

**Economy, Transport and Environment – Finance and Performance Report –  
December 2016 for Highways & Community Infrastructure Committee**

**1. SUMMARY**

**1.1 Finance**

Previous Status	Category	Target	Current Status	Section Ref.
Green	Income and Expenditure	Balanced year end position	Green	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	4	4	10
Current status last month	2	5	3	10
Year-end prediction (for 2016/17)	1	7	2	10

**2. INCOME AND EXPENDITURE**

**2.1 Overall Position**

Forecast Variance - Outturn (Previous Month) £000	Directorate	Current Budget for 2016/17 £000	Current Variance £000	Current Variance %	Forecast Variance - Outturn (December) £000	Forecast Variance - Outturn (December) %
+46	Executive Director	653	51	6	+46	7
	Infrastructure Management & Operations	57,883	-3,563	-9	+448	1
-590	Strategy & Development	12,981	-799	-8	-672	-5
0	External Grants	-9,680	-10	0	0	0
-68	<b>Total</b>	<b>61,836</b>	<b>-4,322</b>	<b>-10</b>	<b>-178</b>	<b>0</b>

The service level budgetary control report for December 2016 can be found in [appendix 1](#).

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

**2.2 Significant Issues**

**Waste Disposal including PFI**

Waste volumes have increased this year, increasing the amount of landfill tax that is payable. This increase is directly related to the increased levels of waste arising in 2016/17. Similar levels of growth have been seen in other local authorities in the region.

No significant streams of third party waste are being accepted at the MBT, due to plant unreliability and the contractor's inability to secure third party waste contracts and generate profit through the waste being treated at Waterbeach.

There is a risk of a potential overspend, due to increased levels of residual waste combined with current average MBT performance from previous 12 months.

### **Winter Maintenance**

At the meeting of County Council of 13<sup>th</sup> December 2016 it was decided to reinstate last year's gritting routes in their entirety. The impact of this decision increased the number of gritters required from 27 to 37, this resulted in an increased cost for the extra gritters, which was incurred in December. The additional cost of £570k will be covered by Council reserves and the net impact on ETE will be zero.

## **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 December 2016.

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)**

Virement actioned due to implementation of Corporate Capacity Review of £66k

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

#### **£90m Highways Maintenance**

£6m was initially allocated to this area in 2016-17 and spare funding from the previous year was rolled forward into future years. Historically although more work has been programmed than budgeted for the year, for a number of reasons schemes have slipped and expenditure has always been within the agreed budget. This year more schemes are being completed by the Contractor and total expenditure is likely to be nearer £7.7m. These additional schemes will therefore be funded by previous year's slippage.

## Funding

All schemes are funded as presented in the 2016/17 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 suite of key Highways & Community Infrastructure (H&CI) indicators for 2016/17. At this stage in the year, we are still reporting pre-2016/17 information for some indicators.

New information for red, amber and green indicators is shown 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 2016/17 targets are not expected to be achieved.

#### a) Highways & Community Infrastructure

##### Road Safety

- Road accident deaths and serious injuries - 12-month rolling total (to September 2016)

The provisional 12 month total to the end of September is 334, compared with a 2016 year-end target of no more than 276. As can be seen from the graph, the numbers can fluctuate quite a lot around an underlying downward trend, but the 2016 target is now not expected to be achieved. Work is underway to look at the figures in more detail to aid our understanding of the increase and the indicator will continue to be monitored closely.



### 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.

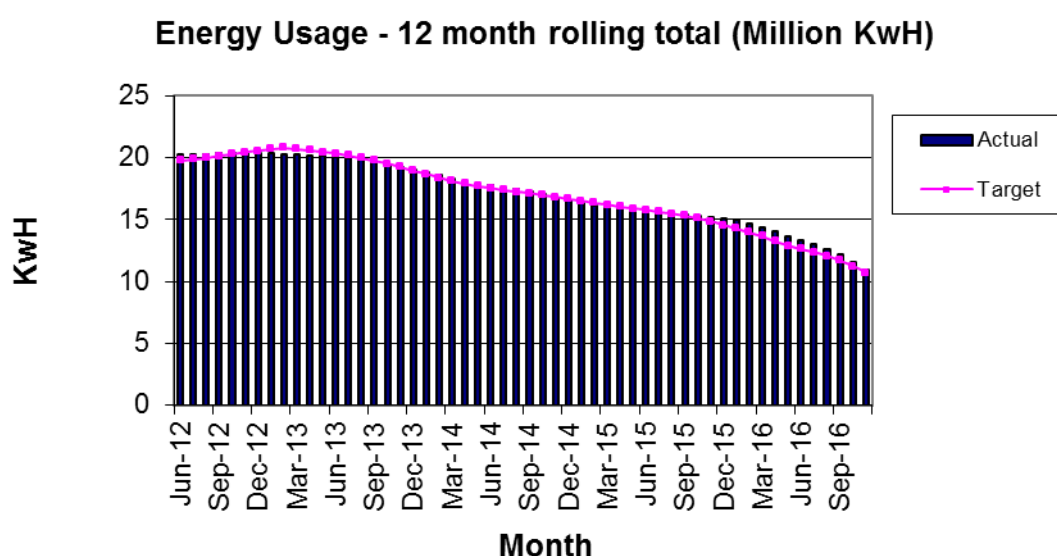
## a) Highways & Community Infrastructure

### Street Lighting

- Energy use by street lights – 12-month rolling total (to November 2016)  
Actual energy use to November is 11 Kwh, now within 2.5% of the energy target (for the same month) and with the difference expected to close as we move towards the end of the replacement programme.

