Agenda Item No: 5

BUSINESS PLAN 2017-18

To:	**General Purposes Committee**
Date:	**24 January 2017**
From:	**Chief Finance Officer**
Electoral division(s):	**All**
Forward Plan ref:	**Not applicable** *Key decision:* **No**
Purpose:	**To present the Council's Business Plan covering the period 2017-18 in detail, and 2018-19 through to 2021-22 in outline, for:**

- **Committee consideration,**
- **Committee recommendation (with or without amendment) to Council for approval.**

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

1. **Considers the Business Plan, including supporting Budget, Community Impact Assessments, Consultation Responses and other material, in the light of all planning activities undertaken to date.**

2. **Approves the allocation of the Special Educational Needs and Disability (SEND) Implementation Grant 2017-18 to Children, Families and Adults (CFA), to ensure that this funding is used as intended by Department for Education (DfE).**

3. **Notes the recommendations and alternative options for bridging the budget gap for 2017-18 presented to the Committee on 10 January 2017, as set out in the table within paragraph 3.3.**

4. **Recommend to Council the following:**

    a. **That approval is given to the Service/Directorate budget allocations as set out in each Service/Directorate table in Section 3 of the Business Plan.**

    b. **That approval is given to a total County Budget Requirement in respect of general expenses applicable to the whole County area of £780,393,000 as set out in Section 2 Table 6.3 of the Business Plan.**

c. **That approval is given to a recommended County Precept for Council Tax from District Councils of £262,235,777.24, as set out in Section 2, Table 6.3 of the Business Plan (to be received in ten equal instalments in accordance with the fall-back provisions of the Local Authorities (Funds) (England) (Amendment) Regulations 1995).**

d. **That approval is given to a Council Tax for each Band of property, based on the number of "Band D" equivalent properties notified to the County Council by the District Councils (220,287), as set out in Section 2, Table 6.4 of the Business Plan reflecting a 2% increase in the County Council element of the Council Tax:**

Band	Ratio	Amount (£)
A	6/9	£793.62
B	7/9	£925.89
C	8/9	£1,058.16
D	**9/9**	**£1,190.43**
E	11/9	£1,454.97
F	13/9	£1,719.51
G	15/9	£1,984.05
H	18/9	£2,380.86

e. **That approval is given to the report of the Chief Finance Officer on the levels of reserves and robustness of the estimates as set out within the Section 25 statement.**

f. **That approval is given to the Capital Strategy as set out in Section 6 of the Business Plan.**

g. **That approval be given to capital expenditure in 2017-18 up to £264.9m arising from:**

- **Commitments from schemes already approved; and**
- **The consequences of new starts in 2017-18 shown in summary in Section 2, Table 6.9 of the Business Plan.**

h. **That approval is given to the Treasury Management Strategy as set out in Section 7 of the Business Plan, including:**

i. **The Council's policy on the making of the Minimum Revenue Provision (MRP) for the repayment of debt, as required by the Local Authorities (Capital Finance &**

Accounting) (England) (Amendment) Regulations 2008

ii. **The Affordable Borrowing Limit for 2017-18 as required by the Local Government Act 2003)**

iii. **The Investment Strategy for 2017-18 as required by the Communities and Local Government (CLG) revised Guidance on Local Government Investments issued in 2010, and the Prudential Indicators as set out in Appendix 3 of Section 7 of the Business Plan.**

5. **Endorse the priorities and opportunities as set out in the Strategic Framework**

6. **Authorise the Chief Finance Officer, in consultation with the Leader of the Council, to make technical revisions to the Business Plan, including the foregoing recommendations 4a to 4i to the County Council, so as to take into account any changes deemed appropriate, including updated information on District Council Tax Base and Collection Funds, Business Rates forecasts and Collection Funds and any grant changes.**

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1. BACKGROUND

1.1 It is a statutory requirement under the Local Government Finance Act 1992 for the Council to set a balanced budget "before 11 March in the financial year preceding that for which it is set". In doing so, the Council undertakes financial planning covering a five year timescale that creates links with its longer term financial modelling and planning for the growth in demand for services. The budgets set out in this report are relatively robust for 2017-18 given the information the Council has available at this point, but they also suggest likely budget figures for 2018-19 and for the three years after this.

