

GENERAL PURPOSES COMMITTEE



Date: Tuesday, 20 October 2015

Democratic and Members' Services

Quentin Baker

LGSS Director: Law, Property and Governance

10:00hr

Shire Hall
Castle Hill
Cambridge
CB3 0AP

**Kreis Viersen Room
Shire Hall
Cambridge
CB3 0AP**

AGENDA

Open to Public and Press

CONSTITUTIONAL MATTERS

- | | | |
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| 1 | Apologies and Declarations of Interests | oral |
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Guidance for Councillors on declaring interests is available at
<http://tinyurl.com/cccdcoint>

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| 2 | Minutes - 15th September 2015 and Action Log | 5 - 20 |
| 3 | Petitions | oral |

KEY DECISIONS

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OTHER DECISIONS

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The General Purposes Committee comprises the following members:

Councillor Steve Count (Chairman) Councillor Mac McGuire (Vice-Chairman) Councillor Anna Bailey Councillor Ian Bates Councillor David Brown Councillor Paul Bullen Councillor Edward Cearns Councillor Steve Criswell Councillor Roger Hickford Councillor John Hipkin Councillor David Jenkins Councillor Lucy Nethsingha Councillor Tony Orgee Councillor Peter Reeve Councillor Michael Tew Councillor Ashley Walsh and Councillor Joan Whitehead

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

Clerk Name: Michelle Rowe

Clerk Telephone: 01223 699180

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GENERAL PURPOSES COMMITTEE: MINUTES

Date: Tuesday, 15th September 2015

Time: 10.00a.m. – 1.20p.m.

Present: Councillors Bailey, Bullen, Cearns, Count (Chairman), Hickford, Hipkin, Jenkins, Kavanagh (substituting for Councillor Walsh), McGuire (Vice-Chairman), Nethsingha, Orgee, Reeve, Rouse (substituting for Councillor Criswell), Schumann (substituting for Councillor Brown), Shuter (substituting for Councillor Bates), Tew and Whitehead

Apologies: Councillors Bates, D Brown, Criswell and Walsh

Also in

Attendance: Councillors Harford and Leeke

143. DECLARATIONS OF INTEREST

There were no declarations of interest.

144. MINUTES –28TH JULY 2015 AND ACTION LOG

The minutes of the meeting held on 28th July 2015 were agreed as a correct record and signed by the Chairman. The Action Log and following updates were noted:

- the detailed proposals to be presented to the Committee regarding the associated costs of implementing the new Operating Model would be considered as part of the Business Plan process and presented to the Committee in November. **Action Required.**
- the Chief Finance Officer (CFO) apologised to Councillor Jenkins for the confusion around the date for his briefing on any potential contract disputes.

One Member challenged the response to the investigation on how the shortfall in Park and Ride income was predicated. He reported that Economy and Environment Policy and Service Committee had been informed that the projection figures were incorrect as they were based on the wrong assumptions and further work was therefore needed. In response to a query from the Chairman, it was noted that the Committee had not agreed a recommendation in response to this issue. The Chairman was concerned that General Purposes Committee should not repeat the work of the Economy and Environment Policy and Service Committee. It was noted that General Purposes Committee had requested an action which had been completed.

The Chairman drew attention to the fact that the Recruitment Strategy Report would be taken to Children and Young People Policy and Service Committee on 8th December and Adults Policy and Service Committee on 1st December before being presented to General Purposes Committee. He reminded the Committee that it had asked officers to come back with an action plan in October. He was therefore concerned that the decision to defer this report had been taken without any reference to the Chairman of

General Purposes Committee. The Chief Executive acknowledged that the Chairman should have been consulted.

145. PETITIONS

No petitions were received.

146. INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING 31ST JULY 2015

The Committee received a report detailing the financial and performance information to assess progress in delivering the Council's Business Plan. It was noted that the overall revenue budget position had improved since the last meeting. This was primarily due to the Government decision to delay the Care Act funding reforms until 2020. Members were informed that an assumption had been made that Government would not recover £873k for this function. It was also noted that there had been an increase in debt charges mainly due to favourable variances for Minimum Revenue Provision and Interest Payable.

Members were reminded that the Committee had agreed a recommendation at its last meeting inviting Committee Chairs to report at the next meeting of General Purposes Committee on actions in place to address emerging overspends. Attention was drawn to the actions detailed in Appendix 7 of the report. The Chairman invited the Chairs to address the Committee as follows:

- Councillor Tew, Chairman of Adults Policy and Service Committee, reported that Children, Families and Adults (CFA) would need to cut services as it could not cut care packages which it had a legal obligation to provide. The Chairman of General Purposes Committee highlighted the need to review the interpretation of what constituted a statutory minimum. The Vice-Chairwoman of Adults, Councillor Bailey, reported that the Committee had managed to reduce its overspend from £4m to £1.8m. Although it was not possible to cut a percentage off care packages, it was possible to review people's needs which changed all the time. She was keen to achieve a better understanding of the staffing structure which would be considered in detail at a future Spokes meeting. She added that it was not proposed to cut front-line staff.
- Councillor Whitehead, Chairwoman of Children and Young People Policy and Service Committee, reminded Members that CFA was a demand led service governed by national legislation. The Committee had considered how it could reduce the budget long-term but it was difficult to make short-term reductions. There was the dilemma that if it cut non-statutory services such as early help this would result in bigger overspends in the future. There was a danger that reducing staff costs further could increase pressure on remaining staff. The Chairman of General Purposes Committee informed Members that they would need to take unpalatable decisions in the future. The Chairwoman added that the Service had earmarked funding for any possible emergencies resulting from the increase in risk.
- in the absence of Councillor Bates, Councillor Cearns as Vice-Chairman of Economy and Environment Policy and Service Committee was invited to address

the Committee. Councillor Cearns reported that he had not been informed of the need to stand in for Councillor Bates nor involved in the compilation of the report from the Committee.

- Councillor Jenkins, Chairman of Health Policy and Service Committee, drew attention to the fact that Public Health was forecasting a balanced budget at year end. However, he was disappointed that the Government had made an in year budget cut in grant. The Committee would be meeting to see how this could be addressed.
- Councillor Hickford, Chairman of Highways and Community Infrastructure Policy and Service Committee, explained that the Economy, Transport and Environment (ETE) report covered both Economy and Environment, and Highways and Community Infrastructure Committees. He reported that there was a small overspend relating to Park and Ride which would be covered partially by increased income from bus lane enforcement. He gave assurance that his Committee would achieve a balanced budget.
- Councillor McGuire, Chairman of the LGSS Joint Committee, reported on actions to manage the £1m overspend in the LGSS Managed budget. Members were informed that the Council now expected to receive £281k in rental income from Castle Court if planning permission was granted this month. County Farm rent reviews and investments in energy reduction had resulted in an additional £170k. It was proposed to release the £475k reserve for IT Asset Replacement and carry forward demand. It was also proposed to release the £225k redundancy budget to help achieve a balanced budget.

During discussion, members made the following comments:

- expressed nervousness regarding the assumption made on the funding for the Care Act.
- queried what was meant by ETE having a number of budgets that could easily be varied. The CFO explained that the spend for a number of ETE budgets could be influenced. It was noted that Highway Maintenance spending could be varied in the short-term although there were likely to be long-term consequences. One Member suggested that moving funding from Highway Maintenance was contrary to policy. The CFO reminded the Committee that the Council determined the allocation of budgets in its Business Plan. However, it was noted that activity led to a number of variables in year which were managed via the rules set out in the Council's Constitution. The Chairman of Highways and Community Infrastructure Policy and Service Committee acknowledged that the wording in the report was unfortunate.
- asked how the Community Transport budget could be varied. One Member expressed concerned about where the Cambridgeshire Future Transport project was heading and that any cut in funding would have major implications. The CFO agreed to report to a future meeting. **Action Required.**
- expressed concern that resources required for City Deal schemes had impacted directly on other Council activities when Members had been assured that this would

not be the case. The Chairman reported that he had taken this issue up directly with the Executive Director: ETE. The CFO explained that there had been a short-term redirection of resources to get the City Deal up and running. However, it was important to note that the City Deal was fully funded. One Member drew attention to the Yaxley to Farcet Scheme which had been delayed previously by landowner problems. The Local Member was concerned that he had only recently found out at Economy and Environment Policy and Service Committee that it was now being partly delayed because of the decision to redirect resources to the City Deal. The CFO agreed to provide the Local Member with a note as to how this would be rectified. **Action Required.** One Member commented that the decision to redirect resources highlighted the fact that the Council did not have enough staff. It was noted that staffing costs had been budgeted for in the City Deal.

- highlighted the fact that a number of issues had been considered at Economy and Environment Policy and Service Committee including Ely Crossing. It was noted that this scheme would now be completed by the end of 2017.
- noted that the Council would receive £3.578m in Section 106 contributions for the Guided Busway at some point. Members were informed that this funding was dictated by the level of development for Northstowe. It was queried whether the Council was certain the Section 106 funding for Northstowe would be delivered. Members were informed that new legislation had impacted on delivery as the Council could only pool five developments, which had resulted in the CB1 developers not contributing. The Chief Executive agreed to provide a briefing note on the CB1 Development. **Action Required.**
- highlighted the need to bear in mind that General Purposes Committee should not encourage cuts in services in the short-term to meet budget savings which could in the long-term result in the Council avoiding higher costs. The Chairman explained that it was the responsibility of each Policy and Service Committee to identify actions to achieve a balanced budget in order to avoid storing up a problem for the future. The CFO reminded the Committee that there was £16m in the general reserve to mitigate for unforeseen circumstances.
- suggested a sensible increase in Council Tax. It was proposed that any referenda should be timed to coincide with the referenda taking place in 2017.
- expressed disappointment at the standard of some of the reports as it was not always clear as to what should be cut to achieve a balanced budget. The Chairman acknowledged the need for the Committee to receive a report at its next meeting about how each Policy and Service Committee planned to achieve a balanced budget. **Action Required.**
- queried the impact of unaccompanied foreign children on the CFA budget. It was also queried whether social workers were being risk averse and whether the Council was providing a 'gold plated' service compared to other authorities for Looked After Children.

It was resolved unanimously to:

- a) Analyse resources and performance information and note the remedial action currently being taken and consider if any further remedial action was required.
- b) Approve the use of the further £1.0m capital carry forward funding in 2015/16 (section 6.5).
- c) Approve the increase of £3.578m to the Prudential Borrowing requirement in 2015/16 (section 6.5).
- d) Approve the -£17.5m rephasing of Economy, Transport and Environment's (ETE's) Department for Transport (DfT) Grant requirement in 2015/16 regarding City Deal (section 6.5).
- e) Approve that the Independent Living Fund (ILF) grant of £1,037,438 be allocated in full to Children, Families and Adults (CFA) in 2015/16 (section 7.1).
- f) Approve that the additional Deprivation of Liberty Safeguards (DoLS) funding of £247,899 received in 2015/16 be transferred to the General Fund at year end, to replenish the County's resources used in the first instance to fund this activity (section 7.1).
- g) Approve the updated corporate performance scorecard for 2015/16 (section 5.1).

147. STRATEGY FOR SUPPORTING NEW COMMUNITIES

The Committee considered a report detailing the specific opportunities and challenges faced by Cambridgeshire County Council in responding to the needs of new communities. A strategy for supporting new communities had been developed in order to plan proactively for growth sites and ensure the Council had the necessary support in place to meet needs as they emerged. The strategy vision reflected community involvement and partnership working. There was a financial gap in the initial years of development and attention was drawn to Appendix 7 of the report detailing how this funding challenge would be approached. If forward investment in preventative activity was endorsed then it would need to be reflected in the Council's business planning process. Members were advised that a supplementary table detailing member feedback accompanied with an officer response and proposed action had been circulated.

The Chairman invited Councillor Harford who was a member of the Northstowe Joint Development Consultative Committee (JDCC) and Chairman of a Task and Finish Group at South Cambridgeshire District Council reviewing whether the results of a previous review had been adopted to address the Committee. Councillor Harford acknowledged the work of the officers in preparing the strategy. She reported that the insularity of the County Council and a silo mentality had been an impediment to moving forward. However, she drew attention to Northstowe as a great example of where County and District officers had worked well together. She stressed the importance of involving the NHS and Police who would both gain most from being engaged. She

highlighted the importance of organisations not thinking individually but instead taking responsibility for delivering public services as a whole. She acknowledged that more work was needed to ensure developers contributed to the success of new developments. In conclusion, she highlighted the need to reflect how all public organisations collaborated.

In response to questions, Councillor Harford commented as follows:

- the Northstowe project was the first time that District Council Members had felt that County Council officers were really accessible. One Member commented that the same could not be said for District Council officers who had not made themselves accessible to meet with him.
- acknowledged that it was very difficult to engage the NHS although Dr Bailey a GP from Cambourne had shared his experience with the Task and Finish Group. She highlighted the need for all NHS parties to be engaged including GPs and officers responsible for NHS buildings. The Chairman of Health Policy and Service Committee reported that public health issues relating to Northstowe were on the Committee's agenda.
- welcomed the close working between organisations which had not been apparent in 2007. It was important that all public organisations were encouraged to work as one big team.

During discussion, members made the following comments:

- highlighted the tension between early investment in preventative services to achieve a pay off at a later date and possible cuts to non-statutory services in order to achieve a balanced budget. Early investment was sensible but it was not clear how it would be allowed in terms of business planning. It was noted that there were fifteen new community projects in Cambridgeshire which all had early needs. Although the vision was commendable, it was unclear given the financial strictures how the strategy would be realised.
- welcomed the strategy but felt that it did not go far enough. It needed to focus on the needs of the community and how they could be supported by the County Council. It was disappointing that the strategy was not a partnership strategy, and it was also unclear how it would be delivered. There therefore needed to be a clear mechanism for delivery on the ground.
- suggested that the strategy was a worthy but flawed document which identified real issues but contained no solutions. It was a product of silo thinking rather than the proactive pulling together of separate strategies. The key to a successful new community was to get the built environment right rather than just developed houses. It was therefore important to do things differently in consultation with all partners.
- highlighted the importance of partnership. It was proposed that the County Council contribution needed to be seen as part of a greater strategy particularly as it was felt that some elements of the strategy were running contrary to the pressures the Council was under.

- suggested that the strategy felt more like an academic document than a working one. Attention was drawn to increased demographic pressures and the need to track and monitor those people moving into the county using Council services. It was also suggested that the Council should review whether it did enough to draw money in to the County from developers. One Member queried whether the time had come for a less aggressive growth strategy.
- queried the need to consider where the Council put its priorities. CFA was currently funding a New Communities Team to facilitate new developments and a community centre/hub. The Chairwoman queried whether Section 106 funding could be used to fund salaries for the staff facilitating new developments. She was concerned that this non-statutory function might be subject to budget cuts in the future.
- highlighted the fact that the Joint Strategic Needs Assessment had identified that new communities were not typical in the early stages as they had a greater number of young people and children. The priority needs had been identified as follows: provision of lifetime homes; formal and informal green spaces; and identification of early social infrastructure. It was acknowledged that some of the needs had been included in the strategy. However, there needed to be an overarching document supported by the County Council and District Councils.
- highlighted the point of the strategy which was to give the County Council a clear steer regarding the needs of new communities when having robust conversations with developers. Officers acknowledged this point and reported that they also had aspirations to take the strategy further forward than just the County Council. Partnership working was key and there would be multi agency working groups to action this work.

Given the comments on partnership working, the Chairman proposed, with the unanimous agreement of the Committee, to add an additional recommendation (d) in order to encourage all public services to work together to design a community which supported itself. It was proposed that a joint approach should be agreed within a specific timescale. The Chairman was also concerned that recommendation (b) did not identify how the Council would address the shortfall. Again with the unanimous agreement of the Committee, he proposed to delete “specifically” and add “the Council considers ways to”. Finally there was unanimous agreement to add “to finalise the County Council’s strategy” in recommendation (c).

It was resolved to:

- a) To comment on the Cambridgeshire County Council Strategy for Supporting New Communities;
- b) To endorse the recommendation that the Council considers ways to address the funding shortfall which occurs in the first years of each new development through business planning;
- c) To delegate authority to the Executive Director: Children, Families and Adults Services in consultation with the Chairman to finalise the County Council’s strategy, incorporating the feedback from committee members; and

- d) With partners to agree a joint approach to creating sustainable new communities for consideration by this Council by the end of 2015.

**148. LESS THAN BEST CONSIDERATION DISPOSAL –
CROMWELL MUSEUM BUILDING, HUNTINGDON**

The Committee received a report detailing options for dealing with the Cromwell Museum. Members were reminded that the withdrawal of County Council funding for the Museum was one of the Council's business plan savings. The Council owned the freehold for this small 12th Century Grade II building. Huntingdon Town Council had approached the Council with a proposal that it acquire the freehold of the building, that it become responsible for the structure of the asset, that the Museum Trust become responsible for the internal condition of the asset, and that the Town Council allow the Trust to continue to operate the building as a museum devoted to the life of Oliver Cromwell. It was noted that a proposal to transfer the freehold for a peppercorn payment would require approval from General Purposes Committee to a less than best consideration.

The Chairman reported that Local Member, Councillor Peter Brown, was fully supportive of this proposal.

During discussion, members made the following comments:

- queried why the Town Council would not accept a 999 year lease. The CFO reported that the Town Clerk who had been unable to attend the meeting had confirmed that it was Town Council policy to only accept an asset with a freehold rather than a lease. Any transfer would still be subject to a covenant restricting the use of the property.
- queried why the Town Council was only prepared to accept the freehold. There was real concern that the proposal did not safeguard the future of the Museum. The Trust had not yet been established and the Museum had not received its re-accreditation. It was felt that the County Council should only be paying the Town Council a contribution of £5,000 towards immediate maintenance work rather than £20,000. The value of the building at £45,000 was also queried and there was concern that the Council was giving away £1,250 in income rights as well as providing archive storage at nil rent. There was particular concern that there was nothing to stop the Town Council changing the venue to a cultural asset resulting in the need for the Council to remove its collection.
- queried whether the covenant safeguard could be breached. It was noted that it was possible to take legal action to enforce a covenant but there were risks. It was easier to take action in relation to forgoing on a lease.
- reported that Cabinet had wanted to dispose of the Museum. There was a need to avoid a silo mentality in order to allow one public authority to transfer an asset to another public authority for the benefit of local people. It was noted that the Town Council was trying to acquire different properties for storage, which would remove the need for the County Council to provide archive storage. In response, a former

member of Cabinet reported that there had been no discussion about giving the Town Council the freehold.

- queried whether the Council would still have to pay maintenance costs if it agreed a leasehold. It was noted that a long lease of over 99 years would result in maintenance obligations passing to the Town Council. In response to a query, it was also noted that an incentive package had been offered to the Town Council with a long lease.
- reminded the Committee that the Town Council was not prepared to accept a leasehold. It was felt that the Council should not test the Town Council further as it could lose patience. It was a good arrangement for the use of the building in order to provide a benefit to the people of Huntingdon and beyond.
- expressed concern that if the Town Council refused to take on the leasehold it could result in the closure of the Museum.
- queried the costs involved in negotiating access rights with the purchaser of the former probation offices. It was noted that the costs related solely to time at the moment but there could be legal costs in the future.

Given the concerns about guaranteeing the Museum's future, Councillor Bailey proposed an amendment, seconded by Councillor Schumann, to remove "freehold" and add "999 leasehold" and add at the end "in consultation with the Chairman of General Purposes Committee". On being put to the vote the amendment was carried.

It was resolved to:

approve a transfer of a 999 leasehold of the Cromwell Museum building to Huntingdon Town Council at less than best consideration for continued use as a public museum on detailed terms agreed by the Head of Strategic Assets in consultation with the Chairman of General Purposes Committee.

149. BUSINESS PLANNING - SERVICE COMMITTEE REVIEW OF THE DRAFT 2016-26 CAPITAL PROGRAMME

The Committee considered a report setting out an overview of the draft Business Plan Capital Programme for Corporate and Managed Services. One Member welcomed the proposals for housing.

It was resolved unanimously to:

- a) note the overview and context provided for the 2016-17 Capital Programme for Corporate and Managed Services; and
- b) comment on the draft proposals for Corporate and Managed Services' 2016-17 Capital Programme and endorse their development.

150. EAST BARNWELL COMMUNITY CENTRE

The Committee received an update following a decision at the last meeting to consider two options for the delivery of a mixed development at East Barnwell. Discussions had taken place with the Christ the Redeemer Church who owned the largest of the three sites. The Minister had been very supportive but he did not hold the assets. The CFO explained that there was now a real opportunity to move this project on. It was important to bear in mind that the Council was dealing with an external partner which might slow progress slightly. However, the CFO would be mindful of any delays which were beyond acceptable, and this might result in the Council then developing its own facility.

Speaking as a Local Member, Councillor Whitehead thanked the officers for the work which had taken place. She acknowledged the benefit of using a bigger land area in order to ameliorate the conflict between the interests of residents, and the community and sports facilities. Councillor Bullen who had been involved in the development discussions welcomed this report as the best outcome for the site.

The Chairman proposed, with the unanimous agreement of the Committee, to amend recommendation (c) to reflect the standard process for dealing with business cases.

It was resolved unanimously to:

- (a) Note the feedback from the adjoining land owners;
- (b) Agree that the Council should continue developing proposals for a mixed use development in partnership with the Christ the Redeemer Church with a target of agreeing Heads of Terms within 6 months;
- (c) That consideration of the Business Case be undertaken by the Chief Finance Officer in consultation with the Chairman of the Committee, the Member for Abbey Division, the Investment Review Group and the East Barnwell Strategy Group.

151. TREASURY MANAGEMENT QUARTER ONE REPORT

The Committee considered the first quarterly update on the Treasury Management Strategy 2015-16, approved by Council in February 2015. Attention was drawn to an error in Section 10.2 which required the replacement of the word "Cabinet" with General Purposes Committee.

It was resolved unanimously to:

note the Treasury Management Quarter One Report 2015-16.

152. ENGAGEMENT WITH MEMBERS - REVISED PROTOCOL FOR STRATEGIC ASSETS

The Committee considered a protocol for improved engagement of Members in strategic asset matters.

A member of the Treasury Management Group welcomed the protocol to ensure the engagement of Members. His comments were supported by the Chairman who thanked the officers for their work.

It was resolved unanimously to agree the approach proposed.

153. CORPORATE RISK REGISTER UPDATE

The Committee received a report detailing the current status of corporate risk. Attention was drawn to the following changes: the increase from amber to red of risk 1b 'Failure to deliver the current five year business plan'; the combining of risks 14 and 16 to a single new risk 28 'Lack of capacity to respond to rising service provision'; and a new risk 27 'The Pension Fund is materially under-funded'.

One Member suggested that the whole council should be concerned that the number of risks was increasing. She highlighted a number of other risks which should be reviewed as follows: risk 22 'The Cambridgeshire Future Transport programme fails to meet its objectives within the available budget'; and risk 20 'Non compliance with legislative and regulatory requirements'. She also had concern about the level of risk associated with risk 15 'Failure of the Council's arrangements for safeguarding vulnerable children and adults'.

Other Members commented on risk 1b 'Failure to deliver the current five year Business Plan'. It was suggested that the pace of the transformation agenda should be moved forward as a key part of the action plan. There was concern that sufficient attention had not been given to the magnitude of the situation and the action needed to address it. Another Member suggested external input to review the Council's budget. The Chairman reminded the Committee of the arrangements to appoint a new Chief Executive.

It was resolved unanimously to note the position in respect of corporate risk.

154. FINANCE AND PERFORMANCE REPORT – JULY 2015

The Committee was presented with the July 2015 Finance and Performance report for Corporate Services and LGSS Cambridge Office. One Member requested a separate column in future 'Income and Expenditure – Overall Position' tables detailing the original budget position. **Action Required.**

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

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

The Committee considered its agenda plan, training plan and appointments to outside bodies, partnership liaison and advisory groups, and internal advisory groups and panels.

It was resolved to:

- a) review its Agenda Plan attached at Appendix 1;
- b) review and agree its Training Plan attached at Appendix 2;
- c) agree the following appointments:
 - Cambridgeshire Police and Crime Panel appoint Councillor Bullen to replace Councillor Reeve;
 - appoint Councillor Boden to represent the County Council on Camsight;
 - Councillor Count to be the Council's representative on the Cambridge City Council, South Cambridgeshire and Huntingdonshire District Councils Shared Services Board; and
 - appoint Councillor Boden to represent the County Council on the Isle of Ely Society for the Blind.

Chairman

**GENERAL PURPOSES
COMMITTEE****Minutes-Action Log****Introduction:**

This log captures the actions arising from the General Purposes Committee on 15th September 2015 and updates members on the progress on compliance in delivering the necessary actions.

This is the updated action log as at.

Minutes of 15th September 2015

Item No.	Item	Action to be taken by	Action	Comments	Completed
144.	Minutes – 28th July 2015 and Action Log	C Malyon	Detailed proposals to be presented to the Committee regarding the associated costs of implementing the new Operating Model for Business Planning. Councillor Jenkins requested a briefing on any potential contract disputes.	To be presented to the Committee in November. Chris Malyon and Councillor Jenkins met to discuss.	On-going Yes

Item No.	Item	Action to be taken by	Action	Comments	Completed
146.	Integrated Resources and Performance Report for the period ending 31st July 2015	C Malyon	Appendix 7 details that Economy, Transport and Environment (ETE) has a number of budgets that could easily be varied. Chief Finance Officer (CFO) to report how the Community Transport budget could be easily varied.	This was an unfortunate service explanation. As described at the meeting reductions in maintenance budgets could be deferred at the year-end without a material impact on a short term basis. If continued on a long term basis this would have an impact.	Yes
	As above	C Malyon	The CFO to provide Councillor McGuire with a note on how the impact of redirecting resources to City Deal schemes on the Yaxley to Farcet Cycling Scheme would be rectified.	The schemes have been re-profiled to reflect more realistic delivery plans. A response has been provided to Cllr McGuire.	Yes
	As above	C Malyon	Each Policy and Service Committee to report to the next meeting of GPC how it planned to achieve a balanced budget.	The Chairman/woman of each Committee presented their proposals to the September GPC meeting	Yes
	As above	G Hughes/ C Malyon	Briefing note on the CB1 development in relation to the delivery of Section 106 funding.	The Service Director, Strategy & Development is writing a briefing note.	

Item No.	Item	Action to be taken by	Action	Comments	Completed
154.	Finance and Performance Report – July 2015	C Malyon	Include a separate column in future 'Income and Expenditure – Overall Position' tables detailing the original budget position.	This will be included in future reports.	
	Carry over from meeting of 28 July 2015	C Malyon	Delegate responsibility to the S151 Officer in consultation with the Chairman and Vice Chairman for GPC to develop and finalise an Accountable Body Agreement between Greater Cambridge Greater Peterborough Local Enterprise Partnership and Cambridgeshire County Council.	Final draft of the Accountable Body Agreement is still awaiting sign-off by the LEP's legal team. <i>(no change from last time)</i>	

BUSINESS PLANNING - DRAFT STRATEGIC FRAMEWORK

To: **General Purposes Committee**

Meeting Date: **20th October 2015**

From: **Director of Customer Service and Transformation**

Electoral division(s): **All**

Forward Plan ref: **2015/058** *Key decision:* **Yes**

Purpose: **This report sets out the draft Strategic Framework as part of this year's Business Planning Process, and asks the Committee to agree this version ahead of a more detailed version being incorporated into the final Business Plan recommended to Council in February 2015.**

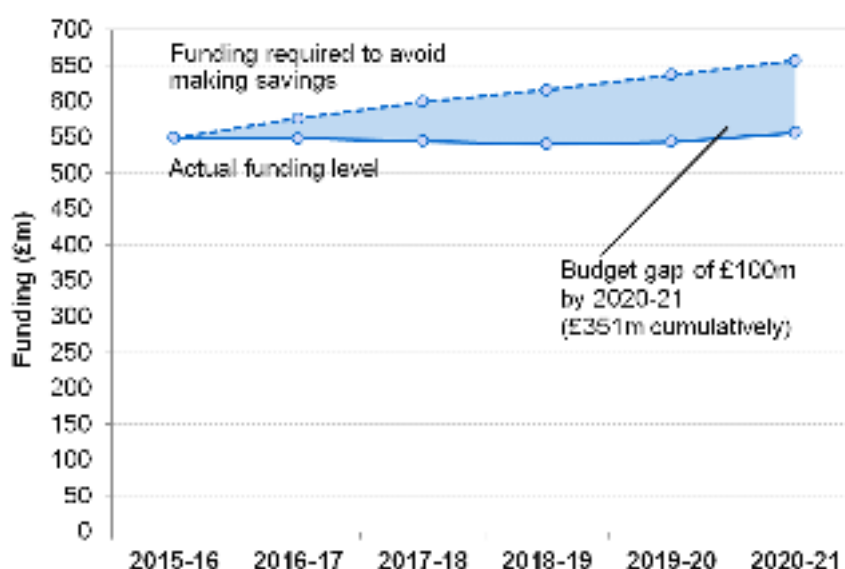
Recommendation: **It is recommended that the Committee:**

- **Approve the Draft Strategic Framework as the basis for Service Committees consideration of Business Plan proposals in the period November 2015 – January 2016.**

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1. BACKGROUND

- 1.1 The outlook facing this Council is deeply challenging for Cambridgeshire and its communities. The scale of funding being taken out of local public services is vast, and demand for the same services is steadily rising. Significant cuts have already been made to Council services over the last five years, with deeper and tougher cuts to come. This has driven innovation and transformation across the board to protect frontline services as much as possible, but it is inescapable that in the future these pressures will be felt by our communities and those that rely on the Council's support.



- 1.2 The Council has recognised that in the face of this, a new strategic approach is needed to drive Council-wide transformation and provide a clear framework for how the organisation will adapt to the circumstances it faces.
- 1.3 Since the Council's unanimous approval of the Criswell / Manning motion in October 2014, senior Members and officers have developed a new "operating model" that is better suited to tackle the scale and severity of the challenge facing the organisation. This new model is based upon outcome-led planning, better coordination of services across the Council and with our partners, and taking a longer-term view to the planning and delivery of services.
- 1.4 This model has been developed with Members and officers through organisation-wide Members' Seminars, General Purposes Committee (GPC) and Strategic Management Team (SMT) workshops and further work specific to the role of Service Committees. It has been developed alongside the business planning process this year to produce a budget for 2016/17 onwards.
- 1.5 The draft Strategic Framework that is presented to the Committee today is intended to articulate the key principles that will guide the decisions and changes the Council makes over the next five years, and describe clearly our current understanding of what this is likely to mean for our communities. It is before the Committee today so that GPC can through this Strategic Framework set the tone and context for the business planning discussions that Service Committees will hold throughout November and December 2015.
- 1.6 This draft of the Strategic Framework encompasses other specific strategies, such as the *CFA 2020 Strategy* that was approved in draft by Adults and

Children's Committees in September this year, and the *Building Resilient Communities Strategy* which is featured later on the agenda of this GPC meeting.

- 1.7 The approaches and ways of working set out in this Strategic Framework are not a solution to the huge financial challenges facing the Council, instead they are the way the Council says that it will work to tackle these challenges.

2.0 THE DRAFT STRATEGIC FRAMEWORK

- 2.1 The draft Strategic Framework is attached as **Appendix A** of this report. It is covers four main sections:
- 2.2 Our vision and ambition – being clear with our communities and our partners about what the Council is aiming to achieve over the next five years, and outlining the principles of the way we will plan and work to do that.
- 2.3 What will be different by 2020 – describing how our high-level strategies and approaches will change over the next five years, in order that we are focussed in the best way possible on achieving our vision with significantly less resource.
- 2.4 The key principles of our approach – describing in more detail the key principles that will underpin all of the above, so that we can use these principles to shape the responses we develop to these challenges with our customers, our communities, our partners and our workforce.
- 2.5 The headline implications for our communities – This Strategic Framework depicts a Council over the next five years that is going to be markedly different from the Council we have been over the last five years. We want to be clear about that change, and most importantly the implications that this will bring for people, places and us as an organisation.
- 2.6 It is intended that this draft document forms the first section of a three part Strategic Framework. As the Council's Business Plan develops over coming months, as Service Committees and GPC make further budget decisions, Sections 2 and 3 of the Strategic Framework will be developed to articulate and bind together the way that the strategies, principles and enablers defined in this first section are turned into delivery objectives, action plans and performance measures against which the organisation can be held to account.
- 2.7 The period between November 2015 and January 2016 will be used to engage further with our workforce, our partners and our communities so that the final Strategic Framework is refined and strengthened prior to it being recommended to full Council in February 2016.

3.0 THE GENERAL PURPOSES COMMITTEE'S ROLE IN IMPLEMENTING THIS STRATEGIC FRAMEWORK

- 3.1 This Strategic Framework represents vast and challenging organisational change over the next five years, which in turn has far-reaching implications for people and communities across Cambridgeshire. General Purposes Committee has a primary role in leading and then monitoring the progress of this transformation on behalf of the Council.

- 3.2 This will involve ensuring that the Council's governance is aligned to the delivery of the 2016-21 Business Plan, and that services and teams across the Council are focused on achieving the transformation that is defined within the Strategic Framework and the resulting detailed Business Plan.
- 3.3 The Council's constitution confirms that the General Purposes Committee has the remit to carry out this role through agreeing and recommending to Council this Strategic Framework alongside the Council's detailed Business Plan. Subsequently GPC has a role leading the Council's strategic transformation, and monitoring the performance of the organisation against the delivery of the changes and actions involved.
- 3.4 GPC is asked to approve this draft Strategic Framework. Service Committees are requested to use this draft Framework to assist them in their consideration of Business Plan proposals over the next few months. Feedback and further engagement on the draft Framework will inform the re-working of this document for further consideration by GPC in the New Year prior to recommendation to full Council along with the detailed Business Plan for 2016-21.

4. ALIGNMENT WITH CORPORATE PRIORITIES

4.1 Developing the local economy for the benefit of all

This draft Strategic Framework seeks to establish, for the period 2016-21 a new set of "corporate priorities" based upon the move to being an outcome-led Council. These outcomes are well aligned with the ambitions of the Council's existing corporate priorities.

4.2 Helping people live healthy and independent lives

This draft Strategic Framework seeks to establish, for the period 2016-21 a new set of "corporate priorities" based upon the move to being an outcome-led Council. These outcomes are well aligned with the ambitions of the Council's existing corporate priorities.

4.3 Supporting and protecting vulnerable people

This draft Strategic Framework seeks to establish, for the period 2016-21 a new set of "corporate priorities" based upon the move to being an outcome-led Council. These outcomes are well aligned with the ambitions of the Council's existing corporate priorities.

5. SIGNIFICANT IMPLICATIONS

5.1 Resource Implications

This draft Strategic Framework is intended to set a basis for subsequent Business Planning discussions and decisions on the use of the Council's resource over the period 2016-21.

5.2 Statutory, Risk and Legal Implications

There are no significant implications within this category.

5.3 Equality and Diversity Implications

This draft Strategic Framework forms the introduction to the Council's wider Business Plan 2016-21. The Business Plan itself will contain the detail of the changes that will take place to the organisation and its services over the period described, and as such specific proposals and plans are subject to Community Impact Assessments which consider equality and diversity implications.

The Committee should be aware that given the challenges faced by the Council over the period 2016-21, the adoption of the Strategic Framework will inescapably lead to the development of proposals which may have a negative impact across Cambridgeshire's communities. As stated above, the development of specific proposals will be assessed to ensure a strong awareness of the potential impacts across protected characteristics as defined in the Equality Act 2010.

5.4 Engagement and Consultation Implications

This draft Strategic Framework, and the documents that have fed into its development, are based upon the Council's ongoing engagement and consultation activity. As the Business Plan 2016-21 is developed it will be subject to specific consultation, a major aspect of which is the "budget challenge" film and accompanying survey currently live on the Council's website at: www.cambridgeshire.gov.uk/challenge.

5.5 Localism and Local Member Involvement

There are no significant implications within this category.

5.6 Public Health Implications

There are no significant implications within this category.

Source Documents	Location
The Council's Constitution	http://www.cambridgeshire.gov.uk/info/20050/council_structure/288/councils_constitution
Scheme of Financial Management	http://www.cambridgeshire.gov.uk/site/scripts/google_results.aspx?q=scheme+of+financial+management

Cambridgeshire County Council

Strategic Framework – Our Vision and the Challenge 2016-17 – 2020-21

Contents:

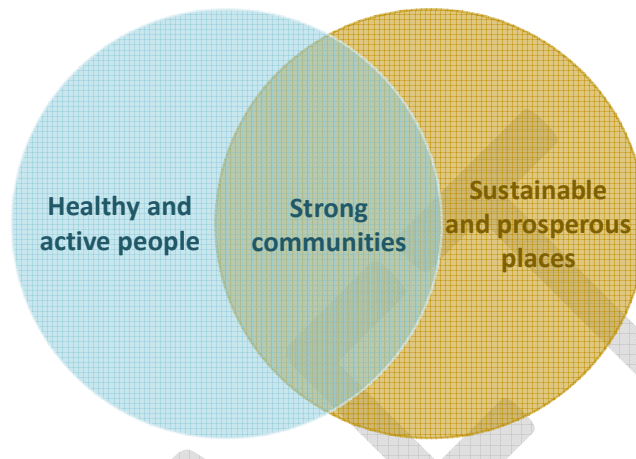
Vision and Ambition	page 2
What will be different by 2020?	page 5
Key principles of our approach	page 7
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DRAFT

Our Vision and Ambition

Our vision is:

**Making Cambridgeshire a
great place to call home**



Our ambition is for people in Cambridgeshire to live independently and safely within strong and inclusive communities and with networks of support that they can call on.

We will support people when they need our most specialist and intensive services.

We have a strong political mandate to deliver this vision and ambition by transforming the Council and the way we invest in developing strong communities. In October 2014 there was a unanimous call from the political leadership of the Council to redesign the way the Council plans to meet its future challenges and this strategy has been developed in response to that.

An outcome-led Council

To achieve our vision we are focussing on achieving a number of outcomes for the people of Cambridgeshire:

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

As our resources come under increasing pressure, these are the outcomes we believe we must be guided by when deciding how we can best invest to meet our vision. It is a huge challenge to deliver these outcomes with 40 per cent less resource over the next five years, but one that we are committed to.

We are taking a whole Council approach to delivering these outcomes, with all areas of the organisation responsible for their achievement. For example, supporting older people to live well independently may have previously been considered the responsibility of the adult and older people's teams. We must now consider it a responsibility of the whole work force – from trading standards staff to contact centre call handlers – and look for ways in which we can all contribute to its achievement.

More details on these outcomes are included in Appendix One.

Working as a whole Council to 'enable' these outcomes

As an outcome-led Council we will reconfigure the way we work within the organisation and with our partners to put the citizens of Cambridgeshire at the centre of all that we do.

We have identified a number of Council wide themes that are critical for us to deliver in order to achieve our outcomes. These are our enablers:

- Building resilient communities
- Exploiting digital solutions and making the best use of data and insight
- Having Councillors and officers who are equipped for the future
- Maximising commercialism and income generation and making best use of our assets
- Ensuring the majority of customers are informed, engaged and get what they need the first time they contact us

The challenges we face in achieving our vision and the choices we are making

To achieve our vision and ambition, we face a number of challenges. By 2020-21:

- the Cambridgeshire population will have increased by an estimated 92,500 since the last census in 2011¹. Coupled with this increase in population is a change in the age profile of the county, with the population being made up of more older people who could require our support;
- our budget will have reduced by £119 million. Over the same timeframe the economy of Cambridgeshire will continue to grow, placing its own pressures on the county's infrastructure; and
- people who need support from us will have increasingly complex needs, which will create a greater strain on our decreasing budgets.

¹<http://www.cambridgeshireinsight.org.uk/population-and-demographics/population-forecasts>

In setting our vision for the future, and taking these challenges into account, we will be proactive in using our collective resources to deliver our outcomes.

We will work with communities to help them take a stronger lead on determining and providing for their needs and we will invest our resources in the people and places where the need is greatest and where we can be most effective. We will work more as a facilitator and co-ordinator with residents, partner organisations, the voluntary sector and businesses to support them in shaping their futures.

Being an outcome-led Council means continually evaluating the way we deliver our services and the way we work with residents and partners. We need to grasp the opportunities that are offered by the emergence of the digital world, by economic growth, and – most importantly – by a population wanting and better able to manage their own lives and the places where they live.

This strategy is undeniably ambitious given the vastly reduced resource we will have over the five years of this plan. But there is no alternative. We cannot support Cambridgeshire to continue to thrive, and provide a safety net for those most in need, if we do not change.

What will be different by 2020?

To achieve our vision and ambition despite these challenges, we know that we need to employ some significantly different approaches and strategies across our entire business. These are mapped against our vision statements below.

Over the next five years we will work towards achieving our vision of **Healthy and Active People** by

- **investing our resources to support people's health and wellbeing**

We will maximise the impact of our preventative work and will work with people to build on their own strengths and the resources they offer. We will look to invest resources in early help and preventative activities to support people's health and wellbeing. Investing our resources to support people's health and wellbeing will help to prevent or delay people's need for our high cost services.

- **taking a focussed approach to our high-cost services and the support we offer to people**

We will take a strengths-based approach when working with the most vulnerable members of our communities to help to mitigate against the reality that we will have to cut the amount of care that we may be able to provide. We recognise that problems cannot always be solved quickly and some people will require ongoing support over the course of their lifetime. Where this is the case, we will continue to provide support through our specialist services, whilst also building on and developing people's networks of support. We will strive to make sure that despite the challenges that we face, the support provided helps people get back to living independently wherever possible, is of good quality and is cost effective.

- **working in partnership to transform support for people**

There is a long record of organisations working together for the people of Cambridgeshire and we are only one part of this network. We will continue to build on this approach to ensure that people are at the centre of all we do and that organisational boundaries do not get in the way of providing help for people when they need it.

We will work towards achieving our vision of **Sustainable and Prosperous Places** by:

- **redesigning our services around people and places**

We will develop ways of working which better reflect the places and communities that make up our county. We will take a whole Council approach to examining the potential gains from co-locating or integrating teams and by enabling our staff to work more flexibly across the county through the use of digital tools and processes. Taking this approach will help us to rationalise our estate across the County and ensure that people are able to engage with us in the locations that suit them. We will

work with communities to ensure that they have the levels of support that they need. We will look to communities to play an increasing role in looking after and improving their local environment and will invest in them to enable them to do so.

- **devolving decision-making to the lowest functional level**

Public Sector organisations across Cambridgeshire – including the County Council – are currently in discussions with the government about a devolution settlement for Cambridgeshire and Peterborough. This settlement would enable key decisions facing Cambridgeshire to be made as locally as possible and enable us to benefit from the continuing economic success of the county. We will build on this approach within Cambridgeshire and make sure that all of the decisions that we take are made as close as possible to the people and communities that are most affected by them.

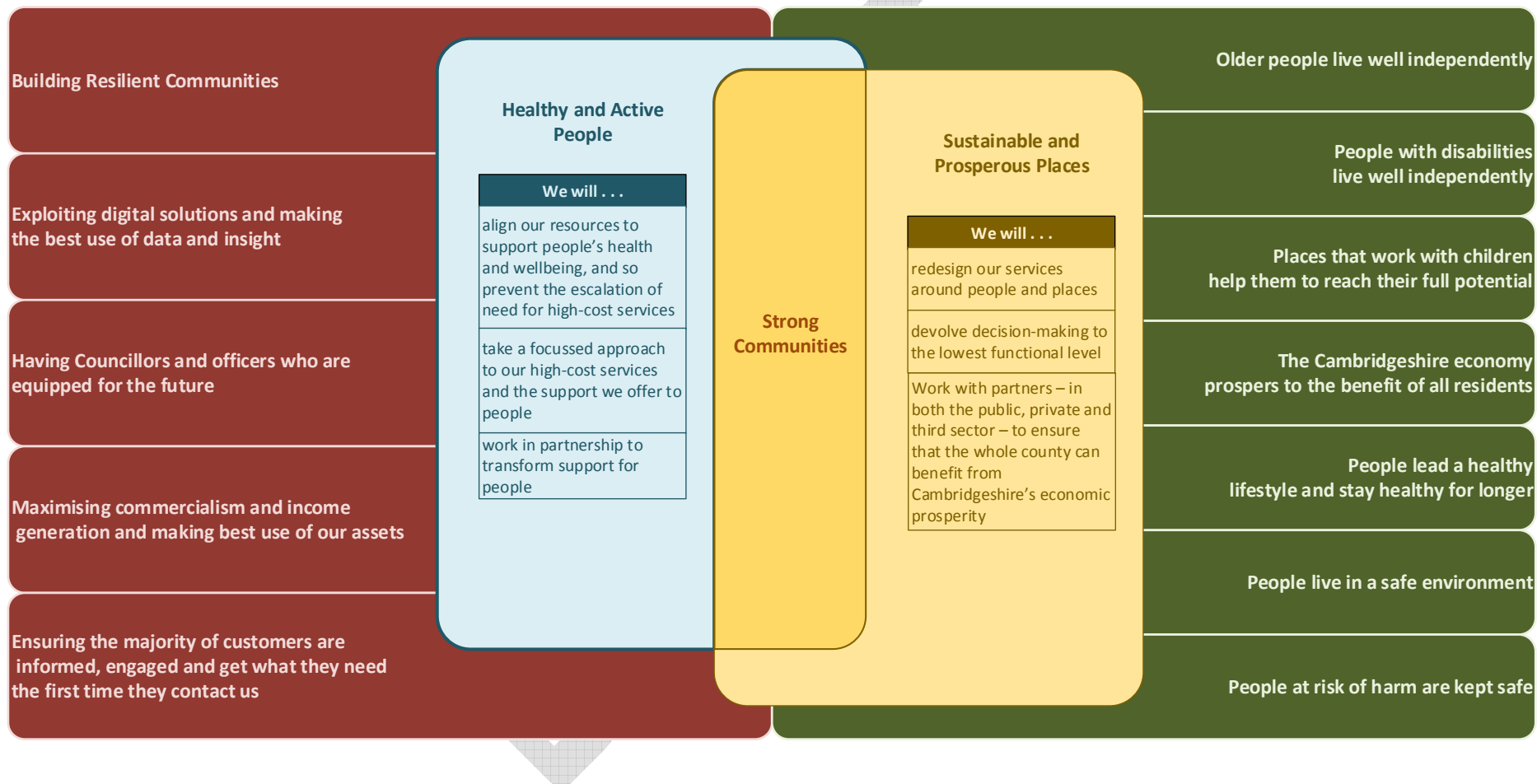
- **working with partners – in both the public, private and third sector – to ensure that the whole county can benefit from Cambridgeshire's economic prosperity**

To ensure that Cambridgeshire is able to continue to prosper, we need to make sure that we are able to contribute to the drivers of that prosperity – such as ensuring that the appropriate infrastructure is in place, and that our citizens have the correct skills – to meet the needs of those employers, both local, national and international who are investing in Cambridgeshire.

We need to support our workforce to deliver this strategy. Our ambition is that our workforce takes a strengths-based approach to all that they do – building solutions centred on the strengths of each individual and their networks and communities – rather than relying on solutions focused on deficits or need which will have a larger impact on our budget. The role of our Councillors as community leaders is key in supporting this change.

The following diagram sets out how all of these different elements fit together to help us achieve our vision of making Cambridgeshire a great place to call home.

Making Cambridgeshire a great place to call home



Key principles of our approach

Underpinning how we will work is a set of key principles. These principles will help us to shape how we achieve this change over the next five years and ensure that we put the citizens of Cambridgeshire at the centre of all that we do.

Key principles
<p>Promoting people's independence and progression</p> <ul style="list-style-type: none"> <p>We will build on people's existing and latent strengths and will focus on promoting their independence and progression and improving their outcomes.</p> <p>Where people do require ongoing support from us we will make sure that it helps people live independently, improves the quality of their life and is cost effective. Our work will be arranged and delivered locally and our interventions will be as targeted and as brief as possible.</p> <p>We will focus on building strength and capacity within people's relationships and the networks available to them.</p> <p>Building strength and capacity within families and the wider communities in which they exist will help people to meet their own needs and those of other members of their communities.</p> <p>Promoting people's responsibilities</p> <ul style="list-style-type: none"> <p>We will promote and support people's responsibilities for their own health and wellbeing</p> <p>As part our investment in people's health and wellbeing, we will be clear with people about their own responsibilities for maintaining and improving their own health and that of their families.</p> <p>Equally, we will promote and support the role that people can play in the care arrangements of older and younger generations in their families and communities.</p> <p>We will help communities take on more responsibility for looking after each other</p> <p>We will work with and invest in communities to ensure that they have the capacity to take more responsibility for looking after each other. We will understand that communities are best placed to decide on the support that they need from us.</p> <p>Transforming how we work</p> <ul style="list-style-type: none"> <p>Building resilient communities</p> <p>We will ensure that all of our customer and community-facing staff are part of a Council-wide system of prevention and community building, facilitating networks and linking to community-based support.</p> <p>Exploiting digital solutions and making the best use of data and insight</p> <p>We will give citizens, officers and members the right skills and an adequate infrastructure to connect and engage digitally. By doing so, we can improve the quality of all council services as well as improving the reputation of the authority and reduce the cost of delivery of services.</p> <p>Having Councillors and officers who are equipped for the future</p> <p>Our Councillors and officers will champion community-based provision, proactively linking parish, district, county and community services around a defined understanding of the strengths and needs of the communities that they represent.</p> <p>Our workforce will take a strengths-based approach to all that they do, and will build on the strengths of each individual and their networks and neighbourhoods, rather than focus on deficits and needs.</p>

Key principles

- **Maximising commercialism and income generation and making best use of our assets**
We will make the best use of our assets to build on existing revenue streams and create new ones, drive further efficiencies in our operational property portfolio, and create integrated infrastructure access – Service Hubs - for our communities
- **Ensuring the majority of customers are informed, engaged and get what they need the first time they contact us**
We will change the way that people can access our services in order to ensure a timely response to need. Wherever possible we will provide resolution at the first point of contact
- **Working across whole systems – so that we are aligning with partner organisations to achieve more with our collective resource and expertise**
Our work will be guided by achieving the best outcomes for the people of Cambridgeshire, not by organisational boundaries. So more and more we will work seamlessly with partners to deliver whole-system improvements and efficiencies.

Headline implications for our communities

This strategy sets out a vision for our Council for the next five years that is markedly different from the Council we have been over the last five years. We want to be clear about that change, and most importantly the implications that this will bring for people, places and us as an organisation:

This strategy requires a radical change in the expectations of our residents and communities

As our budgets continue to reduce over the next five years, residents and communities will need to contribute more to support themselves, their families or their communities, both in cash or in kind. There will be a greater expectation on family members and wider networks. We need to recognise in our conversations with people that we cannot always provide what we want to or what we have in the past.

Possible community contributions could range from people getting more involved in community based responses to local needs, to communities paying for street lights to be kept on for longer or communities getting involved in improvements to their local public spaces.

This is a significant shift in the culture of the Council, with Councillors and staff working together with communities in a way that continually reinforces these changing expectations and is clear about what we are able to meet within our statutory responsibilities, rather than focussing on what we may have been able to deliver in the past. This will lead to an increase in challenge and complaints. We need to be prepared for this, and we need to provide the training and knowledge to both Councillors and staff to support them with this.

This strategy will impact on those with the highest and most complex needs

As our resources reduce, the amount that we have to support and care for those with the greatest need will also diminish. At this point it seems inevitable that the packages of support we provide in the future will be smaller than they have been in the past so that we can continue to exercise our duty across a rapidly growing and ageing population.

We will continue to meet need within our statutory responsibilities, but we will look more and more across communities, networks and the whole range of public services to meet needs in increasingly different ways. Our approach to how people access our services will also aim to reduce demand on our statutory services by making best use of the strengths of our communities.

This strategy is dependent on Cambridgeshire becoming a digitally-driven county

We need to ensure that as much of the Cambridgeshire population is able to participate digitally as possible, whilst still ensuring access for all of our communities. Quality online access – anywhere, anytime, anyplace – is the essential pre-requisite to realising the potential of digital solutions. Likewise we need to develop a digital inclusion and delivery strategy that increases access to information through digital media and improves the efficiency of service delivery. Greater access to information will help inform people of services and self-help opportunities to improve their personal safety and that of their family and neighbours. Digital media will also help people to connect with people and share information amongst themselves with minimal intervention as well as engaging harder to reach groups such as younger people.

Summary

This document sets out vision for Cambridgeshire against a backdrop of drastic pressures on the Council and the wider public sector. It articulates the whole Council approach we will take and the changes we will adopt in order to achieve the outcomes we have set out as our priorities.

We are clear that over the next five years this change will have implications for the communities we serve, and as part of this there will be an increased expectation of the role that communities themselves will play.

The challenges that we face provide us with the opportunity to change the way we work as an organisation so that we are able to provide the support that our communities will need. Over the next five years our workforce will take a strengths-based approach, working with and alongside communities to build networks of support; we will improve the digital delivery of our services; we will respond to customers and communities the first time they contact us; and we will make the most effective use of our own assets.

This strategy is undeniably ambitious against the backdrop of the financial and demand pressures we face, but we feel that there is no alternative: we cannot support Cambridgeshire to continue to thrive, and provide a safety net for those most in need, if we do not change.

Appendix One – Cambridgeshire County Council's Outcomes

The Outcomes that we are working towards are:

Older people live well independently

Ensuring that older people can maintain their independence for as long as possible will result in a better quality of life for themselves, their families and their Carers. In a context of increasing numbers of frail older people and reducing budgets, the demand on the Social Care budget from older people represents one of the most significant risks and challenges that we face.

People with disabilities live well independently

There are people of all ages with disabilities, learning difficulties and mental health problems living in Cambridgeshire with a range of differing needs. Our role is to support people to live with choice and control in their lives, to enjoy a strong sense of well-being and to be able to live independently.

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

Our aspiration is for every child in Cambridgeshire to achieve the best they can. There is much to be proud of but we need all of the places that work with children to be good or outstanding, we need to accelerate the achievement of those who need more support, and we need to ensure that schools and those working with children across the county can recruit and retain the very best teachers and support staff.

