

# GENERAL PURPOSES COMMITTEE



**Date: Tuesday, 22 December 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**

**1 Apologies and Declarations of Interest**

*Guidance for Councillors on declaring interests is available at*

<http://tinyurl.com/cccd-dec-of-interests>

**2 Minutes - 24th November 2015 and Action Log**

**5 - 20**

**3 Petitions**

### **KEY DECISIONS**

**4 Integrated Resources and Performance Report for the period  
ending 31st October 2015**

**21 - 42**

## OTHER DECISIONS

<b>5</b>	<b>Overview of Business Planning Proposals</b>	<b>43 - 204</b>
<b>6</b>	<b>Recruitment and Retention Strategy: Social Care Services</b>	<b>205 - 232</b>
<b>7</b>	<b>Finance and Performance Report - October 2015</b>	<b>233 - 264</b>
<b>8</b>	<b>Minimum Revenue Provision Policy</b>	<b>265 - 272</b>
<b>9</b>	<b>General Purposes Committee Agenda Plan, Training Plan and Appointments to Outside Bodies, Partnership Liaison and Advisory Groups, and Internal Advisory Groups and Panels</b>	<b>273 - 284</b>

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

Clerk Email: [michelle.rowe@cambridgeshire.gov.uk](mailto:michelle.rowe@cambridgeshire.gov.uk)

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Council and political Group Leaders which can be accessed via the following link or made available on request: <http://tinyurl.com/ccf-film-record>.

Public speaking on the agenda items above is encouraged. Speakers must register their intention to speak by contacting the Democratic Services Officer no later than 12.00 noon three working days before the meeting. Full details of arrangements for public speaking are set out in Part 4, Part 4.4 of the Council's Constitution <http://tinyurl.com/cambs-constitution>.

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## **GENERAL PURPOSES COMMITTEE: MINUTES**

**Date:** Tuesday, 24th November 2015

**Time:** 10.00a.m. – 13.05p.m.

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

**Apologies:** Councillors Bailey and D Brown

### **166. DECLARATIONS OF INTEREST**

Councillors Schumann and Rouse declared a non-statutory disclosable interest under the Code of Conduct in relation to Minute 170, as the Chairman and Vice-Chairman respectively of East Cambridgeshire District Council's Planning Committee and did not take part in the discussion or vote.

### **167. MINUTES – 20TH OCTOBER 2015 AND ACTION LOG**

The minutes of the meeting held on 20th October 2015 were agreed as a correct record and signed by the Chairman. The Action Log and following updates were noted:

- Item 157: the detailed proposals to be presented to the Committee regarding the associated costs of implementing the new Operating Model for Business Planning would be presented following the General Purposes Committee/Strategic Management Team workshop on 24 November 2015. **Action Required.**
- Item 160: the Chairman of Highways and Community Infrastructure Policy and Service Committee reported that he had met with officers regarding the Council's document storage policy. He informed the Committee that National Archives had a different statutory remit to storing documents, which was less than the statutory requirement for the Council.
- Carry over from meeting of 28 July 2015: the Chief Finance Officer reported that the final draft of the Accountable Body Agreement was still awaiting sign-off by the Local Enterprise Partnership's Legal Team. He acknowledged that this action had been outstanding for some time and he would now be pursuing it with some haste. **Action Required.**

### **168. PETITIONS**

No petitions were received.

### **169. MARCH – MAPLE GROVE COMMUNITY GROUP – LEASE DISPOSAL**

The Committee considered a report seeking its authority for the Council to enter into a long leasehold disposal at less than best consideration to enable the Council to address

the shortage in 2, 3 and 4 year old places in the Maple Grove area of March via the proposed expansion of Maple Grove Community Group premises. It was noted that the Council currently leased an area of land to the Group on Westwood Primary School for a 60 year term at a peppercorn rent. A proposed extension to the build would increase the Group's demise and require the Council to grant a new lease. It was proposed that the Council lease the whole of the preschool premises and dedicated external play area on a full repairing and insuring basis for the remaining residual term of 46 years at a peppercorn rate. The Committee was reminded that the length of the proposed lease exceeded the terms of delegation to officers.

Speaking as a Local Member, the Chairman reported that he was in favour of the proposal. One Member commented that it was good to hear that the Council was investing in worthwhile projects in times of austerity.

It was resolved unanimously to:

authorise the County Council to enter into a surrender and renewal of a lease of land and buildings to the Maple Grove Community Group at less than best consideration, on terms to be agreed by the Head of Strategic Assets, in consultation with the Chairman of the General Purposes Committee.

## **170. SOHAM SOLAR PARK**

The Committee received a report detailing a proposal to build a 60 acre solar farm on the County Council's Rural Estate at Triangle Farm, Soham. Members were reminded that they had already given authority for this project to proceed in line with the Council's governance requirements. However, a further decision was sought in order to meet the precise wording for the Council's project to be part of that authority required by central Government's governance. Attention was drawn to paragraph 2.1 which detailed the Low Carbon Contract Company's specific requirements.

In response to questions, officers commented as follows:

- it was impossible to make provision for Government changes to legislation. The Council had a contract for a specific price which was committed to provide returns. The Chairman reported that whilst the Government had changed legislation in relation to feed in tariffs this was in connection with new installations only. The Chief Finance Officer assured the Committee that the business case was still viable.
- the Council was currently working with UK Power Networks (UKPN) to upgrade the existing connection point at Burwell, which was expected to be completed by September/October 2016; the timing of the Solar Park was linked to that completion date.
- the total project costs included a contingency if the output was not picked up in full. However, the Committee was reminded that the Service Provider had given the Council a performance guarantee of significantly over 90% so it was in their interest to perform above this threshold.

- the total project costs had included an element of contingency for construction costs. Members were informed that this desk top approximation had now come down by 6%.
- there were opportunities for co-location involving a neighbouring tenant who wished to use the land for educational purposes, and for the grazing of sheep.
- acknowledged the need to ensure the exact recommendation required by central Government was submitted to Committee in future reports in order to avoid the same report coming back.

It was resolved to agree to:

authorise the development of the Solar Farm project and the specific commitments set out within this report and delegate any amendments to the non-financial elements to the Chief Finance Officer in consultation with the Chairman of General Purposes Committee.

#### **171. SERVICE COMMITTEE REVIEW OF DRAFT REVENUE BUSINESS PLANNING PROPOSALS FOR 2016/17 TO 2020/21**

The Committee considered a report detailing an overview of the draft Business Plan Revenue Proposals for Corporate and LGSS Managed Services. The Chief Finance Officer reminded Members that the Policy and Service Committees were considering proposals to meet the financial challenges the Council was expecting and that General Purposes Committee needed to do the same for the two areas within its remit. During discussion of the report, Members made the following comments:

- queried the arrangements for disposing of Castle Court. The Chief Finance Officer reported that a long-term lease had been granted subject to planning approval. He reported that there had been a number of issues which had now been resolved. The planning application would be considered by Cambridge City Council in the next few weeks and was supported by its planning officers.
- highlighted the need to provide an explanation in relation to the last line in the table in 2.3 as the figures could look strange to a member of the public. The Chief Finance Officer reported that this block did not relate to the Consumer Price Index (CPI). He explained that the employer pension contribution was based on a revaluation every three years of the Pension Fund.
- highlighted the need to increase Council Tax. One Member reported that it was clear there was now very little fat left to cut as the Council had already reduced significantly its back office functions. She highlighted a rumour regarding a proposal from government to local authorities in England to increase council tax by 2% to cover a funding shortfall in adult social care. However, she was nervous as to what this could mean to the Council's settlement in December. She therefore hoped that other Members would support a possible 4% increase in Council Tax. The Leader of UKIP reminded the Committee that UKIP would oppose any increase in Council Tax because of the effect of those who were not so well off. The Chief Finance

Officer reported that he would issue a briefing note on the Chancellor's Spending Review. **Action Required.**

- expressed concern about the gap in funding to support the Transformation Team and highlighted the need to clarify in the report exactly what the Team provided. The Director Customer Service and Transformation explained that it was proposed to remove £147k from the Transformation Team as part of the total savings for Corporate Services. She informed the Committee that the Team had led on moving activities online for customers, staff and partners. It had also worked with Facilities Management on property rationalisation, and supported colleagues in other services as part of projects such as the Transforming Lives programme in Adult Services. Investment in transformation needed to be retained if the Council was going to achieve its ambitions and support the new Chief Executive's focus using a Customer First approach to delivery.
- expressed concern that Members were being asked to endorse a direction of travel which did not provide an outcome budget. One Member was of the view that the Committee needed to understand the new proposals from the Chief Executive in the light of investment to be made. He therefore felt he was being asked to make an uninformed decision. The Chairman explained that the report detailed draft savings which would be considered by the Committee as part of the full draft Business Plan at its meetings in December and January.
- highlighted the fact that District Councils were being asked to take on certain transformation functions in relation to Voluntary Sector grants and queried whether any discussions had taken place with them. The Chairman drew the attention of all Members to the Community Impact Assessments (CIA) attached as appendices to the report. It was noted that Appendix C in particular provided information in relation to changes to voluntary sector infrastructure contracts. Once the savings had been identified it was proposed to invite all Districts Councils and other partners such as the Clinical Commissioning Group, Fire and Police to engage. The Director Customer Service and Transformation reminded the Committee that £20k of the reduction of £30k had not been claimed as it required match funding so the only real-term reduction from 2015/16 was £10k. Members noted that it was proposed to reshape support in line with the Community Resilience Strategy.
- highlighted the danger of rural isolation reflected in the CIA for changes to voluntary sector infrastructure contracts. However, it was acknowledged that the changes could result in improved delivery as a result of better collaboration. The Director Customer Services and Transformation reported that it was proposed to talk to the sector to encourage separate groups to come together to work more collaboratively to achieve the best impact for the sector. It was noted that a meeting had been arranged for Friday 27 November.
- highlighted the need for clarity in relation to spend on transformation as doing better was not transformation. The Director Customer Services and Transformation reported that this was the challenge the new Chief Executive was bringing to the Council. One Member highlighted the need for a timetable for change.



- queried why Members did not have the same access as officers on their tablets to enable them to work more effectively. The Chairman reported that there was an IT Project Working Group considering this issue. It was proposing to roll out the same equipment issued to staff to members in order to save money on printing. One Member requested a timetable for this project. The Director Customer Services and Transformation agreed to bring this issue back to Committee. **Action Required.**
- queried why the CPI was being quoted as positive when the country had been in deflation for some time. One Member suggested that if the Council remained in deflation most budget requirements would cost less. The Chairman reported that the tables produced in the report reflected a snap shot in time based on Government data. He acknowledged that inflation was currently nowhere near what had been predicted by Government. The Chief Finance Officer reported that work had been carried out for the next cycle of meetings detailing the impact in the short term, and the long term which was less easy to predict. He acknowledged that it was a fair challenge but reminded the Committee that not all the Council's costs were driven by CPI inflation. He highlighted the detrimental impact of low inflation on the renegotiation of care contracts.
- queried the increase in pay of 2% for admin and management bands particularly when it was likely to be closer to 1%. The Chief Finance Officer reported that the Chancellor had indicated that public sector pay would not increase above 1%. However, it was noted that this was likely to lead to disruption nationally.
- highlighted the fact that the Council could not go on and on cutting services without impacting on front line services. It was therefore important to consider how transformation was reported. The Chairman acknowledged that the hidden cost of being ultra efficient was the increase in risk and whether the Council could manage it.
- requested information on the cost of various increases and decreases in Council Tax. **Action Required.** The Chairman reported that 1% equated to £2.4m.

In conclusion, the Chairman urged political groups to bring any alternative budgets through the Committee system.

It was resolved unanimously to:

- a) note the overview and context provided for the 2016/17 to 2020/21 Business Plan revenue proposals for the Service;
- b) comment on the draft revenue savings proposals that were within the remit of the General Purposes Committee for 2016/17 to 2020/21, and endorse them to the General Purposes Committee as part of the consideration for the Council's overall Business Plan;
- c) approve the funding of the current transformation resource in Corporate Services for 2016/17 through the use of the Corporate Services operational reserves of £673k (based on October 2015 outturn position); and

- d) note the insufficient resource to support the on-going delivery of the Council's transformation programme, and support the bid that had been made to the Operating Model Implementation Reserve to cover the shortfall in 2016-17, and note the work required to identify support for transformation for 2017-18.

## **172. TREASURY MANAGEMENT QUARTER TWO REPORT**

The Committee received the second quarterly update on the Treasury Management Strategy 2015-16 approved by Council in February 2015. The Chief Finance Officer advised Members that it was proposed following a request from Group Leaders to provide an abridged version in future with supporting information available via hyperlinks in the document.

During discussion, one Member highlighted the gap between borrowing and headroom on page 67. She reported that headroom had been used previously to invest in infrastructure in order to grow the economy. The Council did not now have the revenue budget in order to fund capital borrowing. The Chairman reported that he was of the view that each and every proposal needed to be considered on its merits and balanced against the Council's revenue position. The Council currently had invest to save proposals and there might be a case to put funding into other projects in order to unlock valuable resource. Government had indicated that local authorities would be able to retain extra business rates which would give the Council greater flexibility.

Members queried when the Municipal Bonds Agency would become active. The Chairman explained that the report reflected the most up to date information following a meeting six weeks ago. The Chief Finance Officer added that there was unlikely to be any lending before the end of the financial year. Another Member highlighted the need to consider innovative ways of renegotiating major contracts such as the Highways Contract. Members were informed that this contract was currently out to tender and competitive dialogue was taking place which involved asking parties what they could provide to the Council in terms of savings.

It was resolved unanimously to:

- a) Note the Treasury Management Quarter Two Report 2015-16;and
- b) Forward the report to full Council to note.

## **173. INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING 30TH SEPTEMBER 2015**

The Committee received a report detailing the financial and performance information to assess progress in delivering the Council's Business Plan. The Chief Finance Officer advised Members that it was proposed following a request from Group Leaders to provide an abridged version in future with supporting information available via hyperlinks in the document. It was noted that the overall revenue budget position had improved since the last meeting and was now showing a forecast year end underspend of £1.025m. There were two areas project an overspend relating to Looked After Children (LAC) and LGSS Managed. Attention was drawn to the Capital Programme which continued to slip resulting in a favourable variance in capital financing. Finally he

drew attention to key performance indicators in particular the indicator relating to 'Out of work' benefits claimants. The target was incorrect as it showed the absolute amount rather than the margin. It was therefore proposed to change the target to the baseline minimum of 7.2 from the absolute amount of 12.

The Chairman invited the Executive Director: Children, Families and Adults (CFA) to the meeting to answer questions on his budget. Members raised the following issues:

- queried how CFA proposed to deliver its budget proposals in relation to LAC when the number of children appeared to be increasing. The Executive Director reported that the Service needed to explore the issues behind the following: number of children; length in care; and unit cost of care. The Service was reviewing early help services to find out why so many children were going into care without an assessment. The Service needed to work better with schools and other partners to improve the effectiveness of early help services in spotting trends and better supporting mothers with multiple children in going into care. There was a need to review the unit cost of care in particular the use of independent fostering agencies rather than in-house fostering. Commissioning plans for specialist provision had been shared with social workers to help them try and identify something different in terms of more intensive support in the community. The Service was working with Coram to speed up adoption arrangements and to make it easier to move from fostering to adoption. Quality assurance work was also taking place to challenge activity such as high contracts. The Executive Director reported that it was proposed to refresh the current strategy in relation to LAC, which would include these plans.
- highlighted, as Chairwoman of the Children and Young People Policy and Service Committee the greater risk of leaving children in homes with support where previously the Council might not have done. It was therefore important that the Council managed this risk. The Executive Director added that the Council was not changing its thresholds for support and it would continue to keep a close eye on the safety of a child and bring it into care if necessary.
- queried how the Council compare nationally with other authorities in relation to the cost of care packages. The Executive Director reported that work carried out in the East of England had identified that only Essex County Council had lower rates. The Council was one of only three local authorities where the number of LAC had increased. It was therefore trying to learn from Essex as to how it configured its early help services. It was also talking to other authorities he used in-house fostering more than independent.
- highlighted the need to learn from Peterborough City Council given that the Council now had a shared Chief Executive. The Executive Director acknowledged this point and informed the Committee that the cost per child was comparable with Peterborough. The Council was not out of line regarding how much it paid agencies but it used more independent agencies than other authorities.
- queried whether CFA would deliver a balanced budget at year end. The Executive Director reported that the overspend was approximately £830k at the end of

October. There were improving trends in home to school transport so he expected to be very close although Children Social Care activity had spiked recently.

- queried how long the work detailed in the revised LAC Strategy would take. The Executive Director explained that the strategy reflected ongoing work which would hopefully result in improvements in foster carer numbers by the end of the year. The outcome of the working being undertaken with Coram was expected by 1 April 2016. Both actions would be reflected in budget plans for next year.
- queried how it was proposed to increase in-house fostering. It was noted that a number of people had come forward as a result of the refugee crisis. It was also hoped that the community resources could be utilise as part of the Community Resilience Strategy to support children in the community.
- highlighted the fact that a number of children did not have a Common Assessment Framework but it was proposed to reduce resources to Locality Teams which would have an impact on preventing children coming into care. Welcomed the proposal to encourage foster parents to adopt but highlighted the fact that it was proposed to cut financial support to two years. The Executive Director reported that the change in allowance for Adopters would bring the Council in line with the majority of authorities. He did not believe that it would have a significant impact. He acknowledged that the reduction in funding for early help service would impact on children on the edge of care. He was hosting a weekly meeting with Social Care and Early Help Manager to consider the views of children and to find out what was going on.
- highlighted the fact that if the ratio for fostering was reversed it could save the Council £3m.
- queried the correlation between levels of poverty and children taken into care. It was noted that there was a loose correlation in relation to deprived areas and children coming into care as a result of neglect. Sexual abuse was not income related.

The Committee discussed other issues in the report. The Chairman of the Health Committee drew attention to the table on page 83 showing zero for Public Health. He explained that Public Health received a ring-fenced grant which had been reduced in year by 7% by Government. The Service had managed to absorb this reduction without reducing funding it allocated to other services to deliver health projects.

It was resolved unanimously to:

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

## **174. FINANCE AND PERFORMANCE REPORT – SEPTEMBER 2015**

The Committee was presented with the September 2015 Finance and Performance report for Corporate Services and LGSS Cambridge Office. The Vice-Chairman reminded the Committee that the vast majority of costs were outside the control of the

Council such as Insurance and External Audit. However, there were proposals to address the overspend in LGSS Managed and deliver a balanced position by year-end.

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

## **175. CHARGING ARRANGEMENTS FOR DISABLED BLUE BADGES**

The Committee considered a report detailing background information on the Blue Badge Scheme and a proposal to increase charges from April 2016 and carry out consultation around the scheme. The Chairman proposed an amendment seconded by Councillor Bullen to add an additional recommendation to consider recommending to Full Council, as part of the Business Planning for 2016/17, that if at any point in the future the Government increases the statutory maximum fees for Blue Badges then the County Council would increase its fees accordingly.

During discussion of the amendment, one Member highlighted the need to consider carefully the CIA attached to the report. He suggested that any proposal to increase would depend on the Council's current situation. He was particularly concerned that the cost of any increased would be passed on to the Council's most vulnerable residents and felt this amendment should not pre-empt the consultation. The Chairman explained that any decision would not be irrevocable. Another Member reported that he had spoken to some disabled residents who had indicated that they were prepared to pay the full cost of their Blue Badge in order to be able to park conveniently free of charge. On being put to the vote the amendment was carried.

One Member queried how many applications the Council refused. Members were advised that it was small number and the application fee was refunded. The Chairman asked to receive the number. **Action Required.** Members also queried whether residents receiving Blue Badges had to pay for a residents' parking permit. **Action Required.**

It was resolved to:

- Note the information provided on the Council's current subsidy of the Blue Badge scheme;
- Note the current Business Planning proposal to increase Blue Badge charges from April 2016 for new and replacement Badges to the maximum permitted under legislation;
- Approve a consultation to further understand the community impact of the proposed increase; and
- Consider recommending to Full Council, as part of the Business Planning for 2016/17, that if at any point in the future the Government increases the statutory maximum fees for Blue Badges then the County Council would increase its fees accordingly.

**176. 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. In relation to its meeting on 22nd December 2015, items 4 and 6 had been moved to January. The following items had been added: Integrated Resources and Performance Report and Finance and Performance Report. Members were also asked to appoint a representative to the Cambridgeshire County Council's employees disability support group and substitute members to the Cambridgeshire Police and Crime Panel.

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:
  - the appointment of Councillor Mandy Smith to Cambridgeshire County Council's employees disability support group; and
  - the appointment of the following substitutes to the Cambridgeshire Police and Crime Panel.

Councillor Schumann (Con)  
Councillor Reeve (UKIP)  
Councillor Jenkins (LD)

**177. EXCLUSION OF PRESS AND PUBLIC**

Councillor Bullen questioned why the public needed to be excluded. The Executive Director: Economy, Transport and Environment explained that the report provided the direction of travel for major negotiations with a professional company. It would therefore be very difficult to enter into these negotiations if the company was made aware of the Council's position. Councillor Bullen commented that the Council was not yet in those negotiations and that the report should therefore not be confidential. His views were shared by some members. The Chairman of the Staffing and Appeals Committee reported that following similar issues, his committee had asked the Chief Executive to arrange for a communication strategy to be prepared and shared for all future confidential reports; this would then make it clear to Members when information could be released.

Before putting the resolution proposed by the Chairman and seconded by the Vice-Chairman to the vote, as permitted under Part 4 - Rules of Procedure, Part 4.4 - Committee and Sub-Committee Meetings, Section 18 Voting of the Council's Constitution, the following five members requested a recorded vote: Councillors Bullen, Cearns, Nethsingha, Reeve and Tew. It was resolved:

That the press and public be excluded from the meeting during the consideration of the following report on the grounds that it was likely to involve the disclosure of exempt information under paragraphs 3 & 5 of Schedule 12A of the Local Government Act 1972 as it referred 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.

*[Councillors Bates, Count, Criswell, Hickford, Hipkin, Jenkins, McGuire, Nethsingha, Orgee, Rouse, Schumann, Walsh and Whitehead voted in favour; Councillors Bullen, Cearn, Reeve and Tew voted against]*

#### **178. WASTE PRIVATE FINANCE INITIATIVE CONTRACT**

The Committee received a report on the Waste Private Finance Initiative (PFI) Contract.

It was resolved to agree the recommendations as set out in the report.

Chairman





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

This log captures the actions arising from the General Purposes Committee on 24th November 2015 and updates members on the progress on compliance in delivering the necessary actions.

This is the updated action log as at Wednesday, 14th December 2015.

**Minutes of 24th November 2015**

<b>Item No.</b>	<b>Item</b>	<b>Action to be taken by</b>	<b>Action</b>	<b>Comments</b>	<b>Completed</b>
<b>167.</b>	<b>Minutes – 20th October 2015 and Action Log</b>	C Malyon	Detailed proposals to be presented to the Committee regarding the associated costs of implementing the new Operating Model for Business Planning.	To be presented following the General Purposes Committee/Strategic Management Team workshop on 24 November 2015.	Yes
“	<b>As above</b> <b>Ely Hub and Cambridgeshire Archives</b>	Cllr Hickford & Spokes/ G Hughes	H&CIC to consider whether it wishes to review the Council's document storage policy.	To be considered by H&CI Spokes in December.	Ongoing

Item No.	Item	Action to be taken by	Action	Comments	Completed
171.	<b>Service Committee Review of Draft Revenue Business Planning Proposals for 2016/17 to 2020/21</b>	C Malyon	The Chief Finance Officer to issue a briefing note on the Chancellor's Spending Review.	Briefing was emailed to all Members on 26 November 2015.	Yes
	<b>As above</b>	S Grace	Report back on work underway to issue all Members with laptops/tablets.		
	<b>As above</b>	C Malyon	Information on the cost of various increases and decreases in Council Tax.	Covered in the GPC Workshop on 11 December 2015.	Yes
175.	<b>Charging Arrangements for Disabled Blue Badges</b>	S Grace	How many applications the Council has refused.	Due to a change over in IT systems it is taking longer than expected to determine historical refused applications. The information will be shared with GPC as soon as it is available.	Yes
		G Hughes	Do residents receiving Blue Badges have to pay for a residents' parking permit.	The Traffic Orders for residents parking allow anyone displaying a Blue Badge to park in a Residents bay without a duration on time. So any Resident as long as they display their Blue Badges they can park there for free without a Resident permit. Essentially therefore, as long as a resident with a blue badge always displays their blue badge, they would not need to buy a residents parking permit.	

Item No.	Item	Action to be taken by	Action	Comments	Completed
	<b>Carry over from meeting of 28 July 2015</b>	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>	Ongoing



**INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING  
31ST OCTOBER 2015**

*To:* **General Purposes Committee**

*Date:* **22nd December 2015**

*From:* **Chief Finance Officer**

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

*Forward Plan ref:* **2015/052** *Key decision:* **Yes**

*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:**

- a) Analyse resources and performance information and note the remedial action currently being taken and consider if any further remedial action is required.**
- b) Approve the increase of £10.4m to the Prudential Borrowing requirement in 2015/16 to bridge the funding gap caused by the expected delay in Section 106 developer contributions (section 6.5).**

<b><i>Officer contact:</i></b>
Name: Chris Malyon
Post: Chief Finance Officer
Email: <a href="mailto:Chris.Malyon@cambridgeshire.gov.uk">Chris.Malyon@cambridgeshire.gov.uk</a>
Tel: 01223 699796

## 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 (Sep)	Forecast Year End Position (Oct)	Current Status	DoT (up is improving)
Revenue Budget	Variance (£m)	-£1.0m	-£1.7m	Green	↑
Basket Key Performance Indicators	Number at target (%)	41% (7 of 17)	44% (8 of 18) <sup>1</sup>	Amber	↑
Capital Programme	Variance (£m)	-£39.5m	-£41.3m	Amber	↓
Balance Sheet Health	Net borrowing activity (£m)	£417m	£426m	Green	↓

<sup>1</sup>The 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 £1.719m (-0.3%), which is an increase of £694k since last month. The majority of this increase relates to further underspends identified within Children, Families and Adults (CFA), more specifically Adult Social Care (Care Act budgets) and Economy, Transport and Environment (ETE). 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 20 indicators in the Council's new basket, with data currently being available for 18 of these. Of these 18 indicators, 8 are on target. See section 5 for details.
- The Capital Programme is showing a forecast year end underspend of £41.3m (-19.8%), which is an increase of £1.8m since last month. The majority of the increase is due to a reduction in cost within CFA's capital programme. 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 £426m, up by £9m 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

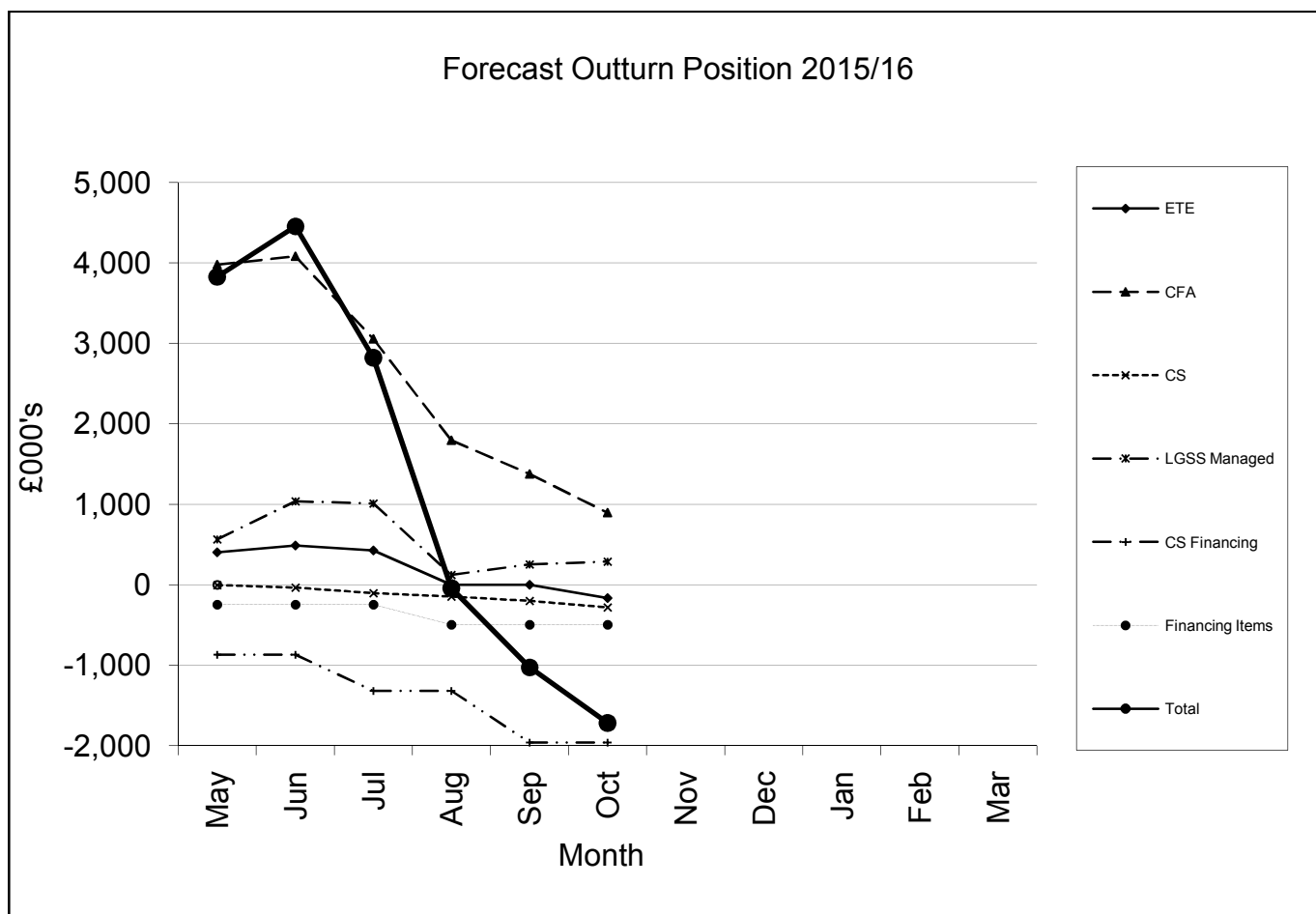
ETE	–Economy, Transport and Environment
CFA	– Children, Families and Adults
CS Financing	– Corporate Services Financing
DoT	– Direction of Travel (up arrow means the position has improved since last month)

Original Budget as per BP <sup>1</sup> £000	Service	Current Budget for 2015/16 £000	Forecast Variance - Outturn (Sep) £000	Forecast Variance - Outturn (Oct) £000	Forecast Variance - Outturn (Oct) %	Current Status	DoT
63,308	ETE <sup>2</sup>	63,155	0	-166	-0.3%	Green	↑
244,270	CFA	244,798	1,377	896	0.4%	Amber	↑
0	Public Health	0	0	0	0.0%	Green	↔
5,672	Corporate Services	6,166	-201	-281	-4.6%	Green	↑
9,145	LGSS Managed	10,471	255	288	2.8%	Amber	↓
35,460	CS Financing	35,460	-1,960	-1,960	-5.5%	Green	↔
<b>357,855</b>	<b>Service Net Spending</b>	<b>360,050</b>	<b>-529</b>	<b>-1,223</b>	<b>-0.3%</b>	<b>Green</b>	<b>↑</b>
2,165	Financing Items	-88	-496	-496	-562%	Green	↔
<b>360,020</b>	<b>Net Spending</b>	<b>359,961<sup>3</sup></b>	<b>-1,025</b>	<b>-1,719</b>	<b>-0.5%</b>	<b>Green</b>	<b>↑</b>
	<i>Memorandum Items:</i>						
9,864	LGSS Operational	9,923	0	0	0.0%	Green	↔
<b>369,884</b>	<b>Total Net Spending 2015/16</b>	<b>369,884</b>					

<sup>1</sup> 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.

<sup>2</sup> 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 £310k underspend.

<sup>3</sup> 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:** £0.166m (-0.3%) underspend is forecast at year end.

- |   | £      | %     |
|---|--------|-------|
| <ul style="list-style-type: none"> <li>• <b>Concessionary Fares</b> – this is due to some commercial routes being withdrawn and a decrease in passenger numbers compared with 2014/15. This is an early figure and can easily change with seasonal factors, but it will be monitored closely for the rest of the year.</li> </ul> | -0.300 | (-5%) |
| <ul style="list-style-type: none"> <li>• For full and previously reported details go to the <a href="#">ETE Finance &amp; Performance Report</a>.</li> </ul>  |        |       |

3.2.2 **Children, Families and Adults:** £0.896m (0.6%) overspend is forecast at year end.

- |  | £m     | %      |
|--|--------|--------|
| <ul style="list-style-type: none"> <li>• <b>Adult Social Care (ASC) Directorate</b> – this directorate is reporting a forecast underspend of £1.3m, which is an increase of £293k from last month. The increase is mainly due to:               <ul style="list-style-type: none"> <li>○ <b>Strategic Management</b> – the forecast underspend has increased by £369k this month, as a result of an increased underspend forecast on Care Act budgets. As well as ongoing review of spending commitments, it was confirmed in October</li> </ul> </li> </ul> | -1.997 | (-52%) |



that the government would not 'clawback' any of the additional funding received this year, following the decision to delay care cap implementation previously planned for 2016.

- **Strategy & Commissioning Directorate** – this directorate is reporting a forecast overspend of £2.783m, which is an increase of £185k from last month. The increase is due to:

- **Special Educational Needs (SEN) Placements** – the forecast overspend has increased by £185k this month due to 6 new placements and 2 new 6th Form placements agreed. +0.385 (5%)

The budget is under significant pressure due to numbers; whilst maintained Statement numbers are decreasing the level of need is escalating in early years with this age group requiring additional capacity in all of our Special Schools in 15/16. This additional need in early years has meant the schools are at capacity, placing greater pressure to look outside of Cambridgeshire.

This budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG).

- **Financing Dedicated Schools Grant (DSG)** – within CFA, spend of £23.2m is funded by the ringfenced DSG. Vacancy savings are taken across CFA as a result of posts vacant whilst they are being recruited to, and some of these vacant posts are also DSG funded. It is estimated that for this financial year vacancy savings of £385k will be taken in relation to DSG funded posts and this will be used to offset the pressure on the DSG funded budgets i.e. Special Educational Needs (SEN) Placements budget. -0.385 (-2%)
- For full and previously reported details go to the [CFA Finance & Performance Report](#).

- Proposals to address the current year forecast overspend:

As previously reported to General Purposes Committee (GPC), CFA have identified a number of measures to negate the current in-year overspend, and as a result of these actions, the reported position has reduced from £1,377k at the end of September to £896k at the end of October. Although a number of the savings identified to date in-year are one-off, work is ongoing in a number of key areas to identify further savings to address the remaining overspend.

Within Learning Disability Services spend on individual people has to be reduced, within the legal framework of reviewing and reassessing needs. Areas being focused on include the review and scrutiny of all high cost placements, the increased use of in-house day services and respite services, robust negotiations with providers where new or increased packages are required and additional frontline staff are being recruited to provide more capacity to undertake reviews and reassessment.

Within Children's Social Care (CSC) workforce management continues to be reviewed weekly/fortnightly at CSC Heads of Service and CSC Management Teams respectively. Monitoring procedures are in place to manage the use of agency staff going forward and are focusing on the recruitment of Consultant Social Workers and Social Workers, but good quality agency staff continue to be needed in order to manage the work in the interim. The approval of the approach to recruitment and retention recently agreed by relevant Committees will support the work to reduce the use of agency staff.

Actions being taken to manage the rising Looked After Children (LAC) numbers and the resulting financial pressure include a weekly Section 20 panel to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The panel also reviews placements of children currently in care to provide more innovative solutions to meet the child's needs. A monthly LAC Commissioning Board reviews the financial pressures and achievement of savings. This Board also reviews the top 50 cost placements, linking with the Section 20 panel and finding innovative, cost-effective solutions. The Board is responsible for monitoring against activity targets and identifying solutions if targets are missed.

Elsewhere, across the Directorate finance staff are working with Head of Service to identify further one-off savings to be applied in year and vacancies are being held wherever business and delivery needs allow to release further savings to offset the overall position.

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

- **Public Health Grant** – the Department of Health has now published its response to the consultation on in-year savings to the public health grant in 2015/16. The response confirms the Government's initial proposal to reduce each local authority's overall public health allocation for 2015/16 by 6.2%, achieving a total £200m saving nationally. The 6.2% saving is based on each authority's share of the overall allocation of public health funding, which for Cambridgeshire equates to a reduction of £1.6m. It will

£m	%
----	---

-	-
---	---

not be clear until the Spending Review whether the reduction will be built into the baseline for funding in future years

- For full and previously reported details go to the [PH Finance & Performance Report](#).

3.2.4 **Corporate Services:** £0.281m (-4.6%) underspend is forecast at year end. There are no exceptions to report this month; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

3.2.5 **LGSS Managed:**£0.288m (2.8%) overspend is forecast at year end. There are no exceptions to report this month; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

- *Proposals to address the current year forecast overspend:*

Various options are currently being explored to address the in-year overspend. It is expected that the preferred option will be incorporated within November's report, where it is anticipated that a balanced budget will be reported.

3.2.6 **CS Financing:**£1.960m (-5.5%) underspend is forecast at year end. There are no exceptions to report this month; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

3.2.7 **LGSS Operational:**a balanced budgetis forecast at year end. There are no exceptions to report this month; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

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

#### 4. KEY ACTIVITY DATA

4.1 The latest key activity data for: Looked After Children (LAC); Special Educational Needs (SEN) Placements; Adult Social Care (ASC); Adult Mental Health; Older People (OP); and Older People Mental Health (OPMH) can be found in the latest [CFA Finance & Performance Report](#) (section 2.5).

## 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	30/06/15	%	79.9	80.3 (2015/16 target)	Amber	↓
	Additional jobs created	ETE	High	30/09/14	Number	14,000	3,500 (2015/16 target)	Green	↑
	'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	30/09/15	%	83.0	96.0	Amber	↓
	Percentage of 16-19 year olds not in education, employment or training (NEET)	CFA	Low	30/09/15	%	3.2	3.6	Green	↑
	The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	CFA	High	30/09/15	%	78.8	75	Green	↑
	The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	CFA	High	30/09/15	%	45.3	75	Red	↑
	The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	CFA	High	30/09/15	%	86.6	75	Green	↔
Helping people live independent and healthy lives	Percentage of closed Family Worker cases demonstrating progression	CFA	High	30/09/15	%	75.2	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	30/09/15	%	55.5	57	Amber	↓
	Reduced proportion of Delayed Transfers of care from hospital, per 100,000 of population (aged 18+)	CFA	Low	31/08/15	Number	510	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	31/08/15	Number	124	94	Red	↓
	Healthy life expectancy at birth (males)	Public Health	High	2011-2013	Years	66.4	N/A – Contextual 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	N/A – Contextual 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)
	Absolute gap in life expectancy between the most deprived 20% of Cambridgeshire's population and the least deprived 80% (all persons)	Public Health	Low	2013-2015 (Q1 2015)	Years	2.5	N/A – Contextual indicator	N/A – Contextual indicator	↔
Supporting and protecting vulnerable people	The number of looked after children per 10,000 children	CFA	Low	30/09/15	Rate per 10,000	43.4	32.8 to 38.5	Red	↓
	The proportion of support plans created through the common assessment framework (CAF) that were successful	CFA	High	30/09/15	%	80	80	Green	↑
An efficient and effective organisation	The percentage of all transformed transaction types to be completed online	CCC	High	01/07/15 to 30/09/15	%	71.25	75	Amber	↓
	The average number of days lost to sickness per full-time equivalent staff member	CCC	Low	31/10/15	Days (12 month rolling average)	6.62	7.8	Green	↑

\* 'Out of work' benefits claimants - narrowing the gap between the most deprived areas (top 10%) and others – the target of ≤12% is for the most deprived areas (top 10%). At 6.7 percentage points the gap is the same as last quarter, but is narrower than the baseline (in May 2014) of 7.2 percentage points.