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).

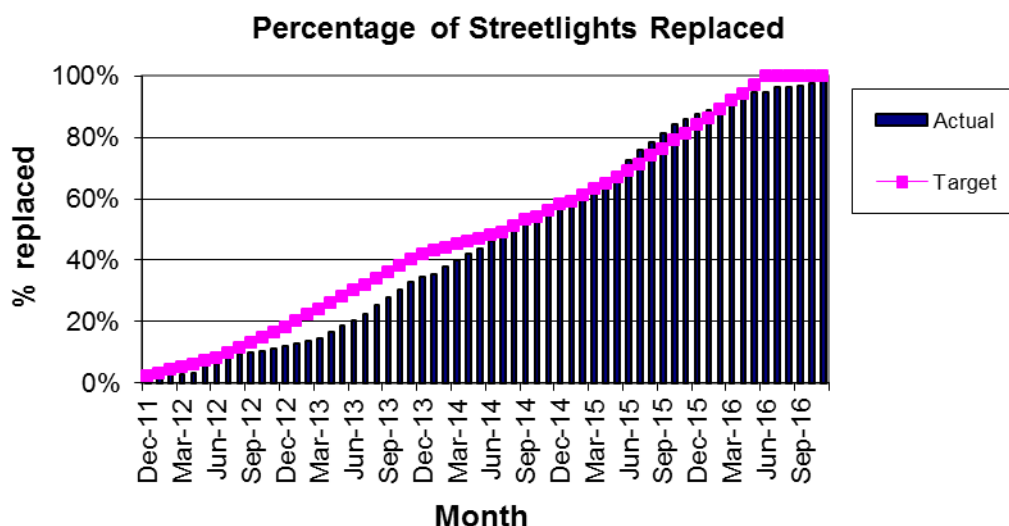
Targets should be achieved from February onwards (as all replacements should be complete by then), but these will need to be further updated following the recent decision to revert the dimming and part night lighting decision.



- Performance against street light replacement programme (at November 2016)  
99.3% of the programme has been completed, representing 54,800 street lights.

Whilst a significant number of lights were replaced in November, there were also lights that had been worked on beforehand, but hadn't been signed off as completed by our independent certifiers due to outstanding faults. These faults were then picked up and completed (and certified as such in November).

The majority of the works were completed as part of the Core Investment Programme as of the end of June but there are still some replacements/refurbishments outstanding associated with heritage columns and Richardson candles. There is now a revised programme for these additional works and it is scheduled for completion by the end of January.



#### 4.4 Green Indicators (new information)

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

##### a) Highways & Community Infrastructure

###### Archives

- Increase digital access to archive documents by adding new entries to online catalogue (to December 2016)

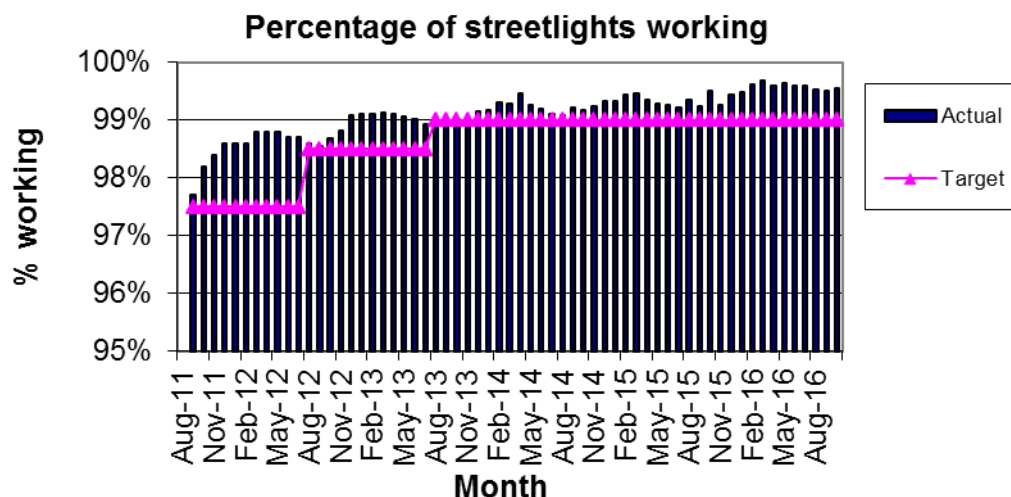
The figure to the end of December is 418,455, which means the year-end target of 417,000 has already been achieved.

One major contingent has been a catalogue of North Witchford Rural District Council building bye law plans, with over a thousand items.

###### Street Lighting

- Streetlights working (as measured by new performance contract) (to November 2016)

The 4-month average (the formal contract definition of the performance indicator) is 99.6% this month, and remains above the 99% target.