The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents

Cambridgeshire in national and global terms is economically prosperous and has a reputation that attracts world leading companies. However, not everyone across the county shares in this prosperity, nor should it be assumed that Cambridgeshire will automatically maintain this position indefinitely.

People lead a healthy lifestyle and stay healthy for longer

A healthy lifestyle is fundamental to preventing ill health, achieving a strong sense of well-being, and reducing pressures on health and care services. However the opportunities for people to choose a healthy lifestyle depends on affordability and a range of determinants including access to housing, education, employment and community support. Ensuring that the whole population of Cambridgeshire has the opportunity to choose a healthy lifestyle is fundamental to the responsibility of the Local Authority for public health.

People live in a safe environment

We want the people of Cambridgeshire to live in places that are free from environmental harm (such as noxious industries and physical risks such as flooding and road accidents), and in communities where people look out for and protect each other.

People at risk of harm are kept safe

Ensuring safety for the most vulnerable is a vital contribution to our society and to some extent a role that we are uniquely placed to deliver. We hold the core responsibility for protecting people from harm, we are the experts in this field, but we also have a vital role leading the system of partners and communities to deliver this outcome. We are responsible for the quality of what we deliver and the consequences of failure are tragic and disastrous, meaning delivering with significantly less resource is extremely challenging, simply scaling back our current model is not an option

DRAFT

ELY HUB AND CAMBRIDGESHIRE ARCHIVES

To: General Purposes Committee

Meeting Date: 20 October 2015

From: Director of Finance; Executive Director, Economy,
Transport and Environment

Electoral division(s): All

Forward Plan ref: 2015/036 **Key decision:** Yes

Purpose: To seek the approval of the Committee to a reduction in scope of, and a small increase in the budget for, the Ely Hub project.

Recommendation: The Committee is asked to agree to:

- a) the scope of the project to be restricted to resolving the longstanding accommodation requirements of Cambridgeshire Archives and county registration records;
- b) the capital budget for the scheme to be increased to £4.2M; and
- c) the project to be progressed through planning and acquisition to completion.

Officer contact:	
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Email:	Christine.may@cambridgeshire.gov.uk
Tel:	01223 703521

1.0 BACKGROUND

- 1.1 At the 6 October meeting of the Highways and Community Infrastructure (HCI) Committee, Members were advised of an increase in the costs to convert a property in Ely for Council services, and asked to agree which option should be recommended to the General Purposes Committee. The report is attached at **Appendix A**.
- 1.2 HCI Members unanimously agreed to Option A in the report, reiterating the original purpose and focus of the project, which was to address the very longstanding accommodation needs of Cambridgeshire Archives.
- 1.3 Option A would continue the scheme just for the purposes of accommodating the archives and county registration records. The Cambridgeshire Collection (complementary library local studies collection, housed in Central Library), Ely Registration Office and staff working at Noble House could not be accommodated in this option.
- 1.4 This option would bring the costs closer to the original budget for the project, by not including a mezzanine floor and the requirements of other services. Sufficient capacity would be created for the archives on one floor by installing taller shelving, providing sufficient capacity for at least 20 years.
- 1.5 The cost of Option A (based on a recent, more detailed study) is expected to be £4.2M. This represents a £69k increase in the current capital budget in the business plan which totals £4,131k.
- 1.6 This project would address the Council's statutory duty of care for the archives in its care, in a fit for purpose building that is well located for public access. However, some revenue savings planned for future years (from integrating staff teams and from disposal of leased buildings) may be more difficult to achieve.

2.0 ALIGNMENT WITH CORPORATE PRIORITIES

2.1 Developing the local economy for the benefit of all

Archive and local studies services draw visitors from a wide distance; around 50% of visitors come from beyond the county and some from overseas, so convenient access by public transport and to a range of other services is important. Studies have shown that archive users make a contribution to the economy of the local area (using restaurants and local accommodation) and this is even more likely in an area that is attractive to tourists. Use at Huntingdonshire Archives and Local Studies has increased significantly since the services were combined in fit for purpose new accommodation in 2009; the same can be expected in Ely.

2.2 Helping people live healthy and independent lives

Archives help people to develop their personal identities and collective memories; they are used as tools to develop community identity, engagement and cohesion through a wider understanding of the history and values of others. They offer a way for citizens to "give back" to the wider community and to future generations of their own community, through the deposit of their own records and photographs, or through the cataloguing and indexing of

other historical documents, and they act as a source of inspiration for new ideas and activities. Nationally some 99% of visitors agree that archives contribute to society by preserving written heritage and culture, and the same proportion strongly agree that archives strengthen family and community identity. [Source: National Council on Archives survey of visitors to British Archives 2006]

2.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

3.0 SIGNIFICANT IMPLICATIONS

3.1 Resource Implications

The report above sets out details of significant implications in paragraphs 1.5 and 1.6.

3.2 Statutory, Risk and Legal Implications

These are set out in the original report in Appendix A and at paragraph 1.6 above.

3.3 Equality and Diversity Implications

There are no significant implications within this category.

3.4 Engagement and Consultation Implications

If this approach is agreed, there will no longer be any need to consult on the Registration Office.

3.5 Public Health Implications

There are no significant implications within this category.

3.6 Localism and Member Involvement

The local Member for Ely fully supports the relocation of the archives to Ely.

Source Documents	Location
Agenda and Minutes of the HCI meeting on 6 October 2015.	http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/AgendaItem.aspx?agendaItemID=12167

CAMBRIDGESHIRE ARCHIVES – NEW ACCOMMODATION

To: **Highways and Community Infrastructure Committee**

Meeting Date: **6th October 2015**

From: **Executive Director, Economy, Transport and Environment,
Chief Financial Officer - LGSS**

Electoral division(s): **All**

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

Purpose: **To inform Committee members of the options and updated costs to convert a property to accommodate historical records and associated public access and to seek views from Members on the most appropriate option.**

Recommendation: **The Committee is ask to agree which option should be progressed and be recommended to General Purpose Committee.**

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

- 1.1 The National Archives (TNA) is appointed by the Lord Chancellor to inspect local archive services responsible for public records, and all public archive services are expected to apply to meet a new UK Accreditation standard by 2017. At the last inspection of the County Council in 2012, TNA ruled that the Shire Hall basement accommodation currently occupied by Cambridgeshire Archives is wholly unsuitable, and set a deadline for the authority to identify new accommodation by 2015.
- 1.2 Given the nature of the current accommodation, successive attempts have been made over the past 25 years to find a solution to these issues, and a comprehensive range of internal and external options have been considered and costed. All these projects foundered either because the proposed building was not suitable, because partners or developers pulled out, or because the project was not financially viable.
- 1.3 In March 2014 the Council undertook an option appraisal to identify potentially suitable accommodation for the Council's Archives Service. The study identified a preferred property, Strikes Bowling Alley, located in Ely that was at the time on the market. A Member Working Group, chaired by Councillor Whitehead, approved the recommendation of this option to Committee.
- 1.4 The potential of the building to accommodate other services was recognised from the outset. A study was undertaken by external cost consultants in August 2014 who were briefed to assess the feasibility of converting the existing bowling alley in Ely to an Archive Facility and offices for up to 108 staff, most probably from Children, Family and Adults (CFA) and to provide outline plans and costs. This was to align with the end of the lease for Noble House in 2018, where current service teams are located, and which also serves as an office base for mobile staff.
- 1.5 The feasibility report (attached at **Appendix 1**) confirms that a detailed brief was supplied for both the Archive requirements and that of the staff accommodation and that a mezzanine floor would be required. It concluded that "The building can be converted to the proposed new use and can achieve the requirements of the initial brief and gave a project cost for the Archive and the office accommodation of £2.5m. Further detailed consultation with the user groups/stakeholders may result in costs increasing subject to the results of the further investigations".
- 1.6 Based on the feasibility assessment, a report was taken to Highways and Community Infrastructure Committee on 23rd September 2014. The report highlighted the potential rationalisation of County Council office accommodation in Ely and noted that up to 108 full-time staff could be relocated to the new Centre. The report recommended that should the proposal go ahead, the total project cost of £12M in the current County Council Business Plan would be revised down to a maximum of £4M. This was based on the £2.5m cost assessed by the consultant and an additional contingency of £1.5m that was added by officers to cover the exclusions noted in the original's cost estimate. The H&CI Committee unanimously approved a recommendation to relocate the Archives Service together with the county's Registration records to the preferred property and to consider the option for additional staff relocation as initially proposed.

- 1.7 At General Purposes Committee on 7th October 2014 it was resolved to authorise the Director of Finance to acquire the Strikes Bowling Alley.

2. DEVELOPMENT OF THE SCHEME

- 2.1 Following negotiations, contracts were exchanged to acquire the Strikes building at the end of February 2015. The acquisition was subject to obtaining Change of Use planning. Change of Use planning is still to be determined, with a report suspended until the 10th November Planning Committee. A deposit of £110,000 becomes payable once CCC has planning for the change of use. Thereafter either party can demand completion of the contract on 28 days' notice (i.e. once the planning is granted). The Council would forfeit the deposit if planning was obtained and the Council were then not to proceed and should the Council withdraw from the planning process, there are possible financial repercussions from the current owner of the building.
- 2.2 In April 2015, a Construction Project Manager was appointed to manage the design and build and further planning consent as required. A full project team was then established to develop design and articulate service requirements.
- 2.3 As noted above, within the committee reports, reference is made to the opportunities for rationalising Council assets and consolidating some existing staff at the property alongside the Archive. As planning for the project progressed, it became clear that further financial savings could be secured by bringing the Ely Registration office into the scope of the project, the lease for which expires in December 2016, as well as other staff based in Ely, and the project team has progressed it on that basis.

3.0 FINANCIAL ASSESSMENT

- 3.1 As part of the project delivery, the Milestone One Report (MS1) was produced in August 2015 by consultants Faithful and Gould/Atkins. This noted that the capital investment required to accommodate all the services as initially proposed could be in the region of £6.2M. This incorporates the additional requirement for the Registration office (the only element which was not included in the original feasibility study), provides a more thorough analysis of building costs, and highlights that design and construction costs have increased as more detailed design development has progressed.
- 3.2 Following a review of capital requirements as part of business planning, the potential increased cost of this scheme was picked up and highlighted in the Capital report to Committee on 1st September. Officers acknowledge that the presentation of this information without opportunity to brief members beforehand should have been better handled.
- 3.3 The areas of cost difference between the original feasibility report and the latest MS1 Feasibility Report are defined by two components. Firstly, the original report did not have the benefit of an appointed design team, detailed surveys for the building structure and utilities, a detailed design brief, engagement of stakeholders from Archive, CFA or Registry, design team meetings or cost meetings; it was merely a high level report to confirm that Strikes could be converted. Secondly, the original report did not include the Council's fixed framework costs for contractors preliminary, overhead and profits, consultant fees or fixed risk allowances. To better understand the cost increase we have highlighted the areas where the costs have increased most.

- 3.4 The Construction budget has increased significantly from £1,545,738 to £3,124,000 with a risk allowance of £177,433 which gives a total construction cost of £3,301,433. The majority of these costs relate to the mechanical and electrical equipment required to serve the archive facility at a constant temperature and humidity and the construction of the mezzanine floor as items including the foundations were not included as it did not have any input from a design team to engage in the technical aspects. Also, no inflation had been considered in the original budget as the program to deliver the project had not been agreed.
- 3.5 The original report did not include our framework fixed costs for Contractors Preliminaries, Overhead & Profit which were originally reported at £284,480, however, the framework allowance for the Contractor is now £414,125. This is similar for the Pre-construction and Design Fees which were indicated in the original report as being £123,519, the current framework cost being £531,209 and finally, the Professional Fees including Architect, Structural and Building Services Engineers originally budgeted at £13,000 are now at the framework rate of £213,725.

4.0 OPTIONS TO MANAGE COSTS

- 4.1 The specific request from the H&CI Committee was to manage the cost of the Archive within a budget of £4m. Given what is now known from the MS1 report, below are three different options available to Members for taking the project forward.
- 4.2 However, given the specific concerns about the cost of this project and the agreement at the original H&CI Committee to contain costs within £4m, alternative options have been considered as follows:

Option A: Continue scheme but for Archives only

- 4.3 An Archives only conversion would bring costs back broadly in line with the original forecast, at £4.2 m. This option would provide for a conversion of the ground floor only, without a mezzanine, and could be completed in 7-8 months. Shelving height would be increased to provide storage capacity given the lack of the mezzanine.
- 4.4 Although this would bring the project back broadly in line with the original cost estimate, this is not recommended as there is a risk that the archive service could soon outgrow the space. The building was selected as appropriate due to the height of the bowling alley which would allow for the creation of a mezzanine floor.
- 4.5 In addition to Archives held at Cottenham Outstore and Registration's records in Cambridge and Huntingdon there may still be scope if appropriate, following consultation, to bring the Cambridgeshire Collection to Ely. This would enable staff savings already outlined in the business plan to be more easily delivered but this may not in the long term be possible with this option.
- 4.6 Alternative accommodation would need to be sought for Ely Registration Office and for Noble House as the leases approach their end date. For Ely Registration Office there would be the further complication that one year's notice is required for the venue for ceremonies. Without a confirmed

alternative very soon, there could be legal, financial and reputational risks for the Council.

- 4.7 The Council's approach to leased property is to review suitable alternatives ahead of lease breaks and rationalise where possible. Noble House is a protected lease and as such we are entitled to renew on the same terms as the existing lease i.e. ten years with a five year break. Depending on negotiations, the lease costs could increase.

Option B: Continue scheme and include Ely Registration Office

- 4.8 For a cost of c £5.5m the conversion could also accommodate a partial mezzanine floor for the archives, freeing up ground floor space to accommodate Ely Registration Office. This option would provide additional accrual space for Archives, thus extending the useful life of the building. Conversion would take approximately 8-9 months, and would comfortably take the Cambridgeshire Collection if, following consultation, this is decided.
- 4.9 The lease for the current Ely Registration Office building has been extended to December 2016. The new Archive building would provide alternative accommodation for the service which for customers, would be more easily accessible and provide longer opening hours than the current register office in Ely, whilst also saving on running costs. It will also provide some parking for customers which is not available in the current location.
- 4.10 Revenue savings would be released on the Ely Registration Office of £22k per annum; it would be assumed that the first year's rent would be used for dilapidations costs (£11k).
- 4.11 There would also be opportunity for Registration to generate additional income, as well as ensuring the building is used to full capacity.

Option C: Continue scheme and include both Ely Registration Office and CFA staff office

- 4.12 At a cost of £6.9m a full mezzanine floor can be included in the conversion, the building could then accommodate Ely Registration Service and CFA Staff at Noble House. The lease for Noble House expires in March 2018. Conversion would take approximately 11-12 months. This figure of £6.9m is higher than Faithful and Gould/Atkins assessment of £6.2m as the earlier figure did not include contingency costs. There is scope to reduce this to £6.2m through value engineering and reduction of risk costs.
- 4.13 In addition to revenue savings for Ely Registration Office (see 4.10), longer term we could release savings on the lease costs for Noble House and consolidate running costs totalling in the region of £160k (£182k for both buildings). There will be dilapidation costs expected for both buildings and it's unlikely Noble House will be released sooner than March 2018. There is a risk that lease extensions cannot be negotiated or rates increase. There would also be additional Legal costs incurred.

Abandoning the scheme

- 4.14 In addition to these options, Members could decide to abandon the scheme on the basis of the cost. This would potentially have financial implications on

the Council as noted above and could trigger action by the National Archives (TNA). TNA has confirmed that the Strikes building is entirely suitable for conversion to an archives centre and there are many examples around the country of similar structures. A TNA representative visited the Strikes building in May and was satisfied.

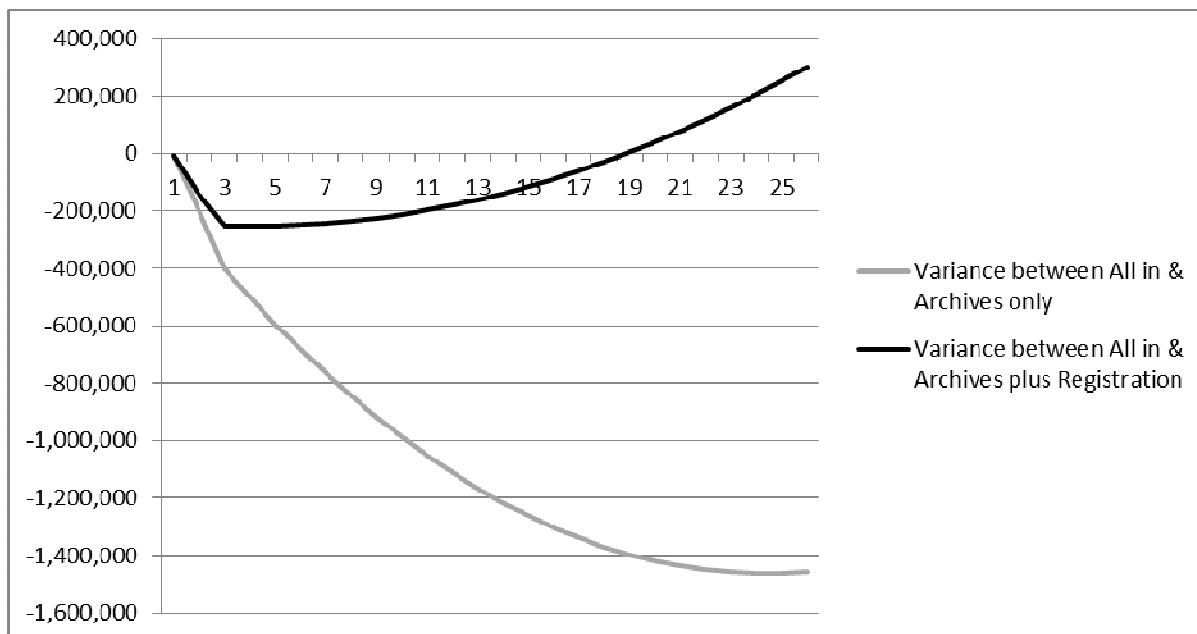
- 4.15 TNA are aware of the purchase subject to planning and were therefore content that we had met their deadline, thereby removing the threat of withdrawing 'place of deposit status', and of removing records from the county. TNA are being consulted with throughout the design process and to abandon now would jeopardise this arrangement.
- 4.16 It is extremely unlikely, in any case, that a suitable or better alternative could be found at less cost; options were considered extensively prior to the current recommendation, and starting a new scheme elsewhere would result in even higher costs. As examples, Gwent County Council's part new build, part conversion spent £4m just to build the store and Cumbria's part conversion for an archive cost £8.5m. Significant expenditure has also already been incurred on this scheme to get it to this stage. In addition to the financial risks outlined, to date the Council has invested £63,275 (for planning, surveys and design fees) and there is a further £146,000 committed as well as significant officer time.
- 4.17 The current forecast costs are based on the project maintaining programme i.e. we would have commenced the next phase (MS3) end of August 2015. Further delays will attract additional inflation currently running at 5% nationally and locally 6-7%.
- 4.18 The Registration Service keeps registration records in stores at its Cambridge and Huntingdon offices. These stores will be completely full by the end of 2016 and already under pressure due to the delayed timetable. The proposed Ely building will be able to accommodate these records in suitable environmental conditions for preservation. Any interim or alternative options would need to meet Registration General's requirements. Given these points, it is not recommended that Members consider abandoning the project, particularly in the light of the previous decision on the need to relocate the Archive and the current capital allocation that the Coouncil has made.
- 4.19 The financial details of the three proposals are set out in **Appendix 2**. It should be noted that all three options have been calculated using a current cost basis. Given the profile of expenditure a net present value could be calculated for each option but the outcome is unlikely to be materially different from that set out.
- 4.20 It should be further noted that the Council do not own the current Registrars Office in Ely or Noble House. It is not known whether the current lease could be extended, and if this was possible at what cost. It is possible that the re-negotiation could lead to a reduction as well as an increase in the financial terms of the lease. In addition the financial model includes a cost associated with dilapidation costs that will be due from the Council as lessee on termination of the current lease arrangements. It should be noted that these will become due at the point at which point the Council surrenders the lease. The timing of this cost will however be dependent upon the point at which the lease is terminated.

Summary of options

- 4.21 The following table sets out a summary of the financial projections that are contained within Appendix 2. Costs have been projected over 25 years on a current cost basis to provide a comparison of the lifetime costs of each option. They have not been undertaken on a net present value at this point. As mentioned above a number of assumptions have been made on costs that would not be known at this point ie potential costs of lease re-negotiation.

Option	Capital Costs	Total Financing Costs (over 25 years) £000	Total Running Costs (over 25 years) £000	One Off Costs £000
Archives Only	£4m	6,057	7,680	96.4
Archives Plus Registration	£5.5m	8,146	7,110	100.5
Archives, registration & CFA	£6.9m	10,276	3,267	215.7

- 4.22 The graph below compares the cost profiles of the “all-in” scheme compared to the two alternatives over the next 25 years. The X axis of the graph is the Option including Archives, Registration and CFA. The other options are therefore shown as the variation to this cost line.
- 4.23 The graph clearly demonstrates that if considered as a purely property related matter an Archives only option is the only proposal that makes economic sense.
- 4.24 The only issue would therefore be assessing the potential risk that when the current lease arrangements expire on Noble House the revised lease is significantly increased from the current levels or if the lessor does not wish to engage the Council in a re-negotiation of the lease. In such circumstances the Council would have to seek alternative arrangements that could lead to additional costs.
- 4.25 However the inclusion of the Registration Service is less straight forward. As can be seen from the graph, the option of including the Registration Service requires some upfront investment in costs such as dilapidation and moving costs and an increase in the capital investment of approximately £15m.
- 4.26 As previously mentioned in this report, dilapidation costs will be incurred at the point of lease termination and could therefore be argued should be excluded for comparison purposes. With these one off costs included the inclusion of the Registration Service does not break even until year 18 but never reaches the overall property related costs of an Archives only facility. However, included within the Business Plan was a savings proposal that was predicated on delivering staff savings by bringing the functions together in the sum of £183k in a full year. If this saving was included the financial case would clearly be made.



5.0 ALIGNMENT WITH CORPORATE PRIORITIES

5.1 Developing the local economy for the benefit of all

Archive and local studies services draw visitors from a wide distance; around 50% of visitors come from beyond the county and some from overseas, so convenient access by public transport and to a range of other services is important. Studies have shown that archive users make an important contribution to the economy of the local area (using restaurants and local accommodation) and this is even more likely in an area that is attractive to tourists. Use at Huntingdonshire Archives and Local Studies has increased significantly since the services were combined in fit for purpose new accommodation in 2009; the same can be expected in Ely.

5.2 Helping people live healthy and independent lives

Archives play a major contribution in achieving sustainable local communities. Archives help people to develop their personal identities and collective memories; they are used as tools to develop community identity, engagement and cohesion through a wider understanding of the history and values of others; they offer a way for citizens to "give back" to the wider community and to future generations of their own community, through the deposit of their own records and photographs, or through the cataloguing and indexing of other historical documents; and they act as a source of inspiration for new ideas

and activities. Nationally some 99% of visitors agree that archives contribute to society by preserving written heritage and culture, and the same proportion strongly agree that archives strengthen family and community identity.
[Source: National Council on Archives survey of visitors to British Archives 2006]

5.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

6.0 SIGNIFICANT IMPLICATIONS

6.1 Resource Implications

- 6.1.1 The project offers scope to accommodate the Cambridgeshire Local Studies Collection. This will facilitate the delivery of the staff savings that have been included within the Business Plan in the sum of £183k in a full year. The potential impact on the staffing budget on not integrating the Archives and Registration service in the centre have not been articulated in this report.
- 6.1.2 Bringing Registration's records together with Cambridgeshire Archives means they will benefit from conservation and digitisation facilities, and enable staff efficiencies. There will also be opportunities for income generation in Cambridge and Huntingdon.
- 6.1.3 The Option of an Archives only facility does offer the Council the opportunity to provide a new home for the Cambridgeshire Archives and keep within the budget that has been approved within the Business Plan. The Committee will however wish to consider the option that will facilitate the Registration Service being included which although has some up-front additional costs over a 25 year period proves to be more cost effective. As stated above this ignores the staffing reductions that will be delivered and that have been included within the Business Plan. If these are included the pay back period becomes far more attractive.

6.2 Statutory, Risk and Legal Implications

- 6.2.1 If the Council fails in its statutory duty, TNA can remove public records from the County Council's custody. 'Public records' in this context include records relating to hospitals, courts etc. TNA would charge the Council for the costs of removal, conservation and storage of these records, because the County Council would remain the body statutorily responsible for their preservation. The Council will still have a duty to provide appropriate accommodation for the rest of the records in its care.
- 6.2.2 The removal by TNA of public records from Cambridgeshire Archives' custody would be a public declaration that the County Council is unfit to preserve archives. This removal would likely be followed by other major depositors withdrawing their collections as well, leading to the potential break-up of the archives service to the detriment of generations of researchers to come. Cambridgeshire would be the first UK public archive to break down in this way.

6.3 Equality and Diversity Implications

There are no significant implications. The building will be fully DDA compliant.

6.4 Engagement and Consultation Implications

Consultations will be planned for proposals to relocate Cambridgeshire Collection and Ely Registration Office

6.5 Localism and Local Member Involvement

There are no significant implications.

The planning application for Change of Use has been considered and endorsed by East Cambridgeshire Planning Committee Members.

6.6 Public Health Implications

The relocation of Registration's Records will release valuable space in Cambridge and Huntingdon. In addition to the potential to generate income, there will be opportunities for Registration to work with Public Health colleagues and support health protection programmes.

Source Documents	Location
<i>'Cambridgeshire Archives - new accommodation', Highways and Community Infrastructure Committee - 23 September 2014, item 8.</i>	http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/AgendaItem.aspx?agendaItemID=10336



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**PROPOSED ARCHIVE
FACILITY AND OFFICES FOR
THE CHA**

FEASIBILITY STUDY

FOR

**CAMBRIDGESHIRE COUNTY
COUNCIL**

ELY ARCHIVE STORE AND CHA OFFICES FEASIBILITY REPORT

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1.0 INTRODUCTION AND BACKGROUND

Arcus have been commissioned by Cambridgeshire County Council on the 13th May 2014 to assess the feasibility of converting the existing bowling alley in Ely to an Archive Facility and Offices for the CHA.

The commission to be treated as confidential and commercially sensitive.

- 1.2 A detailed brief was supplied for both the Archive requirements and that of the CFA. The brief intimated that a mezzanine floor would need to be provided and if necessary an extension. (Appendix A)

- 1.3 Arcus were instructed not to make contact with the Planners at this stage.

A joint meeting was held with the representatives of the council to review the exiting accommodation in Huntingdon.

2.0 AIMS AND OBJECTIVES

- 2.1 Arcus were asked to review the information provided and prepare outline proposals for the conversion. This would include outline plans and costs. Separate costs were to be provided for the strip out element of the conversion.
- 2.3 Based on the brief this report outlines the proposed conversion highlighting any issues that may require clarification or further investigation.

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3.0 THE EXISTING BUILDING

- 3.1 The existing building was originally constructed as a warehouse / depot in an 'L' shaped configuration. The main structure comprises a steel portal frame clad with composite metal sheeting. The floor is a solid concrete slab. The building sits within a site bounded by other commercial properties and has its own carparking and pedestrian access. There is pedestrian walkway to the rear of the building that links to an adjacent development, it is not clear if this constitutes a formal 'Right of Way'. The site sits in a 'Medium' flood risk area but close to an area with no flood risk as does the adjacent Tesco Superstore.
- 3.2 It would appear the building was converted to its exiting use as a bowling alley in 2004. The conversion involved the raising of the floor throughout the building to accommodate the bowling alley lanes, a raised viewing gallery and drainage.
- 3.3 In addition to the bowling alley the accommodation included a bar, restaurant, reception, catering and food preparation areas and general seating for the public.
- 3.4 As the building was originally constructed as a warehouse / depot, the conversion incorporates suspended ceilings, internal wall linings and raised floors. The building was heated and vented using ducted air handling system that provided heating and comfort cooling, the main plant and ductwork being located at high level and externally.
- 3.5 The building was generally felt to be in good condition with only superficial damage being noted to the external cladding as a result of impact damage.
- 3.6 The exiting drainage is locate to the side of the building and appears to be limited to two outlets into the below ground drainage system. This leads to a 'Bio-Plus' chamber located to the rear of the site. At this stage the planners have not been consulted with respect to the drainage provision, it is recommended that further investigation is undertaken to assess the capacity of the existing drainage systems.
- 3.8 As the conversion will necessitate the complete removal of the internal fixtures, fittings and structure no detailed assessment has been made of the condition of those elements. Nor has an assessment been made of the condition of the M&E installations as they also would be removed if the conversion was to take place.

4.0 OUTLINE PROPOSALS AND DESIGN CONSIDERATION

4.1 Strip Out

As previously outlined the existing internal finishes, fixtures, fittings and M&E installations would be removed entirely to facilitate the conversion to an Archive Store and Offices for the CFA. Separate costs are identified in the cost report as requested in the brief.

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4.2 Internal Linings and Finishes.

An allowance has been made for increasing the thermal performance of the walls and roof to meet current building regulations and to provide an environment that meets the design brief. Within the archive storage areas this would comprise concrete blocks and cavity wall insulation to maximise the thermal mass. The provision of a solid internal wall around the perimeter of Zone 1 can additionally be used to mitigate any flood risk. Elsewhere the insulation could be provided using a light weight insulation system.

An allowance has been made for a robust fully clipped suspended ceilings 2.500m above the floor of the upper level of the archive areas due to the height to the underside of the roof (7.500m to ridge) This would reduce the volume of the first floor, reducing the load on both the air handling plant and the fire suppression systems. The incorporation of a suspended ceiling will allow the thermal insulation of the roof to be enhanced. An allowance has been made also for the ceiling voids to be vented to reduce the risk of condensation.

Floor coverings to the office area would be carpeted, to specialist area slip resistant sheet flooring. To the floors in Zone the flooring would be raised to ensure the mobile shelving rails do not present a trip hazard. This would help to mitigate the risk associated with flooding due to the building being located in a Medium Risk flood area.

4.3 Archive Storage.

To accommodate the volume of storage outlined in the brief of 1500m³ we have allowed for the installation of manually operated mobile racking. To achieve the level of storage required 166no back to back bays 9.000m long and 2.000m high will be required. If these were located on the ground floor only this would equate to an area of approx 1400m², more than 75% of the ground floor. As the building has an eaves height of 7.5m an additional floor can easily be accommodated. The proposal therefore allows for the storage to be located on two floors. The additional cost of creating a mezzanine floor in this area has been costed separately. An allowance has been made floor to be constructed over a steel frame based on a 10.000m grid with steel columns extending down to the ground floor slab, all fire protected.

Walkways between the mobile shelving have been allowed for along with fixed units to restrict the number of units that can be moved in any one bay. Increased space has also been allowed for to allow trolleys to move safely between the rows of racking. To the sides of the facility fixed wall storage has been allowed for the storage of maps etc.

As no structural information is available describing the structure of the ground floor slab we have assumed at this stage that it would be adequate to support the imposed loads as the building was originally constructed as a warehouse / depot. It is recommended further investigation be carried out on site to determine the actual construction, this is likely to involve intrusive opening up which was not possible as part of this assessment.

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4.4 Drainage Considerations.

As the existing drainage is located to the side of the building only, the provision for toilets, catering facilities and general staff facilities has been located adjacent to this existing provision with an allowance for forming new connections as appropriate. Reference has previously been made to the 'Bio-Plus' chamber to the rear of the site. This infers the drainage discharges into a dedicated water treatment plant which may have limited capacity; further investigation with the Planners / local authority is recommended.

An allowance has been included for enhancing the perimeter surface water drainage to mitigate the risk of flooding.

4.5 Internal Access

Separation and linking of Zones 1 to 4 have been allowed for in accordance with the brief.

Zone 1	Access is predominantly via the staff accommodation in Zone 2. Access to the upper level of Zone 1 can be either via the passenger / goods lift or via the dedicated staircase. Air locks are provided at both levels to maintain the environmental conditions that need to be maintained in Zone 1.
Zone 2	Can be accessed from the main entrance lobby or via the secure area in Zone 3
Zone 3	Access to the Zone 3 by the public is via a secure entrance. Staff can access the archive store directly or from the Zone 2 offices. The layout of the offices and corridors ensures the environmental conditions required in Zone 3 can be maintained through to the main archive store (Zone 1)
Zone 4	General public access to the seating and reception areas would be from the main entrance.
CHA Offices	Access to the CHA offices would be predominantly via the main entrance, Access to the upper floor would be via the lift or the staircase. The lift would be configured to facilitate disabled access and movement of the documents etc. to the archive store. The lift doors would open both sides to allow both access to the upper floor offices and the archive store. Access to the archive store could be restricted to only those staff authorised to access the archive store. (by electronic key fob)

4.6 Main Entrance / External Access

Although the main entrance to the building would be in the same location the removal of the existing suspended floors within the building will result in the floor levels being reduced

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throughout. This will result in the main entrance being redesigned allowing level access to the interior.

4.7 Environmental Considerations.

It is assumed that the environment within the entire building would be maintained to the levels outlined in the brief using ducted air handling plant with the external chillers etc. being located on the rear elevation. Sufficient space exists within the ceiling voids to locate both plant and ductwork. No wet services are to be located in Zone 1 to reduce the risk of water/liquid damage. A large plant room is located to the rear / side elevation to accommodate the meters, central plant and controls.

An alternative form of heating could be provided to the CHA accommodation based on a wet system. At this stage the cost of heating to the whole building will be provided by ducted system.

4.8 Natural Light & Means of Escape.

Additional windows and doors have been allowed to improve the natural lighting of the offices and public areas and provide adequate means of escape in case of fire. No windows have been provided in Zone 1 both to maintain security and help maintain a constant environmental state.

All external means of escape will be protected with alarms and the doors will be to an improved security specification and steel faced.

Flood barriers have been included in the proposal for all external and internal doors to Zone 1.

4.9 Alarm Systems.

Internally the building will be covered by an automatic fire detection system with smoke and heat detection as appropriate. The alarm system to Zone 1 will include a VESDA type early warning detection system in addition to a fire Suppression system, the storage of gas bottles and the control equipment will be conveniently located adjacent to the archive store on the ground floor with direct access to the exterior.

Intruder alarms to be provided internally and zoned to reflect the different uses and occupants of the building.

CCTV would be provided internally to all areas accessed by the public and externally around the perimeter.

Flood Warning systems have been incorporated in the costs to provide an early warning of increases in the water table.

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5.0 PROPOSAL & SCOPE OF WORKS

- 5.1 The proposal outlined allows for a comprehensive remodelling of the building and its conversion to an archive store and offices. The cost of conversion is contained within Appendix B which is summarised as follows:

Strip out Costs	£48,825.00
Works Cost	£1,848,286.25
Preliminaries, Contractors Overheads and Profit	£393,531.27
Risk Contingency	£168,951.05
Fees	£123,518.92
Total (Excluding Vat)	£ 2,582,537.49

Proposed layouts outlining the subdivision of the building and use of individual spaces is attached in Appendix D.

The accommodation provided is in accordance with the brief except for the CHA Offices. The brief indicated that an area of 450m² should be allowed for the office space, reception room and meeting rooms, there is also reference to occupancy of upto 70 staff. It is our view this could not all be accommodated within the 450m² we have the fore utilised more of the first floor space to maximise the accommodation available to the CFA.

The areas where further investigation is required which will enable the scheme to be developed further are as follows:

- Consultation with the user groups regarding the proposals.
- Approval of the Planners to the proposed change of use.
- Assessment of the load bearing capacity of the ground floor slab.
- Investigate the below ground drainage systems.
- Ensuring the incoming services can accommodate the additional load.
- Further clarification from the Environment Agency regarding the specific flood risk of the site.

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FEASIBILITY REPORT**

6.0 CONCLUSION

- 6.1 The building can be converted to the proposed new use and can achieve the requirements of the brief. Further consultation with the user groups may result in cost reductions subject to the results of the further investigations.

APPENDIX A

Client Brief & Space Requirements

ELY ARCHIVE STORE AND CHA OFFICES FEASIBILITY REPORT

Specification of the Archives requirements for a new archives building

Prepared by: Alan Akeroyd, Archives and Local Studies Manager
Date: May-14

Note 1: **The new archives repository must meet the requirements laid out in PD5454:2012 *Guide for the storage and exhibition of archival materials*. Users of this specification are expected to be familiar with PD5454's contents.**

Note 2: "Staff" below are defined as Archives staff. CCC staff who are not Archives staff are defined as "the public."

Note 3: The racking arrangements will be worked out by a racking company.

Note 4: Details in this specification may change.

Ref	Desirability	Specification	Justification
1.0		<u>General building arrangement</u>	-
		-	-
		The archives building should contain four zones:	
1.1	Essential	Zone 1: secure archives storage	Standard for Record Repositories 2004
1.2	Essential	Zone 2: staff accommodation, accessible only by identified staff	Standard for Record Repositories 2004
1.3	Essential	Zone 3: secure public areas, where public are admitted on production of ID and are supervised	Standard for Record Repositories 2004
1.4	Essential	Zone 4: fully open public areas	Standard for Record Repositories 2004
1.5	Essential	Zone 1 should only open into Zone 2. There should be no access directly between Zone 1 and Zone 3, nor between Zone 1 and Zone 4.	Good working practice
1.6	Desirable	The routes between Zone 1 and Zone 3 should nevertheless be as short as possible, with a minimum of corners, as trolleys and documents will need to be transported through those areas	Good working practice
2.0		<u>Zone 1: secure archives storage</u>	
		-	

ELY ARCHIVE STORE AND CHA OFFICES FEASIBILITY REPORT

2.1	Essential	The archive storage areas should have enough capacity for a minimum of 1,500 cubic meters of archives (650 m3 currently held at Shire Hall, plus 350 m3 at Cottenham, plus 500 m3 for 20 years' accrual). Assuming a rack height of 2 metres, and assuming that mobile racking will take up 75% of the room, this results in a total storage area of 1,000 m2 minimum.	TNA self-assessment Q105; PD5454:2012 Section 5.3
2.2	Essential	Temperature and relative humidity in archive storage areas, search room and staff work areas to be continuously monitored	TNA self-assessment Q98
2.3	Essential	All archive storage areas to be held inside the range 13-20 degrees Centigrade; fluctuations within this range are acceptable as long as they are gradual	TNA self-assessment Q100, 101; PD5454:2012 Sections 4.2.2, 4.2.4
2.4	Essential	All archive storage areas to be held inside the range 35-60% relative humidity; fluctuations within this range are acceptable as long as they are gradual	TNA self-assessment Q102, 103; PD5454:2012 Sections 4.2.2, 4.2.4
2.5	Desirable	The preference is that these environmental conditions should be achieved through high thermal inertia, low air infiltration rates and hygroscopic buffering, thereby keeping active air conditioning to a minimum; we would rather have as simple an aircon system as possible	PD5454:2012: Section 4.6.1, 6.3
2.6	Essential	The air infiltration rate should not exceed two air changes per day	PD5454:2012 Section 6.3.2
2.7	Desirable	An enclosed space, with a door at either end, between areas within the building which have different environments (e.g. to staff and public areas)	PD5454:2012 Section 6.3.4
2.8	Essential	The structural elements of the repository, including the doors, should be designed to provide four hours of fire resistance against a fire occurring either inside the repository, in any adjacent compartment of the building or from sources outside the building	PD5454:2012 Section 6.4.2
2.9	Desirable	The store may be divided into compartments, in such a way that fire, water and smoke are prevented from spreading into a neighbouring compartment	PD5454:2012 Section 6.4.3
2.10	Essential	Air-conditioning plant (if needed), heating, electricity, water supplies and drainage should be situated outside the archive storage areas and not in a position that is accessible only through it.	PD5454:2012 Section 4.7.1 and elsewhere
2.11	Essential	Either no windows (ideal) or small, unopenable, strengthened, double-glazed and barred windows (acceptable)	PD5454:2012 Section 5.2.6
2.12	Essential	No roof lights	PD5454:2012 Section 5.2.6
2.13	Essential	Strongly constructed lockable doors, the lock to be easily reachable without stretching or stooping	PD5454:2012 Section 5.2.7; lessons from other repositories
2.14	Essential	Floors and doorways should be level and uninterrupted by steps, sills, grilles etc in order to allow the easy passage of trolleys	PD5454:2012 Section 6.7
2.15	Desirable	False ceilings to be avoided	PD5454:2012 Section 6.9
2.16	Essential	The air in the storage areas should be kept free of pollution, dust etc and must have sufficient movement to avoid stagnation	PD5454:2012 Section 4.7

ELY ARCHIVE STORE AND CHA OFFICES FEASIBILITY REPORT

2.17	Desirable	General illuminance in the archives storage areas should be between 100 and 300 lux. High frequency dimmable tubular fluorescent lamps are recommended. Lighting should not emit UV radiation	PD5454:2012 Section 6.13
2.18	Essential	All archive storage areas to be equipped with automatic fire extinguishing systems (eg gas suppressant)	TNA self-assessment Q94; PD5454:2012 Section 7.5.5
2.19	Essential	Circuits: switches should be placed outside the repository to isolate the electrical circuitry that serve the repository. Electrical circuits should not pass through the repository unless they serve it	TNA self-assessment Q94; PD5454:2012 Section 6.13.5, 7.3.1
2.20	Essential	None of the archive storage areas should have water or other liquid-bearing pipes passing through or immediately above them	TNA self-assessment Q95
2.21	Desirable	Archive storage areas are equipped with water sensors or alarms (or these are unnecessary because of other measures)	TNA self-assessment Q95
2.22	Desirable	Archive storage areas are equipped with emergency drainage to cope with water arising from flooding or fire extinguishing	TNA self-assessment Q95; PD5454:2012 Section 6.5
2.23	Desirable	Electricity power points to be evenly distributed around the storage space to maximise flexibility of use	Lessons from other repositories
2.24	Essential	The store can be on more than one floor. The floors of upper storeys must be constructed solidly enough so that they take the full loading of heavy mobile racking.	
2.25	Essential	If the building is located in a flood plain, the building must be designed in a way which minimises the risk to the storage from flooding	
<u>Specialist areas within Zone 1</u>			
2.26	Essential	Specialist room for photographic, audio visual and electronic media, with cool storage (between 5-18 C, 30-50% relative humidity), area 25 m2	PD5454:2012 Section 4.3
2.27	Essential	Separate sorting/reception area for new accessions of documents, within the environmental conditions laid out in 2.3 and 2.4 above, area 15 m2	Good working practice
2.28	Essential	Physically separate room/building for storage of nitrate photographs. These photographs are highly flammable. Space 10 m2. Cool storage (between 5-18 C, 30-50% rH). Power sockets to run freezers and PCs. Fire suppression must be able to activate independently of fire suppression in rest of the building.	
2.29	Essential	Separate secure area for Registration records, 20 m2. (It may be possible to achieve this through having a caged area in the racking rather than a permanent building fixture.)	Registration service requirements
3.0	<u>Zone 2: staff facilities</u>		
3.1	Essential	Cataloguing and project room: 100 square metres minimum	CALS current working team
3.2	Essential	Conservation unit: 50 square metres minimum	CALS current

ELY ARCHIVE STORE AND CHA OFFICES FEASIBILITY REPORT

3.3	Essential	Conservation unit to have plumbed water supply	working team CALS current working team
3.4	Essential	Digitisation studio: 50 square metres. If there are windows they must be able to be entirely blacked-out when necessary. The studio to have as stable a floor as possible in the building (eg concrete)	CALS current working team
3.6	Essential	Room for the secure copying of register entries by Registration staff, big enough for 2 desks, adjacent to a small room where the public can visit (4.6 below)	Registration service requirements
3.7	Essential	Staff meeting room(s)	CALS current working team
3.8	Essential	Staff toilets	CALS current working team
3.9	Essential	Staff common room or area	CALS current working team
4.0		<u>Zone 3: secure public facilities</u>	
4.1	Essential	Space for consulting documents ("searchroom") with constant staff supervision, good staff sightlines across the room, reception facilities: 100 square metres minimum	TNA self-assessment Q106
	Essential	This space to be within the range 40-65% relative humidity, and a temperature not exceeding 25 degrees C	PD5454:2012: Section 4.10.2
4.2	Essential	Dedicated space for consulting maps/outsize documents within or adjacent to searchroom: 40 square metres minimum	TNA self-assessment Q106
4.3	Essential	Microfilm and microfiche consulting area within or adjacent to searchroom: 10 square metres minimum	TNA self-assessment Q106
4.4	Essential	Space for public access PCs (for Internet and other digital resources) within or adjacent to searchroom: 10 square metres minimum	TNA self-assessment Q106
4.5	Essential	Equipment designed or adapted for users with disabilities within searchroom	TNA self-assessment Q106
4.6	Essential	A small room adjacent to the registration room in 3.6	Registration service requirements
5.0		<u>Zone 4: fully open public facilities</u>	
5.1	Desirable	Exhibition space	TNA self-assessment Q107
5.2	Desirable	This space to be within the range 13-22 C and 35-60% relative humidity	PD5454:2012 Section 4.10.3
5.3	Desirable	Meeting room	TNA self-assessment Q107
5.4	Essential	Common room for public use	TNA self-assessment Q107
5.5	Desirable	Restaurant or coffee bar facility (an ideal, but a major request of our users)	TNA self-assessment Q107; PSQG user survey 2011
5.6	Essential	Toilets for use by public visitors	TNA self-assessment Q107
5.7	Essential	Physical access to all public areas to meet DDA requirements	Disability

ELY ARCHIVE STORE AND CHA OFFICES FEASIBILITY REPORT

Discrimination Act/s

Entire building (not zone-specific):

6.0 Fire prevention and detection

6.1	Essential	- All parts of the building to be fitted with fire and smoke detectors and alarms	TNA self-assessment Q94; PD5454:2012 Section 7.5.2
6.2	Essential	Detectors linked to a 24 hour monitoring service or direct to the fire service	TNA self-assessment Q94; PD5454:2012 Section 7.5.3
6.3	Essential	Smoke alarms of the VESDA type	TNA self-assessment Q94
6.4	Essential	All wiring in building is flame retardant	TNA self-assessment Q94; PD5454:2012 Section 7.3.4
6.5	Essential	Doors should be self-closing in the event of a fire	PD5454:2012 Section 6.4.4
6.6	Essential	Stairways, lift shafts and other vertical openings should be enclosed by walls, doors, dampers etc of material with an appropriate fire resistance	PD5454:2012 Section 6.4.5

7.0 Water supply

7.1	Desirable	- Risk of damage to documents whether in the archives storage areas or in any other parts of the building is minimised	PD5454:2012 Section 6.5
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8.0 Security

8.1	Essential	- Entire building protected by intruder alarms	TNA self-assessment Q96; PD5454:2012 section 5.2
8.3	Desirable	Building has recorded external and internal CCTV coverage	TNA self-assessment Q96; PD5454:2012 Section 5.2

9.0 Materials and construction

9.1	Desirable	- Walls, floors and ceilings should be made of a material with high thermal and hygroscopic capacity	PD5454:2012 Section 6.3.3
9.2	Essential	Floors and floor coverings should be hard-wearing, easy to clean, not prone to creating dust, non-slippery, light coloured and sound-deadening	PD5454:2012 Section 6.3.3

ELY ARCHIVE STORE AND CHA OFFICES FEASIBILITY REPORT

9.3	Essential	Materials, paints and coatings should be of a sort that minimises the emission of harmful substances in the event of fire and avoid acidic gases and volatile organic compounds arising through gradual deterioration	PD5454:2012 Section 6.3.3
9.4	Essential	Possible entry points for vermin, insects, birds etc should be sealed with appropriate screens, blockings or filters	PD5454:2012 Section 6.6
10		<u>Upper storeys access</u>	
10.1	Essential	- If the building is to use lifts, the lifts must be large enough to take trolleys	
10.2	Essential	At least one lift and at least one set of stairs must be within Zone 2, so that staff can move documents in a non-public area.	

CFA Office Requirement

Approx 450 sq.m Net Internal Area office accommodation to include a public reception area, conference room and 3 secure interview rooms.

The FM guidance for office accommodation is listed as follows:

Basic IT info is included. More detailed info i.e. Network connection, comms rooms etc - contact IT.

We use a very rough 'rule of thumb' of c£3k to set up one workstation, (furniture, IT, move staff in etc) and c£3k p.a. to run it IT costs (hardware, software, licences etc) and Property costs (lease, maintenance, utilities, cleaning etc).

Approximately 5.0 to 6.0sqm per workstation. (This area includes walkways and storage etc.)

Walkways to comply with fire regulations and accessibility regs. Min 1800mm between work-faces of workstations.

Workstations are all standard configuration to allow flexible working/hot-desking.

Target occupancy is 10 people to 5 workstations.

Mainly open plan space where possible, no cellular offices.

Aim for banks of workstations out from walls, dado trunking for power and data. Maintain access to windows.

One data socket per workstation plus 10%.

Workstations hard-wired with rcd protection. 3 accessible power sockets on the work-surface of each desk.

'Cleaners' sockets on separate circuits.

1600mm rectangular desk. (No pedestals)

One 'Cambridge' operators chair per workstation.

One CCC std build pc, lcd monitor and one voip phone per workstation.

One metre of filing shelving per person.

Filing in cupboards 2m (max) high. (No 4 drwr filing cabinets). Located against walls or back-to-back.

One locker per person. (Probe lockers - in blocks of 4 or 8) located near each bank of desks.

Target meeting room space, c0.8 sqm per person.

Meeting rooms to be a mixture of sizes from (min) 4 people to 12.

ELY ARCHIVE STORE AND CHA OFFICES FEASIBILITY REPORT

Small meeting rooms to have one voip phone and one data point and white board.

Large meeting rooms (over 12 people) as small meeting rooms plus ceiling projector, screen and power/data for video conference.

MFD ratio of one to approximately 50 people. One power and one data socket per mfd. One cupboard for storage of stationery and paper per mfd.

Kitchen to have one hydro-boil, two fridges and three power points for c70 people.

APPENDIX B

Cost Plan

ORDER OF COST ESTIMATE

for
CAMBRIDGESHIRE COUNTY COUNCIL

for

Project Title: Ely Archive Facility

Date: August 2014


ACCOMODATION MIX

Description	Number in Type		G.I.F.A. per Dwelling (m2)	G.I.F.A. (m2)
Archive area - 2 levels	2	Nr	690.00	1380.00
Ground Floor Office area	1	Nr	1,063.00	1063.00
First Floor Office area	1	Nr	948.00	948.00
TOTAL				3,391.00

GROUP	CONSTITUENT	QUANTITY	UNIT	£/UNIT	ELEMENTAL COST
0	FACILITATING WORKS				£ -
	BUILDING WORKS				£ 1,896,536.25
1	Substructure				£ -
1.1	Strip foundations; PCC ground floor slab	0	m2	75.00	£ -
2	Superstructure				£ 1,821,111.25
2.1.1	RC Floors and steel frame structure - Mezzanine to office	1063	m2	94.25	£ 100,187.75
2.1.2	Mezzanine floor to archive area	1	item	65,000.00	£ 65,000.00
2.1.3	Assume load bearing capacity sufficient for mezzanine	1	Prov	5,000.00	£ 5,000.00
2.1.4	Roof	0	m2	170.00	£ -
2.1.5	RC Stairs to rchive area	1	nr	6,250.00	£ 6,250.00
2.1.6	Timber stairs - offices area	3	nr	2,125.00	£ 6,375.00
2.1.7	External walls - general repairs to cladding	1	item	10,000.00	£ 10,000.00
2.1.8	External doors - double	6	nr	1,650.00	£ 9,900.00
2.1.9	External windows - renew existing	9	nr	300.00	£ 2,700.00
2.1.10	External windows - form new openenings	32	nr	875.00	£ 28,000.00
2.1.11	External walls - redecoration	1615	m2	5.10	£ 8,236.50
2.1.12	Internal walls - new brick/block solid wall construction	3391	m2	37.50	£ 127,162.50
2.1.13	Extra Over - cavity insulation to external walls	1615	m2	10.00	£ 16,150.00
2.1.14	Internal doors - fire rated single leaf	19	no.	1,200.00	£ 22,800.00
2.1.15	Internal doors - double leaf	13	no.	1,500.00	£ 19,500.00
2.1.16	Internal Wall finishes - decoration	4270	m2	5.10	£ 21,777.00
2.1.17	Extra Over Fire proofing - archive area	690	m2	25.00	£ 17,250.00
2.1.18	Ceilings - medium quality concealed grid excl. archive area	2011	m2	40.00	£ 80,440.00
2.1.19	Ceilings - decoration	780	m2	6.00	£ 4,680.00
2.1.20	Ceilings - Extra over for insulation to archive ceiling at roof level	690	m2	17.50	£ 12,075.00
2.1.21	Flooring - carpert to zones 2, 3, 4	2011	m2	12.50	£ 25,137.50
2.1.22	Flooring archive area - specialist non slip	1380	m2	25.00	£ 34,500.00
2.1.23	Plumbing and Sanitary fittings & RWG	1	Prov	20,000.00	£ 20,000.00
2.1.24	Mechanical Installations	1	item	150,000.00	£ 150,000.00
2.1.25	Gas suppression system	2	item	275,000.00	£ 550,000.00
2.1.26	Kitchen & WC ventilation	7	nr	815.00	£ 5,705.00
2.1.27	Electrical Installations and lighting	3391	m2	25.00	£ 84,775.00
2.1.28	Fire and intruder alarm installations	3391	m2	10.00	£ 33,910.00
	Internal fittings				
2.1.29	Manually operated mobile racking system	1494	units	200.00	£ 298,800.00
2.1.30	Floor mounted 600mm deep shelving	160	m	155.00	£ 24,800.00
2.1.31	Provide workstations - allowed for no. no. workstations	10	no.	3,000.00	£ 30,000.00

3	Services				£	-
	Included in 2.1					
4	Prefabricated buildings and building units				£	-
	n/a					
5	Work to existing buildings				£	43,825.00
5.1	Strip out existing structure and dispose of rubble	1,753.00	m2	25.00	£	43,825.00
6	External Works				£	31,600.00
6.1	Site Preparation				£	-
6.2	Landscaping				£	12,500.00
6.2.1	Improvements to Car Parking	1	PS	12,500.00	£	12,500.00
6.5	External Lighting				£	2,000.00
6.5.1	Allowance for external lighting	1	PS	2,000.00	£	2,000.00
6.6	Drainage				£	7,500.00
6.6.1	Site Drainage	1	PS	7,500.00	£	7,500.00
6.7	Statutory Services				£	9,600.00
6.7.1	Aletrations to Existing Connections					
6.7.1.1	Electricity	1	Nr	3,200.00	£	3,200.00
6.7.1.2	Gas	1	Nr	5,000.00	£	5,000.00
6.7.1.3	Water	1	Nr	1,100.00	£	1,100.00
6.7.1.4	BT	1	Nr	300.00	£	300.00
6.7	Diversions				£	-
	-					
0 - 6	SUB TOTAL FACILITATING WORKS & BUILDING WORKS				£	1,896,536.25
7	Main contractor's preliminaries	15%			£	284,480.44
0 - 7	SUB TOTAL FACILITATING WORKS & BUILDING WORKS (Including Preliminaries)				£	2,181,016.69
8	Main contractor's overheads and profit	5%			£	109,050.83
0 - 8	TOTAL BUILDING WORKS ESTIMATE				£	2,290,067.52
9	Project or design team fees				£	123,518.92
9.1	Design fees					
	Planning Fees	1	nr	385.00	£	385.00
	Planning discharge fees	1	Item	750.00	£	750.00
	Building Regulations	1	Item	1,778.00	£	1,778.00
	Architect 3.6%	1	Item	78,516.60	£	78,516.60
	Structural Engineer 1.9%	1	Item	41,439.32	£	41,439.32
	Energy performance certificates and SAP calculations	1	nr	100.00	£	100.00
	Air testing;	1	nr	200.00	£	200.00
	Sound testing;	1	nr	350.00	£	350.00
10	Other development or project costs				£	-
	n/a					
9 - 10	TOTAL PROJECT OR DESIGN TEAM FEES AND OTHER DEVELOPMENT OR PROJECT COSTS				£	123,518.92

0 -10	BASE COST ESTIMATE				£ 2,413,586.44
11	Risk				
11.1	Design development risk	3.5%		84,475.53	£ 84,475.53
11.2	Employer changes risk	3.5%		84,475.53	£ 84,475.53
11	TOTAL RISK ALLOWANCE				£ 168,951.05
0 - 11	COST LIMIT (excluding inflation)				£ 2,582,537.49
12	Inflation				£ -
	n/a				
12	TOTAL INFLATION ALLOWANCE				£ -
0 - 12	ROUNDED COST LIMIT (excluding V.A.T. assessment)				£ 2,582,537.49
13	VAT ASSESSMENT (if applicable)				£ -

Exclusions

1. Professional and design fees incurred prior to the appointment of the Main Contractor
2. Any applicable VAT and other taxation elements and/or levy amounts.
3. Any property and land acquisition costs that may be applicable.
4. All financing and acquisition charges payable.
5. Costs arising out of site specific restrictions such as archaeological investigation costs, the presence of contamination, abnormal ground conditions, deleterious materials, access and egress problems, working hours restrictions, asbestos and the like etc.
6. Costs associated with over sailing rights and licenses.
7. Costs relating to works outside of the site boundary.
8. Costs associated with the specific requirements of any Section Agreements such as for example s106, s278 etc.
9. Costs associated with loose furniture, fittings and works of art.
10. Costs arising out of any matters in connection with the discovery of contaminated materials such as asbestos.
11. Marketing, sales and legal fees.
12. Costs associated with road closure fees and the like.
13. Costs associated with decanting.
14. Commuted sums and contribution amounts requested by the Local Planning Authority (LPA).
15. Costs arising out of any matters in connection with potential party wall issues.

