |
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|---|
| <b>Disproportionate impacts on specific groups with protected characteristics</b>                       |
| <b>Details of Disproportionate Impacts on protected characteristics and how these will be addressed</b> |
|   |

# Business Case

## ETE BP - Consumer information and advice (B/R.6.219 )

### Project Overview

|                                     |  |                             |           |
|-------------------------------------|--|-----------------------------|-----------|
| Project Title                       | ETE BP - Consumer information and advice (B/R.6.219 )  |                             |           |
| Saving                              | £15,000  | Business Planning Reference | B/R 6.219 |
| Business Planning Brief Description | Trading Standards now have an alternative contract in place for the delivery of consumer information and advice. Previous arrangements are no longer needed. |                             |           |
| Senior Responsible Officer          | Christine May, Interim Service Director: Infrastructure Management and Operations  |                             |           |

### Project Approach

#### Background

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

In 2008/9, the Trading Standards Service drew up SLAs with seven different organisations for the provision of information, advice and mediation services; three of these arrangements have already finished previously and, as such, only four remain with the following local charities:

- Cambridge Family Mediation Service - £4,980 p.a. (£10,610)
- Cambridge Ethnic Community Forum (CHESS) - £1,370 p.a. (£3,170)
- Disability Information Service Huntingdonshire (DISH) - £6,412 p.a. (£15,310)
- Citizens Advice Bureau (Cambridge and Rural) - £13,280 p.a. (£31,440)

Total cost = £26,042

Copies of the SLAs can be found in the documents section.

All of the grants have been reduced over the years (the original allocation is shown in brackets above) in line the council's legal requirement for a balanced budget and in recognition of the fact that the council has no statutory responsibility to provide consumer advice.

Moreover, the consumer landscape has recently changed as a result of Government policy. Most consumer advice and information is now provided by the Citizens Advice Consumer Helpline funded by Government. Consequently, the Trading Standards Service no longer requires these services from the remaining four organisations and it is proposed that the council phases out the provision of these grants over a two year period.

The current business plan proposal is to take a phased approach to the reductions with a £15k reduction in 2018/19 and the remainder of the grants removed in 2019/20.

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

The Trading Standards Service would not be able to meet this savings target 2018/19.

#### Approach

##### Aims / Objectives

The aim is to ensure that consumers in Cambridgeshire have access to free, independent advice on a range of issues. With the introduction of a Government funded Citizen Advice Consumer Helpline, there is less of a need locally for charities to provide this service as part of an SLA with Trading Standards which, in turn, can redirect funding to other areas of greater need as the council has no statutory duty to directly provide or commission consumer advice

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

We have undertaken a review of the existing Service Level Agreements (SLAs) with Cambridge Family Mediation Service, Cambridge

Ethnic Community Service, Disability Information Service Huntingdonshire and Citizen Advice Bureau (Cambridge and Rural) to establish the nature of the consumer advice, information and guidance which these charities provide under the terms and conditions of the agreement with Trading Standards. Copies of these SLAs can be found in the documents section.

The review has established that all four organisations are obliged to provide a range of consumer advice services relating to issues such as benefits, debt, education and training, housing, transport, mobility, access, medical, health and signposting to other partners in both the statutory and voluntary sector. Other than a copy of the annual reports, there are no specific records which show the number of individuals who have accessed consumer advice and guidance from 2008 - 2017. It is therefore not possible to evidence whether removing the Trading Standards community grant will have a direct impact on clients in Cambridgeshire in terms of their access to independent consumer advice and guidance.

However, acknowledging that removing an annual grant to a charity can have a negative impact on their financial sustainability, a review of their annual financial reports has also been undertaken. Copies of the financial reports can be found in the documents section.

As per the annual reports, the income of the organisations in question in financial year 2015/16 were as per below (accounts for 16/17 not yet available):

Cambridge Family Mediation Service (charity number 1041476) - £275,770 (up from £251,910 in 14/15).  
The organisation is operating with a reserve of approx £76K.

Cambridge Ethnic Community Forum (charity number 04175678) - only required to submit abbreviated accounts due to size - £19,440 cash in bank and in hand (down from £19,584 in 14/15)

Disability Information Services Huntingdonshire (charity number 106172) - £45,900 (down from £55,251 in 14/15). The organisation declared an overspend of £5,961 in 15/16.

Citizen Advice Bureau Cambridge and Rural (charity number 1056102) - £803,244 (down from £960,575 in 14/15).  
CAB are operating with a reserve of approx £786K

In view of the annual income figures highlighted above, the probability of putting the financial sustainability of the four charities at risk is assessed as low as the community grant provided by Trading Standards is not substantial. However, to ensure that organisations that support vulnerable and/or minority groups in Cambridgeshire continue to have access to grant funding, the council is now accepting applications to the Innovate and Cultivate Fund which support projects that would make savings for the council by offsetting revenue expenditure.

#### What assumptions have you made?

There is an assumption that by giving written notice of six months (as per the T&Cs of existing SLA) and by phasing out the community grants over a two year period, the organisations will have time to make appropriate operational decisions and seek alternative funding if required

#### What constraints does the project face?

With no records confirming the number of clients supported by the four charities via the council's annual community grant, it is not possible to accurately assess community impact

### Delivery Options

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

None identified

### Scope / Interdependencies

#### Scope

##### What is within scope?

None identified

##### What is outside of scope?

None identified

### Project Dependencies



None identified

## Cost and Savings

See accompanying financial report

## Non Financial Benefits

### Non Financial Benefits Summary

None identified

## Risks

### Title

Lack of political support

## Project Impact

### Community Impact Assessment

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

Cambridge Family Mediation Service  
Cambridge Ethnic Community Forum  
Disability Information Service Huntingdonshire  
Citizen Advice Bureau (Cambridge and Rural)

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

Awareness of the opportunity to access Innovate and Cultivate funding from Cambridgeshire County Council

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

Withdrawal of Trading Standards community grants will have a negative financial impact on the organisations in question

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

No. However, the proposal is to phase out the community grants over a two year period in order to reduce the impact substantially and to give sufficient advance notification of the reduction/withdrawal.

### Disproportionate impacts on specific groups with protected characteristics

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

Some of the organisations support clients with protected characteristics due to the limited scope of their guidance and advice services. However, the removal of the community grants will not pose a substantial risk to the financial sustainability of these organisations and it is anticipated that they will continue to operate should this proposal be accepted

# Business Case

## ETE BP - Renegotiation of the Waste PFI contract (B/R.6.302)

### Project Overview

|                                     |  |                             |             |
|-------------------------------------|--|-----------------------------|-------------|
| Project Title                       | ETE BP - Renegotiation of the Waste PFI contract (B/R.6.302)               |                             |             |
| Saving                              | £1,000,000   | Business Planning Reference | (B/R.6.302) |
| Business Planning Brief Description | Transformation Fund investment to achieve the saving in proposal B/R.6.302 |                             |             |
| Senior Responsible Officer          | Graham Hughes Executive Director Environment and Community Services        |                             |             |

### Project Approach

#### Background

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

The Chief Executives of both Amey and Cambridgeshire County Council are committed to making savings from the contract. Terms of Reference have already been agreed for the negotiating group to freely share information, to be open minded and investigate all options, to work in partnership to fairly evaluate all options available in a timely manner, to be mindful of the original commitments to investors and DEFRA and seek their approval for the changes proposed. The negotiating group will meet periodically to identify changes that will deliver the savings required and report back to the Chief Executives of each organisation. Key decisions required by CCC, will be taken by the General Purposes Committee (GPC).

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

#### Approach

##### Aims / Objectives

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

##### What assumptions have you made?

Amey are willing to consider and negotiate, and look at everything in the contract. The fact that the current regulatory environment will stay the same for the remaining term of the contract, which is due to end in 2036, is therefore difficult to assume.

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

### Delivery Options

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

This contract is on a 27-year PFI so there are limited options. The base case is to do nothing and leave the contract as it is. This would result in continually escalating costs, due to changes in waste legislation, the expected continual increase of landfill tax as well as population growth and economic growth increasing the quantity of waste collected.

Beyond this, there are a range of options that include finding an off-taker for the existing product of the MBT, seeking changes in the

process within the MBT to produce more valuable outputs that can then be disposed of via an off-taker, reconsidering the whole operation of the MBT or substantial changes to the structure of the contract with Amey.

There is the option to terminate the contract however there are high costs associated as we will be liable for all unpaid costs for the infrastructure.

Each of these options carries different savings profiles and risks and at this stage, it is proposed that no options be closed down and that the option that ultimately delivers the maximum savings for Cambridgeshire is adopted. More work is required to conclude on what option that is and that work will be steered by GPC.

## Scope / Interdependencies

### Scope

#### What is within scope?

Everything in terms of the contract is in scope, including re-financing, changes to processing methods, all types of waste, reducing the services provided under the contract and the nature of the relationship with Amey. A high-level negotiating group has been set up with senior representatives from both organisations, including the CCC Chief Finance Officer. The negotiating group will be responsible for identifying the changes required to deliver the savings required and confirming the scope in future.

#### What is outside of scope?

None identified

## Project Dependencies

None identified

## Cost and Savings

See accompanying financial report

## Non Financial Benefits

### Non Financial Benefits Summary

None identified

## Risks

| Title  |
|--|
| Changes in regulatory environment.   |
| Financing risk   |
| Inertia risk- for example if Amey are not co-operative   |
| There are a number of parties behind the PFI, such as lenders and DEFRA, so there is a risk that they will not agree |
| Reputational risk.   |
| Changes in the exchange rate, following the EU referendum  |

## Project Impact

### Community Impact Assessment

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

No impacts identified

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

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

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

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

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

# Business Case

## B/R.7.120 Highways Development Management - increase income forecast

### Project Overview

|                                     |   |                             |           |
|-------------------------------------|---|-----------------------------|-----------|
| Project Title                       | B/R.7.120 Highways Development Management - increase income forecast  |                             |           |
| Saving                              | £200,000  | Business Planning Reference | B/R.7.120 |
| Business Planning Brief Description | Increased income from charges made to developers seeking highway agreements. In previous years we have over achieved on our income forecast so this represents a more realistic forecast. |                             |           |
| Senior Responsible Officer          | Bob Menzies - Service Director: Strategy and Development  |                             |           |

### Project Approach

#### Background

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

Due to a large amount of growth, a more realistic forecast has been made on the income that can be achieved due to an increase in service delivery.

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

#### Approach

##### Aims / Objectives

There is no change in service delivery, but instead due to the large amount of growth a more realistic forecast of income has been identified.

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

N/A

##### What assumptions have you made?

N/A

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

N/A

### Delivery Options

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

N/A

### Scope / Interdependencies

#### Scope

##### What is within scope?

N/A

##### What is outside of scope?

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N/A

## Project Dependencies

N/A

## Cost and Savings

See accompanying financial report

## Non Financial Benefits

### Non Financial Benefits Summary

N/A

## Risks

N/A

## Project Impact

### Community Impact Assessment

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

There will be no impact on the community as the service offer is not changing as a result of this proposal.

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

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

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

### Disproportionate impacts on specific groups with protected characteristics

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

# Business Case

## ETE BP - Ongoing Concessionary Fares Underspend (B/R.6.105)

### Project Overview

|                                     |   |                             |          |
|-------------------------------------|---|-----------------------------|----------|
| Project Title                       | ETE BP - Ongoing Concessionary Fares Underspend (B/R.6.105)   |                             |          |
| Saving                              | £400,000  | Business Planning Reference | BR 6.105 |
| Business Planning Brief Description | Due to changes in legislation and the increasing pension age, fewer people are eligible for concessionary bus fares - creating a reduced budget requirement in this area. |                             |          |
| Senior Responsible Officer          | Bob Menzies - Service Director: Strategy and Development  |                             |          |

### Project Approach

#### Background

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

As per the Transport Act 2000, there are two types of concessionary bus fares – statutory concessions (i.e. those which local authorities must provide in accordance with national legislation) and non-statutory, discretionary concessions (i.e. those which local authorities can provide from their own funds if they so wish).

The basic statutory concession in England provides for free bus travel for older and disabled people during off-peak times. The eligible age for the concession is rising to 66 by October 2020 and currently stands at around 62.5. The change in eligibility criteria means a reduction in numbers of pensioners applying for concessionary bus passes which, in turn, reduces the pressure on the council's concessionary fare budget.

The Passenger Transport Service is monitoring bus journeys and applications for concessionary bus passes. Records show that there were 106,157 passes in circulation in 2015 and there are currently 85,394. However, as the team has recently had a change in the software used for data collection, these figures may not be 100% accurate. Nevertheless, they confirm the anticipated drop in application numbers.

At the end of 2015/16, the concessionary fare budget closed with an underspend of around £300K. As this was the first time for this to have happened, no changes were made to the budget at the time but as the same underspend was observed in 2016/17, it appears to be a new pattern of spend. On this basis, a £300K savings figure was agreed for 2017/18 and it is proposed to increase this amount to £400K for 2018/19 as numbers are still reducing.

No policy change is proposed and this initiative will have no adverse impact on customer's access to free bus journeys. Concessionary bus passes will continue to be provided to those who meet the eligibility criteria.

The council will continue to monitor usage and applications made for concessionary bus passes in order that the future budget can be amended in the event that the trend reverses over the coming year.

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

The underspend would remain in the concessionary fare budget rather than be used to offset the waste budget

#### Approach

##### Aims / Objectives

To adjust the concessionary fare budget to align with current predicted underspend of £400K

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

The Passenger Transport Service is managing the budget related to concessionary bus fares and as expenditure is demand-led, the service has for a number of years been monitoring customer journeys and applications for concessionary bus passes for those

passengers who meet the eligibility criteria.

As per the updated Transport Act 2000, the eligibility criteria has been amended so that the age related criteria is changed in line with pensionable age and the council consequently has fewer customers who are eligible for a concessionary bus pass.

As a result, there is currently an underspend on concessionary fare budget of £400K and, in line with last year's decision, it is proposed that this underspend is diverted to the waste management budget.

**What assumptions have you made?**

It is assumed that the current downward trend in application numbers for concessionary bus passes will continue

**What constraints does the project face?**

The service is demand led and it is difficult to accurately predict customer behaviour and take-up

**Delivery Options**

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

N/A

**Scope / Interdependencies**

**Scope**

**What is within scope?**

None identified

**What is outside of scope?**

None identified

**Project Dependencies**

None identified

**Cost and Savings**

See accompanying financial report

**Non Financial Benefits**

**Non Financial Benefits Summary**

None identified

**Risks**

**Title**

Inaccurate prediction of service demand

**Project Impact**

**Community Impact Assessment**

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

As no policy change is proposed as part of this initiative, there are no adverse impact on customers or communities

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



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

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

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

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

# Business Case

## ETE BP - Move to full cost recovery for non-statutory highway works (B/R.6.213)

### Project Overview

|                                     |  |                             |           |
|-------------------------------------|--|-----------------------------|-----------|
| Project Title                       | ETE BP - Move to full cost recovery for non-statutory highway works (B/R.6.213)  |                             |           |
| Saving                              | £100,000   | Business Planning Reference | B/R.6.213 |
| Business Planning Brief Description | Recharging the cost of officer time, not just the actual cost of work, for privately funded or part privately funded highway works |                             |           |
| Senior Responsible Officer          | Christine May, Interim Service Director: Infrastructure Management & Operations  |                             |           |

### Project Approach

#### Background

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

Currently non-statutory privately funded and third party highway works do not cover their full cost, specifically the cost of officer time. The team want to introduce a time recording system and new processes for costing and charging for schemes from the public and third parties such as parishes. The time recording system will also give greater transparency regarding the actual cost of schemes and will enable an accurate quote for work to be provided in advance of a scheme starting. In addition to costs being fully recovered, a stronger understanding of how officer time is spent will support managers in allocating resources and setting service objectives, as well as managing expectations with Members and the public more effectively.