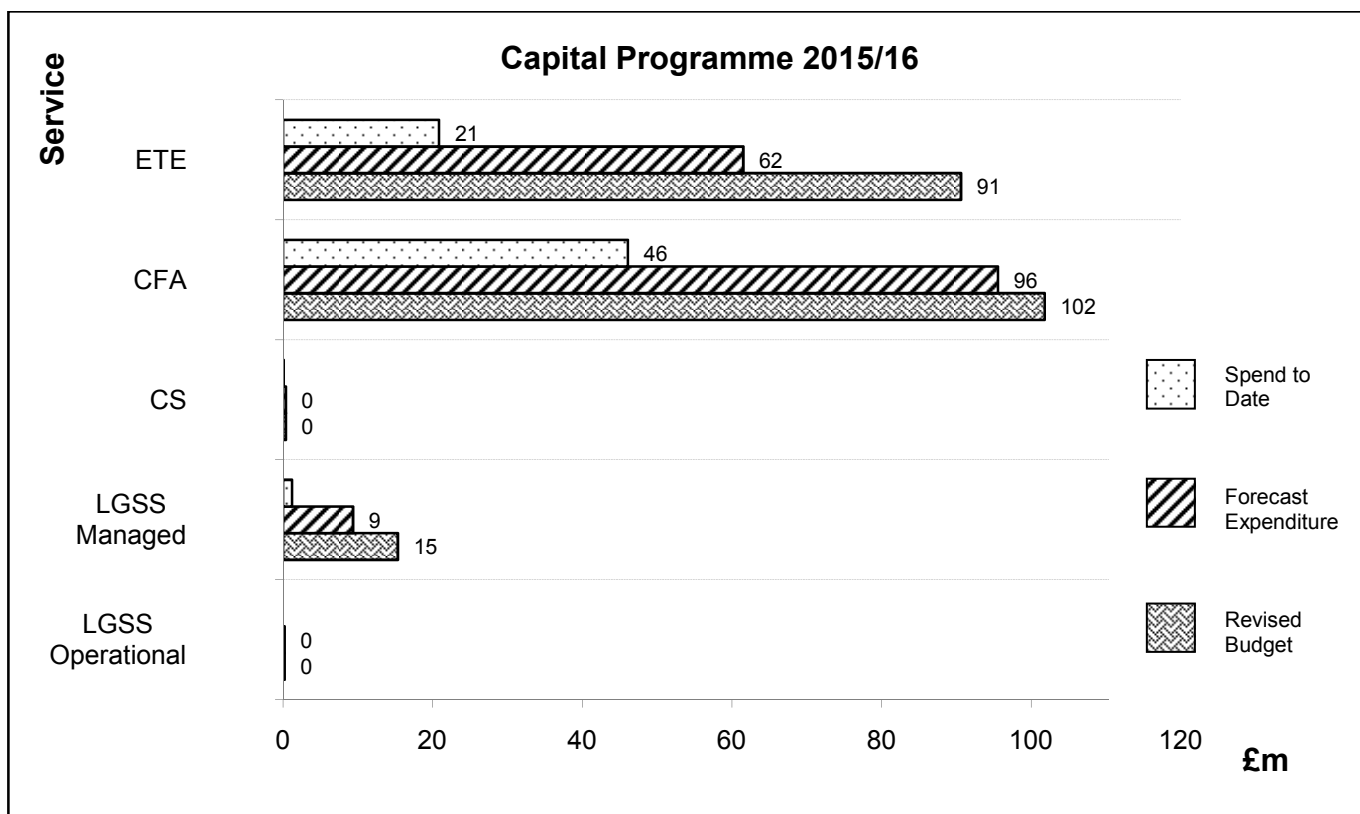
5.2 Key exceptions: there are no exceptions to report this month; for full and previously reported details go to the respective Service Finance & Performance Report:

- [ETE Finance & Performance Report](#)
- [CFA Finance & Performance Report](#)
- [PH Finance & Performance Report](#)
- [CS & LGSS Finance & Performance Report](#)

## 6. CAPITAL PROGRAMME

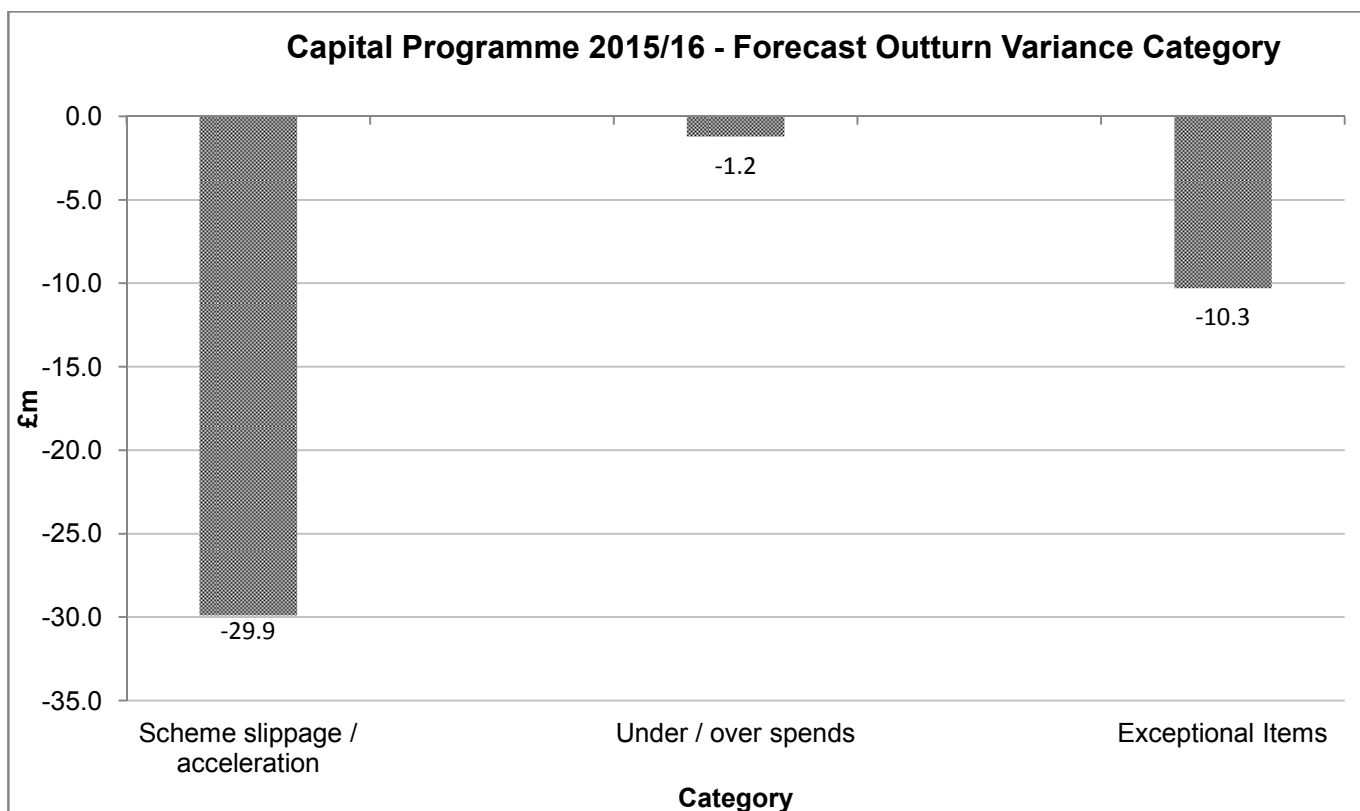
6.1 A summary of capital financial performance by service is shown below:

2015/16						TOTAL SCHEME	
Original 2015/16 Budget as per BP £000	Service	Revised Budget for 2015/16 £000	Forecast Variance - Outturn (Sep) £000	Forecast Variance - Outturn (Oct) £000	Forecast Variance - Outturn (Oct) %	Total Scheme Revised Budget (Oct) £000	Total Scheme Forecast Variance (Oct) £000
102,192	ETE	90,150	-29,471	-29,039	-32.2%	521,460	0
104,854	CFA	101,804	-4,073	-6,252	-6.1%	568,938	-6,927
300	Corporate Services	386	0	0	0.0%	640	0
11,385	LGSS Managed	15,331	-5,984	-5,984	-39.0%	81,452	-6,752
-	LGSS Operational	209	0	0	0.0%	600	0
<b>218,731</b>	<b>Total Spending</b>	<b>207,880</b>	<b>-39,528</b>	<b>-41,275</b>	<b>-19.9%</b>	<b>1,173,090</b>	<b>-13,679</b>



**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:** £29.0m (-32.2%) underspend is forecast at year end. There are no exceptions to report this month; for full and previously reported details go to the [ETE Finance & Performance Report](#).
- 6.2.2 **Children, Families and Adults:** £6.3m (-6.1%) underspend is forecast at year end.
- |   | £m   | %      |
|---|------|--------|
| <ul style="list-style-type: none"> <li>• <b>Secondary Schools - Demographic Pressures</b> – two schemes have increased expenditure since the 2015/16 Business Plan was approved: <ul style="list-style-type: none"> <li>○ Cambourne Secondary expansion - £300k overspend in 2015/16 due to design work being accelerated (the scheme will be rephased in the 2016/17 Business Planning process); and</li> <li>○ Swavesey Village College - £280k overspend in 2015/16 due to increased project cost to create additional capacity for Northstowe pupils ahead of the new Northstowe secondary school opening.</li> </ul> </li> </ul> | +0.6 | (7%)   |
| <ul style="list-style-type: none"> <li>• <b>CFA IT Infrastructure</b> – the Management Information System project has reduced project costs of £2m, as a result of responses from the invitation to submit outline solution process; this along with revised project timescales has resulted in the forecast underspend for 2015/16. Revision to project cost has been reflected in the 2016/17 Business Planning process.</li> </ul>   | -2.1 | (-85%) |
| <ul style="list-style-type: none"> <li>• For full and previously reported details go to the <a href="#">CFA Finance &amp; Performance Report</a>.</li> </ul>  |      |        |
- 6.2.3 **Corporate Services:** a balanced budget is forecast at year end. There are no exceptions to report this month; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).
- 6.2.4 **LGSS Managed:** £6.0m (-39.0%) underspend is forecast at year end. There are no exceptions to report this month; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).
- 6.2.5 **LGSS Operational:** a balanced budget is forecast at year end. There are no exceptions to report this month; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

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:

6.3.1 **Economy, Transport and Environment:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details go to the [ETE Finance & Performance Report](#).

6.3.2 **Children, Families and Adults:** £6.9m (-1%) total scheme underspend is forecast.

- |  | £m   | %      |
|--|------|--------|
| <ul style="list-style-type: none"> <li><b>CFA IT Infrastructure</b> – the Management Information System project has reduced projects costs of £2m, as a result of responses from the invitation to submit outline solution process. Revision to project cost has been reflected within the 2016/17 Business Planning process.</li> </ul> | -2.0 | (-40%) |
| <ul style="list-style-type: none"> <li>For full and previously reported details go to the <a href="#">CFA Finance &amp; Performance Report</a>.</li> </ul>   |      |        |

6.3.3 **Corporate Services:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

6.3.4 **LGSS Managed:** £6.8m (-8.3%) total scheme underspend is forecast. There are no exceptions to report this month; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

6.3.5 **LGSS Operational:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details go to the [CS & LGSS Finance & Performance Report](#).

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 <sup>1</sup> £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	<b>26.5</b>	25.6	-0.9
Basic Need Grant	4.9	1.5	0.0	0.0	<b>6.4</b>	6.4	0.0
Capital Maintenance Grant	6.3	0.0	0.0	-1.2	<b>5.1</b>	5.1	0.0
Devolved Formula Capital	1.1	1.1	0.0	0.0	<b>2.2</b>	2.2	0.0

Specific Grants	11.5	6.1	0.0	1.8	<b>19.4</b>	12.4	-7.0
Section 106 Contributions & Community Infrastructure Levy (CIL)	35.8	-1.2	-16.2	0.2	<b>18.6</b>	14.3	-4.3
Capital Receipts	4.5	0.0	0.0	0.0	<b>4.5</b>	3.8	-0.7
Other Contributions	29.6	0.7	0.0	-20.7	<b>9.6</b>	4.3	-5.3
Prudential Borrowing	86.8	19.5	3.3	5.9	<b>115.5</b>	92.5	-23.0
<b>Total</b>	<b>218.7</b>	<b>32.0</b>	<b>-30.4</b>	<b>-12.5</b>	<b>207.9</b>	<b>166.6</b>	<b>-41.3</b>

<sup>1</sup> Reflects 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:

Funding	Service	Amount (£m)	Reason for Change
Revised Phasing (Section 106)	CFA	-10.4	Delayed S106 developer contributions are expected in relation to Trumpington Meadows (£2m), Alconbury (£6.6m) & Littleport (£2m) - to be offset by repayable borrowing as still expected; triggers not yet reached (see note below).
Revised Phasing (Prudential Borrowing)	CFA	10.4	<b>GPC is asked to approve the increase of £10.4m to the Prudential Borrowing requirement in 2015/16</b> - to bridge the funding gap caused by the expected delay in S106 developer contributions RE: Trumpington Meadows (£2m), Alconbury (£6.6m) and Littleport (£2m), where the triggers have not yet been reached.

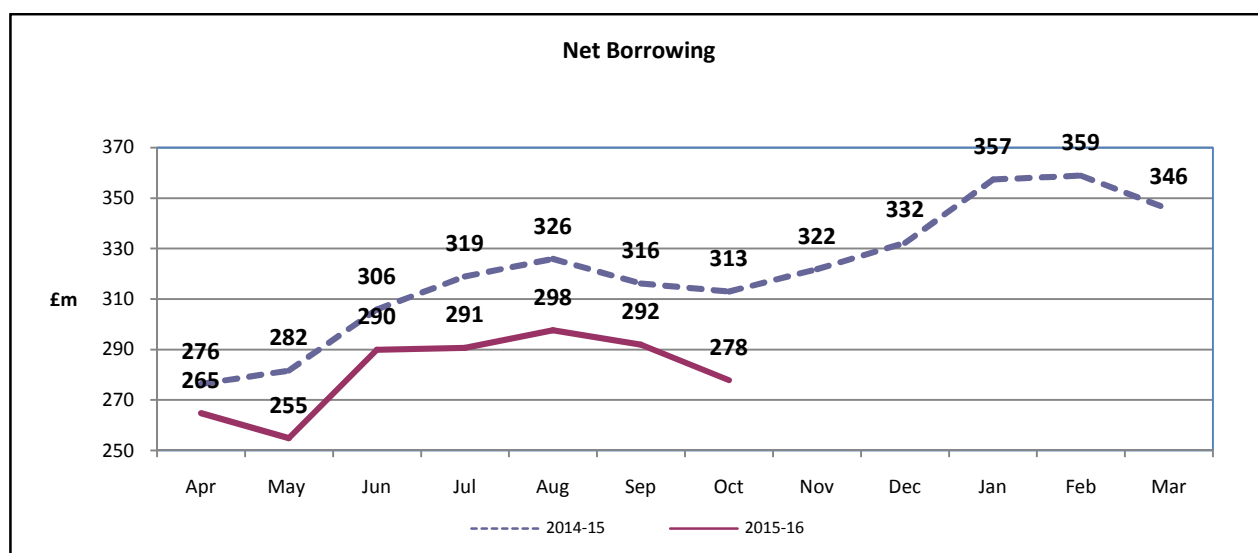
6.6 For previously reported key funding changes please go to September's [Integrated Resources & Performance Report](#) (appendix 5).

## 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 October
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	£1.7m
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 October were £88.3m and gross borrowing was £366.1m, giving a net borrowing position of £277.8m.



7.3 Further detail around the Treasury Management activities can be found in the latest [Treasury Management Report](#).

7.4 A schedule of the Council's reserves and provisions can be found in [appendix 2](#).

## 8. EXTERNAL AND CONTEXTUAL ISSUES

8.1 On 25 November 2015 the Chancellor of the Exchequer, George Osborne, issued the joint Spending Review and Autumn Statement 2015. The announced cut in funding for local government is roughly 21% in cash-terms and 31% in real terms over the five years. Once local taxation is taken into account, the Treasury is forecasting a cash-terms increase in funding available to local authorities by 2019/20.

These cuts are less than expected, but there remains uncertainty around the assumptions made by the Treasury to arrive at these figures, particularly:

- Whether new funding announced is actually new or if it is moved from elsewhere in the system;
- What new burdens will be transferred to local authorities;
- Whether the assumptions made for growth in council tax and business rates receipts are reasonable;
- How much funding will be transferred between upper and lower-tier authorities.

The position for social care is better than expected, with an estimated £3.5 to £4.3bn extra funding over the five years. However, much of this funding is expected to come from elsewhere in local government, which may just transfer pressures from one sector to another.

There will still need to be significant cuts in all authorities, as demographic and inflationary pressures will likely cause a real-terms cut in funding over the period. This is currently the basis of our forecasts in Cambridgeshire. It remains, however, too early to assess this council's funding position as a result of these announcements, and work will be ongoing as details are released over the coming weeks.

## **9. ALIGNMENT WITH CORPORATE PRIORITIES**

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

There are no significant implications for this priority.

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

There are no significant implications for this priority.

### **9.3 Supporting and protecting vulnerable people**

There are no significant implications for this priority.

## **10. SIGNIFICANT IMPLICATIONS**

### **10.1 Resource Implications**

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

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

There are no significant implications within this category.

### **10.3 Equality and Diversity Implications**

There are no significant implications within this category.

#### 10.4 **Engagement and Consultation Implications**

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

#### 10.5 **Localism and Local Member Involvement**

There are no significant implications within this category.

#### 10.6 **Public Health Implications**

There are no significant implications within this category.

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

<b>APPENDIX 1 – transfers between Services throughout the year</b> (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
Transfer from CFA to Finance for Adults Accountant post	-30						30		
ETE Operational Savings – various			388						-388
Independent Living Fund (ILF) - 1st half year instalment	519								-519
LGSS Operational Savings – K2							36		-36
Independent Living Fund (ILF) – Qtr 3	259								-259
ETE Operational Savings – Business Planning savings			75						-75

<b>Current budget</b> <i>Rounding</i>	244,798	0	63,155	35,460	6,166	10,471	9,923	-88
	-	-	1	-	-	-1	2	-1



## APPENDIX 2– 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 Oct 15		
	£000s	£000s	£000s	£000s	
<b>General Reserves</b>					
- County Fund Balance	16,001	25	16,026	17,887	
- Services					
1 CFA	0	0	0	-896	Includes Service Forecast Outturn (FO) position.
2 PH	952	0	952	0	
3 ETE	3,369	-628	2,741	166	Includes Service FO position.
4 CS	1,020	-603	417	698	Includes Service FO position.
5 LGSS Operational	1,003	-36	967	300	Includes Service FO position.
Subtotal	22,345	-1,242	21,103	18,155	
<b>Earmarked</b>					
- Specific Reserves					
6 Insurance	2,578	0	2,578	2,578	
Subtotal	2,578	0	2,578	2,578	
<b>Equipment Reserves</b>					
7 CFA	744	159	903	254	
8 ETE	893	-286	607	650	
9 CS	50	0	50	50	
10 LGSS Managed	642	0	642	167	
Subtotal	2,329	-127	2,202	1,121	
<b>Other Earmarked Funds</b>					
11 CFA	7,533	-530	7,003	2,707	Includes liquidated damages in respect of the Guided Busway.
12 PH	2,081	-61	2,020	1,300	
13 ETE	7,404	-229	7,175	4,251	
14 CS	527	-55	472	368	
15 LGSS Managed	198	70	268	303	
16 LGSS Operational	130	0	130	0	
17 Corporate	63	-63	0	0	
Subtotal	17,936	-868	17,068	8,929	
<b>SUB TOTAL</b>	<b>45,187</b>	<b>-2,237</b>	<b>42,951</b>	<b>30,783</b>	
<b>Capital Reserves</b>					
- Services					
18 CFA	6,272	9,182	15,454	1,778	Section 106 balances.
19 ETE	15,897	36,411	52,308	25,670	
20 LGSS Managed	481	280	761	427	
21 Corporate	33,547	10,383	43,930	32,491	
<b>SUB TOTAL</b>	<b>56,197</b>	<b>56,256</b>	<b>112,453</b>	<b>60,366</b>	
<b>GRAND TOTAL</b>	<b>101,384</b>	<b>54,020</b>	<b>155,404</b>	<b>91,149</b>	

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 31 Oct 15		
	£000s	£000s	£000s	£000s	
<b>Short Term Provisions</b>					
ETE	669	0	669	0	
ICS	1,043	-43	1,000	950	
LGSS Managed	3,316	0	3,316	2,335	
subtotal	5,028	-43	4,985	3,285	
<b>Long Term Provisions</b>					
LGSS Managed	4,718	0	4,718	4,718	
subtotal	4,718	0	4,718	4,718	
<b>GRAND TOTAL</b>	<b>9,746</b>	<b>-43</b>	<b>9,703</b>	<b>8,003</b>	

**OVERVIEW OF BUSINESS PLANNING PROPOSALS**

**To:** General Purposes Committee

**Date:** 22 December 2015

**From:** Director: Customer Service & Transformation/  
Chief Finance Officer

**Electoral division(s):** All

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

**Purpose:** To update the General Purposes Committee on the Business Planning Process and make associated recommendations.

**Recommendation:** The General Purposes Committee is requested to:

- a) comment on the Business Planning proposals that have been considered by Service Committees;
- b) note the remaining milestones in the Business Planning Process;
- c) note and endorse the updates provided around capital funding for Customer Service & Transformation, and LGSS Managed services; and
- d) note the stakeholder consultation and discussions with partners and service users regarding business planning proposals.

<b>Officer contact:</b>	
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## 1. OVERVIEW

- 1.1 The Council's Business Plan sets out how we will spend our money to achieve our vision and priorities for Cambridgeshire. Like all Councils across the country, we are facing a major challenge. However, Cambridgeshire is also the fastest growing County in the country bringing unprecedented pressures on services and funding. This is at a time when Government is significantly reducing the funding we receive but our costs continue to rise due to inflationary and demographic pressures. This means that despite the way in which we have been able to stimulate local economic growth, and the improving national economy, the financial forecast for the Council continues to present huge challenges.
- 1.2 The Council has now experienced a number of years of seeking to protect frontline services in response to reducing government funding. Looking back, we have saved £218 million since 2009 and we now have to find around £41 million next financial year (2016/17). As a result, it is likely we have had to make tough decisions over service levels during this time. Over the coming five years those decisions will become even more challenging. This is especially with the uncertainty around new powers being devolved to Councils by Government and the extra financial responsibilities they may bring. In response the authority will not only have to transform what we do but how we work with and support our communities. The choices mean very difficult decisions will need to be made as the Council has a statutory responsibility to set a balanced budget each year, as well as a duty to provide the best possible services for Cambridgeshire's communities. It is the Chief Finance Officer's statutory role to provide a statement on the robustness of the budget proposals when they are considered by Council in February.
- 1.3 This year the Council has adopted an outcome-led approach to business planning. This is defined and described through the draft Strategic Framework that was approved by the General Purposes Committee on 20 October this year (<http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/AgendaItem.aspx?agendaItemID=12221>).
- 1.4 The Strategic Framework sets out the outcomes that the Council will work towards achieving through the 2016-21 Business Plan, and the ways of working the Council will adopt, in the face of prolonged and painful budget pressures. It is not a solution to austerity in itself, but instead it is the approach the Council has taken to best tackle the huge challenges it faces.
- 1.5 Within this new framework, the Council continues to undertake financial planning of its revenue budget over a five year timescale which creates links with its longer term financial modelling and planning for growth. This paper presents an overview of the proposals being put forward as part of the Council's draft revenue budget.
- 1.6 Funding projections have been updated based on the latest available information to provide a current picture of the total resource available to the Council. At this stage in the year, however, projections remain fluid and will be reviewed as more accurate data becomes available.
- 1.7 The main causes of uncertainty are the effects of the Comprehensive Spending Review (CSR) issued on 25 November. Several of the announcements impact on the funding available to, and responsibilities of, local government from 2016/17 onwards. Until the detailed Local Government Finance Settlement is issued in late December or early January, however, we cannot be certain what the impact will be on the Council. As such,

these budget proposals are prepared on the basis of financial modelling that does not yet take into account changes from the CSR.

- 1.8 A full briefing on the finance settlement is expected to be issued in early January, although this will depend on the timing of government announcements. Once the finance settlement is issued, a full review of our estimates of funding for the five year period will be undertaken, and budget proposals will be reviewed if necessary.
- 1.9 The Council issues cash limits for the period covered by the Business Plan (rolling five years) in order to provide clear guidance on the level of resources that services are likely to have available to deliver services over that period. To maintain stability for services and committees as they build their budgets we will endeavor to minimise variation in cash limits during the remainder of the process unless there is a material change in the budget gap.
- 1.10 General Purposes Committee has a coordinating and strategic oversight role in the Business Planning Process, and as such this report provides the latest position on the Council's Business Planning Process, and provides an update on the resolutions of service committees that considered budget proposals in November and December. It also includes an update on the financial overview, the Capital Programme, and the consultation process.
- 1.11 The Committee is asked to note the remaining milestones in the Business Planning Process, which are:
  - **January Service Committees**– receive an update on the Business Planning Process, including final draft business planning proposals
  - **GPC 14 January** – report on Local Government Finance Settlement; draft Treasury Management Strategy
  - **GPC 2 February** – GPC recommends full draft Business Plan to Full Council (all sections)
  - **Full Council 16 February** – draft Business Plan debated by Council (there is a reserve Council date on 19 February)

## 2. FINANCIAL OVERVIEW

- 2.1 In order to balance the budget in light of the cost and reduced government funding, savings or additional income of £40.7m are required for 2016-17, and a total of £118m across the full five years of the Business Plan. The following table shows the total amount necessary for each of the next five years, split by service block:

Service Block	2016-17 £'000	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000
Children, Families and Adults	-31,299	-22,155	-16,444	-13,112	-8,048
Economy, Transport and Environment	-6,768	-3,663	-2,856	-2,041	-982
Public Health	-1,979	-1,198	-685	-830	-515
Corporate and Managed Services	-1,892	-1,746	-319	-869	-430
LGSS Operational	-971	-571	-803	-708	-351
<b>Total</b>	<b>-42,909</b>	<b>-29,333</b>	<b>-21,107</b>	<b>-17,560</b>	<b>-10,326</b>

- 2.2 In some cases services have planned to increase locally generated income instead of cutting expenditure. For the purpose of balancing the budget these two approaches have the same effect and are treated in the same way.

- 2.3 Delivering the level of savings required to balance the budget becomes increasingly difficult each year. Work is still underway to explore any alternative savings that could mitigate the impact of our reducing budgets on our front line services, and business planning proposals are still being developed to deliver the following:

Service Block	2016-17 £'000	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000
Children, Families and Adults	-511	-100	0	0	0
Economy, Transport and Environment	-1,505	-2,078	-2,391	-2,041	-982
Public Health	0	0	-755	-912	-562
Corporate and Managed Services	-35	0	-285	-827	0
LGSS Operational	0	0	0	0	0
<b>Total</b>	<b>-2,051</b>	<b>-1,178</b>	<b>-3,431</b>	<b>-3,780</b>	<b>-1,544</b>

- 2.4 Since the reports that were put before December service committees, the total savings and unidentified savings in the proposed budget tables have changed as a result of a change in the treatment of the Public Health Grant (PHG), necessitated by an announcement in the Autumn Statement. As a result of the grant being ring-fenced for a further two years, and an additional cut in grant being announced, the savings required from PHG-funded expenditure have increased by £2.2m. Where these savings are proposed to be made in directorates other than Public Health, specific savings have not yet been identified and so they are included in the 'unidentified savings' table above.
- 2.5 The level of savings required is based on an expected 1.99% increase in council tax each year. This assumption was built into the Medium Term Financial Strategy (MTFS) which was agreed by Full Council. For each 1% more or less that council tax is changed, the level of savings required will change by approximately +/-£2.4m.
- 2.6 There has been a limit on the increase of council tax of 2% and above, above which approval must be sought in a local referendum. It is estimated that the cost of holding such a referendum would be around £100k, rising to as much as £350k should the public reject the proposed tax increase (as new bills would need to be issued). The MTFS assumes that the 2% and above limit on increases will remain in place for all five years.
- 2.7 However, one key announcement in the CSR was that councils with social care responsibilities will be able to increase council tax by a further 2% without a referendum in order specifically to fund adult social care services. The specific details of how this will operate have yet to be determined.
- 2.8 No funding was announced in the CSR to specifically relieve local authorities of pressures caused by the increased cost of social care commissioning caused by the National Living Wage (NLW). It is likely that the social care precept has been introduced as a means for council to meet this pressure. No provision has been made in the business plan process to date for the NLW pressure, as it was assumed it would be funded by government as a new burden. It is expected that this will cost between £5.5m and £6m in 2016/17, with rising costs thereafter.
- 2.9 As noted above, this report and the attached budget proposals do not yet take into account this potential change in funding, or any others arising from the CSR with the exception of changes in Public Health.

### 3. CAPITAL PROGRAMME UPDATE

- 3.1 The draft capital programme was reviewed individually by service committees in September and was subsequently reviewed in its entirety, along with the prioritisation of schemes, by General Purposes Committee in October. No changes were made as a result of these reviews, though work is ongoing to revise and update the programme in light of changes to overall funding or to individual schemes.
- 3.2 The Council is still awaiting funding announcements regarding various capital grants which are expected to be made during December, plus the ongoing nature of the capital programme inevitably means that circumstances are continual changing. Therefore Services will continue to make any necessary updates in the lead up to the January GPC meeting at which the Business Plan is considered.
- 3.3 The newly created Capital Programme Board is to review the phasing of the capital programme, which may result in changes to the programme and as such, changes to the revenue costs of the capital programme.

### 4. SUMMARY OF BUSINESS PLANNING PROPOSALS (REVENUE)

- 4.1 General Purposes Committee has a coordinating and strategic oversight role in the Business Planning Process, and as such this report is an opportunity for GPC to comment on any of the business planning activity that has been discussed and approved by Service Committees. As outlined in paragraph 1.9 this is in advance of the 2 February GPC meeting when the Committee is asked to recommend the Business Plan to Full Council.
- 4.2 The Strategic Framework is the section of the Business Plan which sets out the vision and priorities of the Council, alongside the ways in which we intend to achieve those with the resources we have available. The Strategic Framework was approved by GPC on 20 October.
- 4.3 Proposals from all Committees are attached to this report as Appendix A.
- 4.4 A brief summary of discussions at each December Service Committee on key business planning proposals is attached as Appendix B.
- 4.5 Community Impact Assessments (CIAs) for business planning proposals are available online at the following locations:
  - **Adults Committee** (see Appendix D of the December meeting of this committee): <http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/AgendaItem.aspx?agendaItemID=12282>
  - **Children and Young People Committee** (see Appendix D of the December meeting of this committee): <http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/AgendaItem.aspx?agendaItemID=12306>
  - **Economy and Environment Committee:** [www.cambridgeshire.gov.uk/eeccia](http://www.cambridgeshire.gov.uk/eeccia)
  - **General Purposes Committee** (see Appendix C of the November meeting of this committee):

- **Health Committee** (see Appendix C of the November meeting of this committee): <http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/AgendaItem.aspx?agendaItemID=12293>
- **Highways and Community Infrastructure Committee:** [www.cambridgeshire.gov.uk/hccia](http://www.cambridgeshire.gov.uk/hccia)

## 5. CONSULTATION

- 5.1 The Council carries out an extensive consultation process to inform the business planning process. There has been a shift in emphasis and approach for this year's consultation compared to previous years. Councillors have advocated a different approach, moving away from the "paid for" household survey and instead commissioning a much cheaper and more enduring budget challenge animation (at time of writing over 1,700 views) that has been used to support an online survey, community engagement events, and will continue to be used during specific service-user consultations and other community events.
- 5.2 The engagement on the budget this year has focussed on raising awareness of the challenge facing Cambridgeshire, what that will mean for the changing role of the Council, and the role that communities themselves will need to play.
- 5.3 The key strands for the consultation were as follows:
- Community events attended by the County Council as part of business plan consultation including interviews with over **350 people**.
  - Business consultation via the Chambers of Commerce and a business networking event (B2B) reaching over **75 businesses**.
  - An online questionnaire accompanying the film, completed by **668 people**, an approximate 1 to 3 conversion rate from film views to completed survey.
- 5.4 The interim results of this consultation activity were reported to Service Committees during December.
- 5.5 The social media campaign that accompanied the survey had the broader aim of raising awareness of the County Council's situation. Twitter impressions for relevant tweets hit over 20,000 impressions during November (with a Twitter campaign reach of 130,000<sup>1</sup>). One Tweet appeared as a 'Great UK Government Tweet' (which means it was one of the top performing government tweets of that day) and had 2,104 impressions and a reach of 21,820).
- 5.6 The Facebook campaign yielded figures of over 25,000 impressions with nearly 45,000 unique people reached via a paid-for Facebook advert and post clicks of over 1,300.
- 5.7 The full consultation report is attached as Appendix C of this report.

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<sup>1</sup> Impressions are the number of times people saw a tweet or a post. This includes people seeing a post multiple times. Reach is the number of people who saw the post 'organically'; as it is shared or appeared on Twitter.



## 6. CUSTOMER SERVICE AND TRANSFORMATION CAPITAL UPDATE

6.1 The draft capital programme was reviewed individually by service committees in September and was subsequently reviewed in its entirety, along with the prioritisation of schemes, by General Purposes Committee in October. No changes were made as a result of these reviews.

6.2 Since then, services have continued to work on the programme to update it for the latest known position. Updates have been made to the following schemes for LGSS Managed Services:

- **Disposal / Relocation of Huntingdon Highways Depot (ref C/C.2.106)** – This scheme has been removed from the programme as it is no longer required, having been replaced by the Making Assets Count (MAC) Joint Highways Scheme (ref C/C.2.114).
  - **Housing Invest To Save Schemes** – These Invest to Save schemes have been updated to reflect revised costs and re-phasing for scheme implementation, with start dates now profiled for 2017/18. Each proposal will be subject to a site specific business case.
    - **Burwell Newmarket Road - 350 Homes Invest To Save (ref. C/C.2.104)** – Total scheme costs estimated to be in the region of £105.8m.
    - **Worts Causeway – 230 Homes Invest To Save (ref. C/C.2.115)** – Total scheme costs estimated to be in the region of £57.2m.
    - **Shepreth Housing Invest To Save – 7 Homes Invest To Save (ref. C/C.2.116)** Total scheme costs estimated to be in the region of £1.2m.
    - **Cottenham 200 Homes Invest To Save - (ref. C/C.2.117)** Total scheme costs estimated to be in the region of £30.0m
  - **Renewable Energy – Soham (ref C/C.2.102)** - This Invest to Save scheme has been updated to reflect an updated payment plan for implementation received from Bouygues. This has resulted in re-phasing of £1.2m scheme costs from 2016/17 to 2015/16.
  - **Essential CCC Business Systems Upgrade (ref C/C.1.001)** – Expenditure has been re-phased to reflect timescales for completion of the scheme. There are no changes to overall borrowing requirements but the re-phasing results in lower borrowing in previous years and increased borrowing 2016/17 and 2017/18.
- 6.3 The following new schemes have been added to the 2016-17 Business Plan:
- **Energy Efficiency Fund (ref C/C.2.119)** – New Invest to Save proposal submitted for £1.0m over four years (£0.25m per year) covering the period 2016/17 – 2019/20 for investment in energy and water efficiency improvement measures in Council buildings. A revenue savings target has been applied, equal to the cost of borrowing to fund the investment, in line with minimum expectations for Invest to Save schemes (ref C/R.6.905). As specific schedules of work are agreed it is anticipated that the savings target will be updated in line with the anticipated direct savings.

### Justification

Cambridgeshire County Council consumes approximately. 9,490 MWh electricity and 6,360 MWh gas every year across the property portfolio (excluding schools). The

Energy Management Team works to measure, monitor and reduce energy consumption across the estate and through this helps to minimise spend on energy and maximise the funding available to front line services. The increasing cost of energy and water provides an incentive to reduce energy and water consumption across its operations. In order to reduce this level of consumption and to enable the Council to improve the energy and water efficiency of Council buildings, it is recommended that a rolling energy fund is established.

The Council has already taken some steps to reduce energy use across the property portfolio; examples include the installation of solar pv at Hereward Hall, a full lighting replacement in Castle Court and a range of improvement measures in The Octagon. However, there is still scope to make further improvements.

There are a range of ways the County Council can reduce energy and water use including the simple (metering), the technological (sensors, pv etc.) and the cultural (ensuring people take energy efficiency seriously).

Examples of the types of projects that the fund could be used for include building management systems (BEMS), heating controls, lighting replacements and improvements to water efficiency

- **Office Portfolio Rationalisation (ref C/C.1.002)** – Proposal submitted for £0.345m in 2016/17, to be funded by borrowing.

#### Justification

Investment to support the continued rationalisation of the Council's office portfolio and delivery of associated savings, to provide suitable environments to enable staff to work flexibly in the buildings we retain at a reduced headcount to desk ratio therefore enabling the closure and disposal of our leased properties and leading to more collaborative working with other Council and partner teams.

## **7. ALIGNMENT WITH CORPORATE PRIORITIES**

- 7.1 This report gives an overview of the Business Planning Process which itself is the document that sets out how the Council will meet the corporate priorities.
- 7.2 Section 6 of this report refers specifically to the proposed changes to the Corporate and Managed Services Directorate. These changes are intended to support the Council to focus on achieving its corporate priorities in the context of significant service pressures.

## **8. SIGNIFICANT IMPLICATIONS**

### **8.1 Resource Implications**

This report outlines the overall resource position for the Council over the business planning cycle 2016-21.

## **8.2 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.

## **8.3 Equality and Diversity Implications**

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

## **8.4 Engagement and Consultation Implications**

Significant consultation has been taken out as part of the Business Planning Process. This is highlighted within section 5 of this report.

## **8.5 Localism and Local Member Involvement**

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

## **8.6 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.

<b>Source Documents</b>	<b>Location</b>
The County Council 2015-16 Business Plan	<a href="http://www.cambridgeshire.gov.uk/info/20043/finance_and_budget/90/business_plan_2014_to_2015">http://www.cambridgeshire.gov.uk/info/20043/finance_and_budget/90/business_plan_2014_to_2015</a>



# Finance Tables

## Introduction

There are six types of finance table: tables 1-3 relate to all Service Areas, while only some Service Areas have tables 4, 5 and/or 6. Tables 1, 2, 3 and 6 show a Service Area's revenue budget in different presentations. Tables 3 and 6 detail all the changes to the budget. Table 2 shows the impact of the changes in year 1 on each policy line. Table 1 shows the combined impact on each policy line over the 5 year period. Some changes listed in Table 3 impact on just one policy line in Tables 1 and 2, but other changes in Table 3 are split across various policy lines in Tables 1 and 2. Tables 4 and 5 outline a Service Area's capital budget, with table 4 detailing capital expenditure for individual proposals, and funding of the overall programme, by year and table 5 showing how individual capital proposals are funded.

**TABLE 1** presents the net budget split by policy line for each of the five years of the Business Plan. It also shows the revised opening budget and the gross budget, together with fees, charges and ring-fenced grant income, for 2016-17 split by policy line. Policy lines are specific areas within a service on which we report, monitor and control the budget. The purpose of this table is to show how the net budget for a Service Area changes over the period of the Business Plan.

**TABLE 2** presents additional detail on the net budget for 2016-17 split by policy line. The purpose of the table is to show how the budget for each policy line has been constructed: inflation, demography and demand, pressures, investments and savings are added to the opening budget to give the closing budget.

**TABLE 3** explains in detail the changes to the previous year's budget over the period of the Business Plan, in the form of individual proposals. At the top it takes the previous year's gross budget and then adjusts for proposals, grouped together in sections, covering inflation, demography and demand, pressures, investments and savings to give the new gross budget. The gross budget is reconciled to the net budget in Section 7. Finally, the sources of funding are listed in Section 8. An explanation of each section is given below.

- **Opening Gross Expenditure:** The amount of money available to spend at the start of the financial year and before any adjustments are made. This reflects the final budget for the previous year.
- **Revised Opening Gross Expenditure:** Adjustments that are made to the base budget to reflect permanent changes in a Service Area. This is usually to reflect a transfer of services from one area to another.
- **Inflation:** Additional budget provided to allow for pressures created by inflation. These inflationary pressures are particular to the activities covered by the Service Area.
- **Demography and Demand:** Additional budget provided to allow for pressures created by demography and increased demand. These demographic pressures are particular to the activities covered by the Service Area. Demographic changes are backed up by a robust programme to challenge and verify requests for additional budget.
- **Pressures:** These are specific additional pressures identified that require further budget to support.
- **Investments:** These are investment proposals where additional budget is sought, often as a one-off request for financial support in a given year and therefore shown as a reversal where the funding is time limited (a one-off investment is not a permanent addition to base budget).
- **Savings:** These are savings proposals that indicate services that will be reduced, stopped or delivered differently to reduce the costs of the service. They could be one-off entries or span several years.
- **Total Gross Expenditure:** The newly calculated gross budget allocated to the Service Area after allowing for all the changes indicated above. This becomes the Opening Gross Expenditure for the following year.
- **Fees, Charges & Ring-fenced Grants:** This lists the fees, charges and grants that offset the Service Area's gross budget. The section starts with the carried forward figure from the previous year and then lists changes applicable in the current year.
- **Total Net Expenditure:** The net budget for the Service Area after deducting fees, charges and ring-fenced grants from the gross budget.
- **Funding Sources:** How the gross budget is funded – funding sources include cash limit funding (central Council funding from Council Tax, business rates and government grants), fees and charges, and individually listed ring-fenced grants.

**TABLE 4** presents a Service Area's capital schemes, across the ten-year period of the capital programme. The schemes are summarised by start year in the first table and listed individually, grouped together by category, in the second table. The third table

identifies the funding sources used to fund the programme. These sources include prudential borrowing, which has a revenue impact for the Council.

**TABLE 5** lists a Service Area's capital schemes and shows how each scheme is funded. The schemes are summarised by start year in the first table and listed individually, grouped together by category, in the second table.

**TABLE 6** follows the same format and purpose as table 3 for Service Areas where there is a rationale for splitting table 3 in two.