Qualifications and/or Assumptions

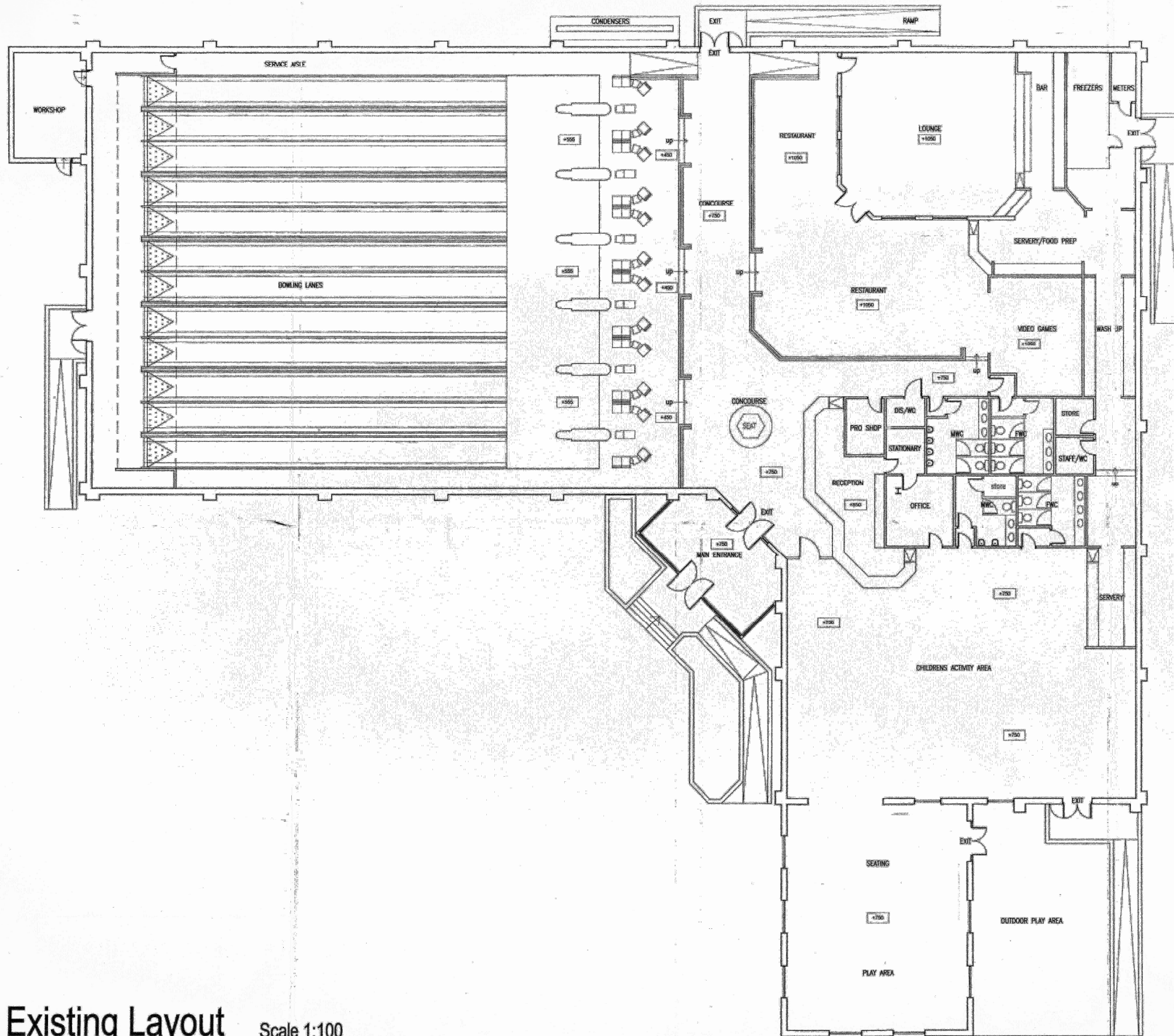
1. The rates assume that works will be carried out during normal working hours and as continuous operations on site.
2. We are not in receipt of a Structural Engineers design/report, thus a typical foundation solution has been allowed for.
3. It is assumed that the works are based on a design and build form of procurement, utilising a standard form of building contract.
4. A specification of works has not been provided
5. The costs included are reflective of competitive tenders being obtained during 1Q2014.
6. We are not in receipt of a drainage survey or a detailed drainage design and have therefore included a typical allowance for new foul and surface water drainage.
7. No allowance has been included for white goods.
8. No allowance has been included for the requirements of the revisions to Part L of the Approved Documents in relation to the Buildings Regulations.
9. No allowance has been included for the specific requirements of Secured by Design.
10. In the absence of detailed services information we have included for service connections only based on published cost data available to us. We would recommend that quotations are obtained at the appropriate juncture.
11. It has been assumed that new external lighting columns are required.
12. No allowance has been made for the specific requirements of the Local Planning Authority or Building Control at this stage

Information Used

1. Arcus Drawings

No. 01 - Proposed Site Plan
Ground floor plan
First floor plan

APPENDIX C
Existing Layout



NOTE
This drawing is to read in conjunction with all other
Architects drawings and all Structural Engineers drawings
detail and calculations.
It is the contractors responsibility to check all dimensions
prior to fabrication or construction, any discrepancies to
be reported to the Architect.

B (07.12.05) BUILDING REGULATION ISSUE.
A (15.08.05) ACCORDING TO SITE SURVEY, FLOOR LEVELS REVISED, SEAT
ADDED IN CONCOURSE AREA, SANITARY ADDED IN TOILETS, PARTITION
WALL AND DOORS ADDED BETWEEN WASH UP AND BAR AREA, BW.

KIRKMAN
ARCHITECTS

GREYSTONE HOUSE
MOSS LANE, ALTRINCHAM
CHESHIRE WA15 6BW
TEL: 0181 928 3838
FAX: 0181 928 7788

Project
**AMERICAN AMUSEMENTS,
STRIKES BOWLING CENTRE,
ELY**

Drawing
EXISTING LAYOUT

Date Jan 2004 Drawn By ar Scale 1:100

Drawing Status
BUILDING REGS. Drawing No. Rev No.

Existing Layout Scale 1:100

APPENDIX D
Proposed Layout



Rev

Date

Description

XX XX:XX:XX XXXX

ARCUS

CONSULTING

Arcus Consulting LLP

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Client

CAMBRIDGESHIRE COUNTY COUNCIL

Project

ELY ARCHIVE CENTRE

Title

FEASIBILITY STUDY 1
GROUND FLOOR PLAN

Scale

1:200@A3

Date

20.08.14

Stage

F

Job No

XXXX

Drawing No

F.101

Rev

XX

Drawn

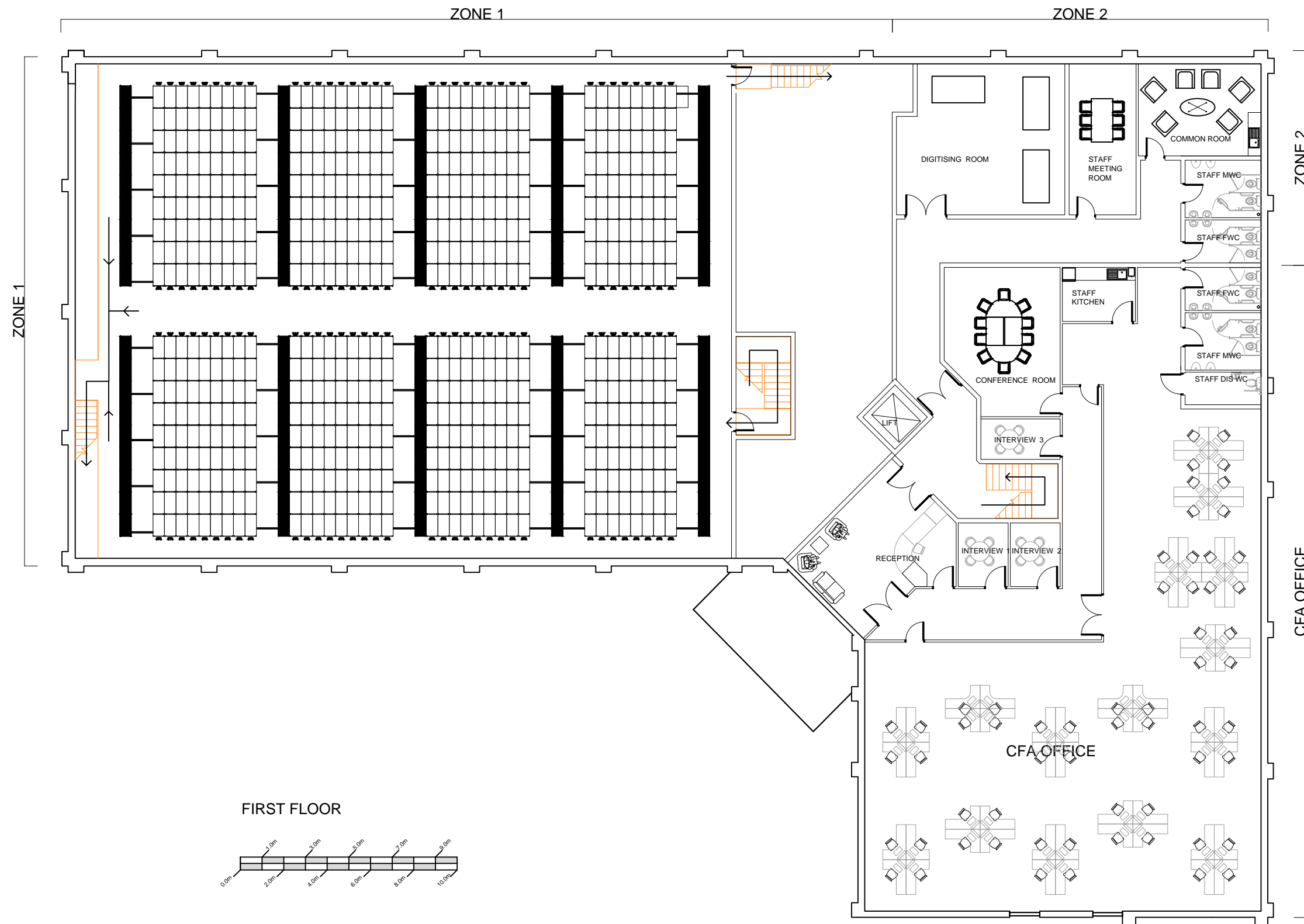
RAC

Approved

AR

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1:200 @A3



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www.arcus.uk.com

Client

CAMBRIDGESHIRE COUNTY COUNCIL

Project

ELY ARCHIVE CENTRE

Title

FEASIBILITY STUDY 1
FIRST FLOOR PLAN

Scale 1:200@A3 Date 20.08.2014 Stage F

Job No Drawing No F.102 Rev


Drawn RAC Approved AR

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1:200 @A3



Rev	Date	Description
XX	XX:XX:XX	XXXX



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Client
CAMBRIDGESHIRE COUNTY COUNCIL

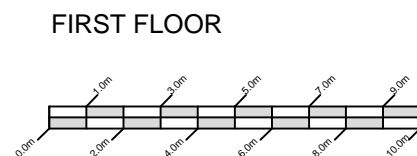
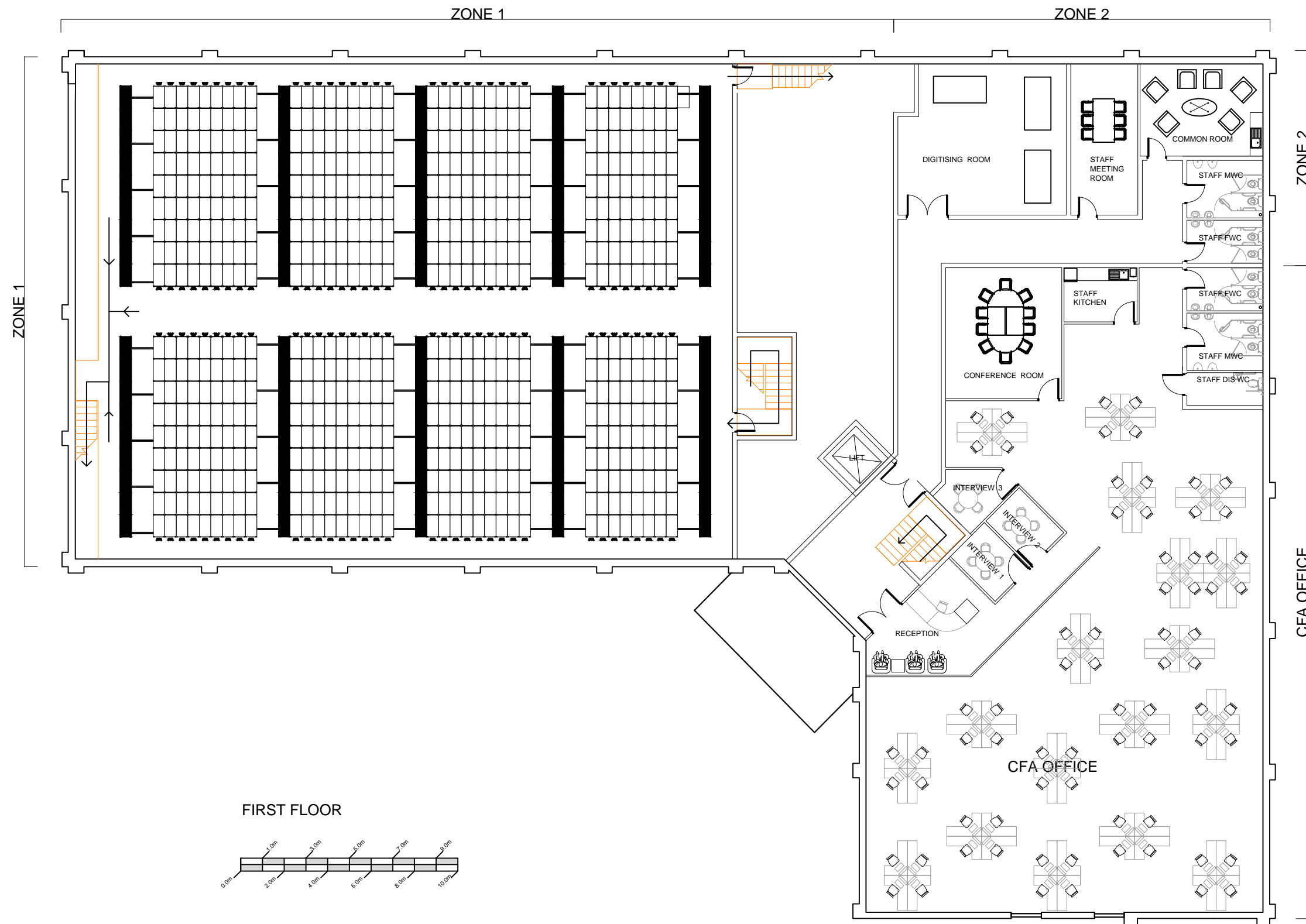
Project
ELY ARCHIVE CENTRE

Title
FEASIBILITY STUDY 2
GROUND FLOOR PLAN

Scale 1:200@A3	Date 20.08.14	Stage F
Job No XXXX	Drawing No F.201	Rev XX
Drawn RAC	Approved AR	

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1:200 @A3



1:200 @A3



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www.arcus.uk.com

Client

CAMBRIDGESHIRE COUNTY COUNCIL

Project

ELY ARCHIVE CENTRE

Title

FEASIBILITY STUDY 2
FIRST FLOOR PLAN

Scale

1:200@A3

Date

20.08.2014

Stage

F

Job No

Drawing No

F.202

Rev

Drawn

RAC

Approved

AR

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Archives, Registration & CFA

Year		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	Total
Assume open in April 17		15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	37/38	38/39	39/40	40/41	
Running costs				477,112	477,112	477,112	477,112	477,112	477,112	477,112	477,112	477,112	477,112	477,112	477,112	477,112	477,112	477,112	477,112	477,112	477,112	477,112	477,112	477,112	477,112	477,112	477,112	11,450,688
Purchase and build	6,915,000																											
Borrowing costs MRP		0	276,600	276,600	276,600	276,600	276,600	276,600	276,600	276,600	276,600	276,600	276,600	276,600	276,600	276,600	276,600	276,600	276,600	276,600	276,600	276,600	276,600	276,600	276,600	276,600	276,600	6,915,000
Interest costs at 4.1%		59,600	171,200	260,800	249,500	238,200	226,800	215,500	204,100	192,800	181,400	170,100	158,800	147,400	136,100	124,700	113,400	102,100	90,700	79,400	68,000	56,700	45,400	34,000	22,700	11,300	0	3,360,700
Archives																												0
Move costs				58,861																								58,861
Cost contingency(due to unknown quantity in each location at time of move)				20,000																								20,000
Registration Records																												0
Move costs				1,240																								1,240
Noble House																												0
Delays				110,000																								110,000
Move costs				5,231																								5,231
Lease and running costs		165,611	169,891	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	335,502
Registration Office																												0
Delays				11,000																								11,000
Move costs				620																								620
Lease and running costs		21,907	21,907	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	43,814
Cottenham																												0
Clear racking			8,750																									8,750
Lease and running costs		48,935	48,935	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	97,870
Total All in (with Registration & Noble)		296,053	697,283	1,221,464	1,003,212	991,912	980,512	969,212	957,812	946,512	935,112	923,812	912,512	901,112	889,812	878,412	867,112	855,812	844,412	833,112	821,712	810,412	799,112	787,712	776,412	765,012	753,712	22,419,276
Total Archives plus Registration	1,415,000	288,453	565,333	1,094,084	984,513	975,513	966,513	957,513	948,513	939,413	930,413	921,413	912,413	903,413	894,313	885,313	876,313	867,313	858,313	849,213	840,213	831,213	822,213	813,213	804,113	795,113	786,113	22,310,469
Variance between All in & Archives plus Registration		-7,600	-131,950	-127,380	-18,699	-16,399	-13,999	-11,699	-9,299	-7,099	-4,699	-2,399	-99	2,301	4,501	6,901	9,201	11,501	13,901	16,101	18,501	20,801	23,101	25,501	27,701	30,101	32,401	-108,807
Total Archives only	2,855,000	288,453	510,033	887,821	780,750	774,050	767,450	760,750	754,150	747,450	740,750	734,150	727,450	720,850	714,150	707,450	700,850	694,150	687,550	680,850	674,250	667,550	660,850	654,250	647,550	640,950	634,250	17,958,757
Variance between All in & Archives only		-7,600	-187,250	-333,643	-222,462	-217,862	-213,062	-208,462	-203,662	-199,062	-194,362	-189,662	-185,062	-180,262	-175,662	-170,962	-166,262	-161,662	-156,862	-152,262	-147,462	-142,862	-138,262	-133,462	-128,862	-124,062	-119,462	-4,460,519

Archives & Registration only

Year		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	Total
Assume open in April 17		15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	37/38	38/39	38/39	39/40	
Running costs				396,222	396,222	396,222	396,222	396,222	396,222	396,222	396,222	396,222	396,222	396,222	396,222	396,222	396,222	396,222	396,222	396,222	396,222	396,222	396,222	396,222	396,222	396,222	396,222	9,509,328
Purchase and build	5,500,000																											
Borrowing - MRP			220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000	5,500,000
Interest costs at 4.1%		52,000	104,600	207,500	198,400	189,400	180,400	171,400	162,400	153,300	144,300	135,300	126,300	117,300	108,200	99,200	90,200	81,200	72,200	63,100	54,100	45,100	36,100	27,100	18,000	9,000	0	2,646,100
Archives																												0
Move costs				58,861																								58,861
Cost contingency(due to unknown quantity in each location at time of move)				20,000																								20,000
Registration Records																												0
Move costs				1,240																								1,240
Registration Office																												0
Delays				11,000																								11,000
Move costs				620																								620
Lease and running costs		21,907	21,907	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	43,814
Cottenham																												0
Clear racking				8,750																								8,750
Lease and running costs		48,935	48,935	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	97,870
Noble Lease and running costs		165,611	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	4,412,886
Total Archives plus Registration		288,453	565,333	1,094,084	984,513	975,513	966,513	957,513	948,513	939,413	930,413	921,413	912,413	903,413	894,313	885,313	876,313	867,313	858,313	849,213	840,213	831,213	822,213	813,213	804,113	795,113	786,113	22,310,469

*These costs are based on a similar building & have been adapted to match the floor area

Archives only

Year		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	Total
Assume open in April 17		16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	36/37	37/38	38/39	38/39	39/40	40/41	
Running costs				301,959	301,959	301,959	301,959	301,959	301,959	301,959	301,959	301,959	301,959	301,959	301,959	301,959	301,959	301,959	301,959	301,959	301,959	301,959	301,959	301,959	301,959	301,959	301,959	7,247,016
Purchase and build	4,060,000																											
Borrowing - MRP			162,400	162,400	162,400	162,400	162,400	162,400	162,400	162,400	162,400	162,400	162,400	162,400	162,400	162,400	162,400	162,400	162,400	162,400	162,400	162,400	162,400	162,400	162,400	162,400	162,400	4,060,000
Interest costs at 4.1%		52,000	106,900	153,100	146,500	139,800	133,200	126,500	119,900	113,200	106,500	99,900	93,200	86,600	79,900	73,200	66,600	59,900	53,300	46,600	40,000	33,300	26,600	20,000	13,300	6,700	0	1,996,700
Archives																												0
Move costs				58,861																								58,861
Cost contingency(due to unknown quantity in each location at time of move)				20,000																								20,000
Registration Records																												0
Move costs				1,240																								1,240
Registration Office																												0
Delaps				11,000																								11,000
Move costs				620																								620
Lease and running costs		21,907	21,907	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	43,814
Cottenham																												0
Clear racking				8,750																								8,750
Lease and running costs		48,935	48,935	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	97,870
Noble Lease and running costs		165,611	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	169,891	4,412,886
Total Archives only		288,453	510,033	887,821	780,750	774,050	767,450	760,750	754,150	747,450	740,750	734,150	727,450	720,850	714,150	707,450	700,850	694,150	687,550	680,850	674,250	667,550	660,850	654,250	647,550	640,950	634,250	17,958,757

*These costs are based on a similar building & have been adapted to match the floor area

BUILDING COMMUNITY RESILIENCE

To: **General Purposes Committee**

Meeting Date: **20 October 2015**

From: **Sarah Ferguson, Service Director Enhanced and Preventative Services**

Electoral division(s): **All**

Forward Plan ref: **2015/011** *Key decision:* **Yes**

Purpose: **This paper accompanies the proposed strategy to build resilient communities, for review and agreement from General Purposes Committee.**

Recommendation: **It is recommended that the General Purposes Committee formally agree the Community Resilience Strategy as attached to this report.**

<i>Officer contact:</i>	
Name:	Sarah Ferguson
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Email:	Sarah.ferguson@cambridgeshire.gov.uk
Tel:	01223 729099

1. BACKGROUND

- 1.1 The public sector faces enormous challenges in the next few years. Rising demand together with significantly reduced resources makes redesigning public services imperative. Put simply, the public sector cannot continue delivering services in the way that it does now.
- 1.2 Alongside this, there is a growing body of research and evidence to show that local community-based support can be more effective in supporting some vulnerable people – and better at preventing some of the crises which necessitate costly Council services.
- 1.3 *Stronger Together – our strategy for building resilient communities* represents the culmination of work that has been happening across the Council on the back of these two immediate imperatives. It proposes a fundamental shift in the way that service provision and local communities interact; essentially, repositioning the Council as part of the wider community, with a real focus on building the capacity of local people to help us to meet local needs together.
- 1.4 The concepts and actions within this strategy have been informed by officers and Members across the Council, from a series of meetings, workshops, discussions, Member seminars and more latterly a more formal Programme Board with membership drawn from each directorate. It has been developed alongside the Council's new operating model, reflecting the cross-cutting nature of both the work and the potential impact. Community Resilience is an enabler within the operating model.

2. SUPPORTING ACTIVITY

- 2.1 Our strategy proposes six areas of activity. Each represents a specific part of the work we need to take forward, and there are developing action plans for each area. The six areas are:

- Communication
- People helping people
- Council members
- Our workforce
- Community spaces
- Partnerships

Further detail on each of these areas can be found within the strategy document itself, together with a clear articulation of what the Council aims to achieve by 2020.

3.0 FINANCIAL BENEFITS AND BUSINESS PLANNING

- 3.1 There is evidence to show that this approach can deliver improved services for less money. But it is difficult to accurately predict the savings that will accrue from fostering more resilient and supportive communities. Our business plans will consider the following:

- **Costs avoided** – for example, less costly care packages for older people, where neighbours and friends can do some of the things that we currently ask domiciliary care providers to undertake;

- **Helping to guide where savings could be made in front line services** – for example, where local parents step up to successfully offer peer support through children’s centres or other community spaces and therefore reduce the need for services for parents in crisis, or where communities part-fund some highways improvement work or help to maintain local footpaths;
- **Mitigating the impact of cuts which will have to be made to front line services** – for example, by ensuring there is a greater wealth of volunteer capacity in local areas with people willing and able to give some time to help others including through more organised opportunities such as timebanks, or through raising awareness and perceptions of volunteering opportunities.

3.2 There is increasing emphasis on demand management within the Council’s business plan. This strategy is central to our ability to manage demand for our services - through supporting families and communities to do more to prevent the escalation of need and also to support the most vulnerable. It will drive our work with local communities to help, for example, to support a network of opportunities for socialising to combat loneliness and isolation in older people, or to encourage local people to look out for their vulnerable neighbours. For the most vulnerable, this strategy articulates our intention to combine our own care delivery with that from local people, for example by building capacity locally to support carers with their caring, or including local community support within care plans for adults with disabilities.

3.3 Council staff will place additional focus on helping to create groups and networks of people who face (or have faced) similar issues or needs, for example, parents with children who have a disability, or people with caring responsibilities. In this way people will increasingly be able to get some of the help and advice they need without recourse to our services.

4. **ALIGNMENT WITH CORPORATE PRIORITIES**

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

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

- The Bank of England estimates that around 15 million people volunteer regularly on a formal basis, and that the same amount of time is spent on informal volunteering, which might be running a neighbour to a doctor’s appointment or taking an elderly relative to do their shopping. They calculate that the economic value of volunteering could exceed £50bn a year.
- Individuals benefit from doing things for others, though the balance of benefits differs across individuals. For example, younger people highlight the importance of acquiring new skills and enhancing employment prospects, while older volunteers benefit from increased social interaction and improved health. Enjoyment and satisfaction rank high across all volunteer types, and it is clear that there are economic benefits for the individual. The Bank of England estimates that the gains to the individual in terms of wellbeing, improved health and increased employability might exceed the £50bn-plus benefit to the recipients of volunteering.

- It is therefore reasonable to suggest that building and supporting increased volunteering across the county will have benefits for the local economy.

4.2 Helping people live healthy and independent lives

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

- There is evidence that community engagement and resilience supports the adoption of a healthy lifestyle as a community norm and engagement in health improving initiatives
- The benefits to those supported by volunteers include improvement in health, wellbeing and independence
- Supporting community resilience builds increased social capital, cohesion, empowerment, and improved relationship with organisations.

4.3 Supporting and protecting vulnerable people

The following bullet point sets out details of implications identified by officers:

- The County Council, along with other partners in the public sector, will have to make reductions in front line services in order to meet the significant financial challenges ahead. This strategy is a key aspect of the Council's approach to mitigating the impact of those cuts on those who need support but could manage without the intervention of statutory services.

5. SIGNIFICANT IMPLICATIONS

5.1 Resource Implications

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

- Implications for delivery of savings are outlined in paragraph 3. There are no significant additional costs incurred in the delivery of the overall strategy – though some actions may require short-term revenue input in order to achieve identified savings (invest to save). Delivery requires no additional staffing capacity, rather it asks our staff to work in different ways to secure support for people and places from within the local community.
- The strategy helps to establish how we best use our property assets to achieve the most value for Cambridgeshire residents.

5.2 Statutory, Risk and Legal Implications

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

- The strategy is designed to mitigate the impact of reductions in local government funding. As such it should help to guard against the risks identified in the corporate risk register around failure to deliver our five year business plan, namely:
 - Lack of capacity to respond to rising demand for service provision, in new and existing communities

- Failure to produce a robust and secure business plan over the next 5 years
 - Failure to deliver the current five year business plan.
- There will be a continuing legal duty on local authorities to ensure that vulnerable people are not exposed to additional or unreasonable levels of risk as a result of the implementation of these strategic objectives.

5.3 Equality and Diversity Implications

The following bullet point sets out details of significant implications identified by officers:

- Evidence indicates that services delivered by local people within local communities can be more successful than statutory services at reaching people who may need support. Our strategy should therefore support more equal and diverse accessible provision locally.
- Our services will become increasingly more localised, less uniform and more bespoke, so that we can meet local and individual need within each specific community context.
- People identify themselves within different communities, not only the geographical community in which they live. People are also part of communities with shared interests (e.g. the Women's Institute, or the local Allotment Society) and this strategy will drive our approach to building relationships and harnessing capacity within these communities too.

5.4 Engagement and Consultation Implications

The following bullet point sets out details of significant implications identified by officers:

- We recognise that successful delivery of this strategy will hinge upon the relationships we have with other agencies in local communities – at a strategic planning level as well as between people working in local areas. There have been some early discussions with voluntary sector organisations and other statutory agencies to further develop a partnership approach to developing and supporting community resilience.

5.5 Localism and Local Member Involvement

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

- The role of Members is critical to the success of this strategy – in engaging communities and in acting as community advocates. For this reason, this strategy has been circulated in draft form to all Members for comment prior to being considered at General Purposes Committee. The role of Members is further outlined on pages 11-12 of the strategy.
- A number of councillors have volunteered to become early adopters of this work, piloting this new and critical way of working. They have formed a "Councillors as Community Connectors" group, meeting as an action learning set, and the learning from their experience will inform our direction going forward. Councillors are invited to express an interest in joining cohort two of this programme, which will begin in January 2016.

5.6 Public Health Implications

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

- There is evidence that community resilience and engagement can have a positive effect on the health of Cambridgeshire residents, by supporting the adoption of a healthy lifestyle as a community norm and improving engagement in health improving initiatives. Targeting efforts where people have greater health needs will have the most impact. This would include focusing on more deprived areas, on those who are isolated and do not access services, or those where increased self-care or community support is required would have a larger impact on health.
- Building community resilience will impact on many of the needs identified in different Joint Strategic Needs Assessments (JSNAs), including the following:
 - Migrant communities
 - Long Term Conditions
 - New Communities
 - Homelessness and at risk of homelessness
 - Vulnerable children and adults
 - Autism, personality disorders and Dual Diagnosis
 - Carers
 - Older People's Mental Health

Source Documents	Location
Stronger Together – Cambridgeshire County Council's strategy for building resilient communities	Box OCT 1210 Shire Hall Cambridge
In giving, how much do we receive? The social value of volunteering. Andrew G Haldane, Chief Economist, Bank of England	www.bankofengland.co.uk/publications/Pages/speeches/default.aspx
NICE Guidelines PH 9 Community Engagement	https://www.nice.org.uk/guidance/ph9/chapter/Appendix-C-the-evidence#evidence-statements
JSNAs	http://www.cambridgeshireinsight.org.uk/jsna

Stronger Together
*Cambridgeshire County Council's Strategy for
Building Resilient Communities*

Contents

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Our vision for building resilient communities

We have a vision for a stronger future for our communities where strengths are recognised and where people can easily find the information and advice they need to be happy and healthy citizens. Cambridgeshire will be a place where people are part of well-networked communities, and where they get the right help to play an active role within their neighbourhoods.

The context - Cambridgeshire County Council's whole Council business planning

Our vision is set within the wider context of change in our approach to business planning across the County Council. We are moving from an incremental year on year approach to business planning, focused on specific services, to a longer term outcome led approach to planning for the whole council. As pressure on resources continues across the public sector the challenge of providing effective public services in the midst of increasing demand and growing customer expectations requires new approaches and new thinking.

The Council's vision for its future planning is:



Having strong communities at the heart of this vision is paramount.

It is worth stating that a community is not only defined by a local geographical area (a "community of place"). Communities include families and wider networks, and "communities of interest" - people who define themselves as part of a group with an interest or a characteristic in common.

Building Resilient Communities: Success factors

If we are successful in building communities we expect to see the following:

- The numbers of people requiring our services will be reduced;
- Where people do need help from us, this help is planned jointly with the local community so that support is seamless and the support that we provide directly is minimised;
- Local communities provide an effective step down resource following more intensive help from Council services;
- People playing an active role in services, those who have benefitted from our services will offer their own help to others;
- People will be better placed to help themselves and each other so that those who need a little extra support can find this from within their local community;
- People can support themselves, through a better use of digital technology or through community networks while some services withdraw;
- The extent to which an action supports community resilience plays a key part in decisions on Council policy and practice.

We will wherever possible establish measurable success factors so that we can clearly evidence what works in local areas.

The drivers for change

All public sector organisations face enormous challenges in the next few years. Rising demand together with significantly reduced resources will make redesigning public services imperative. Services will increasingly need to become more targeted and capacity will continue to be more stretched. There will need to be fewer services delivered directly by public bodies, to fewer people. In fact, service provision as we know it will need to change radically – the County Council and the wider public sector will look very different in five years' time.

This means that there is a real imperative to work alongside local people to facilitate local community action that helps to mitigate any increasing vulnerability or rising need in their community.

We are not starting from zero. Much work is already happening across the Council as part of our drive to improve the way we work, and to build our business plans for the future. For example, we have begun redesigning our Adult Social Care workforce to build a stronger focus on families and communities, and we have a new Libraries Strategy which is clear about the role of local libraries in building more resilient and supportive communities.

This approach extends to communities taking a more active role in managing their local environment. Already, a number of communities, with help from the Council, have taken the lead on a range of initiatives such as establishing local green spaces, managing nature reserves and implementing village speed limits. Our Local Highway Improvement Initiative

has been a huge success, with communities identifying and part-funding improvements for pedestrians, cyclists and motorists, whilst the Parish Paths Partnerships, where local people take an active part in looking after and developing new paths, have helped improve local access to the countryside, which in turn contributes to healthy lifestyles

The Council has to prioritise its funding for looking after the County's infrastructure where there is greatest need. For example, we have introduced an asset management strategy for the road network, to ensure every penny spent is effective use of money. However, this means that we will not be able to meet every community's expectations. We will, however, seek to support communities that are prepared to take initiatives. For example, working with other public bodies, such as the police and district councils, we are able to provide support to implement Speedwatch schemes run by local people and, help with No Cold-Calling Zones to address problems with nuisance callers.

Our key focus must be on managing demand for our high cost services. As a Council, we recognise the need to make sure that people are better placed to help themselves and each other, so that when extra support is needed this can be found within their local communities. Our efforts to support strong communities will aim to focus on preventative actions which can help to keep people away from needing services delivered by the Council, recognising that very often the best and most sustainable help comes from neighbours and peers.

The Council has an increased focus on a strengths-based approach – for individuals and for communities. This means that we will look first at the strengths within people's lives – their family and community networks, their interests and their abilities, in order to link people with the right sources of support and help which build upon these strengths. Communities that are more connected need fewer public services, create good places to live, and improve outcomes for residents. People are not passive recipients of services – they have an active role to play in creating better outcomes for themselves and for others, and they themselves will be the starting point for tackling emerging issues.

We will work towards having ***more open public services that have the mobilisation of people as their core organising principle***. (Clarence and Gabriel – Nesta 2014). This means that our services will have a real focus on building the willingness and capacity of local people to help others and to input to their local area. In doing this, we reposition the Council as part of the wider community, providing only those services that local people cannot do for themselves, and facilitating the capacity of local people to meet local needs for themselves.

This significant shift in the way that we deliver services requires political and executive leadership, and a workforce that is able to change and adapt to very different ways of working. As such, community resilience is a key enabler in our new operating model.

The evidence base

From national and local work, we have a wealth of evidence about what works in building strong resilient communities and helping to manage demand for high-cost Council services. This helps us to begin to reset the relationship between local government and local communities, providing evidence about where and how local communities work best.

The evidence which drives what we do:

- ***Professionals with a problem-solving brief will tend to see and respond to problems*** – our workforce of the future will need to be able to provide the short-term intensive support that some vulnerable people will need, but also be able to nurture the sparks of local community support within the communities in which they work.ⁱ
- ***When people help other people it creates stronger communities and higher levels of social capital***, with all of the associated economic, social and health and wellbeing benefits that brings.ⁱⁱ
- ***Relying on needs assessments to understand a community perpetuates a focus on needs from the perspective of services we provide***; this can miss identifying the strengths and assets that communities can bring to solve collective problems.ⁱⁱⁱ

The evidence which drives how we work:

- ***Professionals are not necessarily the best people to deliver services***. Research shows that in many cases trained peer supporters are much better placed to deliver some services.^{iv}
- ***Community leadership from our elected councillors*** can help to create a climate for better engagement and a more honest conversation with local communities.^v
- ***Alternative governance arrangements, like cooperatives and mutuals***, can give communities the opportunity to design and run their own services, creating greater ownership and take up.^{vi}
- ***The role of the public sector is changing, and with that the role of the professional within it***. We need to build our role in providing the platform for social connection rather than simply providing a direct service in response to need.^{vii}
- ***Local people identify with where they live and have a natural interest in being part of a strong community***, so there is an opportunity to tap into this in order to generate behaviour change and a greater sense of responsibility for community wellbeing.^{viii}
- ***Engaging the community in co-designing and commissioning services*** is the best way to achieve long-term transformative change alongside more resilient communities.^{ix}

The evidence which drives where we work

- ***Community-led community spaces provide the critical link between families who would not traditionally use children's services and link volunteers with vulnerable adults***, where there is light touch peer support to help them at home and easy connections to other sources of support.^x

Areas of focus

If we are to be successful in achieving this fundamental shift of emphasis – from a focus on need and service provision to a focus on mobilising the energies and strengths within communities – we need to articulate the framework within which decisions and actions will be taken across the whole of the Council. Our framework for community resilience will focus on these key areas:

- Communication
- People helping people
- Council Members
- Our workforce
- Community spaces
- Partnerships

Communication

We do not underestimate the scale of the challenges we face. Success will depend upon a cultural shift within our local communities, away from an “entitlement culture” - the expectation of public services as delivery agents meeting the needs of local people - towards an understanding of everyone “doing their bit”, with local citizens as active co-deliverers and co-designers of provision in their local community.

We need to get the message right in order to achieve this. The Council will initiate an honest conversation with the public about the reality of future public service provision and the role of the local community in the future. Within this conversation, we need to work with the community to find out what they might be able to do without our help, and how we can work better alongside local people, local groups and local community assets. We will work to reposition the Council as part of the local community – one organisation of many locally who work together for local people.

We will improve the way we gather local communication, knowledge and information so that information on very local activities and support are accessible in very local areas, for example, through community hubs. Community hubs will have a vital role in this local intelligence gathering and asset mapping, and provide the key contact for local service providers and local people to find out about local community activity.

We aim to have achieved the following by 2020:

A fundamental shift in the way that our service provision and local communities interact, with Council and local people working together to help those who are more vulnerable.

A clear understanding and agreement on provision which needs to be led by the public sector, provision that could be led by local communities, for example by parish councils, and provision that we can do together.

A shared understanding of what works to promote and facilitate community self-help and community action, building on successful local practice and a growing national evidence-base.

Easy access to up-to-date information on local community activity – for our own staff and for local people.

Local people understand and can input to their neighbourhood, and know where to go for help if they want to find out how to form a community group or apply for funding. The Council actively supports and facilitates community action.

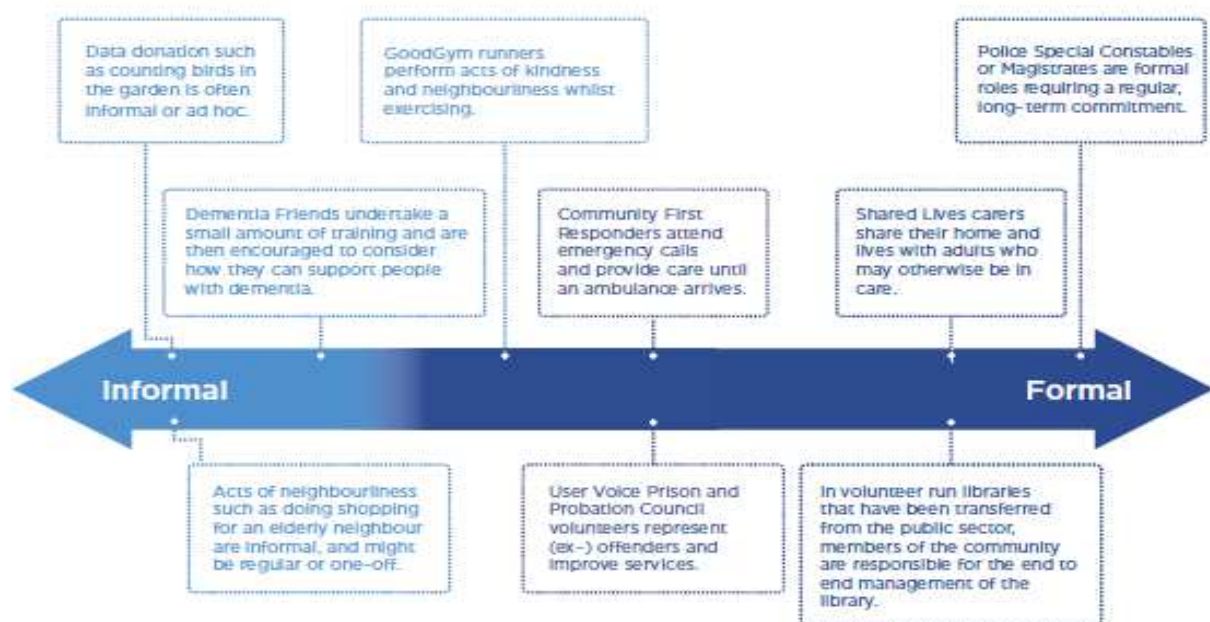
People helping people

Research shows us that professionals are not always the right people to provide help and support. Help from local community peers, with a clear mechanism for their support and training, can be far more effective in reaching people who may begin to need help but who do not come forward to ask for help from professional services. We will make sure that our own services are more systematic in identifying, supporting and deploying peer supporters.

There are already very many people who volunteer their time to help others, both in more formal capacities, or informally at very local levels. Many of our services recruit, support and deploy local volunteers, and we will get better at coordinating these volunteering opportunities and building upon and celebrating their success.

Mobilising citizens: the spectrum of social action

Volunteering, giving, neighbourliness, reciprocity, pro-social behaviour, people-powered public services: what underpins the myriad of such terms is the simple idea of people helping people, of individuals freely taking action to benefit others.



(Nesta 2014)

We recognise the inherent strengths within communities, and we want to provide the right environment for local community groups to thrive. These small, locally-driven groups are often better at meeting the needs of their own communities, and are able to lever other sources of support and funding to add value to their offer. Equally, community leaders exist in all communities, and where these leaders have plans to build community action and community support, we will help them to do so.

We will provide information and advice to help local people to establish local activity, for example, through developing an online toolkit giving advice on sources of funding, support and training that community groups can access, and through opening up our own buildings to local community groups so that they can work alongside us.

We want to build community strengths including:

- the skills, knowledge and connections of local residents
- the collective power of local informal associations and clubs
- the collective resources of public, private and non-profit institutions
- the physical and economic resources of local places
- the shared stories, culture and heritage of communities

We aim to have achieved the following by 2020:

A defined role for some of our frontline workforce about identifying and nurturing peer support and intergenerational support – recruiting and deploying a team of peer or intergenerational supporters drawn from those who have successfully overcome problems or vulnerabilities themselves. This is explicit in job descriptions.

Parent, young people or older people peer supporters are identified, trained and nurtured so that people with emerging or additional needs can access the early help and support they need from people that they trust, thus preventing escalation to higher cost services.

Online communities are supported and developed to facilitate people helping others without the need for Council intervention, for example, through the development of “virtual school gates” – online forum for parents in a school catchment area - so that parents can help and advise each other.

New governance arrangements or informal community leadership are actively supported where appropriate, to give communities the opportunity to design and run their own services so that they can better meet the needs of their own communities.

A clear role for managers in identifying, creating or commissioning the opportunities for need to be met within communities, and managing volunteer resources and local community-facing budgets.

Further investment in community-based support where there is evidence that this reduces direct service delivery costs, e.g. community navigators, foster care for older people and different ways of meeting the needs of people needing home care.

Little Miracles – Parents helping parents

Little Miracles' story is one of people coming together to make things happen for families with children with additional needs and disabilities

The group came together after Founders Michelle and Tessa met on a bus. Michelle said: 'The bus driver refused to take my son, who was born with Down's Syndrome, on the bus because of his oxygen. I refused to get off the bus, I was so demoralised that I sat down in the aisle and cried. Fortunately, Tessa was on the bus. She was also a mum of a child with Down's Syndrome and she took me out for a coffee. It was amazing to share experiences with someone who had gone through the same struggles.'

Michelle and Tessa got on so well that they continued meeting for coffee regularly. Tessa invited a few more parents and before they knew it they had an informal support group and started running activities that parents asked for. It went from strength to strength and outgrew various venues until they were given a disused Council building and DIY SOS created a purpose-built centre for us in Peterborough.

Since then Little Miracles has supported parents to set up branches in Ely and Ramsey (supporting around 200 and 80 families respectively) and more recently in St Neots. Each branch looks very different, based on what parents need, but all provide a range of free activities, training, drop-ins and trips, as well as training peer supporters in bereavement support, benefits advice, counselling and how to refer to other organisations.

Michelle added: "The informality is really valued. It's really important to us that there's no difference between parents and volunteers, and we all support each other. All our staff have additional needs themselves or have children with special needs. Our trustees are always parents. We recruit great professionals to our advisory boards, but it's the parents that make all the decisions. This way means that we've got an amazing panel of experts to support us, but our users are empowered to make all the decisions for themselves, so that what we offer really reflects what families want'¹

¹ Full case studies available at community@cambridgeshire.gov.uk

Council Members

Our Councillors are important to these changes. Members will have a proactive role to play as community leaders within the local communities in their own divisions. Members can create a climate for better engagement between public sector, voluntary sector and community leaders, providing the “glue” locally to bring activity together and playing a critical part in the conversation that needs to happen between the Council and local communities. They know the enablers and community leaders locally and can help to ensure that these community enablers have the right help and support to be successful in their activities.

Members have two key roles to play in developing stronger and more resilient local communities:

1. **Community engagement** – members facilitate the flow of information and intelligence between local communities and the Council, both in identifying the issues and opportunities within their divisions, and in providing the intelligence local communities need in order to get involved. Councillors will also need to engage with and represent their communities with other organisations such as NHS Trusts, Police services, Jobcentre Plus, and others. In developing this role, it will be crucial to ensure that the expectations of communities are managed effectively.
2. **A community advocate** – nationally, policy makers are highlighting the role for elected members in identifying the needs, wants and assets in the communities they represent, both in terms of vulnerable people and in terms of agencies working in the local area. Members can then act as a conduit between community groups and public services to build real grassroots partnerships to meet the local identified need.

We aim to have achieved the following by 2020:

Councillors have a clear understanding of the features of resilient communities, and understand their key role in supporting this.

Councillors play a lead role in communities co-designing and co-delivering support needed locally.

Local councillors champion community-based provision, proactively linking parish, district, county and community services around a defined understanding of the strengths and needs locally. They identify key people within communities and seek local solutions to be delivered by local people.

Somersham Health and Wellbeing Group – a Member’s Perspective

About four years ago I volunteered to pilot a new approach to local community involvement in my patch. Being a parish councillor and also a district councillor helped me to sell the idea of piloting this to the Parish Council.

We encouraged people to contribute their ideas for a local plan, through public events where people used photographs to show what they liked and disliked in their community. The resulting exhibition encouraged more comments and I added some key issues myself that professionals were identifying but weren't necessarily obvious to local people attending, such as childhood obesity and helping older people.

We then set up a Timebank, and the parish council agreed to employ a co-ordinator. That has made it easy to swap skills and resources. If someone has a big event, they are able to borrow chairs from the church or village hall. When the football club holds a tournament, marshals with hi-vis jackets are provided by the Christmas Lights working party. As people took advantage of the benefits, they were starting to be better connected. Seeing how that worked made it clear to me that we could do more to work together locally to increase our resilience.

There was no forum for people to exchange knowledge and ideas. Many of those working in the community did not know of each other's existence, let alone contact details. This made it difficult to deliver the actions identified in our Community Plan – in particular around childhood obesity and supporting older people. Health providers and commissioners made encouraging noises, but it was not within anyone's remit to take this forward. It was clear if I wanted it to happen I just had to get on with it myself.

So I set up a very local health and wellbeing group for my Division and invited local practitioners, service providers, volunteers etc. I wasn't sure if people would show up – but nearly two years later, they are still showing up and the group has grown and now includes the Clinical Commissioning Group. We've been able to do some asset mapping together – looking at everything that is available in our communities, all the positive energy of people and all the knowledge and resources that we could all draw on.

It's really important that a group like this is not a talking shop. We always make sure we take actions away. We meet every four months, and now people know who's working locally and how to get in touch between meetings they work on things together much more. The local practice nurse has been so impressed that she's set up a similar group in Warboys.

The thing is, nobody told me what was needed – being a proactive councillor involves identifying needs and opportunities. If you're really linked in to your community then you'll be able to work out what's missing and help put it in place - you have a license to take the initiative because that's why you were elected. If we think about it, the whole point of elected councillors is that they increase the resilience of the system. If we restrict our activity to being reactive, solving problems as and when presented, we are just preserving the status quo. We all know that is no longer an option. If we want our communities to change to cope with the challenges ahead, we need to act as catalysts for that change.

Our workforce

Through our recruitment practices and through training and development, we will build a workforce that is equipped with the skills needed for new ways of working – skills which include:

- the ability to build networks and relationships, empathetic
- the ability to motivate and potentially manage volunteers
- the ability to innovate to develop local solutions
- managers who are enabling and not process-driven
- solutions-focused
- good communicators and facilitators
- flexibility and adaptable to change

We need to reposition our workforce across the whole of the Council so that practice is built on a strengths-based approach, building on the strengths of each individual and their networks and neighbourhoods, rather than a focus on deficits and needs. This will mean redefining roles and responsibilities both for frontline practitioners and for management roles.