1.2 The Business Plan forecasts become more difficult to project with the passage of time and are therefore updated annually to reflect more accurate information as it becomes available. In recent years, inflation and interest has been relatively stable and therefore those elements of the cost base have been reasonably straight forward to project. However, demand for services has been far less stable, particularly when coupled with projecting the impact of service transformation on demand-led services.

1.3 This paper is designed to take General Purposes Committee (GPC) through the key issues contained within the Business Plan prior to formal recommendation by GPC for Council decision in February. The accompanying draft Business Plan will be circulated separately to this paper and will not be re-issued in full prior to Council on 14th February.

2. UPDATE ON BUSINESS PLAN PROPOSALS AND FUNDING

2.1 There have been some amendments to the draft revenue proposals since the last update to GPC on 10 January 2017. The changes are shown in the table below. Negative figures improve the position, positive figures worsen the position.

Reference	Title	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000
Savings to find as per 10 January 2017		4,510	1,692	10,656	12,187	9,879
A/R.4.020	Learning Disability	-200	-	-	-	-
A/R.4.022	Ongoing underspends redistribution and rebaselining	200	-	-	-	-
A/R.6.245	Cambridgeshire Race, Equality and Diversity Service (CREDs)	600	-	-	-	-
A/R.7.106	Reduction in income de-delegated from Schools to CREDs	-600	-	-	-	-
C/R.6.107	Capitalisation of redundancies	-1,000	-	1,000	-	-
G/R.6.004	Capitalisation of interest on borrowing	-2,098	-161	310	1,215	-22
Revised savings to find		**1,412**	**1,531**	**11,966**	**13,402**	**9,857**

2.2 The supporting narrative for these changes is given below:

- **Capitalisation of redundancies** – The Flexible Use of Capital Receipts direction allows qualifying expenditure to be funded from capital receipts received in that year. Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs or demand for services in future years for any of the public sector delivery partners. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility. As the Council's redundancy costs will be a direct result of transformation, this is deemed to qualify.

- **Capitalisation of interest on borrowing** – The Council is looking to amend its accounting policy in 2017-18 to include the capitalisation of the cost of borrowing within all schemes until the point at which they become operational. Although the capitalised interest will initially be held on a Service basis within the Capital Programme, the funding will ultimately be moved to the appropriate schemes each year once exact figures have been calculated. This approach is permissible under the capital finance regulations that govern the framework within which local authorities operate.

2.3 Included in the savings gap above are a number of proposals which were rejected by Service Committees during the development of the Business Plan:

	2017-18 £000
B/R.6.106 – Remove Transport & Infrastructure Policy & Funding services that are not self-funding	20
B/R.6.107 – Remove Transport & Infrastructure Policy & Funding services that are not self-funding	30
B/R.6.104 – Reduction in Passenger Transport support	694
B/R.6.105 – Reduce staff following reduction in provision of passenger transport services	90
B/R.6.210 – Reduce Community Resilience and Development delivery work	85
B/R.6.215 – Reduce service levels in Archives	75
B/R.6.214 – Remove community grants	15
Total	**1,009**

All rejected proposals only had an impact in 2017-18.

2.4 The two corresponding capital schemes in relation to the Capitalisation of redundancies and the Capitalisation of Interest have also been included within the Capital Programme. These are the only changes to the Capital Programme since GPC on 10 January 2017.

3. BRIDGING THE BUDGET GAP

3.1 Since we commenced the process of reviewing the 2017-18 Business Planning process the Council has had a budgetary gap for each financial year of the Plan. Significant work has been undertaken to review all proposals within the Plan and validate projected savings against actual deliverability. As a consequence some savings have been scaled back and new savings have been identified. Some proposals, whilst deliverable, have been removed by Members as described in paragraph 2.3.

3.2 As notified to GPC on 10 January 2017, the provisional Local Government Finance Settlement published in December 2016 announced the Adult Social Care (ASC) Support Grant for 2017-18, resulting in an increase in funding compared to that budgeted of £714k. This is included in the budget figures provided throughout this report. Also announced through the settlement was the additional flexibility for social care authorities in levying the ASC precept, affording councils the option to 'front-load' the levy. The budget figures provided and the Business Plan as a whole is predicated on the assumption that the Council will not take advantage of this 'front-loading' and therefore will levy an increase in ASC precept of 2% and no increase in general Council Tax.

3.3 The options that can be provided, at this point, to bridge the gap of £1.4m and balance the budget are accounting/tax raising adjustments which fundamentally do not reduce the operating costs of the Council. These opportunities are set out in the table below and will enable each political group to consider alternative budget proposals.