Status:	Draft
Service:	Children, Families and Adults
Committees:	Adults Children & Young People



## Section 4 - A: Children, Families and Adults Services

**Table 1: Revenue - Summary of Net Budget by Operational Division**

Budget Period: 2016-17 to 2020-21

Net Revised Opening Budget 2016-17 £000	Policy Line	Gross Budget 2016-17 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2016-17 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000
	<b>Adult's Social Care</b>							
565	Strategic Management - ASC	2,394	-1,620	774	774	770	770	770
572	Procurement	562	-	562	562	557	557	557
2,321	ASC Strategy & Transformation	2,166	-6	2,160	1,653	1,347	1,339	1,331
1,931	ASC Practice & Safeguarding	1,897	-485	1,412	1,412	1,099	1,099	1,099
899	Local Assistance Scheme	484	-	484	554	554	554	554
	<i>Learning Disability Services</i>							
272	LD Head of Services	6,230	-5,982	248	245	238	234	230
465	LD Young Adults	960	-	960	828	1,083	1,268	1,405
31,194	City, South & East Locality	34,588	-4,384	30,204	27,473	26,411	25,523	24,513
21,818	Hunts & Fens Locality	27,395	-6,383	21,012	18,939	18,107	17,409	16,619
4,548	In House Provider Services	5,493	-1,416	4,077	4,077	4,031	4,031	4,031
	<i>Disability Services</i>							
973	PD Head of Services	950	-44	906	906	903	903	903
12,764	Physical Disabilities	13,914	-1,549	12,365	11,761	11,613	11,427	11,253
607	Autism and Adult Support	447	-3	444	278	284	265	251
509	Sensory Services	530	-7	523	522	519	518	517
2,121	Carers	1,839	-	1,839	1,835	2,129	2,124	2,119
<b>81,559</b>	<b>Subtotal Adult's Social Care</b>	<b>99,849</b>	<b>-21,879</b>	<b>77,970</b>	<b>71,819</b>	<b>69,645</b>	<b>68,021</b>	<b>66,152</b>
	<b>Older People and Mental Health Services</b>							
-7,355	Director of Older People and Mental Health	10,410	-18,390	-7,980	-8,057	-7,946	-6,478	-4,012
18,565	OP - City & South Locality	24,219	-6,042	18,177	17,952	17,902	17,764	17,682
7,187	OP - East Cambs Locality	9,196	-2,237	6,959	6,881	6,865	6,819	6,794
8,095	OP - Fenland Locality	10,746	-2,876	7,870	7,770	7,750	7,690	7,656
12,416	OP - Hunts Locality	16,301	-4,183	12,118	11,965	11,938	11,846	11,792
1,051	Addenbrooke's Discharge Planning Team	1,115	-	1,115	1,115	1,104	1,104	1,104
634	Hinchinbrooke Discharge Planning Team	661	-	661	661	656	656	656
8,220	Reablement, Occupational Therapy & Assistive Technology	8,344	-358	7,986	7,986	8,060	8,060	8,060
801	Integrated Community Equipment Service	5,101	-4,424	677	675	962	1,090	1,210
	<i>Mental Health</i>							
4,262	Head of Services	4,324	-143	4,181	4,181	4,180	4,180	4,180
7,237	Locality Teams	7,448	-431	7,017	6,602	6,634	6,323	6,148
8,127	Older People Mental Health	9,599	-1,570	8,029	7,940	7,925	7,871	7,839
<b>69,240</b>	<b>Subtotal Older People and Mental Health Services</b>	<b>107,464</b>	<b>-40,654</b>	<b>66,810</b>	<b>65,671</b>	<b>66,030</b>	<b>66,924</b>	<b>69,109</b>

## Section 4 - A: Children, Families and Adults Services

**Table 1: Revenue - Summary of Net Budget by Operational Division**

Budget Period: 2016-17 to 2020-21

Net Revised Opening Budget 2016-17 £000	Policy Line	Gross Budget 2016-17 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2016-17 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000
	<b>Children's Social Care</b>							
2,664	Strategic Management - Children's Social Care	2,386	-	2,386	2,386	2,359	2,359	2,359
4,126	Head of Social Work	4,778	-74	4,704	5,053	5,502	5,926	6,393
1,530	Legal Proceedings	1,541	-	1,541	1,352	1,352	1,352	1,352
1,176	Safeguarding & Standards	1,327	-130	1,197	1,197	1,190	1,190	1,190
4,533	Children's Social Care Access	4,969	-211	4,758	4,683	4,386	4,386	4,386
10,146	Children Looked After	10,851	-283	10,568	10,568	10,534	10,534	10,534
3,897	Children In Need	4,099	-38	4,061	4,061	4,036	4,036	4,036
5,910	Disabled Services	6,321	-467	5,854	5,854	5,835	5,835	5,835
<b>33,982</b>	<b>Subtotal Children's Social Care</b>	<b>36,272</b>	<b>-1,203</b>	<b>35,069</b>	<b>35,154</b>	<b>35,194</b>	<b>35,618</b>	<b>36,085</b>
	<b>Strategy and Commissioning</b>							
26	Strategic Management - S&C	537	-190	347	347	455	455	455
1,915	Information Management & Information Technology	1,859	-44	1,815	1,804	1,357	1,357	1,357
1,582	Strategy, Performance and Partnerships	1,471	-	1,471	1,345	956	956	956
	<i>Commissioning Enhanced Services</i>							
16,490	LAC Placements	15,127	-	15,127	13,192	11,559	10,551	9,811
8,469	SEN Placements	9,107	-544	8,563	8,563	8,563	8,563	8,563
3,731	Commissioning Services	3,701	-	3,701	3,527	3,018	3,018	3,018
1,323	Early Years Specialist Support	1,299	-	1,299	1,286	1,247	1,247	1,247
7,757	Home to School Transport - Special	9,151	-69	9,082	9,072	8,260	7,770	7,242
	<i>Executive Director</i>							
452	Executive Director	456	-	456	456	453	453	453
96	Central Financing	-1,572	-27	-1,599	-1,599	-1,599	-1,599	-1,599
<b>41,841</b>	<b>Subtotal Strategy and Commissioning</b>	<b>41,136</b>	<b>-874</b>	<b>40,262</b>	<b>37,993</b>	<b>34,269</b>	<b>32,771</b>	<b>31,503</b>
	<b>Children's Enhanced and Preventative Services</b>							
823	Strategic Management - E&P Services	757	-	757	757	744	744	744
571	Children's Centres Strategy	423	-170	253	253	421	421	421
1,456	Support to Parents	2,669	-1,370	1,299	1,299	1,284	1,284	1,284
5,976	SEND Specialist Services	5,929	-188	5,741	5,741	5,689	5,689	5,689
983	Safer Communities Partnership	7,561	-6,496	1,065	1,065	6,716	6,716	6,716
	<i>Youth Support Services</i>							
1,317	Youth Offending Service	2,336	-1,147	1,189	1,189	1,174	1,174	1,174
1,195	Central Integrated Youth Support Services	953	-94	859	859	854	854	854
	<i>Locality Teams</i>							
3,665	East Cambs & Fenland Localities	3,373	-35	3,338	2,671	2,645	2,645	2,645
4,222	South Cambs & City Localities	3,820	-53	3,767	3,100	3,072	3,072	3,072

## Section 4 - A: Children, Families and Adults Services

**Table 1: Revenue - Summary of Net Budget by Operational Division**

Budget Period: 2016-17 to 2020-21

Net Revised Opening Budget 2016-17 £000	Policy Line	Gross Budget 2016-17 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2016-17 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000
2,659	Huntingdonshire Localities	2,395	-106	2,289	1,623	1,602	1,602	1,602
<b>22,867</b>	<b>Subtotal Children's Enhanced and Preventative Services</b>	<b>30,216</b>	<b>-9,659</b>	<b>20,557</b>	<b>18,557</b>	<b>24,201</b>	<b>24,201</b>	<b>24,201</b>
	<b>Learning</b>							
-274	Strategic Management - Learning	-310	-	-310	-441	-442	-442	-442
1,790	Early Years Service	2,126	-417	1,709	1,693	1,664	1,648	1,632
1,591	Schools Intervention Service	1,456	-302	1,154	843	666	666	666
1,544	Schools Partnership Service	1,391	-42	1,349	1,199	835	835	835
79	Children's Innovation & Development Service	2,806	-2,878	-72	-292	-243	-243	-243
1,464	Integrated Workforce Development Service	1,623	-296	1,327	1,217	1,207	1,207	1,207
-350	Catering, Cleaning & Groomfield Services	11,339	-11,739	-400	-400	-400	-400	-400
3,001	Redundancy & Teachers Pensions	3,515	-506	3,009	3,009	2,996	2,996	2,996
	<i>0-19 Place Planning &amp; Organisation Service</i>							
1,040	0-19 Organisation & Planning	2,528	-1,478	1,050	1,040	1,032	1,032	1,032
158	Early Years Policy, Funding & Operations	158	-	158	158	157	157	157
175	Education Capital	173	-	173	173	170	170	170
9,293	Home to School / College Transport - Mainstream	10,965	-1,027	9,938	9,842	9,927	10,151	10,393
<b>19,511</b>	<b>Subtotal Learning</b>	<b>37,770</b>	<b>-18,685</b>	<b>19,085</b>	<b>18,041</b>	<b>17,569</b>	<b>17,777</b>	<b>18,003</b>
-23,212	DSG Adjustment	-	-23,212	-23,212	-23,212	-23,212	-23,212	-23,212
	<b>Savings to be found as a result of cut in Public Health grant</b>	<b>-511</b>	<b>511</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>- UNALLOCATED BUDGET</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>225</b>	<b>5,317</b>
	<b>Future Years</b>							
-	Inflation	-	-	-	4,843	10,287	15,942	21,987
<b>245,788</b>	<b>CFA BUDGET TOTAL</b>	<b>352,196</b>	<b>-115,655</b>	<b>236,541</b>	<b>228,866</b>	<b>233,983</b>	<b>238,267</b>	<b>249,145</b>

## Section 4 - A: Children, Families and Adults Services

**Table 2: Revenue - Net Budget Changes by Operational Division**

Budget Period: 2016-17

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Adult's Social Care</b>							
Strategic Management - ASC	565	22	-	1	-	186	774
Procurement	572	15	-	9	-	-34	562
ASC Strategy & Transformation	2,321	37	-	9	-	-207	2,160
ASC Practice & Safeguarding	1,931	34	-	15	-	-568	1,412
Local Assistance Scheme	899	5	-	-	-350	-70	484
<i>Learning Disability Services</i>							
LD Head of Services	272	18	-	1	-	-43	248
LD Young Adults	465	18	297	293	31	-144	960
City, South & East Locality	31,194	414	714	930	19	-3,067	30,204
Hunts & Fens Locality	21,818	291	553	693	31	-2,374	21,012
In House Provider Services	4,548	125	-	68	-	-664	4,077
<i>Disability Services</i>							
PD Head of Services	973	17	-	4	-	-88	906
Physical Disabilities	12,764	156	406	9	49	-1,019	12,365
Autism and Adult Support	607	9	128	1	-	-301	444
Sensory Services	509	10	-	4	10	-10	523
Carers	2,121	25	-	1	-	-308	1,839
<b>Subtotal Adult's Social Care</b>	<b>81,559</b>	<b>1,196</b>	<b>2,098</b>	<b>2,038</b>	<b>-210</b>	<b>-8,711</b>	<b>77,970</b>
<b>Older People and Mental Health Services</b>							
Director of Older People and Mental Health	-7,355	89	-	7	331	-1,052	-7,980
OP - City & South Locality	18,565	264	475	18	50	-1,195	18,177
OP - East Cambs Locality	7,187	107	175	10	-	-520	6,959
OP - Fenland Locality	8,095	113	214	8	-	-560	7,870
OP - Hunts Locality	12,416	168	328	15	58	-867	12,118
Addenbrooke's Discharge Planning Team	1,051	36	-	15	51	-38	1,115
Hinchinbrooke Discharge Planning Team	634	15	-	8	22	-18	661
Reablement, Occupational Therapy & Assistive Technology	8,220	171	-	-	-	-405	7,986
Integrated Community Equipment Service	801	10	117	2	-	-253	677
<i>Mental Health</i>							
Head of Services	4,262	54	-	1	-	-136	4,181
Locality Teams	7,237	105	440	14	123	-902	7,017
Older People Mental Health	8,127	106	189	3	68	-464	8,029
<b>Subtotal Older People and Mental Health Services</b>	<b>69,240</b>	<b>1,238</b>	<b>1,938</b>	<b>101</b>	<b>703</b>	<b>-6,410</b>	<b>66,810</b>

## Section 4 - A: Children, Families and Adults Services

**Table 2: Revenue - Net Budget Changes by Operational Division**

Budget Period: 2016-17

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Children's Social Care</b>							
Strategic Management - Children's Social Care	2,664	75	-	42	-	-394	2,386
Head of Social Work	4,126	54	316	572	-	-364	4,704
Legal Proceedings	1,530	11	-	-	-	-	1,541
Safeguarding & Standards	1,176	25	-	19	50	-73	1,197
Children's Social Care Access	4,533	107	-	52	259	-193	4,758
Children Looked After	10,146	175	-	188	193	-134	10,568
Children In Need	3,897	87	-	48	196	-167	4,061
Disabled Services	5,910	97	-	36	87	-276	5,854
<b>Subtotal Children's Social Care</b>	<b>33,982</b>	<b>631</b>	<b>316</b>	<b>957</b>	<b>785</b>	<b>-1,601</b>	<b>35,069</b>
<b>Strategy and Commissioning</b>							
Strategic Management - S&C	26	3	-	3	-	315	347
Information Management & Information Technology	1,915	37	-	14	-	-151	1,815
Strategy, Performance and Partnerships	1,582	40	-	22	-	-173	1,471
<i>Commissioning Enhanced Services</i>							
LAC Placements	16,490	198	-	-	-	-1,561	15,127
SEN Placements	8,469	94	-	-	-	-	8,563
Commissioning Services	3,731	79	-	35	-64	-80	3,701
Early Years Specialist Support	1,323	16	-	-	-	-40	1,299
Home to School Transport - Special	7,757	125	613	1,200	-	-613	9,082
<i>Executive Director</i>							
Executive Director	452	11	-	4	-	-11	456
Central Financing	96	-	-	366	-	-2,062	-1,599
Teachers Pensions	-	-	-	-	-	-	-
Redundancy	-	-	-	-	-	-	-
<b>Subtotal Strategy and Commissioning</b>	<b>41,841</b>	<b>603</b>	<b>613</b>	<b>1,644</b>	<b>-64</b>	<b>-4,376</b>	<b>40,262</b>
<b>Children's Enhanced and Preventative Services</b>							
Strategic Management - E&P Services	823	25	-	20	6	-117	757
Children's Centres Strategy	571	13	-	-	-	-331	253
Support to Parents	1,456	32	-	21	-	-210	1,299
SEND Specialist Services	5,976	189	-	84	-	-508	5,741
Safer Communities Partnership	983	96	-	15	-	-29	1,065
<i>Youth Support Services</i>							
Youth Offending Service	1,317	34	-	25	-	-187	1,189
Central Integrated Youth Support Services	1,195	22	-	9	-	-367	859

## Section 4 - A: Children, Families and Adults Services

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2016-17

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<i>Locality Teams</i>							
East Cambs & Fenland Localities	3,665	89	-	46	-	-462	3,338
South Cambs & City Localities	4,222	101	-	54	-	-610	3,767
Huntingdonshire Localities	2,659	69	-	38	-	-477	2,289
<b>Subtotal Children's Enhanced and Preventative Services</b>	<b>22,867</b>	<b>670</b>	<b>-</b>	<b>312</b>	<b>6</b>	<b>-3,298</b>	<b>20,557</b>
<b>Learning</b>							
Strategic Management - Learning	-274	-4	-	1	-	-33	-310
Early Years Service	1,790	39	-	31	-	-151	1,709
Schools Intervention Service	1,591	43	-	29	-	-509	1,154
Schools Partnership Service	1,544	57	-	29	-	-281	1,349
Children's Innovation & Development Service	79	13	-	12	-	-176	-72
Integrated Workforce Development Service	1,464	33	-	19	-	-189	1,327
Catering, Cleaning & Groomfield Services	-350	-	-	-	-	-50	-400
Redundancy & Teachers Pensions	3,001	35	-	-	-	-27	3,009
<i>0-19 Place Planning &amp; Organisation Service</i>							
0-19 Organisation & Planning	1,040	27	-	13	-	-30	1,050
Early Years Policy, Funding & Operations	158	3	-	3	-	-6	158
Education Capital	175	4	-	7	-	-13	173
Home to School / College Transport - Mainstream	9,293	153	475	980	-	-963	9,938
<b>Subtotal Learning</b>	<b>19,511</b>	<b>403</b>	<b>475</b>	<b>1,124</b>	<b>-</b>	<b>-2,428</b>	<b>19,085</b>
DSG Adjustment	-23,212	-	-	-	-	-	-23,212
<b>CFA BUDGET TOTAL</b>	<b>245,788</b>	<b>4,741</b>	<b>5,440</b>	<b>6,176</b>	<b>1,220</b>	<b>-26,824</b>	<b>236,541</b>

## Section 4 - A: Children, Families and Adults Services

**Table 3: Revenue - Overview**

**Budget Period: 2016-17 to 2020-21**

		Detailed Plans		Outline Plans							
Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee	Impact Rating	Deliverability Rating
1	OPENING GROSS EXPENDITURE	360,719	352,196	345,047	344,338	349,128					
A/R.1.001	Increase in spend funded from external sources	590	-	-	-	-	Existing	Increase in expenditure budgets (compared to published 2015-16 Business Plan) as advised during the budget preparation period and permanent in-year changes made during 2015-16.	Adults, C&YP		
A/R.1.002	Special Educational Needs and Disability (SEND) Implementation Grant	-359	-	-	-	-	Existing	Removal of one-off new funding to support impact of new responsibilities due to SEND reforms (received in 2015-16 only).	C&YP		
A/R.1.003	Transfer of Function - Independent Living Fund	1,332	-67	-63	-60	-57	New	The Independent Living Fund (ILF), a central government funded scheme supporting care needs, closed on 30 June 2015 and the local authority is now responsible for meeting eligible social care needs for former ILF clients – requiring the additional budget shown on this line. Following the national trend, a 5% reduction in service users per year has been applied across the Business Planning period.	Adults		
A/R.1.004	Cambridgeshire Local Assistance Scheme	513	-	-	-	-	Existing	Increase in allocation to Local Assistance Scheme, following GPC review of national settlement	Adults, C&YP		
A/R.1.005	Reduction in Youth Justice Board Grant	-95	-	-	-	-	New	Anticipated reduction in Youth Justice Board Good Practice Grant.	C&YP		
A/R.1.006	Care Act (New Burdens Funding) Additional assessments and care cap	-1,600	-	-	-	-	New	With the announcement in July 2015 that the care cap would be delayed from April 2016 to the end of the decade, the Council now no longer needs to undertake assessments of people who fund their own care. We therefore anticipate the funding which the Council has been allocated for early assessments in 2015/16 will not recur in future years.	Adults		
A/R.1.007	Increase in Dedicated Schools Grant (DSG)	200	-	-	-	-	New	DSG funding of Special school equipment budget in Commissioning Enhanced Services.	C&YP		
1.999	REVISED OPENING GROSS EXPENDITURE	361,300	352,129	344,984	344,278	349,071					
2	INFLATION										
A/R.2.001	Centrally funded inflation - Staff pay and employment costs	2,221	2,171	2,433	2,507	2,675	New	Forecast pressure from inflation relating to employment costs. On average, 3.3% inflation has been budgeted for, to include inflation on pay, employers National Insurance and employers pension contributions (which are subject to larger increases than pay as a result of the on-going review of the employer's percentage contribution required). However CFA will expect individual Budget Holders to absorb part of this increase in cost (see A/R.6.710).	Adults, C&YP		
A/R.2.002	Centrally funded inflation - Care Providers	2,232	2,181	2,445	2,519	2,689	New	Forecast pressure from inflation relating to care providers. An average of 1.2% uplift would be affordable across Care spending.	Adults, C&YP		
A/R.2.003	Centrally funded inflation - Looked After Children (LAC) placements	316	323	352	363	359	New	Forecast pressure from inflation relating to LAC Placements, which is estimated at 1.2%. However it is planned to restrict inflation on contracts to 0.50% where possible (see saving A/R.6.407).	Adults, C&YP		
A/R.2.004	Centrally funded inflation - Transport	431	441	480	494	490	New	Forecast pressure relating to Transport. Inflationary increase is calculated at 1.5%.	Adults, C&YP		
A/R.2.005	Centrally funded inflation - Miscellaneous other budgets	170	173	189	194	192	New	Forecast pressure from inflation relating to miscellaneous other budgets, on average this is calculated at 1.3% increase.	Adults, C&YP		
A/R.2.006	Corporate Services Inflation Proposal - Impact of National Living Wage on CCC employee costs	-	4	15	68	151	New	The cost impact of the introduction of the National Living Wage (NLW) on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates. Traded services whose staff are paid below the National Living Wage will be expected to recover any additional cost through their pricing structure.	Adults, C&YP		

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A/R.2.007	Impact of National Living Wage on Contracts	5,970	5,355	5,321	5,319	5,397	New	As a result of the introduction of the National Living Wage (NLW) it is expected that the cost of contracts held by CCC with private and voluntary sector care providers will increase. This is as a result of providers costs increasing as a result of introducing the NLW, price increases are therefore anticipated. Our analysis suggests the changes from April 2016 could cost an additional 3-5%, depending on the cost base for providing different types of care.	Adults, C&YP		
A/R.2.008	Impact of National Living Wage on Contracts - anticipated funding	-5,970	-5,355	-5,321	-5,319	-5,397	New	The cost increase created from national living wage is a major uncertainty within this Business Plan and it is assumed that additional resources will be made available to CFA in response to the change. The Council believes this to be a new burden for which government must provide additional funding - further details are expected later in the Autumn. If this is not forthcoming local steps will be proposed to avoid an additional burden on CFA in 2016/17	Adults, C&YP		
<b>2.999</b>	<b>Subtotal Inflation</b>	<b>5,370</b>	<b>5,293</b>	<b>5,914</b>	<b>6,145</b>	<b>6,556</b>					
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>										
A/R.3.001	Integrated Community Equipment Services (ICES)	117	118	128	128	120	Existing	Funding to support the increased demand for Community Equipment, both for the Adult population (demand for more complex equipment and demand led by Reablement) and for children (where demand continues to grow). ICES is an all age service.	Adults		
A/R.3.002	Physical Disability & Sensory Services	534	529	492	511	511	Existing	Funding to support the increase in demand on the service from children transferring to adult services and the net predicted increase in new users' needs (based on current trends of new users less users leaving the service). A net increase of 63 clients were registered on Disabilities Service commitment record across 2014-15.	Adults		
A/R.3.003	Reductions in demand - Physical Disability and Autism & Adult Support	-	-20	-55	-80	-111	New	The strategic approach across CFA is to maximise independence and reduce the need for statutory services. This work in children's will ensure that those young people transferring to the Physical Disability and Adult and Autism Team will be expected to have a reduced level of need for services. In addition working to the Transforming Lives model will ensure that a wider range of family and community resources are used to help people meet their needs as well as promoting independence through short term funding and use of reablement before considering a long term statutory provision. There will be an increased level of financial risk relating to any reduction in a carer's ability to care.	Adults	Amber	Amber
A/R.3.004	Learning Disability Partnership (LDP)	2,065	2,288	1,904	2,085	2,085	Modified	Funding to support new users in the service (children turning 18 in 2016-17), as well as carer breakdown. Indicative budget has been identified for 13 clients who are likely to transition to Adults Services in the first year of this Business Planning period. The remaining £1.7m of the bid in 2016/17 relates to increased need for existing clients and new clients presenting to the LDP after their early twenties. This is based on an analysis of changes in this client group over the last 2 years – indicating an upward trend of 3.5%.	Adults		
A/R.3.005	Reductions in demand - Learning Disability	-500	-750	-904	-1,085	-1,085	New	The strategic approach across CFA is to maximise independence and reduce the need for statutory services; this work in children's will ensure that those young people transferring to the LDP will be expected to have a reduced level of need for services. In addition working to the Transforming Lives model will ensure that a wider range of family and community resources are used to help people meet their needs as well as promoting independence through short term funding before considering a long term statutory provision. There will be an increased level of financial risk relating to any reduction in a carers ability to care and in relation to any new people moving into the County.	Adults	Amber	Amber
A/R.3.006	Older People (Additional Demand)	2,298	2,402	2,793	2,798	2,806	Existing	Demographic modelling indicates that the number of older people requiring support will increase by 3.1% per year. This is due to a combination of the overall population growth occurring in Cambridgeshire, the increasing proportion of people aged over 65 and over 85 within that population and the increasing prevalence of dementia. The amounts show the additional funding required to support older people if the current proportion of people continue to receive care and the average cost of care per person remains the same.	Adults		



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A/R.3.007	Reductions in Demand - Preventing and delaying the need for care for older people	-918	-965	-1,138	-1,136	-1,136	New	We plan to mitigate a significant proportion of the demand pressure on older people's services by offering forms of early help which will result in a quicker response and reduce the number of people passing into the statutory teams for full assessment and a care package.  We will establish a multi-disciplinary team in the Contact Centre which will work to identify people with needs that can be immediately resolved by offering advice and guidance over the phone. For people requiring a face to face conversation a new booked appointments service will be provided which will work to link people into voluntary and community sector support and universal services, and ensure that preventative measures are taken, information and advice is provided and links made to existing support systems in the community to meet needs more quickly and delay the need for statutory support. This is in line with Transforming Lives principles. Through this work we will hope to reduce the volume of new referrals to care teams by approximately 40%. We will need to reduce expected new demand by 52 clients, across care types, to achieve this level of saving.	Adults	Amber	Amber
A/R.3.008	Adult Mental Health - Additional Demand	440	440	440	440	440	Existing	Funding to support increases in mental health needs for people aged 18- 65. This reflects modelling of the overall population growth in Cambridgeshire, the rise in mental health needs and autistic spectrum disorders in particular. The model reflects the additional funding required if recent trends in the number of service users and the costs of care were to continue.	Adults		
A/R.3.010	Home to School Special Transport	613	618	618	623	625	Modified	Increased costs of journeys to school for children with Special Educational Needs (SEN) due to increasing numbers and complexity of need of children being transported, as predicted using historical trends.	C&YP		
A/R.3.011	Looked After Children (LAC) Numbers	2,100	1,615	1,680	1,744	1,841	Existing	Increased costs due to forecast increase in the LAC population in Cambridgeshire. The population is forecast to grow at a monthly rate of 0.36%, following analysis of recent and historical trends; this is prior to management intervention. Significant savings are planned to be delivered through the Placements Strategy, reversing the demographic growth (A/R.3.012) and delivering further savings (A/R.6.407).	C&YP		
A/R.3.012	Reduction in demand - Looked After Children (LAC)	-2,100	-1,615	-1,680	-1,744	-1,841	New	Demographic pressures (A/R.3.011) are planned to be met through implementation of the Placements Strategy reducing the risk of children entering care, reducing the length of time children spend in care, and reducing the risk of children returning to care.	C&YP	Amber	Amber
A/R.3.013	Growth in Children Numbers	305	487	528	589	589	Existing	Increase in resources required to support increased and more diverse child population in Cambridgeshire.	C&YP		
A/R.3.014	Reductions in demand - Growth in Children Numbers	-305	-487	-528	-589	-589	New	There will be no new resources for new communities as they emerge in Cambridgeshire and therefore additional demand will be met from within the services' existing resource.	Adults, C&YP	Amber	Amber
A/R.3.015	Home to School Mainstream Transport	475	759	759	759	759	Existing	Increased costs because the growth in numbers requires additional and new routes to be put in place for children of statutory school age.	C&YP		
A/R.3.016	Adoption	316	349	384	424	467	New	Special Guardianship Orders and Adoption Allowances were previously part funded through use of the Adoption Reform Grant as well as opportune in year savings in Children's Social Care (CSC). Government has now withdrawn the Adoption Reform Grant and previous funding is also not available in CSC to manage these costs. With a 25% year on year increase of Special Guardianship Orders alone over the past four years this funding is needed to fund the shortfall in funding for Special Guardianship Orders/Adoption Allowances. Our policy in relation to these payments will also be reviewed with a view to making savings in this area (see saving A/R.6.305).	C&YP		
A/R.3.017	Support Packages - Children in Need	47	46	46	46	46	Existing	Increased costs for Children in Need teams within Children's Social Care due to increasing numbers of referrals, and initial and core assessments being undertaken.	C&YP		
A/R.3.018	Support Packages - Children in Need	-47	-46	-46	-46	-46	New	The additional pressure on this budget will be absorbed.	C&YP	Amber	Amber
A/R.3.019	Disability Children's Services	56	58	60	62	64	Existing	Projected growth in disabled children numbers being seen in Cambridgeshire and requiring support from Children's Social Care, based on national trends in numbers and increases in complexity of need.	C&YP		
A/R.3.020	Disability Children's Services	-56	-58	-60	-62	-64	New	The additional demand on this budget will be managed within existing resources.	C&YP	Amber	Amber

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A/R.3.021	Adult Alcohol Specialist Treatment Service	38	89	81	92	85	Existing	Funding to support increased demand for alcohol services.	Adults C&YP	Amber	Amber
A/R.3.022	Adult Alcohol Specialist treatment	-38	-89	-81	-92	-85	New	Increased demand on this service will be managed within existing resources.			
3.999	<b>Subtotal Demography and Demand</b>	<b>5,440</b>	<b>5,768</b>	<b>5,421</b>	<b>5,467</b>	<b>5,481</b>					
<b>4</b>	<b>PRESSURES</b>										
A/R.4.001	Unaccompanied Asylum Seeking Children	125	-	-	-	-	New	Recognising the increase in Unaccompanied Asylum Seeking Children in Cambridgeshire and increasing costs relating to legal challenge, assessment and interpreters.	Adults		
A/R.4.002	Fair Cost of Care and Placement Costs	-	-	-	1,500	2,500	New	In line with Care Act guidance, the Council will need to continue to ensure that the price paid for Adult Social Care reflects due regard to the actual costs of providing that care. A strategic investment in the care home sector is envisaged in the final two years of this Business Plan. The timing and extent of this will be kept under close review as several factors develop including the impact of the national living wage, local market conditions and the overall availability of resources.	Adults		
A/R.4.003	Home to School Transport (Mainstream)	980	-	-	-	-	New	Pressures exist on the 2015/16 budget because savings from the re-tendering of contracts have been less than anticipated (prices have been negotiated to as low as the market will bear), and because of an unanticipated increase in the number of children requiring transport as a result of catchment schools being at capacity.	C&YP		
A/R.4.004	Home to School Transport (Looked After Children & Special)	1,200	-	-	-	-	New	Pressures existing as a result of the increasing Looked After Children population, and increasing needs resulting in higher cost and quantity of specialist transport.	C&YP		
A/R.4.005	Learning Disability Partnership	1,892	-	-	-	-	New	Previously the Council attempted to make savings based on the existing programme of reviews of service users, and limiting reduction of services to those that service users could reasonably be expected to pay. In the future the Council will have to straightforwardly seek reductions in packages without necessarily ensuring there is another way of the service user accessing that support. Going forward, a dedicated team of staff will be set up to undertake reviews of service users and to negotiate with providers. This work will need to ensure services are appropriate to service users needs and in line with the policies of the Council.	Adults		
A/R.4.007	Single-Tier State Pension	1,409	-	-	-	-	Existing	The Government plans to abolish the State Second Pension on 1st April 2016. The Council currently receives a rebate on the amount of National Insurance contributions it pays as an employer because it has "contracted out" of the State Second Pension. This rebate will cease when the State Second Pension is abolished, resulting in an increase in the cost of National Insurance contributions which the Council is required to pay.	Adults, C&YP		
A/R.4.008	Adoption	570	-	-	-	-	New	There is a current pressure of £570k in the Children's Social Care directorate. Adoption Allowances and Special Guardianship Orders were previously part funded through use of the Adoption Reform Grant as well as opportune in year savings in Children's Social Care (CSC). Government has now withdrawn the Adoption Reform Grant and previous funding is also not available in CSC to manage these costs. With a 25% year on year increase of Special Guardianship Orders alone over the past four years this funding is needed to fund the shortfall in funding for Special Guardianship Orders/Adoption Allowances. These allowances will be reviewed with a view to making savings (see proposal A/R.6.305).	C&YP		
4.999	<b>Subtotal Pressures</b>	<b>6,176</b>	<b>-</b>	<b>-</b>	<b>1,500</b>	<b>2,500</b>					

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<b>5</b>	<b>INVESTMENTS</b>										
A/R.5.001	Re-evaluation of Social Work posts in Children's and Adult's Services	1,304	-	-	-	-	New	The Council has carried out a re-evaluation of the grades for posts working in social care in Adults' and Children's services to bring CCC in line with neighbouring authorities. This is in response to current difficulties with recruitment and retention and forms part of a Recruitment and Retention Strategy. This will result in increased cost as existing staff are upgraded, new staff are appointed and vacancies filled. We expect some decrease in spending on agency workers as a result, shown in proposal A/R.6.706.	Adults, C&YP		
A/R.5.002	Early help and intervention service for Older People and Adults with disabilities	330	-	-	-	-	New	We will establish a multi-disciplinary team in the Contact Centre which will work to identify people with needs. In addition, for people requiring a face to face conversation, Contact Centre staff will be able to offer a new booked appointments service which will work to link people into voluntary and community sector support and universal services, and ensure that preventative measures are taken, information and advice is provided and links made to existing support systems in the community to meet needs more quickly and delay the need for statutory support. This is in line with Transforming Lives	Adults		
A/R.5.003	Flexible Shared Care Resource	-64	-174	-	-	-	Existing	Ending of transformation funding given to fill a gap in the market for the provision of services which bridge the gap between fostering and community support and residential provision. Investment will be repaid over a 7 year period from savings in placement costs.	C&YP		
A/R.5.004	Cambridgeshire Local Assistance Scheme (CLAS)	-350	-	-	-	-	Existing	Reversal of one off investment made into Cambridgeshire Local Assistance Scheme in 2015-16 (offset by new funding of £513k as shown in proposal A/R.1.004).	Adults		
<b>5.999</b>	<b>Subtotal Investments</b>	<b>1,220</b>	<b>-174</b>	<b>-</b>	<b>-</b>	<b>-</b>					
<b>6</b>	<b>SAVINGS</b>										
A/R.6.101	<b>Adult Social Care</b> Reduction in expenditure on meeting the needs of people with physical disabilities and people on the autistic spectrum.	-1,232	-1,191	-440	-505	-455	New	The savings will be a combination of actions set within a new policy framework currently being developed. The focus of activity will be reducing the provision for service users with disabilities within the context of the transforming lives model. This will include: <ul style="list-style-type: none"> <li>Accepting more risk in packages</li> <li>Funding in place to manage situations where there was a likely need for increased support will be removed where there is no evidence that this has been used; Instead working to the transforming lives model teams will be more responsive to emerging need and intervene early to prevent or delay that need, offering time limited support or a Reablement Service where appropriate.</li> <li>Specialist occupational therapist input will also continue to reduce double-handed care packages to single worker provision</li> <li>Limiting the level of funding for "social inclusion" where a person attends groups or lives with others.</li> <li>Negotiating reduction in the price we set for care (benchmark) particularly where this price is different across clients groups i.e. one cost for physical disabilities and a different one for older people.</li> <li>Focusing on setting goals in support plans that aim for increased independence and reducing funding when those goals are achieved.</li> <li>A programme of reviews and re-assessments will underpin these changes, this is likely to take up to three years to complete.</li> </ul> As we expect service user numbers to be broadly static in this service, achieving this saving will require a 7.5% reduction in the average appending per person in residential services and a 4.5% reduction in the average spending per person receiving community based support.	Adults		

Red	Amber
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A/R.6.102	Reduction in expenditure on meeting the needs of people with learning disabilities	-5,213	-5,914	-2,025	-2,047	-2,283	New	<p>The savings will be a combination of actions set within a new policy framework currently being developed. The focus of activity will be on reducing the provision for service users with Learning disabilities within the context of the Transforming Lives model. This will include:</p> <ul style="list-style-type: none"> <li>• Accepting more risk in packages</li> <li>• Funding in place to manage situations where there was a likely need for increased support will be removed where there is no evidence that this has been used; Instead working to the transforming lives model teams will be more responsive to emerging need and intervene early to prevent or delay that need.</li> <li>• Identifying opportunities to promote group activities both in the community and in day care settings meaning support staff can be shared.</li> <li>• Introduction of set (benchmark) prices for care in line with current practice in Physical Disabilities and Older Peoples services requiring negotiation with existing providers.</li> <li>• Focusing on setting goals in support plans that support people to progress and increase their independence, reducing funding when those goals are achieved.</li> <li>• A programme of reviews and re-assessments will underpin these changes, this is likely to take up to three years to complete.</li> </ul> <p>The Learning Disability Partnership has a pooled health and social care budget therefore additional savings are required to maintain the pooled budget, this work will be focused on a review of specialist health support including the commissioned inpatient provision. For 2016/17, the savings in this line have been modelled as requiring a 7% reduction in the average cost of residential care, a 5% reduction in the average cost of supported living and a 6% reduction on average across community-based services. Client numbers will stay stable overall for the first two years of the plan – meaning the average level of support to individuals will decrease and cost less.</p>	Adults	Red	Red
A/R.6.103	Rationalisation of housing related support contracts (previously part of the Supporting People Programme)	-230	-500	-300	-	-	Existing	<p>This work will focus on contracted services commissioned to support individuals / families to maintain their housing. One contract will be ended and another will be realigned to current performance. Where services are ended this will be replaced by "floating support" this support is provided on a referral basis and is aimed at helping individuals and families to maintain their tenancies as well as other activities such as help to gain employment which moves them into a more independent and sustainable situation.</p>	Adults	Green	Amber
A/R.6.104	Charge eligible Disabled Facilities Grant expenditure to capital budget	-	40	-	-	-	Existing	<p>Reversal of charging equipment and work to provide better facilities for disabled people to capital rather than revenue budgets (as there is a limited amount of carried forward capital funding available).</p>	Adults	Green	Green
A/R.6.105	Older People's Services Handyperson	50	-	-	-	-	Existing	<p>Reversal of a one off saving from 2015-16. Work with partners to develop a new Countywide handyperson scheme was delayed in 2015/16 allowing a one-off saving to be made. This money will be needed for the new service in 2016/17.</p>	Adults	Green	Green
A/R.6.106	Review of non-care contracts in Adult Social Care	-54	-	-	-	-	New	<p>The Disabilities Service is no longer required to make a contribution to the Blue Badge scheme (£17k) and to multiple sclerosis therapy (£2k), additionally funding is removed following previous contractual rationalisation for housing related support.</p>	Adults	Green	Green
A/R.6.107	Prevention grant	-15	-	-	-	-	New	<p>Permanent removal of last part of a historical grant that has not already been rolled into ongoing contracts for prevention services.</p>	Adults	Green	Green
A/R.6.108	Short term reduction in budget to support family carers	-300	-	300	-	-	New	<p>Reduced 'personal budgets' to meet eligible needs for Carers. This follows changes to meet Care Act expectations and slower than expected take up of assessments and 'personal budgets'. If the take up of assessments and personal budgets increases quickly in the next two years, there is a risk that the budget will not be able to sustain the demand.</p>	Adults	Amber	Green
A/R.6.109	Remove post to support Adult Information System (AIS) now implementation has concluded	-41	-	-	-	-	New	<p>Removal of one post, which is currently vacant.</p>	Adults	Green	Green

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A/R.6.110	Deprivation of Liberty Safeguards	-540	-	-400	-	-	Existing	The March 2014 Supreme Court Judgement on the deprivation of liberty requires Councils to undertake a large number of new assessments, including applications to the Court of Protection. Recent guidance has reduced the requirement for legally trained representatives to present the cases in the Court of Protection which has reduced the legal fees. It has also proved challenging to secure suitably trained staff to undertake the assessments because of demand for these skills across all authorities. Some of the funding allocated to address this new pressure has therefore been identified to reduce budget pressures and the Council accepts the potential risk of challenge for depriving people of their liberty while the backlog of cases are prioritised.	Adults	Amber	Green
A/R.6.111	Review of in-house services for Learning Disability	-500	-250	-250	-	-	New	In line with CFA strategy and transforming lives we will review and make necessary changes to in house services changes will focus on: <ul style="list-style-type: none"><li>Ensuring that the staffing and funding resource is appropriately targeted to provide intensive short term support aimed at increasing independence where this will reduce the long term demand for services. This approach is not fully embedded in the current model of services.</li><li>We will continue to provide a respite function both as a day provision and an overnight provision and will ensure that this is appropriately staffed and is cost effective.</li><li>Where any service is not being fully utilised and / or is not cost effective we will consider the risks in ending it as an in house service and where appropriate working with the independent sector to provide for assessed needs in a different way.</li></ul>	Adults	Green	Green
A/R.6.112	Cambridgeshire Local Assistance Scheme	-70	70	-	-	-	New	The scheme is currently underspending, so it is proposed that a one off saving is made from 2016-17 budgets.	Adults, C&YP	Green	Green

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A/R.6.201	<b>Older People's Services and Adult Mental Health</b>  Reduction in expenditure on meeting the needs of older people requiring care	-2,063	-1,278	-1,403	-1,701	-1,521	New	<p>Savings will be delivered by reducing the cost of the care organised to meet the needs of older people assessed as eligible for social care. Through the transforming lives model of social work, teams will work to design support and care packages which seek to minimise the reliance on traditional forms of formal care, maximise independence and wherever possible keep people living in their community and at home rather than in full time care settings. Our planning assumptions are based on current trends.</p> <p>For 2016/17, the savings in this line have been modelled as the result of decreasing the numbers in</p> <ul style="list-style-type: none"><li>• residential care by 5% (27 service users)</li><li>• by 5% in nursing care (16 service users).</li></ul> <p>This will mean that clients with higher levels of need will receive community-based care instead of residential services.</p> <ul style="list-style-type: none"><li>• Achieving this saving also requires a reduction in homecare clients of 79 and a 2% reduction in average cost of domiciliary provision, meaning the average package size will decrease.</li></ul> <p>Our plans mean that we will support only the same number of Older People in 2021 as we do in 2015, despite the demographic pressures. We recognise that this will be very challenging to implement and could have a negative impact on the outcomes of the older people we support and some older people may not receive the amount of care they had hoped for or may not be placed in the care setting they would ideally have chosen.</p> <p>There is also a risk that as we seek to manage within the allocated budget, that this will increase pressure on other health and care partners, at a time when their budgets and services are also under significant pressure. We aim to ensure that we plan with partners how we will use of resources to achieve greatest impact by working in partnership to plan for and anticipate the impact of the reduced budget.</p>	Adults	Red	Red
A/R.6.202	Housing Related Support	-457	-	-	-	-	New	<p>The support service for those being accommodated in extra care schemes has been retendered in 14/15 and this has resulted in a reduction in the overall cost of the contract of £332K. In addition as part of the retendering process there was a move away from a hardwired alarm service to the community alarm service in the same way that this currently operates for older people living in the community.</p>	Adults	Green	Green

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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee	Impact Rating	Deliverability Rating
A/R.6.203	Reduction in expenditure on care for adults with mental health needs	-841	-830	-370	-722	-584	New	Savings will be delivered by reducing the cost of the care plans organised to meet the needs of people aged under 65 with mental health needs. The key strategy for reducing overall spend is to decrease the proportion of care costs which are allocated to residential care. This will be achieved through a combination of • Decreasing the proportion of new packages which are in residential provision • A concerted review of all existing high cost placements and in particular those made out of area to identify alternate packages • Reducing the weekly cost of residential packages • Reducing the number of weeks people spend in residential care before moving into more independent living arrangements This is modelled as a 4.5% reduction in the number of residential service users and an 8% reduction in the average unit cost of residential provision. The impact of this on adults aged 18-65 will be that the cost of support packages for existing service users will be reduced which may in some cases result in a reduction in the amount of support received. For new service users there will be a greater level of scrutiny of care packages authorised and this may mean in some cases that the level of support is less than that may have been expected. Reduction in the cost or amount of care funded is likely to have an impact on outcomes in some cases.	Adults	Red	Red
A/R.6.204	Community Equipment	-250	-120	-	-	-	Existing	Work with our Community Equipment provider to realise efficiencies through our existing contract. This will limit the range of equipment on offer and we would seek to ensure that we are in line with other Local Authorities.	Adults	Amber	Amber
A/R.6.205	Continuation of one-off capitalisation of equipment and assistive technology for a further year	-125	-	285	-	-	Existing	Some equipment to provide better facilities to older people is currently funded from revenue. There is available social care capital grant carried forward from previous periods to which this can be charged instead on a one-off basis.	Adults	Green	Green
A/R.6.206	Joint Funding Arrangements with Health	-450	-	-	-	-	New	Continue to work with NHS colleagues to review continuing health care arrangements including joint funding, with a view to ensuring that the decision making process is transparent and there is clarity about funding responsibility between social care and the NHS when someone has continuing health care needs.	Adults	Red	Red
A/R.6.207	Extracare Schemes	-150	-	-	-	-	New	The ongoing staff costs within the contracts for extracare schemes will reduce over time. When the contracts were let staff transferred into the scheme under TUPE at higher rates of pay. Over time these staff leave and are replaced by staff on lower terms and conditions. The difference can be recouped by the local authority.	Adults	Green	Green
A/R.6.208	Discontinue Reimbursement for Delayed Transfers of Care	-330	-	-	-	-	New	The Care Act has clarified the position and confirmed that the system whereby local authorities are fined by hospitals for delayed transfer of care (DTOCs) for social care reasons should only take place in exceptional circumstances. The funding set aside for this purpose is no-longer required. The number of delayed transfers of care due to shortages of social care provision has also reduced significantly through the successful partnership work with health colleagues. The risk associated with this is that if the Council can only afford to pay for care at existing levels, this could result in an increased risk of delay.	Adults	Amber	Amber
A/R.6.209	Prisons Social Care Budget	-39	-	-	-	-	New	Delivering new duties in relation to social care for prisoners with reduced resources. Expenditure will be £300k and £39k of the funding can be taken as a saving.	Adults	Green	Green
A/R.6.210	Brokerage Service	-25	-	-	-	-	New	Reduction in business support capacity of Brokerage Team - capacity being provided by business support within Contracts Team	Adults	Green	Green
A/R.6.211	Reducing Voluntary Sector Mental Health Support Contracts	-134	-	-	-	-	New	Reduction in some voluntary sector contracts for people with mental health needs. This was already in the Business Plan for 16/17 but the savings target has been increased further. This will result in a reduced voluntary sector offer for people who are vulnerable due to mental health needs and may lead to increased demand for statutory services.	Adults	Amber	Green
A/R.6.212	Reduction in overheads through in-house delivery of Reablement	-174	-	-	-	-	New	Reducing support (non staff) costs of the Reablement Service following move into local authority. Efficiencies from reduced costs of property, IT, communications.	Adults	Green	Green
A/R.6.213	Voluntary Sector Contracts for Older People's Services	-	-50	-	-	-	New	Rationalisation of Voluntary Sector Contracts for older people and efficiencies from a review of contracts and contracting arrangements	Adults	Amber	Green

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A/R.6.214	Increase in income from Older People's client contributions	-500	-500	-	-	-	New	CCC has with the support of LGSS (Local Government Shared Services) researched and compared the way in which other local authorities approach allowances made for disability related expenditure (DRE) and respite care when calculating the financial assessment of service users' income. This has concluded that the Council's current arrangements need to be updated. This will result in an increase in income to the Council through client contributions.	Adults	Amber	Amber
	<b>Children's Social Care</b>										
A/R.6.302	Review of Management posts and structure of the Unit Model	-25	-25	-265	-	-	New	Review of management responsibilities within the Unit Structure with a further proposed reduction in the number of Units based on a projected decrease in the number of Looked After Children.	C&YP	Amber	Green
A/R.6.303	Rationalising Specialist & Edge of Care Services	-50	-50	-	-	-	New	Amalgamation of Specialist Family Support Service and the Supervised Contact function to produce better efficiency in attending contact meetings and subsequent reduction of associated relief staff costs. The associated room hire costs could also reduce. Also consider the efficiencies between the Specialist Family Support Service and the Alternative to Care Team which work with similar families .	C&YP	Green	Green
A/R.6.304	Volunteers in Child Protection	-65	-	-	-	-	New	Cut Volunteering in Child Protection scheme currently being delivered by Community Service Volunteers Charity. The scheme links volunteers with families with children on a protection plan, offering practical support and informal pastoral support during the stressful process of working through a statutory child protection plan.	C&YP	Green	Green
A/R.6.305	Special Guardianship Orders and Adoption Allowances	-350	-	-	-	-	New	Review of policy guidance in relation to the payments to adoptive carers and kinship carers made through adoption allowances and Special Guardianship Orders. Bring our policy into line with most local authorities by capping the payments to two years in all but the most exceptional circumstances. At present some allowances are paid for all years until the child becomes 18.	C&YP	Amber	Amber
A/R.6.306	Personal Budgets for Families with Children with Disabilities	-200	-	-	-	-	New	Further cost reductions through identifying ways to achieve inclusive outcomes with families' use of personal budgets whilst also meeting the increase in demographic demand.	C&YP	Green	Amber
A/R.6.307	Revise arrangements for Independent Reviewing Officers	-40	-	-	-	-	New	Re-configure Independent Reviewing Officer (IRO) arrangements to include use of own premises and more efficient use of statutory reviews.	C&YP	Green	Green
A/R.6.308	Reduction in Legal costs	-	-189	-	-	-	New	Reduction in legal costs as a result of less children becoming Looked After, as a result of the Looked After Children (LAC) Strategy (see saving A/R.6.406).	C&YP	Green	Amber
A/R.6.401	<b>Strategy and Commissioning</b> Reductions in the Strategy Service	-126	-126	-377	-	-	New	In 2016/17 these savings will be achieved through reducing staffing levels in the CFA Information Team, including the Welfare Benefits Team, and an end to funding to support the Child Poverty Strategy. In addition, we will review strategic functions across CFA with a view to reducing the available budget. Savings in future years will be based on a reduction in staffing and will result in less capacity to deliver transformational change. The decision has been made to take most savings in year three (2018-19). This means that there will be limited support for transformational change after this point.	Adults, C&YP	Amber	Green
A/R.6.402	Reductions in Commissioning Enhanced Services	-40	-13	-526	-	-	New	In 2016/17, savings will be achieved through not filling vacancies as they arise. Future years' savings are a proposed reduction in staffing within the Statutory Assessment and Resources Team (START) following completion of SEND Reform changes, in particular transfers from statements to Education Health and Care Plans, and within Access to Resources Team (ART) as a result of a reduction in Looked After Children numbers and therefore a reduced requirement to commission placements.	Adults, C&YP	Amber	Green
A/R.6.403	Home to School Transport (Special)	-388	-396	-1,050	-1,113	-1,153	New	The ability to make considerable savings from 2018/19 onwards is based on increased in county education provision and reduction in Education, Health and Care plans due to more need being met within mainstream provision both of which are needed to reduce the number of pupils requiring transport even with demographic increase in population. Savings are planned to be achieved through a change to post-16 funding policy introducing contributions to all post-16 pupils. This is subject to Member approval.	C&YP	Red	Red