We know that this will need significant workforce development and culture change. Our staff are trained and experienced in delivering services to people in need, and a move towards community development and community resilience will entail a very different way of thinking and working for some. Currently, the system tends to wait for people to fall into crisis, then assesses people in terms of their deficits (defining people by what they cannot do) and then provides professional services to meet deficits that have been further re-defined in terms of the service provision available. Frontline staff and their managers will need support and training in order to focus their work in very different ways – ways which build on prevention and community support rather than crisis intervention and public services.

We also know that community volunteers will need to be properly trained and supported in order to carry out their roles safely and effectively. We will therefore look to expand our workforce development opportunities to include our role in identifying, encouraging or supporting people we work with to give back to help others. We will want to explore how we can develop role generosity in some areas to facilitate and support good early intervention across age groups.

We recognise that communities are intergenerational – and yet we tend to segment our services by the age of those needing help. We will take steps where possible towards a workforce that works locally, across age groups, to better reflect how local communities best thrive. In doing this, we will make explicit the role of each frontline practitioner as the “first point of contact” for people who need some help, and make sure that our workforce is equipped with the materials and information that they need to link people into their local communities. We will be clear about the skills that we will need of a workforce which focusses across age groups and networks.

We aim to have achieved the following by 2020:

Good working relations between local public sector and voluntary sector staff, through workforce development, shared workspaces and joint roles across organisations.

A workforce which has at its heart the attributes needed to work across sectors and organisations, seeking solutions and innovating to involve local communities.

A relationship-based “community first” approach to frontline work which links more vulnerable people with sources of help from within their own networks and neighbourhoods, instead of defining support as either commissioned or provided directly by our own staff. Our interventions leave people more connected with their community.

Refocused roles across our workforce which clarify their role in developing community resilience, and build in an intergenerational approach to frontline work. The development of Think Family – or equivalent Think Community.

Close relationships between the voluntary and community sector groups, local community leaders and organisers, local businesses and our own workforce. Community and voluntary groups understand our role in relation to what they do and what we can offer (e.g. space, training, expertise) and how and when to contact us.

New ways of working to connect people to their community

Ben is a young adult on the Autistic Spectrum who had really struggled to engage in activities. He has support from Adult Social Care, and is also being seen by probation services as he’s previously been charged with assault.

Ben has been attending a Learning Disability setting, and would normally have one to one support and close supervision because of his difficulties and his criminal record. Ben’s workers would not have felt confident or able to suggest that he could take part in a mainstream activity. However, staff in Adult Social Care are being encouraged to innovate and to seek local solutions for their clients rather than relying on the more traditional care package. So when staff heard about a volunteer gardening group through the local Volunteer Centre they felt able to suggest that this might be something Ben would want to get involved in.

With Ben’s consent, workers shared the risk assessment with the gardening group and the group were completely unfazed. They already worked with people who were out of work and had a criminal record; they were confident that Ben would be able to participate safely.

Traditional Learning Disability services would not have been able to provide the same experiences to Ben. Allowing him access to sharp tools may have been seen as too risky, particularly as there would be vulnerable and physically fragile service users around. There would be more staff around and less possibility for independence. At the gardening project, it’s a completely different atmosphere. Ben has a task he needs to achieve, and he responds positively to this independence.

As well as the gardening project, Ben is now much better able to access his local library. The staff in the library have all had autism training, and training was also offered to the local Costa Coffee he likes to go to. Costa were really happy to engage, and took a phone number in case there was an incident – but said they didn't need any training to be welcoming, supportive and accepting of Ben.

In the last six months Ben has had no further police involvement. He's shown himself that there's a wider world, and he can access meaningful activities outside Learning Disability services. The most important change enabling staff to help Ben more effectively was being encouraged to think differently about risk, to share information more freely and to focus on finding local solutions rather than following set processes.

Community Spaces

We want to work locally, in local areas which are accessible to local people. We will aim to work from buildings that are shared spaces used by our own teams alongside Partners, voluntary sector organisations and community groups. This will build more collaborative working and help to blur the line between council and wider community support.

Through our work in new and growing communities, we have developed a set of principles for establishing community hubs to provide the catalyst for community development and to encourage community resilience. We will build upon these principles to develop a network of community spaces across the county. This model will enable us to rationalise the use of our buildings, using very local knowledge to identify spaces which communities use most, and also will help to build the links between local public and voluntary sector organisations, local businesses and local people.

We will network best within local communities in buildings which are already well used by local people. This may be a building currently run by the Council, e.g. a library or children's centre, but may equally be a community centre or village hall. We will support the development of a network of spaces, services and activities in an area around this central hub – providing the opportunity for local service providers and local people to work together through this network to identify and respond to local issues. This network will be key to recruiting, supporting and deploying volunteers within local areas, and will link vulnerable or isolated people into sources of community support.

This means that we will rationalise the use of our buildings across our Council services and with Partners. Alongside our own service provision, we will ensure where possible that local community groups can share our space and work alongside us to provide services for local communities. There will be occasions where our buildings are deemed surplus to requirements, and decisions will need to be made about the future use of these buildings.

Our buildings are public assets. They need to function in a way that has the most value for Cambridgeshire. There is a balance to be struck between the social value which a property asset can help to generate, and the financial value which an asset can release to support the Council's delivery of services or investment in alternative community resilience initiatives across the county. Financial value cannot be discounted merely because an asset can be put to a local community, charitable or 'not for profit' use.

We will make decisions on the future of our buildings based upon a set of clear principles which incorporate the drive to develop resilient communities, ensuring that there are sound social and financial bases to our decisions.

The Council has others assets too which need to be used in ways which make most sense and bring the most value for Cambridgeshire residents. For example, we have mobile facilities such as mobile libraries. We recognise that we need to improve the way that we use these assets to support resilience within communities.

We aim to have achieved the following by 2020:

A network of community spaces which are the first port of call for the local community (see appendix), rationalising the use of existing buildings such as libraries and children's centres, and joining with Partners where possible around local community spaces.

Agreed criteria by which disposal, continued use or asset transfer at nil cost will be appropriate where County Council assets are not required for County Council operational use.

A clear set of policy statements (community asset transfer, community right-to-buy, reducing capital liabilities, land disposal) to guide decision making for our councillors and for potential providers

Further exploration of the use of our wider assets to better support community resilience.

Vir2oso taps into talented town

Vir2oso is the brain child of Tracey, a social entrepreneur who has discovered that St Neots has got talent. Her story is one which shows how real energy can be unleashed if encouraged and developed unhindered.

Vir2oso was born out of frustration, with Tracey finding that there were no affordable arts opportunities locally for her two sons and other kids.

Rather than sticking her head in the sand, she decided to use the power of social networking and soon found out there were like-minded people locally on Facebook who felt the same way and were willing to give a helping hand and volunteer.

Then things really started to happen. She started working with the Children's Services Locality Team who offered her some space at the Bargroves Centre. This meant she now had a base

to run arts activities and clubs for local kids, allowing them to explore their creativity and develop their confidence with volunteers on hand to help. She also has a market stall and recently got funding for an arts caravan where people can come along on market days and have a go.

The relationship with the Locality Team is a true partnership – they can support her to explore new ideas and have trained Vir2oso volunteers in Youth Work. In return, Tracey supports their work and Vir2oso runs youth activities that the Locality Team can no longer provide. She says that more opportunities for local decision making would be amazing, so if people who know the area think something would be useful, they are empowered just to say yes!

Partnerships

This strategy focuses for now on the role of the county council in relation to community resilience, as well as the role of LGSS (Local Government Shared Services) particularly in terms of community spaces and workforce strategy.

However, the relationship between local authorities, NHS, police and housing providers needs to be more fluid. Statutory and voluntary sectors including faith-based organisations need to create better forums for sharing insight and jointly building platforms for commissioning and delivering services.

There is also an opportunity for public agencies to think about the contribution that can be made by the private sector and the ways that businesses can work in partnership with local authorities, not just as service deliverers but also as corporate citizens. The future sustainability of our local communities will depend upon the extent to which communities can become more economically and socially productive - and how effective public agencies are in supporting this.

We recognise therefore that a strategy to build resilient communities cannot function in isolation. Hence this strategy will be further developed and delivered in partnership with other community stakeholders, in the public, voluntary and business sectors.

We aim to have achieved the following by 2020:

Businesses are engaged with their local area as corporate citizens.

There is an agreed set of working practices and processes in working with local health services (e.g. midwives, health visitors, district nurses and GPs) so that when they identify potential vulnerabilities (e.g. older people becoming frailer, pregnant women who may struggle with motherhood), there is a system to link these people with sources of local support.

Voluntary sector organisations and adult learning providers work closely with us in our aims to build community capacity.

A broader partnership strategy or agreement to build community resilience which builds on the commitments from the Council.

Godmanchester Baptist Church

We run a group for carers and toddlers on Wednesday morning. There's crafts, singing and we usually end with a story. About 60 families attend. There's very high use by the Polish and Hungarian communities – having a big, integrated group means that they can get help with translation if they need it, but also that it's possible to just chat and socialise in their own language. There's loads of signposting and informal support that goes on during this session, both from volunteers and also between the parents who attend. One of the parents is a National Childbirth Trust rep, there's often breastfeeding support or second hand clothes for sale, and we're in talks with the local library about starting to run a micro-library. But more importantly than any of that, it's so valuable for parents with young children just to have another adult to talk to. People really value the relaxed atmosphere, we have tea and coffee and parents are able to socialise.

We also run a children's club for ages 7-11, with games, craft activities. At the same time we run a coffee area for parents to be able to relax and chat while children play independently. This is somewhere that very supportive conversations take place – for example, a lot of our families share their experiences of long term separation from dads who may be working abroad, serving with the army, or otherwise absent. This is a peer support network that has just formed naturally.

When the local children's centre first started up, no one seemed to see provision for children and families as a partnership, as component parts of the local provision for families. The children's centre started running groups at the same times as another local community parenting group, which as a result almost had to close. We were able to give them some support to keep running which was fortunate because after a little while the children's centre had its funding reduced and could no longer provide those groups. So if the original community group had gone under there wouldn't have been any provision!

When the local children's centre first set up, we had very little contact with them. Better communication will help the children's centre to know that our group is a good place to refer Polish-speaking parents who might be isolated. We also offer peer support for parenting skills. On the other hand, we don't have many young mums who access our service, so we know there's a gap in provision – so that's something the children's centre will need to focus on.

Our relationship with the children's centre is forming now, and we are really hopeful that by improving our communication we can improve what we offer to local families. We know that we can all achieve far more for our local families if we work in partnership.

Risk

By 2020, the Council will have reviewed and revised its appetite for risk across the organisation so that we have built in a greater level of trust in community action. This will have driven a change in the management working practices and frontline staff, where they are better able to step back and allow the community to step up in direct work with vulnerable people. We will have debated and prepared for the challenges that will inevitably arise.

Financial Benefits

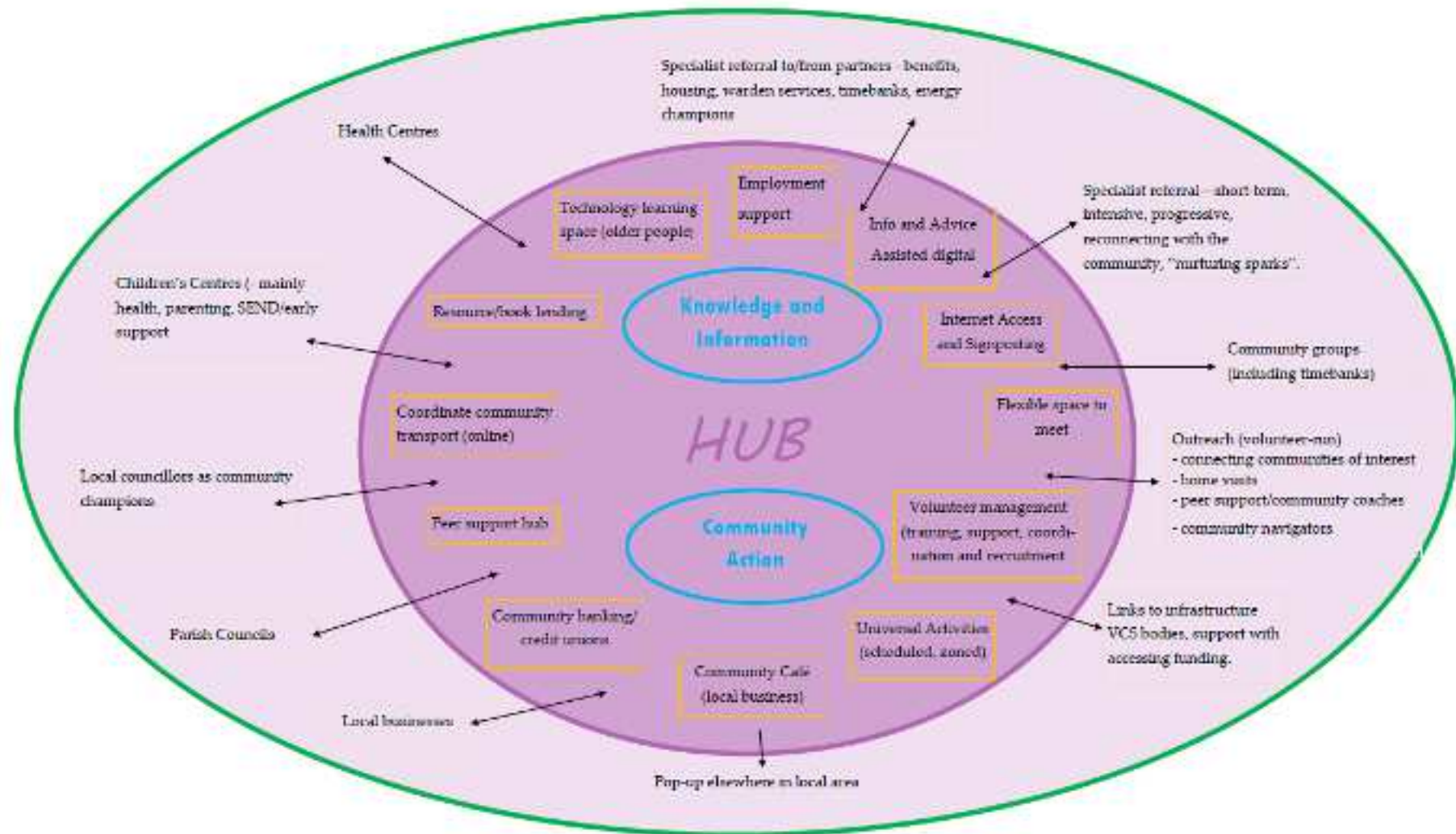
The financial benefits of the strengths-based approach to working with individuals and on fostering more resilient and supportive communities are in relation to:

- **Costs avoided** – for example, shorter and less costly care packages for older people, where neighbours and friends can do some of the things that we currently ask domiciliary care providers to undertake, or where our Reablement team links people to community activities rather than extending their own input;
- **Helping to guide where savings could be made in front line services** – for example, where local parents step up to successfully offer peer support through children's centres or other community spaces and therefore reduce the need for services for parents in crisis, or where communities undertake some highways improvement work;
- **Mitigating the impact of cuts which will have to be made to front line services** – for example, by making sure there is a greater wealth of volunteer capacity in local areas with people willing and able to give some time to help others – through more organised opportunities such as timebanks, or through raising awareness and perceptions of volunteering opportunities.

It is challenging to predict accurately the savings that will accrue. However, we will present our business planning proposals with savings predicated upon this approach. Our work now should help to guide where savings can be made, and inform decisions on how to plan our remaining service budgets in the most effective way for local people.

We will be brave about articulating what we will have to stop doing, but we will underpin this with better support to help communities to step in to do some of the things that we currently do. We will be clear about the financial contributions of local community action, and how this financial contribution can help to protect some Council services.

Building community resilience through community spaces - an example



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- ⁱ Community Connectors Asset Based Community Development (ABCD) Pilot Project Report *April 2014*
- ⁱⁱ Clarence and Gabriel (2014) “People Helping People – the future of public services” www.nesta.org.uk
- ⁱⁱⁱ Russell (2009) “Communities in Control – Developing Assets” www.carnegietrust.org.uk
- ^{iv} “Radical Efficiency in Action – Transforming Early Years” www.innovationunit.org www.nesta.org.uk
- ^v “Managing Demand: Building Future Public Services” www.thersa.org
- ^{vi} “Radical Efficiency in Action – Transforming Early Years” www.innovationunit.org www.nesta.org.uk
- ^{vii} “Managing Demand: Building Future Public Services” www.thersa.org
- ^{viii} Clarence and Gabriel (2014) “People Helping People – the future of public services” www.nesta.org.uk
- ^{ix} “Managing Demand: Building Future Public Services” www.thersa.org
- ^x “Radical Efficiency in Action – Transforming Early Years” www.innovationunit.org www.nesta.org.uk

**INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING
31STAUGUST2015**

To: **General Purposes Committee**

Date: **20th October 2015**

From: **Chief Finance Officer**

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

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

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

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

- **Analyse resources and performance information and note the
remedial action currently being taken and consider if any further
remedial action is required.**

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1. PURPOSE

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

2. OVERVIEW

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

Area	Measure	Forecast Year End Position (Jul)	Forecast Year End Position (Aug)	Current Status	DoT (up is improving)
Revenue Budget	Variance (£m)	+£2.8m	-£0.0m	Amber	↑
Basket Key Performance Indicators	Number at target (%)	47% (9 of 19)	53% (9 of 17) ¹	Amber	↑
Capital Programme	Variance (£m)	-£19.3m	-£36.9m	Amber	↓
Balance Sheet Health	Net borrowing activity (£m)	£434m	£419m	Green	↑

¹The number of performance indicators on target reflects the current position.

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

- The overall revenue budget position is showing a forecast year end underspend of £43k (-0.0%), which is an improvement of £2.9m since last month. The majority of this is as a result of incorporating the corrective actions into the reported figures this month, which were reviewed and approved by the General Purposes Committee on 15 September 2015. These savings have, however, been partially offset by an increase of c.£1m to Children, Families and Adults (CFA's) forecast pressure, as a result of Looked After Children (LAC) Placements. See section 3 for details.
- Key Performance Indicators; the corporate performance indicator set has been refreshed for 2015/16. Some of the measures within this new set are still being developed and should be available in the coming months. There are 23 indicators in the Council's new basket, with data currently being available for 17 of these. Of these 17 indicators, 9 are on target. See section 5 for details.
- The Capital Programme is showing a forecast year end underspend of £36.9m (-17.7%), which is an increase of £17.7m since last month. The majority of the increase is due to

further slippage within Economy, Transport and Environment's (£12.2m) and LGSS Managed's (£5.0m) capital programmes. See section 6 for details.

- **Balance Sheet Health;** The original forecast net borrowing position for 31st March 2016, as set out in the Treasury Management Strategy Statement (TMSS) is £453m. This projection has now fallen to £419m, down by £15m from last month. This is largely as a result of changes in the net expenditure profile of the capital programme and changes in expected cash flows since the Business Plan was produced in February 2015. See section 7 for details.

3. REVENUE BUDGET

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

Key to abbreviations

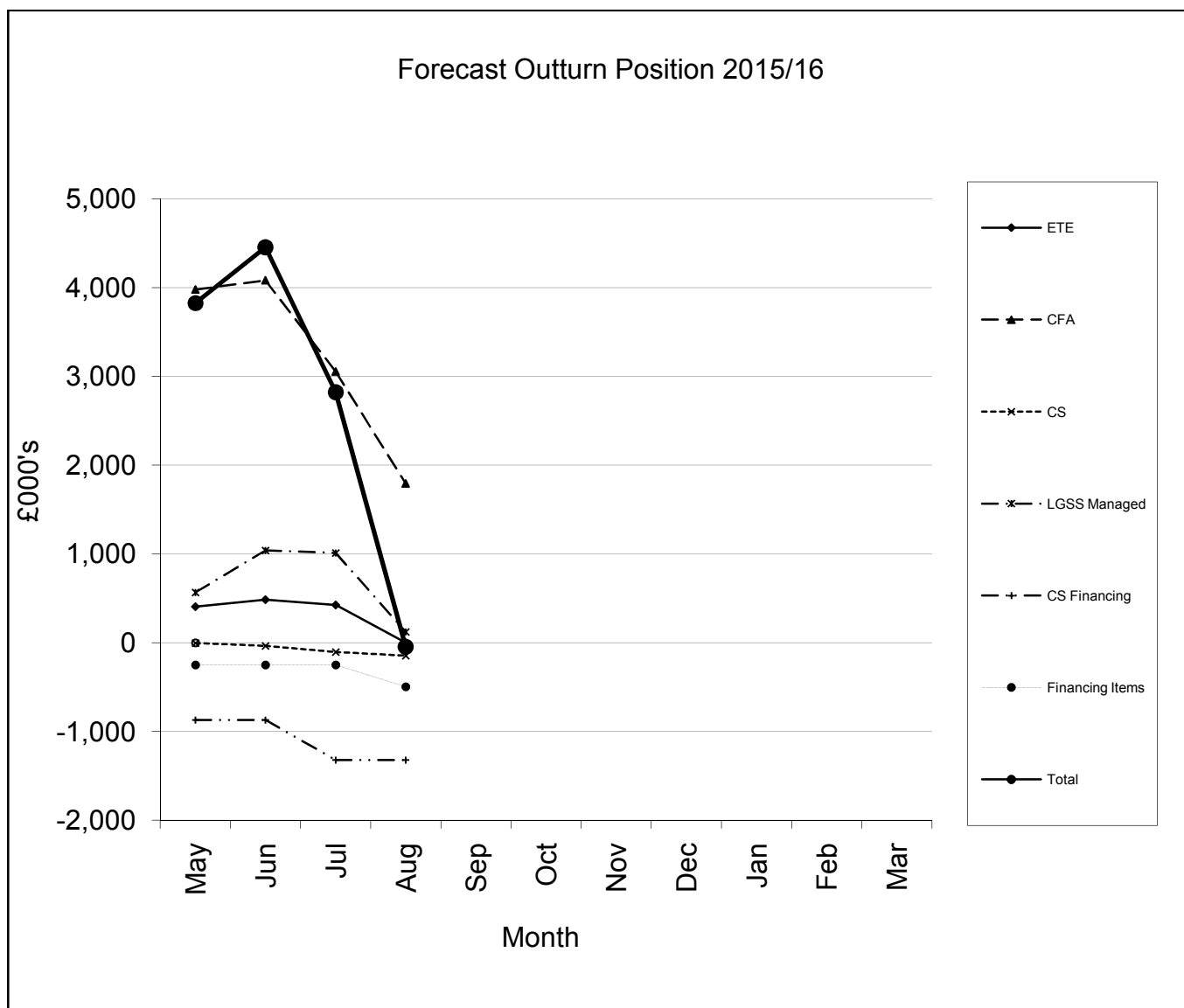
ETE	–Economy, Transport and Environment
CFA	– Children, Families and Adults
CS Financing	– Corporate Services Financing
DoT	– Direction of Travel (up arrow means the position has improved since last month)

Original Budget as per BP ¹ £000	Service	Current Budget for 2015/16 £000	Forecast Variance - Outturn (Jul) £000	Forecast Variance - Outturn (Aug) £000	Forecast Variance - Outturn (Aug) %	Current Status	DoT
63,308	ETE ²	62,691	427	0	0.0%	Green	↑
244,270	CFA	244,050	3,056	1,795	0.7%	Amber	↑
0	Public Health	0	0	0	0.0%	Green	↔
5,672	Corporate Services	6,166	-105	-145	-2.4%	Green	↑
9,145	LGSS Managed	10,471	1,011	123	1.2%	Amber	↑
35,460	CS Financing	35,460	-1,320	-1,320	-3.7%	Green	↔
357,855	Service Net Spending	358,838	3,068	453	0.1%	Amber	↑
2,165	Financing Items	1,189	-248	-496	-41.7%	Green	↑
360,020	Net Spending	360,027³	2,820	-43	-0.0%	Amber	↑
Memorandum Items:							
9,864	LGSS Operational	9,856	-20	0	0.0%	Green	↓
369,884	Total Net Spending 2015/16	369,884					

¹ The budget figures in this table are net, with the 'Original Budget as per BP' representing the Net Budget column in Table 1 of the Business Plan for each respective Service.

² ETE includes Winter Maintenance and the Waste PFI Contract, where specific arrangements for under / overspends exist. Excluding these the underlying forecast outturn position for ETE is a £182k underspend.

³ For budget virements between Services throughout the year, please see [Appendix 1](#).



3.2 Key exceptions this month are identified below.

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

	£m	%
<ul style="list-style-type: none"> There is a pressure of £270k within ETE, of which a significant proportion (£260k) is derived from the Park & Ride site income being less than anticipated. Officers will continue to seek to increase income in this area and also review all budgets to offset this pressure. Should the current underlying overspend of £270k not reduce as year end approaches, then expenditure on 'Local infrastructure and Streets' and 'Passenger transport other' will be reduced by £100k and £170k respectively. These assumptions have been built into the figures reported bringing the budget to break-even by year end, but tight management of other revenue budgets and potential slippage in some expenditure will also occur meaning that from experience, these planned reductions will not be required and the expenditure can be reinstated. 	-	-

- Previously reported exceptions that are still applicable can be found in [appendix 2](#)

3.2.2 Children, Families and Adults: £1.795m (0.7%) overspend is forecast at year end.

£m %

- **Strategy & Commissioning Directorate** – this directorate is reporting a forecast overspend of £2.250m, which is an increase of £1.1m from last month. The increase is due to:
 - **Looked After Children (LAC) Placements** – there is a £1.1m forecast overspend resulting from a continued unprecedented growth in the LAC population, which has exacerbated the pressure carried forward from 2014/15. +1.100 (7%)
 - **Home to School Transport - Special** – the forecast overspend has reduced by £525k this month, reflecting the separate reporting of LAC Transport (see below). The forecast overspend is due to a residual pressure from 2014/15. +0.625 (9%)
 - **LAC Transport** – LAC Transport has been separated out from Home to School Transport - Special this month (see above). The forecast overspend is due a pressure resulting from the policy of trying to keep young people in the same educational setting when they are taken into care or their care placement moves, providing stability. +0.575 (86%)

The combined overspend for Home to School Transport - Special and LAC Transport remains unchanged this month.

- Additional savings totalling £2.246m have been identified, as per the table below, which were reviewed and approved by the General Purposes Committee on 15 September 2015:

Adult Social Care	£m
Reduction in Mental Capacity Act/Deprivation of Liberty Safeguards spending due to lack of available assessors	-0.100
Forecast underspend on carers support in first year of new responsibilities	-0.150
Older People	
Capitalisation of Assistive Technology revenue spend	-0.125
Provision for potential accommodation costs unlikely to be required	-0.115
Services to respond to new responsibilities for social care needs for prisoners are being established. Likely underspend this year	-0.240
Budget for Delayed Transfers of Care reimbursement not required post Care Act	-0.330
Release of provision for potential dispute on costs of nursing care	-0.300
Strategy and Commissioning	
Reduction in earmarked Building Schools of the Future reserve to	-0.227

reflect anticipated demand levels	
Underspend on IT systems development budget	-0.050
Saving on Special Educational Needs and Disability (SEND) delivery grant funding	-0.025
Enhanced and Preventative Services	
A one-off reduction to the Youth and Community commissioning budget, reducing the total budget allocation from £100k to £50k in 2015/16. This is possible because the Youth and Community Coordinator roles were not established until July 2015.	-0.050
Education Welfare Officers additional income	-0.060
Learning	
One-off reduction in Ed ICT Replacement Reserve	-0.159
Capitalisation of Infrastructure Service revenue costs	-0.265
Reduction in projects funding	-0.050
TOTAL	2.246

- Previously reported exceptions that are still applicable can be found in [appendix 2](#)

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

- There are no exceptions to report this month.
- Previously reported exceptions that are still applicable can be found in [appendix 2](#)

3.2.4 **Corporate Services:** £0.145m (-2.4%) underspend is forecast at year end.

- There are no exceptions to report this month.

3.2.5 **LGSS Managed:** £0.123m (1.2%) overspend is forecast at year end.

- LGSS Managed is currently predicting a year end overspend of £123k, which is a decrease of £0.9m from last month, reflecting the corrective actions identified (as reported last month) to recover the overspend position. - -
- **IT Managed** – to contribute towards recovery of the overall LGSS Managed overspend, the balance on the IT Asset Replacement Fund (£475k) will be written back to revenue. This is facilitated by the move towards provision of mobile devices, which are funded from the IT for Smarter Business Working capital scheme. This is partially offset by £54k net pressures across the centrally held budgets. -0.421 (-19%)
- **Transformation Fund** – this covers the costs of Section 188 redundancies. Assuming a straight-line spend profile based on costs to date, an underspend of £225k is now being reported. -0.225 (-23%)

- Previously reported exceptions that are still applicable can be found in [appendix 2](#)

3.2.6 **CS Financing:**£1.320m (-3.7%) underspend is forecast at year end.

- There are no exceptions to report this month.
- Previously reported exceptions that are still applicable can be found in [appendix 2](#)

3.2.7 **Financing Items:**£0.496m (-41.7%) underspend is forecast at year end.

- **Deprivation of Liberty Safeguards (DoLS)** – on the 27 March 2015, the Minister for Care and Support announced an additional £25m would be made available to local authorities for the Deprivation of Liberty Safeguards (DoLS). This is a un-ringfenced grant that has not been budgeted for, with £247,899 being allocated to Cambridgeshire County Council in 2015/16.

The activities that this funding is to be deployed for were funded within CFA's 2015/16 base budget via the Business Planning process - at the time of preparing the Business Plan the Council did not know how much grant would be received in relation to DoLS.

-0.248 (-100%)

Last month it was recommended that the additional DoLS funding of £247,899 received in 2015/16 is transferred to the General Fund at year end, to replenish the County's resources used in the first instance to fund this activity, which the General Purposes Committee approved on 15 September 2015.

- Previously reported exceptions that are still applicable can be found in [appendix 2](#)

3.2.8 **LGSS Operational:**a balanced budget is forecast at year end.

- There are no exceptions to report this month.

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

4. KEY ACTIVITY DATA

- 4.1 The Actual Weekly Costs for all clients shown below are calculated based on all clients who have received a service, are receiving a service, or we plan will receive a service. Some clients will have ceased receiving a service in previous months, or during this month, or we will have assumed an end date in the future.

4.2 Looked After Children (LAC): August 2015

	BUDGET				ACTUAL (August)				VARIANCE		
Service Type	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost	Snapshot of No. of placements Aug 15	Yearly Average	Projected Spend	Average weekly cost	Yearly Average to budgeted no. of placements	Net Variance to Budget	Average weekly cost
Residential - disability	2	£381k	52	3,663.30	3	2.52	£241k	2,152.13	0.52	-£140k	-1,511.17
Residential schools	8	£828k	52	1,990.93	11	9.96	£1,024k	1,970.34	1.96	£195k	-20.59
Residential homes	16	£2,342k	52	2,814.92	28	28.99	£4,078k	2,849.38	12.99	£1,736k	34.46
Independent Fostering	261	£9,813k	52	723.03	244	248.74	£9,744k	783.15	-12.26	-£69k	60.12
Supported Accommodation	15	£1,170k	52	1,500.00	26	20.68	£1,115k	1,059.59	5.68	-£55k	-440.41
16+	9	£203k	52	433.58	6	8.21	£161k	363.25	-0.79	-£42k	-70.33
Growth/Replacement	-	£k	-	-	-	-	£450k	-	-	£450k	-
Savings requirement	-	£k	-	-	-	-	-£976k	-	-	-£976k	-
TOTAL	311	£14,737k			318	319.1	£15,837k		8.1	£1,100k	
In-house fostering	140	£3,472k	55	185.55	122	137.45	£3,240k	177.66	-2.55	-£232k	-7.89
Kinship	26	£733k	55	185.55	31	25.78	£677k	194.37	-0.22	-£56k	8.82
In-house residential	16	£1,588k	52	1,908.52	11	10.5	£1,588k	2,776.03	-5.5	£k	867.51
Concurrent Adoption	3	£50k	52	350.00	9	7.73	£140k	350.00	4.73	£90k	0.00
Growth/Replacement	-	£k	-	-	-	-	£198k	-	-	£198k	-
TOTAL	185	£5,843k			173	181.46	£5,843k		-3.54	£0k	
Adoption	289	£2,442k	52	162.50	335	326.21	£2,967k	167.61	37.21	£525k	5.10
TOTAL	289	£2,442k			335	326.21	£2,967k		37.21	£525k	
OVERALL TOTAL	785	£23,022k			826	826.77	£24,647k		41.77	£1,625k	

Note: Adoption includes Special Guardianship and Residency Orders. Any unutilised growth/replacement in-house will be used to support growth externally.

In the following key activity data for Adults and Older People's Services, the information given in each column is as follows:

- Budgeted number of clients: this is the number of full-time equivalent (52 weeks) service users anticipated at budget setting, given budget available.
- Budgeted average unit cost: this is the planned unit cost per service user per week, given the budget available.
- Actual service users and cost: these figures are derived from a snapshot of the commitment record at the end of the month and reflect current numbers of service users and current average cost.

4.3 Adult Social Care (ASC): August 2015

		BUDGET			ACTUAL (August)			VARIANCE
Service Type		Budgeted No. of Clients 2015/16	Budgeted Average Unit Cost (per week)	Annual Budget	Snapshot of No. of Clients at End of Aug 15	Current Average Unit Cost (per week)	Projected Spend	Net Variance to Budget
Physical Disability Services	Residential	40	£969	£2,015k	43	£1,005	£2,259k	£244k
	Nursing	23	£926	£1,107k	25	£866	£1,132k	£25k
	Community	835	£236	£10,251k	795	£243	£10,101k	-£150k
Physical Disability Services Total		898		£13,373k	863		£13,492k	£119
Income variance								-£392k
Further savings assumed within forecast								-£170k
Learning Disability Services	Residential	294	£1,253	£19,161k	300	£1,327	£20,210k	£1,049k
	Nursing	17	£1,437	£1,270k	18	£1,434	£1,345k	£75k
	Community	1,272	£543	£35,907k	1,234	£601	£38,941k	£3,034k
Learning Disability Service Total		1,583		£56,338k	1,552		£60,496k	£4,158k
Further savings assumed within forecast								-£400k

The Learning Disability Partnership is in the process of loading care packages for automatic payment and commitment recording through the Council's Adult Finance Module (AFM) system.

Until this has been fully completed, activity analysis is based on more restricted details about package volume (hours/nights) and length, than is available through AFM. In the table above, the assumption has been made that packages that are currently open last 365 days, as a proxy for full year activity, rather than full reflection of closed and part-year packages.

The forecasts presented in this report reflect the impact of savings measures to take effect later in the year. The further savings within forecast lines within these tables reflect the distance from this position based on current activity levels.

4.4 Adult Mental Health (OP): August 2015

		BUDGET			ACTUAL (August)			VARIANCE
Service Type		Budgeted No. of Clients 2015/16	Budgeted Average Unit Cost (per week)	Annual Budget	Snapshot of No. of Clients at End of Aug 15	Current Average Unit Cost (per week)	Projected Spend	Variance
Adult Mental Health	Community based support	67	£76	£265k	90	£91	£520k	£256k
	Home & Community support	196	£87	£886k	182	£78	£757k	-£128k
	Nursing Placement	13	£682	£461k	16	£656	£518k	£56k
	Residential Placement	71	£732	£2,704k	68	£731	£2,471k	-£233k
	Supported Accomodation	137	£81	£579k	142	£95	£706k	£128k
Adult Mental Health Total		484		£4,894k	498		£4,973k	£79k
Further savings assumed within forecast								-£240k

4.5 Older People (OP): August 2015

OP Total	BUDGET			Projected to the end of the year			Variance From Budget
Service Type	Expected No. of clients 2015/16	Budgeted Average Cost (per week)	Gross Annual Budget	Service Users	Current Average Cost (per week)	Gross Projected spend	Gross Projected spend
Residential	531	£466	£13,044k	553	£430	£13,307k	£263k
Residential Dementia	320	£533	£8,985k	324	£501	£9,084k	£99k
Nursing	319	£635	£10,570k	328	£579	£10,481k	-£89k
Respite	289	£497	£861k	326	£501	£885k	£24k
Community based							
Direct payments	356	£203	£3,862k	297	£262	£4,047k	£185k
Day Care	326	£144	£2,448k	432	£133	£2,987k	£539k
Other Care			£4,270k			£4,034k	-£236k
Homecare arranged	1,807	per hour £16.12	£16,366k	1,856	per hour £18.77	£16,302k	-£64k
Total	3,948		£60,406k	4,116		£61,127k	£721k
Further Savings Assumed Within Forecast							-£680k

4.6 Older People Mental Health (OPMH): August 2015

OP Mental Health	BUDGET			Projected to the end of the year			Variance From Budget
<i>Service Type</i>	<i>Budgeted No. of clients 2014/15</i>	<i>Budgeted Average Cost (per week)</i>	<i>Gross Annual Budget</i>	<i>Service Users</i>	<i>Current Average Cost (per week)</i>	<i>Gross Projected spend</i>	<i>Gross Projected spend</i>
Residential	14	£466	£332k	31	£573	£554k	£221k
Residential Dementia	37	£533	£1,020k	23	£486	£876k	-£144k
Nursing	36	£635	£1,173k	30	£746	£869k	-£304k
Nursing Dementia	156	£680	£5,534k	150	£674	£5,941k	£407k
Respite	16	£400	£38k	8	£583	£28k	-£10k
Community based:							
Direct payments	16	£271	£226k	19	£247	£244k	£19k
Other Care			£53k			£56k	£3k
Homecare arranged	92	<i>per hour</i> £16.08	£615k	97	<i>per hour</i> £16.85	£595k	-£20k
Total	367		£8,991k	358		£9,162k	£172k
Further Savings Assumed Within Forecast							-£172k

For both Older People's (OP) Services and Older People Mental Health (OPMH):

- Respite, Day Care and Other Care have been added increasing the budget from previous reports.
- Respite care budget based on clients receiving 6 weeks care per year instead of 52.
- Residential, Residential Dementia, Nursing and Nursing Dementia budgets have been increased due to funding for Deferred Property Payments.
- Day Care OP Block places are used by OPMH clients, therefore there is no day care activity in OPMH.

We are continuing to develop this data to encompass an increasing proportion of the service's expenditure; this complicates comparisons with previous months.

Although this activity data shows current expected and actual payments made through direct payments, this in no way precludes increasing numbers of clients from converting arranged provisions into a direct payment.

5. PERFORMANCE TARGETS

Corporate Priority	Indicator	Service	What is good?	Date	Unit	Actual	Target	Status (Green, Amber, or Red)	Direction of Travel (up is good, down is bad)
Developing our economy	Percentage of Cambridgeshire residents aged 16 - 64 in employment	ETE	High	31/03/15	%	80.1	77.5 (2014/15 target)	Green	↑
	Additional jobs created	ETE	High	30/09/13 *	Number	7,700	3,500 (2015/16 target)	N/A	↑
	'Out of work' benefits claimants – narrowing the gap between the most deprived areas (top 10%) and others	ETE	Low	28/02/15	%	Top 10% = 12% Others = 5.3% **	Most deprived ≤12	Green	↔
	The proportion of children in year 12 taking up a place in learning	CFA	High	31/07/15	%	92.6	96.0	Amber	↓
	Percentage of 16-19 year olds not in education, employment or training (NEET)	CFA	Low	31/07/15	%	3.6	3.6	Green	↓
	The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	CFA	High	31/07/15	%	76.6	75	Green	↔
	The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	CFA	High	31/07/15	%	44	75	Red	↔
	The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	CFA	High	31/07/15	%	86.6	75	Green	↔
Helping people live independent and healthy lives	Percentage of closed Family Worker cases demonstrating progression	CFA	High	31/07/15	%	74	80	Amber	↔

Corporate Priority	Indicator	Service	What is good?	Date	Unit	Actual	Target	Status (Green, Amber, or Red)	Direction of Travel (up is good, down is bad)
	The proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into re-ablement / rehabilitation services	CFA	High	2014/15	%	69.8	TBC – <i>new definition for 15/16</i>	TBC	TBC
	The proportion of Adult Social Care and Older People's Service users requiring no further service at end of re-ablement phase	CFA	High	31/07/15	%	55.2	57	Amber	↑
	Reduced proportion of Delayed Transfers of care from hospital, per 100,000 of population (aged 18+)	CFA	Low	30/06/15	Number	507	406.3 per month (4,874.5 per year)	Red	↔
	Number of ASC attributable bed-day delays per 100,000 population (aged 18+)	CFA	Low	30/06/15	Number	110	94	Red	↑
	Healthy life expectancy at birth (males)	Public Health	High	2011-2013	Years	66.4	TBC (new indicator)	Green (compared with England – local value to be assessed at year end)	↑ (compared with previous year)
	Healthy life expectancy at birth (females)	Public Health	High	2011-2013	Years	65.5	TBC (new indicator)	Amber (compared with England – local value to be assessed at year end)	↓ (compared with previous year)

Corporate Priority	Indicator	Service	What is good?	Date	Unit	Actual	Target	Status (Green, Amber, or Red)	Direction of Travel (up is good, down is bad)
	Gap in life expectancy between the most deprived 20% of Cambridgeshire's population and the least deprived 80% (males)	Public Health	Low	2011-2013	Years	TBC	TBC (new indicator)	TBC	TBC
	Gap in life expectancy between the most deprived 20% of Cambridgeshire's population and the least deprived 80% (females)	Public Health	Low	2011-2013	Years	TBC	TBC (new indicator)	TBC	TBC
	Gap in life expectancy between the most deprived 20% of Cambridgeshire's population and the least deprived 80% (all persons)	Public Health	Low	2011-2013	Years	2.5	TBC (new indicator)	TBC	TBC
Supporting and protecting vulnerable people	The number of looked after children per 10,000 children	CFA	Low	31/07/15	Rate per 10,000	42.8	32.8 to 38.5	Red	↓
	<i>New indicator in development – strategic indicator for ASC/OP measuring whether fewer people are slipping into crisis</i>	CFA	TBC	TBC	TBC	TBC	TBC	TBC	TBC
	The proportion of support plans created through the common assessment framework (CAF) that were successful	CFA	High	31/07/15	%	81.7	80	Green	↑
An efficient and effective organisation	The percentage of all transformed transaction types to be completed online	CCC	High	01/04/15 to 30/06/15	%	76.8	75	Green	↑
	The average number of days lost to sickness per full-time equivalent staff member	CCC	Low	31/08/15	Days (12 month rolling average)	6.58	7.8	Green	↓

** The data is reported annually and so the 2014 data will be available in September 2015.*

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

5.2 Key exceptions are identified below.

- **The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted**

The proportion of pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted has been adversely affected by a number of the county's largest secondary academies slipping from 'good' to 'requires improvement'. Only 14 out of 32 Secondary schools with Inspection results are judged as good or outstanding, covering 14,550 pupils. This is 44% of pupils against the target of 75%. (Source: Watchsted).

- **Delayed transfers of Care: Better Care Fund (BCF) Average number of bed-day delays, per 100,000 of population per month (aged 18+)**

The Cambridgeshire health and social care system is experiencing a monthly average of 2,605 bed-day delays, which is 25% above the current BCF target ceiling of 2,088. In June there were 2,600 bed-day delays, down 22 from the previous month, 512 above the monthly target.

Between July '14 and June '15 there were 35,241 bed day delays across the whole of the Cambridgeshire system - representing a 38% increase against the preceding 12 months. This situation is well documented in the media with several of our local hospital trusts having to close their A & E departments due to insufficient capacity. Many of the patients are elderly who on average have longer lengths of stay in hospital, which in turns impacts on the hospitals ability to ensure sufficient throughput. Daily conference calls are held between CCC and the hospitals to identify patients who can be discharged safely and quickly.

Across this period NHS bed-day delays have increased by 70% from 14,859 (July'13 - June'14) to 25,303 (July'14 - June'15), while bed-day delays attributed to Adult Social Care have decreased from 9,626 (July '13 - June'14) to 7,876 (July'14 - June'15), an improvement of 18%.

- **Delayed transfers of Care: Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+)**

Between April - June '15 there were 1,701 bed-day delays recorded attributable to Adult Social Care (ASC) in Cambridgeshire. This translates into a rate of 110.3 delays per 100,000 of 18+ population. For the same period the national rate was 97.2 delays per 100,000.

The numbers have increased due to a number of factors, one of which is the increased number of admissions within the Acute Trusts particularly for the over 85s who tend to require longer more complex care on discharge. In addition, there have been some challenges around the availability of domiciliary care provision particularly in hard to reach areas of the county. In addressing these issues, we are in regular contact with providers and are actively working with them to increase their staffing capacity.

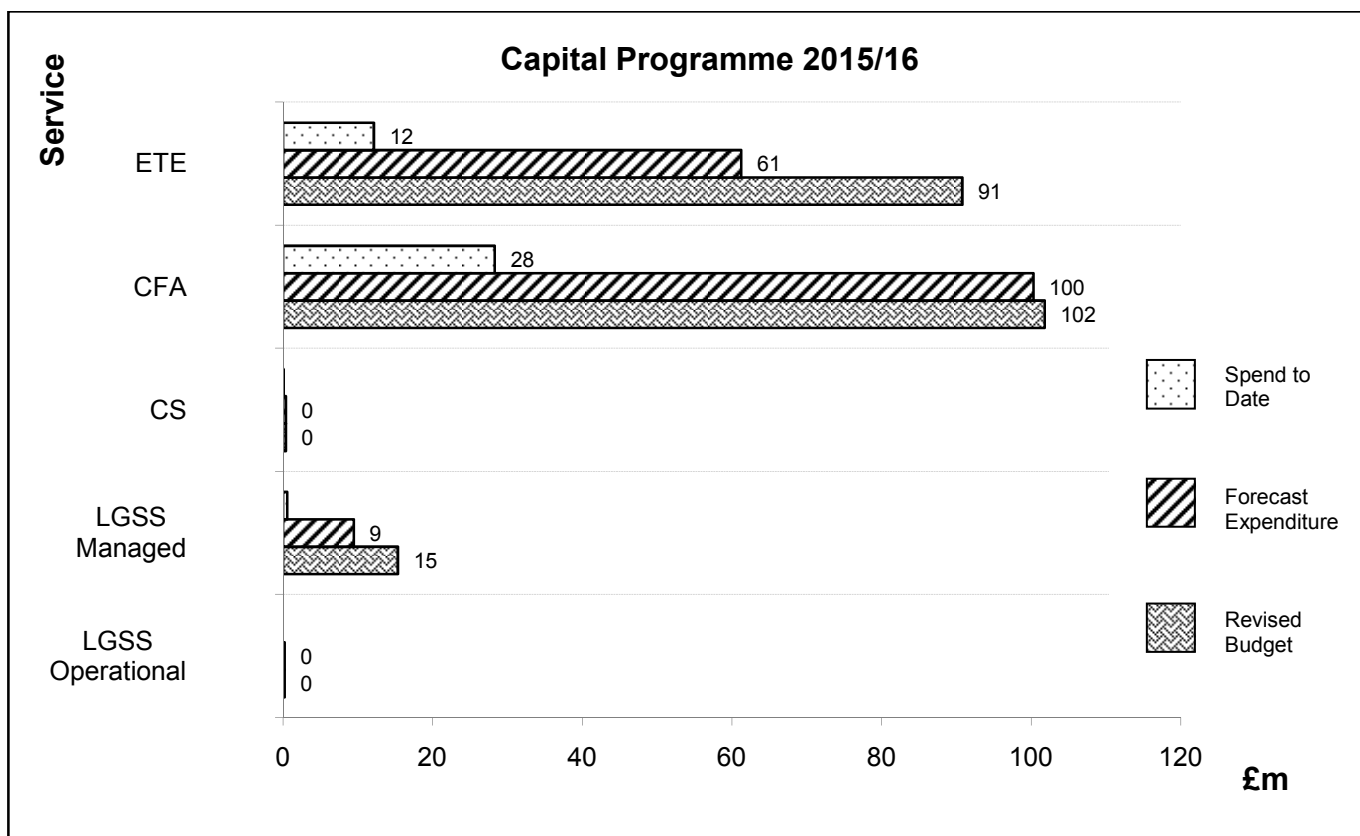
- **Number of Looked After Children (LAC) per 10,000 population under 18**

The number of LAC has increased to 563 during July. The current target has been set with an upper limit equating to 500 LAC by April 2016. The newly established Alternative to Care Service alongside robust care planning and delivery of good exit plans from care will be needed to meet this ambitious target by the end of this year. Over the next few months we expect to see an increase in the number of Adoption and Orders and Special Guardianship Orders, leading to an increase in children leaving care. There has been an increase in the number of Unaccompanied Asylum Seekers (UASC) coming to care recently contributing to the rise in numbers – 11 during July alone. Social Worker capacity is being increased to enable UASC age assessments to be completed more quickly so that those who are assessed as being over 18 will be out of care more quickly.

6. CAPITAL PROGRAMME

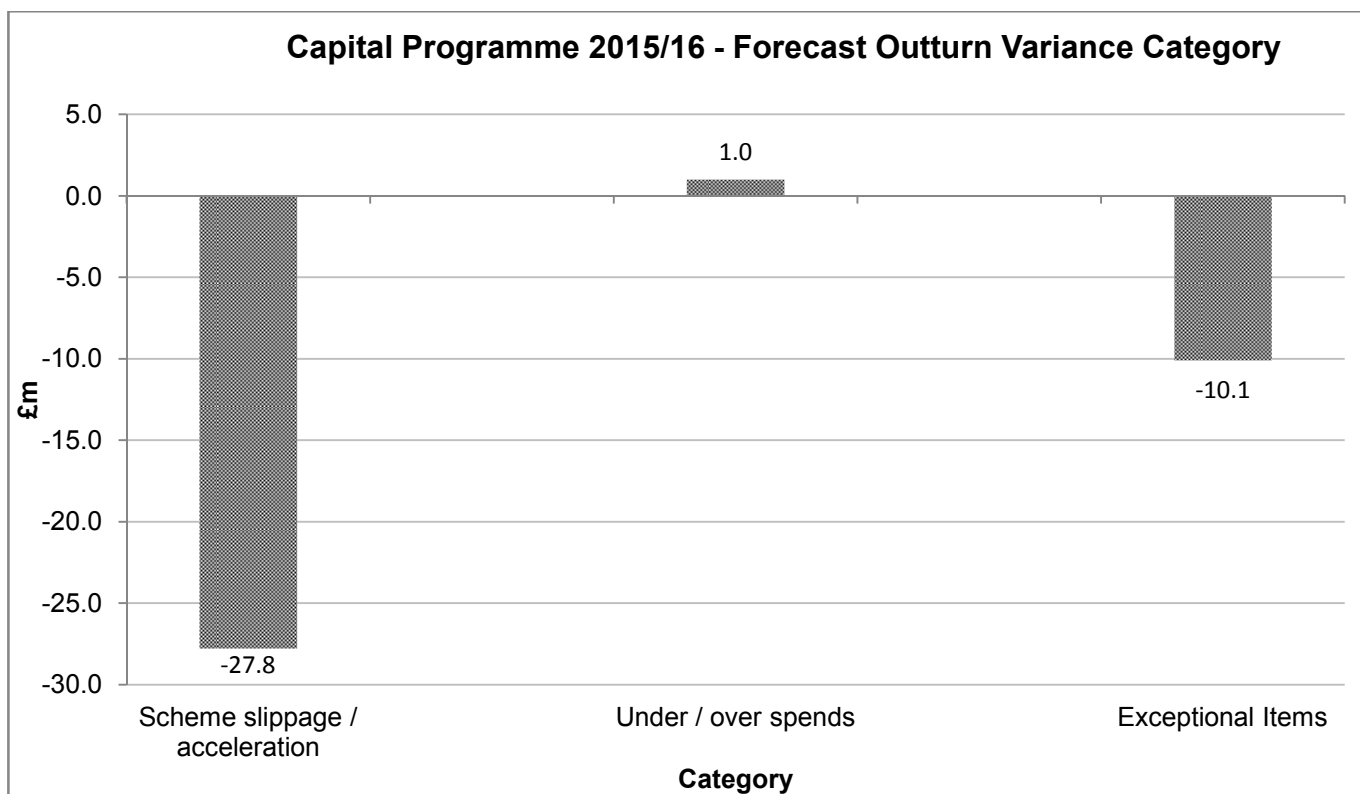
6.1 A summary of capital financial performance by service is shown below:

2015/16						TOTAL SCHEME	
Original 2015/16 Budget as per BP £000	Service	Revised Budget for 2015/16 £000	Forecast Variance - Outturn (Jul) £000	Forecast Variance - Outturn (Aug) £000	Forecast Variance - Outturn (Aug) %	Total Scheme Revised Budget (Aug) £000	Total Scheme Forecast Variance (Aug) £000
102,192	ETE	90,781	-17,336	-29,549	-32.5%	521,253	0
104,854	CFA	101,804	-1,099	-1,499	-1.5%	568,938	-5,734
300	Corporate Services	386	0	0	0.0%	640	0
11,385	LGSS Managed	15,331	-830	-5,869	-38.3%	81,452	-6,752
-	LGSS Operational	209	0	0	0.0%	600	0
218,731	Total Spending	208,511	-19,265	-36,917	-17.7%	1,172,883	-12,486



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

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



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

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

6.2.1 **Economy, Transport and Environment:**£29.5m (-32.5%) underspend is forecast at year end.

	£m	%
<ul style="list-style-type: none"> • Connecting Cambridgeshire – this scheme has now been rephased and will continue into 2016/17 and 2017/18. The Council has additional funding and investment from BT for a further rollout phase, to be delivered between January 2016 and late summer 2017, to deliver fibre broadband to more premises across Cambridgeshire and Peterborough. 	-8.2	(-42%)
<p>The original project planned to complete by the end of December 2015 is on track and will deliver the planned coverage by the end of December 2015.</p>		
<ul style="list-style-type: none"> • King's Dyke – the forecast underspend has increased by £2.3m since last month. Spend on this scheme has been delayed due to the preparation of the planning application taking longer than expected and, as such, costs will now be incurred in 2016/17. 	-4.2	(-84%)
<ul style="list-style-type: none"> • Archives Centre / Ely Hub – this scheme is to be completed over 2 years with a larger amount of the expenditure now expected to take place next financial year. 	-1.2	(-39%)
<ul style="list-style-type: none"> • Wisbech Access Strategy – this scheme is funded by Growth Deal funding over 2 years and expenditure will therefore match this funding profile. 	-0.5	(-50%)

- Previously reported exceptions that are still applicable can be found in [appendix 3](#)

6.2.2 **Children, Families and Adults:**£1.5m (-1.5%) underspend is forecast at year end.