	Opportunity	**2017-18 Budget £m**	**Advantages**	**Disadvantages**
1	Increase ASC precept to 3% for 2017-18 and 2018-19	2.5	Would ensure that the revenue is raised early. Would also provide opportunity for some additional investment.	Would marginally raise less than a 2% increase for each of the next three years. Additional revenue would need to be utilised for the delivery of ASC.
2	Increase general Council Tax by 2%	5.0	Would increase the cash value of future tax and ASC precepts. Would also provide opportunity for some additional investment.	Contrary to the Medium Term Financial Strategy (MTFS) agreed by Council in October 2016.
3	Use of funding released by change in Minimum Revenue Provision (MRP) policy to balance budget deficit	1.4	Easily deliverable.	Does not improve overall position of the Council's finances (as this is one-off funding) and reduces the scope to fund future years' transformation investments.
4	Re-instatement of the deliverable savings removed by service committees (does not include Council decisions)	1.0	Service savings are deliverable	Service committees have stated the proposals are too unpalatable. This option alone would not be sufficient to bridge the gap.
5	Use of the General Reserve	1.4	Easily deliverable.	Does not improve overall position of the Council's finances (as this is one-off funding). Short term solution as the sum would need to be replaced in 2018-19. Increased risk given the growing pressures of delivering a balanced outturn.

The amount of MRP funding shown in option 3 within this table represents that required to set a balanced budget. Members should note that the total MRP funding amount for 2017-18 not taken to the revenue account is £8.6m, but this reduces every year by around £0.6m.

3.4 The Chief Finance Officer's recommendation is option 3 – use of MRP funding. The impact of this on the budget over the period of the MTFS is shown in the table below:

	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000
Savings to find	-	2,943	11,966	13,402	9,857

4. STRATEGIC FRAMEWORK

4.1 The Strategic Framework sets out the Council's vision and high level priorities for the Business Plan period. Included within the Strategic Framework is detail around how the organisation intends to achieve its strategic aims, as well as the measures it will use to assess performance.

4.2 The Strategic Framework reflects the continuation of the Council's move to a new way of business planning. The development of the Council's Transformation Programme is reflected in the Framework, which in particular sets out the outcomes that will guide how the Council plans and operates to ensure that:

- Older people, people with disabilities and those at risk of harm live well independently
- Children reach their potential in settings and schools
- Children are safeguarded
- The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents
- People lead a healthy lifestyle and stay healthy for longer
- The places where people live supports a good quality of life

4.3 The Strategic Framework deliberately and consciously recognises that there has been significant progress made in moving to a model of transformation but that there is still a great deal of development needed to fully transform the Council and to fully establish a new business planning process.

5. MEDIUM TERM FINANCIAL STRATEGY

5.1 Budgetary Context

5.1.1. Following the vote to leave the European Union (EU) and looming Article 50 negotiations, the forecasts for UK economic growth have been revised down from 2.2% to 1.4% GDP growth per year to 2020-21. It is likely that the sluggish growth in the Eurozone and the slowing of the Chinese economy will also have an impact on domestic growth. Inflation in the UK fell below the government target of 2% for the first time since late 2009, reaching -0.1% in April 2015 as a result of reductions in the price of oil and food. However, Consumer Price Index (CPI) inflation is forecast to rise to 2% in early 2017, then to rise further before peaking at 2.6% in mid-2018. It is still expected that relatively high, and rising, employment levels will have an inflationary impact in the medium-term. Whilst forecasts take into account some assessment of risk, the uncertain international economic situation, and in particular the decision to leave the EU, could have a significant impact on the UK's position.

5.1.2 The Government's economic strategy, reconfirmed by the Chancellor in the Autumn Statement, remains committed to rebalancing the economy through a programme of austerity. However, the aim to return public finances to balance has been deferred to the next Parliament and, in the interim, cyclically-adjusted borrowing should be below 2% by the end of this Parliament instead.

5.1.3 The cyclically-adjusted budget deficit was halved during the last Parliament but the rate of reduction is now expected to slow and the latest forecast from the Office for Budget Responsibility (OBR) expects a deficit to remain until at least 2021-22, following the higher public spending announced in the Autumn Statement. The Government still plans to eliminate the deficit by a mixture of spending and fiscal consolidation. Current estimates indicate that Total Managed Expenditure will be reduced from 40% of Gross Domestic Product (GDP) in 2016-17 to 38% of GDP by 2019-20 and remain at that level through to 2021-22.