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A/R.6.404	Reductions in the Information Management Service	-120	-11	-439	-	-	Existing	Significant reduction in ICT funding for database improvements resulting in less bespoke development, which should be mitigated by IT Procurement, and savings through efficiencies in Business Support, including on-line booking of training courses. Future years' savings are based on a reduction in staffing as a result of the implementation following the procurement of new IT systems for Adults' and Children's services.	Adults, C&YP	Amber	Green
A/R.6.405	Schools Brokerage	-10	-	-	-	-	Existing	Stop School Brokerage service which supports schools to procure services. The stopping of the service is due to the increase in Secondary Academies and responsibility for procuring sitting with Schools.	Adults, C&YP	Green	Green
A/R.6.406	Looked After Children Savings	-1,429	-1,811	-1,523	-912	-652	Existing	Reducing the total spend on placements for Looked After Children (LAC) by 33% over 5 years, through the delivery of the cross directorate LAC Strategy to reduce numbers of Looked after Children, from current levels of 570 (40.5 per 10,000 population) to 453 (29.3 LAC per 10,000 population) over 5 years. This is a significant saving and will have an impact on all children's services. Savings will be achieved through a combination of three objectives. Firstly, reducing the number of children and young people entering care – with a particular focus on outcomes for teenagers, keeping families together and breaking cycles of family crisis. Secondly, reducing the length of time children are in care for – ensuring that children move into family based care promptly where this is appropriate and safe. Thirdly, reducing the unit cost of placements by better commissioning, changing the mix of placements and considering different ways of meeting needs, with a particular focus on reducing the spend on residential placements and increasing the number of available Local Authority foster carers. We will do this by: <ul style="list-style-type: none"><li>• improving the reactions of our edge of care services to reduce the number of children becoming looked after</li><li>• ensuring that issues are identified early and that interventions successfully resolve them, reducing need for children to move into statutory services</li><li>• increasing the number of in-county and internal placements through increased recruitment of in-house foster carers</li><li>• ensuring that we are reviewing on a regular basis whether children need to remain Looked After or whether due to changed circumstances they can move back to their families</li><li>• continuing to work with CORAM Cambridgeshire Adoption (CCA) to improve the speed of adoption for children where that is right</li></ul>	C&YP	Red	Red
A/R.6.407	Looked After Children (LAC) Inflation Savings	-132	-124	-110	-96	-88	New	Award inflation at 0.5% rather than 1.2%	C&YP	Amber	Amber
A/R.6.408	Deliver new SEND responsibilities through existing resources	334	-	-	-	-	Existing	Reversal of one off savings in 2015/16.	Adults, C&YP	Green	Green
A/R.6.410	Moving towards personal budgets in home to school transport (SEN)	-221	-232	-378	-	-	New	The Personal Transport Budget (PTB) is a sum of money that is paid to a parent/carer of a child who is eligible for free school travel. The cost of a PTB would not be more than current transport arrangements. A PTB gives families the freedom to make their own decisions and arrangements about how their child will get to and from school each day. Monitoring and bureaucracy of PTBs is kept to a minimum with parents not being expected to evidence how the money is spent. However, monitoring of children's attendance at school is undertaken and PTBs removed if attendance falls below an agreed level. This policy has yet to be agreed by Members and a paper is expected in the new year after further work is completed.	C&YP	Amber	Amber

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A/R.6.501	<b>Children's Enhanced and Preventative Services</b> Re-commissioning of Children's Centres and Children's Health services	-	-2,000	-	-	-	New	Recommissioning of Children's Centres and early help services (Localities) to be considered in the context of the Local Authority's role as commissioner of Health Visiting, School Nursing and Family Nurse Partnership, and the wider re-commissioning of the Healthy Child Programme. There will be a significant reduction in the number of Children's Centres, however a revised service offer for families will be considered in conjunction with children's health services. Children's Centres may be de-registered and it means that significant parts of the County will not receive the current Children's Centre offer. For those areas without Children's Centres, there will continue to be an offer for 0-5's as part of the wider joint work with health services.	C&YP	Red	Amber
A/R.6.503	Children's Centres formula budget reduction	-250	-	-	-	-	New	A topslice will be applied to Children's Centres budgets, which will see a proportionate reduction for each Children's Centre. This saving will result in reductions in staffing (managed mainly through a review of vacant posts and posts currently filled on a fixed term basis). This will lead to a reduction in support to families in early years.	C&YP	Amber	Amber
A/R.6.504	Reduction of County Business Support Services across Enhance and Preventative Services (E&P)	-50	-	-	-	-	New	Savings have been identified through a rationalisation of the central business support function across E&P, which has considered the business support requirements resulting from the review of the 'early help' offer. £100K was achieved in 2015/16 and a further £50K is planned for 2015/16. This is in addition to a £300K saving to be achieved through an executive directorate wide review of the business support offer [ref A/R.6.705] and will reduce the level of support provided by business support for front line services	C&YP	Amber	Green
A/R.6.505	Recommissioning of Early Help - Children's Centre Strategy Team & Support to Parents	-80	-	-	-	-	Existing	The Children's Centre Strategy team and Parenting Strategy Teams have integrated and synthesised their work, to strengthen Family Work across the 0-19 range by taking a stronger commissioning approach to service delivery and further development of integrated working. The newly integrated Family Work (Early Help) Team was established in July 2015 and this £80K saving will realise the full year impact of the total saving achieved as a result of this integration.	C&YP	Green	Green
A/R.6.506	Recommissioning of Early Help - Locality Teams	-615	-	-	-	-	Modified	Full year impact of delivering the recommissioning of early help services agreed in March 2015. This includes the removal of Assistant Locality Manager posts, Senior Social Workers, Youth Development Coordinators and reducing the non-pay budget for Localities. In addition, the full year impact of reducing Information Advice and Guidance posts by 50%. It is proposed to take a £25k saving from the commissioning budget of the new Youth and Community Coordinator posts.	C&YP	Red	Green
A/R.6.507	Recommissioning of Early Help - Youth Support Services	-403	-	-	-	-	Existing	Full year impact of delivering the recommissioning of early help services agreed in March 2015. This includes £115k savings in the Family Intervention Partnership (FIP). A further £50k saving in the Multi Systemic Therapy team (on top of £61K in 15/16), pending the current review as part of the mutualisation process. There will no longer be a budget to support the reduction in teenage pregnancies (£58k). A number of further reductions are being made in Central Youth Support (£180k) including the removal of the Apprentice Strategy Lead and the vacancy service. The Duke of Edinburgh Award service will become fully traded and move to the Learning Directorate.	C&YP	Red	Green
A/R.6.508	Rural Youth Work and Small Grants for youth programmes	-47	-	-	-	-	Modified	Disinvestment of the rural youth work contract which currently funds the Connections Bus project and the ending of the small grants for transformation-driven youth projects	C&YP	Red	Green
A/R.6.509	Recommissioning of Early Help - SEND	-200	-	-	-	-	Existing	As part of the second year of delivering SEND reform, savings are expected from a review of the SEND management structure and service redesign. Opportunities for trading of the Specialist SEND services with schools is likely to increase. Having delivered on a contract with the Autism Education Training, there are now opportunities to deliver external training to other Local Authorities and to provide quality assurance.	C&YP	Amber	Green

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A/R.6.510	Use of Troubled Families Grant across Early Help (0-19) Services	-250	-	-	-	-	New	A proportion of the Troubled Families Grant will be used to offset costs of services in Early Help which are making a direct contribution to securing the payment by results for the programme. These services would otherwise be vulnerable to further reductions and so reduce the capacity to deliver against the national programme. The amount identified assumes 100% achievement of Payment By Results in Phase two of the Programme. If the grant comes to an end, or 100% Payment By Results is not achieved, front line services could be at risk.	C&YP	Amber	Green
A/R.6.511	Young Carers	-20	-	-	-	-	New	Following the implementation of The Care Act from April 2015 and recognising the unmet need amongst young carers, additional permanent funding of £175K was provided to extend the reach of services to more young carers, undertake more assessments and to enhance the level of service in line with the expectations of the act. A new contract has been tendered and savings of £20K have been realised.	C&YP	Green	Green
A/R.6.512	Speech and Language Therapy (SALT)	-120	-	-	-	-	New	Cease funding for Speech and Language Therapy Contract which currently provides additional support for targeted families in the early years. This will mean the ending of drop in services that are currently provided in children's centres	C&YP	Red	Green
A/R.6.513	Volunteers in Children's Centres	-80	-	-	-	-	New	Remove funding for developing volunteers in Children's Centres. As a result there will not be a specific innovation fund for local programmes and the service will no longer be able to pump prime projects.	C&YP	Amber	Green
A/R.6.514	Strategic Management - Enhanced & Preventative Services Heads of Service	-77	-	-	-	-	Modified	This is the full year effect of the permanent reduction in strategic management that has already been implemented (reducing by one vacant Head of Service for Localities and Partnerships) which will save £77K.	C&YP	Amber	Green
A/R.6.515	Strategic Management - Enhanced & Preventative Services	-20	-	-	-	-	New	Following staff changes, a £10K saving has been realised through a reduction in the Common Assessment Framework for Families (CAF) Team. A £10K commissioning budget for innovation, previously held by the Service Director, will be removed as a saving.	C&YP	Green	Green
A/R.6.516	Early Support SEND	-90	-	-	-	-	New	The funding for the Early Support programme, supporting children with SEND and complex lifelong needs will be transferred to the Dedicated Schools Grant (DSG), to ensure consistency with funding for other SEND based services.	C&YP	Green	Green
A/R.6.517	Youth Offending Service (YOS)	-80	-	-	-	-	New	This includes reduction in capacity of one FTE Youth Offending Officer post across the county (currently filled on a fixed term basis) and an additional saving for the sessional support budget. The impact of these savings will reduce capacity for casework teams delivering statutory interventions and a support budget that assists with peaks in demand when they arise. The risks associated with this are increased caseloads for YOS Officers across the county and capacity issues if vacancies, staff sickness and increase in the overall YOS caseload occurs.	C&YP	Amber	Green
A/R.6.518	Inclusion officer	-42	-	-	-	-	New	The funding for the Inclusion officer will be charged to Dedicated Schools Grant (DSG), to ensure consistency with funding for other Inclusion services which support children at risk of exclusion to remain in education.	C&YP	Green	Green
A/R.6.601	<b>Learning</b> Early Years Workforce Development	-80	-	-	-	-	New	Savings to be achieved by reducing the amount of, and support for, training. This risks not having a sufficient number of qualified staff, e.g. if turnover is greater than anticipated.	C&YP	Amber	Green
A/R.6.602	Reduction in Heads of Service	-80	-80	-	-	-	New	Reduce Learning Heads of Service from seven to five in line with the reduction in staffing and changing role of the Directorate.	C&YP	Green	Green
A/R.6.603	Reconfiguration of Education Support for Looked After Children	-	-	-334	-	-	New	Reduce and combine Virtual School, Special Educational Needs and Cambridgeshire Race Equality and Diversity teams to create a vulnerable groups team, including reducing Education Support for Looked After Children to minimum statutory responsibility. Support for these vulnerable groups will be reduced and Personal Education Plans will be developed and monitored by the social worker rather than a Virtual School teacher.	C&YP	Amber	Amber
A/R.6.604	Service Development Team	-50	-	-	-	-	New	Reduce Service Development Team, which supports new development such as trading, by one member of staff as the changes become embedded.	C&YP	Green	Green

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A/R.6.606	Education Advisors	-	-100	-	-	-	New	Reduce LA funding to the Education Advisor team to meet the minimum statutory requirement (one FTE). The team will trade with Schools to cover the costs of the remaining two Advisors.	C&YP	Green	Green
A/R.6.607	Reduction in school improvement funding	-450	-311	-163	-	-	New	Numeracy, Literacy and Improvement Advisors to be fully traded from 16/17. Primary Advisors to be 50% traded in 17/18 and fully traded in 18/19. Area Senior Advisors to be part traded from 16/17 and reduced to 2 FTE (or become further traded) in 17/18. Reduction in funding to maintained schools, (£100k in 16/17, £102k in 17/18) supporting only where we have a statutory responsibility to intervene, and/or early intervention would be cost-effective. These savings are a risk to the current rate of improvement and are at risk if the current rate of improvement is not sustained. If there is insufficient buy-back we will have to stop offering specific services.	C&YP	Amber	Green
A/R.6.611	Home to School Transport (Mainstream)	-960	-855	-673	-535	-517	New	2016/17: Withdraw all subsidies for Post 16 Transport (this spend in discretionary), including subsidies for disadvantaged students (£520k non-disadvantaged, £250k disadvantaged), subject to member approval. 2017/18 reflects savings from a range of actions including the introduction of Smart Card technology to manage capacity, delegating transport responsibility to schools, safe route reviews and personal budgets.	C&YP	Red	Amber
A/R.6.612	Integrated workforce development	-	-110	-	-	-	New	Adults Private, Voluntary and Independent and Vocational Qualifications training to fully traded.	Adults, C&YP	Green	Green
A/R.6.613	Wisbech Adventure Playground	-	-120	-	-	-	Existing	By 2017-18 to have secured the transfer of the management and operational running of the Wisbech Adventure Playground into community ownership (or another suitable model of external ownership).	C&YP	Green	Green
A/R.6.614	Reduce non statutory school improvement grants	-130	-	-	-	-	Existing	Reduce LA funding for schools' support for KS4 pupils at risk of not participating in post-16 provision. There is a small risk of this increasing NEET figures (number of young people not in Education, Employment, or Training) but most of this support does, and should, come from the schools themselves. This will have a minimal impact and is unlikely to affect the schools' purchasing decision.	C&YP	Green	Green
A/R.6.615	CFA Workforce Development	-150	-	-	-	-	Existing	A restructuring of the service to realise the efficiencies to be gained from bringing together the Children's and Adult's Workforce teams. No reduction in required professional development for staff.	Adults, C&YP	Green	Green
A/R.6.618	Business Support	-30	-51	-	-	-	Existing	Development and implementation of course booking and customer feedback systems and new ways of working will enable us to reduce our business support capacity.	C&YP	Green	Green
A/R.6.623	Forest schools (Outdoor Learning Project)	-14	-	-	-	-	New	Move to full cost recovery. If there is insufficient buy-back we will have to stop offering this service.	C&YP	Green	Green
A/R.6.624	Cambridgeshire Race, Equality and Diversity Service (CREDS)	-285	-	-	-	-	New	A decrease in the de-delegation to be received from maintained primary schools in 2016/17 will require the Cambridgeshire Race, Equality and Diversity Service (CREDS) to reduce the core offer to schools. This will result in a restructure of the service, including staffing reductions. Additional services will be available to be purchased by schools on a 'pay as you go' basis, subject to capacity.	C&YP	Amber	Green
CFA Cross-Directorate											
A/R.6.701	Consolidation of Procurement and Commissioning Functions across CFA	-125	-	-	-	-	New	Creating a single contract monitoring and procurement hub for the whole of CFA which will lead to staffing savings	Adults, C&YP	Green	Amber
A/R.6.703	Rationalising Strategic Support Functions	-150	-	-	-	-	New	Reviewing support across all Strategy, Practice and Innovation & Development functions within CFA to reduce staffing. This will impact on capacity to improve processes and practice on the ground.	Adults, C&YP	Green	Green
A/R.6.704	Strategic Review of SEND and High Needs Functions across CFA	-250	-	-	-	-	New	This saving will come from realigning the use of the SEND reform grant, ensuring that there is income generation and that there is a co-ordinated response to supporting children and young people with SEND and the schools they attend.	Adults, C&YP	Amber	Green

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A/R.6.705	Business Support saving	-300	-	-	-	-	New	Review across the executive directorate of Business Support levels which will secure efficiencies and greater use of shared arrangements. This will reduce the number of Business Support staff and could reduce productivity of managers, however this is being linked to Digital First agenda which will enable more work to be undertaken once rather than passed to Business Support staff to input into systems.	Adults, C&YP	Amber	Amber
A/R.6.706	Agency Savings as Result of Social Work Reward Measures	-502	-	-	-	-	New	The County Council has re-evaluated pay grades for staff working in social care in Adult's and Children's services. This is with a view to bringing the Council's pay for social workers in line with neighbouring Local Authorities. Currently the Council does have to rely on agency staff at increased cost. The expectation is that this change in grade will reduce vacancy rates, improve retention and reduce reliance on agency staff and this will result in a saving across Children's Social Care, Adult Social Care and Older People and Mental Health.	Adults, C&YP	Green	Red
A/R.6.707	Early Years Support and Advice	-543	-	-	-	-	New	Savings to be achieved through raising the threshold for supporting a setting; higher thresholds for specialist support to vulnerable groups; reducing the amount of preventative work; developing sector-led improvement; and using e-systems to share information, advice and guidance. This will lead to staffing reductions, to an increase in the risk of settings being judged inadequate, or requiring improvement (which, in turn, will affect the LA's ability to fulfil its statutory responsibility to secure a sufficient number of good quality places to meet parental demand). It will reduce capacity for inclusion and access for children with SEND, and will impact on children's readiness to attend school with increased risks in exclusions, parental dissatisfaction and Education, Health & Care Plan requests.	C&YP	Amber	Amber
A/R.6.708	Timing of implementation of Care Act	236	-	-	-	-	Existing	Following the announcement of a delay in the implementation of the care cap and care accounts in July 2015, we anticipate a reduction in Care Act funding in 2016-17.	Adults, C&YP	Green	Green
A/R.6.710	Absorbing inflationary uplifts to staff pay within existing budgets	-1,480	-	-709	-	-	New	Individual budget holders will absorb costs of pay increases from within their existing budgets.	Adults, C&YP	Amber	Amber
A/R.6.711	Revising senior management structure and support	-200	-	-	-	-	New	Revise senior management staffing.	Adults, C&YP	Amber	Green
A/R.6.712	Restrict inflationary uplifts passed onto providers for staff receiving living wage	-750	-742	-831	-856	-914	New	The inflation indicator for independent sector care provision has been applied to the entire care budget, however the national living wage will be handled separately through A/R.2.007. This means the segment of the general inflationary allocation which relates to providers' lower paid workforce is not required and is shown against this line as a reduction.	Adults, C&YP	Amber	Green
A/R.6.713	Single-Tier State Pension - absorb within existing budgets	-1,409	-	-	-	-	New	Individual budget holders will absorb costs of these increases in National Insurance contribution as a result of the withdrawal of the rebate for the second state pension.	Adults, C&YP	Amber	Amber
A/R.6.714	Reduction in mileage budgets	-128	-	-	-	-	New	Action plans will be developed to reduce mileage in teams which currently have high spend on mileage, focusing on agile ways of working/ working remotely.	Adults, C&YP	Green	Green
A/R.6.999	Saving required due to change in Public Health grant	-511	-100	-	-	-	New	Additional savings will be required as a result of a proposed cut to services funded by Public Health Grant.	Adults, C&YP		
6.999	<b>Subtotal Savings</b>	<b>-27,310</b>	<b>-17,969</b>	<b>-11,981</b>	<b>-8,487</b>	<b>-8,167</b>					
	<b>Unallocated Budget</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>225</b>	<b>5,092</b>					
	<b>TOTAL GROSS EXPENDITURE</b>	<b>352,196</b>	<b>345,047</b>	<b>344,338</b>	<b>349,128</b>	<b>360,533</b>					
7	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>										
A/R.7.001	Previous year's fees, charges & ring-fenced grants	-116,449	-115,655	-116,181	-110,355	-110,861	Existing	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	Adults, C&YP		
A/R.7.002	Increase in fees, charges and schools income compared to 2015/16	-917	-	-	-	-	Existing	Adjustment for permanent changes to income expectation from decisions made in 2015-16.	Adults, C&YP		
A/R.7.003	Fees and charges inflation	-629	-450	-470	-490	-511	Existing	Uplift in external charges to reflect inflation pressures on the costs of services.	Adults, C&YP		

## Section 4 - A: Children, Families and Adults Services

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

		Detailed Plans					Outline Plans				
Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee	Impact Rating	Deliverability Rating
	<b>Changes to fees &amp; charges</b>										
A/R.7.101	Early Years subscription package	-	-16	-16	-16	-16	New	Proposal to develop Early Years subscription package for trading with settings.	C&YP	Green	Green
A/R.7.102	Cambridgeshire Catering and Cleaning Services (CCS)	-50	-	-	-	-	New	Increase in CCS trading surplus through cost control and expanding out-of-county provision.	C&YP	Green	Green
A/R.7.103	Education ICT Service	-100	-100	-	-	-	New	Increase in trading surplus through expanding out-of-county provision.	C&YP	Green	Green
A/R.7.104	Cambridgeshire Outdoors	-	-50	-	-	-	New	Increase in trading surplus through cost reduction and external marketing.	C&YP	Green	Green
A/R.7.105	Admissions Service	-	-10	-	-	-	New	Increase in trading surplus through an increased use of automated systems.	C&YP	Green	Green
A/R.7.106	Education Advisors	-	-	-10	-	-	New	Team will move to a zero budget in 17-18 and by 18-19 will begin to return a small surplus.	C&YP	Green	Green
A/R.7.107	Income Target for Education Psychology services	-100	-	-	-	-	Existing	Opportunities for trading of the Specialist SEND services with schools is likely to increase. Having delivered on a contract with the Autism Education Training, there are now opportunities to deliver external training to other Local Authorities and to provide quality assurance.	C&YP	Amber	Green
A/R.7.108	Additional Income Target for Educational Welfare Officers	-60	-	-	-	-	New	An additional income target will be sought from the trading of the Education Welfare Service.	C&YP	Green	Amber
A/R.7.109	Reduction in income de-delegated from Schools to the Cambridgeshire Race Equality and Diversity team	285	-	-	-	-	New	A decrease in the de-delegation to be received from maintained primary schools in 2016/17 will require the Cambridgeshire Race, Equality and Diversity Service (CREDS) to reduce the core offer to schools. This will result in a restructure of the service, including staffing reductions. Additional services will be available to be purchased by schools on a 'pay as you go' basis, subject to capacity.	C&YP	Amber	Green
	<b>Changes to ring-fenced grants</b>										
A/R.7.201	Change in Public Health Grant	511	100	6,322	-	-	Existing	Change in ring-fenced Public Health grant to reflect change of function and treatment as a corporate grant from 2016-17 due to removal of ring-fence.	Adults, C&YP, C&YP		
A/R.7.202	Special Educational Needs and Disability (SEND) Implementation Grant	359	-	-	-	-	Existing	Funding for implementation of SEND reforms.	Adults, C&YP, C&YP		
A/R.7.203	Care Act (New Burdens funding) Additional Assessments and care cap	-	-	-	-	-	Existing	New funding to support responsibilities under the Care Act.	Adults, C&YP, C&YP		
A/R.7.204	Reduction in Youth Justice Board Grant.	95	-	-	-	-	New	Anticipated reduction in Youth Justice Board Good Practice Grant.	Adults, C&YP, C&YP		
A/R.7.205	Care Act (New Burdens Funding) Additional assessments and care cap	1,600	-	-	-	-	New	With the announcement in July 2015 that the care cap would be delayed from April 2016 to the end of the decade, the Council now no longer needs to undertake assessments of people who fund their own care. We therefore anticipate the funding which the Council has been allocated for early assessments in 2015/16 will not recur in future years.	Adults, C&YP, C&YP		
A/R.7.206	Increase in Dedicated Schools Grant	-200	-	-	-	-	New	Increase in DSG directly managed by CFA, to fund Special school equipment budget in Commissioning Enhanced Services.	C&YP		
7.999	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	<b>-115,655</b>	<b>-116,181</b>	<b>-110,355</b>	<b>-110,861</b>	<b>-111,388</b>					
	<b>TOTAL NET EXPENDITURE</b>	<b>236,541</b>	<b>228,866</b>	<b>233,983</b>	<b>238,267</b>	<b>249,145</b>					

### FUNDING SOURCES

<b>8</b>	<b>FUNDING OF GROSS EXPENDITURE</b>										
A/R.8.001	Cash Limit Funding	-236,541	-228,866	-233,983	-238,267	-249,145	Existing	Net spend funded from general grants, business rates and Council Tax.	Adults, Adults, C&YP		
A/R.8.002	Fees & Charges	-58,923	-59,549	-60,045	-60,551	-61,078	Existing	Fees and charges for the provision of services.	Adults, Adults, C&YP		
A/R.8.003	Expected income from Cambridgeshire Maintained Schools	-8,508	-8,508	-8,508	-8,508	-8,508	Existing	Expected income from Cambridgeshire maintained schools.	Adults, Adults, C&YP		
A/R.8.004	Dedicated Schools Grant	-23,214	-23,214	-23,214	-23,214	-23,214	New	Dedicated Schools Grant directly managed by CFA.	C&YP, Adults		
A/R.8.005	Better Care Fund Allocation for Social Care	-15,453	-15,453	-15,453	-15,453	-15,453	Existing	The NHS and County Council pool budgets through the Better Care Fund (BCF), promoting joint working. This line shows the revenue funding flowing from the BCF into Social Care.	C&YP, Adults		

## Section 4 - A: Children, Families and Adults Services

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

		Detailed Plans		Outline Plans							
Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee	Impact Rating	Deliverability Rating
A/R.8.006	Arts Council Funding	-591	-591	-591	-591	-591	Existing	Arts Council funding for the Music Hub.	C&YP		
A/R.8.007	Youth Justice Board Good Practice Grant	-612	-612	-612	-612	-612	Existing	Youth Justice Board Good Practice Grant.	C&YP		
A/R.8.008	Care Act (New Burdens Funding)	-1,593	-1,593	-1,593	-1,593	-1,593	Existing	Care Act New Burdens funding.	Adults		
A/R.8.009	Care Act (New Burdens Funding) Social Care in Prisons	-339	-339	-339	-339	-339	Existing	Care Act New Burdens funding.	Adults		
A/R.8.4	Public Health Funding	-6,422	-6,322	-	-	-	Existing	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.	Adults, C&YP		
8.999	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-352,196</b>	<b>-345,047</b>	<b>-344,338</b>	<b>-349,128</b>	<b>-360,533</b>					

MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-27,310	-17,969	-11,981	-8,487	-8,167
Unidentified savings to balance budget	-	-	-	225	5,092
Changes to fees & charges	-25	-176	-26	-16	-16
<b>TOTAL SAVINGS / INCREASED INCOME</b>	<b>-27,335</b>	<b>-18,145</b>	<b>-12,007</b>	<b>-8,278</b>	<b>-3,091</b>

MEMORANDUM: NET REVISED OPENING BUDGET					
Revised Opening Gross Expenditure	361,300	352,129	344,984	344,278	349,071
Previous year's fees, charges & ring-fenced grants	-116,449	-115,655	-116,181	-110,355	-110,861
Changes to fees, charges & ring-fenced grants in revised opening budget	2,340	-76	6,296	-16	-16
<b>NET REVISED OPENING BUDGET</b>	<b>247,191</b>	<b>236,398</b>	<b>235,099</b>	<b>233,907</b>	<b>238,194</b>

MEMORANDUM: TOTAL CFA GROSS EXPENDITURE INCLUDING DSG-FUNDED ELEMENT							
	Non DSG-funded expenditure	328,982	321,833	321,124	325,914	337,319	Modified
	DSG-funded expenditure	23,214	23,214	23,214	23,214	23,214	Modified
	<b>TOTAL GROSS EXPENDITURE</b>	<b>352,196</b>	<b>345,047</b>	<b>344,338</b>	<b>349,128</b>	<b>360,533</b>	



## Section 4 - A: Children, Families and Adults Services

**Table 4: Capital Programme**

**Budget Period: 2016-17 to 2025-26**

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
Ongoing	115,224	46,664	9,926	9,010	8,626	8,626	8,501	23,871
Committed Schemes	244,983	124,834	78,532	33,812	6,086	469	250	1,000
2016-2017 Starts	17,312	200	4,300	9,830	2,582	200	-	-
2017-2018 Starts	73,568	412	1,600	21,650	27,560	18,121	3,605	382
2018-2019 Starts	73,317	500	460	12,100	13,890	11,775	26,650	7,455
2019-2020 Starts	49,000	-	-	50	1,310	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	27,590	-	-	-	-	-	-	27,590
2024-2025 Starts	33,075	-	-	-	-	-	-	33,075
<b>TOTAL BUDGET</b>	<b>676,199</b>	<b>172,610</b>	<b>94,818</b>	<b>86,452</b>	<b>60,054</b>	<b>58,081</b>	<b>63,836</b>	<b>139,423</b>

Summary of Schemes by Category	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
Basic Need - Primary	296,638	79,227	40,714	39,644	26,344	22,089	11,480	76,990
Basic Need - Secondary	235,942	31,012	38,348	33,870	23,914	27,025	43,605	37,562
Basic Need - Early Years	1,796	775	321	630	20	-	-	-
Adaptations	6,660	3,130	770	1,650	900	91	-	-
Condition & Maintenance	50,931	25,181	3,250	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	984	1,645	1,595	295	295	270	1,080
Adult Social Care	23,452	5,598	3,717	3,701	3,367	3,367	3,367	335
<b>TOTAL BUDGET</b>	<b>676,199</b>	<b>172,610</b>	<b>94,818</b>	<b>86,452</b>	<b>60,054</b>	<b>58,081</b>	<b>63,836</b>	<b>139,423</b>

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000	Committee
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	-	-	-	-	-	-	C&YP



## 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	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000	Committee
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: £2,800k Basic Need requirement 210 places £1,500k Early Years Basic Need 52 places £750k Condition Works		Committed	5,076	5,044	32	-	-	-	-	-	C&YP
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	-	-	-	-	-	C&YP
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	-	-	-	-	-	C&YP
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	-	-	-	-	-	C&YP
A/C.01.007	Huntingdon Primary	Expansion of 3 classrooms, to be completed in 2 phases: £1,024k Basic Need requirement 90 places		Committed	1,024	1,004	20	-	-	-	-	-	C&YP
A/C.01.008	Isle of Ely Primary	New 3 form entry school with 52 Early Years provision: £10,600k 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	16,426	14,540	1,650	236	-	-	-	-	C&YP
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	-	-	-	-	-	C&YP
A/C.01.010	Orchards Primary	Expansion from 2 to 3 form entry school: £4,871k Basic Need requirement 210 places		Committed	4,871	4,825	46	-	-	-	-	-	C&YP
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	-	-	-	-	-	C&YP
A/C.01.012	Alconbury Weald 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		Committed	10,200	7,100	2,940	160	-	-	-	-	C&YP
A/C.01.013	Fourfields, Yaxley	Three classroom expansion: £1,350k Basic Need requirement 90 places		Committed	1,350	300	1,020	30	-	-	-	-	C&YP
A/C.01.014	Grove Primary	Three Classroom expansion; £1,400k Basic Need requirement 90 places.		Committed	1,400	300	1,070	30	-	-	-	-	C&YP
A/C.01.015	Hardwick Second Campus (Cambourne)	1 Form entry expansion: £2,360k Basic Need: requirement 210 places		Committed	2,360	2,282	78	-	-	-	-	-	C&YP
A/C.01.016	Huntingdon Primary	Three class expansion; £1200k Basic Need requirement 90 places		Committed	1,400	250	1,120	30	-	-	-	-	C&YP

## 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	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000	Committee
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	-	-	-	-	-	C&YP
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	-	-	-	-	C&YP
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		Committed	2,700	866	1,800	34	-	-	-	-	C&YP
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		Committed	9,350	317	6,000	2,900	133	-	-	-	C&YP
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		Committed	10,591	632	100	6,500	3,200	159	-	-	C&YP
A/C.01.022	Burwell Primary	Expansion of 90 places: £2,050k Basic Need requirement 90 places		Committed	2,050	466	1,550	34	-	-	-	-	C&YP
A/C.01.023	Burwell Expansion Phase 2	Four classroom expansion; £4,000k Basic Need requirement 120 places		Committed	4,000	200	2,850	900	50	-	-	-	C&YP
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		Committed	8,500	300	4,800	3,250	150	-	-	-	C&YP
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		Committed	3,561	346	2,100	1,070	45	-	-	-	C&YP
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		Committed	3,513	159	2,600	700	54	-	-	-	C&YP
A/C.01.027	Wisbech primary expansion	Expansion of 1 form of entry: £6,600k Basic Need requirement 210 places		Committed	6,600	90	4,300	2,100	110	-	-	-	C&YP
A/C.01.028	Fulbourn Phase 2	Four classroom expansion; £4,850k Basic Need requirement 120 places		Committed	4,850	20	270	3,000	1,500	60	-	-	C&YP
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		2016-17	3,562	150	2,000	1,200	62	-	-	-	C&YP

## 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	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000	Committee
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	-	-	C&YP
A/C.01.031	Hatton Park	Expansion of 1 form of entry: £4,570k Basic Need requirement 210 places		2017-18	4,790	-	250	2,750	1,740	50	-	-	C&YP
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	-	-	C&YP
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	-	-	C&YP
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	-	-	C&YP
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	-	-	C&YP
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	-	-	C&YP
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	-	C&YP
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	-	C&YP
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	-	C&YP
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	C&YP
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	C&YP
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	C&YP
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	C&YP
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	C&YP
A/C.01.045	Sawston Primary	Four classroom extension to complete 1 form entry expansion: £1,800k Basic Need requirement 120 places		2019-20	1,800	-	-	-	50	1,200	520	30	C&YP
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	C&YP

## 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	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000	Committee
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	C&YP
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		2024-25	8,725	-	-	-	-	-	-	8,725	C&YP
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	C&YP
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	C&YP
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	C&YP
A/C.01.052	Robert Arkenstall Primary	Expansion of 1 classroom: £500k Basic Need requirement 30 places		2024-25	500	-	-	-	-	-	-	500	C&YP
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	C&YP
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	C&YP
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	C&YP
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		2024-25	11,900	-	-	-	-	-	-	11,900	C&YP
A/C.01.057	Alconbury Weald 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	C&YP
A/C.01.058	Chatteris Expansion	1 Form Entry Expansion: Basic Need requirement 210 places £3,675k		2018-19	3,675	-	-	-	220	2,000	1,400	55	C&YP
<b>Total - Basic Need - Primary</b>					<b>296,638</b>	<b>79,227</b>	<b>40,714</b>	<b>39,644</b>	<b>26,344</b>	<b>22,089</b>	<b>11,480</b>	<b>76,990</b>	

## 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	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000	Committee
<b>A/C.02</b>	<b>Basic Need - Secondary</b>												
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	23,925	23,037	888	-	-	-	-	-	C&YP
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: £28,000k Basic Need requirement 600 places £1,500k Early Years Basic Need 26 places £12,000k SEN 110 places		Committed	41,526	6,782	27,300	7,000	444	-	-	-	C&YP
A/C.02.004	Cambourne Village College	Expansion to 7 form entry (Phase 2): £10,000k Basic Need requirement 150 places		Committed	10,000	300	6,300	3,250	150	-	-	-	C&YP
A/C.02.005	Hampton Gardens	New 4 form entry school: £2,000k Basic Need requirement 600 places		Committed	2,000	230	1,000	770	-	-	-	-	C&YP
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	22,769	145	400	2,700	15,000	4,000	405	-	C&YP
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	C&YP
A/C.02.008	Bottisham Village College	Expansion to 10 form entry school: £12,700k Basic Need requirement 150 places		2016-17	12,700	-	2,000	8,000	2,500	200	-	-	C&YP
A/C.02.009	Cambridge City secondary	Additional capacity for Cambridge City £14,755k Basic Need requirement 450 places		2018-19	15,242	500	460	11,600	1,970	225	-	-	C&YP
A/C.02.010	Alconbury Weald 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	C&YP
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	C&YP
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	C&YP
A/C.02.013	St. Neots secondary	Additional capacity for St Neots £10,940 Basic Need requirement		2022-23	10,940	-	-	-	-	-	-	10,940	C&YP
A/C.02.014	Northstowe secondary	Additional Capacity for Northstowe £11,640 Basic Need requirement 600 places		2022-23	11,640	-	-	-	-	-	-	11,640	C&YP
<b>Total - Basic Need - Secondary</b>					<b>235,942</b>	<b>31,012</b>	<b>38,348</b>	<b>33,870</b>	<b>23,914</b>	<b>27,025</b>	<b>43,605</b>	<b>37,562</b>	
<b>A/C.03</b>	<b>Basic Need - Early Years</b>												
A/C.03.001	Orchard Park Primary	Expansion of 24 Early Years provision: £1,000k Early Years Basic Need 24 places		2016-17	1,050	50	300	630	20	-	-	-	C&YP

## 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	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000	Committee
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	-	-	-	-	-	C&YP
	<b>Total - Basic Need - Early Years</b>				<b>1,796</b>	<b>775</b>	<b>321</b>	<b>630</b>	<b>20</b>	-	-	-	
<b>A/C.04</b>	<b>Adaptations</b>												
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	-	-	-	-	-	C&YP
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	-	-	-	-	-	C&YP
A/C.04.003	Holme Primary	Building Adaptation and remedial works required: £1,200 Conditions and Suitability issues		Committed	1,200	600	600	-	-	-	-	-	C&YP
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	3,119	249	110	1,650	900	91	-	-	C&YP
	<b>Total - Adaptations</b>				<b>6,660</b>	<b>3,130</b>	<b>770</b>	<b>1,650</b>	<b>900</b>	<b>91</b>	-	-	
<b>A/C.05</b>	<b>Condition &amp; Maintenance</b>												
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	50,931	25,181	3,250	2,500	2,500	2,500	2,500	12,500	C&YP
	<b>Total - Condition &amp; Maintenance</b>				<b>50,931</b>	<b>25,181</b>	<b>3,250</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>12,500</b>	
<b>A/C.06</b>	<b>Building Schools for the Future</b>												
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	-	-	-	-	-	C&YP
	<b>Total - Building Schools for the Future</b>				<b>9,118</b>	<b>8,914</b>	<b>204</b>	-	-	-	-	-	
<b>A/C.07</b>	<b>Schools Managed Capital</b>												
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	C&YP
	<b>Total - Schools Managed Capital</b>				<b>18,443</b>	<b>8,417</b>	<b>1,114</b>	<b>1,114</b>	<b>1,114</b>	<b>1,114</b>	<b>1,114</b>	<b>4,456</b>	

## 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	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000	Committee
<b>A/C.08</b>	<b>Specialist Provision</b>												
A/C.08.001	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	-	-	-	-	C&YP
	<b>Total - Specialist Provision</b>				<b>5,060</b>	<b>2,027</b>	<b>2,935</b>	<b>98</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>A/C.09</b>	<b>Site Acquisition &amp; Development</b>												
A/C.09.001	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	-	-	C&YP
	<b>Total - Site Acquisition &amp; Development</b>				<b>1,968</b>	<b>1,318</b>	<b>300</b>	<b>150</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>-</b>	
<b>A/C.10</b>	<b>Temporary Accommodation</b>												
A/C.10.001	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	C&YP
	<b>Total - Temporary Accommodation</b>				<b>20,027</b>	<b>6,027</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>6,500</b>	
<b>A/C.11</b>	<b>Children Support Services</b>												
A/C.11.001	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	-	-	C&YP
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	C&YP
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	C&YP
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.		Committed	3,000	350	1,350	1,300	-	-	-	-	Adults, C&YI
	<b>Total - Children Support Services</b>				<b>6,164</b>	<b>984</b>	<b>1,645</b>	<b>1,595</b>	<b>295</b>	<b>295</b>	<b>270</b>	<b>1,080</b>	

## 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	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000	Committee
A/C.12 A/C.12.001	<b>Adult Social Care</b> 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	578	350	334	-	-	-	-	Adults
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	Adults
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.		Ongoing	7,764	1,294	1,294	1,294	1,294	1,294	1,294	-	Adults
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.		Ongoing	11,538	1,923	1,923	1,923	1,923	1,923	1,923	-	Adults
	<b>Total - Adult Social Care</b>				<b>23,452</b>	<b>5,598</b>	<b>3,717</b>	<b>3,701</b>	<b>3,367</b>	<b>3,367</b>	<b>3,367</b>	<b>335</b>	
	<b>TOTAL BUDGET</b>				<b>676,199</b>	<b>172,610</b>	<b>94,818</b>	<b>86,452</b>	<b>60,054</b>	<b>58,081</b>	<b>63,836</b>	<b>139,423</b>	



## Section 4 - A: Children, Families and Adults 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
<b>Government Approved Funding</b>								
Basic Need	133,336	18,050	3,781	32,671	10,000	10,000	10,000	48,834
Capital Maintenance	75,883	29,286	4,643	4,043	4,043	4,043	4,043	25,782
Devolved Formula Capital	18,443	8,417	1,114	1,114	1,114	1,114	1,114	4,456
Specific Grants	31,912	14,058	3,717	3,701	3,367	3,367	3,367	335
<b>Total - Government Approved Funding</b>	<b>259,574</b>	<b>69,811</b>	<b>13,255</b>	<b>41,529</b>	<b>18,524</b>	<b>18,524</b>	<b>18,524</b>	<b>79,407</b>
<b>Locally Generated Funding</b>								
Agreed Developer Contributions	87,664	20,239	21,222	29,852	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	206,049	48,236	52,148	27,084	15,918	21,312	6,067	35,284
Prudential Borrowing (Repayable)	-34	30,045	4,090	-22,560	5,036	-12,355	-4,290	-
Other Contributions	5,745	2,945	700	700	700	700	-	-
<b>Total - Locally Generated Funding</b>	<b>415,700</b>	<b>102,799</b>	<b>81,563</b>	<b>44,923</b>	<b>41,530</b>	<b>39,557</b>	<b>45,312</b>	<b>60,016</b>
<b>TOTAL FUNDING</b>	<b>675,274</b>	<b>172,610</b>	<b>94,818</b>	<b>86,452</b>	<b>60,054</b>	<b>58,081</b>	<b>63,836</b>	<b>139,423</b>

## 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	115,224	107,263	1,316	1,683	175	4,787
Committed Schemes	244,983	50,902	89,732	4,062	-	100,287
2016-2017 Starts	17,112	4,494	202	-	-	12,416
2017-2018 Starts	73,330	15,576	38,883	-	-	18,871
2018-2019 Starts	72,830	14,178	31,150	-	-	27,502
2019-2020 Starts	49,000	16,484	21,667	-	-	10,849
2020-2021 Starts	8,300	8,300	-	-	-	-
2021-2022 Starts	11,250	2,750	-	-	-	8,500
2022-2023 Starts	22,580	14,226	-	-	-	8,354
2023-2024 Starts	27,590	15,756	7,020	-	-	4,814
2024-2025 Starts	33,075	9,645	13,795	-	-	9,635
<b>TOTAL BUDGET</b>	<b>675,274</b>	<b>259,574</b>	<b>203,765</b>	<b>5,745</b>	<b>175</b>	<b>206,015</b>