- There are no exceptions to report this month.
- Previously reported exceptions that are still applicable can be found in [appendix 3](#)

6.2.3 **Corporate Services:**a balanced budget is forecast at year end.

- There are no exceptions to report this month.

6.2.4 **LGSS Managed:**£5.9m (-38.3%) underspend is forecast at year end.

	£m	%
<ul style="list-style-type: none"> • Effective Property Asset Management (EPAM)- East Barnwell Community Hub – Members have undertaken a review of this scheme and have decided that it should not progress in its current form. Work is underway to assess alternative options and a decision is due later in the year regarding how the scheme 	-1.8	(-95%)

should progress. As a consequence, an in-year underspend of £1.8m is being reported.

- **EPAM - Sawston Community Hub** – ongoing discussions with the District Council and Sawston Village College regarding siting of the compound are significantly delaying the start of construction, which is now expected to commence in early 2016. -1.0 (-79%)
- **Optimising IT for Smarter Business Working** – expenditure has been rephased to reflect the priorities set by the County Council for the provision of the IT infrastructure and devices to support mobile working, and a revised timescale for implementation. -0.9 (-39%)
- **IT Infrastructure Investment** – expenditure has been rephased to better reflect timescales for the delivery of upgrades / refresh of the core IT software and hardware systems that underpin the use of IT across the Council. -0.7 (-41%)
- **EPAM - MAC Market Towns Project** – this scheme has been reassessed as part of the 2016/17 Business Planning process, resulting in rephasing of activity from 2015/16 to 2016/17. -0.6 (-100%)
- Previously reported exceptions that are still applicable can be found in [appendix 3](#)

6.2.5 LGSS Operational: a balanced budget is forecast at year end.

- There are no exceptions to report this month.

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

Economy, Transport and Environment (ETE): a total scheme balanced budget is forecast.

- There are no exceptions to report this month.

Children, Families and Adults (CFA): £5.7m (-1%) total scheme underspend is forecast.

- | | £m | % |
|--|-------|-------|
| • Primary Schools - Demographic Pressures – the forecast overspend has increased by £11.1m this month. This is mainly due to: | | |
| - Wyton Primary (£8.75m) – the increase is due to a change in scope to provide 3 Forms of Entry (FE) (630 places) school build; and | +18.0 | (14%) |
| - Fordham Primary (£2.57m) – the increase is due to a change in scope to provide an expansion to 2 FE (420 places, previously 315 places). | | |

These updates have been addressed through the 2016/17 Business Planning process.

As previously reported:

The following scheme costs have changed in 2016/17 since the Business Plan was approved in response to changes to development timescales and school capacity:

- Wisbech additional places - £4,791k increase.
- Little Paxton - £2,600k increase.
- Orchard Park - £200k increase.
- Burwell - £14k increase.
- Fulbourn - £896k decrease.

These have been addressed through the 2016/17 Business Planning process.

- **Secondary Schools - Demographic Pressures** – the following scheme costs have changed since the Business Plan was approved:
 - 8-10 Forms of Entry (FE) additional secondary capacity to serve March & Wisbech (-£24.6m) – the reduction in costs is due to a change in scope to provide 4-5 FE (600-750 places) additional capacity; and -19.2 (-17%)
 - Cambourne Secondary 1 FE Expansion (+£5.4m) – the increase in costs is due to a change in scope to provide 2 FE (300 places) expansion.

These have been addressed through the 2016/17 Business Planning process.

- **Secondary Schools - New Communities** – there has been a reduction to the Cambridge City Secondary additional capacity scheme due to a change in scope from 4 Forms of Entry (FE) to 3 FE (450 places) additional capacity. -5.2 (-5%)

This change has been addressed through the 2016/17 Business Planning process.

- Previously reported exceptions that are still applicable can be found in [appendix 4](#)

Corporate Services (CS): a total scheme balanced budget is forecast.

- There are no exceptions to report this month.

LGSS Managed: £6.8m (-8.3%) total scheme underspend is forecast.

- | | £m | % |
|--|------|---------|
| <ul style="list-style-type: none"> Effective Property Asset Management (EPAM) – Disposal / Relocation of Huntingdon Highways Depot – this scheme is no longer required; as such, a total scheme underspend is being reported. This has been superseded by a new Joint Highways Depot scheme under Making Assets Count, which is being submitted via the 2016/17 Business Planning process. | -1.6 | (-100%) |
| <ul style="list-style-type: none"> Previously reported exceptions that are still applicable can be found in appendix 4 | | |

LGSS Operational: a total scheme balanced budget is forecast.

- There are no exceptions to report this month.

6.4 A breakdown of the changes to funding has been identified in the table below:

Funding Source	B'ness Plan Budget £m	Rolled Forward Funding ¹ £m	Revised Phasing £m	Additional/Reduction in Funding £m	Revised Budget £m	Outturn Funding £m	Funding Variance £m
Department for Transport (DfT) Grant	38.2	4.3	-17.5	1.5	26.5	25.6	-0.9
Basic Need Grant	4.9	1.5	0.0	0.0	6.4	6.4	0.0
Capital Maintenance Grant	6.3	0.0	0.0	-1.2	5.1	5.1	0.0
Devolved Formula Capital	1.1	1.1	0.0	0.0	2.2	2.2	0.0
Specific Grants	11.5	6.1	0.0	1.8	19.4	13.1	-6.3
Section 106 Contributions& Community Infrastructure Levy (CIL)	35.8	-0.4	-5.8	0.0	29.6	24.8	-4.8
Capital Receipts	4.5	0.0	0.0	0.0	4.5	3.8	-0.7
Other Contributions	29.6	0.7	0.0	-20.7	9.6	4.3	-5.3
Prudential Borrowing	86.8	19.5	-7.1	5.9	105.1	86.2	-18.9
Total	218.7	32.8	-30.4	-12.7	208.5	171.6	-36.9

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

6.5 Key funding changes this month (of greater than £0.5m) are identified below:

- There are no new exceptions to report this month.

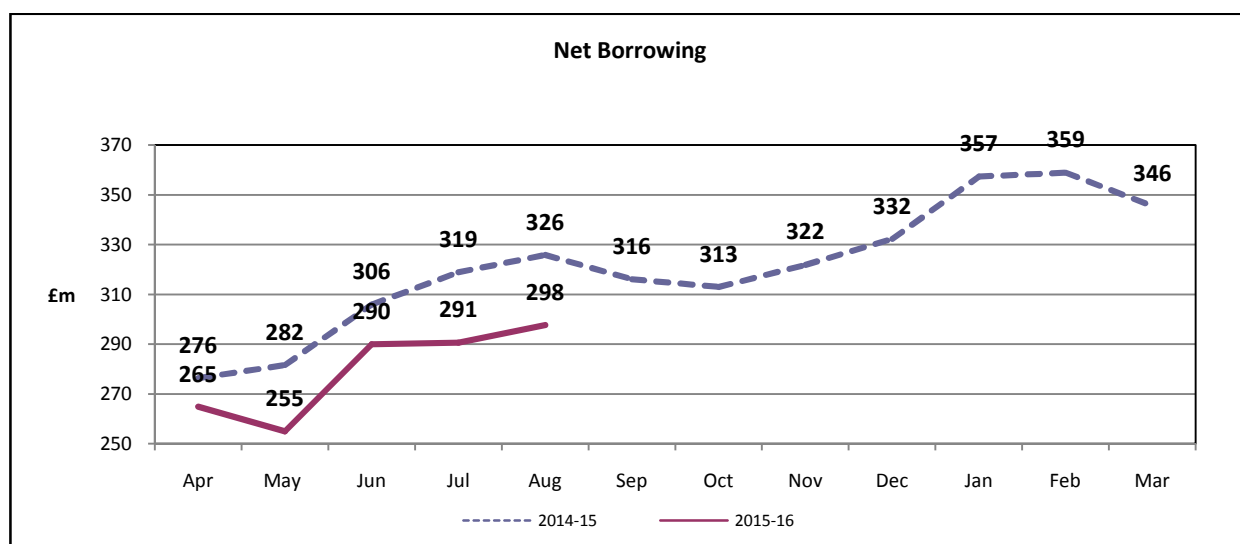
6.6 Previously reported key funding changes that are still applicable can be found in [appendix 5](#).

7. BALANCE SHEET

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

Measure	Year End Target	Actual as at the end of August
Level of debt outstanding (owed to the council) – 4-6 months, £m	£0.4m	£0.6m
Level of debt outstanding (owed to the council) – >6 months, £m	£1.0m	£1.6m
Invoices paid by due date (or sooner)	97.5%	99.8%

7.2 The graph below shows net borrowing (borrowing less investments) on a month by month basis and compares the position with the previous financial year. The levels of investments at the end of August were £83.5m and gross borrowing was £381.1m, giving a net borrowing position of £297.6m.



7.3 The Treasury Management Strategy Statement (TMSS) sets out the plan for treasury management activities over the year. It identifies the expected levels of borrowing and investments based upon the Council's financial position and forecast capital programme. When the 2015/16 TMSS was set in February 2015, it was anticipated that net borrowing

would reach £453m at the end of this financial year. This has now fallen to £419m. Net borrowing at the beginning of this year was lower than expected and the position at the 31st March 2015 was £346m.

- 7.4 From a strategic perspective, the Council is currently reviewing options as to the timing of any potential borrowing and also the alternative approaches around further utilising cash balances and undertaking shorter term borrowing, which could potentially generate savings subject to an assessment of the interest rate risks involved.
- 7.5 Although there is link between the capital programme, net borrowing and the revenue budget, the Debt Charges budget is impacted by the timing of long term borrowing decisions. These decisions are made in the context of other factors including, interest rate forecasts, forecast levels of cash reserves and the borrowing requirement for the Council over the life of the Business Plan and beyond.
- 7.6 The Council's cash flow profile varies considerably during the year as payrolls and payment to suppliers are made, and grants and income are received. Cash flow at the beginning of the year is typically stronger than at the end of the year as many grants are received in advance.
- 7.7 Key exceptions are identified below:

Key exceptions	Impacts and actions
Less borrowing activity than planned –original net borrowing forecast was £453m. Actual net borrowing at 31 st August was £298m.	<p>An underspend of £1.320m is forecast for Debt Charges. This is largely as a result of favourable variances for MRP (Minimum Revenue Provision) and Interest Payable. The initial estimate for MRP has been revised down following year end, however, there may be some additional small movement once the charge has been finalised. A favourable variance for interest payable has been included on the assumption that the Council will experience significant slippage in the capital programme, as it has done in past years so that borrowing is deferred until next year. There is also a small positive variance for interest that is recharged internally.</p> <p>The capital programme continues to be monitored closely alongside forecasts for cash balances and interest rates and pragmatic approach to borrowing is adopted.</p>

- 7.8 A schedule of the Council's reserves and provisions can be found in [appendix 6](#).

8. EXTERNAL AND CONTEXTUAL ISSUES

- 8.1 The 2016/17 Business Planning process is well underway, with Service Committees having reviewed the draft capital proposals at their meetings in September.

Services are currently working through their revenue position, developing proposals to achieve the required savings target, which are due to be reviewed by Service Committees in November.

9. FURTHER INFORMATION

- 9.1 Members requiring further information on issues raised in this report may wish to access the individual Services' Finance and Performance Reports by following the link below:

http://www.cambridgeshire.gov.uk/info/20043/finance_and_budget/147/finance_and_performance_reports

10. ALIGNMENT WITH CORPORATE PRIORITIES

10.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

10.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

10.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

11. SIGNIFICANT IMPLICATIONS

11.1 Resource Implications

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

11.2 Statutory, Risk and Legal Implications

There are no significant implications within this category.

11.3 Equality and Diversity Implications

There are no significant implications within this category.

11.4 Engagement and Consultation Implications

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

11.5 Localism and Local Member Involvement

There are no significant implications within this category.

11.6 Public Health Implications

There are no significant implications within this category.

Source Documents	Location
ETE Finance & Performance Report (August 15) CFA Finance & Performance Report (August 15) PH Finance & Performance Report (August 15) CS and LGSS Cambridge Office Finance & Performance Report (August 15) Performance Management Report & Corporate Scorecard (August 15) Capital Monitoring Report (August 15) Report on Debt Outstanding (August 15) Payment Performance Report (August 15)	1 st Floor, Octagon, Shire Hall, Cambridge

APPENDIX 1 – transfers between Services throughout the year (only virements of £1k and above (total value) are shown below)									
	CFA	Public Health	ETE	CS Financing	Corporate Services	LGSS Managed	LGSS Operational	Financing Items	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Opening Cash Limits as per Business Plan	244,270	0	63,308	35,460	5,672	9,145	9,864		2,165
Green Spaces budget from CS to ETE			11		-11				
Scrutiny Members Training budget to Members Allowances 15/16						15	-15		
City Deal budget from ETE to LGSS Managed			-717			717			
ETE Operational Savings – LEP subscription			50						-50
Green Spaces staff budget from CS to ETE			43		-43				
Travellers Support budget from CS to ETE			51		-51				
Allocation of Supporting Disadvantaged Children in Early Years Grant and SEND Preparation for Employment Grant to CFA	63								-63
Microsoft Support Extension - Windows 2003						33			-33
Reablement to LGSS Operational	-34						34		
Mobile Phone Centralisation	-286		-55		-3	372	-28		
Reversal of Mobile Phone Centralisation for pooled budgets in 2015/16	17					-17			
CS Operational Savings – various					602				-602
Property budget for 9 Fern Court from CFA to LGSS Mgd.	-7					7			
Allocation of Staying Put Implementation Grant to CFA (Qtr 1)	27								-27
City Deal funding 2015/16						200			-200
Current budget	244,050	0	62,691	35,460	6,166	10,471	9,856		1,189
<i>Rounding</i>	-	-	-	-	-	-1	1		-1

APPENDIX 2 – previously reported revenue exceptions that are still applicable

Service	Description	Current Forecast Variance - Outturn £m	Current Forecast Variance - Outturn %
ETE	<p>Park & Ride – a predicted shortfall in income in the region of £560k is expected for parking fees at the Park & Ride sites based on income levels achieved in the first four months of this year.</p> <p>This overspend will be partially covered by increased income from bus lane enforcement, which is expected to be in the region of £300k.</p>	+0.260	(154%)
CFA	<p>Adult Social Care (ASC) Directorate – this directorate is reporting a forecast underspend of £18k, which is an increase of £10k from last month.</p> <ul style="list-style-type: none"> - Strategic Management – Care Act funding reforms scheduled for April 2016 have been delayed until 2020. Assessment of people funding their own care and the technical preparations for recording their care spending will now not need to take place this financial year. The Council had taken a cautious approach to making spending commitments in these areas pending further announcements and will be able to avoid expenditure totalling £873k. The assumption has been made that the additional funding already announced by government will continue to be received by the Council this financial year. There has been national recognition that the social care system is under significant strain as part of the announcement and the funding will instead be used to offset significant demand pressures for existing social care services, particularly in the Learning Disability Partnership. However, there is now greater uncertainty about the extent to which this part of the Care Act funding will continue in future years. <p>In addition there has been a delay in being able to secure appropriate staff to manage the increased demand for processing MCA/DOLS cases, as all local authorities seek to respond to changes in case law and recruit from a limited pool of best interest assessors and other suitable practitioners. This leads to a further anticipated underspend that will also help to offset the pressures.</p> <ul style="list-style-type: none"> - Learning Disability Services – a £2.6m overspend is forecast, which is a decrease of £57k 	<p>-2.093</p> <p>+2.564</p>	<p>(-55%)</p> <p>(4%)</p>

	<p>from last month. This movement is principally the result of reductions from reviewing packages of care.</p> <p>At the end of August there continued to be ongoing pressure from known commitments totalling £3.6m. These commitments include full year impact of people requiring new or increased services in 2015/16 and young people who will turn 18 during this financial year.</p> <p>Savings planned for the remainder of the year through increased use of assistive technology, reviewing expenditure on leisure activities, shared accommodation services and implementing the transport policy is expected to total £400k. This gives a forecast outturn of £3,200k. Of this, £2,560k relates to the County Council after the pooled budget risk share with the NHS is taken into account.</p> <ul style="list-style-type: none"> - Physical Disability Services – a forecast underspend of £452k is being reported, which is a decrease of £84k from last month due to updated forecasts for income. In the main the underspend expectation is due to contract funding no longer required under the Head of Service budget and expected clawback on direct payments paid to people with a Physical Disability. Service demand across all Disability Services is being managed through increasing people's independence and use of community resources. 	-0.452	(-3%)
	<p>Older People & Adult Mental Health Directorate – this directorate is reporting a forecast underspend of £693k, which is an increase of £6k from last month. The main reason for the reported underspend is due to:</p> <ul style="list-style-type: none"> - Integrated Community Equipment Service – a forecast underspend of £473k is reported, which is a decrease of £3k from last month. The underspend largely arises from the intention to charge an additional £400k of equipment spend to the capital budget. 	-0.473	(-59%)

	<p>Children's Social Care Directorate – this directorate is reporting a forecast overspend of £1.6m, which is unchanged from last month. The overspend is due to:</p> <ul style="list-style-type: none"> - Strategic Management, Children's Social Care Access and Children in Need – a cumulative forecast overspend of £1.1m is being reported. The overspend is due to the continuing need to use agency staff, which is placing pressure on staffing budgets and making the vacancy saving target difficult to deliver. - Head of Social Work – a £525k overspend is forecast due to an increase in the number of adoption / special guardianship orders. The increase in Adoption/Special Guardianship/Child Arrangement orders are, however, a reflection of the good practice in making permanency plans for children outside of the looked after system. <p>The overspend is mostly attributable to demographic pressures. Previously no demography has been allocated to reflect the rise in numbers. This pressure is now being taken forward as part of the 2016/17 Business Planning process.</p>	<p>+1.100</p> <p>+0.525</p>	<p>(10%)</p> <p>(12%)</p>
	<p>Learning Directorate– this directorate is reporting a forecast overspend of £1.0m, which is unchanged from last month. The overspend is mainly due to:</p> <ul style="list-style-type: none"> - Home to School/College Transport - Mainstream – the forecast outturn position takes account of the following, all of which came into effect on 1 September 2015: <ul style="list-style-type: none"> • Changes to the post-16 transport policy including the introduction of a subsidised rate for new students living in low-income households who would previously have been entitled to free transport; • Implementation of a £10 per term increase in the cost of purchasing a spare seat on a contact service and for post-16 students who do not meet low income criteria; and • Award of contracts following re-tendering. <p>In addition, new transport arrangements will need to be put in place during the course of the new academic year as a result of families moving into and within Cambridgeshire in cases where the local schools are full. This is the main reason for the current in-year pressure. Work is being undertaken to ensure more accurate forecasts of growth are incorporated into the demographic increase within the commitment with effect from 2016/17 onwards.</p>	<p>+0.930</p>	<p>(10%)</p>

Public Health	<p>Public Health Grant – the consultation for the 2015/16 in year savings closed 28 August 2015. The Department of Health's preferred option is to reduce the allocation to all Local Authorities by a standard flat rate percentage. The effect of this option on Cambridgeshire County Council would be a reduction of £1,613k to be met through reserves and in-year savings.</p>	-	-
CS	N/A	-	-
LGSS Managed	<p>County Offices – County Offices is forecasting an overspend of £760k, which is a decrease of £207k from last month. Under the agreement to lease Castle Court, the 50% rental period is due to commence on 31st October 2015, subject to planning permission being granted. Should this be forthcoming, additional income of £281k will be generated in 2015/16, and this has now been reflected in the forecast outturn position.</p> <p>As previously reported, the pressure resulting from Children's Centre business rates received to date and an assessment of the potential liability for Children's Centres where bills have not yet been received is forecast to be in the region of £616k. Of this amount, £471k is the estimated liability for prior years billing and £145k relates to the estimated annual cost for 2015/16 onwards. The position will continue to be monitored and forecast outturn updated accordingly when / if further business rates bills are received.</p> <p>Full-year savings have now been realised in respect of the closure of Dryden House (£203k) and the cessation of Castle Court running costs (£347k). The prior-year savings target for a reduction of the property portfolio has therefore been fully achieved and progress is being made towards the new 2015/16 target (£400k), with a balance of £379k to be identified. In addition, there are a number of small budgetary pressures across the portfolio, amounting to £88k. These have been partially offset by a £42k reduction in the anticipated cost of Dryden House dilapidations.</p>	+0.760	(14%)

CS Financing	<p>Debt Charges – the underspend is largely as a result of favourable variances for MRP (Minimum Revenue Provision) and Interest Payable. The initial estimate for MRP has been revised down following year end, however, there may be some additional small movement once the charge has been finalised. A favourable variance for interest payable has been included on the assumption that the Council will experience significant slippage in the capital programme, as it has done in past years, so that borrowing is deferred until next year. There is also a small positive variance for interest that is recharged internally.</p> <p>The capital programme continues to be monitored closely alongside forecasts for cash balances and interest rates and a pragmatic approach to borrowing is adopted.</p>	-1.320	(-3.7%)
Financing Items	<p>Education Services Grant (ESG) – the ESG is an unringfenced grant, which is allocated to local authorities and academies on a per-pupil basis that takes account of school type (mainstream / high needs) and status (academy / maintained). Funding will therefore reduce for local authorities if a school converts to an academy.</p> <p>Based on the expected number of academy conversions during 2015/16 a figure of £4,735,117 was budgeted for the ESG during the Business Planning (BP) process. Recent conversions and projections for the rest of the year indicate academy conversions at a slower rate than originally expected, resulting in an increased total ESG funding of c.£5,000,000 for 2015/16, an additional amount of c.£265,000.</p> <p>It is proposed that this additional income will be transferred to corporate reserves at year end, subject to General Purposes Committee (GPC) approval. However, an update to the current reported position will be provided if this projection changes.</p>	-0.265	(-6%)
LGSS Operational	N/A	-	-

APPENDIX 3 – previously reported capital exceptions that are still applicable

Service	Description	Total Forecast Variance - Outturn £m	Total Forecast Variance - Outturn %
ETE	Ely Crossing – the scheme is forecast for delivery in Autumn 2017. The procurement process and land acquisition needs are underway. A small delay is reported within the procurement process because of changes within the procurement regulations and limited consultancy support with preparations for detail design and contract build. A clear procurement timeline is now established for an autumn substantial delivery.	-6.9	(-70%)
	Cycling Schemes – the total budgeted grant for Cycle City Ambition schemes are shown within the report. Future updates will be provided on a forecast basis as spend in year 1: 2015/16 are for early stage feasibility and options. Major Schemes such as Abbey Chesterton Bridge are profiled for completion in 2018/19 with substantial spend on Trumpington Road, A10 Harston Rd along with Foxton Link and Quay to Lode in 2016/17. The forecast has now been revised to reflect the forecast delivery timescale and to take into account early stages of design, feasibility and consultation in year one of the programme.	-2.9	(-46%)
	Huntingdon - West of Town Centre Link Road – spend is expected to be lower than budgeted this year due to outstanding land deals. Until these land deals are completed it is too early to know if the overall scheme will be underspent.	-2.1	(-63%)
	Delivering the Transport Strategy Aims – S106 developer contributions towards cycling schemes are in the early stages of feasibility and design reducing spend requirements in year 2015/16. Scheme forecasts are indicating completion in 2016/17. Options also exist to merge priorities with City Deal Projects to maximise resources and minimise delays in programme delivery. Land acquisition, feasibility studies are underway for Bar Hill to Longstanton, Yaxley to Farcet and the link to Babraham research campus and will result in scheme delivery moving into 2016/17. Integrated Transport cycling funded schemes including, St Neots route 4 and St Neots route 7 are nearing completion and showing reduced revised estimate.	-1.7	(-37%)

	Guided Busway – the forecast variance on this scheme relates to retention payments which are unlikely to be paid this year.	-0.7	(-20%)
	Waste Infrastructure – this is mainly due to an amended approach to the delivery of a replacement householder recycling facility in the Cambridge area. This budget will now be spent over a number of years.	-0.5	(-79%)
CFA	Temporary Accommodation – it had been anticipated at Business Planning that the current stock of mobiles would prove sufficient to meet September 2015 demand. Unfortunately, it has proved necessary to purchase additional mobiles due to rising rolls at primary schools around the county.	+1.0	(200%)
	Condition, Maintenance and Suitability – this is due to Castle and Highfields Special School projects continuing from 2014/15 due to delays on site, together with significantly higher than anticipated tender prices for kitchen ventilation works required to meet health and safety standards.	+0.7	(20%)
	Children Support Services – significant slippage (£2,323k) has occurred on the Trinity School scheme due to delays in finalising the acquisition of the property from Huntingdonshire Regional College. As a result, the start on site date has now slipped to October 2015. Further slippage (£50k) this month is due to costs being reduced through value engineering.	-2.4	(-52%)
	<p>Primary School – Demographic Pressures – a number of schemes have experienced cost movements (slippage and acceleration) since the Business Plan was approved.</p> <p>Schemes which have been accelerated due to programme schedules being ahead of anticipated plans are:</p> <ul style="list-style-type: none"> • Little Paxton (£29k); and • Grove Primary (£100k) <p>Schemes that have encountered slippage in 2015/16 include:</p> <ul style="list-style-type: none"> • Fordham (£201k) where original phasing is not being achieved as a result of the decision to undertake a review of possible alternative options to meet in-catchment need; start on site now anticipated March 2016; • Fulbourn (£102k) due to overall scheme revision which will see phase 2 works identified as a separate scheme in the 2016/17 Business Plan; • Orchard Park (£365k) due to anticipated timescales not being achieved. It is expected only design costs will be incurred in 2015/16; 	-1.1	(-3%)

	<ul style="list-style-type: none"> • Fourfields (£200k) where slippage from the original programme has occurred and the start on site is now anticipated in February 2016; and • Burwell Primary (£350k) following slight revision to enabling works timetable, which has slipped by one month to February 2016. 		
LGSS Managed	<p>Effective Property Asset Management (EPAM) - County Farms Viability – the level of funding required for this scheme has been reassessed for Business Planning and it has been determined that it can be reduced by £0.5m per year to better reflect actual activity with tenant farmers more cautious due to the unsettled global market. This will also result in a total scheme underspend (see appendix 4) and the scheme budget will be adjusted as part of the 2016/17 Business Planning process.</p>	-0.5	(-42%)

APPENDIX 4 – previously reported total scheme capital exceptions that are still applicable

Service	Description	Total Forecast Variance - Outturn £m	Total Forecast Variance - Outturn %
CFA	Condition, Maintenance and Suitability – this is due to Castle and Highfields Special School projects continuing from 2014/15 due to delays on site, together with significantly higher than anticipated tender prices for kitchen ventilation works required to meet health and safety standards. This will be addressed as part of the 2016/17 Business Planning process.	+0.7	(1%)
LGSS Managed	Effective Property Asset Management (EPAM) - County Farms Viability – the level of funding required for this scheme has been reassessed for Business Planning and it has been determined that it can be reduced by £0.5m per year to better reflect actual activity with tenant farmers more cautious due to the unsettled global market. This will result in a total scheme underspend of £2.4m and the scheme budget will be adjusted as part of the 2016/17 Business Planning process.	-2.4	(-48%)
	EPAM - Fenland – as reported in 2014/15, a reduction in the estimated cost of final retention payments for the Awdry House site has increased the predicted total scheme underspend to £1.1m.	-1.1	(-17%)
	Carbon Reduction – the works planned under the Carbon Reduction scheme were reviewed in 2014/15 and a new schedule was agreed. As reported in 2014/15, the agreed work plan is expected to deliver a total scheme underspend of £0.7m.	-0.7	(-39%)

APPENDIX 5 – previously reported key capital funding changes that are still applicable

Funding	Service	Amount (£m)	Reason for Change
Rolled Forward Funding	All Services	+32.8	This reflects slippage or rephasing of the 2014/15 capital programme – as reported in May 15 (£31.9m) and approved by the General Purposes Committee (GPC) on 28th July 2015, with a further £1.0m reported last month and approved by the GPC on 15th September.
Additional / Reduction in Funding (Other Contributions)	ETE	-20.0	Removal of Science Park Station – as reported in May 15 and approved by the GPC on 28th July 2015.
Additional / Reduction in Funding (Specific Grant)	ETE	+1.0	Growth Deal Funding relating to Wisbech Access Strategy – as reported in May 15 and approved by the GPC on 28th July 2015.
Additional / Reduction in Funding (DfT Grant)	ETE	+1.5	Cycling City Ambition grant – as reported in May 15 and approved by the GPC on 28th July 2015.
Revised Phasing (Section 106 & CIL)	ETE	-3.6	Guided Busway – as reported last month.
Revised Phasing (Prudential Borrowing)	ETE	+3.6	Guided Busway – as reported last month and approved by the GPC on 15th September 2015.
Revised Phasing (DfT Grant)	ETE	-17.5	City Deal – as reported last month and approved by the GPC on 15th September 2015.
Additional / Reduction in Funding (Capital Maintenance)	CFA	-1.2	Condition, Suitability and Maintenance funding reduction – as reported in May 15.
Additional / Reduction in Funding (Prudential Borrowing)	CFA	+1.2	Prudential Borrowing required to offset the shortfall in funding from the DfE RE: Condition, Suitability and Maintenance (note above) – as in May 15 and approved by the GPC on 28th July 2015.

Revised Phasing (Section 106)	CFA	-5.8	Rephasing (mainly North West Cambridge (NIAB) Primary) – as reported in May 15 and approved by the GPC on 28th July 2015.
Revised Phasing (Prudential Borrowing)	CFA	-7.1	Rephasing (various schemes) – as in May 15 and approved by the GPC on 28th July 2015.
Additional / Reduction in Funding (Prudential Borrowing)	CFA	+3.2	New Schemes (various) – as reported in May 15 and approved by the GPC on 28th July 2015.
Additional / Reduction in Funding (Prudential Borrowing)	CFA	+1.5	Increase in costs (various schemes) – as reported in May 15 and approved by the GPC on 28th July 2015.

APPENDIX 6– Reserves and Provisions

Fund Description	Balance at 31 March 2015	2015-16		Forecast Balance at 31 March 2016	Notes
		Movements in 2015-16	Balance at 31 Aug 15		
	£000s	£000s	£000s	£000s	
<u>General Reserves</u>					
- County Fund Balance	16,001	25	16,026	17,537	
- Services					
1 CFA	0	0	0	-1,795	Includes Service Forecast Outturn (FO) position.
2 PH	952	0	952	0	
3 ETE	3,369	-552	2,817	0	Includes Service FO position.
4 CS	1,020	-603	417	562	Includes Service FO position.
5 LGSS Operational	1,003	0	1,003	300	Includes Service FO position.
Subtotal	22,345	-1,130	21,215	16,604	
<u>Earmarked</u>					
- Specific Reserves					
6 Insurance	2,578	0	2,578	2,578	
Subtotal	2,578	0	2,578	2,578	
<u>Equipment Reserves</u>					
7 CFA	744	159	903	254	
8 ETE	893	0	893	650	
9 CS	50	0	50	50	
10 LGSS Managed	642	0	642	167	
Subtotal	2,329	159	2,488	1,121	
<u>Other Earmarked Funds</u>					
11 CFA	7,533	-506	7,027	2,414	Includes liquidated damages in respect of the Guided Busway.
12 PH	2,081	-61	2,020	1,300	
13 ETE	7,404	-46	7,358	4,251	
14 CS	527	-55	472	368	
15 LGSS Managed	198	0	198	233	
16 LGSS Operational	130	0	130	0	
17 Corporate	63	-63	0	0	
Subtotal	17,936	-731	17,205	8,566	
SUB TOTAL	45,187	-1,702	43,486	28,869	
<u>Capital Reserves</u>					
- Services					
18 CFA	6,272	7,233	13,505	1,903	Section 106 balances.
19 ETE	15,897	31,160	47,057	25,670	
20 LGSS Managed	481	276	757	427	
21 Corporate	33,547	9,507	43,054	24,712	
SUB TOTAL	56,197	48,176	104,373	52,712	
GRAND TOTAL	101,384	46,475	147,859	81,581	

In addition to the above reserves, specific provisions have been made that set aside sums to meet both current and long term liabilities that are likely or certain to be incurred, but where the amount or timing of the payments are not known. These are:

Description	Balance at 31 March 2015	2015-16		Forecast Balance at 31 March 2016	Notes
		Movements in 2015-16	Balance at 31Aug 15		
	£000s	£000s	£000s	£000s	
Short Term Provisions					
ETE	669	0	669	0	
ICS	1,043	-43	1,000	955	
LGSS Managed	3,316	0	3,316	2,335	
subtotal	5,028	-43	4,985	3,290	
Long Term Provisions					
LGSS Managed	4,718	0	4,718	4,718	
subtotal	4,718	0	4,718	4,718	
GRAND TOTAL	9,746	-43	9,703	8,008	

DRAFT 2016-17 CAPITAL PROGRAMME AND CAPITAL PRIORITISATION

To: General Purposes Committee

Meeting Date: 20th October 2015

From: 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 full draft Business Plan Capital Programme and results from the capital prioritisation process.

Recommendation: It is requested that the Committee:

- a) Note the overview and context provided for the 2016-17 Capital Programme;
- b) Note and comment on the results of the capital prioritisation process, taking into consideration the most up to date estimations for financing costs and the overall revenue position; and
- c) Comment on the draft proposals for the full 2016-17 Capital Programme and endorse their development.

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1. CAPITAL STRATEGY

- 1.1 The Council strives to achieve its vision through delivery of its Business Plan. To assist in delivering the Plan the Council needs to provide, maintain and update long term assets (often referred to as 'fixed assets'), which are defined as those that have an economic life of more than one year. Expenditure on these long term assets is categorised as capital expenditure, and is detailed within the Capital Programme for the Council.
- 1.2 Each year the Council adopts a ten year rolling capital programme as part of the Business Plan. The very nature of capital planning necessitates alteration and refinement to proposals and funding during the planning period; therefore whilst the early years of the Business Plan provide robust, detailed estimates of schemes, the later years only provide indicative forecasts of the likely infrastructure needs and revenue streams for the Council.
- 1.3 This report forms part of the process set out in the Capital Strategy whereby the Council updates, alters and refines its capital planning over an extended planning period. New schemes have been developed by Services and all existing schemes have been reviewed and updated as required before being presented to Service Committees in September for further review and development.
- 1.4 An Investment Appraisal of each capital scheme (excluding committed schemes and schemes with 100% ring-fenced funding) has also been undertaken / revised in order to determine a prioritisation score, which allows schemes within and across all Services to be ranked and prioritised against each other. This is in light of the finite resources available to fund the overall Programme and also ensures that the schemes included within the Programme are aligned to assist the Council with achieving its outcomes.

2. DEVELOPMENT OF THE 2016-17 CAPITAL PROGRAMME

- 2.1 Once the prioritisation of schemes has been reviewed across the whole programme by General Purposes Committee (GPC), firm spending plans will be considered by Service Committees in November. Prioritisation of schemes (where applicable) has been reviewed individually by Service Committees alongside the addition, revision and update of schemes. Once the prioritisation of schemes across the whole programme has been reviewed by GPC as part of this report, firm spending plans will be considered by Service Committees in December. GPC will then review the final overall programme in December, in particular regarding the overall levels of borrowing and financing costs, before recommending the programme in January as part of the overarching Business Plan for Full Council to consider in February.
- 2.2 This year, the Council has refocused its strategic planning on seven outcomes and five enablers in order to find new ways of meeting the needs of Cambridgeshire's communities. The Council's Operating Model considers what the organisation needs to look like by 2020-21 in order to deliver its outcomes in the context of a significant reduction in available resource. It is anticipated that work on the Operating Model may generate some Invest to Save / Earn capital schemes that will be included within the Capital Programme. However, as work on the Operating Model will not be presented to Service Committees until November, any capital schemes associated with this work are not included within this set of draft proposals. As these schemes will all be Invest to Save / Earn schemes, any associated borrowing is excluded from contributing towards the advisory borrowing limit.

3. REVENUE IMPLICATIONS

- 3.1 All capital schemes can have a potential two-fold impact on the revenue position, relating to the cost of borrowing through interest payments and repayment of principal (the loan) and the ongoing revenue costs or benefits of the scheme. Conversely, not undertaking schemes can also have an impact via needing to provide alternative solutions, such as Home to School Transport (e.g. transporting children to schools with capacity rather than investing in capacity in oversubscribed areas).
- 3.2 The Council is required by the Chartered Institute of Public Finance and Accountancy's (CIPFA's) Prudential Code for Capital Finance in Local Authorities 2011 to ensure that it undertakes borrowing in an affordable and sustainable manner. In order to ensure that it achieves this, GPC recommends an advisory limit on the annual financing costs of borrowing (debt charges) over the life of the Plan. In order to afford a degree of flexibility from year to year, changes to the phasing of the limit is allowed within any three-year block (starting from 2015-16), so long as the aggregate limit remains unchanged.
- 3.3 For the 2016-17 Business Plan, Council has agreed that this should equate to the level of revenue debt charges as set out in the 2014-15 Business Plan for the next five years, and limited to £45m annually from 2019-20 onwards. Although the Council did not exceed the advisory debt charges limit for the 2015-16 Business Plan, both the March and the May Integrated Resources and Performance Report have already highlighted some additional costs for existing schemes and also the requirement for four new Children, Families and Adults (CFA) schemes. Therefore, availability of additional borrowing remains constrained.

4. SUMMARY OF THE DRAFT CAPITAL PROGRAMME

- 4.1 Following on from September service committees, the revised draft Capital Programme is as follows (please see **Appendix D** for the full programme):

Service Block	2016-17 £'000	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	Later Yrs £'000
Children, Families and Adults	100,815	76,509	55,891	56,458	60,269	139,418
Economy, Transport and Environment	76,819	68,030	54,956	71,188	23,302	39,727
Public Health	-	-	-	-	-	-
Corporate and Managed Services	42,294	51,526	41,299	25,311	13,207	52,364
LGSS Operational	1,104	-	-	-	-	-
Total	221,032	196,065	152,146	152,957	96,778	231,509

- 4.2 This is anticipated to be funded by the following resources:

Funding Source	2016-17 £'000	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	Later Yrs £'000
Grants	55,842	79,243	65,967	79,367	31,665	103,457
Contributions	38,630	39,010	23,401	32,817	44,169	36,981
Capital Receipts	10,268	3,189	3,062	4,157	8,543	159,930
Borrowing	96,495	54,535	29,829	35,090	6,064	45,259
Borrowing (Repayable)*	19,797	20,088	29,887	1,526	6,337	-114,118
Total	221,032	196,065	152,146	152,957	96,778	231,509

* Repayable borrowing nets off to zero over the life of each scheme and is used to bridge timing gaps between delivery of a scheme and receiving other funding to pay for it.

4.3 The following table shows how each Service's borrowing position has changed since the 2015-16 Capital Programme was set:

Service Block	2015-16 £'000	2016-17 £'000	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	Later Yrs £'000
Children, Families and Adults	-3,806	42,684	-13,346	12,687	7,077	-27,279	-7,438
Economy, Transport and Environment	214	983	21,614	610	2,150	1,705	-12,249
Public Health	-	-	-	-	-	-	-
Corporate and Managed Services	-4,476	45,172	44,311	36,461	18,421	10,018	-102,508
LGSS Operational	-	1,104	-	-	-	-	-
Corporate and Managed Services – relating to general capital receipts	-793	-5,088	3,642	1,065	1,865	-2,124	-3,280
Total	-8,861	84,855	56,221	50,823	29,513	-17,680	-125,475

4.4 The table below categorises the reasons for these changes:

Reasons for change in borrowing	2015-16 £'000	2016-17 £'000	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	Later Yrs £'000
New	1,170	31,509	41,059	33,025	6,854	-6,280	-53,544
Removed/Ended	-672	3,543	-	-	-	-	-
Minor Changes/Rephasing*	-11,522	11,311	7,131	1,045	525	-2,119	2,974
Increased Cost (includes rephasing)	495	47,466	958	14,385	13,147	16,365	-49,978
Reduced Cost (includes rephasing)	3,139	9,505	-9,805	-569	715	-18,501	-17,328
Change to other funding (includes rephasing)**	-1,471	-18,479	16,878	2,937	8,272	-7,145	-7,599
Total	-8,861	84,855	56,221	50,823	29,513	-17,680	-125,475

*This does not off-set to zero across the years because the rephasing also relates to pre-2015-16.

**This includes a decrease in the level of general capital receipts expected to be available to fund the overall programme as well as a £1.2m shortfall on previously anticipated Capital Maintenance Funding.

4.5 Since the September committees, there has been some movement regarding the levels of borrowing included within the above figures, mainly relating to:

- New schemes for Pendragon Primary (£2.5m) and Energy Efficient Fund (£1m)
- Increased costs for school schemes (£0.9m)
- Reduced costs for school schemes (-£1.6m)
- Reduced costs for CFA Management Information System (-£2m)
- Removal of The Disposal / relocation of Huntingdon Highways Depot scheme which has been replaced by a different scheme (£1.4m)
- Changes to the way the housing schemes are shown. This shows as a significant change in the Capital Programme as it now includes Capital Receipts to demonstrate the repayment of the loans. However, the treatment of the revenue impact of the schemes has been amended such that there is still a net nil impact on the overall budget as a result of these changes.
- Rephasing of school schemes and the Community Hubs schemes

4.6 The revised levels of borrowing result in the following overall levels of financing costs:

Financing Costs	2016-17 £'000	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000
2015-16 agreed BP	40,139	41,001	41,064	40,254	41,017
2016-17 draft BP	37,849	41,797	42,811	43,213	42,813
CHANGE (+) increase / (-) decrease	-2,290	796	1,747	2,959	1,796

NB Both sets of figures include a £1m allowance for slippage, agreed as part of the 2014-15 Business Plan.

4.7 The significant change in borrowing relating to the housing schemes has now been off-set within the financing costs budget (previously there was a separate income line within Corporate Services) and therefore does not have an impact on the financing costs. However, these schemes are still under development, including method of delivery, and as such it is possible that there will be substantial changes to these figures over the planning process.

4.8 Although the levels of borrowing relating to non-housing schemes has increased since the 2016-17 Business Plan (by around £33m over the life of the Plan), the level of financing costs has decreased. This is due to other factors, including:

- Adjustments to Minimum Revenue Provision (MRP) estimations to more accurately reflect the asset life assumptions used in calculating MRP charges
- Pushing back the first expected rise in the Bank of England bank rate to the second quarter of 2016 and an expectation of dampened down long-term interest rates
- Slippage on the 2015-16 Capital Programme (which delays the need to take out borrowing, therefore reducing interest payments in the short term)

4.9 Invest to Save / Earn schemes are excluded from the advisory financing costs limit – the following table therefore compares revised financing costs excluding these schemes. In order to afford a degree of flexibility from year to year, the limit is reviewed over a three-year period. As the table demonstrates, due to the favourable changes in MRP calculations and interest rates the advisory limit is not expected to be breached.

Financing Costs	2015-16 £m	2016-17 £m	2017-18 £m	2018-19 £m	2019-20 £m0	2020-21 £m
2016-17 draft BP (excluding Invest to Save / Earn schemes)	34.1	38.7	42.0	42.9	43.2	42.5
Recommend limit	40.2	44.6	45.4	45.9	46.0	46.0
HEADROOM	6.1	5.9	3.4	3.0	2.8	3.5
Recommend limit (3 years)	136.2			56.3		
HEADROOM (3 years)	15.4			9.4		

4.10 Despite this, it should be noted that high levels of borrowing in the early years of the Plan restricts the amount of borrowing that the Council can take out in later years. As such, it is still prudent to give consideration to the Capital Programme and prioritisation ranking in light of this position, in order to determine whether the Council should seek any further reduction in financing costs by amending schemes included within the Capital Programme.

5. CAPITAL PRIORITISATION

- 5.1 An Investment Appraisal of each capital scheme (excluding schemes with 100% ring-fenced funding) is undertaken / revised as part of the Investment Proposal, which allows the scheme to be scored against a weighted set of criteria such as strategic fit, business continuity, joint working, investment payback and resource use. Schemes that are already committed (i.e. where the asset is already part constructed, or we have entered into a commitment to incur expenditure) are not subsequently scored; nor are schemes that are fully funded by non-borrowing resources.
- 5.2 This process allows schemes within and across all Services to be ranked and prioritised against each other, in light of the finite resources available to fund the overall Programme and in order to ensure the schemes included within the Programme are aligned to assist the Council with achieving its targeted priority outcomes. A summary of results for all scored schemes (excludes committed and fully funded schemes) is included in **Appendix A**. The criteria and weighting used to generate these scores is included in **Appendix B**.
- 5.3 It should be noted that it is difficult to score a lot of the school schemes for use of non-borrowing funding, as the allocation of Basic Need / Capital Maintenance grants and prudential borrowing is often arbitrary and could in theory be moved around.
- 5.4 The table below ranks the scored schemes in order of priority, and provides detail of cost and borrowing figures. For further detail on flexibility of timing of spend or alternative methods of delivery (which is particularly helpful with regard to assessing the school schemes) please see the full table in **Appendix C**.

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Net Revenue Impact* £000
71	Invest to Save	CS	C/C.2.107	MAC Market Towns Project (March)	1,481	-318	-2,556
66	Statutory	ETE	B/C.3.012	Waste - Cambridge Area Growth	5,120	3,824	-
59	Statutory	CFA	A/C.01.020	Bearscoft primary	9,350	1,468	-
58	Invest to Save	CS	C/C.2.104	Burwell Newmarket Road 350 Homes Invest to Save	98,008	347	-84,795
57	Statutory	CFA	A/C.01.032	Meldreth	2,500	860	-
54	Statutory	CFA	A/C.01.035	The Shade Primary	2,300	50	-
54	Statutory	CFA	A/C.01.049	March new primary	8,770	1,330	-
54	Statutory	CFA	A/C.01.051	NIAB 2nd primary	10,950	2,635	-
54	Statutory	CFA	A/C.01.052	Robert Arkenstall Primary	500	-	-
54	Statutory	CFA	A/C.01.053	Wilburton Primary	500	-	-
54	Statutory	CFA	A/C.01.054	Benwick Primary	500	-	-
54	Statutory	CFA	A/C.02.004	Cambourne Village College	10,000	1,111	-
54	Statutory	CFA	A/C.02.007	North West Fringe secondary	20,500	-	-
54	Statutory	CFA	A/C.02.011	Additional secondary capacity to serve March & Wisbech	23,000	-	-
54	Statutory	CFA	A/C.05.001	School Condition, Maintenance & Suitability	50,681	1,793	-
54	Invest to Save	CS	C/C.2.116	Shepreth- PRS Plus affordable	1,200	1,200	-5,401

53	Other	ETE	B/C.3.001	Highways Maintenance including Footways and Signals	90,000	87,011	-
52	Statutory	CFA	A/C.01.050	Wisbech new primary	8,770	2,344	-
52	Statutory	CFA	A/C.10.001	Temporary Accommodation	20,027	2,983	-
51	Statutory	CFA	A/C.01.027	Wisbech primary expansion	6,600	4,074	-
51	Statutory	CFA	A/C.01.038	Wyton Primary	14,500	3,563	-
51	Statutory	CFA	A/C.01.041	Harston Primary	500	190	-
51	Statutory	CFA	A/C.01.042	Littleport 3rd primary	5,000	2,014	-
51	Statutory	CFA	A/C.01.044	Melbourn Primary	2,200	770	-
49	Statutory	CFA	A/C.01.021	North West Cambridge (NIAB site) primary	10,591	1,433	-
49	Statutory	CFA	A/C.01.023	Burwell Primary Phase 2	4,000	250	-
49	Statutory	CFA	A/C.01.025	Fordham Primary	3,561	3,228	-
49	Statutory	CFA	A/C.01.030	Sawtry Juniors	2,300	400	-
49	Statutory	CFA	A/C.01.045	Sawston Primary	1,800	730	-
49	Statutory	CFA	A/C.01.046	Fourfields Phase 2	2,300	-	-
49	Statutory	CFA	A/C.01.047	Histon Additional Places	6,000	-	-
49	Statutory	CFA	A/C.02.012	Cromwell Community College	3,700	-	-
49	Statutory	CFA	A/C.02.013	St. Neots secondary	10,940	700	-
48	Statutory	CFA	A/C.01.028	Fulbourn Primary	4,850	1,236	-
48	Statutory	CFA	A/C.02.005	North Cambridgeshire secondary	15,500	12,098	-
48	Statutory	CFA	A/C.02.006	Northstowe secondary	22,650	12,778	-
48	Statutory	CFA	A/C.02.008	Bottisham Village College	4,000	2,224	-
48	Invest to Save	CS	C/C.2.114	MAC Joint Highways Depot	5,198	398	-183
48	Invest to Save	CS	C/C.2.118	Redevelopment of Milton Road Library, Cambridge	2,000	2,000	417
47	Statutory	CFA	A/C.01.016	Huntingdon Primary	1,200	1,170	-
47	Statutory	CFA	A/C.01.029	Sawtry Infants	3,412	2,150	-
47	Invest to Save	CS	C/C.2.102	Renewable Energy - Soham	9,820	9,709	-8,174
46	Statutory	CFA	A/C.01.019	Maple Grove Infant	2,700	1,960	-
46	Statutory	CFA	A/C.01.043	Loves Farm primary	8,700	6,000	-
45	Statutory	CFA	A/C.01.022	Burwell Primary	2,050	1,571	-
45	Statutory	CFA	A/C.01.031	Hatton Park	4,570	250	-
44	Statutory	CFA	A/C.01.024	Clay Farm / Showground primary	8,500	150	-
44	Statutory	CFA	A/C.01.039	Alconbury 1st primary	2,600	405	-
44	Statutory	CFA	A/C.01.040	Barrington	1,500	740	-
44	Statutory	CFA	A/C.01.048	Chatteris new primary	8,725	-	-
44	Statutory	CFA	A/C.01.057	Alconbury 2nd primary	10,050	1,140	-
44	Invest to Save	CS	C/C.2.115	Worts Causeway 230 Homes Invest to Save	52,562	-	-46,719
44	Invest to Save	CS	C/C.2.117	Cottenham Circa 200 Homes Affordable and Private Rent	30,000	30,000	-13,871
43	Statutory	CFA	A/C.01.033	St Ives, Eastfield / Westfield / Wheatfields	3,000	810	-
43	Statutory	CFA	A/C.01.037	Westwood Junior	1,900	519	-
43	Statutory	CFA	A/C.02.010	Alconbury secondary	38,000	8,852	-
43	Statutory	CS	C/C.2.111	Shire Hall	6,209	3,786	-
43	Statutory	CS	C/C.2.112	Building Maintenance	6,000	6,000	-

42	Statutory	CFA	A/C.01.014	Grove Primary	1,400	1,370	-
41	Statutory	CFA	A/C.01.036	Pendragon, Papworth	3,500	2,450	-
40	Statutory	CFA	A/C.02.009	Cambridge City secondary	14,755	10,948	-
38	Statutory	CFA	A/C.01.056	Northstowe 3rd primary	11,900	7,000	-
37	Statutory	CFA	A/C.01.015	Hardwick Second Campus (Cambourne)	2,360	2,360	-
37	Statutory	CFA	A/C.02.014	Northstowe secondary	11,640	7,654	-
36	Statutory	CFA	A/C.01.055	Northstowe 2nd primary	11,250	8,408	-
36	Statutory	CFA	A/C.03.001	Orchard Park Primary	1,000	748	-
34	Statutory	CFA	A/C.04.004	Morley Memorial Primary	3,000	1,424	-
34	Other	CFA	A/C.09.001	Site Acquisition, Development, Analysis and Investigations	1,968	213	-
34	Other	CFA	A/C.11.002	Cambridgeshire Alternative Education Service Minor Works	229	42	-
34	Other	CFA	A/C.11.005	CFA Management Information System IT Infrastructure	3,000	3,000	-
34	Other	ETE	B/C.4.024	Soham Station	6,200	4,700	-
32	Other	ETE	B/C.3.103	Library Service essential maintenance and infrastructure renewal	572	572	-
31	Statutory	CFA	A/C.01.026	Little Paxton Primary	3,513	2,418	-
30	Other	CS	C/C.2.006	CPSN Replacement	5,500	5,500	-
28	Statutory	CS	C/C.2.113	Equality Act Works in Corporate Offices	200	200	-
25	Other	CS	C/C.2.103	Local Plans - representations	4,284	3,656	-
24	Invest to Save	CS	C/C.2.101	County Farms investment (Viability)	2,604	2,182	-3,116
23	Other	CS	C/C.2.002	Implementing IT Resilience Strategy for Data Centres	500	500	-
16	Invest to Save	CS	C/C.2.119	Energy Efficiency Fund	1,000	1,000	-550
14	Other	CS	C/C.1.002	Office Portfolio Rationalisation	345	345	-

* Net Revenue Impact only relates to Invest to Save Schemes

6. NEXT STEPS

6.1 The following amendments are expected to be made before the Service Capital Programmes are presented to Service committees again in November:

- Hampton Gardens secondary - there has been strong indication that the Department for Education will provide funding for almost the full build cost for the joint project with Peterborough City Council. Further confirmation is likely in November, which could lead to a budget reduction of £15.5m.
- Bottisham Village College - the current published admission number for the College is 210 pupils but in each of the last two years the College has, with the support of the County Council, admitted 240 pupils into Year 7 due to demand for places. Catchment numbers in the Bottisham VC catchment area continue to increase and with predicted housing developments, there is a strong indication that an expansion to 10 forms of entry is required to meet the demand for places.
- Archive Centre premises – discussions are ongoing at committees regarding the nature and scope of this scheme which had been increased to £6.2m in the September draft Capital Programme. General Purposes Committee will be considering a report at its meeting on 20 October 2015.