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

The service could not accurately track, monitor and charge for these non-statutory schemes.

#### Approach

##### Aims / Objectives

- To be able to accurately cost and charge for non-statutory privately funded highway works
- To have a stronger understanding of how officer time is spent in order to support managers in allocating resources and setting service objectives
- To increase transparency with regards to the actual cost of schemes
- To be able to provide an accurate quote for work in advance of it starting
- To be able to manage expectations regarding delivery of the work with applicants.

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

We will need to work with ETE Committees and engage with all Members regarding this proposal. We will also need to engage with parishes as their costs will increase as a result of this proposal. The implementation of a time-recording system is vital to the success of this proposal and the commercialisation agenda across ETE, therefore early work to investigate the options for this is already underway. We will also need to train and educate staff regarding recording their time and the development of a commercial culture amongst staff will be required to ensure the success of the proposal.

##### What assumptions have you made?

- Ability to recruit staff to do this work/retain current staff
- That there is a market for a Local Authority to operate in this way.
- That an effective time recording system will be implemented.
- That applicants (Parishes) continue to submit applications for privately funded highway schemes despite the costs increasing.

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

- That the time recording system is set up and rolled out so that staff can start to use this system.
- The recruitment and retention of a viable resource pool to deliver schemes.

### Delivery Options

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

Do nothing. This would not achieve any savings or other benefits.

2. We could outsource all of the works under the new Highways contract and stipulate that CCC receives a share of the income. A private sector provider could market and generate more income, but we would lose a high degree of Member input and income.

3. CCC could create its own trading arm; a formal consultancy. This could include MID and would generate more income due to the size of the schemes involved. However, a new 10 year highway services contract has recently commenced. Therefore the option now is to look for greater integration with Skanska.

4. We could combine with other neighbouring authorities to work together and deliver this work. This would increase the resilience of the team and create centres of excellence. Work is underway to integrate with Peterborough City Council.

5. The proposed approach, which allows us to generate income to fully recover costs while retaining control and Member input.

## Scope / Interdependencies

### Scope

#### What is within scope?

The rollout and use of a time recording system will initially begin with the Highway Projects and Road Safety team and those teams / members of staff that support the delivery of privately funded local highway schemes (e.g. Policy and Regulation team, Asset Management Team, Traffic Signals team etc.).

There is also scope to include ongoing maintenance (commuted sums) following scheme delivery, this could provide a sustained and increased income, whilst reducing pressure on future maintenance budgets.

This proposal fits into the wider organisational agenda of fully recovering costs and commercialisation.

#### What is outside of scope?

N/A

## Project Dependencies

### Title

The time-recording system is a key dependency as it is not possible to go forward with this proposal before that is implemented.

There are also dependencies on partners, such as the contractor/service provider and their supply chain.

There are also links to regulation, as the work of the Policy and Regulation team is statutory.

## Cost and Savings

See accompanying financial report

## Non Financial Benefits

### Non Financial Benefits Summary

None identified

## Risks

### Title

This is a competitive market, so there is a risk of potential customers choosing other providers.

Possible lack of Member support, as this will affect all of their patches.

Reputational risk

Culture change takes longer to embed than expected which means that income targets are not achieved.

## Project Impact

### Community Impact Assessment

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

The proposal will affect all those that wish to apply for privately funded or third party highway improvement schemes. County Council staff will have to change their mind set and approach to delivering these schemes, ensuring that time is recorded accurately in order to recover the full cost of schemes.

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

- Reduced pressure on already stretched budgets, therefore potential for the money to go further.
- Greater transparency regarding small scale highway improvement schemes.
- County staff becoming more commercially minded.
- Increased certainty that schemes will be delivered due to appropriate resource and better programme management.

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

- The cost of schemes to communities will increase.
- Poorer communities may not be able to fund highway improvements.
- Could lead to an increased divide between areas of the county.

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

There are no neutral impacts.

### Disproportionate impacts on specific groups with protected characteristics

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

The likelihood is that the cost of schemes will increase; therefore some of the more deprived communities may not be able to afford to pay for highway improvement schemes. However there are still other types of funding available through the local transport plan that will ensure the whole county benefits from highway improvements.

# Business Case

## ETE BP - Street Lighting - contract synergies (B/R.6.214)

### Project Overview

|                                     |   |                             |           |
|-------------------------------------|---|-----------------------------|-----------|
| Project Title                       | ETE BP - Street Lighting - contract synergies (B/R.6.214)   |                             |           |
| Saving                              | £98,000   | Business Planning Reference | B/R.6.214 |
| Business Planning Brief Description | Annual saving from joint contract drafting with partners. This will not lead to any reduction in street lighting provision. |                             |           |
| Senior Responsible Officer          | Christine May, Interim Service Director: Infrastructure Management & Operations   |                             |           |

### Project Approach

#### Background

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

It was agreed between Cambridgeshire County Council, Northamptonshire County Council, Balfour Beatty Living Places and Connect Roads that in the event that both Cambridgeshire and Northamptonshire entered into the Street Lighting PFI Contracts that they would benefit from project efficiencies and synergies. A £8m joint saving was offered, which could begin to be realised once both parties completed their Core Investment Programmes (CIP). From the completion of CIP onwards the savings can be taken monthly over the last twenty years of the PFI Contracts.

The Synergies money is made up of two parts:

- CIP Project savings - £2,407,698 (total over the lifetime of the Contract, not indexed)

- Operational savings - £1,667,961 (total over the lifetime of the Contract, not indexed)

CIP Project savings are created by a cheaper works price for the CIP than was set in the original Financial Model and Loan Facility Agreement, and therefore Connect Roads has drawn down less money than modelled and have not used the full Base Loan Facility.

However, the Base Loan Facility is fully swapped with a Hedge Fund and to realise the CIP Project savings the Authority is required to pay the partial hedge break costs for the savings amount and any other associated costs (other liabilities).

The Authority had two options with regards to the break costs:

- to pay the cost upfront, or; (Chosen)

- to pay over time by a reduction in the monthly saving

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

#### Approach

##### Aims / Objectives

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

##### What assumptions have you made?

It is considered that the net benefit to the Authority would be greater if the Authority pre-paid the break costs.

**What constraints does the project face?**

## Delivery Options

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

The Authority had two options with regards to the break costs:

; to pay the cost upfront, or;

l; to pay over time by a reduction in the monthly saving. It is considered that the net benefit to the Authority would be greater if the Authority pre-paid the break costs, i.e. it is anticipated that pre-paying the break costs would give a higher Net Present Value to the Authority than a reduction from the monthly savings.

## Scope / Interdependencies

### Scope

**What is within scope?**

N/A

**What is outside of scope?**

N/A

## Project Dependencies

**Title**

The Street Lighting Synergies will contribute to the Corporate Services savings.

## Cost and Savings

**See accompanying financial report**

## Non Financial Benefits

**Non Financial Benefits Summary**

None identified

## Risks

None identified

## Project Impact

**Community Impact Assessment**

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

No impact on the general population or any specific groups

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

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

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

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

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

# Business Case

## ETE BP- Street Lighting - conversion to LED (B/R.6.216)

### Project Overview

|                                     |   |                             |           |
|-------------------------------------|---|-----------------------------|-----------|
| Project Title                       | ETE BP- Street Lighting - conversion to LED (B/R.6.216)   |                             |           |
| Saving                              | £95,000   | Business Planning Reference | B/R.6.216 |
| Business Planning Brief Description | Saving on energy costs by introducing more energy efficient LED lights where there is a business case to do so. |                             |           |
| Senior Responsible Officer          | Christine May, Interim Service Director: Infrastructure Management & Operations                                 |                             |           |

### Project Approach

#### Background

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

Energy savings on street lighting.

Accrued Lighting

CCC have identified at least 2675 'accrued lights' that could benefit from being upgraded to LEDs. These are lights from potentially older developments (with older, less efficient lighting solutions) that CCC have taken on responsibility for since the start of the PFI contract. As a result, these lights were not upgraded to the more efficient PFI lanterns during the Core Investment Programme.

Whilst we are currently waiting on updated figures from Balfour Beatty, early indicative costs are below:

Total replacement costs: £735,000

Potential Annual Energy Savings: £95,000 p.a

Payback period for investment: 7.4 years

The current payback period suggests this could be sensible for CCC to look into as part of an Invest-to-Save programme. We have requested Balfour Beatty to provide more accurate, updated figures that we can then put forward as part of a project proposal. However, CCC may not be able to get the same terms and conditions on these LED lanterns as we receive on the current PFI lanterns. As a result, CCC may need to account for some additional risk that it may need to take on towards the end of the PFI contract or pay for increased insurance/guarantees. This may make the payback period less favourable than it initially appears.

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

We would miss the opportunity to capture savings.

#### Approach

##### Aims / Objectives

To gain energy savings from LED implementation

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

The project is to upgrade c.2,700 older style lanterns to LEDs. These street lights were not upgraded as part of the Core Investment Programme as they did not form part of the original inventory. These lights have been accrued into the PFI since contract commencement, mostly from road adoptions.

##### What assumptions have you made?

LED lights are more energy efficient



What constraints does the project face?

## Delivery Options

Has an options and feasibility study been undertaken?

N/A

## Scope / Interdependencies

### Scope

What is within scope?

Approximately 2,700 older style lanterns have been identified to be upgraded to LED lanterns.

What is outside of scope?

## Project Dependencies

N/A

## Cost and Savings

See accompanying financial report

## Non Financial Benefits

Non Financial Benefits Summary

N/A

## Risks

Title

Agreeing the terms of the change in the PFI contract

## Project Impact

### Community Impact Assessment

Who will be affected by this proposal?

No significant impact on the general population or any specific groups.

What positive impacts are anticipated from this proposal?

What negative impacts are anticipated from this proposal?

Are there other impacts which are more neutral?

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

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

# Business Case

## ETE BP - Redistribution of parking income (B/R.6.217)

### Project Overview

|                                     |  |                             |           |
|-------------------------------------|--|-----------------------------|-----------|
| Project Title                       | ETE BP - Redistribution of parking income (B/R.6.217)  |                             |           |
| Saving                              | £500,000   | Business Planning Reference | B/R.6.217 |
| Business Planning Brief Description | Use a greater proportion of on-street parking income to fund highways and transport works as allowed by current legislation. |                             |           |
| Senior Responsible Officer          | Christine May, Interim Service Director: Infrastructure Management and Operations  |                             |           |

### Project Approach

#### Background

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

Keeping the highway clear of snow and ice is a statutory duty for us, one which if not fulfilled, impacts on people's ability to access jobs and services they need. The costs of the service are significant and with overall revenue pressures, if alternative ways of funding some of the winter maintenance budget are not found, there may be pressures to reduce the service. This is therefore a means of protecting the overall service provision.

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

It would impact on the council's wider financial plan if winter operations continued to be fully funded by revenue or alternatively gritting routes would have to be cut and the County Council would be at risk of failing its statutory duty, as well as creating an environment that was detrimental to road safety.

### Approach

#### Aims / Objectives

To utilise surplus of the on-street account to enable the County Council to carry out a statutory function (winter maintenance/operations).

#### Project Overview - What are we doing

Utilising surplus from the on-street parking account to cover the cost of undertaking winter gritting (of footways and carriageways) across Cambridge City and South Cambridgeshire. In turn this will free up significant revenue funding, helping to relieve pressure on the County Council's revenue position and assist the realisation of a balanced budget.

#### What assumptions have you made?

That the on-street account will continue to generate sufficient surplus in order to cover the cost of a proportion of the winter maintenance budget.

#### What constraints does the project face?

The ability to cover a proportion of the winter maintenance budget is constrained by the amount of surplus generated by the on-street account and the national legislation associated with use of the on-street account.

### Delivery Options

Has an options and feasibility study been undertaken? Page 59 of 112

## Scope / Interdependencies

### Scope

#### What is within scope?

Winter operations for Cambridge City and South Cambridgeshire

#### What is outside of scope?

Winter operations in Huntingdonshire, Fenland & East Cambridgeshire

## Project Dependencies

None identified

## Cost and Savings

See accompanying financial report

## Non Financial Benefits

### Non Financial Benefits Summary

None identified

## Risks

None identified

## Project Impact

### Community Impact Assessment

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

No-one is affected by this proposal if it goes ahead, residents, visitors and businesses are affected if gritting routes are reduced, as indeed with the County Council for not meeting its statutory duty.

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

Enables the Highway Authority to maintain current gritting levels and meet statutory duty.

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

On-street account surplus is not available for use on other transport & highway related items.

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

## Disproportionate impacts on specific groups with protected characteristics

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

# Business Case

## ETE BP - Contract Savings on Signals (B/R.6.218)

### Project Overview

|                                     |  |                             |           |
|-------------------------------------|--|-----------------------------|-----------|
| Project Title                       | ETE BP - Contract Savings on Signals (B/R.6.218)   |                             |           |
| Saving                              | £100,000   | Business Planning Reference | B/R.6.218 |
| Business Planning Brief Description | Savings from a new contract for signals on the highway, which came into force in 2017, from retendering and energy efficiency. |                             |           |
| Senior Responsible Officer          | Christine May, Interim Service Director: Infrastructure Management and Operations  |                             |           |

### Project Approach

#### Background

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

Cambridgeshire County Council and Peterborough City Council had previously appointed a single contractor to maintain their Intelligent Transport Systems. Their contract was up for renewal following the 10 year agreement it went out to tender and as a result a new contract was agreed as of September 2016. The new contract established an efficient and effective route to deliver the maintenance of ITS and the delivery of new equipment, supporting existing investment programmes.

Section 41 of The Highways Act 1980 imposes a duty on the Highway Authority to maintain highways at public expense. Failure to maintain our traffic signal asset will be in breach of the act and put at great risk the safety of travelling public, including cyclists and pedestrians.

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

As the contract was coming to an end it was imperative that Cambridgeshire County Council found a new contractor that would ensure the maintenance of signals was maintained.

#### Approach

##### Aims / Objectives

To appoint a contractor that would enhance efficiencies whilst reducing procurement costs in appointing individual contractors for specialist work.