## 4.5 Contextual indicators (new information)

### a) Highways & Community Infrastructure

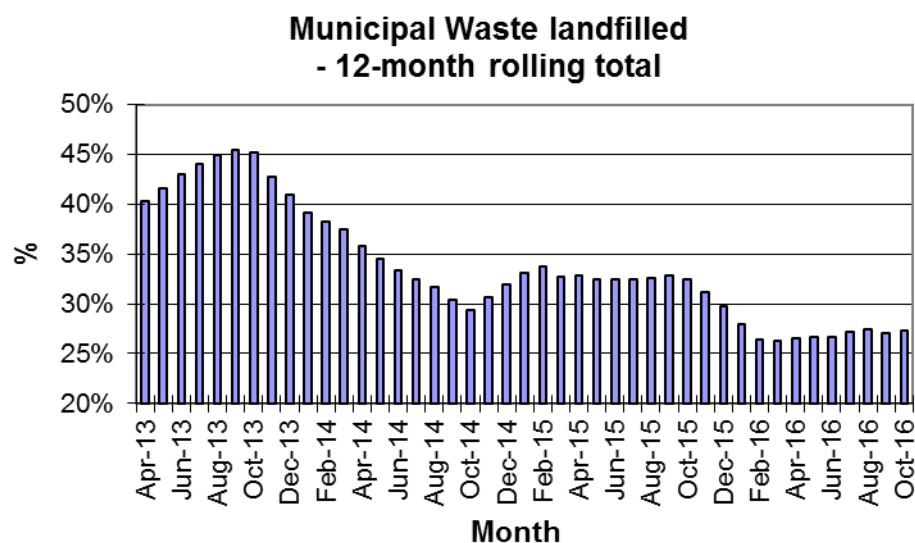
#### Road Safety

- Road accident slight injuries – 12-month rolling total (to September 2016)  
There were 1,683 slight injuries on Cambridgeshire's roads during the 12 months ending September 2016 compared with 1,646 for the same period the previous year.



#### Waste management

- Municipal waste landfilled - 12 month rolling average (to October 2016)  
During the 12-months ending October 2016, 27.3% of municipal waste was landfilled.



## APPENDIX 1 – Service Level Budgetary Control Report

Forecast Variance - Outturn November  £'000	Service	Current Budget for 2016-17  £'000	Expected to end of December  £'000	Actual to end of December  £'000	Current Variance  £'000    %		Forecast Variance - Outturn December  £'000    %	
	<b>Economy, Transport &amp; Environment Services</b>							
+50	Executive Director	225	469	500	+31	+7	+50	+22
-5	Business Support	428	324	344	+20	+6	-5	-1
0	Direct Grants	0	0	0	0	+0	0	0
<b>46</b>	<b>Total Executive Director</b>	<b>653</b>	<b>793</b>	<b>844</b>	<b>+51</b>	<b>+6</b>	<b>+46</b>	<b>+7</b>
	<b>Directorate of Infrastructure Management &amp; Operations</b>							
-7	Director of Infrastructure Management & Operations	144	107	100	-7	-7	-2	-2
+110	Waste Disposal including PFI	34,073	24,142	22,668	-1,474	-6	+411	+1
	Highways							
-67	- Road Safety	681	474	396	-78	-16	-77	-11
+56	- Traffic Manager	-515	-70	-144	-74	+105	+80	-16
+121	- Network Management	1,221	979	1,037	+58	+6	+121	+10
+122	- Local Infrastructure & Streets	3,223	2,423	2,136	-287	-12	-0	-0
+361	- Winter Maintenance	1,448	937	1,065	+128	+14	+0	+0
+0	- Parking Enforcement	0	-69	-424	-355	+516	+0	+0
-63	- Street Lighting	9,788	6,302	4,955	-1,347	-21	-62	-1
+100	- Asset Management	807	650	889	+239	+37	+160	+20
-134	- Highways other	1,510	69	156	+87	+127	-16	-1
-61	Trading Standards	739	551	510	-41	-7	-61	-8
	Community & Cultural Services							
-43	- Libraries	3,454	2,663	2,320	-343	-13	-36	-1
-48	- Community Resilience	707	455	322	-132	+0	-58	-8
+6	- Archives	382	262	263	+0	+0	+6	+1
+50	- Registrars	-550	-426	-402	+24	-6	+10	-2
-26	- Coroners	769	576	616	+40	+7	-26	-3
0	Direct Grants	-6,872	-3,473	-3,475	-2	+0	0	35
<b>+476</b>	<b>Total Infrastructure Management &amp; Operations</b>	<b>51,011</b>	<b>36,553</b>	<b>32,987</b>	<b>-3,565</b>	<b>-10</b>	<b>+448</b>	<b>+1</b>
	<b>Directorate of Strategy &amp; Development</b>							
+0	Director of Strategy & Development	142	106	101	-4	-4	+0	+0
-6	Transport & Infrastructure Policy & Funding	361	234	266	+32	+14	-6	-2
	Growth & Economy							
-60	- Growth & Development	589	434	285	-149	-34	-93	-16
+6	- County Planning, Minerals & Waste	309	189	198	+9	+5	-26	-9
+14	- Enterprise & Economy	-0	-0	13	+13	+0	+14	-3,872
+0	- Mobilising Local Energy Investment (MLEI)	0	0	0	+0	+0	+0	+0
-189	- Growth & Economy other	550	845	554	-291	-34	-190	-35
+0	Major Infrastructure Delivery	0	244	302	+58	+24	+10	+0
	Passenger Transport							
+121	- Park & Ride	304	412	624	+212	+51	+107	+35
-470	- Concessionary Fares	5,619	3,618	2,948	-670	-19	-422	-8
-5	- Passenger Transport other	2,513	1,920	1,970	+51	+3	-65	-3
	Adult Learning & Skills							
+0	- Adult Learning & Skills	2,596	1,946	1,959	+13	+1	+0	+0
+0	- Learning Centres	0	68	-14	-82	+0	+0	+0
+0	- National Careers	0	0	10	+10	+0	+0	+0
0	Direct Grants	-2,808	-2,275	-2,283	-8	+0	0	0
<b>-590</b>	<b>Total Strategy &amp; Development</b>	<b>10,173</b>	<b>7,739</b>	<b>6,932</b>	<b>-807</b>	<b>-10</b>	<b>-672</b>	<b>-7</b>
<b>-68</b>	<b>Total Economy, Transport &amp; Environment Services</b>	<b>61,836</b>	<b>45,085</b>	<b>40,763</b>	<b>-4,322</b>	<b>-10</b>	<b>-178</b>	<b>-0</b>