- 6.2 The Capital Programme has experienced significant slippage over each of the last few years, for a variety of reasons. The impact of this is that borrowing that previously was expected to be required, is no longer necessary – as a consequence, the financing costs revenue budget consistently underspends (£2.0m in 2014-15 and also forecast to be £2.0m for 2015-16). This is despite having factored in a £1m reduction to the financing costs budget in order to allow for slippage on the Capital Programme. It is not acceptable to continue with this level of underspend on borrowing and financing costs, and as such further review of the Capital Programme will be undertaken before December committees in order to attempt to deal with this issue.

7. ALIGNMENT WITH CORPORATE PRIORITIES

7.1 Developing the local economy for the benefit of all

For detail on significant implications within this category, please see the September Service Committee reports.

7.2 Helping people live healthy and independent lives

For detail on significant implications within this category, please see the September Service Committee reports.

7.3 Supporting and protecting vulnerable people

For detail on significant implications within this category, please see the September Service Committee reports.

8. SIGNIFICANT IMPLICATIONS

8.1 Resource Implications

The report above is entirely concerned with resource issues and the significant implications are included throughout the report.

8.2 Statutory, Risk and Legal Implications

For detail on significant implications within this category, please see the September Service Committee reports.

8.3 Equality and Diversity Implications

There are no significant implications within this category.

8.4 Engagement and Consultation Implications

The significant engagement and consultation implications will be addressed as part of the overarching Business Planning Process.

8.5 Localism and Local Member Involvement

There are no significant implications within this category.

8.6 Public Health Implications

There are no significant implications within this category.

Source Documents	Location
<p>2015-16 Business Plan</p> <p>September Service Committee reports; General Purposes Committee</p> <p>Adults Committee</p> <p>Children and Young People Committee</p> <p>Economy and Environment Committee</p> <p>Highways and Community Infrastructure Committee</p>	<p>http://www.cambridgeshire.gov.uk/info/20043/finance_and_budget/90/business_plan_2013_to_2014</p> <p>http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/AgendaItem.aspx?agendaItemID=12062</p> <p>http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/AgendaItem.aspx?agendaItemID=11976</p> <p>http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/AgendaItem.aspx?agendaItemID=12027</p> <p>http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/AgendaItem.aspx?agendaItemID=12002</p> <p>http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/AgendaItem.aspx?agendaItemID=11988</p>

Appendix A: Capital Investment Appraisals

Summary of Scores

Ref	Title	Capital Scheme Category	(1) Meets Outcomes & Enablers 12/100	(2) Bold Economic Investment 15/100	(3) Asset Managemet Strategy 5/100	(4) Statutory Obligation 15/100	(5) Business Interruption / Risk 10/100	(6) Partnership Benefits 5/100	(7) Business Case 4/100	(8) Capital Receipts 7/100	(9) Value for Money 15/100	(10) Non- borrowing Funding 12/100	Total Score 100/100
A/C.01.001	Trumpington Meadows Primary	CFA - Basic Need - Primary	8	0	0	0	0	0	0	0	0	0	8
A/C.01.002	Brampton Primary	CFA - Basic Need - Primary	8	0	5	10	0	0	0	7	0	7	37
A/C.01.003	Cavalry Primary	CFA - Basic Need - Primary	8	0	0	0	0	0	0	0	0	3	11
A/C.01.004	Cottenham Primary	CFA - Basic Need - Primary	8	0	0	0	0	0	0	0	0	10	18
A/C.01.005	Fawcett Primary	CFA - Basic Need - Primary	8	0	0	0	0	0	0	0	0	12	20
A/C.01.006	Hardwick Primary Second Campus (Ca	CFA - Basic Need - Primary	8	0	0	0	0	0	0	0	0	8	16
A/C.01.007	Huntingdon Primary	CFA - Basic Need - Primary	8	0	5	15	5	0	0	7	0	2	42
A/C.01.008	Isle of Ely Primary	CFA - Basic Need - Primary	8	0	5	15	10	0	0	7	0	10	55
A/C.01.009	Millfield Primary	CFA - Basic Need - Primary	8	0	0	0	0	0	0	0	0	6	14
A/C.01.010	Orchards Primary	CFA - Basic Need - Primary	8	0	0	0	0	0	0	0	0	6	14
A/C.01.011	Swavesey Primary	CFA - Basic Need - Primary	8	0	5	15	10	0	0	7	0	7	52
A/C.01.012	Alconbury 1st primary	CFA - Basic Need - Primary	8	0	5	15	10	0	0	7	0	12	57
A/C.01.013	Fourfields Yaxley	CFA - Basic Need - Primary	8	0	0	0	0	0	0	0	0	0	8
A/C.01.014	Grove Primary	CFA - Basic Need - Primary	8	0	5	10	10	0	2	7	0	0	42
A/C.01.015	Hardwick Second Campus (Cambourn	CFA - Basic Need - Primary	8	0	5	10	5	0	2	7	0	0	37
A/C.01.016	Huntingdon Primary	CFA - Basic Need - Primary	8	0	5	15	10	0	2	7	0	0	47
A/C.01.017	King's Hedges Primary	CFA - Basic Need - Primary	8	0	0	0	0	0	0	0	0	4	12
A/C.01.018	Northstowe 1st primary	CFA - Basic Need - Primary	8	0	0	0	0	0	0	7	0	12	27
A/C.01.019	Maple Grove Infant	CFA - Basic Need - Primary	8	0	5	15	5	0	2	7	0	4	46
A/C.01.020	Bearscroft primary	CFA - Basic Need - Primary	8	0	5	15	10	0	2	7	0	12	59
A/C.01.021	North West Cambridge (NIAB site) prim	CFA - Basic Need - Primary	8	0	5	10	5	0	2	7	0	12	49
A/C.01.022	Burwell Primary	CFA - Basic Need - Primary	8	0	5	15	5	0	2	7	0	3	45
A/C.01.023	Burwell Primary Phase 2	CFA - Basic Need - Primary	8	0	5	10	5	0	2	7	0	12	49
A/C.01.024	Clay Farm / Showground primary	CFA - Basic Need - Primary	8	0	5	10	0	0	2	7	0	12	44
A/C.01.025	Fordham Primary	CFA - Basic Need - Primary	8	0	5	15	10	0	2	7	0	2	49
A/C.01.026	Little Paxton Primary	CFA - Basic Need - Primary	8	0	5	5	0	0	2	7	0	4	31
A/C.01.027	Wisbech primary expansion	CFA - Basic Need - Primary	8	0	5	15	10	0	2	7	0	4	51
A/C.01.028	Fulbourn Primary	CFA - Basic Need - Primary	8	0	5	10	5	0	2	7	0	11	48
A/C.01.029	Sawtry Infants	CFA - Basic Need - Primary	8	0	5	10	5	0	2	7	0	10	47
A/C.01.030	Sawtry Juniors	CFA - Basic Need - Primary	8	0	5	10	5	0	2	7	0	12	49
A/C.01.031	Hatton Park	CFA - Basic Need - Primary	8	0	5	10	5	0	2	7	0	8	45
A/C.01.032	Meldreth	CFA - Basic Need - Primary	8	0	5	15	10	0	2	7	0	10	57
A/C.01.033	St Ives, Eastfield / Westfield / Wheatfie	CFA - Basic Need - Primary	8	0	5	10	0	0	2	7	0	11	43
A/C.01.034	St Neots, Wintringham Park.	CFA - Basic Need - Primary	8	0	0	0	0	0	0	0	0	12	20
A/C.01.035	The Shade Primary	CFA - Basic Need - Primary	8	0	5	10	10	0	2	7	0	12	54
A/C.01.036	Pendragon, Papworth	CFA - Basic Need - Primary	8	0	5	10	5	0	2	7	0	4	41
A/C.01.037	Westwood Junior	CFA - Basic Need - Primary	8	0	5	10	5	0	2	7	0	6	43
A/C.01.038	Wytton Primary	CFA - Basic Need - Primary	8	0	5	10	10	0	2	7	0	9	51
A/C.01.039	Alconbury 1st primary	CFA - Basic Need - Primary	8	0	5	10	0	0	2	7	0	12	44
A/C.01.040	Barrington	CFA - Basic Need - Primary	8	0	5	10	5	0	2	7	0	7	44
A/C.01.041	Harston Primary	CFA - Basic Need - Primary	8	0	5	10	10	0	2	7	0	9	51
A/C.01.042	Littleport 3rd primary	CFA - Basic Need - Primary	8	0	5	10	10	0	2	7	0	9	51

Ref	Title	Capital Scheme Category	(1) Meets Outcomes & Enablers 12/100	(2) Bold Economic Investment 15/100	(3) Asset Management Strategy 5/100	(4) Statutory Obligation 15/100	(5) Business Interruption / Risk 10/100	(6) Partnership Benefits 5/100	(7) Business Case 4/100	(8) Capital Receipts 7/100	(9) Value for Money 15/100	(10) Non- borrowing Funding 12/100	Total Score 100/100
A/C.01.043	Loves Farm primary	CFA - Basic Need - Primary	8	0	5	10	10	0	2	7	0	4	46
A/C.01.044	Melbourn Primary	CFA - Basic Need - Primary	8	0	5	10	10	0	2	7	0	9	51
A/C.01.045	Sawston Primary	CFA - Basic Need - Primary	8	0	5	10	10	0	2	7	0	7	49
A/C.01.046	Fourfields Phase 2	CFA - Basic Need - Primary	8	0	5	10	5	0	2	7	0	12	49
A/C.01.047	Histon Additional Places	CFA - Basic Need - Primary	8	0	5	10	5	0	2	7	0	12	49
A/C.01.048	Chatteris new primary	CFA - Basic Need - Primary	8	0	5	10	0	0	2	7	0	12	44
A/C.01.049	March new primary	CFA - Basic Need - Primary	8	0	5	10	10	0	2	7	0	12	54
A/C.01.050	Wisbech new primary	CFA - Basic Need - Primary	8	0	5	10	10	0	2	7	0	10	52
A/C.01.051	NIAB 2nd primary	CFA - Basic Need - Primary	8	0	5	10	10	0	2	7	0	12	54
A/C.01.052	Robert Arkenstall Primary	CFA - Basic Need - Primary	8	0	5	10	10	0	2	7	0	12	54
A/C.01.053	Wilburton Primary	CFA - Basic Need - Primary	8	0	5	10	10	0	2	7	0	12	54
A/C.01.054	Benwick Primary	CFA - Basic Need - Primary	8	0	5	10	10	0	2	7	0	12	54
A/C.01.055	Northstowe 2nd primary	CFA - Basic Need - Primary	8	0	5	5	5	0	2	7	0	4	36
A/C.01.056	Northstowe 3rd primary	CFA - Basic Need - Primary	8	0	5	5	5	0	2	7	0	6	38
A/C.01.057	Alconbury 2nd primary	CFA - Basic Need - Primary	8	0	5	5	5	0	2	7	0	12	44
A/C.02.001	Southern Fringe secondary	CFA - Basic Need - Secondary	8	0	0	0	0	0	0	0	0	11	19
A/C.02.002	Swavesey Village College	CFA - Basic Need - Secondary	8	0	5	0	10	0	0	0	0	10	33
A/C.02.003	Littleport secondary	CFA - Basic Need - Secondary	8	0	5	15	10	0	0	7	0	3	48
A/C.02.004	Cambourne Village College	CFA - Basic Need - Secondary	8	0	5	10	10	0	2	7	0	12	54
A/C.02.005	North Cambridgeshire secondary	CFA - Basic Need - Secondary	8	0	5	10	5	5	2	7	0	6	48
A/C.02.006	Northstowe secondary	CFA - Basic Need - Secondary	8	0	5	10	10	0	2	7	0	6	48
A/C.02.007	North West Fringe secondary	CFA - Basic Need - Secondary	8	0	5	10	10	0	2	7	0	12	54
A/C.02.008	Bottisham Village College	CFA - Basic Need - Secondary	8	0	5	10	10	0	2	7	0	6	48
A/C.02.009	Cambridge City secondary	CFA - Basic Need - Secondary	8	0	5	5	10	0	2	7	0	3	40
A/C.02.010	Alconbury secondary	CFA - Basic Need - Secondary	8	0	5	5	5	0	2	7	0	11	43
A/C.02.011	Additional secondary capacity to serve	CFA - Basic Need - Secondary	8	0	5	10	10	0	2	7	0	12	54
A/C.02.012	Cromwell Community College	CFA - Basic Need - Secondary	8	0	5	10	5	0	2	7	0	12	49
A/C.02.013	St. Neots secondary	CFA - Basic Need - Secondary	8	0	5	10	5	0	2	7	0	12	49
A/C.02.014	Northstowe secondary	CFA - Basic Need - Secondary	8	0	5	5	5	0	2	7	0	5	37
A/C.03.001	Orchard Park Primary	CFA - Basic Need - Early Years	8	0	5	10	0	0	2	7	0	4	36
A/C.03.002	St Neots, Loves Farm - Early Years pro	CFA - Basic Need - Early Years	8	0	5	15	5	5	0	7	0	4	49
A/C.04.001	Hauxton Primary	CFA - Adaptations	8	0	5	5	0	0	0	7	0	11	36
A/C.04.002	Dry Drayton Primary	CFA - Adaptations	8	0	5	10	10	0	0	7	0	1	41
A/C.04.003	Holme Primary	CFA - Adaptations	8	0	0	0	0	0	0	0	0	0	8
A/C.04.004	Morley Memorial Primary	CFA - Primary - Adaptations	8	0	5	5	0	0	2	7	0	7	34
A/C.05.001	School Condition, Maintenance & Suita	CFA - School Condition, Maintena	8	0	5	15	5	0	2	7	0	12	54
A/C.06.003	BSF ICT for Fenland	CFA - Building Schools for the Fut	0	0	0	0	0	0	0	0	0	0	0
A/C.07.001	School Devolved Formula Capital	CFA - Condition & Maintenance	0	0	0	0	0	0	0	0	0	0	0
A/C.08.001	Trinity School Hartford, Huntingdon	CFA - Specialist Provision	8	0	5	15	10	5	0	7	0	0	50
A/C.09.001	Site Acquisition, Development, Analysis	CFA - Site Acquisition & Developm	8	0	5	0	0	0	2	7	0	12	34
A/C.10.001	Temporary Accommodation	CFA - Temporary Accommodation	8	0	5	15	5	0	2	5	0	12	52
A/C.11.001	Children's Minor Works and Adaptions	CFA - Children Support Services	0	0	0	0	0	0	0	0	0	0	0
A/C.11.002	Cambridgeshire Alternative Education	CFA - Children Support Services	8	0	5	0	0	0	2	7	0	12	34
A/C.11.003	CFA Buildings & Capital Team Capitalis	CFA - Children Support Services	0	0	0	0	0	0	0	0	0	0	0
A/C.11.005	CFA Management Information System	CFA - Children Support Services	12	0	5	0	10	0	4	3	0	0	34
A/C.12.001	Strategic Investments	CFA - Adult Social Care	0	0	0	0	0	0	0	0	0	0	0
A/C.12.002	Enhanced Frontline	CFA - Adult Social Care	0	0	0	0	0	0	0	0	0	0	0
A/C.12.003	Better Care Fund Capital Allocation	CFA - Adult Social Care	0	0	0	0	0	0	0	0	0	0	0

Ref	Title	Capitol Scheme Category	(1) Meets Outcomes & Enablers 12/100	(2) Bold Economic Investment 15/100	(3) Asset Managemet Strategy 5/100	(4) Statutory Obligation 15/100	(5) Business Interruption / Risk 10/100	(6) Partnership Benefits 5/100	(7) Business Case 4/100	(8) Capital Receipts 7/100	(9) Value for Money 15/100	(10) Non- borrowing Funding 12/100	Total Score 100/100
A/C.12.004	Disabilities Facilities Grant	CFA - Adult Social Care	0	0	0	0	0	0	0	0	0	0	0
B/C.1.002	Air Quality Monitoring	ETE - Integrated Transport	6	0	0	0	5	5	0	0	0	12	28
B/C.1.009	Major Scheme Development	ETE - Integrated Transport	0	0	0	0	0	0	0	0	0	0	0
B/C.1.011	Local Highway Improvements (includes	ETE - Integrated Transport	16	0	5	0	5	0	0	0	0	12	38
B/C.1.012	Safety Schemes	ETE - Integrated Transport	14	0	5	0	5	0	0	0	0	12	36
B/C.1.015	Strategy Development & Integrated Tra	ETE - Integrated Transport	16	15	0	0	5	5	0	0	0	12	53
B/C.1.019	Promoting Economic Growth - Deliverin	ETE - Integrated Transport	12	0	5	0	10	0	0	0	0	12	39
B/C.1.021	Cambridgeshire Sustainable Transport	ETE - Integrated Transport	0	0	0	0	0	0	0	0	0	0	0
B/C.2.001	Carriageway & Footway Maintenance in	ETE - Operating the Network	16	0	5	0	10	0	0	0	0	12	43
B/C.2.002	Rights of Way	ETE - Operating the Network	16	0	5	0	0	0	0	0	0	12	33
B/C.2.003	Street Lighting	ETE - Operating the Network	12	15	0	0	5	5	0	0	0	12	49
B/C.2.004	Strengthening of Bridges to carry 40 ton	ETE - Operating the Network	10	0	5	0	10	0	0	0	0	12	37
B/C.2.005	Traffic Signal Replacement	ETE - Operating the Network	14	0	5	0	10	0	0	0	0	12	41
B/C.2.006	Smarter Travel Management - Integrat	ETE - Operating the Network	16	0	5	0	10	0	0	0	0	12	43
B/C.2.007	Smarter Travel Management - Real Tir	ETE - Operating the Network	16	0	5	0	5	0	0	0	0	12	38
B/C.3.001	Highways Maintenance including Footw	ETE - Infrastructure Management	12	15	5	0	10	0	4	7	0	0	53
B/C.3.012	Waste - Cambridge Area Growth	ETE - Infrastructure Management	8	15	5	10	10	5	2	7	0	4	66
B/C.3.101	Development of Archives Centre premi	ETE - Infrastructure Management	8	15	0	15	10	0	2	7	0	0	57
B/C.3.103	Library Service essential maintenance.	ETE - Infrastructure Management	12	0	5	0	10	5	0	0	0	0	32
B/C.3.106	New Community Hub / Library Service	ETE - Infrastructure Management	16	0	0	0	0	0	0	0	0	0	16
B/C.3.107	New Community Hub / Library Provision	ETE - Infrastructure Management	16	0	5	0	5	5	0	0	0	11	42
B/C.3.108	New Community Hub / Library Service	ETE - Infrastructure Management	16	0	0	0	0	0	0	0	0	0	16
B/C.4.001	Ely Crossing	ETE - Strategy & Development	4	15	5	0	10	5	4	7	0	11	61
B/C.4.006	Guided Busway	ETE - Strategy & Development	0	0	0	0	0	0	0	0	0	0	0
B/C.4.014	Huntingdon West of Town Centre Link	ETE - Strategy & Development	6	15	5	0	0	5	0	0	0	11	42
B/C.4.017	Cambridge Cycling Infrastructure	ETE - Strategy & Development	0	0	0	0	0	0	0	0	0	0	0
B/C.4.021	Chisholm Trail Scheme Development	ETE - Strategy & Development	0	0	0	0	0	0	0	0	0	0	0
B/C.4.022	Cycling City Ambition Fund	ETE - Strategy & Development	0	0	0	0	0	0	0	0	0	0	0
B/C.4.023	King's Dyke	ETE - Strategy & Development	4	15	5	0	5	5	4	7	0	12	57
B/C.4.024	Soham Station	ETE - Strategy & Development	4	15	0	0	0	5	0	7	0	3	34
B/C.4.028	A14	ETE - Strategy & Development	0	0	0	0	0	0	0	0	0	0	0
B/C.4.030	City Deal Schemes	ETE - Strategy & Development	0	0	0	0	0	0	0	0	0	0	0
B/C.4.031	B/C.4.031 Growth Deal - Wisbech Acc	ETE - Strategy & Development	0	0	0	0	0	0	0	0	0	0	0
B/C.5.001	Making Assets Count	ETE - Other Schemes	16	15	5	0	5	5	0	0	0	0	46
B/C.5.002	Investment in Connecting Cambridgesh	ETE - Other Schemes	0	0	0	0	0	0	0	0	0	0	0
C/C.1.001	Essential CCC Business Systems Upgr	CS - Corporate Services	8	0	5	0	0	5	0	0	0	0	18
C/C.1.002	Office Portfolio Rationalisation	CS - Corporate Services	4	0	0	0	0	5	0	5	0	0	14
C/C.2.001	Optimising the benefits of IT for Smarte	CS - Managed Services	10	0	5	0	5	5	0	0	0	0	25
C/C.2.002	Implementing IT Resilience Strategy for	CS - Managed Services	8	0	5	0	5	5	0	0	0	0	23
C/C.2.003	IT Infrastructure Investment	CS - Managed Services	8	0	5	0	10	0	0	0	0	2	25
C/C.2.005	Microsoft Enterprise Agreement for CC	CS - Managed Services	8	0	5	0	10	5	0	0	0	0	28
C/C.2.006	CPSN Replacement	CS - Managed Services	12	0	0	0	10	5	0	3	0	0	30
C/C.2.101	County Farms investment (Viability)	CS - Managed Services	4	0	0	0	0	5	0	5	10	0	24
C/C.2.102	Renewable Energy - Soham	CS - Managed Services	8	15	0	0	5	5	4	5	5	0	47
C/C.2.103	Local Plans - representations	CS - Managed Services	8	0	5	0	0	5	0	7	0	0	25
C/C.2.104	Burwell Newmarket Road 350 Homes I	CS - Managed Services	12	15	5	0	5	5	4	7	5	0	58
C/C.2.107	MAC Market Towns Project (March)	CS - Managed Services	12	15	5	0	5	5	2	5	10	12	71
C/C.2.108	Community Hubs - Sawston	CS - Managed Services	16	0	5	0	5	5	0	0	0	0	31

Ref	Title	Capitla Scheme Category	(1) Meets Outcomes & Enablers 12/100	(2) Bold Economic Investment 15/100	(3) Asset Managemet Strategy 5/100	(4) Statutory Obligation 15/100	(5) Business Interruption / Risk 10/100	(6) Partnership Benefits 5/100	(7) Business Case 4/100	(8) Capital Receipts 7/100	(9) Value for Money 15/100	(10) Non- borrowing Funding 12/100	Total Score 100/100
C/C.2.109	Community Hubs - East Barnwell	CS - Managed Services	16	0	5	0	5	5	0	0	0	7	38
C/C.2.111	Shire Hall	CS - Managed Services	8	0	5	15	10	0	0	5	0	0	43
C/C.2.112	Building Maintenance	CS - Managed Services	8	0	5	15	10	0	0	5	0	0	43
C/C.2.113	Equality Act Works in Corporate Offices	CS - Managed Services	8	0	0	15	0	0	0	5	0	0	28
C/C.2.114	MAC Joint Highways Depot	CS - Managed Services	12	0	0	0	5	5	2	7	5	12	48
C/C.2.115	Worts Causeway 230 Homes Invest to	CS - Managed Services	12	15	0	0	0	5	0	7	5	0	44
C/C.2.116	Shepreth- PRS Plus affordable	CS - Managed Services	12	15	0	0	0	5	0	7	15	0	54
C/C.2.117	Cottenham Circa 200 Homes Affordable	CS - Managed Services	12	15	0	0	0	5	0	7	5	0	44
C/C.2.118	Redevelopment of Milton Road Library	CS - Managed Services	12	15	5	0	0	5	4	7	0	0	48
C/C.2.119	Energy Efficiency Fund	CS - Managed Services	4	0	0	0	0	0	0	7	5	0	16
D/C.1.001	Next Generation ERP Solution	LGSS - LGSS Operational	12	0	0	0	0	5	4	3	0	0	24

Appendix B: Criteria and Weighting

Criteria	Explanation	Weighting
Strategic:		
1. Meets Outcome & Enablers	Based on the number of Outcomes and Enablers that the project meets	12
2. Bold Economic Investment	A Bold Economic Investment is a major scheme of importance in Cambridge and Cambridgeshire, particularly in respect to economic growth	15
Risk Management / Continuity of Service:		
3. Complies with Asset Management Strategy	Projects in accordance with the KEY asset management principles detailed in the Cambridgeshire Public Sector Asset Management Strategy adopted by CCC Cabinet 25 October 2011	5
4. Urgency of investment in order to meet statutory obligations (e.g. Accessibility, Health & Safety, Education Act, NHS and Community Care Act, etc.)	Projects that will help to meet and address a statutory obligation, including Health and Safety and emergency repairs	15
5. Mitigating current / avoiding future business interruption, including service delivery	Based on the level of risk from failure to implement the project and mitigate current business / service interruption or risk of future interruption	10
Promotes Partnership / Joint Working:		
6. External, cross-cutting partnership benefits - with public, private or voluntary sector	Projects to be carried out in partnership with other agencies or departments	5
Adequacy of Planning:		
7. Business Case	The more detailed plans are available, the more likely that the project will be delivered to specification, timetable and budget.	4
Financial:		
8. Life of the Asset	Based on the life of the asset that will be created by the project	7
9. Value for money - produces revenue savings / generates revenue income	Where investment in the project qualifies as an Invest to Save or Invest to Earn Initiative, a measure of the estimated revenue savings / income generation (including impact on debt charges of any capital receipts)	15
10. Is part or fully funded from either externally generated resources (e.g. grants) or capital receipts from disposals	Based on the proportion of funding for the project from non-borrowing sources	12
Total		100

Appendix C: Capital Investment Appraisals

Prioritised List of Schemes

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Net Revenue Impact* £000	Flexibility in Phasing	Alternative Methods of Delivery
F	Fully Funded	CFA	A/C.01.034	St Neots, Wintringham Park.	8,790	-	-		
F	Fully Funded	CFA	A/C.04.003	Holme Primary	1,200	-	-		
F	Fully Funded	CFA	A/C.07.001	School Devolved Formula Capital	18,443	-	-		
F	Fully Funded	CFA	A/C.12.001	Strategic Investments	1,262	-	-		
F	Fully Funded	CFA	A/C.12.002	Enhanced Frontline	2,888	206	-		
F	Fully Funded	CFA	A/C.12.003	Better Care Fund Capital Allocation	6,470	-	-		
F	Fully Funded	CFA	A/C.12.004	Disabilities Facilities Grant	3,846	-	-		
F	Fully Funded	ETE	B/C.1.002	Air Quality Monitoring	126	-	-		
F	Fully Funded	ETE	B/C.1.009	Major Scheme Development	2,400	-	-		
F	Fully Funded	ETE	B/C.1.011	Local Highway Improvements (includes Accessibility & New Paths)	2,892	-	-		
F	Fully Funded	ETE	B/C.1.012	Safety Schemes	3,596	-	-		
F	Fully Funded	ETE	B/C.1.015	Strategy Development & Integrated Transport Schemes	2,070	-	-		
F	Fully Funded	ETE	B/C.1.019	Promoting Economic Growth - Delivering Strategy Aims	7,216	-	-		
F	Fully Funded	ETE	B/C.1.021	Cambridgeshire Sustainable Transport Improvements	2,880	-	-		
F	Fully Funded	ETE	B/C.2.001	Carriageway & Footway Maintenance including Cycle Paths	57,672	-	-		
F	Fully Funded	ETE	B/C.2.002	Rights of Way	955	-	-		
F	Fully Funded	ETE	B/C.2.003	Street Lighting	175	-	-		
F	Fully Funded	ETE	B/C.2.004	Strengthening of Bridges to carry 40 tonne loading	13,568	-	-		
F	Fully Funded	ETE	B/C.2.005	Traffic Signal Replacement	4,790	-	-		
F	Fully Funded	ETE	B/C.2.006	Smarter Travel Management - Integrated Highways Management Centre	1,174	-	-		
F	Fully Funded	ETE	B/C.2.007	Smarter Travel Management - Real Time Bus Information	952	-	-		
F	Fully Funded	ETE	B/C.3.106	New Community Hub / Library Service Provision Cambourne	151	-	-		
F	Fully Funded	ETE	B/C.3.108	New Community Hub / Library Service Provision Darwin Green	340	-	-		
F	Fully Funded	ETE	B/C.4.021	Chisholm Trail Scheme Development	2,050	-	-		
F	Fully Funded	ETE	B/C.4.022	Cycling City Ambition Fund	10,489	-	-		
F	Fully Funded	ETE	B/C.4.028	A14	25,000	-	-		
F	Fully Funded	ETE	B/C.4.030	City Deal Schemes	100,000	-	-		

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Net Revenue Impact* £000	Flexibility in Phasing	Alternative Methods of Delivery
F	Fully Funded	ETE	B/C.4.031	B/C.4.031 Growth Deal - Wisbech Access Strategy	1,000	-	-		
F	Fully Funded	ETE	B/C.5.001	Making Assets Count	765	765	-		
C	Committed	CFA	A/C.01.001	Trumpington Meadows Primary	9,649	-1,059	-		
C	Committed	CFA	A/C.01.002	Brampton Primary	5,190	2,638	-		
C	Committed	CFA	A/C.01.003	Cavalry Primary	2,000	1,539	-		
C	Committed	CFA	A/C.01.004	Cottenham Primary	4,560	1,552	-		
C	Committed	CFA	A/C.01.005	Fawcett Primary	4,600	850	-		
C	Committed	CFA	A/C.01.006	Hardwick Primary Second Campus (Cambourne)	6,675	3,012	-		
C	Committed	CFA	A/C.01.007	Huntingdon Primary	1,024	893	-		
C	Committed	CFA	A/C.01.008	Isle of Ely Primary	15,975	4,959	-		
C	Committed	CFA	A/C.01.009	Millfield Primary	1,680	1,005	-		
C	Committed	CFA	A/C.01.010	Orchards Primary	4,871	2,979	-		
C	Committed	CFA	A/C.01.011	Swavesey Primary	2,255	1,162	-	30 additional primary places have to be delivered by September 2015 or the grant has to be repaid.	Additional places are already being provided by temporary accommodation which is not sustainable; the project ensures Basic Need provision will be met in future as well as addressing suitability of the temporary accommodation.
C	Committed	CFA	A/C.01.012	Alconbury 1st primary	10,200	548	-		Home to School TransportIt may be possible to transport children from the development to other schools. However there is not capacity within one school and therefore a number of Home to School transport routes would be created at an additional revenue cost. This isn't a sustainable option as alternative schools do not have limitless space and future investment in receiving schools would be needed to be able to accommodate children from Alconbury Airfield Development.
C	Committed	CFA	A/C.01.013	Fourfields Yaxley	1,350	1,320	-		
C	Committed	CFA	A/C.01.017	King's Hedges Primary	4,945	3,445	-		
C	Committed	CFA	A/C.01.018	Northstowe 1st primary	11,680	445	-		There are no further alternative methods of delivery. The Basic Need obligation is already breached within Ely with children being placed across all schools in the city. The school is opening as a temporary site in September 2014 before the building is completed in September 2015.
C	Committed	CFA	A/C.02.001	Southern Fringe secondary	23,926	5,395	-		
C	Committed	CFA	A/C.02.002	Swavesey Village College	2,650	143	-		

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Net Revenue Impact* £000	Flexibility in Phasing	Alternative Methods of Delivery
C	Committed	CFA	A/C.02.003	Littleport secondary	40,006	31,583	-		Home to School TransportCurrently additional places have been provided in Ely to meet demand of Littleport and Ely developments. Children transported from Littleport.
C	Committed	CFA	A/C.03.002	St Neots, Loves Farm - Early Years provision	746	536	-		
C	Committed	CFA	A/C.04.001	Hauxton Primary	1,061	268	-		
C	Committed	CFA	A/C.04.002	Dry Drayton Primary	1,280	1,229	-		
C	Committed	CFA	A/C.06.003	BSF ICT for Fenland	9,118	287	-		
C	Committed	CFA	A/C.08.001	Trinity School Hartford, Huntingdon	5,060	5,060	-	The current building is in poor condition and is at risk of OFSTED deeming it unsuitable and it being closed.	Home to School Transport;#OtherThe Trinity School has two other bases at Wisbech and Foxton. It may be possible to transport individuals, however this would have an increased revenue impact and it is likely it would be provided by taxis as children would come from various addresses. Other possibility would be that if CCC had no provision, an out of county solution could be found - but again, at a significant revenue cost.
C	Committed	CFA	A/C.11.001	Children's Minor Works and Adaptions	174	50	-		
C	Committed	CFA	A/C.11.003	CFA Buildings & Capital Team Capitalisation	2,761	2,761	-		
C	Committed	ETE	B/C.3.101	Development of Archives Centre premises	6,198	6,198	-	TNA's deadline has already passed and the Council has committed to delivering the new building as soon as possible, therefore the timing is only constrained by the project timetable.	Temporary Accommodation;#Removing 'Future Proofing'It is imperative to find alternative accommodation for the Archive service to replace accommodation in Shire Hall, but if this project did not go ahead we would attempt to find alternative temporary accommodation. Given the size of the archives and their specialist requirements it is likely to be difficult to find a suitable building at significantly lower cost, and would still leave the problem of the long term future. We are already looking to reduce fit out of the additional space required for 'future proofing' the building in order to reduce costs.

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Net Revenue Impact* £000	Flexibility in Phasing	Alternative Methods of Delivery
C	Committed	ETE	B/C.3.107	New Community Hub / Library Provision Clay Farm	777	250		- This project has already started in terms of design and legal work. Building contract will be awarded in early 2014 and it is expected that the bulk of expenditure will be in 2014/15, with the building due to open in summer 2015. Costs have been estimated as 66% in 2014/15 and 33% in 2015/16, but it is possible some expenditure will be required earlier in 2013/14.	
C	Committed	ETE	B/C.4.001	Ely Crossing	36,000	7,682		- Construction programme could be reviewed and aligned to maximise third party income and reduce borrowing.	
C	Committed	ETE	B/C.4.006	Guided Busway	147,694	-4,785	-		
C	Committed	ETE	B/C.4.014	Huntingdon West of Town Centre Link Road	9,723	-	-		
C	Committed	ETE	B/C.4.017	Cambridge Cycling Infrastructure	5,017	-	-		
C	Committed	ETE	B/C.4.023	King's Dyke	13,584	2,084	-		
C	Committed	ETE	B/C.5.002	Investment in Connecting Cambridgeshire	30,500	16,515	-		
C	Committed	CS	C/C.1.001	Essential CCC Business Systems Upgrade	300	300	-	No flexibility	
C	Committed	CS	C/C.2.001	Optimising the benefits of IT for Smarter Business Working	3,375	3,076	-		
C	Committed	CS	C/C.2.003	IT Infrastructure Investment	2,400	1,908	-		
C	Committed	CS	C/C.2.005	Microsoft Enterprise Agreement for CCC	1,902	1,500	-		
C	Committed	CS	C/C.2.108	Community Hubs - Sawston	1,250	1,211	-		
C	Committed	CS	C/C.2.109	Community Hubs - East Barnwell	1,950	1,164	-		
C	Committed	LGSS	D/C.1.001	Next Generation ERP Solution	1,104	1,104	-		

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Net Revenue Impact* £000	Flexibility in Phasing	Alternative Methods of Delivery
71	Invest to Save	CS	C/C.2.107	MAC Market Towns Project (March)	1,481	-318	-2,556		Reduced Quality / Scope of ProjectQuality: Less well-designed hub/single office accommodation would be provided. Output: Focus would just be on achieving capital receipts from disposals with limited/no adaptation of retained property/ies to accommodate extra services/generate revenue income. Value for Money: Value would still be delivered through the disposal of properties, but would be less than if there was associated investment in retained properties, particularly to generate a revenue income. Revenue costs: Costs would be less. Overall costs to the Council: Capital costs would be less, but this may reduce revenue income streams; likely that revenue costs would stay the same.
66	Statutory	ETE	B/C.3.012	Waste - Cambridge Area Growth	5,120	3,824		- The start of this scheme is going to be influenced by the HRS strategy options review which is expected to be completed by November 2014. On the assumption that Milton HRC is retained as part of the service then this scheme is likely to commence in 2015. Therefore it is possible to start 1 year later. Though a percentage of the scheme costs include staff costs and these will still need to remain in the current year.	
59	Statutory	CFA	A/C.01.020	Bearscoft primary	9,350	1,468		- Limited flexibility in the timescales; the new housing development is planned and currently CCC is already breaching the Basic Need obligation as children are being transported to Huntingdon schools as there is no capacity within Godmanchester.	Home to School TransportThe current arrangement of transporting children could remain in place, however this creates a significant revenue expense. Within a short timeframe Huntingdonshire schools will also be full and additional capacity would be required.
58	Invest to Save	CS	C/C.2.104	Burwell Newmarket Road 350 Homes Invest to Save	98,008	347	-84,795		
57	Statutory	CFA	A/C.01.032	Meldreth	2,500	860	-		
54	Statutory	CFA	A/C.01.035	The Shade Primary	2,300	50	-		
54	Statutory	CFA	A/C.01.049	March new primary	8,770	1,330	-		
54	Statutory	CFA	A/C.01.051	NIAB 2nd primary	10,950	2,635	-		
54	Statutory	CFA	A/C.01.052	Robert Arkenstall Primary	500	-	-		
54	Statutory	CFA	A/C.01.053	Wilburton Primary	500	-	-		
54	Statutory	CFA	A/C.01.054	Benwick Primary	500	-	-		
54	Statutory	CFA	A/C.02.004	Cambourne Village College	10,000	1,111	-		
54	Statutory	CFA	A/C.02.007	North West Fringe secondary	20,500	-	-		

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Net Revenue Impact* £000	Flexibility in Phasing	Alternative Methods of Delivery
54	Statutory	CFA	A/C.02.011	Additional secondary capacity to serve March & Wisbech	23,000	-	-		
54	Statutory	CFA	A/C.05.001	School Condition, Maintenance & Suitability	50,681	1,793	-		
54	Invest to Save	CS	C/C.2.116	Shepreth- PRS Plus affordable	1,200	1,200	-5,401	Once planning consent has been secured development could commence at any point in the following five years.	Reduced Quality / Scope of Project;#OtherLand could be sold but no income stream or added value
53	Other	ETE	B/C.3.001	Highways Maintenance including Footways and Signals	90,000	87,011	-	N/A	N/A
52	Statutory	CFA	A/C.01.050	Wisbech new primary	8,770	2,344	-		
52	Statutory	CFA	A/C.10.001	Temporary Accommodation	20,027	2,983	-		
51	Statutory	CFA	A/C.01.027	Wisbech primary expansion	6,600	4,074	-	There are Basic Need issues which will be breached and these are already being addressed through temporary provision at the Thomas Clarkson school site. The project has been deferred for 1 year as a free school proposal is being developed which may see CCC make a contribution to the costs.	Temporary Accommodation;#OtherTemporary accommodation is being provided on the Clarkson site; this will be continued as the project has been deferred for 1 year due to a free school proposal which is being developed and may see CCC make a contribution to the costs.
51	Statutory	CFA	A/C.01.038	Wyton Primary	14,500	3,563	-		
51	Statutory	CFA	A/C.01.041	Harston Primary	500	190	-		
51	Statutory	CFA	A/C.01.042	Littleport 3rd primary	5,000	2,014	-		
51	Statutory	CFA	A/C.01.044	Melbourn Primary	2,200	770	-		
49	Statutory	CFA	A/C.01.021	North West Cambridge (NIAB site) primary	10,591	1,433	-	It is possible that there could be flexibility in the timescales of delivering this build, however these are hinged on the University completing the build of their new primary close by. This build is out of CCC's control.	OtherIf the school on the University site is completed to the stated timescales, there is a possibility that places at this school will relieve the pressure for new places in the immediate future, however this school is outside the control of CCC and therefore this would be a high risk strategy and would also have huge reputational consequences for CCC.
49	Statutory	CFA	A/C.01.023	Burwell Primary Phase 2	4,000	250	-	There is limited flexibility as Burwell Primary is a 2 storey construction. Phase 2 is required to follow the 1st phase.	

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Net Revenue Impact* £000	Flexibility in Phasing	Alternative Methods of Delivery
49	Statutory	CFA	A/C.01.025	Fordham Primary	3,561	3,228	-	- A solution will need to be found as within 2 years there will be a significant breach of our obligation to provide school places in Fordham.	Home to School Transport;#OtherThere are two possible alternatives. Pupils could be transported to other schools across the area, however there are already capacity issues in many of these so there would not be a single alternative. There would be a revenue consequence and this is only a short term solution. The expansion of The Shade in Soham could be advanced; this would create additional capacity and provision within the area. However, this could have an impact on capital borrowing and debt charges.
49	Statutory	CFA	A/C.01.030	Sawtry Juniors	2,300	400	-	-	
49	Statutory	CFA	A/C.01.045	Sawston Primary	1,800	730	-	-	
49	Statutory	CFA	A/C.01.046	Fourfields Phase 2	2,300	-	-	-	
49	Statutory	CFA	A/C.01.047	Histon Additional Places	6,000	-	-	- There is limited capacity beyond the current timescales. currently there is a temporary solution to the capacity issues within the infant school. This solution is on the Junior school site.	Temporary AccommodationTemporary accommodation is already in place and will meet the current capacity issues, but is not a long term solution and may not be sufficient if pupil numbers increase further.
49	Statutory	CFA	A/C.02.012	Cromwell Community College	3,700	-	-	-	
49	Statutory	CFA	A/C.02.013	St. Neots secondary	10,940	700	-	-	
48	Statutory	CFA	A/C.01.028	Fulbourn Primary	4,850	1,236	-	- Outline Planning approved for new development in the area, if this doesn't materialise there may possible be some scope to move the project backwards in capital plan	
48	Statutory	CFA	A/C.02.005	North Cambridgeshire secondary	15,500	12,098	-	- As working in partnership, flexibility would have to be agreed with Peterborough City Council.	
48	Statutory	CFA	A/C.02.006	Northstowe secondary	22,650	12,778	-	-	
48	Statutory	CFA	A/C.02.008	Bottisham Village College	4,000	2,224	-	-	

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Net Revenue Impact* £000	Flexibility in Phasing	Alternative Methods of Delivery
48	Invest to Save	CS	C/C.2.114	MAC Joint Highways Depot	5,198	398	-183		Reduced Quality / Scope of ProjectQuality: Existing depots have to be used, resulting in a lower-quality depot, with restricted functionality being provided. The location of which may not be as appropriate for all stakeholders. Output: Outputs would be reduced - particularly around delivering capital receipts/redevelopment sites. Outputs associated with running cost savings would also be reduced/removed, as would efficiencies/savings through co-location and joint working, as the ability to deliver these would be reduced. Value for money: Whilst saving capital investment, in the long-term revenue costs would be higher, and joint working/co-location opportunities less, with a resulting negative impact on service delivery. Revenue costs: Running costs are likely to be higher than if the proposal was developed. Overall costs to the Council: Whilst capital costs would be less, capital receipts would be negatively affected, as would running costs, there is a cost of reputational damage to the Council if statutory obligations are reduced due to revenue budget pressures.
48	Invest to Save	CS	C/C.2.118	Redevelopment of Milton Road Library, Cambridge	2,000	2,000	417		
47	Statutory	CFA	A/C.01.016	Huntingdon Primary	1,200	1,170	-		
47	Statutory	CFA	A/C.01.029	Sawtry Infants	3,412	2,150	-		
47	Invest to Save	CS	C/C.2.102	Renewable Energy - Soham	9,820	9,709	-8,174		
46	Statutory	CFA	A/C.01.019	Maple Grove Infant	2,700	1,960	-	This scheme has replaced All Saints in March, which has created flexibility. This scheme manages the statutory obligation present for Key Stage 1; a further development is planned for Westwood Juniors to create Key Stage 2 capacity.	
46	Statutory	CFA	A/C.01.043	Loves Farm primary	8,700	6,000	-		
45	Statutory	CFA	A/C.01.022	Burwell Primary	2,050	1,571	-		
45	Statutory	CFA	A/C.01.031	Hatton Park	4,570	250	-		Home to School TransportTemporary accommodation is already in existence and capacity issues already identified. Possibly be able to transport children to other school locally, huge revenue impact and only shifts pressure on a temporary basis.

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Net Revenue Impact* £000	Flexibility in Phasing	Alternative Methods of Delivery
44	Statutory	CFA	A/C.01.024	Clay Farm / Showground primary	8,500	150	-		Home to School Transport Possibility to delay the build and transport children to other school across if there is capacity. However, any capacity would quickly be used and expansion of the school would be required.
44	Statutory	CFA	A/C.01.039	Alconbury 1st primary	2,600	405	-		
44	Statutory	CFA	A/C.01.040	Barrington	1,500	740	-		
44	Statutory	CFA	A/C.01.048	Chatteris new primary	8,725	-	-		
44	Statutory	CFA	A/C.01.057	Alconbury 2nd primary	10,050	1,140	-		
44	Invest to Save	CS	C/C.2.115	Worts Causeway 230 Homes Invest to Save	52,562	-	-46,719		
44	Invest to Save	CS	C/C.2.117	Cottenham Circa 200 Homes Affordable and Private Rent	30,000	30,000	-13,871		
43	Statutory	CFA	A/C.01.033	St Ives, Eastfield / Westfield / Wheatfields	3,000	810	-		
43	Statutory	CFA	A/C.01.037	Westwood Junior	1,900	519	-		Temporary Accommodation Temporary buildings are already on site.
43	Statutory	CFA	A/C.02.010	Alconbury secondary	38,000	8,852	-		Home to School Transport Plans are in place to provide early need in secondary places in other Cambridgeshire schools within the region.
43	Statutory	CS	C/C.2.111	Shire Hall	6,209	3,786	-		
43	Statutory	CS	C/C.2.112	Building Maintenance	6,000	6,000	-		
42	Statutory	CFA	A/C.01.014	Grove Primary	1,400	1,370	-		Temporary Accommodation Intake has been 2 form entry reception for three academic years, revised demographics indicate 2 form entry at the Grove is required into the foreseeable future. In addition, pre-school provision has been accommodated within the school and therefore a 3 classroom extension will be needed by September 16 to accommodate the older age children as they move through the school. This would only be a short term solution if met by temporary accommodation.
41	Statutory	CFA	A/C.01.036	Pendragon, Papworth	3,500	2,450	-		Home to School Transport It may be possible to transport children from the development to other schools, depending on capacity. A number of Home to School transport routes may need to be created at an additional revenue cost. This isn't a sustainable option as alternative schools do not have limitless space.
40	Statutory	CFA	A/C.02.009	Cambridge City secondary	14,755	10,948	-		
38	Statutory	CFA	A/C.01.056	Northstowe 3rd primary	11,900	7,000	-		

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Net Revenue Impact* £000	Flexibility in Phasing	Alternative Methods of Delivery
37	Statutory	CFA	A/C.01.015	Hardwick Second Campus (Cambourne)	2,360	2,360		- There is the possibility to be flexible on the delivery of the project, however this would mean contractors leaving site and then coming back on site which would result in additional costs and disruption. This would also mean that capacity would be breached and alternatives, including temporary accommodation would be needed.	Temporary Accommodation
37	Statutory	CFA	A/C.02.014	Northstowe secondary	11,640	7,654	-		Home to School TransportTransport children, at a revenue expense, to schools across Cambridgeshire with capacity at the time.
36	Statutory	CFA	A/C.01.055	Northstowe 2nd primary	11,250	8,408	-		
36	Statutory	CFA	A/C.03.001	Orchard Park Primary	1,000	748	-		
34	Statutory	CFA	A/C.04.004	Morley Memorial Primary	3,000	1,424	-		
34	Other	CFA	A/C.09.001	Site Acquisition, Development, Analysis and Investigations	1,968	213	-		
34	Other	CFA	A/C.11.002	Cambridgeshire Alternative Education Service Minor Works	229	42	-		
34	Other	CFA	A/C.11.005	CFA Management Information System IT Infrastructure	3,000	3,000	-	Limited due to existing contracts ending in 2016/17	Reduced Quality / Scope of Project
34	Other	ETE	B/C.4.024	Soham Station	6,200	4,700	-		
32	Other	ETE	B/C.3.103	Library Service essential maintenance and infrastructure renewal	572	572	-	- There could be some flexibility in the timing of funding to replace, but it is important that at least a proportion of the PC estate is upgraded every 3-4 years.	
31	Statutory	CFA	A/C.01.026	Little Paxton Primary	3,513	2,418	-		
30	Other	CS	C/C.2.006	CPSN Replacement	5,500	5,500	-	No flexibility	
28	Statutory	CS	C/C.2.113	Equality Act Works in Corporate Offices	200	200	-		
25	Other	CS	C/C.2.103	Local Plans - representations	4,284	3,656		- The timing of the development of allocated sites is very flexible but it is essential that consultations on Local Plans are responded to in the required time frames or the opportunities are invariably lost for some 3-5 years. Once a site is allocated it makes sense to secure a planning consent as soon as is practical unless market conditions are such that development is unviable, although even then the Council may take the view that it was to stimulate economic growth.	
24	Invest to Save	CS	C/C.2.101	County Farms investment (Viability)	2,604	2,182	-3,116		
23	Other	CS	C/C.2.002	Implementing IT Resilience Strategy for Data Centres	500	500	-		
16	Invest to Save	CS	C/C.2.119	Energy Efficiency Fund	1,000	1,000	-550		

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Net Revenue Impact* £000	Flexibility in Phasing	Alternative Methods of Delivery
14	Other	CS	C/C.1.002	Office Portfolio Rationalisation	345	345	-		

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Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
Ongoing	95,672	43,322	-	6,559	5,818	5,409	5,409	5,284	23,871
Committed Schemes	120,682	110,492	-	7,711	729	250	250	250	1,000
2015-2016 Starts	94,697	2,752	22,948	45,915	16,578	5,051	1,453	-	-
2016-2017 Starts	49,574	77	1,784	30,270	15,184	2,199	60	-	-
2017-2018 Starts	76,522	174	388	3,600	22,700	27,552	18,121	3,605	382
2018-2019 Starts	73,155	13	487	460	12,200	13,970	12,275	26,300	7,450
2019-2020 Starts	59,000	-	300	6,300	3,300	1,460	18,750	21,430	7,460
2020-2021 Starts	8,300	-	-	-	-	-	140	3,000	5,160
2021-2022 Starts	11,250	-	-	-	-	-	-	400	10,850
2022-2023 Starts	22,580	-	-	-	-	-	-	-	22,580
2023-2024 Starts	48,215	-	-	-	-	-	-	-	48,215
2024-2025 Starts	12,450	-	-	-	-	-	-	-	12,450
TOTAL BUDGET	672,097	156,830	25,907	100,815	76,509	55,891	56,458	60,269	139,418

Summary of Schemes by Category	Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
Basic Need - Primary	296,616	71,454	13,441	39,094	39,469	26,054	20,089	10,080	76,935
Basic Need - Secondary	241,267	27,466	8,130	46,115	26,000	21,964	29,325	44,655	37,612
Basic Need - Early Years	1,746	725	50	321	630	20	-	-	-
Adaptations	6,541	2,411	719	770	1,650	900	91	-	-
Condition & Maintenance	50,681	25,181	-	3,000	2,500	2,500	2,500	2,500	12,500
Building Schools for the Future	9,118	8,914	-	204	-	-	-	-	-
Schools Managed Capital	18,443	8,417	-	1,114	1,114	1,114	1,114	1,114	4,456
Specialist Provision	5,060	2,027	-	2,935	98	-	-	-	-
Site Acquisition & Development	1,968	1,318	-	300	150	100	100	-	-
Temporary Accommodation	20,027	6,027	-	1,500	1,500	1,500	1,500	1,500	6,500
Children Support Services	6,164	634	350	1,645	1,595	295	295	270	1,080
Adult Social Care	14,466	2,256	3,217	3,817	1,803	1,444	1,444	150	335
TOTAL BUDGET	672,097	156,830	25,907	100,815	76,509	55,891	56,458	60,269	139,418

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
A/C.01 A/C.01.001	Basic Need - Primary Trumpington Meadows Primary	New 2 form entry school with 52 Early Years provision: £6,650k Basic Need requirement 420 places £1,500k Early Years Basic Need 52 places £1,500k Community facilities		Committed	9,649	9,649	-	-	-	-	-	-	-

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Budget Period: 2016-17 to 2025-26

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
A/C.01.002	Brampton Primary	Expansion from 2 to 3 form entry school with 52 Early Years provision and 100 out of school club places: £2,940k Basic Need requirement 210 places £1,500k Early Years Basic Need 52 places £750k Condition Works		Committed	5,190	5,103	-	87	-	-	-	-	-
A/C.01.003	Cavalry Primary	Expansion from 1.5 to 2 form entry school: £2,000k Basic Need requirement 105 places		Committed	2,000	1,950	-	50	-	-	-	-	-
A/C.01.004	Cottenham Primary	Expansion from 2 to 3 form entry school, including replacement of mobile classrooms and demolition of unsuitable accommodation: £3,560k Basic Need requirement 210 places £1,000k Condition works		Committed	4,560	4,489	-	71	-	-	-	-	-
A/C.01.005	Fawcett Primary	Expansion from 1 to 2 form entry school: £1,985k Basic Need requirement 210 places £115k Condition works (internal remodelling) £1,500k Early Years Basic Need 52 places £1,000k Children's Centre		Committed	4,600	4,496	-	104	-	-	-	-	-
A/C.01.006	Hardwick Primary Second Campus (Cambourne)	New 1 form entry school (with 2 form entry core facilities) with 52 Early Years provision: £5,175k Basic Need requirement 210 places £1,500k Early Years Basic Need 52 places		Committed	6,675	6,593	-	82	-	-	-	-	-
A/C.01.007	Huntingdon Primary	Expansion of 3 classrooms, to be completed in 2 phases: £1,024k Basic Need requirement 90 places		2015-16	1,024	457	547	20	-	-	-	-	-
A/C.01.008	Isle of Ely Primary	New 3 form entry school with 52 Early Years provision: £11,720k Basic Need requirement 630 places £ 800k Temporary Provision £1,500k Early Years Basic Need 52 places £3,500k Highways works and access work to school site		Committed	15,975	15,514	-	250	211	-	-	-	-
A/C.01.009	Millfield Primary	Expansion from 1.5 to 2 form entry school: £1,680k Basic Need requirement 105 places		Committed	1,680	1,640	-	40	-	-	-	-	-
A/C.01.010	Orchards Primary	Expansion from 2 to 3 form entry school: £4,871k Basic Need requirement 210 places		Committed	4,871	4,771	-	100	-	-	-	-	-
A/C.01.011	Swavesey Primary	Expansion of 2 classrooms to replace temporary buildings and classroom accommodating Early Years provision and out of school club: £1,500k Basic need requirement 60 places £755k Early Years Basic Need 52 places		Committed	2,255	2,180	-	75	-	-	-	-	-
A/C.01.012	Alconbury 1st primary	New 2 form entry school (with 3 form entry infrastructure) with 52 Early Years provision (Phase 1): £8,700k Basic Need requirement 420 places £1,500k Early Years Basic Need 52 places		2015-16	10,200	548	6,552	2,940	160	-	-	-	-
A/C.01.013	Fourfields, Yaxley	Three classroom expansion: £1,350k Basic Need requirement 90 places		2015-16	1,350	-	300	1,020	30	-	-	-	-