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

Cambridgeshire County Council acted as the lead authority on behalf of the other 5 authorities and LGSS Law and LGSS Procurement have supported this through the drafting of the contract and managing the procurement process. A considerable amount of support has been received from the partner authorities in the production of the specification, contract documents and evaluation of the submissions from bidders.

For each authority to deliver the service they enter into their own 'call-off' contract under the framework with the single supplier. Cambridgeshire's call-off period started 04/09/2016.

##### What assumptions have you made?

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

### Delivery Options

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

N/A

| Scope / Interdependencies |
|---------------------------|
| Scope                     |
| What is within scope?     |
| None Identified           |
| What is outside of scope? |
| None identified           |

| Project Dependencies |
|----------------------|
| None identified      |

| Cost and Savings                  |
|-----------------------------------|
| See accompanying financial report |

| Non Financial Benefits         |
|--------------------------------|
| Non Financial Benefits Summary |
|                                |
| None identified                |

| Risks           |
|-----------------|
| None Identified |

| Project Impact  |
|---|
| Community Impact Assessment                               |
| Who will be affected by this proposal?                    |
| N/A   |
| What positive impacts are anticipated from this proposal? |
|   |
| What negative impacts are anticipated from this proposal? |
|   |
| Are there other impacts which are more neutral?           |
|   |

| Disproportionate impacts on specific groups with protected characteristics                       |
|--|
| Details of Disproportionate Impacts on protected characteristics and how these will be addressed |
|  |

# Business Case

## ETE BP - Improved Bus Lane enforcement (B/R 7.119)

### Project Overview

|                                     |   |                             |           |
|-------------------------------------|---|-----------------------------|-----------|
| Project Title                       | ETE BP - Improved Bus Lane enforcement (B/R 7.119)  |                             |           |
| Saving                              | £400,000  | Business Planning Reference | B/R.7.119 |
| Business Planning Brief Description | We are installing more cameras to do more bus lane enforcement to keep traffic moving on our roads. Where people are caught driving in bus lanes we will enforce penalties. |                             |           |
| Senior Responsible Officer          | Christine May, Interim Service Director: Infrastructure Management and Operations   |                             |           |

### Project Approach

#### Background

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

There are some areas with rising bollards which is out-dated technology and expensive to maintain therefore where possible this is being replaced with bus gate enforcement using automatic number plate recognition to enforce the restriction.

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

The ongoing costs would remain and traffic would continue to move down restricted roads and be unable to enforce.

#### Approach

##### Aims / Objectives

- Effective enforcement of restrictions on traffic movement

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

- Will need to advertise and consult on changes
- Change signage and streets
- Installing cameras
- Updating back office systems to ensure enforcement can take place
- Need to ensure there is back office capacity

##### What assumptions have you made?

- Drivers will continue to drive into restricted areas
- That the fines will be more than the cost to install

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

- Capacity of the back office to ensure enforcement can take place
- The proposed sites are more complicated than sites that have already been changed
- There is a strong dependency on #PR00196 ETE BP - Increase on street parking fees (B/R 7.118) and #PR00206 ETE BP - Removing Park & Ride charges through partnership contributions (B/R.6.104) which, between them, have an income target of £600K, i.e. the cost that CCC would need to fund in order to be able to remove P&R charges

### Delivery Options

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

N/A

### Scope / Interdependencies

#### Scope

|                                  |
|----------------------------------|
| <b>What is within scope?</b>     |
| None identified                  |
| <b>What is outside of scope?</b> |
| None identified                  |

|                             |
|-----------------------------|
| <b>Project Dependencies</b> |
| None identified             |

|                                   |
|-----------------------------------|
| <b>Cost and Savings</b>           |
| See accompanying financial report |

|                                       |
|---------------------------------------|
| <b>Non Financial Benefits</b>         |
| <b>Non Financial Benefits Summary</b> |
|                                       |
| None identified                       |

|                 |
|-----------------|
| <b>Risks</b>    |
| None identified |

|   |
|---|
| <b>Project Impact</b>   |
| <b>Community Impact Assessment</b>  |
| <b>Who will be affected by this proposal?</b>   |
| - Drivers around Cambridge  |
| <b>What positive impacts are anticipated from this proposal?</b>                          |
| - If effective, it will improve bus movement and prevent cars going into restricted areas |
| <b>What negative impacts are anticipated from this proposal?</b>                          |
|   |
| <b>Are there other impacts which are more neutral?</b>                                    |
|   |

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



# Business Case

## ETE BP - Increase on street parking fees (B/R.7.118)

### Project Overview

|                                     |  |                             |             |
|-------------------------------------|--|-----------------------------|-------------|
| Project Title                       | ETE BP - Increase on street parking fees (B/R.7.118)   |                             |             |
| Saving                              | £200,000   | Business Planning Reference | (B/R.7.118) |
| Business Planning Brief Description | It is proposed to increase on-street parking fees to encourage visitors to Cambridge to use alternatives such as Park and Ride - the projected income will also therefore increase |                             |             |
| Senior Responsible Officer          | Graham Hughes, Executive Director Economy Transport and Environment  |                             |             |

### Project Approach

#### Background

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

It is in line with the overall objective of Greater Cambridge Partnership to tackle peak time congestion in Cambridge, on-street parking fees are being reviewed to promote modal shift to more sustainable methods of travel.

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

There would be little shift in the methods of transport that communities use and as a result continued challenges with peak time congestion.

#### Approach

##### Aims / Objectives

- To support the aims of Greater Cambridge Partnership in tackling congestion through Cambridge, through effective management of on-street parking.

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

- Will need to complete a legal order to increase the fees
- Will need to change the tariffs and signage on all machines
- The public will need to be informed of the changes

##### What assumptions have you made?

- The projected savings that will be made

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

- There are impending changes in central Government regarding implementing new parking charges that would require full public consultation. Currently, for minor tariff changes this isn't required therefore if central changes are made - this could delay the implementation.
- There is an upfront cost associated with the tariff changes, however it is anticipated this will be covered by the increased income.
- There is a strong dependency on #PR00198 ETE BP - Improved Bus Lane enforcement (B/R 7.119) and #PR00206 ETE BP - Removing Park & Ride charges through partnership contributions (B/R.6.104) which, between them, have an income target of £600K, i.e. the cost that CCC would need to fund in order to be able to remove P&R charges

### Delivery Options

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

N/A

| Scope / Interdependencies |
|---------------------------|
| Scope                     |
| What is within scope?     |
| None identified           |
| What is outside of scope? |
| None identified           |

| Project Dependencies |
|----------------------|
| None identified      |

| Cost and Savings                  |
|-----------------------------------|
| See accompanying financial report |

| Non Financial Benefits         |
|--------------------------------|
| Non Financial Benefits Summary |
|                                |
| None identified                |

| Risks           |
|-----------------|
| None identified |

| Project Impact   |
|--|
| Community Impact Assessment  |
| Who will be affected by this proposal?                                       |
| - People travelling in/around Cambridge                                      |
| - Businesses if customers are using spaces                                   |
| What positive impacts are anticipated from this proposal?                    |
| - Promotes a more sustainable method of travel and a reduction in congestion |
| What negative impacts are anticipated from this proposal?                    |
| - Implication of cost increase for users                                     |
| Are there other impacts which are more neutral?                              |
|  |

| Disproportionate impacts on specific groups with protected characteristics                       |
|--|
| Details of Disproportionate Impacts on protected characteristics and how these will be addressed |
|  |

# Business Case

## ETE BP - Relocation of Huntingdon Registration Office (B/R.6.220)

### Project Overview

|                                     |  |                             |           |
|-------------------------------------|--|-----------------------------|-----------|
| Project Title                       | ETE BP - Relocation of Huntingdon Registration Office (B/R.6.220)  |                             |           |
| Saving                              | £20,000  | Business Planning Reference | B/R.6.220 |
| Business Planning Brief Description | By moving Huntingdon registration office into the library we can make efficiencies and savings by sharing staff and space. |                             |           |
| Senior Responsible Officer          | Christine May, Interim Service Director: Infrastructure Management and Operations  |                             |           |

### Project Approach

#### Background

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

The reasons for undertaking this project are as follows:

- To make better use of Cambridgeshire County Council's building assets.
- To increase the number of people who go into the library.
- To increase access to wider CCC services.
- To increase opportunities for partnership working between the registration service and the library service.
- To allow the coroner service to make better use of the space in Lawrence Court.
- To facilitate interim arrangements for the coroner service in Lawrence court to allow remedial building works to take place

To make better use of Cambridgeshire County Council's building assets

##### Phase One

- To increase the available space in Lawrence Court for the coroner service
- To make space in Lawrence Court for the medical examiner service to move into
- To adapt the layout of the library to make space for the majority of the registration service
- To move the majority of the registration service into the library

(The registration service ceremony room and some storage will remain in Lawrence Court)

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

If we do not deliver this project we will miss an opportunity to make better use of building assets. We will also need to invest in more accommodation for the incoming Medical Examiner service.

Also this will prohibit the increased partnership working between the registration service and the library service in Huntingdon. This will also be a missed opportunity to increase use of Huntingdon library and associated benefits.

We will not be able to maximise the use of building space which will have a particularly negative impact on the coroner service. If the registration service remains in Lawrence Court then the coroner service will not be able to go ahead with plans to adapt the ceremony room and use more of the meeting rooms which would allow them to host jury inquests in the building. As a result they may have to continue paying to hire rooms for jury inquests, and will not have space for the future Medical Examiner service.

## Approach

### Aims / Objectives

The key objectives of this project are as follows:

- To move the majority of the registration service into the library (The registration service ceremony room and some storage will remain in Lawrence Court)
- To increase the available space in Lawrence Court for the coroner service and longer term to host the medical examiner service

### Project Overview - What are we doing

Maximising the use of space.

### What assumptions have you made?

Assumption that we need customer facing rooms for the registration service.

### What constraints does the project face?

## Delivery Options

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

#### Option L1

Move the registration service into the library.

Registration service to have two new rooms plus the use of an existing room.

Library to have **one new room** to replace the one that they give to the registration service.

#### Option L2

Move the Registration service into the library.

Registration service to have two new rooms plus the use of an existing room.

Library to have **two new rooms**: one to replace the one that they give to the registration service plus a second room that can be rented out.

#### Option L3

Leave the registration service in Lawrence Court and do not provide any extra space for the coroner service and do not accommodate the medical examiner service

## Scope / Interdependencies

### Scope

#### What is within scope?

- Alterations to the library building.
- Moving the registration service into the library.

#### What is outside of scope?

- Repair work on Lawrence Court.
- Alterations to the ceremony room in Lawrence Court.
- Moving the medical examiners service into Lawrence Court

## Project Dependencies

### Title

Repair work to Lawrence Court

Library Transformation programme

## Cost and Savings

See accompanying financial report

## Non Financial Benefits

### Non Financial Benefits Summary

None identified

## Risks

### Title

Funding

Disruption to library service caused by building works

Disruption to services caused by move

The new location arrangements may have a negative impact on registration service customers

Members of the public may not know where to go to access services

The new location arrangements may have a negative impact on library service customers

## Project Impact

### Community Impact Assessment

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

This project will affect members of the public who use the registration service or library service in Huntingdon. No specific group will be impacted any more than the general population.

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

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

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

### Disproportionate impacts on specific groups with protected characteristics

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

# Business Case

## ETE BP - Reinvestment in Library book fund (B/R.6.209)

### Project Overview

|                                     |   |                             |             |
|-------------------------------------|---|-----------------------------|-------------|
| Project Title                       | ETE BP - Reinvestment in Library book fund (B/R.6.209)                          |                             |             |
| Reinvestment                        | £230,000  | Business Planning Reference | (B/R.6.209) |
| Business Planning Brief Description | Reinvestment in the book fund following reductions made in 2017-18              |                             |             |
| Senior Responsible Officer          | Christine May Interim Service Director:Infrastructure Management and Operations |                             |             |

### Project Approach

#### Background

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

This proposal is to re-instate the stock fund, which was reduced for 2016/17 as a short-term measure with the intention to re-instate in 2017/18. This links to proposal B/R 6.208 which will find alternative ways of delivering this saving.

Cambridgeshire's Library Service is delivered through 32 libraries, 10 community-managed libraries, 3 mobile libraries and a range of digital and online channels, including a self-service catalogue, eBooks, eAudio, eMagazines/Newspapers, and online reference resources.

Cambridge Central Library welcomes 700,000 visitors per annum, and with over half a million issues is the fourth busiest library in England. 60% of the county population have a library card and the service issues 2.6m items, receives 2.3m visits, and supports 250 reading groups per annum.

The stock fund provides the resources available in all libraries including books, newspapers, magazines, audio books, CDs, DVDs and online licences for eBooks and online reference resources. The fund also provides specialist material such as large print, foreign languages, braille, dyslexia-friendly resources, and wide range of health and other information for independent living and targeted audiences. The stock fund also supports intelligent systems that help manage the stock and enable staff efficiencies, including purchasing automated catalogue records and producing activity reports to facilitate effective spending.

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

The stock (book) fund enables the library service to invest in books and other items which are valued and wanted by our service users. Failure to reinstate this funding would limit Cambridgeshire's libraries in their ability to provide the statutory service. In particular, reductions in the stock fund have resulted in a significant decline in the number of new titles that the Library Service is able to provide, and it tends to be the new titles which library users reserve.

#### Approach

##### Aims / Objectives

The aim of this project is to reinstate funding which was reduced for a one-year period in 2017/18, enabling the Library Service to provide resources which are valued and used by visitors to Cambridgeshire's libraries, as a core element of our statutory service provision.

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

##### What assumptions have you made?

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

## Delivery Options

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

This proposal is part of the wider Libraries Transformation Programme.

## Scope / Interdependencies

### Scope

#### What is within scope?

The County Council has a statutory duty to deliver an efficient and comprehensive library and information service.

#### What is outside of scope?

## Project Dependencies

### Title

Library Service Transformation

## Cost and Savings

See accompanying financial report

## Non Financial Benefits

### Non Financial Benefits Summary

None identified

## Risks

### Title

Failure of Libraries Transformation Programme to generate income/savings to enable this

## Project Impact

### Community Impact Assessment

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

N/A

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

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

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

## Disproportionate impacts on specific groups with protected characteristics

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





**RELOCATION OF ELY REGISTRATION OFFICE TO CAMBRIDGESHIRE ARCHIVES**

**To:** Highways and Community Infrastructure Committee

**Meeting Date:** 10 October 2017

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

**Electoral division(s):** Ely South and Ely North

**Forward Plan ref:** N/a **Key decision:** No

**Purpose:** The Committee is asked to consider plans to relocate the registration service currently provided at Ely Registration Office to the new Cambridgeshire Archives property in Ely.