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	Committee
<b>A/C.01</b>	<b>Basic Need - Primary</b>										
A/C.01.001	Trumpington Meadows Primary			- Committed	9,649	3,781	6,927	-	-	-1,059	C&YP
A/C.01.002	Brampton Primary			- Committed	5,076	1,356	1,141	-	-	2,579	C&YP
A/C.01.003	Cavalry Primary			- Committed	2,000	404	57	-	-	1,539	C&YP
A/C.01.005	Fawcett Primary			- Committed	4,600	513	3,237	-	-	850	C&YP
A/C.01.006	Hardwick Primary Second Campus (Cambourne)			- Committed	6,675	3,023	640	-	-	3,012	C&YP
A/C.01.007	Huntingdon Primary			- Committed	1,024	20	111	-	-	893	C&YP
A/C.01.008	Isle of Ely Primary			- Committed	16,426	4,419	3,168	3,500	-	5,339	C&YP
A/C.01.009	Millfield Primary			- Committed	1,680	375	34	266	-	1,005	C&YP
A/C.01.010	Orchards Primary			- Committed	4,871	1,633	25	180	-	3,033	C&YP
A/C.01.011	Swavesey Primary			- Committed	2,255	1,093	-	-	-	1,162	C&YP
A/C.01.012	Alconbury Weald 1st primary			- Committed	10,200	-	10,234	-	-	-34	C&YP
A/C.01.013	Fourfields, Yaxley			- Committed	1,350	30	-	-	-	1,320	C&YP
A/C.01.014	Grove Primary			- Committed	1,400	30	-	-	-	1,370	C&YP
A/C.01.015	Hardwick Second Campus (Cambourne)			- Committed	2,360	-	-	-	-	2,360	C&YP
A/C.01.016	Huntingdon Primary			- Committed	1,400	30	-	-	-	1,370	C&YP
A/C.01.017	King's Hedges Primary			- Committed	4,945	881	503	116	-	3,445	C&YP
A/C.01.018	Northstowe 1st primary			- Committed	11,680	235	11,000	-	-	445	C&YP
A/C.01.019	Westwood Primary			- Committed	2,700	799	50	-	-	1,851	C&YP
A/C.01.020	Bearscoft primary			- Committed	9,350	3,082	4,800	-	-	1,468	C&YP
A/C.01.021	North West Cambridge (NIAB site) primary			- Committed	10,591	880	8,278	-	-	1,433	C&YP
A/C.01.022	Burwell Primary			- Committed	2,050	479	-	-	-	1,571	C&YP
A/C.01.023	Burwell Expansion Phase 2			- Committed	4,000	800	2,950	-	-	250	C&YP
A/C.01.024	Clay Farm / Showground primary			- Committed	8,500	1,771	6,579	-	-	150	C&YP
A/C.01.025	Fordham Primary			- Committed	3,561	333	-	-	-	3,228	C&YP
A/C.01.026	Little Paxton Primary			- Committed	3,513	700	395	-	-	2,418	C&YP

## 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	Committee
A/C.01.027	Wisbech primary expansion			- Committed	6,600	2,526	-	-	-	4,074	C&YP
A/C.01.028	Fulbourn Phase 2			- Committed	4,850	2,794	820	-	-	1,236	C&YP
A/C.01.029	Sawtry Infants			- 2016-17	3,412	1,262	-	-	-	2,150	C&YP
A/C.01.030	Sawtry Junior			- 2017-18	2,300	1,900	-	-	-	400	C&YP
A/C.01.031	Hatton Park			- 2017-18	4,790	4,320	-	-	-	470	C&YP
A/C.01.032	Meldreth			- 2017-18	2,500	1,640	-	-	-	860	C&YP
A/C.01.033	St Ives, Eastfield / Westfield / Wheatfields			- 2017-18	3,000	2,190	-	-	-	810	C&YP
A/C.01.034	St Neots, Wintringham Park.			- 2017-18	8,790	-	8,790	-	-	-	C&YP
A/C.01.035	The Shade Primary			- 2017-18	2,300	2,095	155	-	-	50	C&YP
A/C.01.036	Pendragon, Papworth			- 2017-18	3,500	50	1,000	-	-	2,450	C&YP
A/C.01.037	Westwood Junior			- 2018-19	1,900	1,381	-	-	-	519	C&YP
A/C.01.038	Wyton Primary			- 2018-19	14,500	3,187	7,750	-	-	3,563	C&YP
A/C.01.039	Alconbury 1st primary			- 2019-20	2,600	45	2,150	-	-	405	C&YP
A/C.01.040	Barrington			- 2019-20	1,500	160	600	-	-	740	C&YP
A/C.01.041	Harston Primary			- 2019-20	500	310	-	-	-	190	C&YP
A/C.01.042	Littleport 3rd primary			- 2019-20	5,000	2,986	-	-	-	2,014	C&YP
A/C.01.043	Loves Farm primary			- 2019-20	8,700	2,700	-	-	-	6,000	C&YP
A/C.01.044	Melbourn Primary			- 2019-20	2,200	1,430	-	-	-	770	C&YP
A/C.01.045	Sawston Primary			- 2019-20	1,800	1,070	-	-	-	730	C&YP
A/C.01.046	Fourfields Phase 2			- 2020-21	2,300	2,300	-	-	-	-	C&YP
A/C.01.047	Histon Additional Places			- 2020-21	6,000	6,000	-	-	-	-	C&YP
A/C.01.048	Chatteris new primary			- 2024-25	8,725	3,075	5,650	-	-	-	C&YP
A/C.01.049	March new primary			- 2023-24	8,770	420	7,020	-	-	1,330	C&YP
A/C.01.050	Wisbech new primary			- 2023-24	8,770	6,426	-	-	-	2,344	C&YP
A/C.01.051	NIAB 2nd primary			- 2024-25	10,950	170	8,145	-	-	2,635	C&YP
A/C.01.052	Robert Arkenstall Primary			- 2024-25	500	500	-	-	-	-	C&YP
A/C.01.053	Wilburton Primary			- 2024-25	500	500	-	-	-	-	C&YP
A/C.01.054	Benwick Primary			- 2024-25	500	500	-	-	-	-	C&YP
A/C.01.055	Northstowe 2nd primary			- 2021-22	11,250	2,750	-	-	-	8,500	C&YP
A/C.01.056	Northstowe 3rd primary			- 2024-25	11,900	4,900	-	-	-	7,000	C&YP
A/C.01.057	Alconbury Weald 2nd primary			- 2023-24	10,050	8,910	-	-	-	1,140	C&YP
A/C.01.058	Chatteris Expansion			- 2018-19	3,675	55	-	-	-	3,620	C&YP
	<b>Total - Basic Need - Primary</b>		-		<b>296,488</b>	<b>95,219</b>	<b>102,209</b>	<b>4,062</b>	-	<b>94,998</b>	
<b>A/C.02</b>	<b>Basic Need - Secondary</b>										
A/C.02.001	Southern Fringe secondary			- Committed	23,925	1,196	17,335	-	-	5,394	C&YP
A/C.02.003	Littleport secondary and special			- Committed	41,526	3,423	5,000	-	-	33,103	C&YP
A/C.02.004	Cambourne Village College			- Committed	10,000	3,250	5,639	-	-	1,111	C&YP
A/C.02.005	Hampton Gardens			- Committed	2,000	770	-	-	-	1,230	C&YP
A/C.02.006	Northstowe secondary			- 2017-18	22,650	1,423	8,820	-	-	12,407	C&YP
A/C.02.007	North West Fringe secondary			- 2017-18	20,500	382	20,118	-	-	-	C&YP
A/C.02.008	Bottisham Village College			- 2016-17	12,700	3,182	-	-	-	9,518	C&YP
A/C.02.009	Cambridge City secondary			- 2018-19	14,755	3,807	-	-	-	10,948	C&YP

## 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	Committee
A/C.02.010	Alconbury Weald secondary			- 2018-19	38,000	5,748	23,400	-	-	8,852	C&YP
A/C.02.011	Additional secondary capacity to serve March & Wisbech			- 2019-20	23,000	7,333	15,667	-	-	-	C&YP
A/C.02.012	Cromwell Community College			- 2019-20	3,700	450	3,250	-	-	-	C&YP
A/C.02.013	St. Neots secondary			- 2022-23	10,940	10,240	-	-	-	700	C&YP
A/C.02.014	Northstowe secondary			- 2022-23	11,640	3,986	-	-	-	7,654	C&YP
	<b>Total - Basic Need - Secondary</b>			-	<b>235,336</b>	<b>45,190</b>	<b>99,229</b>	-	-	<b>90,917</b>	
<b>A/C.03</b>	<b>Basic Need - Early Years</b>										
A/C.03.001	Orchard Park Primary			- 2016-17	1,000	50	202	-	-	748	C&YP
A/C.03.002	St. Neots, Loves Farm - Early Years provision			- Committed	746	164	46	-	-	536	C&YP
	<b>Total - Basic Need - Early Years</b>			-	<b>1,746</b>	<b>214</b>	<b>248</b>	-	-	<b>1,284</b>	
<b>A/C.04</b>	<b>Adaptations</b>										
A/C.04.001	Hauxton Primary			- Committed	1,061	30	763	-	-	268	C&YP
A/C.04.002	Dry Drayton Primary			- Committed	1,280	51	-	-	-	1,229	C&YP
A/C.04.003	Holme Primary			- Committed	1,200	1,200	-	-	-	-	C&YP
A/C.04.004	Morley Memorial Primary			- 2017-18	3,000	1,576	-	-	-	1,424	C&YP
	<b>Total - Adaptations</b>			-	<b>6,541</b>	<b>2,857</b>	<b>763</b>	-	-	<b>2,921</b>	
<b>A/C.05</b>	<b>Condition &amp; Maintenance</b>										
A/C.05.001	School Condition, Maintenance & Suitability			- Ongoing	50,931	47,907	953	28	-	2,043	C&YP
	<b>Total - Condition &amp; Maintenance</b>			-	<b>50,931</b>	<b>47,907</b>	<b>953</b>	<b>28</b>	-	<b>2,043</b>	
<b>A/C.06</b>	<b>Building Schools for the Future</b>										
A/C.06.003	BSF ICT for Fenland			- Committed	9,118	8,831	-	-	-	287	C&YP
	<b>Total - Building Schools for the Future</b>			-	<b>9,118</b>	<b>8,831</b>	-	-	-	<b>287</b>	
<b>A/C.07</b>	<b>Schools Managed Capital</b>										
A/C.07.001	School Devolved Formula Capital			- Ongoing	18,443	18,443	-	-	-	-	C&YP
	<b>Total - Schools Managed Capital</b>			-	<b>18,443</b>	<b>18,443</b>	-	-	-	-	
<b>A/C.08</b>	<b>Specialist Provision</b>										
A/C.08.001	Trinity School Hartford, Huntingdon			- Committed	5,060	-	-	-	-	5,060	C&YP
	<b>Total - Specialist Provision</b>			-	<b>5,060</b>	-	-	-	-	<b>5,060</b>	

## 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	Committee
<b>A/C.09</b>	<b>Site Acquisition &amp; Development</b>										
A/C.09.001	Site Acquisition, Development, Analysis and Investigations			- Ongoing	1,968	1,417	20	318	-	213	C&YP
	<b>Total - Site Acquisition &amp; Development</b>		-		<b>1,968</b>	<b>1,417</b>	<b>20</b>	<b>318</b>	-	<b>213</b>	
<b>A/C.10</b>	<b>Temporary Accommodation</b>										
A/C.10.001	Temporary Accommodation			- Ongoing	20,027	16,114	343	1,337	-	2,233	C&YP
	<b>Total - Temporary Accommodation</b>		-		<b>20,027</b>	<b>16,114</b>	<b>343</b>	<b>1,337</b>	-	<b>2,233</b>	
<b>A/C.11</b>	<b>Children Support Services</b>										
A/C.11.001	Children's Minor Works and Adaptions			- Ongoing	174	124	-	-	-	50	C&YP
A/C.11.002	Cambridgeshire Alternative Education Service Minor Works			- Ongoing	229	187	-	-	-	42	C&YP
A/C.11.003	CFA Buildings & Capital Team Capitalisation			- Committed	2,761	-	-	-	-	2,761	C&YP
A/C.11.005	CFA Management Information System IT Infrastructure			- Committed	3,000	-	-	-	-	3,000	Adults, C&YP
	<b>Total - Children Support Services</b>		-		<b>6,164</b>	<b>311</b>	-	-	-	<b>5,853</b>	
<b>A/C.12</b>	<b>Adult Social Care</b>										
A/C.12.001	Strategic Investments			- Ongoing	1,262	1,262	-	-	-	-	Adults
A/C.12.002	Provider Services and Accommodation Improvements			- Ongoing	2,888	2,507	-	-	175	206	Adults
A/C.12.003	Better Care Fund Capital Allocation			- Ongoing	7,764	7,764	-	-	-	-	Adults
A/C.12.004	Disabilities Facilities Grant			- Ongoing	11,538	11,538	-	-	-	-	Adults
	<b>Total - Adult Social Care</b>		-		<b>23,452</b>	<b>23,071</b>	-	-	<b>175</b>	<b>206</b>	
	<b>TOTAL BUDGET</b>				<b>675,274</b>	<b>259,574</b>	<b>203,765</b>	<b>5,745</b>	<b>175</b>	<b>206,015</b>	

<b>Status:</b>	Draft
<b>Service:</b>	Economy, Transport and Environment
<b>Committees:</b>	Economy & Environment Highways & Community Infrastructure

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

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2016-17 to 2020-21

Net Revised Opening Budget 2016-17 £000	Policy Line	Gross Budget 2016-17 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2016-17 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000
	<b>Executive Director</b>							
1,600	Executive Director	345	-50	295	275	275	275	275
473	Business Support	457	-58	399	399	399	399	399
<b>2,073</b>	<b>Subtotal Executive Director</b>	<b>802</b>	<b>-108</b>	<b>694</b>	<b>674</b>	<b>674</b>	<b>674</b>	<b>674</b>
	<b>Infrastructure Management &amp; Operations</b>							
136	Director of Infrastructure Management and Operations	139	-	139	139	139	139	139
	<i>Assets &amp; Commissioning</i>							
5,059	Street Lighting	9,500	-4,066	5,434	5,414	5,491	5,568	5,645
30,211	Waste Disposal Including PFI	35,352	-4,282	31,070	31,289	31,513	31,745	31,982
842	Asset Management	1,277	-484	793	793	793	793	793
	<i>Local Infrastructure &amp; Street Management</i>							
458	Road Safety	478	-294	184	84	237	237	237
-507	Traffic Manager	879	-1,666	-787	-882	-882	-882	-882
1,236	Network Management	1,259	-21	1,238	1,238	1,238	1,238	1,238
3,736	Local Infrastructure & Streets	3,357	-	3,357	3,057	2,557	2,557	2,557
-	Parking Enforcement	3,833	-4,328	-495	-595	-595	-595	-595
1,910	Winter Maintenance	1,277	-	1,277	1,277	1,277	1,277	1,277
2,535	Local Infrastructure & Street Management Other	2,977	-818	2,159	2,292	2,459	2,631	2,807
	<i>Supporting Business &amp; Communities</i>							
1,452	Communities & Business	1,476	-381	1,095	995	995	995	995
-	Recycling for Cambridgeshire & Peterborough	-	-	-	-	-	-	-
	<i>Community &amp; Cultural Services</i>							
4,018	Libraries	4,313	-702	3,611	3,271	3,306	3,306	3,355
603	Archives	431	-39	392	292	292	292	292
-468	Registrars	928	-1,487	-559	-552	-546	-541	-536
751	Coroners	811	-46	765	765	765	765	765
<b>51,972</b>	<b>Subtotal Infrastructure Management &amp; Operations</b>	<b>68,287</b>	<b>-18,614</b>	<b>49,673</b>	<b>48,877</b>	<b>49,039</b>	<b>49,525</b>	<b>50,069</b>
	<b>Strategy &amp; Development</b>							
135	Director of Strategy and Development	138	-	138	138	138	138	138
110	Transport & Infrastructure Policy & Funding	215	-155	60	10	10	10	10
	<i>Growth &amp; Economy</i>							
587	Growth & Development	738	-136	602	527	527	527	527
341	County Planning, Minerals & Waste	478	-182	296	221	221	221	221
106	Enterprise & Economy	3	-3	-	-	-	-	-
-	MLEI	257	-257	-	-	-	-	-

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

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2016-17 to 2020-21

Net Revised Opening Budget 2016-17 £000	Policy Line	Gross Budget 2016-17 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2016-17 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000
542	Growth & Economy Other	916	-456	460	460	460	460	460
-	Major Infrastructure Delivery	258	-258	-	-	-	-	-
168	Passenger Transport	2,233	-2,076	157	157	157	157	157
5,477	Park & Ride	5,509	-15	5,494	5,494	5,494	5,494	5,494
2,261	Concessionary Fares	2,973	-766	2,207	1,423	729	729	729
200	Passenger Transport Other	2,394	-2,394	-	-	-	-	-
87	Adult Learning & Skills	737	-647	90	90	90	90	90
-	Adult Learning & Skills	405	-405	-	-	-	-	-
10,014	Learning Centres	17,254	-7,750	9,504	8,520	7,826	7,826	7,826
-	National Careers	-	-	-	-	-	-	-
-	Subtotal Strategy & Development	-	-	-	-	-	-	-
-	Inflation	-	-	-	1,594	3,378	5,151	6,950
-	Savings	-1,505	175	-1,330	-2,624	-4,321	-6,362	-7,344
64,059	ETE BUDGET TOTAL	84,838	-26,297	58,541	57,041	56,596	56,814	58,175



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

**Table 2: Revenue - Net Budget Changes by Operational Division**

Budget Period: 2016-17

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Executive Director</b>							
Executive Director	1,600	17	-	381	-	-1,703	295
Business Support	473	11	-	-	-	-85	399
<b>Subtotal Executive Director</b>	<b>2,073</b>	<b>28</b>	<b>-</b>	<b>381</b>	<b>-</b>	<b>-1,788</b>	<b>694</b>
<b>Infrastructure Management &amp; Operations</b>							
Director of Infrastructure Management and Operations	136	3	-	-	-	-	139
<i>Assets &amp; Commissioning</i>							
Street Lighting	5,059	178	49	-	274	-126	5,434
Waste Disposal Including PFI	30,211	804	55	-	-	-	31,070
Asset Management	842	21	-	-	-	-70	793
<i>Local Infrastructure &amp; Street Management</i>							
Road Safety	458	16	-	-	-	-290	184
Traffic Manager	-507	-	-	-	-	-280	-787
Network Management	1,236	2	-	-	-	-	1,238
Local Infrastructure & Streets	3,736	5	-	-	-	-384	3,357
Parking Enforcement	-	-	-	-	-	-495	-495
Winter Maintenance	1,910	17	-	-	-	-650	1,277
Local Infrastructure & Street Management Other	2,535	31	159	-	-	-566	2,159
<i>Supporting Business &amp; Communities</i>							
Communities & Business	1,452	37	-	-	-	-394	1,095
Recycling for Cambridgeshire & Peterborough	-	-	-	-	-	-	-
<i>Community &amp; Cultural Services</i>							
Libraries	4,018	93	-	-	-	-500	3,611
Archives	603	14	-	-	-	-225	392
Registrars	-468	6	3	-	-	-100	-559
Coroners	751	14	-	-	-	-	765
<b>Subtotal Infrastructure Management &amp; Operations</b>	<b>51,972</b>	<b>1,241</b>	<b>266</b>	<b>-</b>	<b>274</b>	<b>-4,080</b>	<b>49,673</b>
<b>Strategy &amp; Development</b>							
Director of Strategy and Development	135	3	-	-	-	-	138
Transport & Infrastructure Policy & Funding	110	10	-	-	-584	524	60
<i>Growth &amp; Economy</i>							
Growth & Development	587	15	-	-	-	-	602
County Planning, Minerals & Waste	341	10	-	-	-	-55	296
Enterprise & Economy	106	3	-	-	-	-109	-
MLEI	-	-	-	-	-	-	-

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

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2016-17

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Growth & Economy Other	542	12	-	-	-218	124	460
Major Infrastructure Delivery	-	-	-	-	-198	198	-
Passenger Transport	168	9	-	-	-	-20	157
Park & Ride	5,477	202	-	-	-	-185	5,494
Concessionary Fares	2,261	36	-	-	-	-90	2,207
Passenger Transport Other	200	-	-	-	-	-200	-
Adult Learning & Skills	87	3	-	-	-	-	90
Adult Learning & Skills	-	-	-	-	-	-	-
Learning Centres	-	-	-	-	-	-	-
National Careers	-	-	-	-	-	-	-
<b>Subtotal Strategy &amp; Development</b>	<b>10,014</b>	<b>303</b>	<b>-</b>	<b>-</b>	<b>-1,000</b>	<b>187</b>	<b>9,504</b>
<b>UNIDENTIFIED SAVINGS TO BALANCE BUDGET</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-1,330</b>	<b>-1,330</b>
<b>ETE BUDGET TOTAL</b>	<b>64,059</b>	<b>1,572</b>	<b>266</b>	<b>381</b>	<b>-726</b>	<b>-7,011</b>	<b>58,541</b>

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

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>89,105</b>	<b>84,838</b>	<b>83,269</b>	<b>82,735</b>	<b>83,057</b>			
B/R.1.001	Base adjustments	-667	-	-	-	-	Existing	City Deal revenue budgets moved to Corporate Services. Transfer of Travellers and Open Spaces budgets to ETE.	E&E, H&CI
B/R.1.005	Increased expenditure funded by additional income	553	-	-	-	-	Existing	Adjustment for permanent changes to base budget from decisions made in 2015-16.	E&E, H&CI
B/R.1.007	Transfer of Function - Responsibility for Bus Service Operators Grant	-	-273	-	-	-	Existing	Devolution from the Department for Transport of budget associated with Bus Service Operators Grant for bus services run under local authority contract.	E&E
<b>1.999</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>88,991</b>	<b>84,565</b>	<b>83,269</b>	<b>82,735</b>	<b>83,057</b>			
<b>2</b>	<b>INFLATION</b>								
B/R.2.001	Inflation	1,678	1,688	1,881	1,873	1,894	Existing	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.	E&E, H&CI
B/R.2.002	Inflation - Impact of National Living Wage on CCC Employee Costs	-	-	2	4	14	New	The cost impact of the introduction of the National Living Wage (NLW) on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates.	E&E, H&CI
<b>2.999</b>	<b>Subtotal Inflation</b>	<b>1,678</b>	<b>1,688</b>	<b>1,883</b>	<b>1,877</b>	<b>1,908</b>			
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>								
B/R.3.001	Maintaining our infrastructure	159	163	167	172	176	Existing	Population increase leads to more infrastructure being built, as well as increased use of existing infrastructure, requiring more maintenance.	H&CI
B/R.3.002	Street Lighting	49	77	77	77	77	Existing	Additional energy and maintenance costs for streetlighting in new developments adopted by the County Council in the financial year and accrued into the PFI contract	H&CI
B/R.3.003	Recycling Credits	19	52	51	51	51	Existing	Increased payments to District Councils to match increasing amounts of recycling.	H&CI
B/R.3.004	Growth in demand for Registration & Coroner Services	3	7	6	5	5	Existing	Predicted increase in cost resulting from customer demand for Registration and Coroner services linked to population increase.	H&CI
B/R.3.005	Impact of population growth on libraries and community hubs	-	-	-	-	49	Existing	Increased running costs arising from the provision of a new community facility in response to housing development and population growth. This cost relates to the establishment cost of the Darwin Green Library.	H&CI
B/R.3.006	Residual Waste	2	96	104	113	119	Existing	Extra cost of landfilling additional waste produced by an increasing population.	H&CI
B/R.3.007	PFI Contract Waste	34	71	69	68	67	Existing	Additional cost as part of the waste PFI contract to cover the cost of handling additional waste produced by an increasing population.	H&CI
<b>3.999</b>	<b>Subtotal Demography and Demand</b>	<b>266</b>	<b>466</b>	<b>474</b>	<b>486</b>	<b>544</b>			
<b>4</b>	<b>PRESSURES</b>								
B/R.4.004	Single-tier State Pension	331	-	-	-	-	Modified	The Government plans to abolish the State Second Pension on 1st April 2015. The Council currently receives a rebate on the amount of National Insurance contributions it pays as an employer because it has "contracted out" of the State Second Pension. This rebate will cease when the State Second Pension is abolished, resulting in an increase in the cost of National Insurance contributions which the Council is required to pay.	E&E

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B/R.4.006	Local Enterprise Partnership subscription	50	-	-	-	-	New	County Council subscription to the LEP	E&E
<b>4.999</b>	<b>Subtotal Pressures</b>	<b>381</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>			
<b>5</b>	<b>INVESTMENTS</b>								
B/R.5.003	Street Lighting PFI	274	13	-	-	-	Existing	As part of the Street Lighting PFI contract, there is a stepped increase in payments to the contractor over the first five years of the contract when all of the street lights are being replaced. This year on year increase reflects the number of new street lights completed in each year. Under the PFI, from the end of the fifth year, there is a steady annual payment to the contractor for the remainder of the contract period.	H&CI
B/R.5.009	Local Sustainable Transport Funding (LSTF)	-1,000	-	-	-	-	Existing	Additional LSTF grant funding was made available from the Department of transport for 2015-16 only and was added into the base budget for that year. This negative figure removes an equivalent sum from the base budget for subsequent years, as the funding was for one year only.	E&E, H&CI
<b>5.999</b>	<b>Subtotal Investments</b>	<b>-726</b>	<b>13</b>	<b>-</b>	<b>-</b>	<b>-</b>			
<b>6</b>	<b>SAVINGS</b>								
	<b>ETE Cross-Directorate</b>								
B/R.6.000	Employment Review costs	-165	-	-	-	-	Existing	This relates to a corporate decision to reduce employee support costs including through an annual leave purchase scheme. Savings are allocated across directorates and then Services on a pro rata basis.	E&E, H&CI
B/R.6.001	Review operating costs across ETE, including subscriptions	-50	-	-	-	-	New	All non staff-related budgets have been reviewed and all unnecessary costs such as subscriptions will be removed.	E&E
B/R.6.002	Centralise business support posts across ETE	-25	-20	-	-	-	New	This option involves the development of a centralised model of business support delivery across services in ETE rather than in individual services.	H&CI
	<b>Executive Director</b>								
B/R.6.003	Self-fund the Performance and Information Team	-85	-	-	-	-	New	This would mean that traffic monitoring and performance monitoring and reporting activity would all be self-funding. Charging for services will make the service cost neutral on the revenue budget but will also reduce the quantity of monitoring on both.	E&E
	<b>Infrastructure Management &amp; Operations</b>								
B/R.6.100	Replace traffic route and accrued streetlights with LEDs	-50	-50	-	-	-	New	County Council owned traffic route and accrued streetlights will be replaced with LEDs. This generates a saving as these lights are not being dimmed and so the differential between conventional and LED lanterns is sufficient to make a saving. There is no impact on statutory provision of streetlighting.	H&CI
B/R.6.101	Transfer Cromwell Museum to a charitable trust	-30	-	-	-	-	Existing	Implement transfer to a new charitable organisation to secure long-term future.	H&CI
B/R.6.102	Rationalise business support in highways depots to a shared service	-25	-25	-	-	-	New	Move to shared service business support across the highway depots.	H&CI
B/R.6.103	Implementation of a self-funding model and rationalisation of management bands to increase road safety efficiency	-88	-100	-	-	-	New	There is only a statutory requirement to investigate the causes of accidents, not to provide road safety education. The proposal would see only this statutory requirement funded and all education and other activities would have to become self-funding or not be provided. This will be developed through the existing Cambridgeshire and Peterborough Road Safety Partnership by charging for non-statutory services.	H&CI

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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee
B/R.6.104	Replace rising bollards with cameras	-50	-25	-	-	-	New	The rising bollards in Cambridge are old and becoming increasingly expensive to maintain. This will save the annual maintenance cost of the bollards and some income will be raised through enforcement. An initial capital investment will be required.	H&CI
B/R.6.105	Restructure and transform Supporting Businesses and Communities Service	-292	-	-	-	-	New	The Head of Service post for Supporting Businesses and Communities will be deleted and there will be further reductions in the number of management posts across the service.. The proposed savings also include for much reduced, focussed and streamlined community services (as detailed in B/R 6.122). Functional delivery will be fully aligned with the Operating Model and where appropriate, joining service delivery with other teams to provide further efficiencies and develop community resilience. This proposal also reduces the Council's trading standards service to its absolute minimum, reducing flexibility to respond to demand, however, the overall impact on the Council's outcomes would be low.	H&CI
B/R.6.106	Downscale the team managing the streetlighting PFI contract	-70	-30	-	-	-	New	This downscaling will be possible as the capital investment period for the new street lights ends in June 2016 and after that, less resource will be required to oversee the on going maintenance of lights.	H&CI
B/R.6.107	Capitalise appropriate bridge maintenance and inspection costs	-347	-	-	-	-	New	As these works add to the Council's capital asset, it is appropriate to capitalise them. However, doing this will reduce the amount of capital the Council has for other activities so there is an opportunity cost.	H&CI
B/R.6.108	Capitalise road patching repairs	-129	-	-	-	-	Existing	As these works add to the Council's capital asset, it is appropriate to capitalise them. However, doing this will reduce the amount of capital the Council has for other activities so there is an opportunity cost.	H&CI
B/R.6.109	Switch off streetlights in residential areas between at least midnight and 6am	-56	-30	-	-	-	Existing	This approach is now widely adopted across England and research has shown that there is has been no significant impact on crime or safety. This figure is in addition to the £174k of savings for the street lighting switch-off that was included in 15-16. Due to the need for further consultation the full proposal will be implemented at the start of 2016.	H&CI
B/R.6.110	Reduce Rights of Way provision	-84	-	-	-	-	New	Reduction in staffing to manage and maintain the Rights of Way network. The statutory minimum level of service is to keep rights of way clear. This reduction would allow no additional activity beyond the statutory requirement.	H&CI
B/R.6.111	Remove funding for Cambridge Business Improvement District (BID)	-15	-	-	-	-	New	This is a discretionary contribution on top of the Council's BID levy for properties in the BID area in central Cambridge. There is no statutory requirement and the Council is one of only a few organisations that make additional contributions.	H&CI
B/R.6.112	Reduce service levels in Archives	-195	-75	-	-	-	New	Funding reduced to this level would see reduced opening hours and consolidation of the archive and is considered the lowest level of funding to avoid challenge from the National Archive and others. The statutory minimum level of service is to maintain the Council's historic record and make it available to the public.	H&CI
B/R.6.113	Remove arts fund and seek other funders	-15	-	-	-	-	New	This would remove the Arts Rural Touring Funds which aims to develop a virtual arts centre and commissioning and presenting high quality arts activity. As an alternative to this, narrowing the cultural gap is now being approached through community resilience.	H&CI
B/R.6.114	Withdraw County Council funding for school crossing patrols	-202	-	-	-	-	New	This would see all funding for school crossing patrols removed. Other sources (schools, local communities) will be given the opportunity to take the function on. There is no statutory requirement for this function and a wider approach to road safety education would bring greater benefits than a single point crossing.	H&CI

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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee
B/R.6.115	Remove funding for Shopmobility	-50	-	-	-	-	New	This is funded jointly with Cambridge City Council and for the service to continue, and with this reduction, alternative funding or a charging system would be required.	H&CI
B/R.6.116	Remove community grants	-15	-15	-	-	-	Existing	These are grants given to a variety of local voluntary groups, which have previously been reduced. It is proposed that these should be removed completely which will have an impact on voluntary services dependent on public sector finance.	H&CI
B/R.6.117	Highways Services Transformation	-	-300	-500	-	-	New	Efficiencies to be achieved through the provision of a strategic partnership approach to the new Highways Services Contract.	H&CI
B/R.6.118	Reduce winter maintenance	-650	-	-	-	-	New	Reduction in gritting of roads from the 45% of the network currently treated to 30%. The statutory requirement is to keep the roads free of ice and snow. 30% coverage is considered to be the absolute minimum level. Risks are associated with road safety, impacts on services and increased isolation of rural communities during winter.	H&CI
B/R.6.119	Reduce the opening hours at larger libraries and look to transfer a number of smaller community libraries to community control. Reduce staffing numbers accordingly	-145	-230	-	-	-	New	The Library Transformation Strategy identifies a new approach that increases community involvement to reduce costs. The proposal is for a reduction in the number of libraries funded by the Council and a corresponding increase in community-led libraries through transfer to local groups. Savings would also reduce adult and children's activities within the libraries, reduce opening hours and maximise income generation. The statutory requirement is to provide a comprehensive library service including a good range of books and the promotion of reading to children and adults. The proposal could have a significant impact on the Council's overall objectives, although increased community involvement could improve local resilience. This needs to be seen in conjunction with the following two library savings proposals.	H&CI
B/R.6.120	Reduce library management and systems support and stock (book) fund	-355	-110	-	-	-	New	Reduction of library stock, deliveries, IT, management of the service. £80k of system support savings could be achieved but any further would impact the ability of communities to take on their libraries. A reduction in management costs of £100k would reflect the scaled down service.	H&CI
B/R.6.122	Reduce Community Service work	-35	-85	-	-	-	New	Further reduction of the budget related to community services, in particular the development, embedding and delivery of community resilience across the preventative/protection agenda and supporting integrated community participation. There is no statutory requirement to deliver these functions however there are risks associated with reduction of the prevention work for vulnerable people their carers and communities, and there would be a significant impact on community resilience through ceasing the development of community led projects and networks to deliver local priorities. This will be mitigated where possible with the re-purposing of the whole of C&CS (along with this team) to focus on early prevention and community resilience work in the context of the operating model.	H&CI
B/R.6.123	Remove RECAP funding	-37	-	-	-	-	New	RECAP is the partnership of the County, Peterborough City Council and the Cambridgeshire District Councils to promote recycling. Peterborough has already pulled out of the partnership and this brings forward planned withdrawal of funding for the partnership from this Council. This impact should be low as District Councils already run recycling campaigns.	H&CI
B/R.6.126	More local highways work to be covered by funding generated through the on street parking account	-300	-	-	-	-	New	This will not change the amount of work undertaken but the funding source will change and will allow savings on the revenue budget.	H&CI

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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee
	<b>Strategy &amp; Development</b>								
B/R.6.200	Greater Cambridge Skills Service	-200	-	-	-	-	New	Funding for this element of the skills service will now come directly from the City Deal enabling this funding to be removed.	E&E
B/R.6.201	Improve efficiency through shared county planning, minerals and waste service with partners	-	-75	-	-	-	New	This service sets the framework to ensure appropriate minerals and waste development and sufficient aggregates to help serve the growth agenda are available. A well designed shared service with partners should enable the same quality of work with reduced cost due to efficiencies of scale. This would require finding partners willing to agree a shared planning service for the whole county and retaining specialist knowledge.	E&E
B/R.6.202	Improve efficiency through shared growth and development service with partners	-	-75	-	-	-	New	The growth and development service helps to ensure contributions for infrastructure and services from new developments. A shared service would allow this work to be done more efficiently and have minimal impact but is outside of the Council's control, it may also be more difficult to represent the County Council's interests in major developments.	E&E
B/R.6.203	Remove final economic development officer posts	-109	-	-	-	-	New	These posts leverage private and public sector investment for economic growth in Cambridgeshire, particularly the less prosperous areas. There is no statutory minimum level of service for this function. The proposal risks having an impact on the Agritech programme and relying on the Local Enterprise Partnership and Districts for economic development. There would be no capacity to seek grant funding and other support for development of businesses and industry in Fenland and other less well-off areas of the County.	E&E
B/R.6.204	Remove non-statutory concessionary fares	-125	-	-	-	-	New	This provides free bus travel for those with a concessionary pass over and above the legal requirement on the Council. This discretionary funding provides concessionary fares for people with a sight impairment to travel before 09:30 (the normal cut off for when concessionary fares can be claimed) and subsidies for concessions on community transport services. Where users cannot afford the increased costs there will be an impact on their health and well being and their ability to live well independently.	E&E
B/R.6.205	Remove one planning enforcement post	-30	-	-	-	-	Existing	The minerals and waste functions will remain, although enforcement activity will reduce. This will impact on our ability to respond to residents and members concerns about waste sites, to ensure that waste sites are not in breach of their planning conditions and reduce the capacity for dealing with complex prosecutions.	E&E
B/R.6.206	Reduce level of flood risk management	-13	-	-	-	-	New	This function coordinates flood and water management in Cambridgeshire to reduce flood risk to communities including provision of planning advice on surface water and sustainable drainage, watercourse consenting and investigations into the causes of flooding. The proposal reduces this provision to statutory minimum. This could increase flood risk for new developments.	E&E
B/R.6.208	Reduction in Passenger Transport Services	-	-694	-694	-	-	New	There is no statutory minimum level of service for non-commercial bus services, grants to dial a ride, subsidies for users of community car schemes, or the taxicard scheme. The proposal is to reduce the support for these services concentrating on those services that are essential for those who are most vulnerable and in need. This risks isolating users of these service so they are unable to access education, work and other services. The focus in the future would be on demand responsive an community led services and not regular scheduled services as primarily provided currently through the Cambridgeshire Future Transport programme.	E&E

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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee
B/R.6.209	Reduce staff following reduction in provision of passenger transport services	-90	-90	-	-	-	New	This provides the staffing to run the passenger transport services. Reductions in local bus services, community car schemes and taxicard schemes would enable appropriate staff reductions. Some staff would still be needed to administer concessionary fares. Our ability to respond to complaints and concerns would be reduced.	E&E
B/R.6.210	Remove Transport and Infrastructure Policy and Funding services that are not self-funding	-25	-20	-	-	-	New	This services bids for and secures funding for Transport and Infrastructure from external grants, monitors and manages section 106 funding and the ETE capital programme, coordinates input to the Community Infrastructure Levy and provides programme management and support to the LEP growth deal. There is no statutory minimum level of service for this function but measures are in place to make this entirely self funding. There is a risk that less resource will reduce the amount of external grant funding secured.	E&E
B/R.6.211	Remove Transport and Infrastructure Policy and Funding services that are not self-funding	-35	-30	-	-	-	New	This function develops the long-term vision for transport and infrastructure for the county, including local transport plans. There is no statutory minimum level of service for this function, but measures are in place to make this entirely self-funding. There is a risk that less resource will impact on the ability to identify infrastructure requirements.	E&E
B/R.6.212	Re-evaluate Concessionary fare spend	-60	-	-	-	-	New	Given the deregistration of some bus routes recently, a re-evaluation of concessionary fares shows that it is likely the spend will be reduced next year.	E&E
B/R.6.999	<b>ETE Cross-Directorate</b> Saving required due to change in Public Health grant	-175	-90	-	-	-	New	Additional savings will be required as a result of a proposed cut to services funded by Public Health Grant.	E&E, H&CI
<b>6.999</b>	<b>Subtotal Savings</b>	<b>-4,422</b>	<b>-2,169</b>	<b>-1,194</b>	<b>-</b>	<b>-</b>			
	<b>UNIDENTIFIED SAVINGS TO BALANCE BUDGET</b>	<b>-1,330</b>	<b>-1,294</b>	<b>-1,697</b>	<b>-2,041</b>	<b>-982</b>			
	<b>TOTAL GROSS EXPENDITURE</b>	<b>84,838</b>	<b>83,269</b>	<b>82,735</b>	<b>83,057</b>	<b>84,527</b>			
<b>7</b>	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>								
B/R.7.001	Previous year's fees, charges & ring-fenced grants	-25,797	-26,297	-26,228	-26,139	-26,243	Existing	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	E&E, H&CI
B/R.7.002	Fees and charges inflation	-106	-94	-99	-104	-109	Existing	Uplift in external charges to reflect inflation pressures on the costs of services.	E&E, H&CI
B/R.7.004	Additional budgeted income	-553	-	-	-	-	Existing	Adjustment for changes to fees, charges & ring-fenced grants from forecasts and decisions made in 2015-16.	E&E, H&CI
	<b>Changes to fees &amp; charges</b>								
B/R.7.100	Increase income from digital archive services	-	-25	-	-	-	Existing	This service is chargeable and so further income can be raised. Implement as part of a relocated Archives facility.	H&CI
B/R.7.101	Increase charges for Registration services	-100	-	-	-	-	Existing	Increase in fees for discretionary services such as ceremonies, projected statutory fee increases, as well as the timing of collection of fees. This is considered to be the maximum further increase that can be secured.	H&CI



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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee
B/R.7.102	Increase County Planning, Minerals and Waste income through renegotiation of Service Level Agreements with District Councils	-25	-	-	-	-	New	This income would be derived from increasing charges for the full survey of the status of planning permissions and housing numbers undertaken for the five District Councils. There is no statutory obligation for the County Council to do this, but it is fully funded through recharging the Districts. Increasing income would increase the costs for District Councils.	E&E
B/R.7.103	Increase Growth and Economy income from Planning Performance Agreements	-20	-	-	-	-	New	Planning Performance Agreements (PPAs) involve the applicant and the Council agreeing on how development proposals should be managed through the planning process. Increasing income will have minimal impacts because a basic service will continue to be provided if developers are unable to resource a higher quality service. Charges need to be reasonable and from experience, there is a limit to what developers will pay.	E&E
B/R.7.104	Fully self-fund Historic Environment Team apart from minerals and waste planning advice	-41	-	-	-	-	New	This covers the statutory planning advice to Districts and County Council waste planners as well as education and transport planners in the County Council. The statutory minimum level of service is to have a qualified archaeologist. This option reflects this with the Historic Environment Team being fully funded apart from this statutory minimum service. There would be a small additional cost which is passed on to schools and transport schemes. All internal and external clients would need to pay for the advice they received if they do not, only minimal advice can be provided.	E&E
B/R.7.105	Increase fees for highways development planning advice	-50	-	-	-	-	New	These fees are charged to developers for the provision of highway planning advice. There is no statutory minimum level of service for this function. However it protects the Council's interests and generates income and it is necessary for the fees to be a fair reflection of costs to the Council. All internal and external clients would need to pay for the advice they receive and if they do not, only minimal advice can be provided.	H&CI
B/R.7.106	Increase income through sponsorship of roundabouts	-10	-	-	-	-	New	£11k per annum of income is currently received through the sponsorship of roundabouts. This proposal is based on the maximum expected to be achievable.	H&CI
B/R.7.107	Increase on street car parking charges in Cambridge	-330	-	-	-	-	New	This proposal is for an increase in certain on street parking charges in Cambridge. Any increases will need to be consistent with regulations governing policy changes.	H&CI
B/R.7.108	Enforce more bus lanes over a greater time period	-100	-100	-	-	-	New	Camera enforcement of bus lanes currently takes place in Cambridge. Greater enforcement would further improve the operation of bus lanes, assisting buses and cyclists. It would generate additional income from offenders, improve bus punctuality and increase take-up of more sustainable transport modes.	H&CI
B/R.7.109	Introduce a charge for all events using the highway	-50	-30	-	-	-	New	This proposal would introduce a charge for events using the highway, such as Race for Life and Tour of Cambridgeshire, that the Council currently provides free of charge. The statutory function is to ensure the safe and efficient movement of all road users. This includes the management and coordination of works and events that take place across the highway network. There is a risk that fewer of these events will take place across the county. Concessions for small community events could be considered.	H&CI
B/R.7.110	Increase highways charges to cover costs	-5	-5	-	-	-	Existing	This relates to a wide range of charges levied for use of the highway such as skip licences for example. All charges have been reviewed across ETE. Further targeted review and monitoring of charges will continue to ensure they remain relevant.	H&CI