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Budget Period: 2016-17 to 2025-26

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
A/C.01.014	Grove Primary	Three Classroom expansion; £1,400k Basic Need requirement 90 places.		2015-16	1,400	-	300	1,070	30	-	-	-	-
A/C.01.015	Hardwick Second Campus (Cambourne)	1 Form entry expansion; £2,360k Basic Need: requirement 210 places		2015-16	2,360	-	2,282	78	-	-	-	-	-
A/C.01.016	Huntingdon Primary	Three class expansion; £1200k Basic Need requirement 90 places		2015-16	1,200	-	150	1,020	30	-	-	-	-
A/C.01.017	King's Hedges Primary	Expansion from 2 to 3 form entry school with 52 Early Years provision: £3,445 Basic Need requirement 210 places £1,500k Early Years Basic Need 52 places		Committed	4,945	4,818	-	127	-	-	-	-	-
A/C.01.018	Northstowe 1st primary	New 3 form entry school with 52 Early Years provision: £8,680k Basic Need requirement 630 places £1,500k Early Years Basic Need 52 places £1,500k Community facilities - Children's Centre		Committed	11,680	8,710	-	2,800	170	-	-	-	-
A/C.01.019	Westwood Primary	Expansion of 3 classrooms with 52 Early Years provision: £1,500k Basic Need requirement 90 places £1,200k Early Years Basic Need 52 places		2015-16	2,700	66	1,100	1,500	34	-	-	-	-
A/C.01.020	Bearscoft primary	New 1.5 form entry school (with 2 form entry core facilities) with 52 Early Years provision: £7,150k Basic Need requirement 315 places £2,200k Early Years Basic Need 52 places		2015-16	9,350	17	300	6,000	2,900	133	-	-	-
A/C.01.021	North West Cambridge (NIAB site) primary	New 2 form entry school with 52 Early Years provision: £7,691k Basic Need requirement 420 places £1,700k Early Years Basic Need 52 places £1,200k Community facilities - Children's Centre		2015-16	10,591	382	250	100	6,500	3,200	159	-	-
A/C.01.022	Burwell Primary	Expansion of 90 places: £2,050k Basic Need requirement 90 places		2016-17	2,050	16	450	1,550	34	-	-	-	-
A/C.01.023	Burwell Expansion Phase 2	Four classroom expansion; £4,000k Basic Need requirement 120 places		2016-17	4,000	-	200	2,850	900	50	-	-	-
A/C.01.024	Clay Farm / Showground primary	New 1 form entry school (with 2 form entry infrastructure) with 52 Early Years provision (Phase 1): £6,900k Basic Need requirement 210 places £1,600k Early Years Basic Need 52 places		2016-17	8,500	-	300	4,800	3,250	150	-	-	-
A/C.01.025	Fordham Primary	Expansion from 1 to 2 form entry school / replacement of temporary buildings: £3,561k Basic Need requirement 210 places		2016-17	3,561	46	300	2,100	1,070	45	-	-	-
A/C.01.026	Little Paxton Primary	Expansion from 1 to 2 form entry school / replacement of temporary buildings: £3,513k Basic Need requirement 210 places		2016-17	3,513	9	150	2,600	700	54	-	-	-
A/C.01.027	Wisbech primary expansion	Expansion of 1 form of entry: £6,600k Basic Need requirement 210 places		2016-17	6,600	-	90	4,300	2,100	110	-	-	-
A/C.01.028	Fulbourn Phase 2	Four classroom expansion; £4,850k Basic Need requirement 120 places		2016-17	4,850	-	20	270	3,000	1,500	60	-	-

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Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
A/C.01.029	Sawtry Infants	Three class expansion & 26 Early years places; £2,812k Basic Need requirement 90 places £600k Early Years requirement 26 places		2017-18	3,412	-	150	2,000	1,200	62	-	-	-
A/C.01.030	Sawtry Junior	Four classroom extension to complete 1 form entry expansion; £2,300k Basic Need requirement 120 places		2017-18	2,300	-	-	120	1,300	850	30	-	-
A/C.01.031	Hatton Park	Expansion of 1 form of entry: £4,570k Basic Need requirement 210 places		2017-18	4,570	-	-	250	2,600	1,670	50	-	-
A/C.01.032	Meldreth	Expansion to 1 form of entry: £2,500k Basic Need requirement		2017-18	2,500	-	-	110	1,600	750	40	-	-
A/C.01.033	St Ives, Eastfield / Westfield / Wheatfields	Expansion of 1 form of entry: £3,000k Basic Need requirement 210 places		2017-18	3,000	-	-	130	1,900	900	70	-	-
A/C.01.034	St Neots, Wintringham Park.	New 1 Form Entry with 3 Form Entry core, with 52 Early Years places. £7,150k Basic Need requirement 210 places £1,640k Early Years Basic Need 52 places		2017-18	8,790	-	-	250	5,900	2,500	140	-	-
A/C.01.035	The Shade Primary	Expansion of 2 forms of entry (Phase 2): £2,300k Basic Need requirement 210 places		2017-18	2,300	-	-	80	1,550	620	50	-	-
A/C.01.036	Pendragon, Papworth	1 Form Entry expansion: £3,500 Basic Need requirement		2017-18	3,500	-	-	150	1,900	1,400	50	-	-
A/C.01.037	Westwood Junior	Expansion from 3 to 4 form entry junior school / replacement of temporary buildings: £1,900k Basic Need requirement 120 places		2018-19	1,900	-	-	-	100	1,200	550	50	-
A/C.01.038	Wyton Primary	New 3 form entry school: £14,500k Basic Need requirement 630 places		2018-19	14,500	-	-	-	300	10,000	4,000	200	-
A/C.01.039	Alconbury 1st primary	Expansion to 3 form entry school (Phase 2): £2,600k Basic Need requirement 210 places		2019-20	2,600	-	-	-	-	200	1,550	850	-
A/C.01.040	Barrington	Expansion to 1 form of entry: £1,500k Basic Need requirement		2019-20	1,500	-	-	-	-	40	1,000	440	20
A/C.01.041	Harston Primary	Expansion / development required; waiting for the outcome of a feasibility report to confirm numbers: £500k Basic Need requirement		2019-20	500	-	-	-	-	20	300	170	10
A/C.01.042	Littleport 3rd primary	New 1 form entry school (with 2 form entry infrastructure) (Phase 1): £8,020k Basic Need requirement 210 places £750k Early Years Basic Need 26 places		2019-20	5,000	-	-	-	-	180	3,200	1,550	70
A/C.01.043	Loves Farm primary	New 1.5 form entry school: £8,700k Basic Need requirement 315 places		2019-20	8,700	-	-	-	-	300	6,100	2,200	100
A/C.01.044	Melbourn Primary	Expansion of 2 classrooms: £500k Basic Need requirement 60 places		2019-20	2,200	-	-	-	-	70	1,400	700	30
A/C.01.045	Sawston Primary	Expansion of 1 form of entry: £1,800k Basic Need requirement 210 places		2019-20	1,800	-	-	-	-	50	1,200	520	30

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Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
A/C.01.046	Fourfields Phase 2	Four classroom extension to complete 1 form entry expansion: £2,300k Basic Need requirement 120 places		2020-21	2,300	-	-	-	-	-	70	1,500	730
A/C.01.047	Histon Additional Places	Expansion of 1 form of entry within Histon area: £6,000k Basic Need requirement 210 places		2020-21	6,000	-	-	-	-	-	70	1,500	4,430
A/C.01.048	Chatteris new primary	New 1 form entry school with 26 Early Years provision: £7,875k Basic Need requirement 210 places £850k Early Years Basic Need 26 places		2023-24	8,725	-	-	-	-	-	-	-	8,725
A/C.01.049	March new primary	New 1 form entry school (Phase 1): £8,770k Basic Need requirement 210 places		2023-24	8,770	-	-	-	-	-	-	-	8,770
A/C.01.050	Wisbech new primary	New 1 form entry school; this is to be an on-going review: £8,770k Basic Need requirement 210 places		2023-24	8,770	-	-	-	-	-	-	-	8,770
A/C.01.051	NIAB 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: £7,950k Basic Need requirement 420 places £1,500k Early Years Basic Need 52 places £1,500k Community facilities - Children's Centre		2024-25	10,950	-	-	-	-	-	-	-	10,950
A/C.01.052	Robert Arkenstall Primary	Expansion of 1 classroom: £500k Basic Need requirement 30 places		2024-25	500	-	-	-	-	-	-	-	500
A/C.01.053	Wilburton Primary	Expansion from 4 to 5 classrooms / replacement of temporary building: £500k Basic Need requirement 30 places		2024-25	500	-	-	-	-	-	-	-	500
A/C.01.054	Benwick Primary	Expansion from 3 to 5 classrooms / replacement of temporary buildings: £500k Basic Need requirement 60 places		2024-25	500	-	-	-	-	-	-	-	500
A/C.01.055	Northstowe 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: £9,990k Basic Need requirement 420 places £1,260k Early Years Basic Need 52 places		2021-22	11,250	-	-	-	-	-	-	400	10,850
A/C.01.056	Northstowe 3rd primary	New 2 form entry school with 52 Early Years provision and community facilities: £10,567k Basic Need requirement 420 places £1,333k Early Years Basic Need 52 places		2023-24	11,900	-	-	-	-	-	-	-	11,900
A/C.01.057	Alconbury 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: £8,582k Basic Need requirement 420 places £1,468k Early Years Basic Need 52 places		2023-24	10,050	-	-	-	-	-	-	-	10,050
Total - Basic Need - Primary					296,616	71,454	13,441	39,094	39,469	26,054	20,089	10,080	76,935

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Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
A/C.02	Basic Need - Secondary												
A/C.02.001	Southern Fringe secondary	New 5 form entry school with community facilities: £22,326k Basic Need requirement 750 places £1,600k Community facilities - Children's Centre		Committed	23,926	23,511	-	415	-	-	-	-	-
A/C.02.002	Swavesey Village College	Expansion from 8 to 9 form entry school: £2,650k Basic Need requirement 150 places		Committed	2,650	2,610	-	40	-	-	-	-	-
A/C.02.003	Littleport secondary and special	New 4 form entry school (with 5 form entry core facilities) with new SEN school and 52 Early Years provision: £21,150k Basic Need requirement 600 places £1,500k Early Years Basic Need 26 places £12,000k SEN 110 places		2015-16	40,006	1,282	7,000	27,000	4,300	424	-	-	-
A/C.02.004	Cambourne Village College	Expansion to 7 form entry (Phase 2): £10,000k Basic Need requirement 150 places		2019-20	10,000	-	300	6,300	3,250	150	-	-	-
A/C.02.005	Hampton Gardens	New 4 form entry school: £15,500k Basic Need requirement 600 places		2016-17	15,500	6	224	11,500	3,500	270	-	-	-
A/C.02.006	Northstowe secondary	New 4 form entry school (with 12 form entry core facilities): £22,650k Basic Need requirement 600 places		2017-18	22,650	26	119	400	2,700	15,000	4,000	405	-
A/C.02.007	North West Fringe secondary	New 4 form entry school (Phase 1): £20,500k Basic Need requirement 600 places		2017-18	20,500	18	-	-	400	2,900	13,600	3,200	382
A/C.02.008	Bottisham Village College	Expansion to 10 form entry school: £4,000k Basic Need requirement 150 places		2018-19	4,000	-	-	-	100	300	2,500	1,050	50
A/C.02.009	Cambridge City secondary	Additional capacity for Cambridge City £14,755k Basic Need requirement 450 places		2018-19	14,755	13	487	460	11,600	1,970	225	-	-
A/C.02.010	Alconbury secondary	New 4 form entry school (with 8 form entry core facilities): £38,000k Basic Need requirement 600 places		2018-19	38,000	-	-	-	100	500	5,000	25,000	7,400
A/C.02.011	Additional secondary capacity to serve March & Wisbech	New 4 to 5 form entry school: £23,000k Basic Need requirement 600 - 750 places		2019-20	23,000	-	-	-	50	450	4,000	15,000	3,500
A/C.02.012	Cromwell Community College	Expansion from 7 to 8 form entry school: £3,700k Basic Need requirement 150 places		2019-20	3,700	-	-	-	-	-	-	-	3,700
A/C.02.013	St. Neots secondary	Additional capacity for St Neots £10,940 Basic Need requirement		2022-23	10,940	-	-	-	-	-	-	-	10,940
A/C.02.014	Northstowe secondary	Additional Capacity for Northstowe £11,640 Basic Need requirement 600 places		2022-23	11,640	-	-	-	-	-	-	-	11,640
	Total - Basic Need - Secondary				241,267	27,466	8,130	46,115	26,000	21,964	29,325	44,655	37,612
A/C.03	Basic Need - Early Years												
A/C.03.001	Orchard Park Primary	Expansion of 24 Early Years provision: £1,000k Early Years Basic Need 24 places		2016-17	1,000	-	50	300	630	20	-	-	-

Section 4 - A: Children, Families and Adults Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
A/C.03.002	St. Neots, Loves Farm - Early Years provision	Joint scheme with Huntingdonshire District Council. Expansion of 26 Early Years provision: £746k Early Years Basic Need 26 places		Committed	746	725	-	21	-	-	-	-	-
	Total - Basic Need - Early Years				1,746	725	50	321	630	20	-	-	-
A/C.04	Adaptations												
A/C.04.001	Hauxton Primary	Expansion of 1 classroom and extension of hall: £1,060k Basic Need requirement 30 places		Committed	1,061	1,031	-	30	-	-	-	-	-
A/C.04.002	Dry Drayton Primary	Expansion of 3 classrooms / replacement of temporary buildings: £881k Basic Need requirement 30 places £400k Early Years Basic Need 18 places		Committed	1,280	1,250	-	30	-	-	-	-	-
A/C.04.003	Holme Primary	Building Adaptation and remedial works required: £1,200 Conditions and Suitability issues		2015-16	1,200	-	600	600	-	-	-	-	-
A/C.04.004	Morley Memorial Primary	Expansion of 2 classrooms and internal re-modelling with 52 Early Years provision: £1,500k Basic Need requirement 60 places £1,500k Early Years Basic Need 18 places		2017-18	3,000	130	119	110	1,650	900	91	-	-
	Total - Adaptations				6,541	2,411	719	770	1,650	900	91	-	-
A/C.05	Condition & Maintenance												
A/C.05.001	School Condition, Maintenance & Suitability	Funding which enables the Council to undertake work which addresses conditions and suitability needs identified in schools' asset management plans, ensuring places are sustainable and safe.		Ongoing	50,681	25,181	-	3,000	2,500	2,500	2,500	2,500	12,500
	Total - Condition & Maintenance				50,681	25,181	-	3,000	2,500	2,500	2,500	2,500	12,500
A/C.06	Building Schools for the Future												
A/C.06.003	BSF ICT for Fenland	Building Schools for the Future ICT funding is designed to allow PFI schools to gain the benefits of transformational change through ICT.		Committed	9,118	8,914	-	204	-	-	-	-	-
	Total - Building Schools for the Future				9,118	8,914	-	204	-	-	-	-	-
A/C.07	Schools Managed Capital												
A/C.07.001	School Devolved Formula Capital	Funding is allocated directly to Cambridgeshire Maintained schools to enable them to undertake low level refurbishments and condition works.		Ongoing	18,443	8,417	-	1,114	1,114	1,114	1,114	1,114	4,456
	Total - Schools Managed Capital				18,443	8,417	-	1,114	1,114	1,114	1,114	1,114	4,456

Section 4 - A: Children, Families and Adults Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
A/C.08 A/C.08.001	Specialist Provision Trinity School Hartford, Huntingdon	This scheme provides for the relocation of the school's base in Huntingdon, which is unsuitable for the educational requirements and needs of the pupils and staff. The funding covers purchase of a site in St Neots and its redevelopment for use by Trinity and local early years and childcare providers.		Committed	5,060	2,027	-	2,935	98	-	-	-	-
	Total - Specialist Provision				5,060	2,027	-	2,935	98	-	-	-	-
A/C.09 A/C.09.001	Site Acquisition & Development Site Acquisition, Development, Analysis and Investigations	Funding which enables the Council to undertake investigations and feasibility studies into potential land acquisitions to determine their suitability for future school development sites.		Ongoing	1,968	1,318	-	300	150	100	100	-	-
	Total - Site Acquisition & Development				1,968	1,318	-	300	150	100	100	-	-
A/C.10 A/C.10.001	Temporary Accommodation Temporary Accommodation	Funding which enables the Council to increase the number of school places provision through use of mobile accommodation. This scheme covers the cost of purchasing new mobiles and the transportation of provision across the county to meet demand.		Ongoing	20,027	6,027	-	1,500	1,500	1,500	1,500	1,500	6,500
	Total - Temporary Accommodation				20,027	6,027	-	1,500	1,500	1,500	1,500	1,500	6,500
A/C.11 A/C.11.001	Children Support Services Children's Minor Works and Adaptions	Funding which enables remedial and essential work to be undertaken, maintaining the Council's in-house Looked After Children provision.		Ongoing	174	74	-	25	25	25	25	-	-
A/C.11.002	Cambridgeshire Alternative Education Service Minor Works	Funding which enables remedial and essential work to be undertaken by supplementing the Devolved formula allocations of Cambridgeshire Alternative Education Service.		Ongoing	229	49	-	20	20	20	20	20	80
A/C.11.003	CFA Buildings & Capital Team Capitalisation	As part of CFA's revenue savings, £250k of salaries from the Buildings and Capital Team are to be capitalised on an ongoing basis.		Committed	2,761	511	-	250	250	250	250	250	1,000

Section 4 - A: Children, Families and Adults Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
A/C.11.005	CFA Management Information System IT Infrastructure	Procurement of Management Information systems for CFA in accordance with Contract Regulations and to ensure that systems are fit for purpose to meet the emerging financial, legislative and service delivery requirements. This will require replacement or upgrade of some or all of the Council's current systems.		2015-16	3,000	-	350	1,350	1,300	-	-	-	-
Total - Children Support Services					6,164	634	350	1,645	1,595	295	295	270	1,080
A/C.12	Adult Social Care												
A/C.12.001	Strategic Investments	Enabling the Council to make one-off investments in the care sector to stimulate market capacity and improve care affordability. This heading also provides the option of additional capital allocations to community equipment and to support the development of Assistive Technology. Funded from previous Department of Health allocations which have been carried forward.		Ongoing	1,262	453	-	450	359	-	-	-	-
A/C.12.002	Provider Services and Accommodation Improvements	Planned spending on in-house provider services and independent care accommodation to address building condition and improvements. Service requirements and priorities will be agreed and aligned with the principles of Transforming Lives.		Ongoing	2,888	1,803	-	150	150	150	150	150	335
A/C.12.003	Better Care Fund Capital Allocation	Currently the Better Care Fund (BCF) social care capital allocation funds community equipment. This grant will continue to be subject to BCF governance and we will work in partnership to decide priorities as previous carry forwards, used for strategic investment, deplete.		2015-16	6,470	-	1,294	1,294	1,294	1,294	1,294	-	-
A/C.12.004	Disabilities Facilities Grant	We are expecting this funding to continue to be managed through the Better Care Fund for a further year in 2016/17, in partnership with local housing authorities. Disabled Facilities Grant enables accommodation adaptations so that people with disabilities can continue to live in their own homes.		2015-16	3,846	-	1,923	1,923	-	-	-	-	-
Total - Adult Social Care					14,466	2,256	3,217	3,817	1,803	1,444	1,444	150	335
TOTAL BUDGET					672,097	156,830	25,907	100,815	76,509	55,891	56,458	60,269	139,418

Section 4 - A: Children, Families and Adults Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Funding	Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
Government Approved Funding									
Basic Need	138,616	23,280		3,781	32,671	10,000	10,000	10,000	48,884
Capital Maintenance	76,189	29,500		4,643	4,043	4,043	4,043	4,135	25,782
Devolved Formula Capital	18,443	8,417		1,114	1,114	1,114	1,114	1,114	4,456
Specific Grants	22,926	13,933		3,817	1,803	1,444	1,444	150	335
Total - Government Approved Funding	256,174	75,130		13,355	39,631	16,601	16,601	15,399	79,457
Locally Generated Funding									
Agreed Developer Contributions	87,082	28,789		19,224	22,718	12,306	3,400	645	-
Anticipated Developer Contributions	116,101	1,159		3,403	9,847	7,570	26,500	42,890	24,732
Capital Receipts	175	175		-	-	-	-	-	-
Prudential Borrowing	207,820	52,594		60,043	19,039	13,678	21,612	5,625	35,229
Prudential Borrowing (Repayable)	-1,000	21,945		4,090	-15,426	5,036	-12,355	-4,290	-
Other Contributions	5,745	2,945		700	700	700	700	-	-
Total - Locally Generated Funding	415,923	107,607		87,460	36,878	39,290	39,857	44,870	59,961
TOTAL FUNDING	672,097	182,737		100,815	76,509	55,891	56,458	60,269	139,418

Section 4 - B: Economy, Transport and Environment Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
Ongoing	191,231	67,152	-	25,023	23,003	21,351	21,351	21,351	12,000
Committed Schemes	369,955	190,472	-	51,736	44,967	32,870	49,170	370	370
2018-2019 Starts	5,460	-	-	60	60	735	667	581	3,357
2020-2021 Starts	25,000	-	-	-	-	-	-	1,000	24,000
TOTAL BUDGET	591,646	257,624	-	76,819	68,030	54,956	71,188	23,302	39,727

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
B/C.01	Integrated Transport												
B/C.1.002	Air Quality Monitoring	Funding towards supporting air quality monitoring work in relation to the road network with local authority partners across the county.		Ongoing	126	23	-	23	20	20	20	20	-
B/C.1.009	Major Scheme Development & Delivery	Resources to support the development and delivery of major schemes.		Ongoing	2,400	400	-	400	400	400	400	400	-
B/C.1.011	Local Infrastructure improvements	Provision of the Local Highway Improvement Initiative across the county, providing accessibility works such as disabled parking bays and provision of improvements to the Public Rights of Way network.		Ongoing	2,892	482	-	482	482	482	482	482	-
B/C.1.012	Safety Schemes	Investment in road safety engineering work at locations where there is strong evidence of a significantly high risk of injury crashes.		Ongoing	3,596	626	-	594	594	594	594	594	-
B/C.1.015	Strategy and Scheme Development work	Resources to support Transport & Infrastructure strategy and related work across the county, including Long term Strategies and District and Market Town Transport Strategies, as well as funding towards scheme development work.		Ongoing	2,070	345	-	345	345	345	345	345	-
B/C.1.019	Delivering the Transport Strategy Aims	Supporting the delivery of Transport Strategies and Market Town Transport Strategies to help improve accessibility and mitigate the impacts of growth.		Ongoing	7,216	1,420	-	1,988	1,204	868	868	868	-
B/C.1.021	Cambridgeshire Sustainable Transport Improvements (larger scale schemes)	Supporting sustainable transport improvements across the county, including cycling and pedestrian improvements, bus infrastructure and priority measures, and demand management.		Ongoing	2,880	478	-	478	481	481	481	481	-
	Total - Integrated Transport				21,180	3,774	-	4,310	3,526	3,190	3,190	3,190	-

Section 4 - B: Economy, Transport and Environment Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
B/C.02	Operating the Network												
B/C.2.001	Carriageway & Footway Maintenance including Cycle Paths	Allows the highway network throughout the county to be maintained. With the significant backlog of works to our highways well documented, this fund is crucial in ensuring that we are able to maintain our transport links.		Ongoing	57,672	11,564	-	10,314	9,898	8,632	8,632	8,632	-
B/C.2.002	Rights of Way	Allows improvements to our Rights of Way network which provides an important local link in our transport network for communities.		Ongoing	955	140	-	155	165	165	165	165	-
B/C.2.003	Street Lighting	Budget to implement the Street Lighting Policy changes made by the previous Cabinet in January 2013 to lessen the impact on communities of permanently removing streetlights.		Ongoing	175	140	-	35	-	-	-	-	-
B/C.2.004	Bridge strengthening	Bridges form a vital part of the transport network. With many structures to maintain across the county it is important that we continue to ensure that the overall transport network can operate and our bridges are maintained.		Ongoing	13,568	2,248	-	2,264	2,264	2,264	2,264	2,264	-
B/C.2.005	Traffic Signal Replacement	Traffic signals are a vital part of managing traffic throughout the county. Many signals require to be upgraded to help improve traffic flow and ensure that all road users are able to safely use the transport network.		Ongoing	4,790	630	-	1,510	700	650	650	650	-
B/C.2.006	Smarter Travel Management - Integrated Highways Management Centre	The Integrated Highways Management Centre (IHMC) collects, processes and shares real time travel information to local residents, businesses and communities within Cambridgeshire. In emergency situations the IHMC provides information to ensure that the impact on our transport network is mitigated and managed.		Ongoing	1,174	179	-	195	200	200	200	200	-
B/C.2.007	Smarter Travel Management - Real Time Bus Information	Provision of real time passenger information for the bus network.		Ongoing	952	137	-	155	165	165	165	165	-
	Total - Operating the Network				79,286	15,038	-	14,628	13,392	12,076	12,076	12,076	-

Section 4 - B: Economy, Transport and Environment Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
B/C.03	Infrastructure Management & Operations												
B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)	This fund allows the Council to increase its investment in the transport network throughout the county. With the significant backlog of works to our transport network well documented, this fund is crucial in ensuring that we reduce the rate of deterioration of our highways.		Ongoing	90,000	48,000	-	6,000	6,000	6,000	6,000	6,000	12,000
B/C.3.012	Waste - Cambridge Area Growth	To deliver the HRC (Household Waste Recycling Centre) Strategy, by acquiring appropriate sites, gaining planning permission and designing and building the new facilities. New facilities are proposed in the greater Cambridge area, a site to replace the current facility at March and an extension at Wisbech HRC to avoid the need to shut the facility for skip exchanges. The proposal also includes funds to develop the St. Neots Re-use Centre at the current St. Neots HRC facility for use by the third sector.		2018-19	5,120	-	-	60	60	395	667	581	3,357
B/C.3.101	Development of Archives Centre premises	Development of fit for purpose premises for Cambridgeshire Archives, to conserve and make available unique historical records of the county as part of an exciting new cultural heritage centre.		Committed	6,198	1,908	-	4,290	-	-	-	-	-
B/C.3.103	Library service essential maintenance and infrastructure renewal	This is a rolling programme to update the public PC's in libraries and library learning centres in order to replace equipment that has become obsolete, and ensure continued service delivery. This is particularly important to support people to access learning, skills, transactions and employment online in response to the Digital by Default agenda. There is also an essential requirement to replace the book sortation system at Central Library, which has reached the end of its life, and to plan for renewing self service facilities in 2017/18, which will be coming out of contract and on which we need to make significant revenue savings.		Committed	572	69	-	238	265	-	-	-	-
B/C.3.106	New Community Hub / Library Service Provision Cambourne	Contribution to the development of new community hub / library facilities in areas of growth in the county.		Committed	151	151	-	-	-	-	-	-	-
B/C.3.107	New Community Hub / Library Provision Clay Farm	Contribution to the development of a community centre / hub in Clay Farm, including library and other community facilities.		Committed	777	777	-	-	-	-	-	-	-
B/C.3.108	New Community Hub / Library Service Provision Darwin Green	Contribution to the development of new community hub / library facilities in areas of growth in the county.		2018-19	340	-	-	-	-	340	-	-	-
	Total - Infrastructure Management & Operations				103,158	50,905	-	10,588	6,325	6,735	6,667	6,581	15,357

Section 4 - B: Economy, Transport and Environment Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
B/C.04	Strategy & Development												
B/C.4.001	Ely Crossing	The project will alleviate traffic congestion on the A142 at the level crossing adjacent to Ely railway station, which will benefit local businesses and residents. The station area is a gateway to the city. Implementation of the bypass option would remove a significant amount of traffic around the station and enhance the gateway area, making the city more attractive to tourists and improve the local environment.		Committed	36,000	5,047	-	14,750	14,603	300	1,300	-	-
B/C.4.006	Guided Busway	Guided Busway construction contract retention payments.		Committed	147,694	144,734	-	1,110	370	370	370	370	370
B/C.4.014	Huntingdon West of Town Centre Link Road	The 520 metre link road from Ermine Street to Brampton Road, close to the railway station junction, consists of a single carriageway, with footpaths either side, and new junctions on Ermine Street and Brampton Road. The residual funding is for outstanding land deals for this scheme.		Committed	9,723	8,387	-	1,336	-	-	-	-	-
B/C.4.017	Cambridge Cycling Infrastructure	Cambridge Cycling Infrastructure.		Committed	5,017	1,767	-	1,670	1,580	-	-	-	-
B/C.4.021	Chisholm Trail Scheme Development	This cycle route will link together three centres of employment in the city along a North / South axis, including: Addenbrooke's hospital, the CB1 Area and the Science Park. The Trail will reduce levels of congestion by taking vehicles off key city centre roads, including Hills Road and Milton Road and around the Cambridge Science Park Station.		Committed	2,050	500	-	100	1,450	-	-	-	-
B/C.4.022	Cycling City Ambition Fund	Cycling City Ambition Fund		Committed	10,489	4,971	-	3,138	2,380	-	-	-	-
B/C.4.023	King's Dyke	The level crossing at King's Dyke between Whittlesey and Peterborough has long been a problem for people using the A605. The downtime of the barriers at the crossing causes traffic to queue for significant periods of time and this situation will get worse as rail traffic increases along the Ely to Peterborough railway line in the future. The issue is also made worse during the winter months as the B1040 at North Brink often floods, leading to its closure and therefore increasing traffic use of the A605 across King's Dyke.		Committed	13,584	1,043	-	12,065	476	-	-	-	-
B/C.4.024	Soham Station	Proposed new railway station at Soham to support new housing development.		Committed	6,200	61	-	1,939	2,000	2,200	-	-	-

Section 4 - B: Economy, Transport and Environment Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
B/C.4.028	A14	Improvement of the A14 between Cambridge and Huntingdon. This is a scheme led by the Highways Agency but in order to secure delivery, a local contribution to the total scheme cost, which is in excess of £1bn, is required. The Council element of this local contribution is £25m and it is proposed that it should be paid in equal instalments over a period of 25 years commencing in 2017.		2020-21	25,000	-	-	-	-	-	-	1,000	24,000
B/C.4.030	City Deal schemes	The Greater Cambridge City Deal has been agreed with Central Government to provide £100m over five years for infrastructure to support growth and development in Cambridge and South Cambridgeshire. The three authorities plus the University and Local Enterprise Partnership have formed a City Deal Board which will set the priorities for investment.		Committed	100,000	2,500	-	5,000	15,000	30,000	47,500	-	-
B/C.4.031	Growth Deal - Wisbech Access Strategy	Wisbech Access Strategy		Committed	1,000	500	-	500	-	-	-	-	-
Total - Strategy & Development					356,757	169,510	-	41,608	37,859	32,870	49,170	1,370	24,370
B/C.05	Other Schemes												
B/C.5.001	Making Assets Count	This funding is for the programme resource for the Making Assets Count (MAC) Programme, which brings public sector organisations together in a partnership that uses their combined property portfolio in a more efficient and effective manner to deliver better public services and reduce the cost of occupying property.		Ongoing	765	340	-	85	85	85	85	85	-
B/C.5.002	Investment in Connecting Cambridgeshire	Connecting Cambridgeshire is working to ensure businesses, residents and public services can make the most of opportunities offered by a fast-changing digital world. Led by the Council, this ambitious partnership programme is improving Cambridgeshire's broadband, mobile and Wi-Fi coverage, whilst supporting online skills, business growth and technological innovation to meet future digital challenges.		Committed	30,500	18,057	-	5,600	6,843	-	-	-	-
Total - Other Schemes					31,265	18,397	-	5,685	6,928	85	85	85	-
TOTAL BUDGET					591,646	257,624	-	76,819	68,030	54,956	71,188	23,302	39,727

Section 4 - B: Economy, Transport and Environment Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Funding	Total Funding £000	Previous Years £000		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
Government Approved Funding									
City Deal	100,000	2,500		5,000	15,000	30,000	47,500	-	-
Department for Transport	228,454	118,658		20,086	18,912	15,266	15,266	16,266	24,000
Specific Grants	39,250	12,049		17,401	5,700	4,100	-	-	-
Total - Government Approved Funding	367,704	133,207		42,487	39,612	49,366	62,766	16,266	24,000
Locally Generated Funding									
Agreed Developer Contributions	33,497	17,418		5,314	4,770	2,625	2,017	434	919
Anticipated Developer Contributions	12,330	-		200	200	200	200	200	11,330
Prudential Borrowing	129,601	55,276		19,073	23,712	4,085	6,985	6,032	14,438
Prudential Borrowing (Repayable)	-4,785	8,733		-44	-784	-1,320	-780	370	-10,960
Other Contributions	53,299	42,990		9,789	520	-	-	-	-
Total - Locally Generated Funding	223,942	124,417		34,332	28,418	5,590	8,422	7,036	15,727
TOTAL FUNDING	591,646	257,624		76,819	68,030	54,956	71,188	23,302	39,727

Section 4 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Summary of Schemes by Start Date						Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
Ongoing						117,105	6,847	-	6,553	11,801	13,146	13,307	13,187	52,264
Committed Schemes						22,978	5,240	-	14,242	3,496	-	-	-	-
2015-2016 Starts						200	-	-	20	20	20	20	20	100
2016-2017 Starts						87,107	-	-	21,479	35,227	22,651	7,750	-	-
2017-2018 Starts						10,698	-	-	-	982	5,482	4,234	-	-
TOTAL BUDGET						238,088	12,087	-	42,294	51,526	41,299	25,311	13,207	52,364

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
C/C.01	Corporate Services												
C/C.1.001	Essential CCC Business Systems Upgrade	Windows 2003 servers come to the end of their life in July 2015. The majority of all organisation wide customer / digital systems currently sit on these servers, which will require upgrading.		Committed	300	240	-	33	27	-	-	-	-
C/C.1.002	Office Portfolio Rationalisation	Investment to support the continued rationalisation of the CCC office portfolio.		2016-17	345	-	-	345	-	-	-	-	-
	Total - Corporate Services				645	240	-	378	27	-	-	-	-
C/C.02	Managed Services												
C/C.2.001	Optimising the benefits of IT for Smarter Business Working	IT provision to the Council will be significantly redesigned and optimised to support the transformation working envisioned by the Council as defined by the Smarter Business programme. This will involve an increase in mobile working (smart phones, tablets and laptops) and a smaller set of 'desktop' devices, likely provisioned using Thin Client technology.		Committed	3,375	1,675	-	1,150	550	-	-	-	-
C/C.2.002	Implementing IT Resilience Strategy for Data Centres	To establish mirrored data centre facilities for LGSS service users, in order to maintain IT services in the event of failure of one of the sites.		Committed	500	250	-	250	-	-	-	-	-
C/C.2.003	IT Infrastructure Investment	This scheme continues the delivery of upgrades / refresh of the core IT software and hardware systems that underpin use of IT across the Council into 016-17.		Committed	2,400	1,500	-	900	-	-	-	-	-

Section 4 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
C/C.2.005	Microsoft Enterprise Agreement for CCC	Microsoft software is deeply embedded in the Council's IT services, from desktop office automation, email and operating systems, to collaboration (SharePoint) and integration (BizTalk) services, and server operating systems and management tools. An Enterprise Agreement is offered by Microsoft as a way to buy and support licences for their software products as a bundle. This is at a lower cost than buying the components separately, and delivers additional benefits such as technical training and support.		Committed	1,902	902	-	1,000	-	-	-	-	-
C/C.2.006	CPSN Replacement	This is for the procurement of a replacement Wide Area Network solution. The current contract service is due to end in June 2018. This proposal is for funding for the 2017-18 and 2018-19 financial years to allow for the procurement and transition to a new service.		2017-18	5,500	-	-	-	500	5,000	-	-	-
C/C.2.101	County Farms investment (Viability)	To invest in projects which protect and improve the County Farms Estate's revenue potential, asset value and long term viability.	C/R.7.104	Ongoing	2,604	1,104	-	500	500	500	-	-	-
C/C.2.102	Renewable Energy - Soham	Investment in a solar farm to maximize potential revenue from Council land holdings, helping to secure national energy supplies and helping meet Government carbon reduction targets.	C/R.4.903 C/R.7.105 C/R.7.106	Committed	9,820	353	-	9,467	-	-	-	-	-
C/C.2.103	Local Plans - representations	Making representations to Local Plans and where appropriate following through to planning applications with a view to adding value to County Farms and other Council land, whilst meeting Council objectives through the use / development of such land.		Ongoing	4,284	1,234	-	400	350	350	300	300	1,350
C/C.2.104	Burwell Newmarket Road 350 Homes Invest to Save	Development of the new "affordable" housing requirement and a proportion of the market rented dwellings related to the residential planning consent for development on Council owned land in order to generate an ongoing income stream.	C.R.7.102 C/R.7.109	Ongoing	98,008	500	-	4,503	9,801	11,146	11,857	12,287	47,914
C/C.2.107	MAC Market Towns Project (March)	Work within the MAC partnership to deliver property-related benefits in key market towns, including public service hubs, housing, retail and regeneration, with significant revenue savings and substantial capital receipts for the Council and its partners. The first phase will focus on March.	C/R.5.952	Committed	1,481	-	-	481	1,000	-	-	-	-
C/C.2.108	Community Hubs - Sawston	To develop a community hub in Sawston combining the library, children's centre, locality team and flexible community meeting facilities, in close association with Sawston Village College.		Committed	1,250	289	-	961	-	-	-	-	-

Section 4 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
C/C.2.109	Community Hubs - East Barnwell	Creation of a community hub in the Abbey Ward by renovating and extending East Barnwell community centre and adjoining preschool. To accommodate a library, a base for the South City locality team, to extend the childcare facility to address insufficiency in local provision, as well as provide flexible community facilities with dedicated space for young people.		Committed	1,950	31	-	-	1,919	-	-	-	-
C/C.2.111	Shire Hall	This budget is used to carry out essential maintenance and potentially limited improvements required to occupy Shire Hall for a further 10 years, in accordance with the previous Cabinet decision in November 2009.		Ongoing	6,209	4,009	-	550	550	550	550	-	-
C/C.2.112	Building Maintenance	This budget is used to carry out replacement of failed elements and maintenance refurbishments.		Ongoing	6,000	-	-	600	600	600	600	600	3,000
C/C.2.113	Equality Act Works in Corporate Offices	This budget is used to provide "reasonable adjustments" for disabled staff employed by the Council.		2015-16	200	-	-	20	20	20	20	20	100
C/C.2.114	MAC Joint Highways Depot	The Joint Highways Depot Project will facilitate the physical co-location of partner organisations to a single depot site, with joint-working practices implemented initially, with an aspiration to develop shared services in the future.		2017-18	5,198	-	-	-	482	482	4,234	-	-
C/C.2.115	Worts Causeway 230 Homes Invest to Save	Development of new "affordable" housing (40%) and open market rent housing (60%) on Council owned land in order to generate an ongoing income stream	C/R.7.111	2016-17	52,562	-	-	11,784	25,877	14,901	-	-	-
C/C.2.116	Shepreth 7 Homes Invest to Save	Development of new "affordable" housing and open market rent housing on Council owned land in order to generate an ongoing income stream.	C/R.7.113	2016-17	1,200	-	-	600	600	-	-	-	-
C/C.2.117	Cottenham 200 Homes Invest to Save	Development of new "affordable" housing and open market rent housing on Council owned land in order to generate an ongoing income stream.	C/R.7.115	2016-17	30,000	-	-	7,500	7,500	7,500	7,500	-	-
C/C.2.118	Redevelopment of Milton Road Library, Cambridge	A scheme to replace the existing structurally failing Milton Road Library building with a new building including a Community rm with 8 private market rent flats on two floors above.		2016-17	2,000	-	-	1,000	1,000	-	-	-	-
C/C.2.119	Energy Efficiency Fund	Establish a funding stream (value £250k per year, for four years) for investment in energy and water efficiency improvement measures in Council buildings.		2016-17	1,000	-	-	250	250	250	250	-	-
Total - Managed Services					237,443	11,847	-	41,916	51,499	41,299	25,311	13,207	52,364
TOTAL BUDGET					238,088	12,087	-	42,294	51,526	41,299	25,311	13,207	52,364

Section 4 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Funding	Total Funding £000	Previous Years £000		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
Government Approved Funding									
Total - Government Approved Funding	-	-		-	-	-	-	-	-
Locally Generated Funding									
Agreed Developer Contributions	255	-		-	255	-	-	-	-
Capital Receipts	43,701	9,442		10,268	3,189	2,704	2,727	6,513	8,858
Prudential Borrowing	39,082	2,465		16,275	11,784	12,066	6,493	-5,593	-4,408
Prudential Borrowing (Repayable)	-	20		15,751	36,298	26,171	14,661	10,257	-103,158
Ring-Fenced Capital Receipts	154,890	-		-	-	358	1,430	2,030	151,072
Other Contributions	160	160		-	-	-	-	-	-
Total - Locally Generated Funding	238,088	12,087		42,294	51,526	41,299	25,311	13,207	52,364
TOTAL FUNDING	238,088	12,087		42,294	51,526	41,299	25,311	13,207	52,364

Section 4 - D: LGSS - Cambridge Office

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
Ongoing	-	-	-	-	-	-	-	-	-
Committed Schemes	-	-	-	-	-	-	-	-	-
2016-2017 Starts	1,104	-	-	1,104	-	-	-	-	-
TOTAL BUDGET	1,104	-	-	1,104	-	-	-	-	-

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
D/C.01 D/C.1.001	LGSS Operational Next Generation ERP Solution	Next Generation ERP Project		2016-17	1,104	-	-	1,104	-	-	-	-	-
	Total - LGSS Operational				1,104	-	-	1,104	-	-	-	-	-
	TOTAL BUDGET				1,104	-	-	1,104	-	-	-	-	-

Funding	Total Funding £000	Previous Years £000	2015-16 £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
Government Approved Funding									
Total - Government Approved Funding	-	-	-	-	-	-	-	-	-
Locally Generated Funding									
Prudential Borrowing	1,104	-	-	1,104	-	-	-	-	-
Total - Locally Generated Funding	1,104	-	-	1,104	-	-	-	-	-
TOTAL FUNDING	1,104	-	-	1,104	-	-	-	-	-

Section 4 - A: Children, Families and Adults Services

Table 5: Capital Programme - Funding

Budget Period: 2016-17 to 2025-26

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	95,672	87,211	1,316	1,683	175	5,287
Committed Schemes	120,682	33,538	44,876	4,062	-	38,206
2015-2016 Starts	94,697	19,701	27,891	-	-	47,105
2016-2017 Starts	49,574	12,855	10,946	-	-	25,773
2017-2018 Starts	76,522	16,467	38,883	-	-	21,172
2018-2019 Starts	73,155	15,899	31,150	-	-	26,106
2019-2020 Starts	59,000	19,734	27,306	-	-	11,960
2020-2021 Starts	8,300	8,300	-	-	-	-
2021-2022 Starts	11,250	2,842	-	-	-	8,408
2022-2023 Starts	22,580	14,226	-	-	-	8,354
2023-2024 Starts	48,215	23,731	12,670	-	-	11,814
2024-2025 Starts	12,450	1,670	8,145	-	-	2,635
TOTAL BUDGET	672,097	256,174	203,183	5,745	175	206,820

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
A/C.01	Basic Need - Primary									
A/C.01.001	Trumpington Meadows Primary			- Committed	9,649	3,781	6,927	-	-	-1,059
A/C.01.002	Brampton Primary			- Committed	5,190	1,411	1,141	-	-	2,638
A/C.01.003	Cavalry Primary			- Committed	2,000	404	57	-	-	1,539
A/C.01.004	Cottenham Primary			- Committed	4,560	3,008	-	-	-	1,552
A/C.01.005	Fawcett Primary			- Committed	4,600	513	3,237	-	-	850
A/C.01.006	Hardwick Primary Second Campus (Cambourne)			- Committed	6,675	3,023	640	-	-	3,012
A/C.01.007	Huntingdon Primary			- 2015-16	1,024	20	111	-	-	893
A/C.01.008	Isle of Ely Primary			- Committed	15,975	4,348	3,168	3,500	-	4,959
A/C.01.009	Millfield Primary			- Committed	1,680	375	34	266	-	1,005
A/C.01.010	Orchards Primary			- Committed	4,871	1,687	25	180	-	2,979
A/C.01.011	Swavesey Primary			- Committed	2,255	1,093	-	-	-	1,162
A/C.01.012	Alconbury 1st primary			- 2015-16	10,200	-	9,652	-	-	548
A/C.01.013	Fourfields, Yaxley			- 2015-16	1,350	30	-	-	-	1,320
A/C.01.014	Grove Primary			- 2015-16	1,400	30	-	-	-	1,370
A/C.01.015	Hardwick Second Campus (Cambourne)			- 2015-16	2,360	-	-	-	-	2,360
A/C.01.016	Huntingdon Primary			- 2015-16	1,200	30	-	-	-	1,170
A/C.01.017	King's Hedges Primary			- Committed	4,945	881	503	116	-	3,445
A/C.01.018	Northstowe 1st primary			- Committed	11,680	235	11,000	-	-	445
A/C.01.019	Westwood Primary			- 2015-16	2,700	690	50	-	-	1,960
A/C.01.020	Bearcroft primary			- 2015-16	9,350	3,082	4,800	-	-	1,468
A/C.01.021	North West Cambridge (NIAB site) primary			- 2015-16	10,591	880	8,278	-	-	1,433
A/C.01.022	Burwell Primary			- 2016-17	2,050	479	-	-	-	1,571

Section 4 - A: Children, Families and Adults Services

Table 5: Capital Programme - Funding

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
A/C.01.023	Burwell Expansion Phase 2			- 2016-17	4,000	800	2,950	-	-	250
A/C.01.024	Clay Farm / Showground primary			- 2016-17	8,500	1,771	6,579	-	-	150
A/C.01.025	Fordham Primary			- 2016-17	3,561	333	-	-	-	3,228
A/C.01.026	Little Paxton Primary			- 2016-17	3,513	700	395	-	-	2,418
A/C.01.027	Wisbech primary expansion			- 2016-17	6,600	2,526	-	-	-	4,074
A/C.01.028	Fulbourn Phase 2			- 2016-17	4,850	2,794	820	-	-	1,236
A/C.01.029	Sawtry Infants			- 2017-18	3,412	1,262	-	-	-	2,150
A/C.01.030	Sawtry Junior			- 2017-18	2,300	1,900	-	-	-	400
A/C.01.031	Hatton Park			- 2017-18	4,570	4,320	-	-	-	250
A/C.01.032	Meldreth			- 2017-18	2,500	1,640	-	-	-	860
A/C.01.033	St Ives, Eastfield / Westfield / Wheatfields			- 2017-18	3,000	2,190	-	-	-	810
A/C.01.034	St Neots, Wintringham Park.			- 2017-18	8,790	-	8,790	-	-	-
A/C.01.035	The Shade Primary			- 2017-18	2,300	2,095	155	-	-	50
A/C.01.036	Pendragon, Papworth			- 2017-18	3,500	50	1,000	-	-	2,450
A/C.01.037	Westwood Junior			- 2018-19	1,900	1,381	-	-	-	519
A/C.01.038	Wyton Primary			- 2018-19	14,500	3,187	7,750	-	-	3,563
A/C.01.039	Alconbury 1st primary			- 2019-20	2,600	45	2,150	-	-	405
A/C.01.040	Barrington			- 2019-20	1,500	160	600	-	-	740
A/C.01.041	Harston Primary			- 2019-20	500	310	-	-	-	190
A/C.01.042	Littleport 3rd primary			- 2019-20	5,000	2,986	-	-	-	2,014
A/C.01.043	Loves Farm primary			- 2019-20	8,700	2,700	-	-	-	6,000
A/C.01.044	Melbourn Primary			- 2019-20	2,200	1,430	-	-	-	770
A/C.01.045	Sawston Primary			- 2019-20	1,800	1,070	-	-	-	730
A/C.01.046	Fourfields Phase 2			- 2020-21	2,300	2,300	-	-	-	-
A/C.01.047	Histon Additional Places			- 2020-21	6,000	6,000	-	-	-	-
A/C.01.048	Chatteris new primary			- 2023-24	8,725	3,075	5,650	-	-	-
A/C.01.049	March new primary			- 2023-24	8,770	420	7,020	-	-	1,330
A/C.01.050	Wisbech new primary			- 2023-24	8,770	6,426	-	-	-	2,344
A/C.01.051	NIAB 2nd primary			- 2024-25	10,950	170	8,145	-	-	2,635
A/C.01.052	Robert Arkenstall Primary			- 2024-25	500	500	-	-	-	-
A/C.01.053	Wilburton Primary			- 2024-25	500	500	-	-	-	-
A/C.01.054	Benwick Primary			- 2024-25	500	500	-	-	-	-
A/C.01.055	Northstowe 2nd primary			- 2021-22	11,250	2,842	-	-	-	8,408
A/C.01.056	Northstowe 3rd primary			- 2023-24	11,900	4,900	-	-	-	7,000
A/C.01.057	Alconbury 2nd primary			- 2023-24	10,050	8,910	-	-	-	1,140
	Total - Basic Need - Primary			-	296,616	98,193	101,627	4,062	-	92,734
A/C.02	Basic Need - Secondary									
A/C.02.001	Southern Fringe secondary			- Committed	23,926	1,196	17,335	-	-	5,395
A/C.02.002	Swavesey Village College			- Committed	2,650	2,507	-	-	-	143
A/C.02.003	Littleport secondary and special			- 2015-16	40,006	3,423	5,000	-	-	31,583

Section 4 - A: Children, Families and Adults Services

Table 5: Capital Programme - Funding

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
A/C.02.004	Cambourne Village College		-	2019-20	10,000	3,250	5,639	-	-	1,111
A/C.02.005	Hampton Gardens		-	2016-17	15,500	3,402	-	-	-	12,098
A/C.02.006	Northstowe secondary		-	2017-18	22,650	1,052	8,820	-	-	12,778
A/C.02.007	North West Fringe secondary		-	2017-18	20,500	382	20,118	-	-	-
A/C.02.008	Bottisham Village College		-	2018-19	4,000	1,776	-	-	-	2,224
A/C.02.009	Cambridge City secondary		-	2018-19	14,755	3,807	-	-	-	10,948
A/C.02.010	Alconbury secondary		-	2018-19	38,000	5,748	23,400	-	-	8,852
A/C.02.011	Additional secondary capacity to serve March & Wisbech		-	2019-20	23,000	7,333	15,667	-	-	-
A/C.02.012	Cromwell Community College		-	2019-20	3,700	450	3,250	-	-	-
A/C.02.013	St. Neots secondary		-	2022-23	10,940	10,240	-	-	-	700
A/C.02.014	Northstowe secondary		-	2022-23	11,640	3,986	-	-	-	7,654
	Total - Basic Need - Secondary		-		241,267	48,552	99,229	-	-	93,486
A/C.03	Basic Need - Early Years									
A/C.03.001	Orchard Park Primary		-	2016-17	1,000	50	202	-	-	748
A/C.03.002	St. Neots, Loves Farm - Early Years provision		-	Committed	746	164	46	-	-	536
	Total - Basic Need - Early Years		-		1,746	214	248	-	-	1,284
A/C.04	Adaptations									
A/C.04.001	Hauxton Primary		-	Committed	1,061	30	763	-	-	268
A/C.04.002	Dry Drayton Primary		-	Committed	1,280	51	-	-	-	1,229
A/C.04.003	Holme Primary		-	2015-16	1,200	1,200	-	-	-	-
A/C.04.004	Morley Memorial Primary		-	2017-18	3,000	1,576	-	-	-	1,424
	Total - Adaptations		-		6,541	2,857	763	-	-	2,921
A/C.05	Condition & Maintenance									
A/C.05.001	School Condition, Maintenance & Suitability		-	Ongoing	50,681	47,907	953	28	-	1,793
	Total - Condition & Maintenance		-		50,681	47,907	953	28	-	1,793
A/C.06	Building Schools for the Future									
A/C.06.003	BSF ICT for Fenland		-	Committed	9,118	8,831	-	-	-	287
	Total - Building Schools for the Future		-		9,118	8,831	-	-	-	287
A/C.07	Schools Mananged Capital									
A/C.07.001	School Devolved Formula Capital		-	Ongoing	18,443	18,443	-	-	-	-
	Total - Schools Mananged Capital		-		18,443	18,443	-	-	-	-