**Recommendation:** Members are asked to endorse the additional use of the Cambridgeshire Archives scheme and agree to the relocation of Ely Registration Office.

| <b><i>Officer contact:</i></b> |  | <b><i>Member contact:</i></b> |  |
|--------------------------------|--|-------------------------------|--|
| Name:                          | Christine May  | Name:                         | Cllr Mathew Shuter/Cllr Bill Hunt  |
| Post:                          | Interim Director of Infrastructure Management and Operations                                 | Post:                         | Chairman/Vice Chairman, Highways & Community Infrastructure Committee  |
| Email:                         | <a href="mailto:Christine.may@cambridgeshire.gov.uk">Christine.may@cambridgeshire.gov.uk</a> | Email:                        | <a href="mailto:mshuter@btinternet.com">mshuter@btinternet.com</a><br><a href="mailto:William-hunt@hotmail.co.uk">William-hunt@hotmail.co.uk</a> |
| Tel:                           | 01223 703521   | Tel:                          | 01223 706398   |

## 1. BACKGROUND

- 1.1 It is proposed to relocate the registration service currently offered at Ely Registration Office to the new Cambridgeshire Archives building in Ely. This would include the provision of customer facing appointments and provide a venue for ceremonies.
- 1.2 Currently Ely Registration Office is based in a central Ely location in a property leased from East Cambridgeshire District Council (ECDC). We have a lease to December 2018, with a view to extending this to April 2019. The rent is currently £12,500 per annum, plus £10,555 other running costs. We have extended the lease three times but are unable to secure long term tenure as ECDC have other plans long term for the building and immediate area. It is also the County Council's policy to exit from leased buildings wherever possible. A number of other potential building options for relocating the service have been investigated, however none of these have proved to be viable.
- 1.3 It has already been agreed that the Cambridgeshire Archives building will provide a new storage facility for Cambridgeshire archives and all registration records. An office is also available for the registration service in the archive design plans, which is suitable for appointments with the public. The Archive Service plans to use the public reading room for three days per week and open it once a month on a Saturday. It is proposed that this be used to double up as a ceremony room on some weekends and occasional weekdays during peak season. Therefore this proposal would require only minimal modifications to enable use by the registration service.
- 1.4 It is important to note that an earlier plan to include a mezzanine floor, which was rejected by Members as too expensive, was not required for the registration service but as part of a broader plan to relocate staff from Noble House. The scheme has subsequently been limited to a single storey facility, with full approval to proceed agreed by the Asset and Investment committee in January 2017. Detailed design and pricing is underway. A further planning application is required for some external changes to the scheme and to this would be added an application for change of use (provision of Registration Service customer facing appointments and ceremonies in addition to Archive Service). Assuming approval of planning, construction is due to begin in January 2018, with expected handover by October 2018.

## 2. BENEFITS

The benefits of this proposal are:

- 2.1 **Improved utilisation of a County Council asset:** We would increase use of the Cambridgeshire Archives building by consolidating the registration and archive provision - for example extending the use and income from the search room through the provision of ceremonies. Ely Registration Office is currently only used three days a week (limited opening hours due to lone working issues), this proposal will remove this inefficient use of building space.
- 2.2 **Improved customer access:** public appointments with the Registration Service will be available five days per week (currently three days per week). The new building would offer onsite parking, disabled parking and the ability to drop off the bridal party directly outside

the building (this is not possible at the current location) all of which will be attractive to potential customers. The Archives building is also located near to the train station.

- 2.3 **Income generation:** Whilst we do not have a statutory requirement to offer a ceremony room in Ely, the opportunity to use the Archives Search Room on a shared basis would help to maintain current levels of service, likely to be popular with residents and members. We anticipate a continued revenue stream from ceremonies of at least £28,000 per annum, without a ceremony room this income will not be achieved and represent a loss to Cambridgeshire County Council. We will market the new provision.
- 2.4 **Financial savings:** The proposal will deliver a £23,000 annual saving from vacating the Ely Register Office. In addition we could reduce staffing costs by around £5,000 (we currently employ two staff for three days per week, we would be able to move to one person five days per week). There are also potential future savings through greater integration and sharing of archive and registration staff and roles.
- 2.5 There are some minor adaptations and costs to accommodate the ceremony provision (including small scale landscaping, curtains to screen search room equipment, “tip and tilt” tables, chairs and trolley ) these will cost around £6,000 to be funded by the Registration Service, sponsorship will also be explored.

### 3. ISSUES

The key issues to be considered are:

- 3.1 **Planning permission:** The current planning permission for the Cambridgeshire Archives building details the specific purpose for a public Archives facility. We are therefore required to apply for revised permission to extend the use of the building for the purpose of ceremonies and registration service appointments. However, it should be noted that we are already in the process of submitting a new planning application to gain approval for some external changes to the scheme (relating to parking spaces, an external water tank for sprinkler system, bin store and windows). We propose to combine these two applications. A Planning Consultant has been appointed by the contractors to ensure the application is progressed as quickly as possible. The planning application will need to consider the impact on parking and traffic, however we do not expect this additional provision to have an adverse impact. Ceremonies will be held when the search room is closed, so people attending will not be in addition to search room customers. Customer facing appointments are normally attended by one or two customers per appointment.
- 3.2 **Customer appeal:** The current Ely Registration Office is an attractive building in a central location that the public are familiar with, although it does not have parking facilities or access to drop off bridal parties. Cambridgeshire Archives is a redevelopment of a former bowling alley. While the search room itself will provide a good space for a ceremony the external appeal may be limited. However this is no different to some of the other locations we use for ceremonies, as the exterior of Castle Lodge, Cambridge is also not a selling point. The results of a recent customer survey confirmed that ceremony couples rank the exterior of the building one of the lowest factors when choosing a council ceremony venue, with a suitable photographic area being a more important criteria. We are currently working with the Communications Team to look at the best way to market the archives venue, and

are confident we can do so. Whilst we do estimate a small drop in ceremony bookings compared to the current venue this will be a much lower decrease than if we offer no alternative.

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

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

There are no significant implications for this priority.

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

There are no significant implications for this priority.

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

There are no significant implications for this priority.

#### **5. SIGNIFICANT IMPLICATIONS**

##### **5.1 Resource Implications**

Section 2.4 details the savings from this proposal.

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

There are no significant implications within this category.

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

By law, each Registration District must have at least one room in the county/borough where legal ceremonies can be performed ( a “register office”) and provide a Civil Marriage or Civil Partnership ceremony at a statutory rate set by the government (see paragraph 2.3)

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

The Cambridgeshire Archives site will improve accessibility for Registration Service users with the provision of onsite parking and disabled parking spaces. (See paragraph 2.2)

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

A marketing plan for the new venue will be progressed (See paragraph 3.2) and a suitable photographic area for ceremonies established (See paragraph 3.2)

## 5.6 Localism and Local Member Involvement

The changes to the car park were as a result of member request at HCI Committee to enable shared provision with ECDC.

## 5.7 Public Health Implications

There are no significant implications within this category.

| Implications   | Officer Clearance   |
|--|---|
|  |   |
| Have the resource implications been cleared by Finance?  | Yes<br>Name of Financial Officer: <b><i>Sarah Heywood</i></b> |
|  |   |
| Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance? | No<br>Name of Financial Officer: <b><i>Paul White</i></b>     |
|  |   |
| Has the impact on statutory, legal and risk implications been cleared by LGSS Law?                       | Yes<br>Name of Legal Officer: <b><i>Fiona McMillan</i></b>    |
|  |   |
| Have the equality and diversity implications been cleared by your Service Contact?                       | Yes<br>Name of Officer: <b><i>Tamar Oviatt-Ham</i></b>        |
|  |   |
| Have any engagement and communication implications been cleared by Communications?                       | Yes<br>Name of Officer: <b><i>Eleanor Bell</i></b>            |
|  |   |
| Have any localism and Local Member involvement issues been cleared by your Service Contact?              | Yes<br>Name of Officer: <b><i>Tamar Oviatt-Ham</i></b>        |
|  |   |
| Have any Public Health implications been cleared by Public Health  | No<br>Name of Officer: <b><i>Iain Green</i></b>               |

| Source Documents | Location |
|------------------|----------|
| None             |          |



**FINANCE AND PERFORMANCE REPORT – AUGUST 2017**

*To:* **Highways and Community Infrastructure Committee**

*Meeting Date:* **10<sup>th</sup> October 2017**

*From:* **Executive Director, Economy, Transport and Environment  
Chief Finance Officer**

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

*Forward Plan ref:* **N/a** *Key decision:* **No**

*Purpose:* **To present to Highways and Community Infrastructure Committee the August 2017 Finance and Performance report for Economy, Transport and Environment (ETE).**

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

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

- **review, note and comment on the report.**

| <b><i>Officer contact:</i></b> |  |
|--------------------------------|--|
| Name:                          | Sarah Heywood  |
| Post:                          | Strategic Finance Manager  |
| Email:                         | <a href="mailto:Sarah.Heywood@cambridgeshire.gov.uk">Sarah.Heywood@cambridgeshire.gov.uk</a> |
| Tel:                           | 01223 699714   |

## 1. BACKGROUND

- 1.1 The appendix attached provides the financial position for the whole of the ETE Service, and as such, not all of the budgets contained within it are the responsibility of this Committee. To aid reading of the report, budget lines that relate to the Economy and Environment Committee have been shaded, and those that relate to the Highways and Community Infrastructure Committee are not shaded. Members are requested to restrict their questions to the lines for which this Committee is responsible.
- 1.2 The report only contains performance information in relation to indicators that this Committee has responsibility for.

## 2. MAIN ISSUES

- 2.1 The report attached as Appendix A is the ETE Finance and Performance report for August 2017.
- 2.2 **Revenue:** There is an estimated overspend on the Waste PFI budget of £1m, mainly due to the budget not reflecting current levels of Mechanical Biological Treatment (MBT) performance and levels of Third Party Income. This forecast assumes the same level of performance as last year but if performance improves the forecast will reduce and if performance worsens the forecast will worsen. Within this underlying pressure of £1m some savings are being made related to street sweepings disposal and reductions in the cost of plastic removed from the MBT plant.
- 2.3 A number of underspends have been identified across ETE which can be used to offset the pressure in-year. Within H&CI Committee, these are Traffic Signals, Street-lighting, Highways Income and Parking Enforcement. Within E&E Committee, Concessionary Fares is forecasting to underspend by £400K and Highways Development Management by £249K.
- 2.4 The forecast bottom line position across ETE is a £49K overspend.
- 2.5 **Capital:** The forecast for Cambridgeshire Archives has been re-profiled across this financial year and next financial year to reflect the latest profile. This has created an in-year variance of -£703K but this will be required next financial year to complete the scheme.
- 2.6 **Performance:** The Finance & Performance Report (**Appendix A**) provides performance information for the 2017/18 suite of key indicators. H&CI Committee has nine **performance indicators** reported to it. Of these nine, two are currently red, two are amber, and five are green. The indicators that are currently and are forecast as red at year-end are:
  - Classified road condition – gap between Fenland and the other areas of the County.
  - Killed or seriously injured casualties – 12 month rolling total



- 2.7 At year-end, the forecast is that the two currently red will remain red, that three will be amber, and four green.

### **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 –The resource implications are contained within the main body of this report.
- Statutory, Legal and Risk – There are no significant implications within this category.
- Equality and Diversity – There are no significant implications within this category.
- Engagement and Communications – There are no significant implications within this category.
- Localism and Local Member Involvement – There are no significant implications within this category.
- Public Health – There are no significant implications within this category.

| <b>Source Documents</b>                       | <b>Location</b> |
|---|-----------------|
| There are no source documents for this report | .               |



## Economy, Transport & Environment Services

### Finance and Performance Report – August 2017 for Highways & Community Infrastructure Committee

#### 1. SUMMARY

##### 1.1 Finance

| Previous Status | Category               | Target                          | Current Status | Section Ref. |
|-----------------|------------------------|---------------------------------|----------------|--------------|
| Amber           | Income and Expenditure | Balanced year end position      | Amber          | 2            |
| Green           | Capital Programme      | Remain within overall resources | Green          | 3            |

##### 1.2 Performance Indicators – Predicted status at year-end: (see section 4)

| Monthly Indicators                | Red | Amber | Green | Total |
|-----------------------------------|-----|-------|-------|-------|
| Current status this month         | 2   | 2     | 5     | 9     |
| Year-end prediction (for 2017/18) | 2   | 2     | 5     | 9     |

#### 2. INCOME AND EXPENDITURE

##### 2.1 Overall Position

| Forecast Variance - Outturn (Previous Month) £000 | Directorate                            | Current Budget for 2017/18 £000 | Current Variance £000 | Current Variance % | Forecast Variance - Outturn (August) £000 | Forecast Variance - Outturn (August) % |
|---|--|---------------------------------|-----------------------|--------------------|---|--|
| 0   | Executive Director                     | 227                             | 19                    | 6                  | +150                                      | 66                                     |
| +554  | Infrastructure Management & Operations | 58,112                          | -1,234                | -7                 | +525                                      | 1                                      |
| -376  | Strategy & Development                 | 12,305                          | -674                  | -13                | -625                                      | -5                                     |
| 0   | External Grants                        | -30,646                         | 17                    | -1                 | 0   | 0                                      |
|   |  |                                 |                       |                    |   |  |
| <b>+177</b>                                       | <b>Total</b>                           | <b>39,998</b>                   | <b>-1,872</b>         | <b>-9</b>          | <b>+49</b>                                | <b>0</b>                               |

The service level budgetary control report for August 2017 can be found in [appendix 1](#).

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

##### 2.2 Significant Issues

Senior Management review

The review of Senior management within ETE is still to go out to consultation, therefore limiting the amount of savings that can be made in this financial year. The new structure will be in place for 2018/19 and it is proposed in a full year will therefore save up to £250k.

### Waste PFI Contract

We are currently forecasting the Waste PFI budget to be around £1.0m overspent. This is largely due to the current year budget not reflecting current (lower) levels of Mechanical Biological Treatment (MBT) plant performance and lower levels of Third Party Income through the contract. In the past, the budget has been amended through the business planning cycle to reflect such changes and this was not done for this year. This figure is based on an assumption that the MBT will continue to perform largely in-line with 2016/17 performance levels. Going forward, it is expected that there will be in year savings related to street sweepings disposal once the contract terms are agreed and the authority is currently disputing the bills for plastic removed from the MBT and landfilled. Once these items are agreed, they will count towards the savings target set for the waste budget.

The variable nature of the MBT creates significant uncertainty in the forecast and actual performance could improve (and the forecast overspend reduce) or worsen (and the overspend increase). There are also potential additional savings that are not accounted for above such as a greater reduction in disposal costs for MBT outputs and various contract savings. Whilst these are currently thought to be less likely to be achieved than the savings detailed above, it is still possible that some of these may be implemented by year end. There are also historic disputes to consider, which are not factored into any of the above.

As a result, there is significant uncertainty in our year end position at present and it is unlikely that there will be a noticeable increase in clarity in this position until October/November.

A number of predicted underspends have been identified across ETE, (either one-off, which will help offset the waste pressure this financial year) or ongoing (which can be brought out in the Business Plan) which can be used to offset the in year pressure in waste. The areas which are predicted to underspend (or achieve additional income) are, Concessionary Fares, Traffic Signals, Streetlighting, Highways income and City centre access cameras.