5.2 Revenue Budget 2017-18

5.2.1 For 2017-18, Cambridgeshire will receive £568m of funding, excluding grants retained by its schools but including the new Combined Authority Levy. The key sources of funding are Council Tax, for which an increase of 2% has been assumed (through the ASC precept) and Central Government grants (excluding grants to schools) which see a like for like reduction of 9% compared to 2016-17.

5.2.2 Total expenditure is £568m. The costs of the Council have risen primarily through inflationary and demand pressures, especially in respect of Adult Social Care and, increasingly, Children's Social Care.

5.2.3 In order to balance the budget in light of these pressures and reduced Government funding, savings of £32m have been required for 2017-18. In developing the proposed savings there has been a focus on the objectives set out in the Council's Strategic Framework.

5.2.4 This year the Council has revised its policy for fees and charges which is now supported by Best Practice Guidance, set out as an appendix to Section 2 of the Business Plan. The Council adopts a robust approach to reviews of fees and charges to ensure that it makes a conscious decision not to increase charges rather than this being the default position. The presumption within the MTFS, and therefore the budget allocations, is that fees and charges have been increased in line with inflation. This has enabled service committees to determine charges based on relative service priorities and outcomes. Detailed schedules of fees and charges were reviewed by the relevant service committees during the 2017-18 business planning process:

- CFA schedule of fees and charges (Appendix 3)
- CS schedule of fees and charges (Paragraph 5)
- ETE schedule of fees and charges (Appendix 4 – Statutory; Appendix 5 – Non Statutory)

5.2.5 For further information on the revenue budget, see sub-sections 4, 5 and 6 of the Budget Strategy (Section 2) within the Business Plan.

6. CAPITAL STRATEGY

6.1 Including current commitments, the Council will be spending £855.3m on capital investment in the county over the period of the Business Plan. This is in addition to previous expenditure of £407.1m on some of these schemes, creating a total Capital Programme value of £1.26 billion. For 2017-18, the Council's proposed expenditure on its capital programme is £264.9m. This is financed by a combination of the following funding streams:

- Central Government and external grants (£81.4m);
- Section 106 and external contributions (£37.1m);
- Prudential borrowing (£62.5m); and
- Capital receipts (£83.9m).

6.2 Alongside updates to previously agreed schemes, additional investment proposals this year include several new school schemes, capitalisation of Integrated Community Equipment (13m), Citizen First, Digital First (£3.5m), Capitalisation of Transformation Team (£2.6m), Capitalisation of Redundancies (£2m) and Capitalisation of Interest Costs (£9.5m).

6.3 The value of Invest to Save or Invest to Earn capital schemes (schemes that pay for themselves over the medium term through revenue savings or increased income generation) has increased this year, primarily due to the Housing Provision schemes. Investing in housing as a commercial developer will be delivered through the Council's wholly owned company. The company was incorporated in 2016 and the first new homes will be delivered by the company in 2017.

6.4 An advisory debt charges limit was set by Council early in the 2015-16 business planning process. Despite an increase in the level of borrowing required (excluding changes to Housing schemes), the programme has actually managed to achieve a saving on the debt charges budget when compared to the 2016-17 Business Plan; this budget is now forecast to spend £22.7 million in 2017-18, increasing to £22.9 million by 2021-22. This is as a result of a combination of factors, including; additional slippage on the current Capital Programme, an updated forecast for MRP charges, a change in policy to capitalise interest costs for non-operational schemes, a favourable change to medium-term interest rate forecasts and updates to how the Housing schemes are shown within both the Capital Programme and the debt charges budget.

6.5 Although the majority of funding for significant Government capital grants has already been announced for 2017-18, the Council is still expecting DfE announcements regarding Devolved Formula Capital and School Condition Allocations, however these are anticipated to be in line with previous years.

7. ROBUSTNESS OF ESTIMATES AND ADEQUACY OF RESERVES

7.1 The Local Government Act 2003 (Section 25) requires that when a local authority is agreeing its annual budget, and precept, the Chief Finance Officer must report to it on the following matters:

- the robustness of the estimates made for the purposes of the calculations; and
- the adequacy of the proposed financial reserves.

7.2 This statement will be considered in full within the Business Plan papers by Council in February. However, to assist the Committee in being able to recommend a budget to Council an overview of the current position is set out below.