Section 4 - A: Children, Families and Adults Services

Table 5: Capital Programme - Funding

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
A/C.08	Specialist Provision									
A/C.08.001	Trinity School Hartford, Huntingdon			- Committed	5,060	-	-	-	-	5,060
	Total - Specialist Provision			-	5,060	-	-	-	-	5,060
A/C.09	Site Acquisition & Development									
A/C.09.001	Site Acquisition, Development, Analysis and Investigations			- Ongoing	1,968	1,417	20	318	-	213
	Total - Site Acquisition & Development			-	1,968	1,417	20	318	-	213
A/C.10	Temporary Accommodation									
A/C.10.001	Temporary Accommodation			- Ongoing	20,027	15,364	343	1,337	-	2,983
	Total - Temporary Accommodation			-	20,027	15,364	343	1,337	-	2,983
A/C.11	Children Support Services									
A/C.11.001	Children's Minor Works and Adaptions			- Ongoing	174	124	-	-	-	50
A/C.11.002	Cambridgeshire Alternative Education Service Minor Works			- Ongoing	229	187	-	-	-	42
A/C.11.003	CFA Buildings & Capital Team Capitalisation			- Committed	2,761	-	-	-	-	2,761
A/C.11.005	CFA Management Information System IT Infrastructure			- 2015-16	3,000	-	-	-	-	3,000
	Total - Children Support Services			-	6,164	311	-	-	-	5,853
A/C.12	Adult Social Care									
A/C.12.001	Strategic Investments			- Ongoing	1,262	1,262	-	-	-	-
A/C.12.002	Provider Services and Accommodation Improvements			- Ongoing	2,888	2,507	-	-	175	206
A/C.12.003	Better Care Fund Capital Allocation			- 2015-16	6,470	6,470	-	-	-	-
A/C.12.004	Disabilities Facilities Grant			- 2015-16	3,846	3,846	-	-	-	-
	Total - Adult Social Care			-	14,466	14,085	-	-	175	206
	TOTAL BUDGET				672,097	256,174	203,183	5,745	175	206,820

Section 4 - B: Economy, Transport and Environment Services

Table 5: Capital Programme - Funding

Budget Period: 2016-17 to 2025-26

Summary of Schemes by Start Date					Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing					191,231	100,465	2,990	-	-	87,776
Committed Schemes					369,955	242,239	41,201	53,299	-	33,216
2018-2019 Starts					5,460	-	1,636	-	-	3,824
2020-2021 Starts					25,000	25,000	-	-	-	-
TOTAL BUDGET					591,646	367,704	45,827	53,299	-	124,816

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
B/C.01	Integrated Transport									
B/C.1.002	Air Quality Monitoring			- Ongoing	126	126	-	-	-	-
B/C.1.009	Major Scheme Development & Delivery			- Ongoing	2,400	2,400	-	-	-	-
B/C.1.011	Local Infrastructure improvements			- Ongoing	2,892	2,892	-	-	-	-
B/C.1.012	Safety Schemes			- Ongoing	3,596	3,564	32	-	-	-
B/C.1.015	Strategy and Scheme Development work			- Ongoing	2,070	2,070	-	-	-	-
B/C.1.019	Delivering the Transport Strategy Aims			- Ongoing	7,216	5,208	2,008	-	-	-
B/C.1.021	Cambridgeshire Sustainable Transport Improvements (larger scale schemes)			- Ongoing	2,880	2,880	-	-	-	-
	Total - Integrated Transport		-		21,180	19,140	2,040	-	-	-
B/C.02	Operating the Network									
B/C.2.001	Carriageway & Footway Maintenance including Cycle Paths			- Ongoing	57,672	57,672	-	-	-	-
B/C.2.002	Rights of Way			- Ongoing	955	955	-	-	-	-
B/C.2.003	Street Lighting			- Ongoing	175	175	-	-	-	-
B/C.2.004	Bridge strengthening			- Ongoing	13,568	13,568	-	-	-	-
B/C.2.005	Traffic Signal Replacement			- Ongoing	4,790	3,840	950	-	-	-
B/C.2.006	Smarter Travel Management - Integrated Highways Management Centre			- Ongoing	1,174	1,174	-	-	-	-
B/C.2.007	Smarter Travel Management - Real Time Bus Information			- Ongoing	952	952	-	-	-	-
	Total - Operating the Network		-		79,286	78,336	950	-	-	-
B/C.03	Infrastructure Management & Operations									
B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)			- Ongoing	90,000	2,989	-	-	-	87,011
B/C.3.012	Waste - Cambridge Area Growth			- 2018-19	5,120	-	1,296	-	-	3,824
B/C.3.101	Development of Archives Centre premises			- Committed	6,198	-	-	-	-	6,198
B/C.3.103	Library service essential maintenance and infrastructure renewal			- Committed	572	-	-	-	-	572
B/C.3.106	New Community Hub / Library Service Provision Cambourne			- Committed	151	-	151	-	-	-
B/C.3.107	New Community Hub / Library Provision Clay Farm			- Committed	777	-	527	-	-	250
B/C.3.108	New Community Hub / Library Service Provision Darwin Green			- 2018-19	340	-	340	-	-	-
	Total - Infrastructure Management & Operations		-		103,158	2,989	2,314	-	-	97,855

Section 4 - B: Economy, Transport and Environment Services

Table 5: Capital Programme - Funding

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
B/C.04	Strategy & Development									
B/C.4.001	Ely Crossing			- Committed	36,000	22,000	1,000	5,318	-	7,682
B/C.4.006	Guided Busway			- Committed	147,694	92,500	28,085	31,894	-	-4,785
B/C.4.014	Huntingdon West of Town Centre Link Road			- Committed	9,723	-	4,871	4,852	-	-
B/C.4.017	Cambridge Cycling Infrastructure			- Committed	5,017	-	5,017	-	-	-
B/C.4.021	Chisholm Trail Scheme Development			- Committed	2,050	-	1,550	500	-	-
B/C.4.022	Cycling City Ambition Fund			- Committed	10,489	10,489	-	-	-	-
B/C.4.023	King's Dyke			- Committed	13,584	8,000	-	3,500	-	2,084
B/C.4.024	Soham Station			- Committed	6,200	1,000	-	500	-	4,700
B/C.4.028	A14			- 2020-21	25,000	25,000	-	-	-	-
B/C.4.030	City Deal schemes			- Committed	100,000	100,000	-	-	-	-
B/C.4.031	Growth Deal - Wisbech Access Strategy			- Committed	1,000	-	-	1,000	-	-
	Total - Strategy & Development			-	356,757	258,989	40,523	47,564	-	9,681
B/C.05	Other Schemes									
B/C.5.001	Making Assets Count			- Ongoing	765	-	-	-	-	765
B/C.5.002	Investment in Connecting Cambridgeshire			- Committed	30,500	8,250	-	5,735	-	16,515
	Total - Other Schemes			-	31,265	8,250	-	5,735	-	17,280
	TOTAL BUDGET				591,646	367,704	45,827	53,299	-	124,816

Section 4 - C: Corporate and Managed Services

Table 5: Capital Programme - Funding

Budget Period: 2016-17 to 2025-26

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	117,105	-	-	160	137,556	-20,611
Committed Schemes	22,978	-	255	-	3,673	19,050
2015-2016 Starts	200	-	-	-	-	200
2016-2017 Starts	87,107	-	-	-	52,562	34,545
2017-2018 Starts	10,698	-	-	-	4,800	5,898
TOTAL BUDGET	238,088	-	255	160	198,591	39,082

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
C/C.01	Corporate Services									
C/C.1.001	Essential CCC Business Systems Upgrade			Committed	300	-	-	-	-	300
C/C.1.002	Office Portfolio Rationalisation			- 2016-17	345	-	-	-	-	345
	Total - Corporate Services			-	645	-	-	-	-	645
C/C.02	Managed Services									
C/C.2.001	Optimising the benefits of IT for Smarter Business Working			- Committed	3,375	-	-	-	299	3,076
C/C.2.002	Implementing IT Resilience Strategy for Data Centres			- Committed	500	-	-	-	-	500
C/C.2.003	IT Infrastructure Investment			- Committed	2,400	-	-	-	492	1,908
C/C.2.005	Microsoft Enterprise Agreement for CCC			- Committed	1,902	-	-	-	402	1,500
C/C.2.006	CPSN Replacement			- 2017-18	5,500	-	-	-	-	5,500
C/C.2.101	County Farms investment (Viability)	C/R.7.104	-3,116	Ongoing	2,604	-	-	-	422	2,182
C/C.2.102	Renewable Energy - Soham	C/R.4.903	-8,174	Committed	9,820	-	-	-	111	9,709
		C/R.7.105								
		C/R.7.106								
C/C.2.103	Local Plans - representations			- Ongoing	4,284	-	-	10	618	3,656
C/C.2.104	Burwell Newmarket Road 350 Homes Invest to Save	C.R.7.102	-84,795	Ongoing	98,008	-	-	-	97,661	347
		C/R.7.109								
C/C.2.107	MAC Market Towns Project (March)	C/R.5.952	-2,556	Committed	1,481	-	-	-	1,799	-318
C/C.2.108	Community Hubs - Sawston			- Committed	1,250	-	-	-	39	1,211
C/C.2.109	Community Hubs - East Barnwell			- Committed	1,950	-	255	-	531	1,164
C/C.2.111	Shire Hall			- Ongoing	6,209	-	-	150	2,273	3,786
C/C.2.112	Building Maintenance			- Ongoing	6,000	-	-	-	-	6,000
C/C.2.113	Equality Act Works in Corporate Offices			- 2015-16	200	-	-	-	-	200
C/C.2.114	MAC Joint Highways Depot		-183	2017-18	5,198	-	-	-	4,800	398
C/C.2.115	Worts Causeway 230 Homes Invest to Save	C/R.7.111	-46,719	2016-17	52,562	-	-	-	52,562	-

Section 4 - C: Corporate and Managed Services

Table 5: Capital Programme - Funding

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
C/C.2.116	Shepreth 7 Homes Invest to Save	C/R.7.113	-5,401	2016-17	1,200	-	-	-	-	1,200
C/C.2.117	Cottenham 200 Homes Invest to Save	C/R.7.115	-13,871	2016-17	30,000	-	-	-	-	30,000
C/C.2.118	Redevelopment of Milton Road Library, Cambridge		417	2016-17	2,000	-	-	-	-	2,000
C/C.2.119	Energy Efficiency Fund		-550	2016-17	1,000	-	-	-	-	1,000
	Total - Managed Services		-164,948		237,443	-	255	160	162,009	75,019
C/C.9.001	Excess Corporate Services capital receipts used to reduce total prudential borrowing			Ongoing	-	-	-	-	36,582	-36,582
	TOTAL BUDGET				238,088	-	255	160	198,591	39,082

Section 4 - D: LGSS - Cambridge Office

Table 5: Capital Programme - Funding

Budget Period: 2016-17 to 2025-26

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	-	-	-	-	-	-
Committed Schemes	-	-	-	-	-	-
2016-2017 Starts	1,104	-	-	-	-	1,104
TOTAL BUDGET	1,104	-	-	-	-	1,104

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
D/C.01 D/C.1.001	LGSS Operational Next Generation ERP Solution			- 2016-17	1,104	-	-	-	-	1,104
	Total - LGSS Operational		-		1,104	-	-	-	-	1,104
	TOTAL BUDGET				1,104	-	-	-	-	1,104

FINANCE AND PERFORMANCE REPORT – AUGUST 2015

To: **General Purposes Committee**

Meeting Date: **20th October 2015**

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

Electoral division(s): **All**

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

Purpose: **To present to General Purposes Committee (GPC) the
August 2015 Finance and Performance Report for
Corporate Services and LGSS Cambridge Office.**

**The report is presented to provide GPC with an
opportunity to comment on the projected financial and
performance outturn position, as at the end of August
2015.**

Recommendation: **The Committee is asked to review, note and comment
upon the report.**

<i>Officer contact:</i>	
Name:	Chris Malyon
Post:	Chief Finance Officer
Email:	Chris.malyon@cambridgeshire.gov.uk
Tel:	01223 699796

1. BACKGROUND

- 1.1 At its meeting in May 2014, Committee was informed that it will receive the Corporate Services and LGSS Cambridge Office Finance and Performance Report at its future meetings, where it will be asked to both comment on the report and potentially approve recommendations, to ensure that the budgets and performance indicators for which the Committee has responsibility, remain on target.

2. MAIN ISSUES

- 2.1 Attached as **Appendix A**, is the August 2015 Finance and Performance report.
- 2.2 At the end of August, Corporate Services (including the LGSS Managed and Financing Costs) was forecasting a year-end underspend on revenue of £1,342,000.
- 2.3 The LGSS Operational budget was expected to break-even by year-end. This element of the budget is monitored by the LGSS Joint Committee and is not the responsibility of General Purposes Committee.
- 2.4 There are four significant forecast outturn variances by value (over £100,000) being reported for Corporate Services / LGSS Managed, these are in relation to:
- LGSS Managed is currently predicting a year-end overspend of £123k, which is a decrease of £0.9m from the figure reported last month, reflecting the actions identified to recover the overspend position.
 - County Offices is forecasting an overspend of £760k, a decrease of £207k from the figure reported last month. Under the agreement to lease Castle Court, the 50% rental period is due to commence on 31st October 2015, subject to planning permission being granted. Should this be forthcoming, additional income of £281k will be generated in 2015/16, and this has now been reflected in the forecast outturn position. A number of additional small budgetary pressures totalling £74k have been identified across the portfolio, partially offsetting the improvement in outturn position.

The balance of the overspend (£967k) is as previously reported. Full details can be found in CS **Appendix 2**.

- An underspend of £421k is being reported on the IT Managed budgets. To contribute towards recovery of the overall LGSS Managed overspend the balance on the IT Asset replacement fund (£475k) will be written back to revenue. This is facilitated by the move towards provision of mobile devices, which are funded from the IT for Smarter Business Working capital scheme. This is partially offset by £54k net pressures across the centrally held budgets.
- The Transformation Fund covers the costs of Section 188 redundancies. Assuming a straight-line spend profile based on costs to date, an underspend of £225k is now being reported.

- 2.5 The debt charges and interest budget is currently predicting a year-end underspend of £1,320,000, largely as a result of favourable variances for Minimum Revenue Provision (MRP) and Interest Payable.
- 2.6 At the end of August, Corporate and LGSS Managed was forecasting a year-end underspend on capital of £5.9m variations on capital in 2015-16.
- 2.7 There are six significant forecast underspends by value being reported for Corporate Services / LGSS Managed, these are in relation to:
- The Effective Property Asset Management (EPAM) – Sawston Community Hub scheme is forecasting an in-year underspend of £1.0m. Ongoing discussions with the District Council and Sawston Village College regarding siting of the compound are significantly delaying the start of construction, which is now expected to commence in early 2016.
 - Members have undertaken a review of the EPAM – East Barnwell Community Hub scheme and have decided that it should not progress in its current form. Work is underway to assess alternative options and a decision is due later in the year regarding how the scheme should progress. As a consequence, an in-year underspend of £1.8m is being reported. A feasibility study has been commissioned to reflect the mixed use scope now required and will be part of a revised scheme cost when costs have been refined.
 - The EPAM – Disposal / Relocation of Huntingdon Highways Depot scheme is no longer required and so a total scheme underspend of £1.6m is being reported. This has been superseded by a new Joint Highways Depot scheme under Making Assets Count, which is being submitted via the 2016/17 Business Planning process.
 - The EPAM – Making Assets Count (MAC) Market Towns Project has been reassessed for Business Planning, resulting in rephasing of activity from 2015/16 to 2016/17, producing an in-year underspend of £0.6m and a reduced total scheme cost (-£0.3m).
 - The Optimising IT for Smarter Business Working scheme is forecasting an in-year underspend of £0.9m. Expenditure has been rephased to reflect the priorities set by the County Council for the provision of the IT infrastructure and devices to support mobile working, and a revised timescale for implementation.
 - The IT Infrastructure Investment scheme is showing an in-year underspend of £0.7m. Expenditure has been rephased to better reflect timescales for the delivery of upgrades / refresh of the core IT software and hardware systems that underpin the use of IT across the Council.
- 2.8 Corporate Services / LGSS have eleven performance indicators, all of these are currently at green status.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

3.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

3.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

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

4.2 Statutory, Risk and Legal Implications

There are no significant implications within this category.

4.3 Equality and Diversity Implications

There are no significant implications within this category.

4.4 Engagement and Consultation Implications

There are no significant implications within this category.

4.5 Localism and Local Member Involvement

There are no significant implications within this category.

4.6 Public Health Implications

There are no significant implications within this category.

Source Documents	Location
There are no source documents for this report	Box No: OCT1114 Room No:1st Floor Octagon Shire Hall Castle Hill Cambridge CB3 0AP

Corporate Services and LGSS Cambridge Office

Finance and Performance Report – August 2015

1. SUMMARY

1.1 Finance

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

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

Monthly Indicators	Red	Amber	Green	Total
August(Number of indicators)	0	0	11	11

2. INCOME AND EXPENDITURE

2.1 Overall Position

Original Budget as per BP ¹ £000	Service	Current Budget for 2015/16 £000	Forecast Variance - Outturn (Jul) £000	Forecast Variance - Outturn (Aug) £000	Forecast Variance - Outturn (Aug) %	Current Status	D o T
5,672	Corporate Services	6,166	-105	-145	-2	Green	↑
9,145	LGSS Managed	10,471	1,011	123	1	Amber	↑
35,460	Financing Costs	35,460	-1,320	-1,320	-4	Green	↔
50,277	Sub Total	52,097	-415	-1,342	-5		
9,864	LGSS Cambridge Office	9,856	-20	0	0	Green	↓
60,141	Total	61,953	-435	-1,342	-5		

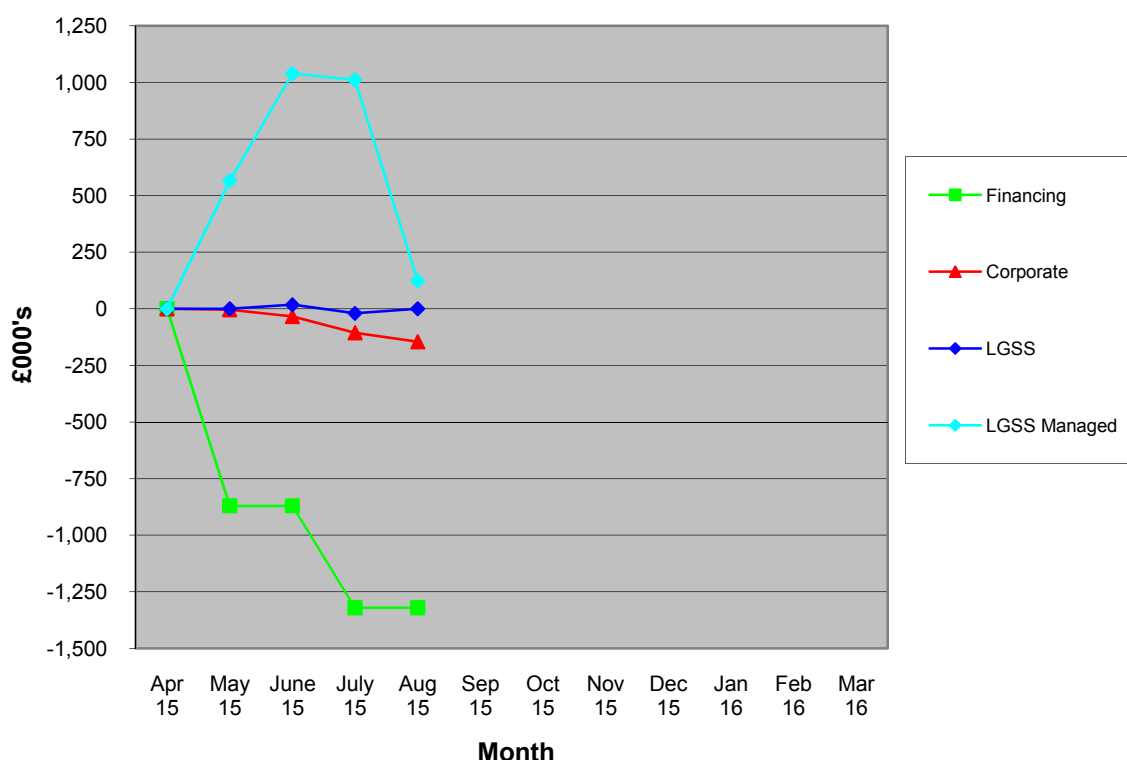
¹ The budget figures in this table are net, with the 'Original Budget as per BP' representing the Net Budget column in Table 1 of the Business Plan for each respective Service.

The service level budgetary control report for Corporate Services, LGSS Managed and Financing Costs for August 2015 can be found in [CS appendix 1](#).

The service level budgetary control report for LGSS Cambridge Office for August 2015 can be found in [LGSS appendix 1](#)

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

Corporate Services & LGSS Cambridge Office Outturn 2015/16



2.2.1 Significant Issues – Corporate Services

- Corporate Services is currently predicting a year-end underspend of £145k.
- There are no new exceptions to report this month.

2.2.2 Significant Issues – LGSS Managed

- LGSS Managed is currently predicting a year-end overspend of £123k, which is a decrease of £0.9m from the figure reported last month, reflecting the actions identified to recover the overspend position.
- County Offices is forecasting an overspend of £760k, a decrease of £207k from the figure reported last month. Under the agreement to lease Castle Court, the 50% rental period is due to commence on 31st October 2015, subject to planning permission being granted. Should this be forthcoming, additional income of £281k will be generated in 2015/16, and this has now been reflected in the forecast outturn position. A number of additional small budgetary pressures totalling £74k have been identified across the portfolio, partially offsetting the improvement in outturn position.

The balance of the overspend (£967k) is as previously reported. Full details can be found in CS Appendix 2.

- An underspend of £421k is being reported on the IT Managed budgets. To contribute towards recovery of the overall LGSS Managed overspend the balance on the IT Asset replacement fund (£475k) will be written back to revenue. This is facilitated by the move towards provision of mobile devices, which are funded from the IT for Smarter Business Working capital scheme. This is partially offset by £54k net pressures across the centrally held budgets.
- The Transformation Fund covers the costs of Section 188 redundancies. Assuming a straight-line spend profile based on costs to date, an underspend of £225k is now being reported.

2.2.3 Significant Issues – Financing Costs

- Financing costs is showing an underspend of £1.320m on the debt charges budget.
- There are no new exceptions to report this month.

2.2.4 Significant Issues – LGSS Cambridge Office

- LGSS Cambridge Office is currently predicting a breakeven position at year-end.
- There is currently a forecast overspend of £179k against the Trading budget. There is a deficit of £794k on the consolidated trading position, which relates to the forecast shortfall on additional trading activity in 2015/16 to meet the revised income target. This shortfall is being partially offset by in-year underspends across LGSS Directorates, and the balance required to ensure an overall breakeven position will be met from the LGSS Smoothing Reserve.
- HR Policy & Strategy is reporting an underspend of £100k. The implementation of the Workforce Planning and Strategy team is planned for October 2015 and the forecast in-year underspend is due to delays in recruitment.
- Transactional Services is reporting an underspend of £100k. The Service-wide restructure was implemented in August 2015 and has resulted in a number of vacancies which are actively being recruited to. The impact of the vacancies is expected to provide an in-year underspend of £100k.

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.

A full list of additional grant income for Corporate Services and LGSS Managed can be found in [CS appendix 3](#).

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

2.4 Virements and Transfers to / from Reserves (including Operational Savings Reserve) (De minimis reporting limit = £30,000)

The following virements have been made this month to reflect changes in responsibilities:

LGSS Managed:

	£000	Notes
Transfer from reserves to LGSS Managed	200	Transfer additional City Deal funding from reserves.
Non material virements (+/- £30k)	0	

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

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

3. **BALANCE SHEET**

3.1 Reserves

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

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

3.2 Capital Expenditure and Funding

Expenditure

- Corporate Services has a capital budget of £386k in 2015/16 and there is spend to date of £48k. It is currently expected that the programme will be fully spent at year-end and the total scheme variances will amount to £0k across the programme.

There are no exceptions to report for August.

- LGSS Managed has a capital budget of £15.3m in 2015/16 and there is spend to date of £557k. It is currently expected that the programme will underspend by £5.9m at year-end and the total scheme variances will amount to an underspend of £6.8m across the programme.

The EPAM – Sawston Community Hub scheme is forecasting an in-year underspend of £1.0m. Ongoing discussions with the District Council and Sawston

Village College regarding siting of the compound are significantly delaying the start of construction, which is now expected to commence in early 2016.

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

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

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

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

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

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

There are no new exceptions to report for August.

Funding

- Corporate Services has capital funding of £386k in 2015/16 with the current expectation being that this continues to be required in line with the original budget proposals.
- LGSS Managed has capital funding of £15.3m in 2015/16. As reported above, the LGSS Managed budget is expected to underspend by £5.9m, which will result in a reduced requirement of funding of this amount.

The review of the EPAM – East Barnwell Community Hub and reassessment of EPAM – MAC Market Towns Project schemes identified above have impacted on the associated ring-fenced capital receipt generation, resulting in reduced funding of

£0.7m. This has not adversely impacted on in-year prudential borrowing requirements.

As the result of the reported underspend on the LGSS Managed capital programme, the overall prudential borrowing requirement has reduced by £4.9m.

- LGSS Cambridge Office has capital funding of £209k in 2015/16 with the current expectation being that this continues to be required in line with the original budget proposals.

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

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

4. PERFORMANCE

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

Measure	Reporting frequency	What is good	Unit	Data last entered	Target	Actual	RAG status	Direction of travel	Comments
Customer Service & Transformation									
Proportion of FOI requests responded to within timescales	Monthly	High	%	07/09/15	90.0%	99.0%	Green	↑	
For context only - number of FOI requests received annually	Annually	Low	Num	09/07/15	N/A*	309	N/A	N/A	Running total will be collected quarterly. Data to be next reported on in October 2015 for Q2 2015/16.
Proportion of customer complaints received in the month before last that were responded to within minimum response times	Monthly	High	%	07/08/15	90.0%	96.9%	Green	↔	There was an issue this month with the accuracy of July's complaints figures. Performance for both July and August will be reported in October.
For context only - number of complaints received annually per thousand population	Annually	Low	Num	27/04/15	N/A*	1.68**	N/A	N/A	Data to be next reported on in May 2016 for 2015/16
Proportion of all transformed transaction types to be completed online by 31 March 2015***	Annually	High	%	09/07/15	75.0%	76.8%	Green	↑	To be next reported on in October 2015 for Q2 2015/16
Deprivation measure - Number of physically active adults (narrowing the gap between Fenland and others)	Annually	High	%	N/A	51% (2015) 52% (2016)	49.5% (2014)	TBC	N/A	Data reported retrospectively for 2014
LGSS Managed Services									
Strategy and Estates – capital receipts target managed and achieved	Quarterly	High	%	13/07/15	98% (£250k gross)	110% (£275k)	Green	↑	Data reported against cumulative quarterly targets
Strategy and Estates – farm estates income demanded and collected on time	Half-yearly	High	%	10/06/15	95% (£3.9m gross)	103.8%	Green	N/A	To be next reported on in October 2015 for Q1 and Q2 2015/16
IT – availability of Universal Business System****	Quarterly	High	%	13/07/15	95.0%	100.0%	Green	↔	Data to be next reported on in October 2015 for Q2
IT – incidents resolved within Service Level Agreement	Quarterly	High	%	12/08/15	90.0%	98.0%	Green	↓	Data reported retrospectively for year-end 2014/15

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

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

Measure	Reporting frequency	What is good	Unit	Data last entered	Target	Actual	RAG status	Direction of travel	Comments
LGSS Cambridge Office									
Percentage of invoices paid within term for month	Monthly	High	%	01/07/15	97.5%	99.7%	Green	↓	99.8% reported last period
Percentage of invoices paid within term cumulative for year to date	Monthly	High	%	01/07/15	97.5%	99.8%	Green	↔	99.8% reported last period
Total debt as a percentage of turnover	Monthly	Low	%	01/07/15	10.0%	5.8%	Green	↑	7.2% reported last period
Percentage of debt over 90 days old	Monthly	Low	%	01/07/15	20.0%	19.9%	Green	↑	25.2% reported last period

CS APPENDIX 1 – Corporate Service Level Budgetary Control Report

The variances to the end of August 2015 for Corporate Services, LGSS Managed and Financing Costs are as follows:

Original Budget as per BP £000	Service	Current Budget for 2015/16 £000	Forecats Variance - Outturn (Jul) £000	Forecast Variance - Outturn (Aug) £000	%
<u>Corporate Services</u>					
1,096	Director, Policy & Business Support	1,083	-32	-51	-5
296	Chief Executive	295	-14	-14	-5
433	Corporate Information Management	464	0	0	0
1,286	Customer Services	1,285	-20	-20	-2
511	Digital Strategy	826	0	0	0
299	Research	293	-35	-35	-12
0	Service Transformation	256	0	0	0
136	Smarter Business	136	0	0	0
656	Strategic Marketing, Communications & Engagement	550	0	-21	-4
198	Elections	198	0	0	0
926	Redundancy, Pensions & Injury	926	-5	-5	0
-165	Grant Income	-146	0	0	0
5,672		6,166	-105	-145	-2
<u>LGSS Managed</u>					
1,137	Building Maintenance	1,108	5	0	0
0	City Deal	917	0	0	0
-3,174	County Farms	-3,174	-140	-140	-4
5,497	County Offices	5,534	967	760	14
121	Effective Property Asset Management	121	0	0	0
179	External Audit	179	0	0	0
1,483	Insurance	1,483	0	0	0
1,834	IT Managed	2,222	31	-421	-19
985	Members' Allowances	1,000	0	0	0
128	OWD Managed	128	-34	-34	-27
106	Subscriptions	106	0	0	0
1,000	Transformation Fund	1,000	0	-225	-23
-53	Authority-wide Miscellaneous	-53	182	183	344
-100	Grant Income	-100	0	0	0
9,145		10,471	1,011	123	1
<u>Financing Costs</u>					
35,460	Debt Charges and Interest	35,460	-1,320	-1,320	-4
50,277	CORPORATE SERVICES TOTAL	52,097	-415	-1,342	-3
<u>MEMORANDUM - Grant Income</u>					
-165	Public Health Grant - Corporate Services	-136	0	0	0
-100	Public Health Grant - LGSS Managed	-100	0	0	0
0	Other Corporate Services Grants	-10	0	0	0
-265		-246	0	0	0

CS APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
County Farms	-3,174	-140	-4%
<p>County Farms is forecasting an additional surplus of £140k due to an increase in rent income following completion of 60 rent reviews during 2014/15. Levels of income generation resulting from the ongoing programme of solar PV installations across the estate are being assessed to consider whether any further underspend can be declared.</p>			
County Offices	5,534	+760	+14%
<p>County Offices is forecasting an overspend of £760k, a decrease of £207k from the figure reported last month. Under the agreement to lease Castle Court, the 50% rental period is due to commence on 31st October 2015, subject to planning permission being granted. Should this be forthcoming, additional income of £281k will be generated in 2015/16, and this has now been reflected in the forecast outturn position.</p> <p>As previously reported, the pressure resulting from Children's Centre business rates received to date and an assessment of the potential liability for Children's Centres where bills have not yet been received is forecast to be in the region of £616k. Of this amount, £471k is the estimated liability for prior years billing and £145k relates to the estimated annual cost for 2015/16 onwards. The position will continue to be monitored and forecast outturn updated accordingly when / if further business rates bills are received.</p> <p>Full-year savings have now been realised in respect of the closure of Dryden House (£203k) and the cessation of Castle Court running costs (£347k). The prior-year savings target for a reduction of the property portfolio has therefore been fully achieved and progress is being made towards the new 2015/16 target (£400k), with a balance of £379k to be identified. In addition, there are a number of small budgetary pressures across the portfolio, amounting to £88k. These have been partially offset by a £42k reduction in the anticipated cost of Dryden House dilapidations.</p>			
IT Managed	2,222	-421	-19%
<p>An underspend of £421k is being reported on the IT Managed budgets. To contribute towards recovery of the overall LGSS Managed overspend the balance on the IT Asset replacement fund (£475k) will be written back to revenue. This is facilitated by the move towards provision of mobile devices, which are funded from the IT for Smarter Business Working capital scheme. This is partially offset by £54k net pressures across the centrally held budgets.</p>			

Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
Transformation Fund	1,000	-225	-23%
The Transformation Fund covers the costs of Section 188 redundancies. Assuming a straight-line spend profile based on costs to date, an underspend of £225k is now being reported.			
Authority-wide Miscellaneous	-53	+183	+344%
<p>The Authority-wide miscellaneous budget is forecasting an overspend of £183k due to a forecast deficit in additional employer pension contributions. The position is monitored via the balance sheet each month, but any surplus or deficit at year-end is written back to revenue. The applied percentage for additional pension contributions is an estimate based on budgeted employer contributions and as such there is always likely to be a variance between actual levels of recovery and the lump sum required; there was an over-recovery of £168k in 2014/15.</p> <p>The forecast under-recovery for 2015/16 will be taken into account when the 2016/17 percentage is calculated as part of the Business Plan inflation forecasting process.</p>			
Financing Costs	35,460	-1,320	-4%
<p>Financing costs is showing an underspend of £1.320m on the debt charges budget. The underspend is largely as a result of favourable variances for MRP (Minimum Revenue Provision) and Interest Payable. The initial estimate for MRP has been revised down following year-end, however there may be some additional small movement once the charge has been finalised. A favourable variance for Interest payable has been included on the assumption that the Council will experience significant slippage in the capital programme, as it has done in past years so that borrowing is deferred until next year. There is also a small positive variance for interest that is recharged internally.</p> <p>The capital programme continues to be monitored closely alongside forecasts for cash balances and interest rates and pragmatic approach to borrowing is adopted.</p>			

CS APPENDIX 3 – Grant Income Analysis

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

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

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

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

CS APPENDIX 4 – Virements and Budget Reconciliation

Corporate Services:

	£000	Notes
Budget as per Business Plan	5,673	
Transfer of Travellers Support budget to ETE	-51	
Transfer Green Spaces budget to ETE	-55	
Operational Savings Transfer 2015/16 - CRM System	150	
Operational Savings Transfer 2015/16 - Service Transformation Funding	256	
Operational Savings Transfer 2015/16 - Digital by Default	165	
Operational Savings Transfer 2015/16 - Digital Delivery Assistant	31	
Non-material virements (+/- £30k)	-3	
Current Budget 2015-16	6,166	

LGSS Managed:

	£000	Notes
Budget as per Business Plan	9,144	
Transfer of City Deal funding from New Homes Bonus to corporate ownership (ETE)	717	
Centralisation of mobile phone budgets from CFA, ETE, CS & LGSS	372	
Funding from reserves for Microsoft support extension	33	
Transfer additional City Deal funding from reserves	200	
Non-material virements (+/- £30k)	4	
Current Budget 2015-16	10,471	

Financing Costs:

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

CS APPENDIX 5 – Reserve Schedule

1. Corporate Services Reserves

Fund Description	Balance at 31 March 2015	Movements in 2015-16	Balance at 31/08/15	Forecast Balance at 31 March 2016	Notes
	£'000	£'000	£'000	£'000	
General Reserve					
Corporate Services Carry-forward	1,020	-602	417	562	1
subtotal	1,020	-602	417	562	
Equipment Reserves					
Postal Service	50	0	50	50	
subtotal	50	0	50	50	
Other Earmarked Funds					
Travellers Support Officer	45	-45	0	0	3
Shape Your Place - Fenland Grant	18	0	18	0	
Green Spaces	10	-10	0	0	3
Election Processes	180	0	180	368	2
EDRM Project	274	0	274	0	
subtotal	527	-55	472	368	
Short Term Provisions					
Transforming Cambridgeshire	1,000	0	1,000	955	4
Earith Bridge Travellers Site	43	-43	0	0	3
subtotal	1,043	-43	1,000	955	
TOTAL	2,640	-700	1,940	1,936	

Notes

- 1 The year-end position reflects the forecast Corporate Services underspend of £145k and £602k use of operational savings. Details on operational savings allocations can be found in CS Appendix 4.
- 2 The underspend on the Elections budget will be transferred to the earmarked reserve. This is to ensure that sufficient funding is available for the four-yearly County Council election.
- 3 The unapplied balances on the Fenland Social Media Cohesion grant and Heritage Lottery funding for the Cambridgeshire Local Nature Partnership and the short-term provision in respect of Earith Bridge Travellers Site have transferred to ETE following the Customer Service and Transformation restructure.
- 4 The current year-end position reflects £45k planned use for a post in Corporate Services.

2. LGSS Managed Reserves

Fund Description	Balance at 31 March 2015	Movements in 2015-16	Balance at 31/08/15	Forecast Balance at 31 March 2016	Notes
	£'000	£'000	£'000	£'000	
Equipment Reserves					
Corporate Infrastructure Replacement & Renewals	162	0	162	162	1
Corporate ICT Assets	475	0	475	0	
Corporate Telephony	5	0	5	5	
subtotal	642	0	642	167	
Other Earmarked Funds					
Manor school site demolition costs	139	0	139	233	2
CPSN Partnership Funds	59	0	59	0	
subtotal	198	0	198	233	
Short Term Provisions					
Insurance Short-term Provision	1,180	0	1,180	1,180	
External Audit Costs	154	0	154	154	
Insurance MMI Provision	32	0	32	0	
Back-scanning Reserve	56	0	56	0	
Contracts General Reserve	893	0	893	0	
Operating Model Reserve	1,000	0	1,000	1,000	
subtotal	3,316	0	3,316	2,335	
Long Term Provisions					
Insurance Long-term Provision	4,718	0	4,718	4,718	
subtotal	4,718	0	4,718	4,718	
SUBTOTAL	8,874	0	8,874	7,452	
Capital Reserves					
Effective Property Asset Management Receipts	0	120	120	0	3
General Capital Receipts	0	152	152	0	3
P&P Commissioning (Property)	472	-45	427	427	
IT for Smarter Business Working	0	57	57	0	
Blackwell Travellers Site	9	-9	0	0	
subtotal	481	276	757	427	
TOTAL	9,355	276	9,631	7,880	

Notes

- 1 To contribute towards recovery of the overall LGSS Managed overspend the balance on the IT Asset replacement fund will be written back to revenue.
- 2 Rental income from Bellerbys buildings on Manor School site is being held to offset demolition costs when the lease expires in 2021.
- 3 Capital Receipts achieved in 2015/16 will be used to fund the capital programme at year-end.

CS APPENDIX 6 – Capital Expenditure and Funding

Capital Expenditure

Corporate Services & LGSS Managed Capital Programme 2015/16						TOTAL SCHEME	
Original 2015/16 Budget as per BP £000	Scheme	Revised Budget for 2015/16 £000	Actual Spend (to Aug) £000	Forecast Spend - Outturn (Aug) £000	Forecast Variance - Outturn (Aug) £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
	Corporate Services						
	- Electronic Record Management	56	22	56	-	300	-
300	Essential CCC Business Systems Upgrade	300	26	300	-	300	-
	- Other Schemes	30	-	30	-	40	-
300		386	48	386	-	640	-
	LGSS Managed						
550	EPAM - Shire Hall Campus	937	216	937	-	6,524	(314)
	- EPAM - Fenland	20	(45)	20	-	6,596	(1,145)
45	EPAM - Local Plans Representations	389	50	389	-	1,548	-
1,000	EPAM - County Farms Viability	1,182	51	682	(500)	5,000	(2,396)
600	EPAM - Building Maintenance	600	15	600	-	6,000	-
1,180	EPAM - Sawston Community Hub	1,206	39	250	(956)	1,250	-
1,742	EPAM - East Barnwell Community Hub	1,911	36	100	(1,811)	2,000	-
	- EPAM - Other Committed Projects	167	(290)	167	-	2,043	(264)
203	EPAM - Renewable Energy Soham	242	-	242	-	12,030	-
200	EPAM - Housing Provision on CCC Portfolio	367	18	367	-	17,500	-
50	EPAM - Disposal / Relocation of Huntingdon Highways Depot	125	-	-	(125)	1,625	(1,625)
630	EPAM - MAC Market Towns Project	630	-	-	(630)	1,780	(300)
	- Carbon Reduction	593	15	593	-	1,673	(650)
1,840	Optimising IT for Smarter Business Working	2,273	360	1,376	(897)	3,432	-
950	IT Infrastructure Investment	1,708	87	1,008	(700)	2,400	-
	- Cambridgeshire Public Sector Network	189	3	189	-	5,554	-
500	Microsoft Enterprise Agreement	500	-	500	-	1,902	-
500	Implementing IT Resilience Strategy for Data Centres	500	-	250	(250)	500	-
1,000	Communications & Storage Infrastructure Refresh	1,000	-	1,000	-	1,000	-
395	Other Schemes	792	3	792	-	1,095	(57)
11,385		15,331	557	9,462	(5,869)	81,452	(6,752)
11,685	TOTAL	15,717	605	9,848	(5,869)	82,092	(6,752)

Previously Reported Exceptions

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

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

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

Capital Funding

Corporate Services & LGSS Managed Capital Programme 2015/16				
Original 2015/16 Funding Allocation as per BP £000	Source of Funding	Revised Funding for 2015/16 £000	Forecast Spend - Outturn (Aug) £000	Forecast Funding Variance - Outturn (Aug) £000
	Corporate Services			
300	Prudential Borrowing	386	386	-
300		386	386	-
	LGSS Managed			
4,531	Capital Receipts	4,531	3,829	(702)
-	Other Contributions	57	57	-
255	Developer Contributions	255	-	(255)
6,599	Prudential Borrowing	10,488	5,576	(4,912)
11,385		15,331	9,462	(5,869)
11,685	TOTAL	15,717	9,848	(5,869)

Previously Reported Exceptions

There are no previous exceptions to report.

CS Appendix 7 – Performance Scorecard

Measure	Reporting frequency	What is good	Unit	Data last entered	Time period covered	Target	Actual	RAG status	Direction of travel	Comments
Customer Service and Transformation										
Proportion of FOI requests responded to within timescales	Monthly	High	%	07/09/15	1 - 31 August 2015	90%	99.0%	Green	↑	112* FOI requests were received in August and 111 requests were responded to on time. *2 further requests required clarification in order to be considered valid which the requester has yet to provide.
<i>For context only - number of FOI requests received annually</i>	<i>Annually</i>	<i>Low</i>	<i>Num</i>	09/07/15	1 April - 30 June 2015	N/A*	309	N/A	N/A	* No target or RAG status for this indicator. Purpose is to set the context. 2013/14 - 1153 2012/13 – 899 2011/12 – 917 2010/11 - 834 Running total will be collected quarterly. Data to be next reported on in October 2015 for Q2 2015/16.
Proportion of customer complaints received in the month before last that were responded to within minimum response times	Monthly	High	%	07/08/15	1 - 30 June 2015**	90%	96.9%	Green	↔	** There was an issue this month with the accuracy of July's complaints figures. Performance for both July and August will be reported in October 2015 Number of customer complaints for June 2015 = 129 Breakdown of June 2015 figures 72 complaints were received for CFA for June. 2 failed which meant a pass rate of 97.2%. 52 complaints were received for ETE for June. 2 failed which meant a pass rate of 96.2%. 5 complaints were received for CS&T for June. None failed which meant a pass rate of 100%. No complaints for LGSS and Public Health.
<i>For context only - number of complaints received annually per thousand population</i>	<i>Annually</i>	<i>Low</i>	<i>Num</i>	27/04/15	1 April 2014 - 31 March 2015	N/A*	1.68**	N/A	N/A	* No target or RAG status for this indicator. Purpose is to set the context. ** Based on Cambridshire Insight mid-2013 population estimate of 635,100 residents Data to be next reported on in May 2016 for period of 1 April 2015 - 31 March 2016
Proportion of all transformed transaction types to be completed online by 31 March 2015***	Annually	High	%	09/07/15	1 April to 30 June 2015	75%	76.8%	Green	↑	To be next reported on in October 2015 for Q2 2015/16
Deprivation measure - Number of physically active adults (narrowing the gap between Fenland and others)	Annually	High	%	N/A	1 April 2015 - 31 March 2016	51% (2015) 52% (2016)	49.5% (2014)	TBC	N/A	New indicator identified by GPC in response to the deprivation motion passed by Council in July 2014. Indicator shared with Public Health. Data to be reported on in April/May 2016 for year end.

Measure	Reporting frequency	What is good	Unit	Data last entered	Time period covered	Target	Actual	RAG status	Direction of travel	Comments
LGSS Managed Services										
Strategy and Estates – capital receipts target managed and achieved	Quarterly	High	%	13/07/15	1 April 2015 - 30 June 2015 (Q1)	98% (£250k gross)	110% (£275k)	Green	↑	The target for 2015/16 is £3.705m. This is broken down into cumulative quarterly targets as follows: Q1 = £0.25m; Q2 = £1.50m; Q3 = £2.00m Q4 = £3.705m. To next be reported on in October 2015 for Q2 2015/16
Strategy and Estates – farm estates income demanded and collected on time	Half-yearly	High	%	10/06/15	1 April 2014 - 31 March 2015	95% (£3.9m gross)	103.8%	Green	N/A	To be next reported on in October 2015 for Q1 and Q2 2015/16
IT – availability of Universal Business System****	Quarterly	High	%	13/07/15	1 April 2015 - 30 June 2015 (Q1)	95%	100.0%	Green	↔	Q4 2014/15 - 100% Q3 2014/15 - 99.7% Q2 2014/15 - 99.8% Q1 2014/15 - 99.7% Data to be next reported on in October 2015 for Q2 2015/16.
IT – incidents resolved within Service Level Agreement	Quarterly	High	%	12/08/15	1 April - 30 June 2015 (Q1)	90%	98.0%	Green	↓	Data to be next reported on in October 2015 for Q2 2015/16.

LGSS APPENDIX 1 – Service Level Budgetary Control Report

The variances to the end of August 2015 for LGSS Cambridge Office are as follows:

Original Budget as per BP £000	Service	Current Budget for 2015/16 £000	Forecast Variance - Outturn (July) £000	Forecast Variance - Outturn (Aug) £000	%
<u>LGSS Cambridge Office</u>					
<u>Central Management</u>					
162	Service Assurance	19	0	0	0
-8,905	Trading	-8,809	0	179	2
353	LGSS Equalisation	444	-20	0	0
-410	Grant Income	-419	0	0	0
-8,799		-8,765	-20	179	-2
<u>Finance</u>					
1,048	Chief Finance Officer	1,057	0	0	0
2,013	Professional Finance	2,012	0	0	0
883	Strategic Assets	844	0	0	0
0	Pensions Service	0	0	0	0
3,944		3,912	0	0	0
<u>People, Transformation & Transactional</u>					
1,277	HR Business Partners	1,271	0	0	0
315	HR Policy & Strategy	313	0	-100	-32
1,880	LGSS Programme Team	1,879	0	50	3
573	Organisational & Workforce Development	341	0	0	0
2,266	Revenues and Benefits	2,327	0	0	0
1,157	Transactional Services	1,319	0	-100	-8
7,468		7,450	0	-150	-2
<u>Law, Property & Governance</u>					
939	Audit & Risk Management	758	0	0	0
489	Democratic & Scrutiny Services	466	0	-29	-6
-406	LGSS Law Ltd	-376	0	0	0
319	Procurement	313	0	0	0
724	Property Operations & Delivery	854	0	0	0
2,065		2,015	0	-29	-1
5,186	<u>IT Services</u>	5,242	0	0	0
9,864	Total LGSS Cambridge Office	9,856	-20	0	0
<u>MEMORANDUM - Grant Income</u>					
-220	Public Health Grant	-220	0	0	0
-190	Counter Fraud Initiative Grant	-199	0	0	0
-410		-419	0	0	0

LGSS APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
Trading	-8,809	+179	+2%
There is currently a forecast overspend of £179k against the Trading budget. There is a deficit of £794k on the consolidated trading position, which relates to the forecast shortfall on additional trading activity in 2015/16 to meet the revised income target. This shortfall is being partially offset by in-year underspends across LGSS Directorates, and the balance required to ensure an overall breakeven position will be met from the LGSS Smoothing Reserve.			
HR Policy & Strategy	313	-100	-32%
HR Policy & Strategy is reporting an underspend of £100k. The implementation of the Workforce Planning and Strategy team is planned for October 2015 and the forecast in-year underspend is due to delays in recruitment.			
Transactional Services	1,319	-100	-8%
Transactional Services is reporting an underspend of £100k. The Service-wide restructure was implemented in August 2015 and has resulted in a number of vacancies which are actively being recruited to. The impact of the vacancies is expected to provide an in- year underspend of £100k.			

LGSS APPENDIX 3 – Grant Income Analysis

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

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

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

LGSS APPENDIX 4 – Virements and Budget Reconciliation

	£'000	Notes
Budget as per Business Plan	9,864	
LGSS Transactions support from Reablement	34	
Non-material virements (+/- £30k)	-43	
Current Budget 2015-16	9,856	

LGSS APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31 March 2015	Movements in 2015-16	Balance at 31/08/15	Forecast Balance at 31 March 2016	Notes
	£'000	£'000	£'000	£'000	
General Reserve					
LGSS Cambridge Office Carry-forward	1,003	0	1,003	300	1
subtotal	1,003	0	1,003	300	
Other Earmarked Funds					
Counter Fraud Initiative	130	0	130	0	2
subtotal	130	0	130	0	
SUBTOTAL	1,134	0	1,134	300	
TOTAL	1,134	0	1,134	300	

Notes

- 1 The year-end position reflects £703k expected use of operational savings.
- 2 The Counter Fraud Initiative grant was unapplied in 2014/15 and so the balance was transferred to the earmarked reserve.

LGSS APPENDIX 6 – Capital Expenditure and Funding

Capital Expenditure

LGSS Cambridge Office Capital Programme 2015/16						TOTAL SCHEME	
Original 2015/16 Budget as per BP £000	Scheme	Revised Budget for 2015/16 £000	Actual Spend (to Aug) £000	Forecast Spend - Outturn (Aug) £000	Forecast Variance - Outturn (Aug) £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
-	R12 Convergence*	209	-	209	-	600	-
-	TOTAL	209	-	209	-	600	-

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

Previously Reported Exceptions

There are no previous exceptions to report.

Capital Funding

LGSS Cambridge Office Capital Programme 2014/15				
Original 2015/16 Funding Allocation as per BP £000	Source of Funding	Revised Funding for 2015/16 £000	Forecast Spend - Outturn (Aug) £000	Forecast Funding Variance - Outturn (Aug) £000
-	Prudential Borrowing	209	209	-
-	TOTAL	209	209	-

Previously Reported Exceptions

There are no previous exceptions to report.

GENERAL PURPOSES COMMITTEE AGENDA PLAN

Agenda Item No.10



Cambridgeshire
County Council

Notes

Committee dates shown in bold are confirmed.

Committee dates shown in brackets and italics are reserve dates.

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

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

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

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

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

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes meeting date	Deadline for draft reports	Agenda despatch date
24/11/15	1. Minutes – 20/10/15	M Rowe	Not applicable	22/10/15	11/11/15	13/11/15
	2. Treasury Management Q2 Report	M Batty	Not applicable			
	3. Integrated Resources and Performance Report (September)	P Emmett	2015/039			
	4. Resources and Performance Report (September) – Customer Service and Transformation and LGSS Managed	I Smith	Not applicable			
	5. Business Planning – Review Revenue and Capital Report	C Malyon	Not applicable			
	6. Southwell Court	C Malyon	Not applicable			

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes meeting date	Deadline for draft reports	Agenda despatch date
	7. Blue Badge Charging	Jo Tompkins	2015/059			
	8. Use of grants to fund third sector organisations as an alternative to tendering'	D Frampton	Not applicable			
	9. Approval for a Joint and Several Guarantee	M Batty	2015/061			
	10. Debt Position and Recovery	C Malyon	Not applicable			
	11. Waste Private Finance Initiative Contract+	H Hollebon	2015/052			
22/12/15	1. Minutes – 24/11/15	M Rowe	Not applicable	26/11/15	09/12/15	11/12/15
	2. Business Planning – Review covering report and finance tables	C Malyon	Not applicable			
	3. Strategy for Retention and Recruitment of Social Care Staff – Action Plan	C Black/ J Maulder	Not applicable			
14/01/16	1. Minutes – 22/12/15	M Rowe	Not applicable	10/12/15	04/01/16	05/01/16
	2. Business Planning – Consider impact of Local Government Finance Settlement	C Malyon	Not applicable			
26/01/16	1. Minutes – 14/01/16	M Rowe	Not applicable	07/01/16	13/01/16	15/01/16
	2. Risk Management Update	Sue Grace	Not applicable			
	3. Integrated Resources and Performance Report (November)	P Emmett	2016/004			
	4. Resources and Performance Report (November) – Customer Service and Transformation and LGSS Managed	I Smith	Not applicable			

Committee date	Agenda item	Lead officer	Reference if key decision	Spokes meeting date	Deadline for draft reports	Agenda despatch date
	5. Business Planning – Review Full Business Plan*	C Malyon	Not applicable			
<i>[23/02/16] Provisional Meeting</i>				28/01/16	10/02/16	12/02/16
15/03/16	1. Minutes – 26/01/16	M Rowe	Not applicable	25/02/16	02/03/16	04/03/16
	2. Treasury Management Q3 Report	M Batty				
	3. Integrated Resources and Performance Report (January)	P Emmett	2016/002			
	4. Resources and Performance Report (January) – Customer Service and Transformation and LGSS Managed	I Smith	Not applicable			
<i>[26/04/16] Provisional Meeting</i>				17/03/16	13/04/16	15/04/16
31/05/16	1. Minutes – 15/03/16	M Rowe	Not applicable	28/04/16	18/05/16	20/05/16
	2. Treasury Management Outturn Report	M Batty				
	3. Integrated Resources and Performance Report (March)	P Emmett	2016/003			
	4. Resources and Performance Report (March) – Customer Service and Transformation and LGSS Managed	I Smith	Not applicable			

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

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

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.
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.

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
2015/052	24/11/15	Waste Private Finance Initiative Contract+	General Purposes Committee	Report of Executive Director: Economy, Transport and Environment Services	The decision is an exempt item within the meaning of paragraphs 3 & 5 of Schedule 12A of the Local Government Act 1972 as it refers to information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

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

GENERAL PURPOSES COMMITTEE TRAINING PLAN

The Training Plan below includes topic areas for GPC approval. Following sign-off by GPC the details for training and development sessions will be worked up.

Agenda Item No.10

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
	Strategic finance and budgeting	Members will gain a more detailed understanding of the strategic financial management of the Council's budget, and the future challenges associated.		TBC	Chris Malyon				
	The Council's asset portfolio and approach to asset management	Background knowledge on the Council's asset portfolio, and understanding of the approaches taken to best utilise this		TBC	Chris Malyon				
	Background to services provided by Customer Service & Transformation	<p>Members will gain an insight into the range of frontline and back-officer services provided across CS&T:</p> <ul style="list-style-type: none"> • Communication and Consultation 		24 Nov	Sue Grace				

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