### **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 in August 2017.

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

### **2.4 Virements and Transfers to / from Reserves (including Operational Savings Reserve)**

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

There are three virements recorded in August 2017, this relates to:-

Use of earmarked reserve as agreed by GPC – Asset Information records £45,000

Use of earmarked reserve as agreed by GPC – Transport Strategy & Policy  
£200,000

Use of earmarked reserve as agreed by GPC – Flood Risk Management £42,000

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

### **3. BALANCE SHEET**

#### **3.1 Reserves**

A schedule of the Service's reserves can be found in [appendix 5](#).

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

##### Expenditure

##### **Safer Roads Fund**

A successful bid was made to DfT to secure £1,300,000 worth of funding from the Safer Roads Fund. This funding is specifically for safety improvements on the A1303. The scheme will be completed in 2018/19.

##### **Cambridgeshire Archives**

An in-year underspend of -£703k is forecast. The original schedule for this scheme has slipped, therefore the scheme has been reprofiled to more accurately reflect the revised schedule. However, the scheme is still on track to complete in 2018/19.

##### Funding

All other schemes are funded as presented in the 2017/18 Business Plan.

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

## 4. **PERFORMANCE**

### 4.1 **Introduction**

This report provides performance information for the new suite of key Economy, Transport & Environment (ETE) indicators for 2017/18. At this stage in the year, we are still reporting pre 2017/18 information for some indicators.

New information for red, amber and green indicators is shown by Committee in Sections 4.2 to 4.4 below, with contextual indicators reported in Section 4.5. Further information is contained in Appendix 7.

### 4.2 **Red Indicators (new information)**

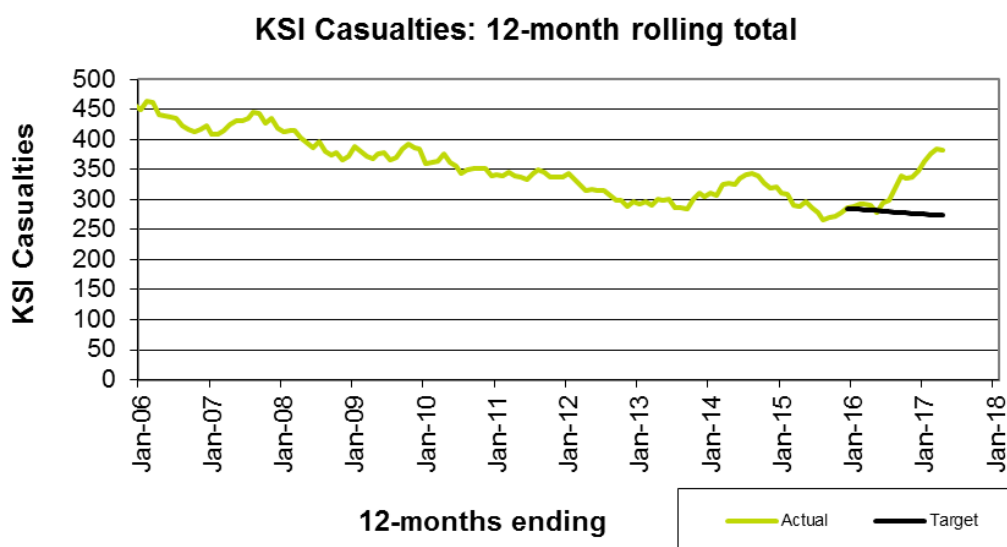
This section covers indicators where 2017/18 targets are not expected to be achieved.

#### **a) Highways & Community Infrastructure**

##### **Road Safety**

- Road accident deaths and serious injuries - 12-month rolling total (to April 2017)  
The provisional 12 month total to the end of April 2017 is 381 compared with 291 for the same period of the previous year.

We are waiting for outstanding 2017 data from May onwards from the police and we are liaising with them to obtain this information.



From April 2016 police forces across the country introduced a new national Collision Recording and Sharing System (CRASH), which was implemented for Cambridgeshire in April.

We have discussed our increase in reported serious injuries with the Head of Road Safety Statistics at the Department for Transport (DfT), who advised that there have been increases in recorded serious injury statistics across Great Britain by police forces who have adopted CRASH, and that this is likely to be due to better recording of injury type and on 2nd February DfT published a provisional 3rd quarter casualty bulletin for Great Britain, which includes a section on the effect of CRASH: <https://www.gov.uk/government/statistics/reported-road-casualties-great-britain-provisional-estimates-july-to-september-2016>

In Cambridgeshire, we have always put resource into checking and validating the information we received, and in working closely with the police to improve data quality. However, even with the processes we had in place, it looks as if there may have previously been some under-reporting of serious injuries in Cambridgeshire.

We have met with other local authorities using CRASH, Addenbrooke's MTC, EoE Trauma Network, Highways England and the DfT to discuss their data. The DfT have compared data from police forces using CRASH with those not using CRASH and have definitely seen an uplift in serious casualties but they have also seen this same trend in a force using a different system. The DfT have offered an initial estimate of 10-15% uplift in serious casualties as a result of the introduction of CRASH. Work is ongoing from all involved in this data.

More work is needed to fully understand the effect of CRASH on Cambridgeshire's statistics, and the introduction of CRASH may not be the only factor in our increase in reported serious injuries. There has been an increase in slight casualties at the same time and this may indicate that while the introduction of CRASH has undoubtedly had an effect on the recorded severity of casualties, that a general increase in casualties has also occurred. DfT is also planning to publish estimates of the CRASH effect on road casualty statistics, although that will not be available until later in the year.

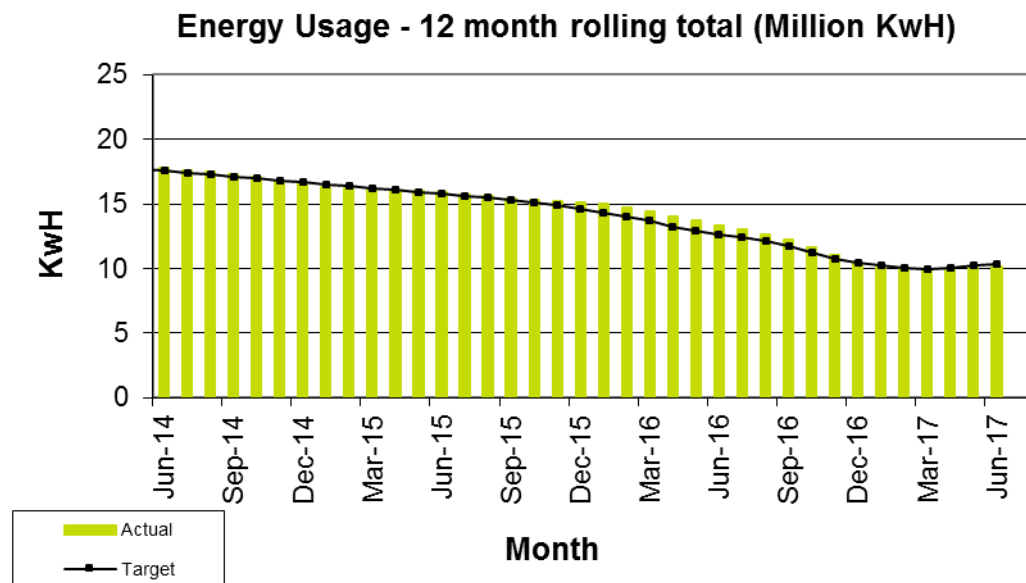
#### **4.3 Amber indicators (new information)**

This section covers indicators where there is some uncertainty at this stage as to whether or not year-end targets will be achieved.

##### **a) Highways & Community Infrastructure**

###### **Street Lighting**

- Energy use by street lights – 12-month rolling total (to June 2017)  
Actual energy use to June is 10.15 Kwh, and is on target.



The energy targets have now been updated to reflect other measures agreed elsewhere (such as the presence or absence of part night lighting, including those being funded by Cambridge City and Parish Councils).

#### 4.4 Green Indicators (new information)

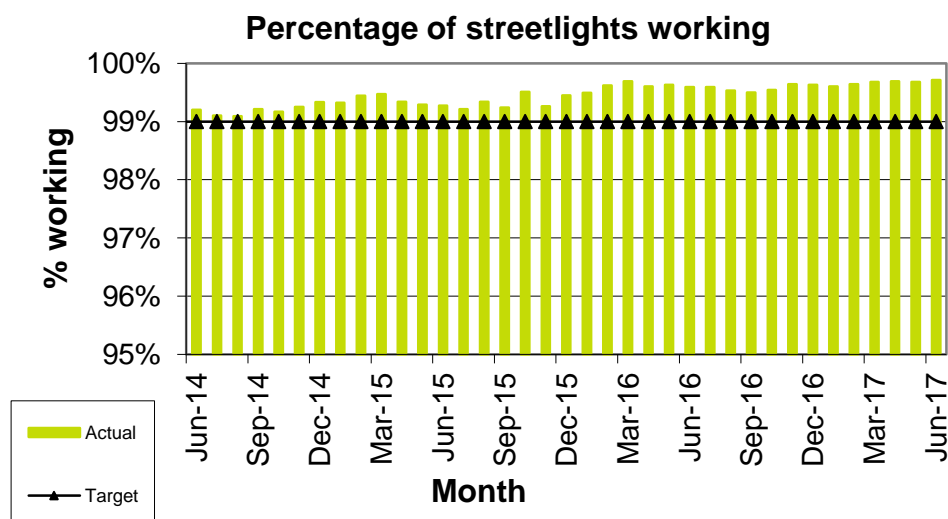
The following indicators are currently on-course to achieve year-end targets.

##### a) Highways & Community Infrastructure

##### Street Lighting

- Streetlights working (as measured by new performance contract) (to June 2017)

The 4-month average (the formal contract definition of the performance indicator) is 99.7% this month, and remains above the 99% target.





## 4.5 Contextual indicators (new information)

### a) Highways & Community Infrastructure

#### Road Safety

- Road accident slight injuries – 12-month rolling total (to April 2017)

There were 1,704 slight injuries on Cambridgeshire's roads during the 12 months ending April 2017 compared with 1,604 for the same period the previous year.

We are waiting for outstanding 2017 data from May onwards from the police and we are liaising with them to obtain this information.



## APPENDIX 1 – Service Level Budgetary Control Report

| Forecast<br>Variance<br>- Outturn<br>July | Service  | Current<br>Budget for<br>2017-18 | Expected to<br>end of<br>August | Actual to<br>end of<br>August | Current<br>Variance |            | Forecast<br>Variance<br>- Outturn<br>August |           |
|---|--|----------------------------------|---------------------------------|-------------------------------|---------------------|------------|---|-----------|
| £'000                                     |  | £'000                            | £'000                           | £'000                         | £'000               | %          | £'000                                       | %         |
|   | <b>Economy, Transport &amp; Environment Services</b>             |                                  |                                 |                               |                     |            |   |           |
| +0  | Executive Director   | -41                              | 197                             | 217                           | +20                 | +10        | +150  | -365      |
| +0  | Business Support   | 268                              | 106                             | 105                           | -1                  | -1         | +0  | +0        |
| 0   | Direct Grants  | -21,673                          | 0                               | 0                             | +0                  | +0         | 0   | 0         |
| -0  | <b>Total Executive Director</b>                                  | <b>-21,446</b>                   | <b>302</b>                      | <b>322</b>                    | <b>+19</b>          | <b>+6</b>  | <b>+150</b>                                 | <b>-1</b> |
|   | <b>Directorate of Infrastructure Management &amp; Operations</b> |                                  |                                 |                               |                     |            |   |           |
| +0  | Director of Infrastructure Management & Operations               | 144                              | 60                              | 53                            | -7                  | -12        | -4  | -3        |
| +1,000                                    | Waste Disposal including PFI                                     | 34,080                           | 10,280                          | 9,832                         | -448                | -4         | +1,000                                      | +3        |
|   | Highways   |                                  |                                 |                               |                     |            |   |           |
| +2  | - Road Safety  | 332                              | 154                             | 163                           | +8                  | +5         | +2  | +1        |
| -115                                      | - Traffic Management   | 1,384                            | 699                             | 576                           | -123                | -18        | -115  | -8        |
| +0  | - Highways Maintenance   | 6,636                            | 2,302                           | 2,396                         | +93                 | +4         | +0  | +0        |
| +49                                       | - Permitting   | -1,333                           | -193                            | -159                          | +33                 | -17        | +24   | -2        |
| +0  | - Winter Maintenance   | 1,975                            | 139                             | 130                           | -9                  | +0         | +0  | +0        |
| -240                                      | - Parking Enforcement  | 0                                | -622                            | -1,103                        | -482                | +77        | -240  | +0        |
| -100                                      | - Street Lighting  | 9,505                            | 2,944                           | 2,677                         | -268                | -9         | -100  | -1        |
| +46                                       | - Asset Management   | 578                              | 377                             | 363                           | -15                 | -4         | +46   | +8        |
| -201                                      | - Highways other   | 588                              | 285                             | 306                           | +21                 | +8         | -201  | -34       |
| +0  | Trading Standards  | 706                              | 342                             | 331                           | -11                 | -3         | +0  | +0        |
|   | Community & Cultural Services                                    |                                  |                                 |                               |                     |            |   |           |
| +0  | - Libraries  | 2,930                            | 1,286                           | 1,174                         | -112                | -9         | +0  | +0        |
| +7  | - Archives   | 347                              | 153                             | 130                           | -23                 | -15        | +7  | +2        |
| +20                                       | - Registrars   | -541                             | -196                            | -154                          | +42                 | -21        | +20   | -4        |
| +87                                       | - Coroners   | 780                              | 294                             | 358                           | +64                 | +22        | +87   | +11       |
| 0   | Direct Grants  | -6,555                           | -1,639                          | -1,639                        | 0                   | +0         | 0   | 20        |
| <b>+554</b>                               | <b>Total Infrastructure Management &amp; Operations</b>          | <b>51,557</b>                    | <b>16,667</b>                   | <b>15,432</b>                 | <b>-1,234</b>       | <b>-7</b>  | <b>+525</b>                                 | <b>+1</b> |
|   | <b>Directorate of Strategy &amp; Development</b>                 |                                  |                                 |                               |                     |            |   |           |
| +0  | Director of Strategy & Development                               | 142                              | 59                              | 55                            | -4                  | -6         | +0  | +0        |
| +0  | Transport & Infrastructure Policy & Funding                      | 297                              | 40                              | 122                           | +81                 | +202       | 0   | +0        |
|   | Growth & Economy   |                                  |                                 |                               |                     |            |   |           |
| -33                                       | - Growth & Development   | 549                              | 222                             | 166                           | -56                 | -25        | -33   | -6        |
| -0  | - County Planning, Minerals & Waste                              | 304                              | 89                              | -22                           | -111                | -125       | -0  | -0        |
| +0  | - Historic Environment   | 53                               | 67                              | 93                            | +26                 | +38        | +0  | +0        |
| +6  | - Flood Risk Management  | 386                              | 100                             | 100                           | -1                  | -1         | +6  | +1        |
| +0  | - Highways Development Management                                | 0                                | 166                             | 106                           | -60                 | -36        | -249  | +0        |
| +1  | - Growth & Economy other   | 165                              | 161                             | 135                           | -25                 | -16        | +1  | +0        |
| +0  | Major Infrastructure Delivery                                    | 0                                | 213                             | 214                           | +0                  | +0         | +0  | +0        |
|   | Passenger Transport  |                                  |                                 |                               |                     |            |   |           |
| +38                                       | - Park & Ride  | 193                              | 549                             | 682                           | +133                | +24        | +38   | +20       |
| -400                                      | - Concessionary Fares  | 5,393                            | 1,860                           | 1,559                         | -301                | -16        | -400  | -7        |
| +12                                       | - Passenger Transport other                                      | 2,224                            | 776                             | 686                           | -89                 | -12        | +12   | +1        |
|   | Adult Learning & Skills  |                                  |                                 |                               |                     |            |   |           |
| +0  | - Adult Learning & Skills  | 2,598                            | 966                             | 700                           | -266                | -28        | +0  | +0        |
| +0  | - Learning Centres   | 0                                | 0                               | -2                            | -2                  | +0         | +0  | +0        |
| 0   | Direct Grants  | -2,418                           | -889                            | -872                          | 17                  | +0         | 0   | 0         |
| <b>-376</b>                               | <b>Total Strategy &amp; Development</b>                          | <b>9,887</b>                     | <b>4,381</b>                    | <b>3,724</b>                  | <b>-657</b>         | <b>-15</b> | <b>-625</b>                                 | <b>-6</b> |
| <b>177</b>                                | <b>Total Economy, Transport &amp; Environment Services</b>       | <b>39,998</b>                    | <b>21,350</b>                   | <b>19,477</b>                 | <b>-1,872</b>       | <b>-9</b>  | <b>+49</b>                                  | <b>+0</b> |
|   | <b>MEMORANDUM</b>  |                                  |                                 |                               |                     |            |   |           |
| <b>£'000</b>                              | <b>Grant Funding</b>   | <b>£'000</b>                     | <b>£'000</b>                    | <b>£'000</b>                  | <b>£'000</b>        | <b>%</b>   | <b>£'000</b>                                | <b>%</b>  |
| 0   | - Combined Authority funding                                     | -21,673                          | 0                               | 0                             | +0                  | +0         | +0  | +0        |
| 0   | - Street Lighting - PFI Grant                                    | -3,944                           | -986                            | -986                          | +0                  | +0         | +0  | +0        |
| 0   | - Waste - PFI Grant  | -2,611                           | -653                            | -653                          | +0                  | +0         | +0  | +0        |
| 0   | - Adult Learning & Skills  | -2,418                           | -889                            | -872                          | +17                 | +0         | +0  | +0        |
| <b>+0</b>                                 | <b>Grant Funding Total</b>                                       | <b>-30,646</b>                   | <b>-2,528</b>                   | <b>-2,511</b>                 | <b>17</b>           | <b>0</b>   | <b>0</b>                                    | <b>+0</b> |