7.3 The Council continues to balance rising demands for services through the general growth in population and increasing longevity rates. Over the last twelve months there has been substantial pressure within the Looked After Children area which has created significant pressures on the budget for the year. This shows no sign of abating going in to 2017-18.

7.4 A significant amount of work has been undertaken during the year to re-align budgets to more accurately reflect the actual demand for services. This has resulted in some movement in budgets between adults' and children's services. This has also led to some re-assessments of a number of the savings proposals that were included within the base budget for the year that, in hindsight, were undeliverable to the level proposed. As a consequence of this re-baselining there is more confidence in the deliverability of the financial plans as set out in the 2017-18 Business Plan.

7.5 Delivering a balanced outturn for 2017-18, however, is not without its challenges. We have seen within the current year that in spite of significant scrutiny and challenge the Council as a whole is likely to have a small overspend by the year end. These challenges will only exacerbate going forward as the Council rightly strips out all contingencies that are built in to the base budget.

7.6 As the budget becomes leaner, dealing with exceptions – be these the weather or other non-predictable factors beyond the Council's control – becomes increasingly more difficult to manage within the base budget. In previous years, the Council was able to draw upon substantial departmental reserves to mitigate against financial difficulties in year, which at one point were well in excess of £10m. GPC agreed a change to the policy of having departmental reserves and these reserves will be fully expunged by the end of this financial year. Removing in-built contingencies and departmental reserves should not be seen as negatives, however, as that is the purpose of carrying the General Reserve.

7.7 The General Reserve is specifically held to mitigate against any in-year pressures beyond those that have been built into the Business Plan. Four years ago the Council agreed a policy that the General Reserve should be held at no less than 3% of gross non-school spending to cover any such incidents. This currently equates to a figure of £16.3m.

7.8 When the Council agreed to increase the General Reserve to 3% of gross non-school expenditure it did so against the backcloth of a risk assessment that reviewed key areas of spend and the likelihood of significant budget variations in those areas. The risks associated with delivery have not diminished and therefore it is the Chief Finance Officer's opinion that the level of the General Reserve should remain at 3%. As a consequence, any known draw on this Reserve that takes it below this threshold should be balanced with a contribution from within the base budget for the following financial year.

7.9 Members will be aware that in the current year the projected outturn as set out in the Integrated Resources and Performance Report shows that it is anticipated that there will be an overspend of around £1.8m. Elsewhere in the proposals set out in this report is a proposal to capitalise 2017-18 and 2018-19 redundancy costs that in 2016-17 are currently being charged to revenue. It is permissible under the capital regulations within which local authorities operate to capitalise such expenditure, but to date the Council has not adopted this approach.

7.10 Were it to do so for 2017-18, it would be logical to do so for the costs incurred within 2016-17, if sufficient Capital Receipts are available (the Council is predicting to receive over £3m in receipts by the end of the year, however only £0.2m have actually been received to date). As a consequence, this would reduce the projected overspend by around £1.5m and the balance of this overspend then becomes immaterial and can be funded through the residual sums held within office reserves. Therefore, subject to obtaining sufficient Capital Receipts, Council can consider the proposals contained within the Business Plan unfettered by any considerations of having to make a further contribution to the General Reserve.

8. TREASURY MANAGEMENT STRATEGY

8.1 The Council is required to approve Prudential Indicators for 2017-18 to 2021-22. These include indicators showing the cost of servicing debt as a percentage of revenue expenditure and the Council's underlying borrowing requirement. Fixed and variable interest rate exposure and the maturity profile of debt are also reported.

8.2 An under borrowed position will be maintained throughout 2017-18. This means that borrowing has been reduced through the use of cash balances thereby keeping borrowing costs down. As a result cash balances are generally low and the level of loan debt is lower than it might otherwise be. However loan debt is expected to rise significantly throughout the Business Plan period as a direct result of capital investment.

8.3 The Council will continue to prioritise the security and liquidity of capital and achieve an investment return that is commensurate with these priorities. A prudent investment strategy is followed and external advice provides a guide on the creditworthiness of institutions. The majority of the Council's investments are in liquid instruments and shorter term deposits with Money Market Funds and high credit quality banks.