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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee
B/R.7.111	Introduce a highways permitting system	-180	-40	-	-	-	New	This proposal would increase the efficiency of how and when utility companies carry out road works through introducing permits. The statutory function of delivering the network management duty includes the day to day monitoring and intervention of the highway network to minimise disruption to all users. Impacts of this proposal on the Council's outcomes are low, although there would be greater management and coordination of works taking place on the highway as well as increased income.	H&CI
B/R.7.112	Further commercialisation of Park and Ride Services	-20	-	-	-	-	Modified	Explore options, including changing the use of the buildings and further commercialisation of the car parks.	E&E
B/R.7.114	Introduce street lighting attachment policy	-20	-	-	-	-	New	This proposal would introduce charges for street lighting attachments. This proposal will have low impact overall on the Council's outcomes, but could impact on communities wishing to use street lights	H&CI
B/R.7.115	Increase income for floods and water management due to greater use of Planning Performance Agreements	-12	-	-	-	-	New	Increasing income through the Council's role as a statutory consultee providing advice on water and sustainable drainage. the Council's statutory role continues to be fulfilled. There is a risk of uncertainty in getting the income through Planning Performance Agreements, Service Level Agreements and pre-planning application fees as these are voluntary. There is a risk of increased flooding from new developments if developers opt for the minimal service level.	E&E
B/R.7.116	Increase income through consenting fees for ordinary watercourses	-8	-	-	-	-	New	Increase fees to developers for consents to change ordinary water courses. This is dependent on a decision from DEFRA which may not be implemented until after 2018.	E&E
B/R.7.117	Section 106 funding for Clay Farm Community Centre	-	-	35	-	-	Existing	Section 106 funding to contribute towards the running costs of the library and other County Council provision as part of the Clay Farm Community Centre in its first three years. The positive figure reflects that this funding stream is coming to an end.	H&CI
B/R.7.118	Review of charges across ETE	-45	-	-	-	-	New	A further review across ETE of all charges has been undertaken and it is considered possible to raise some further income.	E&E, H&CI
B/R.7.202	<b>Changes to ring-fenced grants</b> Change in Public Health Grant	175	90	153	-	-	Existing	Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2016-17 due to removal of ring-fence.	E&E, H&CI
B/R.7.204	Change in Bus Service Operators Grant	-	273	-	-	-	Existing	Ending of ring-fenced Bus Service Operators Grant devolved from the Department of Transport for bus services run under local authority contract.	E&E
B/R.7.205	DfT grant - Local Sustainable Transport funding	1,000	-	-	-	-	Existing	Ending of a grant that was only for one year in 2015/16.	E&E, H&CI
<b>7.999</b>	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	<b>-26,297</b>	<b>-26,228</b>	<b>-26,139</b>	<b>-26,243</b>	<b>-26,352</b>			
	<b>TOTAL NET EXPENDITURE</b>	<b>58,541</b>	<b>57,041</b>	<b>56,596</b>	<b>56,814</b>	<b>58,175</b>			

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FUNDING SOURCES									
8	FUNDING OF GROSS EXPENDITURE								
B/R.8.001	Cash Limit Funding	-58,541	-57,041	-56,596	-56,814	-58,175	Existing	Net spend funded from general grants, business rates and Council Tax.	E&E, H&CI
B/R.8.002	Public Health Grant	-243	-153	-	-	-	Existing	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.	E&E, H&CI
B/R.8.003	Fees & Charges	-16,062	-16,356	-16,420	-16,524	-16,633	Existing	Fees and charges for the provision of services.	E&E, H&CI
B/R.8.004	PFI Grant - Street Lighting	-3,944	-3,944	-3,944	-3,944	-3,944	Existing	PFI Grant from DfT for the life of the project.	H&CI
B/R.8.005	PFI Grant - Waste	-2,691	-2,691	-2,691	-2,691	-2,691	Existing	PFI Grant from DEFRA for the life of the project.	H&CI
B/R.8.008	DfT Grant - Bus Service Operators Grant	-273	-	-	-	-	Existing	Department for Transport funding for bus services run under local authority	E&E
B/R.8.009	DfT Grant - Local Sustainable Transport funding	-	-	-	-	-	Existing	Department for Transport funding for Local Transport projects.	E&E, H&CI
B/R.8.010	Adult Learning & Skills Grants	-2,380	-2,380	-2,380	-2,380	-2,380	Existing	External grant funding for Adult Learning & Skills.	E&E
B/R.8.011	Learning Centre grants	-302	-302	-302	-302	-302	Existing	Learning Centre grant funding.	E&E
B/R.8.012	National Careers grant funding	-402	-402	-402	-402	-402	Existing	Funding for National Careers.	E&E
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-84,838	-83,269	-82,735	-83,057	-84,527			

MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-4,422	-2,169	-1,194	-	-
Unidentified savings to balance budget	-1,330	-1,294	-1,697	-2,041	-982
Changes to fees & charges	-1,016	-200	35	-	-
<b>TOTAL SAVINGS / INCREASED INCOME</b>	<b>-6,768</b>	<b>-3,663</b>	<b>-2,856</b>	<b>-2,041</b>	<b>-982</b>

MEMORANDUM: NET REVISED OPENING BUDGET					
Revised Opening Gross Expenditure	88,991	84,565	83,269	82,735	83,057
Previous year's fees, charges & ring-fenced grants	-25,797	-26,297	-26,228	-26,139	-26,243
Changes to fees, charges & ring-fenced grants in revised opening budget	159	163	188	-	-
<b>NET REVISED OPENING BUDGET</b>	<b>63,353</b>	<b>58,431</b>	<b>57,229</b>	<b>56,596</b>	<b>56,814</b>

## 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	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
Ongoing	196,962	67,152	25,856	24,127	23,112	22,609	22,106	12,000
Committed Schemes	268,235	185,745	45,078	27,156	3,146	1,670	370	5,070
2018-2019 Starts	5,460	-	60	60	735	667	581	3,357
2020-2021 Starts	25,000	-	-	-	-	-	1,000	24,000
<b>TOTAL BUDGET</b>	<b>495,657</b>	<b>252,897</b>	<b>70,994</b>	<b>51,343</b>	<b>26,993</b>	<b>24,946</b>	<b>24,057</b>	<b>44,427</b>

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000	Committee
<b>B/C.01</b>	<b>Integrated Transport</b>												
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	-	E&E
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	-	E&E
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	-	H&CI
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	-	H&CI
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	-	E&E
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	-	H&CI
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	-	E&E, H&CI
	<b>Total - Integrated Transport</b>				<b>21,180</b>	<b>3,774</b>	<b>4,310</b>	<b>3,526</b>	<b>3,190</b>	<b>3,190</b>	<b>3,190</b>	-	
<b>B/C.02</b>	<b>Operating the Network</b>												
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	61,008	11,564	10,652	10,547	9,918	9,415	8,912	-	H&CI

## 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	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000	Committee
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	840	140	140	140	140	140	140	-	H&CI
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	-	-	-	-	-	H&CI
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	15,068	2,248	2,564	2,564	2,564	2,564	2,564	-	H&CI
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	5,800	630	1,720	900	850	850	850	-	H&CI
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	-	H&CI
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	-	H&CI
	<b>Total - Operating the Network</b>				<b>85,017</b>	<b>15,038</b>	<b>15,461</b>	<b>14,516</b>	<b>13,837</b>	<b>13,334</b>	<b>12,831</b>	-	
<b>B/C.03</b>	<b>Infrastructure Management &amp; Operations</b>												
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	H&CI
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	H&CI

## 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	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000	Committee
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	4,200	2,039	2,161	-	-	-	-	-	H&CI
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	562	58	239	265	-	-	-	-	H&CI
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	-	-	-	-	-	-	H&CI
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	827	630	178	19	-	-	-	-	H&CI
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	-	-	-	H&CI
	<b>Total - Infrastructure Management &amp; Operations</b>				<b>101,200</b>	<b>50,878</b>	<b>8,638</b>	<b>6,344</b>	<b>6,735</b>	<b>6,667</b>	<b>6,581</b>	<b>15,357</b>	
<b>B/C.04</b>	<b>Strategy &amp; Development</b>												
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	-	-	E&E
B/C.4.006	Guided Busway	Guided Busway construction contract retention payments.		Committed	147,694	142,734	2,110	1,370	370	370	370	370	E&E
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	-	-	-	-	-	E&E
B/C.4.017	Cambridge Cycling Infrastructure	Cambridge Cycling Infrastructure.		Committed	5,293	1,767	1,670	1,580	276	-	-	-	E&E

## 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	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000	Committee
B/C.4.021	Abbey - Chesterton Bridge	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	4,750	300	250	2,000	2,200	-	-	-	E&E
B/C.4.022	Cycling City Ambition Fund	Cycling City Ambition Fund		Committed	7,751	4,971	2,780	-	-	-	-	-	E&E
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	-	-	-	-	E&E
B/C.4.024	Soham Station	Proposed new railway station at Soham to support new housing development.		Committed	6,200	61	1,439	-	-	-	-	4,700	E&E
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	E&E
B/C.4.031	Growth Deal - Wisbech Access Strategy	Wisbech Access Strategy		Committed	1,000	500	500	-	-	-	-	-	E&E
<b>Total - Strategy &amp; Development</b>					<b>256,995</b>	<b>164,810</b>	<b>36,900</b>	<b>20,029</b>	<b>3,146</b>	<b>1,670</b>	<b>1,370</b>	<b>29,070</b>	
<b>B/C.05</b>	<b>Other Schemes</b>												
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	-	E&E

## 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	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000	Committee
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	-	-	-	-	E&E
	<b>Total - Other Schemes</b>				<b>31,265</b>	<b>18,397</b>	<b>5,685</b>	<b>6,928</b>	<b>85</b>	<b>85</b>	<b>85</b>	<b>-</b>	
	<b>TOTAL BUDGET</b>				<b>495,657</b>	<b>252,897</b>	<b>70,994</b>	<b>51,343</b>	<b>26,993</b>	<b>24,946</b>	<b>24,057</b>	<b>44,427</b>	

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
<b>Government Approved Funding</b>								
Department for Transport Specific Grants	233,799	118,458	20,463	19,656	17,677	16,524	17,021	24,000
	39,250	12,049	17,401	5,700	4,100	-	-	-
<b>Total - Government Approved Funding</b>	<b>273,049</b>	<b>130,507</b>	<b>37,864</b>	<b>25,356</b>	<b>21,777</b>	<b>16,524</b>	<b>17,021</b>	<b>24,000</b>
<b>Locally Generated Funding</b>								
Agreed Developer Contributions	33,960	17,309	5,491	3,339	4,451	2,017	434	919
Anticipated Developer Contributions	12,330	-	200	200	200	200	200	11,330
Prudential Borrowing	127,604	55,358	16,494	21,712	1,885	6,985	6,032	19,138
Prudential Borrowing (Repayable)	-4,785	6,733	956	216	-1,320	-780	370	-10,960
Other Contributions	53,499	42,990	9,989	520	-	-	-	-
<b>Total - Locally Generated Funding</b>	<b>222,608</b>	<b>122,390</b>	<b>33,130</b>	<b>25,987</b>	<b>5,216</b>	<b>8,422</b>	<b>7,036</b>	<b>20,427</b>
<b>TOTAL FUNDING</b>	<b>495,657</b>	<b>252,897</b>	<b>70,994</b>	<b>51,343</b>	<b>26,993</b>	<b>24,946</b>	<b>24,057</b>	<b>44,427</b>



## 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	Committee
Ongoing					196,962	106,196	2,990	-	-	87,776	
Committed Schemes					268,235	141,853	41,664	53,499	-	31,219	
2018-2019 Starts					5,460	-	1,636	-	-	3,824	
2020-2021 Starts					25,000	25,000	-	-	-	-	
<b>TOTAL BUDGET</b>					<b>495,657</b>	<b>273,049</b>	<b>46,290</b>	<b>53,499</b>	-	<b>122,819</b>	

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	Committee
<b>B/C.01</b>	<b>Integrated Transport</b>										
B/C.1.002	Air Quality Monitoring			- Ongoing	126	126	-	-	-	-	E&E
B/C.1.009	Major Scheme Development & Delivery			- Ongoing	2,400	2,400	-	-	-	-	E&E
B/C.1.011	Local Infrastructure improvements			- Ongoing	2,892	2,892	-	-	-	-	H&CI
B/C.1.012	Safety Schemes			- Ongoing	3,596	3,564	32	-	-	-	H&CI
B/C.1.015	Strategy and Scheme Development work			- Ongoing	2,070	2,070	-	-	-	-	E&E
B/C.1.019	Delivering the Transport Strategy Aims			- Ongoing	7,216	5,208	2,008	-	-	-	H&CI
B/C.1.021	Cambridgeshire Sustainable Transport Improvements (larger scale schemes)			- Ongoing	2,880	2,880	-	-	-	-	E&E, H&CI
	<b>Total - Integrated Transport</b>			-	<b>21,180</b>	<b>19,140</b>	<b>2,040</b>	-	-	-	
<b>B/C.02</b>	<b>Operating the Network</b>										
B/C.2.001	Carriageway & Footway Maintenance including Cycle Paths			- Ongoing	61,008	61,008	-	-	-	-	H&CI
B/C.2.002	Rights of Way			- Ongoing	840	840	-	-	-	-	H&CI
B/C.2.003	Street Lighting			- Ongoing	175	175	-	-	-	-	H&CI
B/C.2.004	Bridge strengthening			- Ongoing	15,068	15,068	-	-	-	-	H&CI
B/C.2.005	Traffic Signal Replacement			- Ongoing	5,800	4,850	950	-	-	-	H&CI
B/C.2.006	Smarter Travel Management - Integrated Highways Management Centre			- Ongoing	1,174	1,174	-	-	-	-	H&CI
B/C.2.007	Smarter Travel Management - Real Time Bus Information			- Ongoing	952	952	-	-	-	-	H&CI
	<b>Total - Operating the Network</b>			-	<b>85,017</b>	<b>84,067</b>	<b>950</b>	-	-	-	
<b>B/C.03</b>	<b>Infrastructure Management &amp; Operations</b>										
B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)			- Ongoing	90,000	2,989	-	-	-	87,011	H&CI
B/C.3.012	Waste - Cambridge Area Growth			- 2018-19	5,120	-	1,296	-	-	3,824	H&CI
B/C.3.101	Development of Archives Centre premises			- Committed	4,200	-	-	-	-	4,200	H&CI
B/C.3.103	Library service essential maintenance and infrastructure renewal			- Committed	562	-	-	-	-	562	H&CI
B/C.3.106	New Community Hub / Library Service Provision Cambourne			- Committed	151	-	151	-	-	-	H&CI
B/C.3.107	New Community Hub / Library Provision Clay Farm			- Committed	827	-	566	-	-	261	H&CI
B/C.3.108	New Community Hub / Library Service Provision Darwin Green			- 2018-19	340	-	340	-	-	-	H&CI
	<b>Total - Infrastructure Management &amp; Operations</b>			-	<b>101,200</b>	<b>2,989</b>	<b>2,353</b>	-	-	<b>95,858</b>	

## 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	Committee
<b>B/C.04</b>	<b>Strategy &amp; Development</b>										
B/C.4.001	Ely Crossing			- Committed	36,000	22,000	1,000	5,318	-	7,682	E&E
B/C.4.006	Guided Busway			- Committed	147,694	92,500	28,085	31,894	-	-4,785	E&E
B/C.4.014	Huntingdon West of Town Centre Link Road			- Committed	9,723	-	4,871	4,852	-	-	E&E
B/C.4.017	Cambridge Cycling Infrastructure			- Committed	5,293	-	5,293	-	-	-	E&E
B/C.4.021	Abbey - Chesterton Bridge			- Committed	4,750	2,700	1,550	500	-	-	E&E
B/C.4.022	Cycling City Ambition Fund			- Committed	7,751	7,403	148	200	-	-	E&E
B/C.4.023	King's Dyke			- Committed	13,584	8,000	-	3,500	-	2,084	E&E
B/C.4.024	Soham Station			- Committed	6,200	1,000	-	500	-	4,700	E&E
B/C.4.028	A14			- 2020-21	25,000	25,000	-	-	-	-	E&E
B/C.4.031	Growth Deal - Wisbech Access Strategy			- Committed	1,000	-	-	1,000	-	-	E&E
	<b>Total - Strategy &amp; Development</b>			-	<b>256,995</b>	<b>158,603</b>	<b>40,947</b>	<b>47,764</b>	-	<b>9,681</b>	
<b>B/C.05</b>	<b>Other Schemes</b>										
B/C.5.001	Making Assets Count			- Ongoing	765	-	-	-	-	765	E&E
B/C.5.002	Investment in Connecting Cambridgeshire			- Committed	30,500	8,250	-	5,735	-	16,515	E&E
	<b>Total - Other Schemes</b>			-	<b>31,265</b>	<b>8,250</b>	-	<b>5,735</b>	-	<b>17,280</b>	
	<b>TOTAL BUDGET</b>				<b>495,657</b>	<b>273,049</b>	<b>46,290</b>	<b>53,499</b>	-	<b>122,819</b>	

Status:	Draft
Service:	Customer Service & Transformation
Committee:	General Purposes Committee

## Section 4 - C: Corporate and Managed Services

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2016-17 to 2020-21

Net Revised Opening Budget 2016-17 £000	Policy Line	Gross Budget 2016-17 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2016-17 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000
	<b>Corporate Services</b>							
959	Director, Policy & Business Support	1,169	-136	1,033	1,033	1,134	1,134	1,134
295	Chief Executive	205	-3	202	202	202	202	202
464	Corporate Information Management	492	-28	464	429	429	429	431
1,285	Customer Services	1,273	-128	1,145	1,168	1,192	1,218	1,245
480	Digital Strategy	492	-	492	492	492	492	492
270	Research	388	-145	243	243	243	243	243
-	- Service Transformation	-	-	-	-	-	-	-
136	Smarter Business	0	-	0	0	0	0	0
550	Strategic Marketing, Communications & Engagement	530	2	532	532	532	532	532
198	Elections	165	-	165	165	165	165	165
926	Redundancy, Pensions & Injury	1,116	-189	927	917	907	897	887
<b>5,564</b>	<b>Subtotal Corporate Services</b>	<b>5,831</b>	<b>-626</b>	<b>5,205</b>	<b>5,183</b>	<b>5,298</b>	<b>5,314</b>	<b>5,333</b>
	<b>Managed Services</b>							
1,101	Building Maintenance	1,204	-89	1,115	1,115	1,115	1,115	1,115
917	City Deal	1,434	-	1,434	1,511	1,643	1,802	1,802
-3,174	County Farms	1,078	-4,532	-3,454	-4,405	-4,406	-4,414	-4,423
121	Effective Property Asset Management	147	-146	1	1	1	1	1
179	External Audit	141	-	141	141	141	141	141
-47	Finance Managed	273	-318	-45	-45	55	55	55
1,483	Insurance	1,894	-	1,894	1,894	1,894	1,894	1,894
2,207	IT Managed	1,869	-	1,869	1,869	1,869	1,869	1,869
1,000	Members Allowances	1,025	-5	1,020	1,020	1,020	1,020	1,020
128	Organisational & Workforce Development Managed	131	-	131	131	131	131	131
5,540	Property Managed	6,013	-965	5,048	4,406	4,387	4,368	3,807
1,000	Transformation Fund	1,000	-	1,000	1,000	1,000	1,000	1,000
<b>10,456</b>	<b>Subtotal Managed Services</b>	<b>16,210</b>	<b>-6,056</b>	<b>10,154</b>	<b>8,638</b>	<b>8,850</b>	<b>8,982</b>	<b>8,412</b>
	- Inflation	-	-	-	286	628	980	1,334
	- Savings	-35	35	-	-	-285	-1,112	-958
<b>16,020</b>	<b>CS BUDGET TOTAL</b>	<b>22,006</b>	<b>-6,647</b>	<b>15,359</b>	<b>14,107</b>	<b>14,491</b>	<b>14,164</b>	<b>14,121</b>

## Section 4 - C: Corporate and Managed Services

**Table 2: Revenue - Net Budget Changes by Operational Division**

Budget Period: 2016-17

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Corporate Services</b>							
Director, Policy & Business Support	959	21	-	63	-	-10	1,033
Chief Executive	295	7	-	-	-	-100	202
Corporate Information Management	464	11	-	-	-	-11	464
Customer Services	1,285	33	24	-	-160	-37	1,145
Digital Strategy	480	12	-	-	-	-	492
Research	270	8	-	-	-	-35	243
Service Transformation	-	-	-	-	-	-	-
Smarter Business	136	4	-	-	-	-140	-
Strategic Marketing, Communications & Engagement	550	12	-	-	-	-30	532
Elections	198	2	-	-	-	-35	165
Redundancy, Pensions & Injury	926	11	-	-	-	-10	927
<b>Subtotal Corporate Services</b>	<b>5,564</b>	<b>121</b>	<b>24</b>	<b>63</b>	<b>-160</b>	<b>-408</b>	<b>5,205</b>
<b>Managed Services</b>							
Building Maintenance	1,101	13	-	-	-	-	1,115
City Deal	917	-	-	-	517	-	1,434
County Farms	-3,174	-	-	-	-	-280	-3,454
Effective Property Asset Management	121	1	-	-	-	-121	1
External Audit	179	2	-	-	-	-40	141
Finance Managed	-47	1	-	-	-	-	-45
Insurance	1,483	133	-	278	-	-	1,894
IT Managed	2,207	24	-	-	-	-362	1,869
Members Allowances	1,000	20	-	-	-	-	1,020
Organisational & Workforce Development Managed	128	3	-	-	-	-	131
Property Managed	5,540	55	-	145	-45	-647	5,048
Transformation Fund	1,000	-	-	-	-	-	1,000
<b>Subtotal Managed Services</b>	<b>10,456</b>	<b>253</b>	<b>-</b>	<b>423</b>	<b>472</b>	<b>-1,450</b>	<b>10,154</b>
<b>CS BUDGET TOTAL</b>	<b>16,020</b>	<b>374</b>	<b>24</b>	<b>486</b>	<b>312</b>	<b>-1,858</b>	<b>15,359</b>

## Section 4 - C: Corporate and Managed Services

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>20,339</b>	<b>22,006</b>	<b>22,297</b>	<b>22,504</b>	<b>22,213</b>			
C/R.1.001	Base Adjustments	466	-	-	-	-	Existing	Adjustment for permanent changes to base budget from decisions made in 2015-16.	GPC
C/R.1.002	Base Adjustment - City Deal	917	-	-	-	-	New	City Deal budget moved from Economy, Transport and Environment Services.	GPC
<b>1.999</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>21,722</b>	<b>22,006</b>	<b>22,297</b>	<b>22,504</b>	<b>22,213</b>			
<b>2</b>	<b>INFLATION</b>								
C/R.2.001	Inflation	385	302	361	375	379	Existing	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.	GPC
C/R.2.002	Inflation - Impact of National Living Wage on CCC employee costs	-	-	-	1	4	New	The cost impact of the introduction of the National Living Wage (NLW) on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates.	GPC
<b>2.999</b>	<b>Subtotal Inflation</b>	<b>385</b>	<b>302</b>	<b>361</b>	<b>376</b>	<b>383</b>			
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>								
C/R.3.001	Customer Services Demography	24	23	24	25	25	Existing	Increases in demography growth may increase contact volumes to Customer Services (Contact Centre).	GPC
<b>3.999</b>	<b>Subtotal Demography and Demand</b>	<b>24</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>25</b>			
<b>4</b>	<b>PRESSURES</b>								
C/R.4.004	Single-tier State Pension	63	-	-	-	-	Modified	The Government plans to abolish the State Second Pension on 1st April 2015. The Council currently receives a rebate on the amount of National Insurance contributions it pays as an employer because it has "contracted out" of the State Second Pension. This rebate will cease when the State Second Pension is abolished, resulting in an increase in the cost of National Insurance contributions which the Council is required to pay.	GPC
C/R.4.901	Children's Centres Business Rates	145	-	-	-	-	New	A pressure has been identified in relation to business rates charges for the Children's Centre portfolio. These properties have not previously been subject to business rates, but the sites have been reassessed and it has been determined the Council is now liable for payments.	GPC
C/R.4.902	Insurance Fund	278	-	-	-	-	New	A few years ago an Actuarial review indicated that the insurance fund balance was too high and therefore annual contributions were reduced. Having done this, the level of the fund has reduced to a more appropriate level, but we now need to increase contributions to maintain the fund balance at this level, this following a further Actuarial assessment of future liabilities.	GPC
C/R.4.903	Renewable Energy - Soham	-	183	4	5	4	New	Operating costs associated with the Renewable Energy - Soham capital investment. Links to capital proposal C/C.2.102.	GPC
<b>4.999</b>	<b>Subtotal Pressures</b>	<b>486</b>	<b>183</b>	<b>4</b>	<b>5</b>	<b>4</b>			

## Section 4 - C: Corporate and Managed Services

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee
<b>5</b>	<b>INVESTMENTS</b>								
C/R.5.001	Contact Centre - customer service advisors	-160	-	-	-	-	- Existing	Removal of 2 year investment in year 2016-17.	GPC
C/R.5.902	Property Rationalisation Resource	-45	-75	-	-	-	- Existing	Phased removal of two year investment in resource to support property rationalisation project.	GPC
C/R.5.953	City Deal Revenue Costs	517	77	132	159	-	- New	City Deal revenue costs funded by the growth in New Homes Bonus.	GPC
<b>5.999</b>	<b>Subtotal Investments</b>	<b>312</b>	<b>2</b>	<b>132</b>	<b>159</b>	<b>-</b>			
<b>6</b>	<b>SAVINGS</b>								
	<b>CS Cross-Service</b>								
C/R.6.001	Realignment of Transformation Functions	-150	-	-	-	-	- New	Realignment of how Cambridgeshire County Council finance the support for council-wide Transformation through identifying alternatives source of funding.	GPC
	<b>Director, Policy &amp; Business Support</b>								
C/R.6.101	Annual Consultation	-10	-	-	-	-	- New	Reduced costs of annual consultation process.	GPC
	<b>Chief Executive</b>								
C/R.6.201	Senior Management Arrangements	-100	-	-	-	-	- New	Further reductions in Senior Management costs.	GPC
	<b>Corporate Information Management</b>								
C/R.6.301	Courier Contract	-	-35	-	-	-	- New	Removal of Courier contract budget following changes to Council-wide postage service.	GPC
	<b>Customer Services</b>								
C/R.6.401	Contact Centre SLA	-20	-	-	-	-	- New	Saving available from Contact Centre base budget as a result of increased internal income achieved through services offered by the Contact Centre.	GPC
	<b>Strategic Marketing, Communications &amp; Engagement</b>								
C/R.6.501	Voluntary Sector Infrastructure Grants	-30	-	-	-	-	- New	Reduction of grant funding to voluntary sector infrastructure organisations following ongoing review with the sector to ensure more targeted impact for the grants awarded.	GPC
	<b>Elections</b>								
C/R.6.601	Elections	-35	-	-	-	-	- New	Reduction to annual election costs budget.	GPC
	<b>Redundancy, Pensions &amp; Injury</b>								
C/R.6.701	Reduction in costs on Redundancy, Pensions & Injury budget	-10	-10	-10	-10	-10	- New	Reduction in costs on Redundancy, Pensions & Injury budget, held within Corporate Services.	GPC
	<b>Managed Services</b>								
C/R.6.901	Reduction in External Audit Fees	-40	-	-	-	-	- Modified	Reduction in external audit costs to reflect reduced fees.	GPC
C/R.6.903	Rationalisation of Property Portfolio	-	-154	-	-	-553	- Modified	Rationalisation of CCC property portfolio.	GPC
C/R.6.904	Effective Property Asset Management	-68	-	-	-	-	- Modified	Removal of budget available to fund revenue costs associated with the Effective Property Asset Management project.	GPC
C/R.6.905	Energy Efficiency Fund - Repayment of Financing Costs	-10	-20	-19	-19	-8	- New	Savings to be generated from Energy Efficiency Fund capital investment. Element to repay financing costs. Links to capital proposal C/C.2.119	GPC
C/R.6.906	Making Assets Count - March Market Town Project	-53	-	-	-	-	- New	Removal of revenue investment for staffing costs to support the Making Assets Count March Market Town Project capital scheme. Links to capital proposal C/C.2.107.	GPC
C/R.6.907	Corporate Office IT Assets	-362	-	-	-	-	- New	Removal of revenue budget for refresh of office IT assets (pc's), facilitated by the move towards provision of mobile devices, which are funded from the IT for Smarter Business Working capital scheme.	GPC

## Section 4 - C: Corporate and Managed Services

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee
C/R.6.999	<b>CS Cross-Service</b> Saving required due to change in Public Health grant	-35	-	-	-	-	New	Additional savings will be required as a result of a proposed cut to services funded by Public Health Grant.	GPC
6.999	<b>Subtotal Savings</b>	<b>-923</b>	<b>-219</b>	<b>-29</b>	<b>-29</b>	<b>-571</b>			
	<b>UNIDENTIFIED SAVINGS TO BALANCE BUDGET</b>	<b>-</b>	<b>-</b>	<b>-285</b>	<b>-827</b>	<b>154</b>			
	<b>TOTAL GROSS EXPENDITURE</b>	<b>22,006</b>	<b>22,297</b>	<b>22,504</b>	<b>22,213</b>	<b>22,208</b>			
7	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>								
C/R.7.001	Previous year's fees, charges & ring-fenced grants	-5,522	-6,647	-8,190	-8,013	-8,049	Existing	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	GPC
C/R.7.002	Increase in fees, charges & ring-fenced grants	-180	-	-	-	-	New	Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2015-16.	GPC
C/R.7.003	Fees and charges inflation	-11	-16	-19	-23	-25	Existing	Uplift in external charges to reflect inflation pressures on the costs of services.	GPC
C/R.7.103	<b>Changes to fees &amp; charges</b> County Farms Investment (Viability) - Surplus to Repayment of Financing Costs	-283	-15	37	16	-4	New	Increase in County Farms rental income resulting from capital investment. Element surplus to repaying financing costs.	GPC
C/R.7.104	County Farms Investment (Viability) - Repayment of Financing Costs	3	-60	-37	-16	4	Existing	Increase in County Farms rental income resulting from capital investment. Links to capital proposal C/C.2.101.	GPC
C/R.7.105	Renewable Energy Soham - Repayment of Financing Costs	-	-876	-1	-8	100	Modified	Income generation resulting from capital investment in solar farm at Soham. Element to repay financing costs. Links to capital proposal C/C.2.102.	GPC
C/R.7.106	Renewable Energy Soham - Surplus to Repayment of Financing Costs	-	-183	-4	-5	-113	Existing	Income generation resulting from capital investment in solar farm at Soham. Element to surplus to repaying financing costs.	GPC
C/R.7.107	Solar PV - Repayment of Financing Costs	1	-	1	-	-	Existing	Income generation resulting from installation of solar PV at a further 5 CCC non-school sites. Element to repay financing costs.	GPC
C/R.7.108	Solar PV - Surplus to Repayment of Financing Costs	-1	-	-1	-	-	Existing	Income generation resulting from installation of solar PV at a further 5 CCC non-school sites. Element surplus to repayment of financing costs.	GPC
C/R.7.120	Income from Rationalisation of Property Portfolio	-637	-393	-	-	-	New	Income generation from alternative use of major office building(s) to provide ongoing revenue streams.	GPC
C/R.7.150	Research Income Generation	-35	-	-	-	-	New	Generation of additional external income resulting from provision of Research services to outside bodies.	GPC
C/R.7.160	Blue Badges	-17	-	-	-	-	New	Additional income generation resulting from proposal to increase charges for Blue Badges to the statutory maximum, reducing the level of Council subsidy of the scheme.	GPC
C/R.7.201	<b>Changes to ring-fenced grants</b> Change in Public Health Grant	35	-	101	-	-	Existing	Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2016-17 due to removal of ring-fence.	GPC
7.999	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	<b>-6,647</b>	<b>-8,190</b>	<b>-8,113</b>	<b>-8,049</b>	<b>-8,087</b>			
	<b>TOTAL NET EXPENDITURE</b>	<b>15,359</b>	<b>14,107</b>	<b>14,391</b>	<b>14,164</b>	<b>14,121</b>			



## Section 4 - C: Corporate and Managed Services

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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FUNDING SOURCES								
<b>8</b>	<b>FUNDING OF GROSS EXPENDITURE</b>							
C/R.8.001	Cash Limit Funding	-15,359	-14,107	-14,491	-14,164	-14,121	Existing	Net spend funded from general grants, business rates and Council Tax.
C/R.8.002	Public Health Grant	-201	-201	-	-	-	Existing	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.
C/R.8.003	Fees & Charges	-6,446	-7,989	-8,013	-8,049	-8,087	Existing	Fees and charges for the provision of services.
<b>8.999</b>	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-22,006</b>	<b>-22,297</b>	<b>-22,504</b>	<b>-22,213</b>	<b>-22,208</b>		

GPC

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MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-923	-219	-29	-29	-571
Unidentified savings to balance budget	-	-	-285	-827	154
Changes to fees & charges	-969	-1,527	-5	-13	-13
<b>TOTAL SAVINGS / INCREASED INCOME</b>	<b>-1,892</b>	<b>-1,746</b>	<b>-319</b>	<b>-869</b>	<b>-430</b>

MEMORANDUM: NET REVISED OPENING BUDGET					
Revised Opening Gross Expenditure	21,722	22,006	22,297	22,504	22,213
Previous year's fees, charges & ring-fenced grants	-5,522	-6,647	-8,190	-8,013	-8,049
Changes to fees, charges & ring-fenced grants in revised opening budget	-934	-1,527	96	-13	-13
<b>NET REVISED OPENING BUDGET</b>	<b>15,266</b>	<b>13,832</b>	<b>14,203</b>	<b>14,478</b>	<b>14,151</b>

## 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	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
Ongoing	125,094	6,847	2,070	6,832	12,295	13,122	13,286	70,642
Committed Schemes	23,037	6,341	13,170	3,526	-	-	-	-
2016-2017 Starts	1,345	-	595	250	250	250	-	-
2017-2018 Starts	101,100	-	-	22,659	41,721	29,220	7,500	-
<b>TOTAL BUDGET</b>	<b>250,576</b>	<b>13,188</b>	<b>15,835</b>	<b>33,267</b>	<b>54,266</b>	<b>42,592</b>	<b>20,786</b>	<b>70,642</b>

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000	Committee
<b>C/C.01</b>	<b>Corporate Services</b>												
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	-	-	-	-	GPC
C/C.1.002	Office Portfolio Rationalisation	Investment to support the continued rationalisation of the CCC office portfolio.		2016-17	345	-	345	-	-	-	-	-	GPC
	<b>Total - Corporate Services</b>				<b>645</b>	<b>240</b>	<b>378</b>	<b>27</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>C/C.02</b>	<b>Managed Services</b>												
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	-	-	-	-	GPC
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	-	-	-	-	-	GPC
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	-	-	-	-	-	GPC
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	-	-	-	-	-	GPC

## 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	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000	Committee
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	-	-	-	GPC
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	-	-	-	GPC
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	1,569	8,251	-	-	-	-	-	GPC
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	GPC
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.7.117	Ongoing	105,797	500	-	4,812	10,275	11,652	12,366	66,192	GPC
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	-	-	-	-	GPC
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	1,309	174	1,105	30	-	-	-	-	GPC
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	-	-	-	-	GPC
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	-	-	GPC
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	GPC

## 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	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000	Committee
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.		Ongoing	200	-	20	20	20	20	20	100	GPC
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	-	-	GPC
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.7.116	2017-18	57,202	-	-	12,577	27,139	17,486	-	-	GPC
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.		2017-18	1,200	-	-	600	600	-	-	-	GPC
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.		2017-18	30,000	-	-	7,500	7,500	7,500	7,500	-	GPC
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.		2017-18	2,000	-	-	1,000	1,000	-	-	-	GPC
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	-	-	GPC
<b>Total - Managed Services</b>					<b>249,931</b>	<b>12,948</b>	<b>15,457</b>	<b>33,240</b>	<b>54,266</b>	<b>42,592</b>	<b>20,786</b>	<b>70,642</b>	
<b>TOTAL BUDGET</b>					<b>250,576</b>	<b>13,188</b>	<b>15,835</b>	<b>33,267</b>	<b>54,266</b>	<b>42,592</b>	<b>20,786</b>	<b>70,642</b>	

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
<b>Government Approved Funding</b>								
<b>Total - Government Approved Funding</b>	-	-	-	-	-	-	-	-
<b>Locally Generated Funding</b>								
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	39,161	3,586	6,103	11,814	13,666	6,493	1,907	-4,408
Prudential Borrowing (Repayable)	1	-	-536	18,009	37,896	33,372	9,859	-98,599
Ring-Fenced Capital Receipts	167,298	-	-	-	-	-	2,507	164,791
Other Contributions	160	160	-	-	-	-	-	-
<b>Total - Locally Generated Funding</b>	<b>250,576</b>	<b>13,188</b>	<b>15,835</b>	<b>33,267</b>	<b>54,266</b>	<b>42,592</b>	<b>20,786</b>	<b>70,642</b>
<b>TOTAL FUNDING</b>	<b>250,576</b>	<b>13,188</b>	<b>15,835</b>	<b>33,267</b>	<b>54,266</b>	<b>42,592</b>	<b>20,786</b>	<b>70,642</b>

## 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	Committee
Ongoing						125,094	-	-	160	145,324	-20,390	
Committed Schemes						23,037	-	255	-	3,673	19,109	
2016-2017 Starts						1,345	-	-	-	-	1,345	
2017-2018 Starts						101,100	-	-	-	62,002	39,098	
<b>TOTAL BUDGET</b>						<b>250,576</b>	<b>-</b>	<b>255</b>	<b>160</b>	<b>210,999</b>	<b>39,162</b>	

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	Committee
<b>C/C.01</b>	<b>Corporate Services</b>										
C/C.1.001	Essential CCC Business Systems Upgrade		-	Committed	300	-	-	-	-	300	
C/C.1.002	Office Portfolio Rationalisation		-	2016-17	345	-	-	-	-	345	
	<b>Total - Corporate Services</b>		-		<b>645</b>	-	-	-	-	<b>645</b>	
<b>C/C.02</b>	<b>Managed Services</b>										
C/C.2.001	Optimising the benefits of IT for Smarter Business Working		-	Committed	3,375	-	-	-	299	3,076	GPC
C/C.2.002	Implementing IT Resilience Strategy for Data Centres		-	Committed	500	-	-	-	-	500	GPC
C/C.2.003	IT Infrastructure Investment		-	Committed	2,400	-	-	-	492	1,908	GPC
C/C.2.005	Microsoft Enterprise Agreement for CCC		-	Committed	1,902	-	-	-	402	1,500	GPC
C/C.2.006	CPSN Replacement		-	2017-18	5,500	-	-	-	-	5,500	GPC
C/C.2.101	County Farms investment (Viability)	C/R.7.104	-3,116	Ongoing	2,604	-	-	-	422	2,182	GPC
C/C.2.102	Renewable Energy - Soham	C/R.4.903	-8,174	Committed	9,820	-	-	-	111	9,709	GPC
		C/R.7.105									
		C/R.7.106									
C/C.2.103	Local Plans - representations		-	Ongoing	4,284	-	-	10	618	3,656	GPC
C/C.2.104	Burwell Newmarket Road 350 Homes Invest to Save	C/R.7.117	-87,495	Ongoing	105,797	-	-	-	105,429	368	GPC
C/C.2.107	MAC Market Towns Project (March)	C/R.5.952	-2,556	Committed	1,481	-	-	-	1,799	-318	GPC
C/C.2.108	Community Hubs - Sawston		-	Committed	1,309	-	-	-	39	1,270	GPC
C/C.2.109	Community Hubs - East Barnwell		-	Committed	1,950	-	255	-	531	1,164	GPC
C/C.2.111	Shire Hall		-	Ongoing	6,209	-	-	150	2,273	3,786	GPC
C/C.2.112	Building Maintenance		-	Ongoing	6,000	-	-	-	-	6,000	GPC
C/C.2.113	Equality Act Works in Corporate Offices		-	Ongoing	200	-	-	-	-	200	GPC
C/C.2.114	MAC Joint Highways Depot		-183	2017-18	5,198	-	-	-	4,800	398	GPC
C/C.2.115	Worts Causeway 230 Homes Invest to Save	C/R.7.116	-41,797	2017-18	57,202	-	-	-	57,202	-	GPC
C/C.2.116	Shepreth 7 Homes Invest to Save		-5,401	2017-18	1,200	-	-	-	-	1,200	GPC
C/C.2.117	Cottenham 200 Homes Invest to Save		-13,871	2017-18	30,000	-	-	-	-	30,000	GPC
C/C.2.118	Redevelopment of Milton Road Library, Cambridge		417	2017-18	2,000	-	-	-	-	2,000	GPC
C/C.2.119	Energy Efficiency Fund		-550	2016-17	1,000	-	-	-	-	1,000	GPC
	<b>Total - Managed Services</b>		<b>-162,726</b>		<b>249,931</b>	<b>-</b>	<b>255</b>	<b>160</b>	<b>174,417</b>	<b>75,099</b>	
C/C.9.001	Excess Corporate Services capital receipts used to reduce total prudential borrowing			Ongoing	-	-	-	-	36,582	-36,582	GPC
	<b>TOTAL BUDGET</b>				<b>250,576</b>	<b>-</b>	<b>255</b>	<b>160</b>	<b>210,999</b>	<b>39,162</b>	

## Section 4 - C: Corporate and Managed Services

**Table 6: Revenue - Financing Debt Charges Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee
1	OPENING GROSS EXPENDITURE	35,460	34,966	40,165	42,657	44,262			
F/R.1.001	Base Adjustments	-	-	-	-	-	Existing	Adjustment for permanent changes to base budget from decisions made in 2014-15.	GPC
1.999	REVISED OPENING GROSS EXPENDITURE	35,460	34,966	40,165	42,657	44,262			
2	INFLATION								
2.999	Subtotal Inflation	-	-	-	-	-			
3	DEMOGRAPHY AND DEMAND								
3.999	Subtotal Demography and Demand	-	-	-	-	-			
4	PRESSURES								
4.999	Subtotal Pressures	-	-	-	-	-			
5	INVESTMENTS								
F/R.5.001	Revenue impact of Capital decisions	946	2,867	899	324	-540	Existing	Change in borrowing costs as a result of changes to levels of prudential borrowing in the capital programme.	GPC
F/R.5.002	Invest to Save Hosuing Schemes - Interest Costs	-	892	1,593	1,281	627	New	Revenue costs associated with the development of new 'affordable' housing and open market rent housing on Council owned land in order to generate long-term income streams.	GPC
5.999	Subtotal Investments	946	3,759	2,492	1,605	87			
6	SAVINGS								
F/R.6.001	PFI Refinancing	-1,440	1,440	-	-	-	New	A one-off saving generated in 2016/17 as a result of refinancing the PFI contract for Thomas Clarkson Community College.	GPC
6.999	Subtotal Savings	-1,440	1,440	-	-	-			
	TOTAL GROSS EXPENDITURE	34,966	40,165	42,657	44,262	44,349			
7	FEES, CHARGES & RING-FENCED GRANTS								
F/R.7.001	Previous year's fees & charges	-	-	-1,936	-5,356	-8,111	New	Previous year's fees and charges for the provision of services rolled forward.	GPC
F/R.7.002	Invest to Save Hosuing Schemes - Income Generation	-	-1,936	-3,420	-2,755	-1,700	New	Generation of long-term income stream associated with the development of new 'affordable' housing and open market rent housing on Council owned land.	GPC
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-	-1,936	-5,356	-8,111	-9,811			
	TOTAL NET EXPENDITURE	34,966	38,229	37,301	36,151	34,538			

## Section 4 - C: Corporate and Managed Services

**Table 6: Revenue - Financing Debt Charges Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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FUNDING SOURCES									
<b>8</b>	<b>FUNDING OF GROSS EXPENDITURE</b>								
F/R.8.101	Cash Limit Funding	-34,966	-38,229	-37,301	-36,151	-34,538	Existing	Net spend funded from general grants, business rates and Council Tax. Fees and charges for the provision of services.	
F/R.8.102	Fees and Charges	-	-1,936	-5,356	-8,111	-9,811	New		
<b>8.999</b>	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-34,966</b>	<b>-40,165</b>	<b>-42,657</b>	<b>-44,262</b>	<b>-44,349</b>			

GPC  
GPC

MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-1,440	1,440	-	-	-
Changes to fees & charges	-	-1,936	-3,420	-2,755	-1,700
<b>TOTAL SAVINGS / INCREASED INCOME</b>	<b>-1,440</b>	<b>-496</b>	<b>-3,420</b>	<b>-2,755</b>	<b>-1,700</b>

MEMORANDUM: NET REVISED OPENING BUDGET					
Revised Opening Gross Expenditure	35,460	34,966	40,165	42,657	44,262
Previous year's fees, charges & ring-fenced grants	-	-	-	-	-
Changes to fees, charges & ring-fenced grants in revised opening budget	-	-1,936	-3,420	-2,755	-1,700
<b>NET REVISED OPENING BUDGET</b>	<b>35,460</b>	<b>33,030</b>	<b>36,745</b>	<b>39,902</b>	<b>42,562</b>