## 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 for 2017/18 £'000 | Current Variance |     | Variance |      |
|---|----------------------------------|------------------|-----|----------|------|
|   |                                  | £'000            | %   | £'000    | %    |
| <b>Executive Director</b>   | -41                              | +20              | +10 | +150     | -365 |
| <p>The review of Senior management within ETE is still to go out to consultation, therefore limiting the amount of savings that can be made in this financial year. The new structure will be in place for 2018/19 and it is proposed in a full year will therefore save up to £250k.</p>   |                                  |                  |     |          |      |
| <b>Waste Disposal incl PFI</b>  | 34,080                           | -448             | -4  | +1,000   | +3   |
| <p>We are currently forecasting the Waste PFI budget to be around £1.0m overspent. This is largely due to the current year budget not reflecting current (lower) levels of Mechanical Biological Treatment (MBT) plant performance and lower levels of Third Party Income through the contract. In the past, the budget has been amended through the business planning cycle to reflect such changes and this was not done for this year. This figure is based on an assumption that the MBT will continue to perform largely in-line with 2016/17 performance levels. Going forward, it is expected that there will be in year savings related to street sweepings disposal once the contract terms are agreed and the authority is currently disputing the bills for plastic removed from the MBT and landfilled. Once these items are agreed, they will count towards the savings target set for the waste budget.</p> <p>The variable nature of the MBT creates significant uncertainty in the forecast and actual performance could improve (and the forecast overspend reduce) or worsen (and the overspend increase). There are also potential additional savings that are not accounted for above such as a greater reduction in disposal costs for MBT outputs and various contract savings. Whilst these are currently thought to be less likely to be achieved than the savings detailed above, it is still possible that some of these may be implemented by year end. There are also historic disputes to consider, which are not factored into any of the above.</p> <p>As a result, there is significant uncertainty in our year end position at present and it is unlikely that there will be a noticeable increase in clarity in this position until October/November.</p> <p>A number of predicted underspends have been identified across ETE, (either one-off, which will help offset the waste pressure this financial year) or ongoing (which can be brought out in the Business Plan) which can be used to offset the in year pressure in waste. The areas which are predicted to underspend (or achieve additional income) are, Concessionary Fares, Traffic Signals, Streetlighting, Highways income and City centre access cameras.</p> |                                  |                  |     |          |      |
| <b>Traffic Management</b>   | 1,384                            | -123             | -18 | -115     | -8   |
| <p>The signals budget is expected to underspend by £100k mainly due to savings from a new contract and savings on energy. There is also expected to be an increase in income of £15k for Temporary Traffic Regulation Orders (TTRO). This underspend will be used to help cover the pressure on the Waste budget.</p>   |                                  |                  |     |          |      |

|  |       |      |      |      |     |
|--|-------|------|------|------|-----|
|  |       |      |      |      |     |
| <b>Parking Enforcement</b>   | 0     | -482 | +77  | -240 | 0   |
| Income from City centre access cameras is currently ahead of budget, due to new cameras but the level of income is not expected to continue as drivers get used to the new restrictions.   |       |      |      |      |     |
| <b>Street Lighting</b>   | 9,505 | -268 | -9   | -100 | -1  |
| Savings are expected from the PFI contract and further energy savings than were budgeted. This underspend will be used to help cover the pressure on the Waste budget.   |       |      |      |      |     |
| <b>Highways other</b>  | 588   | +21  | +8   | -201 | -34 |
| Additional Highways income that has been achieved would normally be re-invested in preventative maintenance work but until the spend on the Waste budget is clearer, this funding will be held to cover the pressure on the Waste budget.                        |       |      |      |      |     |
| <b>Coroners</b>  | 780   | +64  | +22  | +87  | +11 |
| Costs in this area has increased partly due to more deaths and also an increase in costs relating to Assistant Coroners.   |       |      |      |      |     |
| <b>County Planning Minerals &amp; Waste</b>  | 304   | -111 | -125 | 0    | 0   |
| Current underspend relates to an increase in income due to an unbudgeted large planning application fee. The remainder of the underspend is due to the difficulty in filling a technical vacancy.  |       |      |      |      |     |
| <b>Highways Development Management</b>   | 0     | -60  | -36  | -249 | 0   |
| Section 106 and section 38 fees have come in higher than expected for new developments and is expected to lead to an overachievement of income.  |       |      |      |      |     |
| <b>Concessionary Fares</b>   | 5,393 | -301 | -16  | -400 | -7  |
| The projected underspend is based on the final spend in the last financial year and currently the initial indications are that this level of underspend will be achieved this year. This underspend will be used to help cover the pressure on the Waste budget. |       |      |      |      |     |

### APPENDIX 3 – Grant Income Analysis

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

| <b>Grant</b>                                  | <b>Awarding Body</b> | <b>Expected Amount<br/>£'000</b> |
|---|----------------------|----------------------------------|
| <b>Grants as per Business Plan</b>            | Various              | 32,051                           |
| Waste PFI Grant                               |                      | -80                              |
| Reduction to match Combined authority<br>levy |                      | -1,327                           |
| Non-material grants (+/- £30k)                |                      | +2                               |
| <b>Total Grants 2017/18</b>                   |                      | <b>30,646</b>                    |

## APPENDIX 4 – Virements and Budget Reconciliation

|   | £'000         | Notes |
|---|---------------|-------|
| <b>Budget as per Business Plan</b>                            | 38,682        |       |
| Apprenticeship Levy   | 61            |       |
| Implementation of the Corporate Capacity Review               | -698          |       |
| Allocation of Waste inflation                                 | 200           |       |
| Waste – allocation of demand funding to cover increased costs | 170           |       |
| Adjustment to match Combined authority levy                   | 1,327         |       |
| Use of earmarked reserve – Asset Information records          | 45            |       |
| Use of earmarked reserve – Transport Strategy & Policy        | 200           |       |
| Use of earmarked reserve – Flood Risk Management              | 42            |       |
|   |               |       |
| Non-material virements (+/- £30k)                             | -31           |       |
| <b>Current Budget 2017/18</b>                                 | <b>39,998</b> |       |

## APPENDIX 5 – Reserve Schedule

| Fund Description                                     | Balance at 31st March 2017<br>£'000 | Movement within Year<br>£'000 | Balance at 31st August 2017<br>£'000 | Yearend Forecast Balance<br>£'000 | Notes   |
|--|-------------------------------------|-------------------------------|--------------------------------------|-----------------------------------|---|
| <b>General Reserve</b>                               |                                     |                               |                                      |                                   |   |
| Service carry-forward                                | 2,229                               | (2,229)                       | 0                                    | 0                                 | To be transferred to central reserve                |
| <b>Sub total</b>                                     | <b>2,229</b>                        | <b>(2,229)</b>                | <b>0</b>                             | <b>0</b>                          |   |
| <b>Equipment Reserves</b>                            |                                     |                               |                                      |                                   |   |
| Libraries - Vehicle replacement Fund                 | 218                                 | 0                             | 218                                  | 218                               |   |
| <b>Sub total</b>                                     | <b>218</b>                          | <b>0</b>                      | <b>218</b>                           | <b>218</b>                        |   |
| <b>Other Earmarked Funds</b>                         |                                     |                               |                                      |                                   |   |
| Deflectograph Consortium                             | 57                                  | 0                             | 57                                   | 57                                | Partnership accounts, not solely CCC                |
| Highways Searches                                    | 55                                  | 0                             | 55                                   | 0                                 |   |
| On Street Parking                                    | 2,286                               | 0                             | 2,286                                | 2,000                             |   |
| Bus route enforcement                                | 117                                 | 0                             | 117                                  | 0                                 |   |
| Streetworks Permit scheme                            | 98                                  | 0                             | 98                                   | 0                                 |   |
| Highways Commuted Sums                               | 620                                 | (24)                          | 595                                  | 620                               |   |
| Asset Information records                            | 0                                   | 0                             | 0                                    | 0                                 |   |
| Streetlighting - LED replacement                     | 0                                   | 200                           | 200                                  | 0                                 |   |
| Community Transport                                  | 0                                   | 562                           | 562                                  | 562                               |   |
| Guided Busway Liquidated Damages                     | 1,523                               | (302)                         | 1,221                                | 300                               | This is being used to meet legal costs if required. |
| Waste and Minerals Local Development Fra             | 59                                  | 0                             | 59                                   | 59                                |   |
| Strategic Transport Corridor Feasibility Studies     | 0                                   | 0                             | 0                                    | 0                                 |   |
| Flood Risk funding                                   | 0                                   | 0                             | 0                                    | 0                                 |   |
| Proceeds of Crime                                    | 356                                 | 0                             | 356                                  | 356                               |   |
| Waste - Recycle for Cambridge & Peterborough (RECAP) | 291                                 | 0                             | 291                                  | 250                               | Partnership accounts, not solely CCC                |
| Fens Workshops                                       | 61                                  | 0                             | 61                                   | 61                                | Partnership accounts, not solely CCC                |
| Travel to Work                                       | 211                                 | 0                             | 211                                  | 211                               | Partnership accounts, not solely CCC                |
| Steer- Travel Plan+                                  | 72                                  | 0                             | 72                                   | 72                                |   |
| Northstowe Trust                                     | 101                                 | 0                             | 101                                  | 101                               |   |
| Archives Service Development                         | 234                                 | 0                             | 234                                  | 234                               |   |
| Other earmarked reserves under £30k - IMO            | 36                                  | 1                             | 37                                   | 0                                 |   |
| Other earmarked reserves under £30k - S&D            | (174)                               | (1)                           | (175)                                | 0                                 |   |
| <b>Sub total</b>                                     | <b>6,003</b>                        | <b>436</b>                    | <b>6,438</b>                         | <b>4,883</b>                      |   |
| <b>Short Term Provision</b>                          |                                     |                               |                                      |                                   |   |
| Mobilising Local Energy Investment (MLEI)            | 669                                 | 0                             | 669                                  | 0                                 |   |
| <b>Sub total</b>                                     | <b>669</b>                          | <b>0</b>                      | <b>669</b>                           | <b>0</b>                          |   |
| <b>Capital Reserves</b>                              |                                     |                               |                                      |                                   |   |
| Government Grants - Local Transport Plan             | 0                                   | 21,860                        | 21,860                               | 0                                 | Account used for all of ETE                         |
| Government Grants - S&D                              | 786                                 | 13,698                        | 14,484                               | 0                                 |   |
| Government Grants - IMO                              | 0                                   | 0                             | 0                                    | 0                                 |   |
| Other Capital Funding - S&D                          | 5,788                               | (2,689)                       | 3,100                                | 5,000                             |   |
| Other Capital Funding - IMO                          | 699                                 | (43)                          | 656                                  | 200                               |   |
| <b>Sub total</b>                                     | <b>7,274</b>                        | <b>32,826</b>                 | <b>40,100</b>                        | <b>5,200</b>                      |   |
| <b>TOTAL</b>   | <b>16,393</b>                       | <b>31,033</b>                 | <b>47,426</b>                        | <b>10,301</b>                     |   |