9. COMMUNITY IMPACT ASSESSMENTS

9.1 The Equality Duty set out in S149 of the Equality Act requires the Council to consciously think about the following three aims as an integral part of developing policy, making decisions, and providing services:

- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the act
- Advance equality of opportunity between people who share a protected characteristic and people who do not share it
- Foster good relations between people who share a protected characteristic and people who do not share it

9.2 The Council takes very seriously the need to be aware of the impact that our policies, decisions, and services have on communities across Cambridgeshire, and the importance of using this information to inform the preparation of the Business Plan. Where relevant, for each of the detailed proposals, services have undertaken a Community Impact Assessment (CIA).

9.3 CIAs have been prepared alongside the development of detailed proposals and are published in Section 4 of the Plan.

10. BUDGET CONSULTATION

10.1 The Council carries out an extensive consultation process to inform the business planning process. This year's methodology was as follows.

10.2 A household survey of approximately 1,300 residents was undertaken, so the results are significant at a County level. The sample was a stratified, random sample – that is to say that participants were randomly selected within the criteria of having a final sample that reflects the age and location structure of the County's population. The survey was competitively tendered and awarded to M-E-L Research, who undertook a public survey to better understand residents' views on Council priorities and a proposed increase to Council Tax. In total 1,327 residents participated in a face-to face interview during the month of September 2016.

10.3 As with previous years there was an accompanying digital / on-line consultation with a short animation to explain the Council's budget position. Unlike last year where the on-line survey was the main element of our consultation, this year the approach was very much to see this as an additional activity. The on-line survey was made available on the Council's website and supported by a short animated video. The links to the survey and video were then promoted on the front page of the Council's website, via mailing lists to organisations such as parish councils, and via Facebook. A total of 201 people responded to the survey.

10.4 Officers took the opportunity to attend community events during the consultation timescale (September 2016) to talk to the public in detail about the budget options and the challenges faced by the organisation. Council Members and officers talked with well over 350 people (some interviewed as part of groups) at five separate events around the County. 342 people were able to indicate the level of Council Tax increase that they would be happy with. This choice was made after people were shown information about the Council's budget challenge and the current costs of services. The interviewers asked people why they were making their particular choice and which services were particularly valued.

10.5 The results of this consultation activity were reported to GPC in November 2016; the full consultation report is included as Section 5 of the Plan.

11. ALIGNMENT WITH PRIORITIES AND WAYS OF WORKING

11.1 The Business Plan's purpose is to consider and review the Authority's vision and priorities therefore no additional comments are made here.

12. SIGNIFICANT IMPLICATIONS

12.1 Resource Implications

This report outlines the overall resource position for the Council over the business planning cycle 2017-22.

12.2 Statutory, Risk and Legal Implications

Business planning proposals will inevitably carry statutory, risk and legal implications. These are addressed alongside each proposal where appropriate, and also in more detail at service committee meetings. More generally, it is recognised that the Council requires significant transformation of its services, in collaboration with partners, in order to meet the challenges ahead. There is significant risk if that transformation is not achieved.

Effective risk management is a fundamental requirement for the treasury management function, and this theme runs clearly throughout the Treasury Management in Public Services: Code of Practice and Cross-Sectorial Guidance Notes. The Council's Treasury Management Policy, Treasury Management Practices (TMPs) and Schedules, and Treasury Management Strategy for 2017-18 outline the ways in which treasury management risk will be determined, managed and controlled.

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

12.3 Equality and Diversity Implications

Community Impact Assessments have been completed for the proposals considered in this report, and are attached as appendices.

12.4 Engagement and Consultation Implications

Significant consultation has been taken out as part of the Business Planning Process. This is highlighted within section 9 of this report.

12.5 Localism and Local Member Involvement

Business Planning Proposals have been developed with significant Member involvement and consideration of the implications for localism.

12.6 Public Health Implications

These are dealt with specifically in the proposals relating to the Health Committee, and where there are implications for work of other Committees these are highlighted.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Chris Malyon
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	Yes Fiona McMillan
Are there any Equality and Diversity implications?	Yes Amanda Askham
Have any engagement and communication implications been cleared by Communications?	Yes Mark Miller
Are there any Localism and Local Member involvement issues?	Yes Mark Miller
Have any Public Health implications been cleared by Public Health	Yes Tess Campbell

Source Documents	Location
The County Council 2016-17 Business Plan	http://www.cambridgeshire.gov.uk/info/20043/finance_and_budget/90/business_plan_2016_to_2017
Consultation Results for the 2017-18 Business Plan	http://tinyurl.com/juhee27