	MEMORANDUM							
£'000	Grant Funding	£'000	£'000	£'000	£'000	%	£'000	%
0	- Public Health Grant	-327	-223	-225	-2	+0	+0	+0
0	- Street Lighting - PFI Grant	-3,944	-1,972	-1,972	+0	+0	+0	+0
0	- Waste - PFI Grant	-2,691	-1,346	-1,346	+0	+0	+0	+0
0	- Bus Service Operators Grant	-302	-302	-302	+0	+0	+0	+0
0	- Adult Learning & Skills	-2,416	-1,905	-1,913	-8	+0	+0	+0
<b>+0</b>	<b>Grant Funding Total</b>	<b>-9,680</b>	<b>-5,748</b>	<b>-5,758</b>	<b>-10</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 2016/17 £'000	Current Variance		Forecast Variance - Outturn	
		£'000	%	£'000	%
<b>Waste Disposal including PFI</b>	34,073	-1,474	-6	+411	+1
<p>Waste volumes have increased this year, increasing the amount of landfill tax that is payable. This increase is directly related to the increased levels of waste arising in 2016/17. Similar levels of growth have been seen in other local authorities in the region.</p> <p>No significant streams of third party waste are being accepted at the MBT, due to plant unreliability and the contractor's inability to secure third party waste contracts and generate profit through the waste being treated at Waterbeach.</p> <p>There is a risk of a potential overspend, due to increased levels of residual waste combined with current average MBT performance from previous 12 months. Waste forecasts are based on actual information up to November due to the contract reporting timescales that are a month in arrears.</p> <p>The current variance is partly due to outstanding recycling credit payments due to District councils and payments disputed with the contractor in respect of costs in 2015/16.</p>					
<b>Network Management</b>	1,221	+58	+6	+121	+10
The forecast overspend is due to costs for grass cutting being greater than expected.					
<b>Local Infrastructure &amp; Streets</b>	3,223	-287	-12	+0	+0
The current underspend relates mainly to the payment to Highways Service Contractor not being processed before month end due to Christmas break. The forecasted underspends within ETE are being used to fund one off work on reactive maintenance.					
<b>Winter Maintenance</b>	1,448	+128	+14	+0	+0
<p>The original £650k saving proposal against winter operations was based on the achievement of three changes to the service; leasing the gritting fleet, route optimisation and weather domain forecasting. Leasing of the fleet has already achieved the saving anticipated from this change, with an initial saving of £200k (in 15/16) followed by an on-going maintenance saving of £117k year on year. It was originally estimated that route optimisation and domain forecasting would achieve savings of £288k and £225k respectively. However in practice it has been acknowledged that the routes are already highly efficient, so further route optimisation is unlikely to achieve any savings, whilst domain forecasting is unlikely to achieve a saving of more than £60k per year – due to temperature differences across the county being more marginal than expected.</p> <p>Therefore the estimated saving from those three areas totals £177k. In addition reducing the percentage area of the highway network that we now grit (from 45% to 30%) and therefore the</p>					

number of gritters from 38 to 26, has saved a further £117k. This gives a total saving of £294k, which leaves a shortfall of £356k against the original £650k savings target.

This has now been entered as a pressure for 17/18 in the development of the Business Plan.

At the meeting of County Council of 13<sup>th</sup> December 2016 it was decided to reinstate last year's gritting routes in their entirety. The impact of this decision increased the number of gritters required from 27 to 37, this resulted in an increased cost for the extra gritters, which was incurred in December. The additional cost of £570k will be covered by Council reserves.

<b>Street Lighting</b>	9,788	-1,347	-21	-62	-1
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The current variance is due to delays in invoicing for energy charges and also invoicing for the main Street Lighting contract.

<b>Asset Management</b>	807	+239	+37	+160	+20
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The Forecast outturn relates to an overspend on the procurement of the new Highways Contract. This is partly due to the extension of the Competitive Dialogue period & the additional external specialist advice being purchased from Cardiff City Council procurement team to support the process.

<b>Libraries</b>	3,454	-343	-13	-36	-1
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The Book fund and IT (due to late delivery of 3<sup>rd</sup> party invoices) appears under-spent compared to the monthly profile, but will be fully utilised by year end. The forecast underspend is due to vacancy savings.

<b>Growth &amp; Economy Other</b>	550	-291	-34	-190	-35
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Highways Development Management are currently overachieving their income target for both Section 38 & Section 106 fees and this overachievement has been shown as a forecast. It is hard to predict exactly when these fees are paid and it is likely that the forecast for these fees will increase or decrease as the year progresses.

<b>Park &amp; Ride</b>	304	+207	+51	+107	+35
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The forecast out-turn is due to a number of reasons; less income expected from operator access fees than originally budgeted, purchase of new ticket machines and an overspend on staff overtime.