## APPENDIX 6 – Capital Expenditure and Funding

### Capital Expenditure

| 2017/18                                    |   |                                     |                        |  |   | TOTAL SCHEME                         |   |
|--|---|-------------------------------------|------------------------|--|---|--------------------------------------|---|
| Original<br>2017/18<br>Budget as<br>per BP | Scheme  | Revised<br>Budget<br>for<br>2017/18 | Actual<br>Spend (July) | Forecast<br>Spend -<br>Outturn<br>(July) | Forecast<br>Variance -<br>Outturn<br>(July) | Total<br>Scheme<br>Revised<br>Budget | Total<br>Scheme<br>Forecast<br>Variance |
| £'000                                      |   | £'000                               | £'000                  | £'000                                    | £'000                                       | £'000                                | £'000                                   |
|  | Integrated Transport                                |                                     |                        |  |   |                                      |   |
| 200  | - Major Scheme Development & Delivery               | 200                                 | 57                     | 200                                      | 0   | 200                                  | 0                                       |
| 682  | - Local Infrastructure Improvements                 | 863                                 | 276                    | 862                                      | -1  | 863                                  | 0                                       |
| 594  | - Safety Schemes                                    | 594                                 | -29                    | 594                                      | 0   | 594                                  | 0                                       |
| 345  | - Strategy and Scheme Development work              | 380                                 | 136                    | 380                                      | 0   | 345                                  | 0                                       |
| 2,362                                      | - Delivering the Transport Strategy Aims            | 4,201                               | 605                    | 4,160                                    | -41   | 4,178                                | 0                                       |
| 23   | - Air Quality Monitoring                            | 23                                  | 0                      | 23                                       | 0   | 23                                   | 0                                       |
| 14,516                                     | Operating the Network                               | 16,255                              | 5,600                  | 16,143                                   | -112  | 16,248                               | 161                                     |
|  | Infrastructure Management & Operations Schemes      |                                     |                        |  |   |                                      |   |
| 6,269                                      | - £90m Highways Maintenance schemes                 | 6,000                               | 670                    | 6,000                                    | 0   | 90,000                               | 0                                       |
| 0  | - Pothole grant funding                             | 1,155                               | 202                    | 1,155                                    | 0   | 1,155                                | 0                                       |
| 395  | - Waste Infrastructure                              | 395                                 | 0                      | 395                                      | 0   | 5,120                                | 0                                       |
| 2,060                                      | - Cambridgeshire Archives                           | 1,975                               | 0                      | 1,272                                    | -703  | 5,180                                | 0                                       |
| 284  | - Community & Cultural Services                     | 592                                 | 0                      | 592                                      | 0   | 1,540                                | 0                                       |
| 0  | - Street Lighting                                   | 736                                 | 0                      | 736                                      | 0   | 736                                  | 0                                       |
| 0  | - National Productivity Fund                        | 2,890                               | 3                      | 2,890                                    | 0   | 2,890                                | 0                                       |
| 0  | - Challenge Fund                                    | 6,250                               | 0                      | 6,250                                    | 0   | 6,250                                | 0                                       |
| 0  | - Safer Roads Fund                                  | 1,175                               | 0                      | 1,175                                    | 0   | 1,175                                | 0                                       |
|  | Strategy & Development Schemes                      |                                     |                        |  |   |                                      |   |
| 4,370                                      | - Cycling Schemes                                   | 4,852                               | 821                    | 4,852                                    | 0   | 17,598                               | 0                                       |
| 850  | - Huntingdon - West of Town Centre Link Road        | 1,510                               | 2                      | 1,510                                    | 0   | 9,116                                | 0                                       |
| 25,000                                     | - Ely Crossing                                      | 25,891                              | 5,805                  | 25,891                                   | 0   | 36,000                               | 0                                       |
| 0  | - Chesterton Busway                                 | 200                                 | 195                    | 200                                      | 0   | 200                                  | 0                                       |
| 1,370                                      | - Guided Busway                                     | 1,200                               | 11                     | 1,200                                    | 0   | 148,886                              | 0                                       |
| 11,667                                     | - King's Dyke                                       | 6,000                               | 98                     | 6,000                                    | 0   | 13,580                               | 0                                       |
| 0  | - Wisbech Access Strategy                           | 170                                 | 183                    | 170                                      | 0   | 1,000                                | 0                                       |
| 1,000                                      | - Scheme Development for Highways Initiatives       | 1,000                               | 0                      | 1,000                                    | 0   | 0                                    | 0                                       |
| 100  | - A14   | 142                                 | 78                     | 142                                      | 0   | 25,200                               | 0                                       |
| 250  | - Energy Efficiency Fund                            | 250                                 | 80                     | 250                                      | 0   | 1,000                                | 0                                       |
| 0  | - Soham Station                                     | 500                                 | 9                      | 500                                      | 0   | 6,700                                | 0                                       |
|  | Other Schemes                                       |                                     |                        |  |   |                                      |   |
| 3,590                                      | - Connecting Cambridgeshire                         | 4,217                               | 1                      | 4,217                                    | 0   | 36,290                               | 0                                       |
| 0  | - Other Schemes                                     | 200                                 | 200                    | 200                                      | 0   | 200                                  | 0                                       |
| <b>75,927</b>                              |   | <b>89,816</b>                       | <b>15,003</b>          | <b>88,959</b>                            | <b>-857</b>                                 | <b>432,267</b>                       | <b>161</b>                              |
| -9,664                                     | Capital Programme variations                        | -14,742                             |                        | -13,885                                  | 857   |                                      |   |
| <b>66,263</b>                              | <b>Total including Capital Programme variations</b> | <b>75,074</b>                       | <b>15,003</b>          | <b>75,074</b>                            | <b>0</b>                                    |                                      |   |

The increase between the original and revised budget is partly due to the carry forward of funding from 2016/17, this is due to the re-phasing of schemes, which were reported as underspending at the end of the 2016/17 financial year. The phasing of a number of schemes has been reviewed since the published business plan and this has included a reduction in the required budget in 2017/18, for King's Dyke. This still needs to be agreed by GPC.

Three additional grants have been awarded since the published business plan, these being Pothole grant funding, the National Productivity fund and the Challenge Fund.

The Capital Programme Board have recommended that services include a variation budget to account for likely slippage in the capital programme, as it is sometimes difficult to allocate this to individual schemes in advance. As forecast underspends start to be reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn



overall up to the point when slippage exceeds this budget. The allocations for these negative budget adjustments have been calculated and shown against the slippage forecast to date.

### **Cambridgeshire Archives**

An in-year underspend of -£703k is forecast. The original schedule for this scheme has slipped, therefore the scheme has been reprofiled to more accurately reflect the revised schedule. However, the scheme is still on track to complete in 2018/19.

### **King's Dyke**

Negotiations with land owners are nearing completion and entering the final stages. Costs remain confidential at this point.

The tender process for design and construction is complete. Kier Construction has been announced as the successful preferred bidder for these works. Kier are entering the stage 2 of the design process to formulate a more robust construction target price prior to award of contract.

The current business plan forecast remains at £13.6m based on early estimates. As previously reported to the E and E committee the estimated cost including optimism bias could increase and an upper possible figure of £16.9m was indicated. An opportunity will be taken to work through stage 2 to assess in more detail the potential risks, ground conditions and any emerging construction difficulties. Should additional funding be required, this will be reported back to the Economy and Environment Committee and GPC.

### **Ely Southern By Pass.**

The construction target cost for the contract has been developed and has emerged at £27.4m to which land and other costs need to be added. This was an increase from the construction estimate at tender stage as the most significant risks and costs materialise, these include Network Rail approvals, the diversion of statutory undertakers plant, poor and variable ground conditions. These risk are currently being worked through with the contractor to minimise the impact on the project and maximise the opportunities to reduce the cost. A further update will follow as more clarity emerges on cost. The Benefit Cost Ratio range agreed with the DfT for allocation of the £16m Growth Deal and within the estimated budget of £36m.

The diversion of a 33kV power supply, at the site of the western abutment of the railway bridge is now complete and works are now underway to complete this section of work leading towards the build of the main bridge crossing structures. The works programme revised completion date remains at late summer 2018. A more detailed outturn forecast to take account of the of this delay and the risks associated with the project will be reported in the Finance and Performance report and to the E&E Committee later in the year.

## Capital Funding

| 2017/18  |   |   |   |   |
|--|---|---|---|---|
| Original<br>2017/18<br>Funding<br>Allocation<br>as per BP<br>£'000 | Source of Funding                                   | Revised<br>Funding<br>for<br>2017/18<br>£'000 | Forecast<br>Spend -<br>Outturn<br>(August)<br>£'000 | Forecast<br>Funding<br>Variance -<br>Outturn<br>(August)<br>£'000 |
| 17,991   | Local Transport Plan                                | 17,815  | 17,709  | -106  |
| 2,483  | Other DfT Grant funding                             | 23,310  | 23,310  | 0   |
| 19,231   | Other Grants  | 10,367  | 10,367  | 0   |
| 4,827  | Developer Contributions                             | 5,645   | 5,597   | -48   |
| 18,992   | Prudential Borrowing                                | 22,367  | 21,664  | -703  |
| 12,403   | Other Contributions                                 | 10,312  | 10,312  | 0   |
| <b>75,927</b>  |   | <b>89,816</b>                                 | <b>88,959</b>                                       | <b>-857</b>   |
| <b>-9,664</b>  | Capital Programme variations                        | -14,742                                       | -13,885   | 857   |
| <b>66,263</b>  | <b>Total including Capital Programme variations</b> | <b>75,074</b>                                 | <b>75,074</b>                                       | <b>0</b>  |

The increase between the original and revised budget is partly due to the carry forward of funding from 2016/17, this is due to the re-phasing of schemes, which were reported as underspending at the end of the 2016/17 financial year. The phasing of a number of schemes have been reviewed since the published business plan and this has included a reduction in the required budget in 2017/18, for King's Dyke.

Four additional grants have been awarded since the published business plan, these being Pothole grant funding, the National Productivity fund, Challenge Fund and Safer Roads Fund.

| Funding  | Amount (£m) | Reason for Change  |
|--|-------------|--|
| Rolled Forward Funding                             | 6.0         | This reflects slippage or rephasing of the 2016/17 capital programme to be delivered in 2017/18 which will be reported in August 17 for approval by the General Purposes Committee (GPC) |
| Additional / Reduction in Funding (Specific Grant) | -9.0        | Rephasing of grant funding for King's Dyke (-£1.0m), costs to be incurred in 2018/19. Grant funding for Ely Crossing now direct from DfT previously part of Growth Deal funding (-£8.3m) |
| Revised Phasing (Section 106 & CIL)                | -0.8        | Revised phasing of Guided Busway spend and receipt of developer contributions.   |
| Revised Phasing (Other Contributions)              | -3.2        | Revised phasing of King's Dyke spend   |

|  |      |   |
|--|------|---|
| Additional Funding / Revised Phasing (DfT Grant)         | 16.3 | New Grant funding – National Productivity Fund (£2.9m), Pothole Action Fund (£1.2m), Challenge Fund (£3.5m) and Safer Roads Fund (£1.2m).<br>Grant funding for Ely Crossing now direct from DfT previously part of Growth Deal funding (£11.3m) |
| Additional / Reduction in Funding (Prudential borrowing) | -1.0 | Rephasing of grant funding for Ely Crossing reduced the requirement for borrowing (-£3.0m). Brought forward borrowing to fund DfT Challenge Fund schemes (£2.25m).  |

## APPENDIX 7 – Performance (RAG Rating – Green (G) Amber (A) Red (R))

### b) Highways & Community Infrastructure

| Frequency        | Measure  | What is good? | Dir'n of travel | Latest Data    |         | 2017/18 Target | Current status | Year-end prediction | Comments   |
|------------------|--|---------------|-----------------|----------------|---------|----------------|----------------|---------------------|--|
|                  |  |               |                 | Period         | Actual  |                |                |                     |  |
| Archives         |  |               |                 |                |         |                |                |                     |  |
| Quarterly        | Operating Model Enabler: Exploiting digital solutions and making the best use of data and insight  |               |                 |                |         |                |                |                     |  |
|                  | Increase digital access to archive documents by adding new entries to online catalogue   | High          | ↑               | To 31-Mar-2017 | 426,530 | 417,000        | G              | G                   | <p>The figure to the end of March 2017 is 426,530, which means the year-end target of 417,000 has been achieved.</p> <p>Some of the larger contingents to be added recently are the Histon Manorial records, Children in care institutional records, County Council departmental records relating to the children in care function, March Urban District Council building byelaw plans and the Fulbourn Hospital Collection.</p>   |
| Communities      |  |               |                 |                |         |                |                |                     |  |
| Yearly           | Operating Model Outcomes: People lead a healthy lifestyle and stay healthy for longer & The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents |               |                 |                |         |                |                |                     |  |
|                  | Proportion of Fenland and East Cambs residents who participate in sport or active recreation three (or more) times per week. Derived from the Active People Survey         | High          | ↑               | 2015/16        | 22.7%   | 24.2%          | A              | A                   | <p>The indicator is measured by a survey undertaken by Sport England. The Council's target is for Fenland and East Cambridgeshire to increase to the 2013/14 county average over 5 years. Applying this principle to Sport England's revised baseline data gives a 5-year target to increase the participation rate in Fenland and East Cambridgeshire (combined) to 26.2%.</p> <p>The 2013/14 figure was 21.3% and the 2014/15 figure improved to 21.9%. The 2015/16 figure has continued the improving trend at 22.7% but is slightly off track.</p> |
| Library Services |  |               |                 |                |         |                |                |                     |  |
| Quarterly        | Operating Model Outcomes: The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents & People lead a healthy lifestyle and stay healthy for longer |               |                 |                |         |                |                |                     |  |

| Frequency                    | Measure  | What is good? | Dir'n of travel | Latest Data    |           | 2017/18 Target | Current status | Year-end prediction   | Comments  |
|------------------------------|--|---------------|-----------------|----------------|-----------|----------------|----------------|---|---|
|                              |  |               |                 | Period         | Actual    |                |                |   |   |
|                              | Number of visitors to libraries/community hubs - year-to-date  | High          | ↑               | To 31-Mar-2017 | 2,303,952 | 2.4 million    | A              | A   | Overall there has been a 4% drop in visits to libraries in the past 12 months to 2,303,593. This is due to a variety of factors including: a 406 hours reduction in library opening hours from 15/16 to 16/17; a 9% reduction in library events for children during the same period; a reduced book fund so readers are increasingly not able to find the book they want; and the introduction of a new reservation charge which has led to a 42% drop in reservations, from 219,804 in 15/16 to 128,582 in 16/17 |
|                              | This indicator does not link clearly to a single Operating Model outcome but makes a key contribution across many of the outcomes as well as the enablers. |               |                 |                |           |                |                |   |   |
|                              | Number of item loans (including eBook loans) – year-to-date  | High          | ↑               | To 31-Mar-2017 | 2,600,639 | Contextual     |                | The previous 12 months has seen a 1% drop in library opening hours as well as a 25.3% drop in the stock fund from £946,985k in 15/16 to £707,000k in 16/17 This change has had a significant impact on the public library service and contributed to a 7% drop in issues overall to 2,604,931 in 16/17 from 2,811,980 in 15/16. Specifically between 15/16 and 16/17 adult issues have dropped by 10% and children's issues have dropped by 4%. This has been further exacerbated by the introduction of fees to reserve items and this had created a drop of 58% in reservations by adult customers over the last year from 146,599 in 15/16 to 61,211 in 16/17. |   |
| Road and Footway maintenance |  |               |                 |                |           |                |                |   |   |
| Yearly                       | Operating Model Outcomes: The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents & People live in a safe environment           |               |                 |                |           |                |                |   |   |
|                              | Principal roads where maintenance should be considered   | Low           | ↔               | 2016/17        | 2.8%      | 3%             | G              | G   | Final results indicate that maintenance should be considered on 2.8% of the County's principal road network. This has worsened from the 2015/16 figure of 2% but is better than the Council's 2016/17 target of 3%.   |