Status:	Draft
Service:	LGSS
Committee:	LGSS Joint Committee



## Section 4 - D: LGSS - Cambridge Office

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>23,094</b>	<b>23,987</b>	<b>23,577</b>	<b>22,999</b>	<b>22,497</b>			
D/R.1.001	Base Adjustments	1,482	-	-	-	-	- Existing	Adjustment for permanent changes to base budget from decisions made in 2015-16.	LGSS JC
D/R.1.002	Increased expenditure funded by ring-fenced grant	-190	-	-	-	-	- Existing	New funding for Counter Fraud Initiative project.	LGSS JC
D/R.1.009	Base adjustment: Legal costs	202	-	-	-	-	- New	Transfer of budget to LGSS Law totalling 18% of legal budgets sitting in CFA, ETE CS and LGSS Managed.	LGSS JC
<b>1.999</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>24,588</b>	<b>23,987</b>	<b>23,577</b>	<b>22,999</b>	<b>22,497</b>			
<b>2</b>	<b>INFLATION</b>								
D/R.2.001	Inflation	310	161	224	205	196	Modified	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.	LGSS JC
D/R.2.001	Inflation - Impact of National Living Wage on CCC employee costs	-	-	1	1	5	New	The cost impact of the introduction of the National Living Wage (NLW) on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates.	LGSS JC
<b>2.999</b>	<b>Subtotal Inflation</b>	<b>310</b>	<b>161</b>	<b>225</b>	<b>206</b>	<b>201</b>			
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>								
<b>3.999</b>	<b>Subtotal Demography and Demand</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>			
<b>4</b>	<b>PRESSURES</b>								
D/R.4.001	Single-tier State Pension	210	-	-	-	-	- Existing	The Government plans to abolish the State Second Pension on 1st April 2015. The Council currently receives a rebate on the amount of National Insurance contributions it pays as an employer because it has "contracted out" of the State Second Pension. This rebate will cease when the State Second Pension is abolished, resulting in an increase in the cost of National Insurance contributions which the Council is required to pay.	LGSS JC
<b>4.999</b>	<b>Subtotal Pressures</b>	<b>210</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>			
<b>5</b>	<b>INVESTMENTS</b>								
<b>5.999</b>	<b>Subtotal Investments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>			
<b>6</b>	<b>SAVINGS</b>								
D/R.6.101	Finance savings & efficiencies	-378	-	-	-	-	- Modified	Savings to be achieved across the Finance directorate.	LGSS JC
D/R.6.201	People, Transformation & Transactional efficiencies	-248	-	-	-	-	- Modified	Savings to be achieved across People, Transformation & Transactions.	LGSS JC

## Section 4 - D: LGSS - Cambridge Office

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee
D/R.6.301	<b>Law, Property &amp; Governance</b> Law, Property & Governance savings & efficiencies	-108	-	-	-	-	- Modified	Savings to achieved across Law, Property & Governance.	LGSS JC
D/R.6.401	<b>IT Services</b> IT savings & efficiencies	-150	-	-	-	-	- Modified	Savings to be achieved across LGSS IT.	LGSS JC
D/R.6.501	<b>Service Assurance</b> Service Assurance savings & efficiencies	-8	-	-	-	-	- Modified	Savings to be achieved within Service Assurance.	LGSS JC
D/R.6.502	<b>LGSS Cross-Directorate</b> Employment Review	-127	-	-	-	-	- Existing	Savings from employment review.	LGSS JC
D/R.6.503	Cross-cutting Contracts Review	-102	-	-	-	-	- Modified	Efficiencies to be delivered from an LGSS-wide cross-cutting review of contracts.	LGSS JC
6.999	<b>Subtotal Savings</b>	-1,121	-	-	-	-	-		
	<b>UNIDENTIFIED SAVINGS TO BALANCE BUDGET</b>	-	-571	-803	-708	-351			
	<b>TOTAL GROSS EXPENDITURE</b>	23,987	23,577	22,999	22,497	22,347			
7	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>								
D/R.7.001	Previous year's fees, charges & ring-fenced grants	-13,230	-14,653	-14,655	-14,438	-14,441	Existing	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	LGSS JC
D/R.7.002	Fees and charges inflation	-18	-2	-3	-3	-3	Existing	Uplift in external charges to reflect inflation pressures on the costs of services.	LGSS JC
D/R.7.003	Changes to fees and charges in 2015/16	-1,745	-	-	-	-	-	Changes to fees and charges as a result of decisions in 2015/16.	LGSS JC
D/R.7.101	<b>Changes to fees &amp; charges</b> Future Sharing and Trading - Realignment	150	-	-	-	-	- Modified	Reduction in the service's income target.	LGSS JC
D/R.7.201	<b>Changes to ring-fenced grants</b> Change in Public Health Grant	-	-	220	-	-	- Existing	Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2016-17 due to removal of ring-fence.	LGSS JC
D/R.7.202	Counter Fraud Initiative Grant	190	-	-	-	-	- Existing	Funding for Counter Fraud Initiative project.	LGSS JC
7.999	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	-14,653	-14,655	-14,438	-14,441	-14,444			
	<b>TOTAL NET EXPENDITURE</b>	9,334	8,922	8,561	8,056	7,903			

FUNDING SOURCES									
8	<b>FUNDING OF GROSS EXPENDITURE</b>								
D/R.8.001	Cash Limit Funding	-9,334	-8,922	-8,561	-8,056	-7,903	Existing	Net spend funded from general grants, business rates and Council Tax.	LGSS JC
D/R.8.002	Cambridgeshire Maintained Schools income	-485	-495	-505	-516	-527	Existing	Expected income from Cambridgeshire maintained schools.	LGSS JC
D/R.8.003	Fees & Charges	-13,948	-13,940	-13,933	-13,925	-13,917	Existing	Fees and charges for the provision of services.	LGSS JC
D/R.8.004	Public Health Grant	-220	-220	-	-	-	Existing	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.	LGSS JC
8.999	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	-23,987	-23,577	-22,999	-22,497	-22,347			

## Section 4 - D: LGSS - Cambridge Office

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-1,121	-	-	-	-
Unidentified savings to balance budget	-	-571	-803	-708	-351
Changes to fees & charges	150	-	-	-	-
<b>TOTAL SAVINGS / INCREASED INCOME</b>	<b>-971</b>	<b>-571</b>	<b>-803</b>	<b>-708</b>	<b>-351</b>

MEMORANDUM: NET REVISED OPENING BUDGET					
Revised Opening Gross Expenditure	24,588	23,987	23,577	22,999	22,497
Previous year's fees, charges & ring-fenced grants	-13,230	-14,653	-14,655	-14,438	-14,441
Changes to fees, charges & ring-fenced grants in revised opening budget	340	-	220	-	-
<b>NET REVISED OPENING BUDGET</b>	<b>11,698</b>	<b>9,334</b>	<b>9,142</b>	<b>8,561</b>	<b>8,056</b>

## 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	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
Ongoing Committed Schemes	-	-	-	-	-	-	-	-
<b>TOTAL BUDGET</b>	<b>1,104</b>	<b>-</b>	<b>1,104</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

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								
<b>Total - Government Approved Funding</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Locally Generated Funding Prudential Borrowing	1,104	-	1,104	-	-	-	-	-
<b>Total - Locally Generated Funding</b>	<b>1,104</b>	<b>-</b>	<b>1,104</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL FUNDING</b>	<b>1,104</b>	<b>-</b>	<b>1,104</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## 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
<b>TOTAL BUDGET</b>	<b>1,104</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,104</b>

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	Committee
D/C.01 D/C.1.001	LGSS Operational Next Generation ERP Solution			- 2016-17	1,104	-	-	-	-	1,104	LGSS JC
	<b>Total - LGSS Operational</b>			-	<b>1,104</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,104</b>	
	<b>TOTAL BUDGET</b>				<b>1,104</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,104</b>	

Status:	Draft
Service:	Public Health
Committee:	Health

## Section 4 - E: Public Health

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>18,222</b>	<b>20,865</b>	<b>20,365</b>	<b>20,375</b>	<b>20,253</b>			
E/R.1.001	Transfer of Function - Public Health Researcher	29	-	-	-	-	- Existing	Public Health reasearcher post transfer from CS&T to Public Health	Health
E/R.1.002	Transfer of Function - HIV Commissioning	144	-	-	-	-	- Existing	Funding for HIV services provided by Cambridgeshire Community Services transferred to NHS England	Health
E/R.1.003	Transfer of Function - Healthy Child Programme	3,861	-	-	-	-	- Existing	Transfer of the healthy child programme for 0-5 year olds from NHS England in October 2015.	Health
<b>1.999</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>22,256</b>	<b>20,865</b>	<b>20,365</b>	<b>20,375</b>	<b>20,253</b>			
<b>2</b>	<b>INFLATION</b>								
E/R.2.001	Inflation	275	373	406	417	431	Existing	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.	Health
<b>2.999</b>	<b>Subtotal Inflation</b>	<b>275</b>	<b>373</b>	<b>406</b>	<b>417</b>	<b>431</b>			
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>								
E/R.3.001	Sexual Health Services	28	106	92	75	74	Existing	Funding to support increased demand for sexual health and contraception services, based on population growth in the age groups which use these services.	Health
E/R.3.002	Adult Health Improvement	15	30	28	24	21	Existing	Funding to support increased demand for adult health improvement services, based on population growth in the age groups which use these services.	Health
E/R.3.003	Integrated Lifestyle Service	29	45	42	41	38	New	Increased demand for integrated lifestyle services, in particular the weight management services etc.	Health
E/R.3.004	Children's Health Improvement	87	144	127	151	130	Existing	Funding to support increased demand for obesity prevention and treatment services, based on population growth in the age groups which use these services.	Health
<b>3.999</b>	<b>Subtotal Demography and Demand</b>	<b>159</b>	<b>325</b>	<b>289</b>	<b>291</b>	<b>263</b>			
<b>4</b>	<b>PRESSURES</b>								
E/R.4.001	Single-tier State Pension	34	-	-	-	-	New	The Government plans to abolish the State Second Pension on 1st April 2015. The Council currently receives a rebate on the amount of National Insurance contributions it pays as an employer because it has "contracted out" of the State Second Pension. This rebate will cease when the State Second Pension is abolished, resulting in an increase in the cost of National Insurance contributions which the Council is required to pay.	Health
<b>4.999</b>	<b>Subtotal Pressures</b>	<b>34</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>			
<b>5</b>	<b>INVESTMENTS</b>								
<b>5.999</b>	<b>Subtotal Investments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>			

## Section 4 - E: Public Health

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee
<b>6</b>	<b>SAVINGS</b>								
	<b>Health Improvement</b>								
E/R.6.001	Sexual Health - Peterborough Services	-26	-	-	-	-	New	Predicted underspend on use of Peterborough sexual health services by Cambridgeshire residents (for which Cambs is cross charged). Local residents now have access to Cambridgeshire Community Services sexual health clinics in Fenland and Huntingdon.	Health
E/R.6.002	Sexual Health – Out of Area Treatments	-115	-	-	-	-	New	Cambridgeshire County Council is cross-charged for Cambridgeshire patients attending sexual health clinics in other areas. A contingency has been held to cover unpredicted pressures on out-of-area sexual health. The contingency funding has not been used to the level expected and so will be removed from budgets, and any future unpredicted pressures met from alternative sources. Local residents now have access to the new local Cambridgeshire Community Services sexual health clinics.	Health
E/R.6.003	CCS contract for integrated contraception and sexual health services	-50	-50	-	-	-	New	Reductions in contract value for 2016/17 and 2017/18. Detail to be determined in discussion with Cambridgeshire Community Services. May involve efficiencies or some changes in clinic opening times.	Health
E/R.6.004	Chlamydia screening/MICCOM	-49	-	-	-	-	New	Efficiencies already made on laboratory testing costs (Chlamydia) and transformation of booking system for sexual health clinic appointments.	Health
E/R.6.005	Retendering of contract for sexual health advice prevention and promotion for at risk groups	-40	-	-	-	-	New	The service currently provided by voluntary organisation DHIVERSE for sexual health advice, prevention and promotion for at risk groups is due to be re-tendered. A proposed reduction in the financial envelope for the retendered service of £40k, with the specification focussing specifically on the most vulnerable groups less likely to engage with statutory services.	Health
E/R.6.006	Review exercise referral schemes and potential to joint fund with NHS	-	-30	-	-	-	New	Exercise referral schemes are recommended for individuals with long term conditions as part of disease management, but not for public health promotion of physical activity in the general population. Explore potential to co-fund existing exercise referral schemes with the local NHS. .	Health
E/R.6.007	Smoking Cessation - Medication and Payments to GPs	-145	-	-	-	-	New	This level of underspend is likely to occur due to recent reduction in take up of smoking cessation services – thought to be due to the reduced prevalence of smoking recorded in Cambridgeshire and to the use of e-cigarettes. A saving at this level still allows for some proactive work to increase uptake of smoking cessation services, and piloting of a more modern 'harm reduction' approach for longer term smokers as recommended by NICE public health guidance.	Health
E/R.6.008	Smoking Cessation - Pharmacy Programme	-25	-	-	-	-	New	Due to the significant fall in uptake of smoking cessation services through pharmacies, this aspect of the service has reduced in activity and therefore in the payments required.	Health
E/R.6.009	Tobacco control -engagement with at risk groups	-50	-	-	-	-	New	Cease 2015/16 business plan recurrent investment in engagement and communications work with groups at high risk of smoking behaviour – pregnant women, young people, manual workers (rural deprivation), migrant workers. Deliver some on-going tobacco control work through smoking cessation services and/or external grants.	Health
E/R.6.010	General prevention projects and workplace health	-95	-	-	-	-	New	Saving on project budgets for small scale public health prevention work. Fund workplace health contract with Business in the Community non-recurrently for two years, on condition that BITC obtains funding directly from businesses/employers after this period.	Health
E/R.6.011	Falls prevention contract	-20	-	-	-	-	New	Saving on recurrent investment of £100k allocated to falls prevention in 2015/16 business plan. Falls prevention services have been contracted from Everyone Health for £80k.	Health



## Section 4 - E: Public Health

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee
	<b>Children Health</b>								
E/R.6.012	Health visiting and family nurse partnership	-290	-90	-	-	-	New	Reduction in the contract value for age 0-5 public health services with Cambridgeshire Community Services. Details to be established in partnership with CCS, but likely to include review of family nurse partnership and of staffing skill mix.	Health
E/R.6.013	0-15 public health services as part of wider children's health 0-19 proposals	-	-250	-	-	-	New	Savings on age 0-5 public health services as part of proposed wider transformation of public health and other health and preventive services for 0-19 year olds, to be developed for 2017/18.	Health
E/R.6.014	Review CAMH voluntary sector funding as part of wider children's health 0-19 proposals	-	-50	-	-	-	New	Savings on child and adolescent mental health voluntary sector counselling services as part of wider transformation of public health and other health and preventive services for 0-19 years olds, to be developed for 2017/18.	Health
	<b>Adult Health &amp; Wellbeing</b>								
E/R.6.015	Public mental health strategy (recurrent revenue not yet committed)	-60	-	-	-	-	New	Saving on recurrent investment of £120k allocated to public mental health strategy. This reflects objectives of the strategy delivered in other ways – through BITC contract to achieve the workplace mental health objective, and through joint work with the NHS to achieve the objective of improving physical health for people with severe mental health problems.	Health
	<b>Intelligence Team</b>								
E/R.6.016	Health protection and Emergency planning non-pay budgets	-10	-	-	-	-	New	Savings on health protection and emergency planning budgets which are held as contingency for emergency situations. Contingency to be sought when necessary from generic budgets.	Health
	<b>Programme Team</b>								
E/R.6.017	Review non-pay budget general prevention/Traveller/Lifestyle	-10	-	-	-	-	New	Saving on non-pay/project budgets held by the public health programmes team, including Traveller health team.	Health
	<b>Public Health Directorate</b>								
E/R.6.018	Public Health Directorate Staffing	-115	-	-	-	-	Modified	There have been underspends against the public health staff budget in previous years due to vacancies. This saving is a reduction in the staff budget based on predicted level of staff turnover and vacancies, associated with active vacancy management.	Health
E/R.6.019	Public health programmes team restructure/vacancy management	-158	-50	-	-	-	New	Restructure of public health front line delivery services, reducing input to immunisation services, for which commissioning responsibility and funding now sits with NHS England; and making some changes to the staffing structure of CAMQUIT smoking cessation services.	Health
E/R.6.020	Public health intelligence/JSNA - explore joint intelligence unit with NHS and restructure	-111	-	-	-	-	New	Public health intelligence services already work across Cambridgeshire County Council and Peterborough City Council. Explore a joint Health Intelligence Unit with Cambridgeshire and Peterborough CCG and an associated restructure. This would include a reduction in focus on Joint Strategic Needs Assessment work, to the statutory minimum required.	Health
E/R.6.021	Public health commissioning - explore joint work with other organisations	-50	-50	-	-	-	New	Explore partnership work for public health commissioning across other local organisations and CCC directorates to deliver efficiencies.	Health
E/R.6.022	Public health consultant - remove short term post from establishment	-30	-	-	-	-	New	Cease cover of part time public health consultant vacancy by short term post, and remove post from the establishment. This will affect public health consultant input available for ETE directorate.	Health

## Section 4 - E: Public Health

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee
E/R.6.023	<b>Public Health Cross-Directorate and External Contracts</b> No uplift for demography/inflation/pressures	-408	-660	-	-	-	New	Do not resource uplifts for demography /inflation/ pressures for externally provided public health contracts, requiring providers to make cost improvement programmes to cover the activity required. Absorb demography pressures for internal services, within existing resource envelope.	Health
E/R.6.024	<b>Health Improvement</b> Resource Library	-5	-	-	-	-	New	This funding was held as contingency if the health promotion resource library required additional materials. In future any pressures can be met from general project budgets.	Health
6.999	<b>Subtotal Savings</b>	-1,862	-1,230	-	-	-			
	<b>UNIDENTIFIED SAVINGS TO BALANCE BUDGET</b>	3	32	-685	-830	-515			
	<b>TOTAL GROSS EXPENDITURE</b>	20,865	20,365	20,375	20,253	20,432			
7	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>								
E/R.7.001	Previous year's fees, charges & ring-fenced grants	-18,222	-20,865	-20,365	-311	-312	Existing	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	Health
	<b>Changes to fees &amp; charges</b>								
E/R.7.101	Fees and Charges Inflation	-3	-1	-1	-1	-1	Existing	Income from teaching medical students.	Health
E/R.7.102	Increase in fees & charges from system	-173	-	-	-	-	New	Income for provision of HIV services	Health
E/R.7.103	Increase in fees and charges	-80	-	-	-	-	New	The Director of Public Health and some staff members in the Public Health Team have entered into a shared service arrangement with Peterborough City Council which generates this level of income for Cambridgeshire County Council	Health
E/R.7.104	Income generation	-40	-	-	-	-	New	Further income generation reflecting extension of the shared public health team across Cambridgeshire and Peterborough, and potential further opportunities with the Cambs & Peterborough Clinical Commissioning Group.	Health
E/R.7.201	<b>Changes to ring-fenced grants</b> Change in Public Health Grant	-2,347	501	20,055	-	-	Existing	Change in ring-fenced Public Health grant to reflect change in Public Health functions (FYE transfer of 0.5 public health commissioning in 2016/17), grant reductions announced in the comprehensive spending review, and removal of the ring-fence in 2018/19.	Health
7.999	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	-20,865	-20,365	-311	-312	-313			
	<b>TOTAL NET EXPENDITURE</b>	-	-	20,064	19,941	20,119			

## Section 4 - E: Public Health

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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FUNDING SOURCES									
<b>8</b>	<b>FUNDING OF GROSS EXPENDITURE</b>								
E/R.8.001	Cash Limit Funding	-	-	-20,064	-19,941	-20,119	Existing	Net spend funded from general grants, business rates and Council Tax. Direct expenditure funded from Public Health grant. Income from teaching medical students.	
E/R.8.101	Public Health Grant	-20,556	-20,055	-	-	-	Existing		
E/R.8.102	Fees & Charges	-309	-310	-311	-312	-313	Existing		
<b>8.999</b>	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-20,865</b>	<b>-20,365</b>	<b>-20,375</b>	<b>-20,253</b>	<b>-20,432</b>			

Health  
Health  
Health

MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-1,862	-1,230	-	-	-
Unidentified savings to balance budget	3	32	-685	-830	-515
Changes to fees & charges	-296	-1	-1	-1	-1
<b>TOTAL SAVINGS / INCREASED INCOME</b>	<b>-2,155</b>	<b>-1,199</b>	<b>-686</b>	<b>-831</b>	<b>-516</b>

MEMORANDUM: NET REVISED OPENING BUDGET					
Revised Opening Gross Expenditure	22,256	20,865	20,365	20,375	20,253
Previous year's fees, charges & ring-fenced grants	-18,222	-20,865	-20,365	-311	-312
Changes to fees, charges & ring-fenced grants in revised opening budget	-2,467	501	20,055	-	-
<b>NET REVISED OPENING BUDGET</b>	<b>1,567</b>	<b>501</b>	<b>20,055</b>	<b>20,064</b>	<b>19,941</b>

The above Public Health Directorate does not constitute the full extent of Public Health expenditure. The reconciliation below sets out where the Public Health grant is being managed in other areas of County Council, and shows proposals to reduce services in order to make savings to areas funded by Public Health Grant.

	2015/16 Funding	2016/17 Funding	Change in Funding	Service area for review	2016/17 £000	2017/18 £000
<b>Children, Families and Adults Services</b>						
- Public Health expenditure delivered by CFA	6,933	6,422	-511	DAAT team vacancy management/comms and training budgets GP shared care contract efficiencies Cease drug and alcohol component of YOS service and replace with CASUS input Reduction in contract value drug misuse services contract Physical activity promotion - older people's day centres Chronically excluded adults team efficiencies PHSE service (non-traded) review of public health activities Housing related support	-51 -10 -58 -170 -150 -25 -41 -6	- - - -100 - - - -
<b>- Subtotal Children, Families and Adults Services</b>	<b>6,933</b>	<b>6,422</b>	<b>-511</b>		<b>-511</b>	<b>-100</b>
<b>Economy, Transport and Environment Services</b>						
- Public Health expenditure delivered by ETE	418	243	-175	Market town transport strategy - public health impact Road safety projects and campaigns (note £100k ongoing funding maintained) Review trading standards public health activities Fenland Learning service	-40 -120 -15 -	- - - -90
<b>- Subtotal Economy, Transport and Environment Services</b>	<b>418</b>	<b>243</b>	<b>-175</b>		<b>-175</b>	<b>-90</b>
<b>Corporate Services</b>						
- Public Health expenditure delivered by CS	236	202	-35	Review community engagement and timebanking public health activities Review contact centre public health activities	-28 -7	- -
<b>- Subtotal Corporate Services</b>	<b>236</b>	<b>202</b>	<b>-35</b>		<b>-35</b>	<b>-</b>
<b>LGSS - Cambridge Office</b>						
- Overheads associated with Public Health function	220	220	-			
<b>- Subtotal LGSS - Cambridge Office</b>	<b>220</b>	<b>220</b>	<b>-</b>			
<b>- PUBLIC HEALTH MANAGED IN OTHER SERVICE AREAS TOTAL</b>	<b>7,807</b>	<b>7,087</b>	<b>-721</b>		<b>-721</b>	<b>-190</b>

## **Appendix B:**

### **Summary of December service committee discussions on business planning proposals**

This is a very brief overview of the main discussion around key business planning proposals at December's service committee meetings. For full details, please view the minutes of the relevant service committee meeting.

#### **Adults Committee – 1 December 2015**

##### ***Summary of discussion and decisions***

- The Executive Director: Children, Families and Adults Services provided an overview of some of the key messages from the spending review – in particular the announcements around the possibility of increasing council tax by a further 2% specifically to fund social care for adults and older people, the extension of the Better Care Fund and the flexibility around capital receipts
- The proposals were unchanged to those presented in November and the committee chose not to 'endorse' the proposals at this stage but instead to 'note' them ahead of final proposals being re-presented in January
- The Committee discussed and is keen to consider what impact the additional 2% council tax increase would have on the savings proposals – and asked that this be included in the January papers. They are aware that the living wage pressure is likely to offset the good news from the spending review
- They considered a specific recommendation asking GPC to consider the 2% rise but deemed it unnecessary as this had already (in effect) been requested at the November Committee meeting.
- The Committee asked that the concept around funding being released from capital sales for transformational activity be explored – and added this as an additional decision

It was resolved to:

- a) note the overview and context provided for the 2016/17 to 2020/21 Business Plan revenue proposals for the Service, updated since the last report to the Committee in November
- b) comment on the draft revenue savings proposals that were within the remit of the Adults Committee for 2016/17 to 2020/21.
- c) comment on the changes to the capital programme that are within the remit of Adults Committee and endorse them
- d) note the ongoing stakeholder consultation and discussions with partners and service users regarding emerging business planning proposals.
- e) welcome the Chancellor's spending review statement that capital receipts may be used to fund the revenue costs of transformation spending and asks the General Purposes Committee to consider whether any of the projected capital receipts of the Council could be so used.

**Full minutes of the meeting**

To view the minutes of this committee meeting, please visit:

<http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/Meeting.aspx?meetingID=1081>

**Highways & Community Infrastructure Committee – 1 December 2015****Summary of discussion and decisions**

It was resolved unanimously to:

a) note the overview and context provided for the 2016/17 to 2020/21 Business Plan proposals for the Service, updated since the last report to the Committee in November.

d) note the ongoing stakeholder consultation and discussions with partners and service users regarding emerging business planning proposals.

There was some debate on specific proposals, including Highways Maintenance, Mobile Libraries, School Crossing Patrols, Community Grants and Streetlighting.

It was resolved, by a majority, to:

b) comment on the draft revenue savings proposals that are within the remit of the Highways and Community Infrastructure Committee for 2016/17 to 2020/21, and endorse them to the General Purposes Committee as part of consideration for the Council's overall Business Plan, **excluding Highways Maintenance (cyclic and reactive) and Mobile Libraries**;

c) comment on the changes to the capital programme that are within the remit of the Highways and Community Infrastructure Committee and endorse them

**Full minutes of the meeting**

To view the minutes of this committee meeting, please visit:

<http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/Meeting.aspx?meetingID=1083>

**Economy & Environment Committee – 3 December 2015****Summary of discussion and decisions**

It was resolved by a majority to:

a) note the overview and context provided for the 2016/17 to 2020/21 Business Plan proposals for the Service updated since the last report to the Committee in November.

b) comment on the draft revenue savings proposals that were within the remit of the Economy and Environment Committee for 2016/17 to 2020/21, to endorse them for the General Purposes Committee, as part of consideration of the Council's overall Business Plan **with the exception of:**

- **Community Transport (Referred to in the budget pages as B/R .6 208 Reduction in Passenger Transport Services)**
- **Fenland Learning Centre (B /R .6 207)**

c) comment on the changes to the capital programme that were within the remit of the Economy and Environment Committee and endorse them.

d) Note the ongoing stakeholder consultation and discussion with partners and service users regarding emerging business planning proposals.

***Full minutes of the meeting***

To view the minutes of this committee meeting, please visit:

<http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/Meeting.aspx?meetingID=1082>

**Children & Young People Committee – 8 December 2015**

***Summary of discussion and decisions***

- The Executive Director: Children, Families and Adults Services provided an overview of some of the key messages from the spending review – in particular the announcements around the possibility of increasing council tax by a further 2% specifically to fund social care for adults and older people, the extension of the Better Care Fund and the flexibility around capital receipts
- The Committee discussed and is keen to consider what impact the additional 2% council tax increase would have on the savings proposals
- During a general discussion on which cuts Members would most wish to avoid, should additional funding become available, the following services were highlighted: Recommissioning of Early Help; Locality Teams; Speech and Language Therapy; Children's Centres; Early Years workforce; Home to school/college transport.
- Following debate, the Chairwoman suggested that there appeared to be a degree of consensus around the following services being protected, should additional funding become available:
  - Home to school/college transport for post 16 students –there was also support for a campaign to promote the take up of bursaries. There was also a need for further review of the possibility of any decision to withdraw support leading to a potential increase in the number of young people not in employment, education or training (NEET).
  - Assistant Locality Managers – the importance of early intervention and the work of the locality teams was emphasised.
  - Children's Centres – further work was needed to investigate the scope for

greater partnership working and income generation.

- The Executive Director requested that the proposals relating to personal budgets for children with disabilities also be treated sympathetically if any additional funding became available.

It was resolved to:-

1. Note the overview and context provided for the 2016/17 to 2020/21 Business Plan revenue proposals, updated since the last report to the Committee in November.
2. Comment on the draft revenue savings that are within the remit of the Children and Young People Committee for 2016/17 to 2020/21.
3. Comment on the changes to the capital programme that are within the remit of the Children and Young People Committee and note them.
4. Note the ongoing stakeholder consultation and discussions with partners and service users regarding emerging business planning proposals.

***Full minutes of the meeting***

To view the minutes of this committee meeting, please visit:

<http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/Meeting.aspx?meetingID=1074>

**Health Committee – 17 December 2015**

***Summary of discussion and decisions***

Not possible to include a summary of discussions at this committee meeting prior to the deadline for GPC papers.

***Full minutes of the meeting***

To view the minutes of this committee meeting, please visit:

<http://www2.cambridgeshire.gov.uk/CommitteeMinutes/Committees/Meeting.aspx?meetingID=1079>



# **CAMBRIDGESHIRE COUNTY COUNCIL 2015 BUSINESS PLANNING CONSULTATION**

## **FINAL RESULTS**

**DEC 2015**

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## EXECUTIVE SUMMARY

### INTRODUCTION AND METHODOLOGY

There has been a shift in emphasis for this years' Business Planning Consultation. Councillors have advocated a longer term approach that seeks to both inform and engage with the public around the issues and challenges that the organisation faces. In particular the Council has moved away from asking a core set of questions about priorities towards questions that focus on the community's capacity to mitigate against some of the worst impact of the cuts being made to services as well as support the Council in its long term aim to prevent or delay people from requiring support.

In line with this approach the council has ceased to commission a 'paid for' doorstep survey, where a market research company was employed to gain the views of a representative sample of Cambridgeshire residents. Instead a significantly smaller sum of money was spent on a more enduring budget challenge animation which could be used throughout the next eighteen months to explain to people what the pressures on local government budgets were and how the County Council was responding to them. The animation was posted to YouTube and at the time of writing this has been viewed over 1,700 times.

The animation was supported by an on-line survey and together both items were publicised through various media channels. In total, 668 members of the public responded to the survey.

In addition to the on-line survey there were four direct engagement events with the community. The communication material from these was based upon the messages within the animation. These events were led by the Community Engagement Team and a range of staff from across County Council services took part. Overall this engagement directly reached over 350 people.

An engagement exercise was also carried out with the business community. The target audience were small and medium sized enterprises (SME). This was facilitated by the Cambridgeshire Chambers of Commerce who invited County Council representatives to local chamber committee meetings. There was also a County Council presence at the Chamber's regular 'B2B' event (that allows local businesses to network and communicate business to business services). Overall direct discussions were held with the representatives of 75 businesses through these methods.

### SUMMARY RESULTS

#### ONLINE CONSULTATION

The results of the survey represent a 'self-selecting' audience of 668 members of the public. By the nature of the methodology the sample only includes those who have access to the internet either at home or through public access points. The sample also includes 10% more women than men and significantly fewer people under the age of twenty-five than expected given the demography of the County.

#### Response to the challenge and service priorities

- 83% of respondents agreed that the YouTube Animation left them with a good understanding of the challenges faced by the County Council and over 90% of respondents felt concerned by these challenges.
- Concerns were raised about the effect of reducing essential services, ranging from care support to wider services such as libraries or children's centres, described as *"a vital lifeline to many vulnerable, lonely, isolated ....people"*.
- Looking across three broad categories of service respondents preferred to look for savings against universal services that everyone used (69% selecting the service area for a lower level of spending)

compared to cutting targeted services (50%) or care packages (39%).

- There was a similar level of strong support amongst respondents for all of the County Council's seven priorities.

### **Increased Community Involvement**

- Respondents were asked how realistic different messages in the animation were. The majority of respondents felt that all of the messages were realistic in at least some communities.

'Seeking greater involvement in services' by town or parish councils or by businesses was considered to be most realistic (over 90% saying this was realistic in at least some communities). Whereas 'encouraging communities to get involved in delivering our services' was considered to be least realistic (79%).

However 79% of all respondents did feel that it was appropriate to ask residents to become more involved in their own communities.

- Just under three quarters of respondents identified that 'time' was the biggest barrier against people getting more involved in their local community. 46% identified that 'unwillingness' on behalf of some community members was a problem and 44% identified 'understanding what is expected' as a barrier.
- Over a third of respondents indicated that did not 'volunteer' at all. This rises to over half of all respondents if added to those who said that they volunteered for less than five hours in an average month. A small proportion of respondents (12%) volunteered for over 20 hours per month.
- 41% of respondents were prepared to give more of their time to their local community. Of the volunteering options presented supporting older people was the most popular (37% interest) but there was also strong interest in a number of other volunteering possibilities.
- Female respondents were more inclined to express an interest in getting involved in their local community, with a higher proportions indicating interest in getting involved with their local library, assisting vulnerable older people, supporting children in need of fostering. Male respondents expressed a markedly greater interest in getting involved in local democracy and local politics.

### **Council Tax**

- When asked how far they agreed with the idea of increasing Council Tax to reduce the cuts to services, 60% of respondents either strongly agreed or tended to agree. This is a marked increase from last year, where less than 50% of respondents felt this way.
- There was a greater willingness to accept some sort of an increase to council tax compared to previous years. 81% were willing to accept an increase, compared to 78% last year.
- Overall, 19% of respondents opted for no increase, 32.4% opted for an increase of between 0.5 and 1.99 percent and 48.6% opted for an increase of over 1.99 percent.

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## COMMUNITY EVENTS

Council Members and officers talked with over 350 people at four separate events in Wisbech, Cherry Hinton, Ramsey and Ely (with 217 feedback forms being completed as some talked as a couple or group). People were shown information about the County Council's budget challenge and were asked about their level of awareness, their initial reaction to the savings and what they thought of the Council's current plans to cope with the savings. People were also asked if they supported an increase in Council Tax.

### **Awareness and reaction to the savings challenge**

- Overall, general awareness of the budget challenge faced by the County Council was good with approximately two-thirds having an understanding.
- The main gap in people's knowledge was around the scale of savings to be made over the next five years.
- People expressed their reaction to the scale of the cuts in one of two ways; either expressing shock, or that the cuts are an unfortunate reality, particularly in light of the national budget situation.

### **Increased community action to support services**

- The vast majority of people felt that increased community action to support services was a good idea.
- During each event there were many stories of the extensive amount of volunteering and other forms of community action that were taking place.
- People did discuss the challenges involved including inspiring people to get involved for the first time, particularly when there were a range of work / time pressures.

### **Council Tax**

- The proportion of people opposed to paying more council tax varied according to location and the type of event attended.
- Overall, the majority of people fell into a group who were willing to accept an increase providing certain conditions were met. These conditions were either that a particular service area received additional funding or was protected and/or there was some sort of means testing for the rise so people struggling to pay wouldn't be penalised.

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## BUSINESS CONSULTATION

In total, 75 businesses were engaged with 33 of these were through in-depth discussions through the Chambers of Commerce Local Committees, with a further 42 individual discussions at the B2B event.

### **Engagement with the Community**

- Representatives were asked about their engagement as businesses with the local community. Key examples cited included, taking on apprenticeships and work experience placements and direct engagement with schools and colleges, providing support to develop 'soft skills' such as CV-writing and interview preparation.
- Apprenticeships were viewed very positively as they gave significant benefit to businesses and young people. Representatives noted some difficulty in schools engaging with businesses; sometimes this was down to a general lack of awareness of local business, but there was also a concern that more often it was due to a stigma being associated progressing to work in a local business compared to following a route through to university.

- Business representatives also referred to supporting the promotion of appropriate waste disposal and recycling and their role in engaging with providers / councils to seek improvement to local transport options (this was recognised as a significant block to development particularly within rural areas).

### **Transport and infrastructure**

- This was a theme common to all representatives, and was also a major part of the feedback received from businesses last year. It was recognised that improvements are taking place, and things are slowly progressing in the right direction, but that there was a lot more work to be done. It was noted that *'poor road structure stunts business growth'*. Specific topics included the A14, A10, public transport, the electrification of railways and road/roadside maintenance.

### **Broadband**

- Feedback this year was much more positive than last year. Many commented they had seen an improvement in broadband speeds, but concerns were also raised about the way in which the rollout was taking place, and the results achieved (for example, the reach of provision, and the speeds promised).

### **Skills and Staffing**

- Business representatives raised concerns about staffing shortages, especially in the skilled manual labour or customer service industries. They highlighted a need for schools to provide students with a full view of all potential options for their future.

### **The role and structure of local government**

- Representatives from some committees discussed the role and structure of local government, and the repetitious nature of policy and planning processes. Cambridge City and South Cambridgeshire representatives identified issues where they felt that local government organisations regularly “buck-pass” questions and issues. It was noted that there needs to be a joined up approach between different parts of local government so this doesn’t happen.
- Many felt that it was currently unclear what the County Council does to support businesses (beyond the obvious maintenance of roads and other universal services).
- Communication processes within the Council were also discussed. It was felt that communication both with businesses and with the public was often not as strong as it could be, with a need for greater clarity and consistency of messages.



## ONLINE CONSULTATION

The online survey remained open from early October to early December so that people wishing to respond to the consultation in response to news of budget proposals could have the chance to do so.

## METHODOLOGY DESIGN AND DELIVERY

### CHANGE OF APPROACH

In the past the County Council has employed a market research company to carry out a doorstep survey to ensure that a robust sample of the resident population in terms of age, gender, economic status and location took part. An on-line survey has then been posted as an accompaniment to this exercise. Over the years the following approaches have been used:

- 2014: A doorstep 'Priorities' survey with accompanying on-line version.
- 2013: A doorstep survey using the YouChoose interactive budget model with accompanying on-line version.
- 2012: A Spring 'priorities' survey, commissioned focus groups and a doorstep survey using the YouChoose interactive budget model with accompanying on-line version.
- 2011: Use of the Simalto budget prioritisation tool and workshops with key users of County Council services.

There has been a considerable shift in emphasis for this years' Business Planning Consultation. Councillors have advocated a longer term approach that seeks to both **inform** and **engage** with the public around the issues and challenges that the organisation faces. In particular the Council has moved away from asking a core set of questions about priorities or budgets towards questions that focus on the community's capacity to mitigate against some of the worst impact of the cuts being made to services as well as support the Council in its long term aim to prevent or delay people from requiring support.

In line with this approach the council ceased to commission a 'paid for' doorstep survey. Instead a significantly smaller sum of money was spent on a more enduring budget challenge animation (accessed by [clicking here](http://www.cambridgeshire.gov.uk/challenge)<sup>1</sup>) which could be used throughout the next eighteen months to explain to people what the pressures on local government budgets were and how the County Council was responding to them. The animation was posted to YouTube and at the time of writing this has been viewed over 1,700 times.

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<sup>1</sup> <http://www.cambridgeshire.gov.uk/challenge>

**Figure 1: A sample view of the YouTube animation**



The animation was based on a video first developed by Oldham Council, and since has been adopted as ‘best practice’ by a number of other Councils. It outlines the pressures on the Council and the severity of future service cuts which must be made. It explains how residents could help save money through small changes, such as recycling more waste correctly, engaging with their community (for example supporting an elderly neighbour), and accessing Council services online.

## SOCIAL MEDIA ENGAGEMENT

The social media campaign that accompanied the survey had the broader aim of raising awareness of the County Council’s situation; the on-line survey should be viewed as a supporting product to this campaign, gathering people’s reaction to its key messages. The campaign was built around propagating the key messages that the County Council wished to communicate; encouraging people to watch the YouTube animation to gain a further understanding of the situation and finally encouraging people to give their views.

**Figure 2: Key messages of the social media campaign**



Key messages and questions raised by the social media campaign are shown above. As well as social media the campaign was supported by a series of press releases which gained positive headlines throughout local media. Information also went direct to County Council libraries, parish councils and key mailing groups. The types of social media used included:

- Internet: The budget consultation has featured continually on the front page of the County Council's website and was featured favourably on the pages of local news outlets.
- Twitter: Regular tweets through the County Council's account and accompanying retweets by Cllrs and other key influencers.
- Facebook: Regular features on the County Council's account with the additional purchase of specific side-bar advertising targeting local Facebook users.
- E-Mails: Targeted mail to previous consultation respondents and specific mailing groups.

Twitter impressions for relevant tweets hit over 20,000 impressions during November (with a twitter campaign reach of 130,000<sup>2</sup>). One Tweet appeared as a 'Great UK Government Tweet' (This means it was one of the top performing government tweets of that day) and had 2,104 impressions and a reach of 21,820).

The Facebook campaign yielded figures of over 25,000 impressions with nearly 45,000 unique people reached via a paid-for Facebook advert. The County Council's budget webpage itself has had more than 3,900 visits. The number of views of the budget challenge animation is growing steadily (and will continue to grow as it becomes a feature of other consultation exercises. So far there have been over 1,700 views.

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## QUESTIONS AND CAVEATS

Questions were designed to be neutral as possible, with regular opportunities for respondents to give further comments. Where used grid questions presented possible answers on a Likert scale<sup>3</sup>, with the option to say "don't know". The software used enable questions with listed options to be randomised for each respondent, thereby eliminating behavioural bias.

An online engagement, whilst in theory available to all residents, does have an opt-in bias towards those people who have easy access to the internet, and those who actively want to answer online surveys about local government cuts. The survey was available in other formats, however none were requested. Therefore the results should not be considered to be fully representative of the views of all residents (the community events and other associated activities were commissioned so as to take steps to engage with those less likely to take part in an on-line survey).

Specific bias noted for the sample of those answering the survey included more women than men were responding to the survey and fewer people from Fenland or within the under-twenty-five age range responding.

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<sup>2</sup> Impressions are the number of times people saw a tweet or a post. This includes people seeing a post multiple times. Reach is the number of people who saw the post 'organically'; as it is shared or appeared on twitter.

<sup>3</sup> A likert scale is where respondents are asked to rate their views of something against a scale, usually something like satisfaction with a service; 'Very satisfied', 'Satisfied' and so on to 'Very dissatisfied', or on a numeric scale, usually 1 to 5.  
<http://www.socialresearchmethods.net/kb/scallik.php>

## ONLINE CONSULTATION: FINDINGS

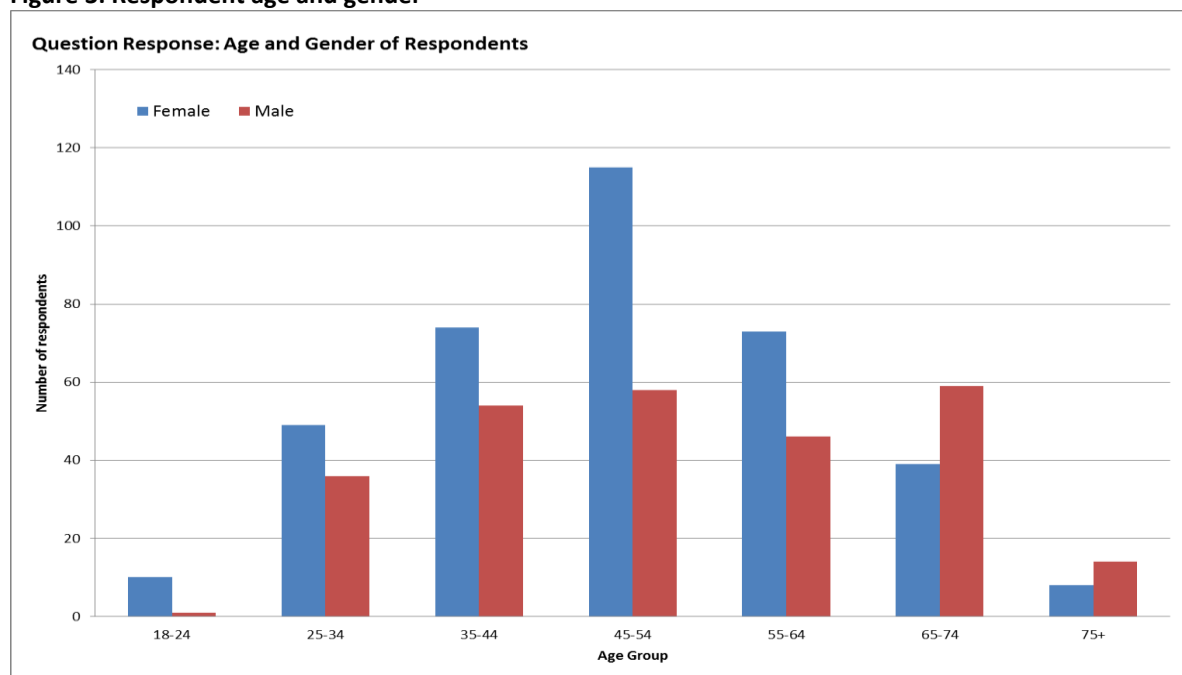
In total, 668 members of the public responded to the survey. Based on a total population of 635,100 (County Council Population Estimate 2013) this number of respondents would in theory give results that are accurate to  $\pm 3.79\%$  at the 95% confidence interval. For example, this means with a result of 50%, we can be 95% confident that if we interviewed all residents then the result would be between 46.21% and 53.79%.