<b>Concessionary Fares</b>	5,619	-670	-19	-422	-8
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It is expected the concessionary fares paid to bus operators will be lower than originally forecast based on the last 12 months data. It is hard to judge likely spend in this area as this is affected by seasonal conditions, so the forecast will be reviewed on a regular basis.

### APPENDIX 3 – Grant Income Analysis

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

Grant	Awarding Body	Expected Amount £'000
<b>Grants as per Business Plan</b>	Various	10,319
Adult Learning & Skills grants	Department of Education	-668
Non-material grants (+/- £30k)		-29
<b>Total Grants 2016/17</b>		<b>9,680</b>

The Adult Learning & Skills grant and Learning centre grants have been adjusted to match the expected grant in 2016/17.

#### APPENDIX 4 – Virements and Budget Reconciliation

	£'000	Notes
<b>Budget as per Business Plan</b>	59,952	
Allocation of ETE reserves as agreed by GPC	2,015	
Reversal of ETE reserve allocation for Ely Archives	-65	
Implementation of the Corporate Capacity Review	-66	
Non-material virements (+/- £30k)		
<b>Current Budget 2016/17</b>	<b>61,836</b>	

## APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31st March 2016 £'000	Movement within Year £'000	Balance at 31st December 2016 £'000	Forecast Balance at 31st March 2017 £'000	Notes
<b>General Reserve</b>					
Service carry-forward	3,386	(1,950)	1,436	0	Account used for all of ETE
<b>Sub total</b>	<b>3,386</b>	<b>(1,950)</b>	<b>1,436</b>	<b>0</b>	
<b>Equipment Reserves</b>					
Libraries - Vehicle replacement Fund	218	0	218	250	
<b>Sub total</b>	<b>218</b>	<b>0</b>	<b>218</b>	<b>250</b>	
<b>Other Earmarked Funds</b>					
Deflectograph Consortium	61	0	61	50	Partnership accounts, not solely CCC
Highways Searches	33	0	33	0	
On Street Parking	1,593	0	1,593	1,600	
Bus route enforcement	169	0	169	0	
Highways Commuted Sums	579	(1)	578	600	
Guided Busway Liquidated Damages	2,783	(936)	1,848	1,483	This is being used to meet legal costs if required.
Waste and Minerals Local Development Fra	22	38	59	0	
Proceeds of Crime	355	1	356	300	
Waste - Recycle for Cambridge & Peterborough (RECAP)	250	(12)	238	225	Partnership accounts, not solely CCC
Fens Workshops	56	5	61	28	Partnership accounts, not solely CCC
Travel to Work	253	0	253	198	Partnership accounts, not solely CCC
Steer- Travel Plan+	72	0	72	70	
Olympic Development	2	0	2	0	
Northstowe Trust	101	0	101	101	
Cromwell Museum	28	(28)	0	0	
Archives Service Development	234	0	234	234	
Other earmarked reserves under £30k - IMO	10	14	24	0	
Other earmarked reserves under £30k - S&D	16	7	24	30	
<b>Sub total</b>	<b>6,617</b>	<b>(911)</b>	<b>5,706</b>	<b>4,919</b>	
<b>Short Term Provision</b>					
Travellers	43	(33)	9	0	
Mobilising Local Energy Investment (MLEI)	669	0	669	0	
<b>Sub total</b>	<b>712</b>	<b>(33)</b>	<b>679</b>	<b>0</b>	
<b>Capital Reserves</b>					
Government Grants - Local Transport Plan	0	14,525	14,525	0	Account used for all of ETE
Government Grants - S&D	(348)	2,279	1,931	0	
Government Grants - IMO	0	0	0	0	
Other Capital Funding - S&D	10,819	3,122	13,941	10,000	
Other Capital Funding - IMO	1,232	111	1,343	200	
<b>Sub total</b>	<b>11,704</b>	<b>20,037</b>	<b>31,740</b>	<b>10,200</b>	
<b>TOTAL</b>	<b>22,636</b>	<b>17,142</b>	<b>39,779</b>	<b>15,369</b>	

## APPENDIX 6 – Capital Expenditure and Funding

### Capital Expenditure

2016/17						TOTAL SCHEME	
Original 2016/17 Budget as per BP	Scheme	Revised Budget for 2016/17	Actual Spend (December)	Forecast Spend - Outturn (December)	Forecast Variance - Outturn (December)	Total Scheme Revised Budget	Total Scheme Forecast Variance
£'000		£'000	£'000	£'000	£'000	£'000	£'000
	Integrated Transport						
400	- Major Scheme Development & Delivery	200	100	200	0	200	0
482	- Local Infrastructure Improvements	709	234	812	103	690	0
594	- Safety Schemes	594	129	554	-40	594	0
345	- Strategy and Scheme Development work	508	190	508	0	508	0
1,988	- Delivering the Transport Strategy Aims	2,487	436	1,971	-516	3,132	0
478	- Cambridgeshire Sustainable Transport Improvements	548	81	237	-311	237	0
23	- Air Quality Monitoring	23	13	23	0	23	0
15,461	- Operating the Network	16,284	8,998	14,590	-1,694	15,879	0
	Infrastructure Management & Operations Schemes						
6,000	- £90m Highways Maintenance schemes	6,000	6,121	7,710	1,710	90,000	0
0	- Pothole grant funding	973	641	973	0	973	0
60	- Waste Infrastructure	219	153	173	-46	5,279	0
2,161	- Archives Centre / Ely Hub	1,799	137	497	-1,302	4,200	0
417	- Community & Cultural Services	797	-305	646	-151	1,540	0
705	- Street Lighting	705	0	0	-705	705	0
	Strategy & Development Schemes						
4,700	- Cycling Schemes	3,488	2,519	3,306	-182	17,598	0
1,336	- Huntingdon - West of Town Centre Link Road	700	2	700	0	9,116	0
14,750	- Ely Crossing	5,500	1,323	6,918	1,418	36,000	0
0	- Chesterton Busway	0	27	0	0	0	0
2,110	- Guided Busway	500	256	500	0	151,147	0
12,065	- King's Dyke	3,421	125	121	-3,300	13,580	0
500	- Wisbech Access Strategy	672	266	511	-161	1,000	0
	- A14	100	54	100	0	25,200	0
1,439	- Other Schemes	967	566	930	-37	6,710	0
	Other Schemes						
5,600	- Connecting Cambridgeshire	4,860	2,583	3,767	-1,093	30,700	0
85	- Other Schemes	85	0	85	0	680	0
<b>71,699</b>		<b>52,139</b>	<b>24,649</b>	<b>45,832</b>	<b>-6,307</b>	<b>415,691</b>	<b>0</b>
	Capital Programme variations	-10,500		-4,193	6,307		
<b>71,699</b>	<b>Total including Capital Programme variations</b>	<b>41,639</b>	<b>24,649</b>	<b>41,639</b>	<b>0</b>		