| Frequency   | Measure  | What is good? | Dir'n of travel | Latest Data |           | 2017/18 Target | Current status | Year-end prediction | Comments   |
|-------------|--|---------------|-----------------|-------------|-----------|----------------|----------------|---------------------|--|
|             |  |               |                 | Period      | Actual    |                |                |                     |  |
|             | Classified road condition - narrowing the gap between Fenland and other areas of the County  | Low           | ↑               | 2016/17     | 2.68% gap | 2% gap         | R              | R                   | Provisional figures show that there was a gap of 2.68% between Fenland and other areas of the County during 2016/17. The gap has narrowed slightly (improved) from the 2015/16 level of 2.9%, but it is above (worse than) the target of 2%.<br><br>Fenland areas have soils which are susceptible to cyclic shrinkage and swelling. This is exacerbated in periods of unusually high or low rainfall and this movement can aggravate cracking and subsidence along roads in affected areas. Additional funding is being directed towards addressing this problem.                         |
|             | Non-principal roads where maintenance should be considered   | Low           | ↔               | 2016/17     | 6%        | 8%             | G              | G                   | Final results indicate that maintenance should be considered on 6% of the County's non-principal road network. This is the same as the figure for 2015/16 and better than the Council's 2016/17 target of 8%.  |
|             | Unclassified roads where structural maintenance should be considered   | Low           | ↔               | 2016/17     | 33%       | Contextual     |                |                     | The survey undertaken in 2015/16 covered 20% of the available network and targeted roads where condition was known to be deteriorating in order to identify those roads where maintenance may best be directed. However, this has had the effect of making the indicator for unclassified roads appear to worsen from 27% to 33%. Provisional figures suggest the condition has remained at 33% which strengthens the argument that in reality, the condition of unclassified roads is generally stable. The final results of the 2016/17 annual survey will look to address this anomaly. |
| Road Safety |  |               |                 |             |           |                |                |                     |  |
|             | Operating Model Outcomes: People live in a safe environment & The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents |               |                 |             |           |                |                |                     |  |

| Frequency | Measure   | What is good? | Dir'n of travel | Latest Data    |        | 2017/18 Target | Current status | Year-end prediction | Comments   |
|-----------|---|---------------|-----------------|----------------|--------|----------------|----------------|---------------------|--|
|           |   |               |                 | Period         | Actual |                |                |                     |  |
| Monthly   | Killed or seriously injured (KSI) casualties - 12-month rolling total | Low           | ↑               | To 30-Apr-2017 | 381    | <275           | R              | R                   | <p>The provisional 12 month total to the end of April 2017 is 381 compared with 291 for the same period of the previous year.</p> <p>We are waiting for outstanding 2017 data from May onwards from the police and we are liaising with them to obtain this information.</p> <p>From April 2016 police forces across the country introduced a new national Collision Recording and Sharing System (CRASH), which was implemented for Cambridgeshire in April.</p> <p>We have discussed our increase in reported serious injuries with the Head of Road Safety Statistics at the Department for Transport (DfT), who advised that there have been increases in recorded serious injury statistics across Great Britain by police forces who have adopted CRASH, and that this is likely to be due to better recording of injury type and on 2nd February DfT published a provisional 3rd quarter casualty bulletin for Great Britain, which includes a section on the effect of CRASH:<br/> <a href="https://www.gov.uk/government/statistics/reported-road-casualties-great-britain-provisional-estimates-july-to-september-2016">https://www.gov.uk/government/statistics/reported-road-casualties-great-britain-provisional-estimates-july-to-september-2016</a></p> <p>In Cambridgeshire, we have always put resource into checking and validating the information we received, and in working closely with the police to improve data quality. However, even with the processes we had in place, it looks as if there may have previously been some under-reporting of serious injuries in Cambridgeshire.</p> |

| Frequency     | Measure                                    | What is good? | Dir'n of travel | Latest Data    |        | 2017/18 Target | Current status | Year-end prediction | Comments  |
|---------------|--|---------------|-----------------|----------------|--------|----------------|----------------|---------------------|---|
|               |  |               |                 | Period         | Actual |                |                |                     |   |
|               |  |               |                 |                |        |                |                |                     | <p>We have met with other local authorities using CRASH, Addenbrooke's MTC, EoE Trauma Network, Highways England and the DfT to discuss their data. The DfT have compared data from police forces using CRASH with those not using CRASH and have definitely seen an uplift in serious casualties but they have also seen this same trend in a force using a different system. The DfT have offered an initial estimate of 10-15% uplift in serious casualties as a result of the introduction of CRASH. Work is ongoing from all involved in this data.</p> <p>More work is needed to fully understand the effect of CRASH on Cambridgeshire's statistics, and the introduction of CRASH may not be the only factor in our increase in reported serious injuries. There has been an increase in slight casualties at the same time and this may indicate that while the introduction of CRASH has undoubtedly had an effect on the recorded severity of casualties, that a general increase in casualties has also occurred. DfT is also planning to publish estimates of the CRASH effect on road casualty statistics, although that will not be available until later in the year.</p> |
|               | Slight casualties - 12-month rolling total | Low           | ↓               | To 30-Apr-2017 | 1704   |                | Contextual     |                     | <p>There were 1,704 slight injuries on Cambridgeshire's roads during the 12 months ending April 2017 compared with 1,604 for the same period the previous year.</p> <p>We are waiting for outstanding 2017 data from May onwards from the police and we are liaising with them to obtain this information.</p>  |
| Rogue Traders |  |               |                 |                |        |                |                |                     |   |



| Frequency        | Measure  | What is good? | Dir'n of travel | Latest Data     |                   | 2017/18 Target    | Current status | Year-end prediction | Comments  |
|------------------|--|---------------|-----------------|-----------------|-------------------|-------------------|----------------|---------------------|---|
|                  |  |               |                 | Period          | Actual            |                   |                |                     |   |
| Quarterly        | Operating Model Outcomes: People live in a safe environment & The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents |               |                 |                 |                   |                   |                |                     |   |
|                  | Money saved for Cambridgeshire consumers as a result of our intervention in rogue trading incidents. (Annual average)                            | High          | ↔               | To 31-Mar-2017  | £119,457          |                   | Contextual     |                     | £8,796 was saved as a result of our intervention in five rogue trading incidents during the fourth quarter of 2016/17. The annual average based on available data since April 2014 is £119,457.<br><br>It is important to note that the amounts recovered do not reflect the success of the intervention. In many cases the loss of a relatively small amount can have significant implications for victims; the impact can only be viewed on a case-by-case basis. |
| Street Lighting  |  |               |                 |                 |                   |                   |                |                     |   |
| Monthly          | Operating Model Outcomes: People live in a safe environment & The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents |               |                 |                 |                   |                   |                |                     |   |
|                  | Percentage of street lights working  | High          | ↔               | To 30-June-2017 | 99.7%             | 99%               | G              | G                   | The 4-month average (the formal contract definition of the performance indicator) is 99.7% this month, and remains above the 99% target.  |
|                  | Energy use by street lights – 12-month rolling total   | Low           | ↑               | To 30-June-2017 | 10.15 million Kwh | 10.34 million Kwh | G              | G                   | Actual energy use to June is 10.15 Kwh, and is on target.   |
| Waste Management |  |               |                 |                 |                   |                   |                |                     |   |
| Monthly          | Although this indicator does not link directly to an Operating Model outcome, it has a large financial impact on the Council                     |               |                 |                 |                   |                   |                |                     |   |
|                  | Municipal waste landfilled – 12-month rolling average  | Low           | ↔               | To-31-Mar-2017  | 32.6%             |                   | Contextual     |                     | During the 12-months ending March 2017, 32.6% of municipal waste was landfilled.  |



# HIGHWAYS AND COMMUNITY INFRASTRUCTURE POLICY AND SERVICE COMMITTEE AGENDA PLAN

Published 2<sup>nd</sup> October 2017



Cambridgeshire  
County Council

## Notes

Committee dates shown in bold are confirmed.

Committee dates shown in brackets and italics are reserve dates.

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

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

+0 indicates items expected to be confidential, which would exclude the press and public. Additional information about confidential items is given at the foot of this document.

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

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

| Committee date  | Agenda item  | Lead officer  | Reference if key decision | Deadline for draft reports | Agenda despatch date |
|-----------------|--|---------------|---------------------------|----------------------------|----------------------|
| <b>10/10/17</b> | Finance and Performance Report   | Chris Malyon  | Not applicable            | 27/09/17                   | 29/09/17             |
|                 | Cambridge & Huntingdon Registration Office Relocation  | Louise Clover | Not applicable            |                            |                      |
|                 | Service Committee Review of Draft Revenue Business Planning Proposals for 2018-19 to 2022-2023 | Graham Hughes | Not applicable            |                            |                      |
|                 | Agenda Plan/Appointments to Outside Bodies/Training Plan                                       | Dawn Cave     | Not applicable            |                            |                      |
| <b>14/11/17</b> | Finance and Performance Report   | Chris Malyon  | Not applicable            | 01/11/17                   | 03/11/17             |
|                 | Procurement of a new Real Time Passenger Information Contract                                  | Sonia Hansen  | 2017/034                  |                            |                      |

| Committee date                            | Agenda item  | Lead officer                 | Reference if key decision | Deadline for draft reports | Agenda despatch date |
|---|--|------------------------------|---------------------------|----------------------------|----------------------|
|   | Service Committee Second Review of Draft 2018-19 Capital Programme and Capital Prioritisation                    | Graham Hughes                | Not applicable            |                            |                      |
|   | Parking Issues   | Richard Lumley /Sonia Hansen | 2017/044                  |                            |                      |
|   | Agenda Plan/Appointments to Outside Bodies/Training Plan   | Dawn Cave                    | Not applicable            |                            |                      |
| <b>05/12/17</b>                           | Finance and Performance Report   | Chris Malyon                 | Not applicable            | 22/11/17                   | 24/11/17             |
|   | Service Committee Final Review of Draft Revenue and Capital Business Planning Proposals for 2018-19 to 2022-2023 | Graham Hughes                | Not applicable            |                            |                      |
|   | Library Service Transformation   | Christine May                | Not applicable            |                            |                      |
|   | Allocation of Integrated Transport Block Funding   | Jeremy Smith                 | Key Decision - tbc        |                            |                      |
|   | Road Safety across Cambridgeshire  | Andy Preston/Matt Staton     | 2017/036                  |                            |                      |
|   | Agenda Plan/Appointments to Outside Bodies/Training Plan   | Dawn Cave                    | Not applicable            |                            |                      |
| <b>16/01/18</b>                           | Finance and Performance Report   | Chris Malyon                 | Not applicable            | 03/01/18                   | 05/01/18             |
|   | Business Planning  | Graham Hughes                | Not applicable            |                            |                      |
|   | Agenda Plan/Appointments to Outside Bodies/Training Plan   | Dawn Cave                    | Not applicable            |                            |                      |
| <i>[13/02/18]<br/>Provisional Meeting</i> | Highway Contract Monitoring  | Richard Lumley               | Not applicable            | 31/01/18                   | 02/02/18             |
| <b>13/03/18</b>                           | Finance and Performance Report   | Chris Malyon                 | Not applicable            | 28/02/18                   | 02/03/18             |

| Committee date                                | Agenda item  | Lead officer                   | Reference if key decision | Deadline for draft reports | Agenda despatch date |
|---|--|--------------------------------|---------------------------|----------------------------|----------------------|
|   | Agenda Plan/Appointments to Outside Bodies/Training Plan | Dawn Cave                      | Not applicable            |                            |                      |
|   | Highways Infrastructure Assets Management Plan 2017/18   | Richard Lumley/<br>Mike Atkins | Not applicable            |                            |                      |
|   | Highways Infrastructure Assets Management Plan 2017/18   | Richard Lumley/<br>Mike Atkins | Not applicable            |                            |                      |
|   | Highways Contract 6 monthly update                       | Richard Lumley                 | Not applicable            |                            |                      |
| <i>[10/04/18]<br/>Provisional<br/>Meeting</i> |  |                                |                           | 28/03/18                   | 30/03/18             |
| <b>22/05/18</b>                               | Finance and Performance Report                           | Chris Malyon                   | Not applicable            | 09/05/18                   | 11/05/18             |
|   | Agenda Plan/Appointments to Outside Bodies/Training Plan | Dawn Cave                      | Not applicable            |                            |                      |

**To be scheduled:** Cambridge Residents' Parking Schemes Delivery Plan (S Hansen, Key Decision 2017/033)  
**July 2018:** Annual review of the Highways Contract **September 2018:** Highway Contract Monitoring (R Lumley)

**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)

# HIGHWAYS & COMMUNITY INFRASTRUCTURE COMMITTEE TRAINING PLAN

| Ref | Subject   | Desired Learning Outcome/Success Measures   | Priority | Date  | Responsibility | Nature of training | Cllrs Attending | Percentage of total |
|-----|---|---|----------|---|----------------|--------------------|-----------------|---------------------|
| 1.  | Waste – visit to treatment plant at Waterbeach                                  |   |          | <del>12/07/17</del><br><del>(9am-1pm)</del><br><del>Waterbeach</del><br>To be rescheduled |                | Visit              |                 |                     |
| 2.  | The budget and ETE business planning process (H&CI and E&E Committees)          | <ul style="list-style-type: none"> <li>An overview of the Council's budget and how it works in ETE</li> <li>A understanding of the business planning process and cycle</li> <li>The committee process for approving, delivering and monitoring business cases and transformation ideas</li> </ul> |          | 09/08/17<br>(10am-12)<br>KV Room<br><br><b>12/09/17</b><br>(11.30-1pm)<br>KV Room         | Amanda Askham  |                    |                 |                     |
| 3.  | Highways - minibus tour to see work out on the network including dragon patcher |   |          |   |                | Tour/visits        |                 |                     |
| 4.  | Highways – depot open days  |   |          | 03/10/17<br>Huntingdon<br>09/10/17  |                | Visit              |                 |                     |

| Ref | Subject   | Desired Learning Outcome/Success Measures | Priority | Date  | Responsibility | Nature of training | Cllrs Attending | Percentage of total |
|-----|---|---|----------|---|----------------|--------------------|-----------------|---------------------|
|     |   |   |          | Witchford<br>11/10/17<br>March<br>16/10/17<br>Whittlesford<br>(10am to 4pm) |                |                    |                 |                     |
| 5.  | Community and Cultural Services – ‘package tour’ to see libraries, archives, registration and coroner services working closely together in Huntingdon |   |          |   |                | Tour/ visits       |                 |                     |
| 6.  | follow up visits to (4) e.g. coroner inquest, citizenship ceremony, local libraries/LAPs  |   |          |   |                | Visits             |                 |                     |
| 7.  | Trading Standards – diary dates to accompany various campaigns  |   |          |   |                | Visits             |                 |                     |

*Updated 02/10/17*