### Revised Budget

The decrease between the original and revised budget is made up as follows:-

- Carry-forward of funding from 2015/16 due to the re-phasing of schemes which reported as underspending at the end of the 2015/16 financial year.
- The phasing of a number of schemes have been reviewed since the published business plan and this has resulted in a reduction in the required budget in 2016/17, most notably the schemes for Ely Crossing and King's Dyke.
- As previously reported, the Capital Programme Board recommended that services include a variation budget to account for likely slippage in the capital programme, as it is sometimes difficult to 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.

## **Current Spend**

The payment to the Highways Service Contractor was not processed before month end due to Christmas break and therefore the actual expenditure is lower than originally expected. This will be rectified by the end of January.

## **2016/17 Forecast Spend**

### **Delivering the Transport Strategy Aims**

A number of schemes that were originally budgeted within the 'Cambridgeshire Sustainable Transport Improvements' and 'Operating the Network' lines are now being charged to the 'Delivering the Transport Strategy Aims' line as the schemes are Highway schemes and of a similar nature.

The final assessment work on Norwood Road, March has commenced with our Partner, Network Rail. The works have been delayed to avoid any disruption on the rail network and to ensure that best value is obtained for all. Due to the complexity of the scheme construction will now begin in 2017/2018 but the assessment period is currently being accelerated through close liaison with Network Rail. Funding through the March Market Town Transport Strategy has been agreed.

### **Safety Schemes**

This area is expected to underspend by £80k as work on the scheme A10 Shepreth Melbourn Bypass is now complete and is underspent.

### **Operating the Network - Traffic signal replacement**

Due to issues with purchasing of land, a scheme on Cherry Hinton Road (Queen Edith's Way/ Robin Hood junction), £668k worth of expenditure will slip into 2017-18. The scheme is fully funded by S106 developer contributions.

### **£90m Highways Maintenance**

£6m was initially allocated to this area in 2016-17 and spare funding from the previous year was rolled forward into future years. Historically although more work has been programmed than budgeted for the year, for a number of reasons schemes have slipped and expenditure has always been within the agreed budget. This year more schemes are being completed by the Contractor and total expenditure is likely to be nearer £7.7m. These additional schemes will therefore be funded by previous year's slippage.

### **Cambourne Library**

Expenditure for this will not occur in 2016-17 as the scheme is yet to be finalised. This is all funded by S106 developer funding.

### **Replacement of accrued streetlights with LEDs**

This scheme will not take place in 2016-17 as plans have not yet been finalised to achieve the required savings, as staff and contractor focus on completing the replacement programme.

### **Cycling schemes**

There have been a number of changes affecting the following schemes, which have changed the expected out-turn figures :-

- **Yaxley to Farcet**

Initially work was planned to commence late summer, but at that point neither of the land deals had completed so it was not possible to start. One of the two land deals



has now completed, and the final one looks to be very close to completion. A revised start of works date has been set for 1<sup>st</sup> March 2017. There has been discussion with local members around an earlier date, but officers have advised against this due to concerns about wet ground conditions, given that the site is currently agricultural in nature. The delayed start date accounts for the reduced spend profile for this year.

- **Cherry Hinton High Street**

As well as the approved S106 developer funded cycling improvements, additional works were undertaken at the same time to maximise the road closure in place. These works included £170,000 to resurface the carriageway and £240,000 from the City Council to undertake streetscape improvements. All work has now been completed but invoicing for these additional work areas needs to take place, and thus it appears that the scheme is overspent which is not the case.

- **Lode to Quay**

This community led project has enjoyed strong support and thus objections through the planning process were not anticipated. Some objections were received which meant that the a decision had to made by the Planning Committee thus making for a delayed start and hence a reduced spend profile for this financial year. Planning consent is now in place and land agreements are now being finalised to allow a start and the main bulk of spend in 2017/18.

- **A10 Harston**

It was originally hoped to be on site in January 2017. A number of unanticipated issues were raised at consultation, for which it seemed prudent to resolve and thus take the scheme through a further round of consultation to ensure a good level of public buy in. This delayed the scheme, impacting on the spend profile for the current year. With scheme approval now in place and detailed design underway, works on site should commence in summer with the majority of spend now planned for 2017/18.

- **Bar Hill to Longstanton**

Officers have been working with both the A14 Project Team and the Northstowe developers to ensure a solution that fits with the A14 changes near to Bar Hill and the new Northstowe access road that links Northstowe with the B1050 between Bar Hill and Longstanton. This has taken longer than expected and thus the spend profile for 2016/17 has not been achieved.

## **Ely Crossing**

The stage 1 developed design stage has been completed and a Stage 2 two (construction) target cost of £27.470,909 has been agreed. Initial work on site has now commenced and it is anticipated that the route will be open in spring 2018. It is anticipated that £6.9m will be spent in 2016/17.

## Archives Centre

The majority of spend for this scheme is now likely to occur next financial year.

## Connecting Cambridgeshire

This scheme is likely to be extended within the existing funding. The rollout contract with BT includes a “claw-back” provision which requires BT to reinvest any surplus profits into further broadband rollout if take-up exceeds the original forecast.

Although the current Superfast coverage exceeds that in many surrounding counties and is amongst the highest nationally, the heavy reliance on and high take up of Superfast broadband services amongst businesses and residents in Cambridgeshire means there is significant pressure to provide service for the “final 5%”, (approximately 18,000 premises) which are not covered in current rollout plans.

Whilst it is unrealistic to target 100% of premises with Superfast broadband, it is possible to significantly reduce the “final 5%” with a third rollout phase.

## King's Dyke

Planning permission has been granted and the tender package prepared. Agreeing arrangements for access to private land for ground investigation surveys is continuing to cause delay the completion of the works information. Given the amount of earthworks within the scheme, this is critical information for contractors to inform the tendered price, eliminate risk and provide greater cost certainty. Officers are continuing to work with the legal team and the land owner to agree access arrangements if possible, before taking legal action to gain entry. This has impacted on the programme and the key stages along with earliest expected dates for delivery are shown below. Options to mitigate programme impact are being considered and will be discussed at the Project Board.

Stage	Target Date
Planning application submitted	December 2015
Application determined	March 2016
Procurement and contract document preparation (Other than G.I)	November 2016
Publish Orders/objection period	December 2016
Agree Ground investigation access, complete survey and analysis report	December 2016
Tender issued	January 2017
Tender return	April 2017
Works package award approved by E and E Committee	June 2017
Detailed design	September 2017
Site mobilisation and construction	September/November 2017
Scheme open	September/November 2018

Meeting key stages is dependent on land access and acquisition, concluding agreements with Network Rail and agreeing a contractor's programme. Any objection to Compulsory Purchase Orders may add a year into the programme. Similarly Network Rail agreements may add to the programme, but on-going liaison with Network Rail is aiming to mitigate this risk.

Spend for this scheme is now likely to occur next year due to land access and legal issues with the land owner.

Key changes to the programme are reported to the Project Board which meets every 2-3 months.

### Capital Funding

2016/17				
Original 2016/17 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2016/17 £'000	Forecast Spend - Outturn (December) £'000	Forecast Funding Variance - Outturn (December) £'000
17,781	Local Transport Plan	17,789	16,381	-1,408
2,682	Other DfT Grant funding	2,908	2,908	0
17,401	Other Grants	9,593	7,550	-2,043
5,691	Developer Contributions	5,777	4,058	-1,719
18,155	Prudential Borrowing	12,705	11,261	-1,444
9,989	Other Contributions	3,367	3,674	307
<b>71,699</b>		<b>52,139</b>	<b>45,832</b>	<b>-6,307</b>
	Capital Programme variations	-10,500	-4,193	6,307
<b>71,699</b>	<b>Total including Capital Programme variations</b>	<b>41,639</b>	<b>41,639</b>	<b>0</b>

Funding	Amount (£m)	Reason for Change
Rolled Forward Funding	-3.6	This reflects slippage or rephasing of the 2015/16 capital programme to be delivered in 2016/17 which was reported in November 16 and approved by the General Purposes Committee (GPC)
Additional / Reduction in Funding (Specific Grant)	-16.4	Rephasing of grant funding for Ely Crossing (£4.75m) & King's Dyke (£11.3m), costs to be incurred in 2017/18
Revised Phasing (Section 106 & CIL)	-1.4	Rephasing of Cambridge Cycling Infrastructure (£0.7m) & Huntingdon West of Town Centre (£0.6m), costs to be incurred in 2017/18
Revised Phasing (Prudential Borrowing)	-1.9	Revised phasing of Guided Busway spend, Connecting Cambridgeshire and the Archives centre.
Revised Phasing (DfT Grant)	-0.8	Revised phasing of Cycling City Ambition Fund

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

### a) Highways & Community Infrastructure

Frequency	Measure	What is good?	Dir'n of travel ↑=good	Latest Data		2016/17 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-Dec-2016	418,455	417,000	G	G	<p>The figure to the end of December is 418,455, which means the year-end target of 417,000 has already been achieved.</p> <p>One major contingent has been a catalogue of North Witchford Rural District Council building bye law plans, with over a thousand items.</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	↑	2014/15	21.9%	24.2%	A	A	<p>The indicator is measured by a survey undertaken by Sport England. Sport England has revised some of its figures as they spotted an inconsistency in their data. The previously reported baseline figures for 2013/14 were: Cambridgeshire = 27.2% and Fenland &amp; East Cambridgeshire (combined) = 22.7%.</p> <p>The revised 2013/14 figures published by Sport England are: Cambridgeshire = 26.2% and Fenland &amp; East Cambridgeshire combined = 21.3%.</p> <p>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</p>

Frequency	Measure	What is good?	Dir'n of travel ↑=good	Latest Data		2016/17 Target	Current status	Year-end prediction	Comments
				Period	Actual				
									<p>a 5-year target to increase the participation rate in Fenland and East Cambridgeshire (combined) to 26.2%.</p> <p>The 2014/15 figure has improved slightly to 21.9%, 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								
	Number of visitors to libraries/community hubs - year-to-date	High	↓	To 30-Sep-2016	1,183,257	2.4 million	A	A	<p>Figures to the end of September show that there were 1.18 million physical visits to libraries/community hubs which is just below target.</p> <p>With the rise of eBooks, and a reduction in opening hours at the larger libraries, it may be that fewer people are visiting libraries, or not visiting as frequently as they did.</p> <p>Open+ (a self-service library with automated access by library card) has re-introduced hours at St. Ives from August.</p>
	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 30-Sep-2016	1,395,518	Contextual		Figures to the end of September show that there were 1.4 million item loans compared with 1.5 million for the same period last year.	
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	↔	2015/16	2%	3%	G	A	Final results indicate that maintenance should be considered on 2% of the County's principal road network. This is the same as the 2014/15 figure and better than the Council's 2015/16 target of 3%.

Frequency	Measure	What is good?	Dir'n of travel ↑=good	Latest Data		2016/17 Target	Current status	Year-end prediction	Comments
				Period	Actual				
	Classified road condition - narrowing the gap between Fenland and other areas of the County	Low	↑	2015/16	2.88% gap	2% gap	R	A	<p>There was a gap of 2.9% between Fenland and other areas of the County during 2015/16. The gap has narrowed slightly from the 2014/15 level of 3%, but it is above (worse than) the target of 2%.</p> <p>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.</p> <p>Targets are based on the Highways Infrastructure Asset Management Plan (HIAMP) highway condition model outputs based on current and forecast funding levels.</p>
	Non-principal roads where maintenance should be considered	Low	↔	2015/16	6%	8%	G	A	<p>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 2014/15 and the Council's 2015/16 target.</p>
	Unclassified roads where structural maintenance should be considered	Low	↓	2015/16	33%	Contextual			<p>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%. In reality, the condition of unclassified roads is generally stable. The 2016/17 annual</p>

Frequency	Measure	What is good?	Dir'n of travel ↑=good	Latest Data		2016/17 Target	Current status	Year-end prediction	Comments
				Period	Actual				
									survey will look to address this anomaly.
Road Safety									
Monthly	Operating Model Outcomes: People live in a safe environment & The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents								
	Killed or seriously injured (KSI) casualties - 12-month rolling total	Low	↓	To 30-Sep-2016	334	<276	R	R	The provisional 12 month total to the end of September is 334, compared with a 2016 year-end target of no more than 276. As can be seen from the graph, the numbers can fluctuate quite a lot around an underlying downward trend, but the 2016 target is now not expected to be achieved. Work is underway to look at the figures in more detail to aid our understanding of the increase and the indicator will continue to be monitored closely.
	Slight casualties - 12-month rolling total	Low	↔	To 30-Sep-2016	1683	Contextual			There were 1,683 slight injuries on Cambridgeshire's roads during the 12 months ending September 2016 compared with 1,646 for the same period the previous year.
Rogue Traders									
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 30-Sep-2016	£139,510	Contextual			<p>£7,930 was saved as a result of our intervention in four rogue trading incidents during the second quarter of 2016/17. The annual average based on available data since April 2014 is £139,510.</p> <p>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</p>

Frequency	Measure	What is good?	Dir'n of travel ↑=good	Latest Data		2016/17 Target	Current status	Year-end prediction	Comments
				Period	Actual				
									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-Nov-2016	99.6%	99%	G	G	The 4-month average (the formal contract definition of the performance indicator) is 99.6% this month, and remains above the 99% target.
	Energy use by street lights – 12-month rolling total	Low	↑	To 30-Nov-2016	11 million Kwh	8.90 million Kwh	A	A	Actual energy use to November is 11 Kwh, now within 2.5% of the energy target (for the same month) and with the difference expected to close as we move towards the end of the replacement programme.  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).  Targets should be achieved from February onwards (as all replacements should be complete by then), but these will need to be further updated following the recent decision to revert the dimming and part night lighting decision.
	Performance against street light replacement programme	High	↑	At 30-Nov-2016	99.3%	100%	A	A	99.3% of the programme has been completed, representing 54,800 street lights.  Whilst a significant number of lights were replaced in November, there were also lights that had been worked on beforehand, but hadn't been signed off as completed by our independent certifiers due to outstanding faults. These faults were then picked up and



Frequency	Measure	What is good?	Dir'n of travel ↑=good	Latest Data		2016/17 Target	Current status	Year-end prediction	Comments
				Period	Actual				
									<p>completed (and certified as such in November).</p> <p>The majority of the works were completed as part of the Core Investment Programme as of the end of June but there are still some replacements/refurbishments outstanding associated with heritage columns and Richardson candles. There is now a revised programme for these additional works and it is scheduled for completion by the end of January.</p>
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-Oct-2016	27.3%	Contextual			During the 12-months ending October 2016, 27.3% of municipal waste was landfilled.