### RESPONDENT PROFILE

Within the survey, respondents were asked for some details about themselves. This information assists in analysing some of the context to the answers people gave. The information is only used to help us understand how different groups of residents feel and whether there are specific concerns by, for example, age group or resident location.

40.7% of respondents indicated they were male, with 55.4% female and 0.6% other. When asked their age, a greater proportion of respondents indicated they were aged between 45 and 54 years. 1.7% indicated they were under 25 years, and 18.3% over 65 years. This age breakdown differs to those figures from the 2011 Census, where 33.6% of residents were aged over 65. The following chart outlines respondents broken down by age and gender.

**Figure 3: Respondent age and gender**



86.8% of respondents indicated their ethnicity as being white British, with smaller proportions from a range of different backgrounds. 77.3% of respondents stated they did not have a health problem or disability which limited their day-to-day activities, with 16.3% stating they did. Of those that did, 60.6% were female.

When asked about working status, 72.2% indicated they were in full or part time employment, with a further 17.5% stating they were retired. This is consistent with employment figures for Great Britain as produced by the ONS APS<sup>4</sup>, 77.5% of people in employment for July 2014-June 2015 (figures for Cambridgeshire are slightly higher, at 82.4%).

<sup>4</sup> <http://www.nomisweb.co.uk/reports/lmp/la/1941962832/report.aspx#tabempunemp>

The following table breaks down responses to this question in full:

**Table 1: Occupational status of survey respondents**

Occupation Status	Count	% Respondents
In education (full or part time)	5	0.75%
In employment (full or part time)	421	63.02%
Self-employed (full or part time)	61	9.13%
Retired	117	17.51%
Stay at home parent / carer or similar	24	3.59%
Other	40	5.99%
<b>Total</b>	<b>668</b>	<b>-</b>

Of those 24 who stated 'other', responses included those registered as disabled, some with combined employment and education status, scholars, and those who are generally unemployed.

In total, of the 668 members of the public who responded to the survey, over 80% left an identifiable postcode. By district, the survey had a higher rate of respondents from South Cambridgeshire compared to other districts. Huntingdonshire and Fenland had the lowest rate of response.

**Table 2: Count and Rate of Respondents by district (\*November 9<sup>th</sup> data extract)**

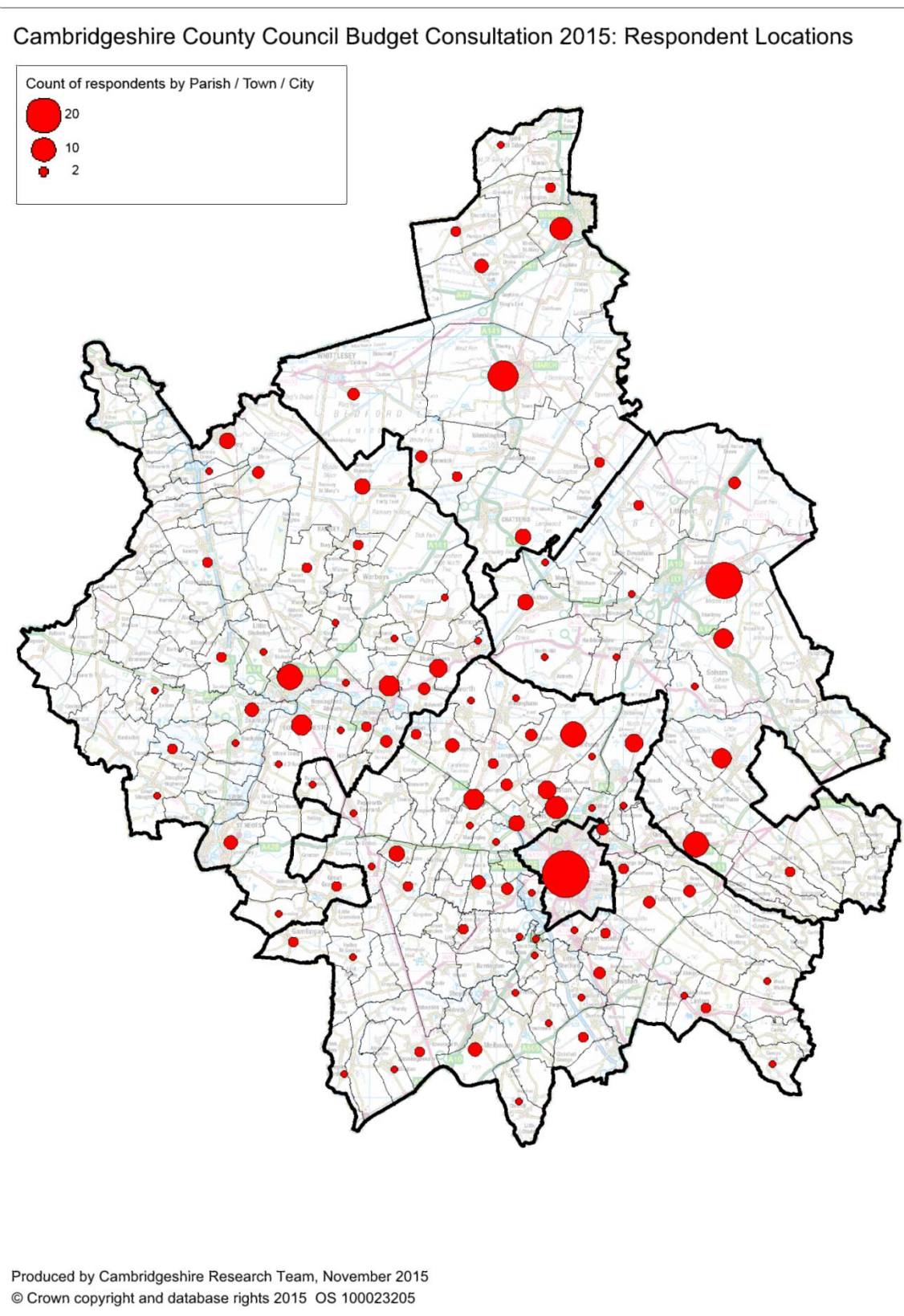
District	Count	Respondents against District Population: Rate per 10,000
Cambridge City	83	6.5
East Cambridgeshire	63	7.4
Fenland	48	5.0
Huntingdonshire	87	5.0
South Cambridgeshire	128	8.5
<b>ALL CAMBRIDGESHIRE</b>	<b>409*</b>	<b>6.4</b>

*Table based on those respondents leaving valid postcodes*

The approximate location of respondents by parish / town / city is shown in the map overleaf.



**Figure 4: Approximate location of respondents**

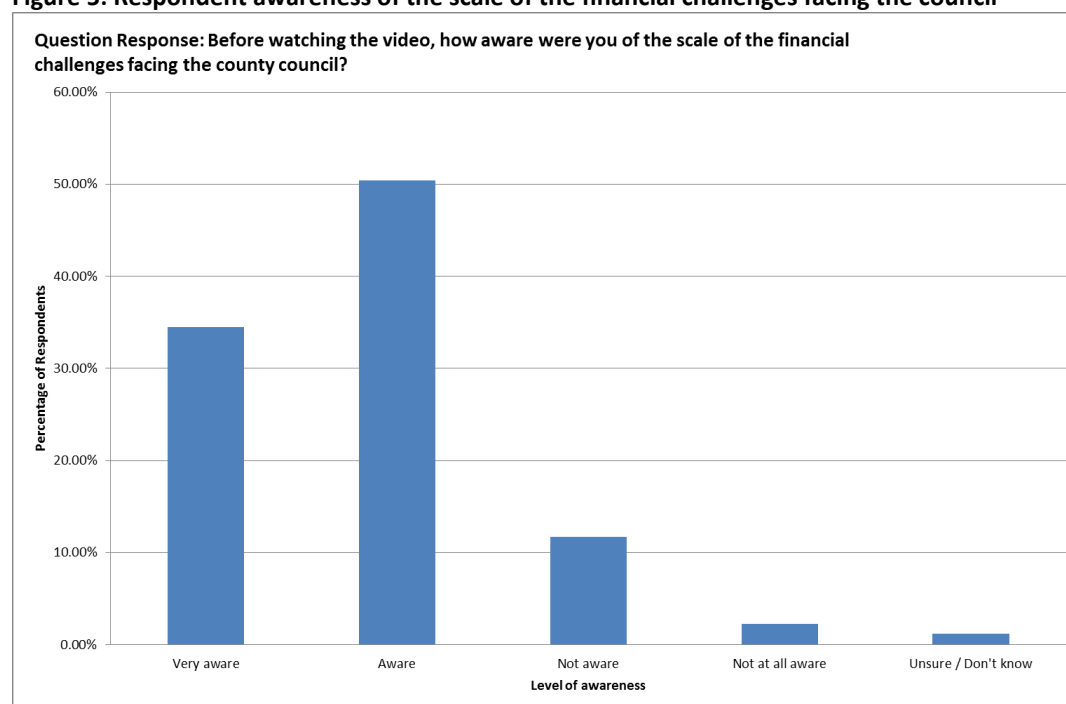


## SECTION 1: OUR BUDGET CHALLENGE: VIDEO

On the first page of the survey, the YouTube Video (which can be accessed by [clicking here](#)) was displayed. In total, 95.6% of respondents indicated they had watched the video prior to completing the survey.

83.1% of respondents agreed that the video left them with a good understanding of the challenges faced by the County Council. Prior to watching the video 84.9% of respondents indicated they were either aware or very aware of the scale of the financial challenges facing the County Council. The following chart outlines responses to this question:

**Figure 5: Respondent awareness of the scale of the financial challenges facing the council**



In total, 165 respondents left initial comments as an immediate reaction to the video, these generally related to the following thematic areas:

- **Concern about the loss essential services and the general impact of austerity**  
It was noted that cuts should not always be blamed on local public services, with a number discussing the issues of responsibility at all layers of government, and the need for local government representatives (specifically chief executives and county councillors lobbying parliament)
- **Concern about the impact of the service cuts on vulnerable people**  
Services were described as *"a vital lifeline to many vulnerable, lonely, isolated ....people"* or as extremely valuable *"I am aware there are fabulous services the council offer to the public and many guises. However I believe there is so much more to be done, rather than less. That is why I have grave concerns about how the most vulnerable people will continue to access services required."*

Concern for vulnerable people was raised in a generic way *"the cut in so many services will lead to vulnerable families being left in crisis and that those who are already finding it very hard to cope with less support will be expected to fend more for themselves."* Or people referred to very specific circumstances. *"My son has severe special needs which are growing as he is. I struggle to get the help in Direct payments I do get now. I am worried this will be cut."* Or *"I have little hope that good outcomes for my son will be reached. His quality of life has been severely impacted. There are no safe settings that he can access in order to have good social experiences and cannot take part in normal life due to his disability."*

- Challenges about the current level of efficiency of the County Council**

Some questioned whether the *“financial challenges [were] quite as dire as portrayed”* and the point was raised about if the Council was getting increasing income as the population increases.

Questions were also raised around the use of business rates, and potential savings made through either complete devolution or the amalgam of services across the various layers of local government. Focusing on the video, it was suggested that the *“challenge is over-stated, mixing up annual and total savings or costs and understating proposed... efficiency gains”*.

- Specific comments about the content and use of the video for consultation**

With regards to the video, questions were raised about the cost of the video; *“Stop wasting money on expensive information videos and the media budget. This could have been done a lot cheaper by someone speaking to the camera”*. Others questioned the accuracy of figures provided and the related visuals<sup>5</sup>. Whilst some felt that the video was patronising, others did suggest the video was a helpful guide.

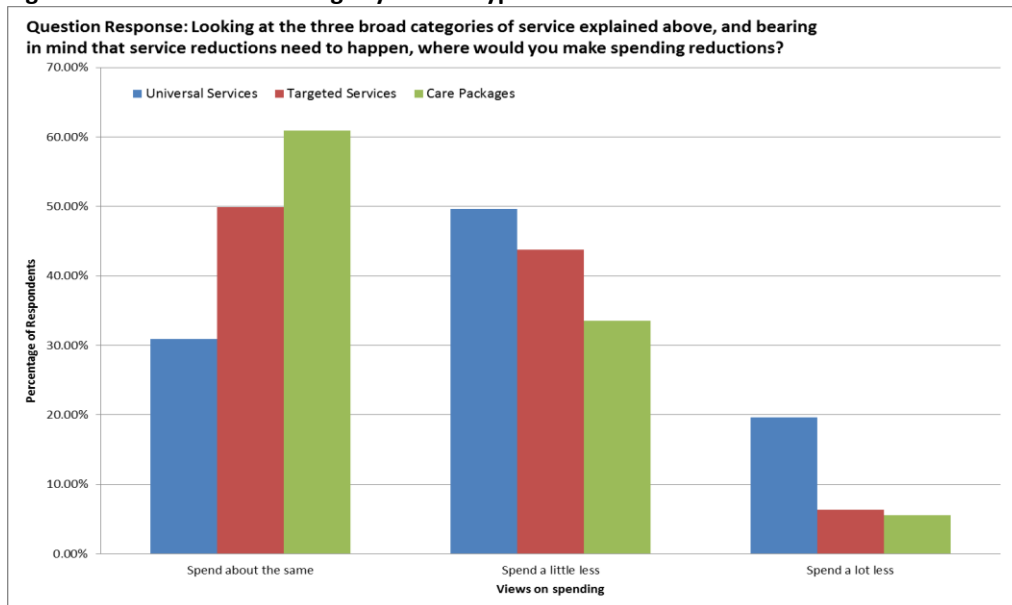
## SECTION 2: LOOKING FORWARD

Within the survey, we separated out the types of services we provide into three broad ‘top level’ groupings:

- Universal services: By this we mean for use by everyone - such as repairing potholes, libraries and providing school transport;
- Targeted services: For example support for children with special educational needs, mental health services, and children’s centres;
- Individually: Focused services. For example, care packages for those people with the greatest need.

Respondents were asked to consider these three broad categories (given the understanding that savings had to be made) and to identify where they would spend less. Overall, when looking at the three groupings opinion was clearly more in favour of spending less on universal services as compared to reducing spend on specialized care packages.

**Figure 6: Preference for savings by service type**



<sup>5</sup> Due to an editing error, at one point in the video the shape of a pie chart didn’t reflect the figures quoted.



260 respondents left further comments to this section, where they were specifically asked about which services could or should be reduced. Comments were varied, with some expressing concern about the future impact of the reduction in services. Some discussed the future impact on services if early intervention was to be cut back or cease altogether. Some services were mentioned by way of example for the different service types e.g. Universal services included repairing potholes, libraries and school transport so naturally the public's comments tended to focus around these.

Many points were raised in relation to school transport. Some questioned the benefit or reasoning behind the extensive funding of more expensive means of transport such as taxi services. One commented that *"the council needs to look at how and why it transports children with special needs miles away to remote special schools instead of educating them in their immediate community because the budget for their transport is substantial."* Questions were also raised in relation to the efficiency of school route planning and it was asked whether the costs involved in schools transport had increased as knock-on effect of the reduction in subsidised bus routes, especially in rural areas of the county.

The second most commented issue was on 'roads and pavements' as an area of concern. Concerns were raised that reductions in spending in these areas were a *"false economy, ... not repairing potholes, gritting roads etc. could result in serious accidents, again increasing burden on emergency services, NHS, and potential liability claims"*. There was a significant sentiment expressed that this was an area of 'universal' service that needed to be protected as it benefited everyone. There was also scepticism around 'targeted' services *"Reduce the part of the council that does 'parenting' of residents. Mainly because this is not the bit that it does particularly well....Instead focus on infrastructure, waste, building schools etc. i.e. all the things that we really, truly, can't do ourselves (or with help from local charities)."*

The third most commonly commented issue focused on those more vulnerable and "hard to reach" people in society. Concerns were raised that these reductions in services could mean that further families and individuals needing support will be left in crisis. One commented that *"To severely cut targeted services would not only impact immediately on families/individuals in need of these services but would put additional pressure on services such as social care as difficulties would escalate."*

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### SECTION 3: COUNTY COUNCIL PRIORITIES

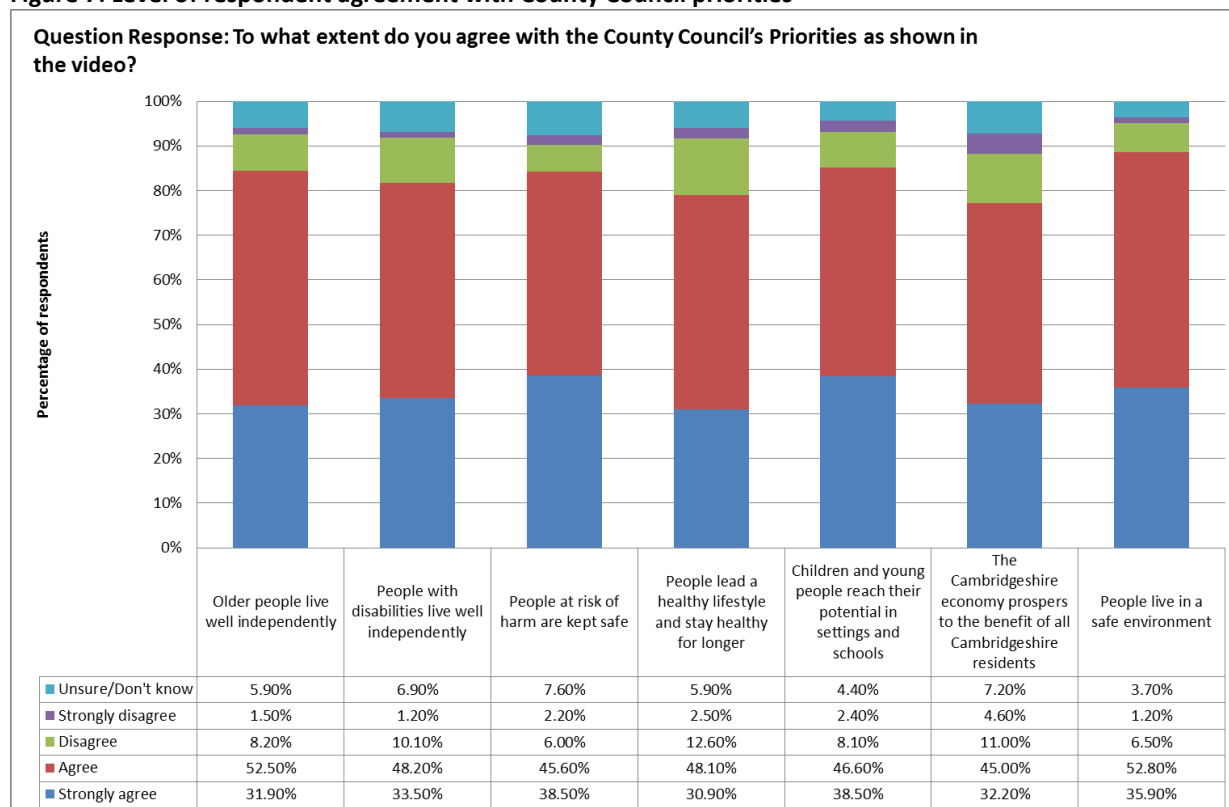
The County Council has developed seven draft priorities as part of its revised strategic framework:

- Older people live well independently
- People with disabilities live well independently
- People at risk of harm are kept safe
- People lead a healthy lifestyle and stay healthy for longer
- Children and young people reach their potential in settings and schools
- The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents
- People live in a safe environment

Respondents were asked to consider these priorities, and define how far they agreed with each of them. Overall, there was very little difference in the public response to each priority; all were supported to a similar level. By a small margin the top three priorities that respondents most agreed with are as follows:

- People live in a safe environment (88.7%)
- Children and young people reach their potential in settings and schools (85.1%)
- Older people live well independently (84.4%)

**Figure 7: Level of respondent agreement with County Council priorities**



Respondents were then invited to discuss anything that is particularly important that they felt we had missed. In total, 158 left further comments, this ranged from suggesting alternative priorities to concerns around state parenting versus personal responsibility. People also discussed the substance of the priorities *“These priorities are too general, who could disagree with them? Maybe some specific policies aimed at these priorities could be re-evaluated to save money. - It should also be a priority to balance the budget and avoid the temptation to take on loans.”*

Respondents commented on the importance of transport and roads mainly because these are specifically mentioned within the wording of the priorities.

Mental health was also raised as an issue potentially overlooked within the priorities. Concerns were raised about the impact of mental health at all ages, with one stating that *“There is massive underfunding in preventative mental health services and early intervention - people can only reach their full potential and live a healthy life if they are emotionally healthy and stable”*. Other raised concerns about older peoples’ mental health, with a specific focus on illnesses such as Alzheimer’s and general dementia.

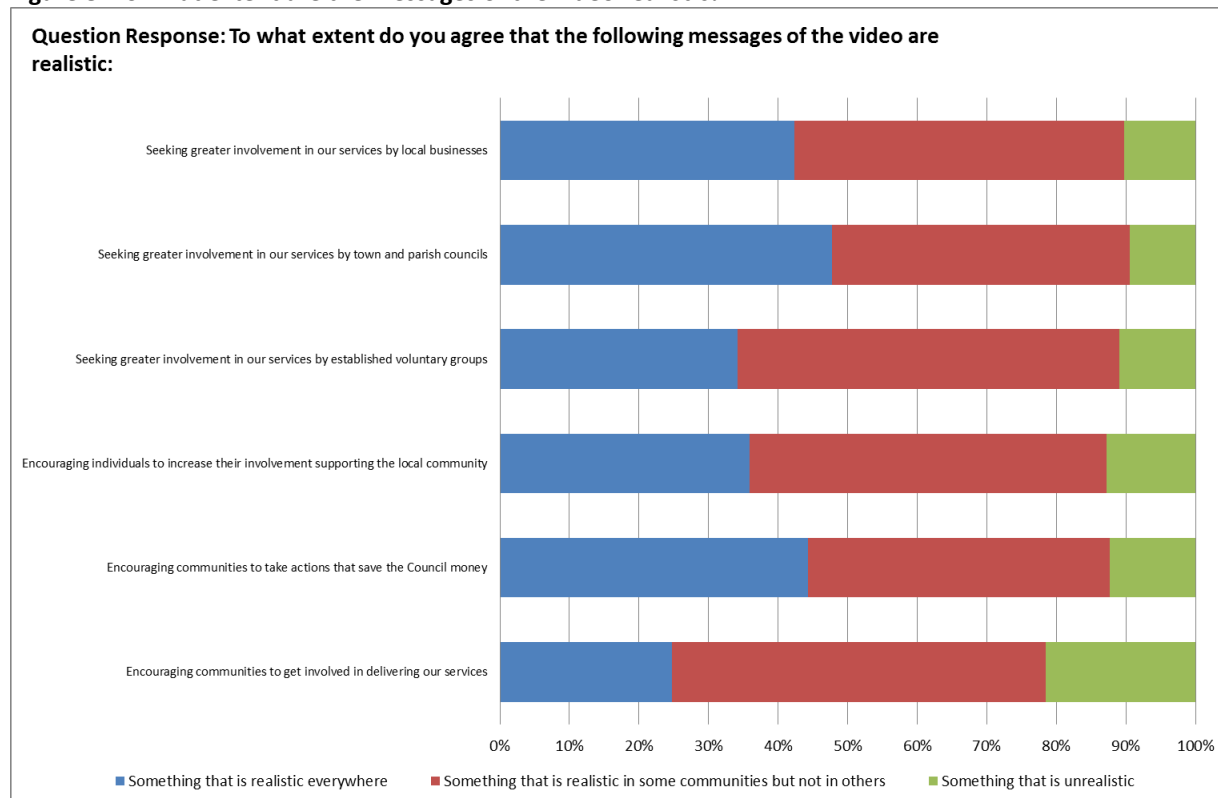
## SECTION 4: THE ROLE OF THE COMMUNITY IN CAMBRIDGESHIRE’S FUTURE

This section took respondents back to consider the video, and its key messages. Six were outlined, as follows, and respondents were asked to consider how realistic they felt each was:

- Encouraging communities to take actions that save the Council money;
- Seeking greater involvement in our services by established voluntary groups;
- Seeking greater involvement in our services by local businesses;
- Encouraging individuals to increase their involvement supporting the local community;
- Seeking greater involvement in our services by town and parish councils;
- Encouraging communities to get involved in delivering our services

It was most strongly felt that the aim of seeking greater involvement in services by town and parish councils was most realistic with over 47% of people thinking that this could happen everywhere. For all of the messages, at least three quarters of respondents felt they were realistic to some degree, however views were mixed as to whether this was the same for all communities or just some. The following chart summarises responses to this question:

**Figure 8: To what extent are the messages of the video realistic?**



The question was then posed whether these ideas will enable the Council to continue to help people whilst having significantly less funding – and the responses were very mixed, with just 36.6% feeling they would. 36.3% were unsure, and 27% felt they would not.

198 respondents left further comments for this section. As with earlier comments, concerns were raised about the knock-on effect changes would have for the future. Three key areas of discussion rose above the rest:

- The overall plan of the County Council not being realistic or achievable
- Success would only be achieved in some communities not everywhere
- Skill development and funding would be required to achieve these ambitions

A number of respondents stated they did not believe the messages of the video were realistic. One stated that *“individual people are at breaking point, unable to give more volunteer time unless they know they can pay their mortgage/rent and put food on the table first.”* This reflected the view of a number of other respondents, who expressed concerns about individual capacity, and for the capacity of businesses to help, when their incomes are also a priority. Concerns were also raised that the *“voluntary sector is already struggling under the strain of having to make up the gaps left by public funding reductions”*, and the capacity to expect further involvement in service delivery was unrealistic.

Of those who indicated that some communities would be more receptive than others, comments focused on the sense of community spirit already existing in an area, and the importance of building on this. Additional respondents commented on the need to build up the sense of community in some areas, raising concerns that for some, the *“Community ethos will have to fundamentally change from that of ‘there is help for us from the county council’ to ‘we have to do it ourselves as there is no help from the council’*. Another stated that *“People*

*can easily get involved in their local communities, save money and increase their sense of participation in the area where they live. Getting the message out AND understood will be problematic though because people have got used to having things done for them”.*

Respondents commented on the need for specific skills and training to be provided for some if they were to get involved in services (this included the individual as well as organisations). This ranged from the basic need for DBS checks for those getting involved with vulnerable people to more in-depth qualifications for those taking on more specific roles. It was also noted that *“the untrained cannot replace the trained”* and a number of respondents indicated that they would be more willing to support services if they did not feel it would directly result in a paid member of staff losing their position.

Further comments also included the need to push people to get involved – sometimes with rewards, but sometimes by simply removing service provision. IT was also mooted that there should be stronger lobbying of national government, to increase funding and boost support: *“The Council, in association with other local government authorities, should lobby central government for reinstatement of council funding, scaled up, pro rata, in line with inflation since it was originally cut”.*

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## SECTION 5: TAKING PART IN YOUR LOCAL COMMUNITY

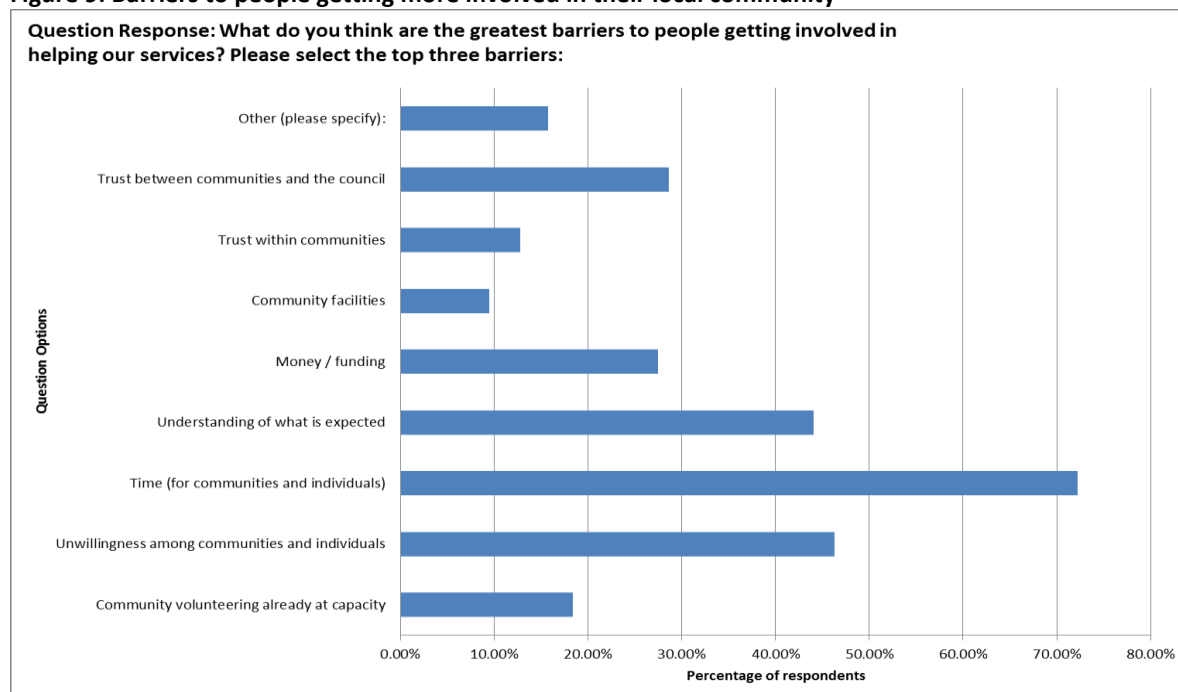
Within this section, respondents were asked to consider whether it was appropriate to ask residents to become more involved in their communities and to support the Council to provide services, 79.4% felt it was a good idea.

261 respondents left further comments. Of these, the most common comment noted that this could only be appropriate for certain services and only then typically with the support of a paid, skilled, member of staff. It was also noted that *“Highly skilled roles should not be included”*, and that the Council should clearly outline services that could welcome involvement: *“It [CCC] should specifically list services where local help is needed”.*

Respondents also commented that it was likely that only specific communities would find residents willing and able to engage with their community, which sometimes works to a benefit, but sometimes serves as a deterrent to others wanting to get involved when there was, for example, a *“range of community services being run by cliques and interest groups”*. One noted that typically only specific sections of society could afford to take time out to get involved, and as such there was a risk of only certain areas being represented. It was also noted that those communities most in need were also likely to consist of those least able to get involved.

Respondents were then asked to consider what barriers there might be to people getting involved in helping the Council provide services. Eight closed options were provided, with the option for respondents to add an additional ‘other’ response. 72% of people identified that ‘time’ was the biggest barrier to getting involved and around 45% of people identified either ‘unwillingness amongst some communities’ or ‘understanding what is expected’ as a barrier.

**Figure 9: Barriers to people getting more involved in their local community**



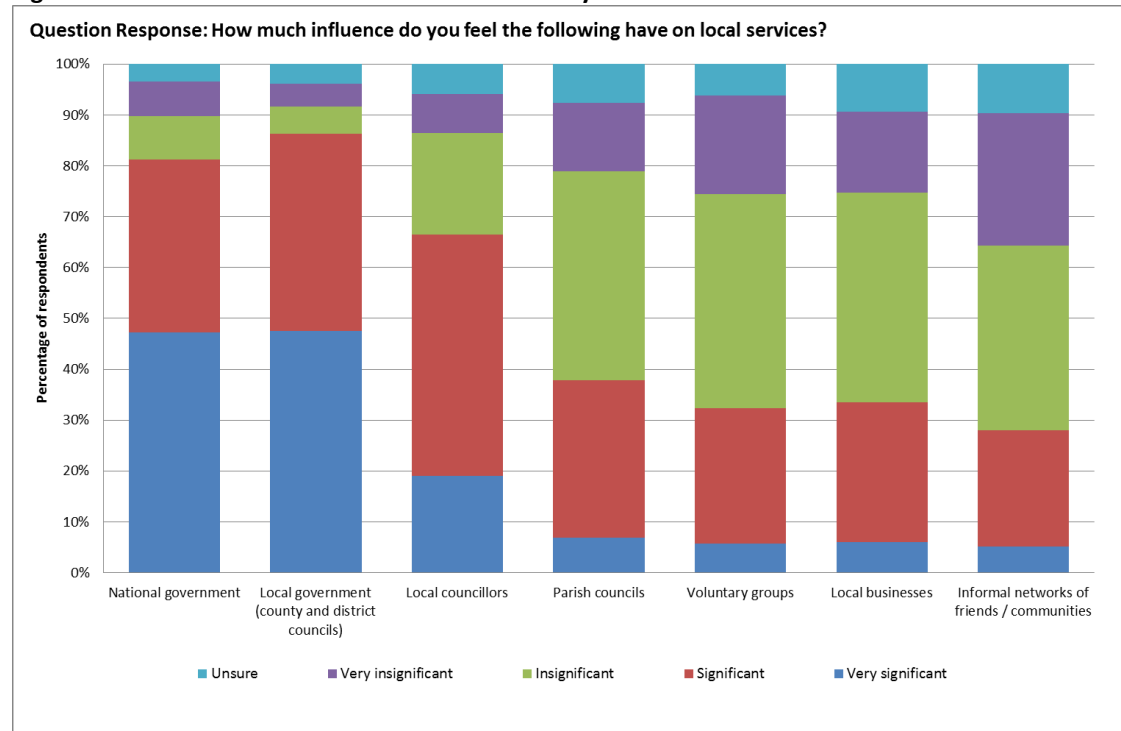
106 respondents left further comments, which focused on the general reluctance of people to engage, sometimes due to general apathy, but sometimes due to a lack of awareness of how and where to get involved, and frustrations around the degrees of bureaucracy involved in volunteering to support some services. People reflected on the general lack of awareness of what to do and of the impact: *“People are not [a]ware that they could/should get involved and what this would mean to them, their community and the council”*. It was noted that consistent communication from the Council was needed, with one stating that there was a *“lack of communication. Social media publicity is free but under used by the council”*. 8.3% commented on the need for a sense of reward, with stories of success to push for involvement in schemes.

The actual or the perceived level of bureaucracy faced by volunteers was also raised. One commented on *“crazy health and safety legislation”* as a barrier, another commented that *“Individuals simply do not have the institutional support to deal in a coherent and consistent way with service delivery. Setting up ad hoc and individual dependant alternatives to current services leaves councils and individuals open to legal challenge”*.

## SECTION 6: LOCAL DECISION-MAKING

Within this section, respondents were asked to consider how much influence they felt certain groups / organisations had on local services and local decision-making. The following bar chart summarises the responses provided to this question.

**Figure 10: Perceived level of influence on services by different institutions**



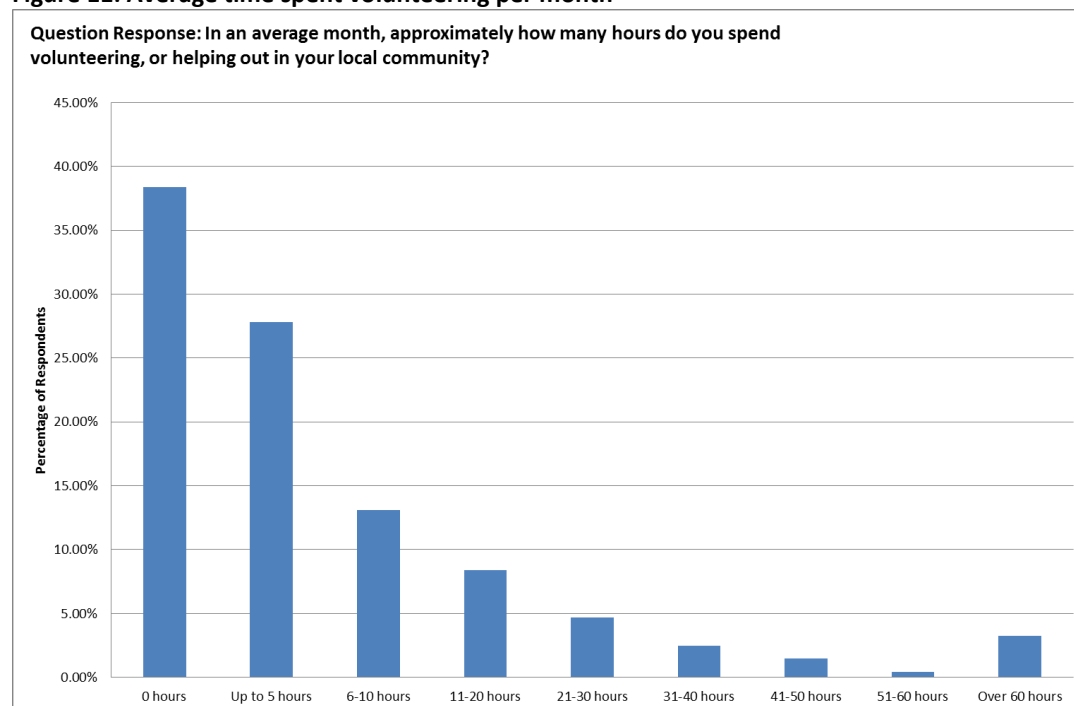
There was a greater sense that national and local government had the greatest impact on local services. Parish Councils were considered to be no more influential than voluntary groups, local businesses and Informal networks.

## SECTION 7: CURRENT INVOLVEMENT IN YOUR COMMUNITY

This section of the survey focused on respondents' current experiences getting involved in their local community, such as direct volunteering or supporting others.

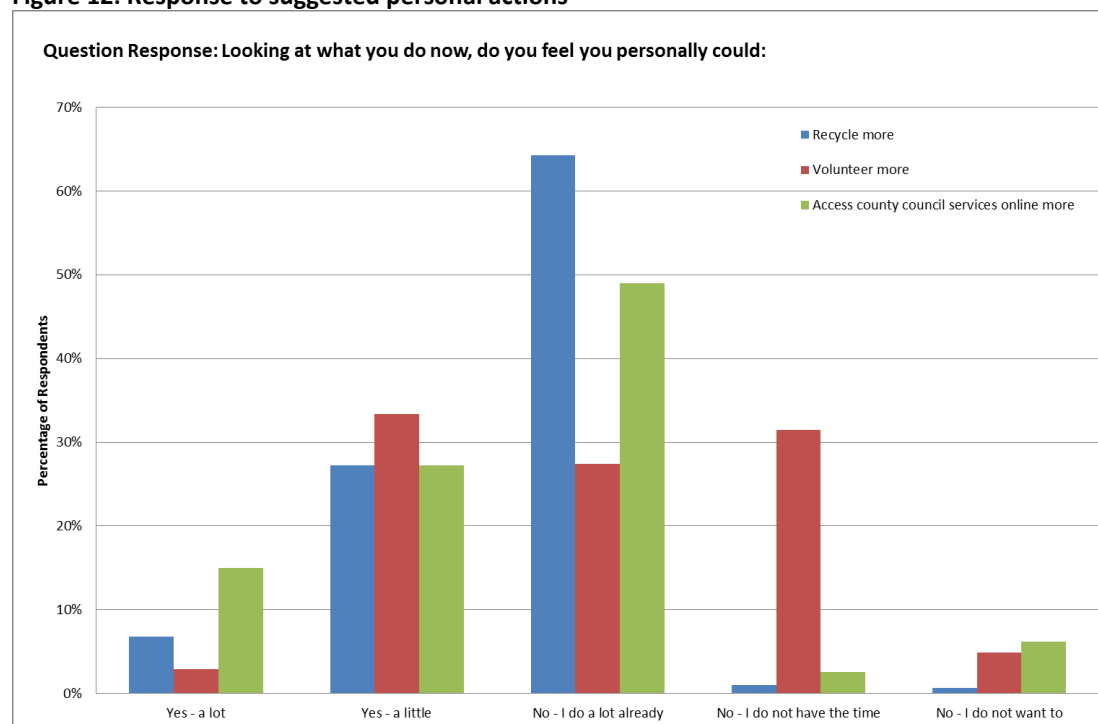
Over a third of respondents stated that they did not volunteer or help out in their community at all with an addition 28% saying that they volunteered less than five hours a month (overall 66% volunteering five hours or less).

**Figure 11: Average time spent volunteering per month**



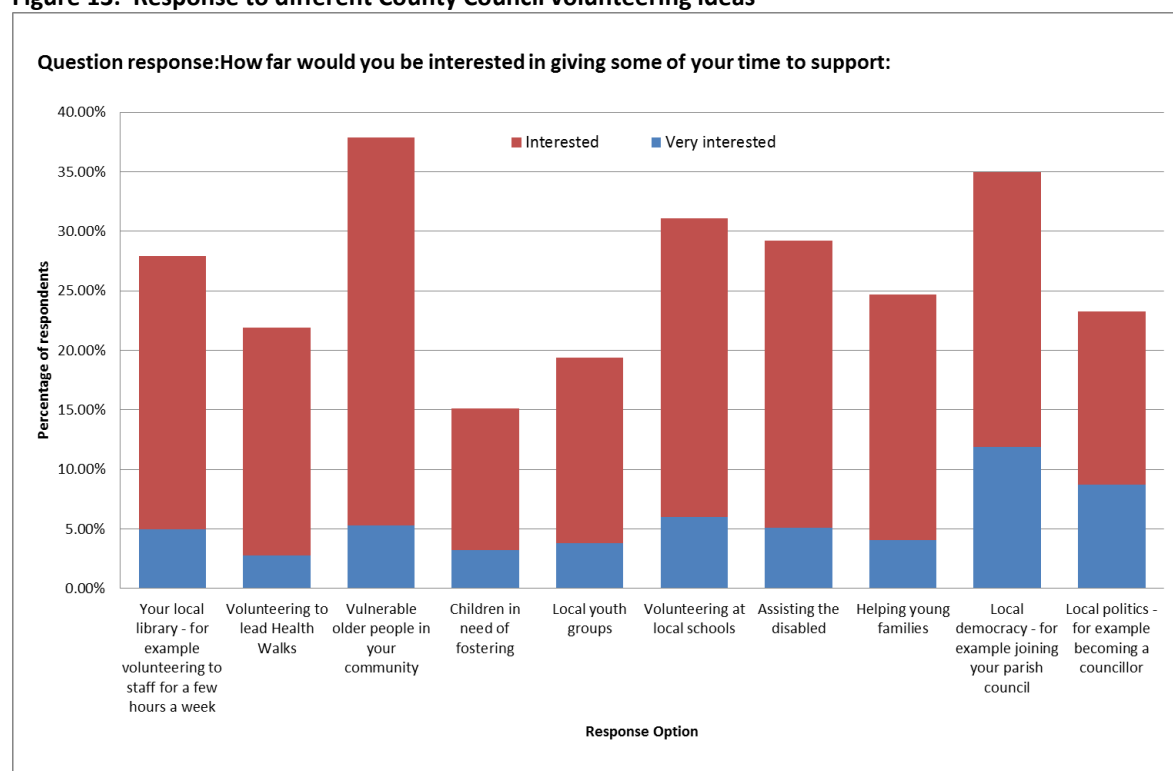
Respondents were asked to consider their current ability to recycle more, volunteer more and access more services online. 15% felt that they could do a lot more to access County Council services on-line compared to what they did at the moment. Opinions regarding the ability to volunteer more were more mixed, with a higher proportion indicating they could do a little more – but an almost equal proportion indicated they did not have the time.

**Figure 12: Response to suggested personal actions**



Respondents were then provided with the following ten ideas, and asked how far they would be interested in giving some of their time to support each. For all proposed options, the majority of respondents were either not at all interested or not interested in taking part, with over 60% of respondents selecting these in each suggestion (for some, over 85% selected this).

**Figure 13: Response to different County Council volunteering ideas**



The following bullets break down each of the ten options separately, completing them against other questions in the survey.

- Your local library - for example volunteering to staff for a few hours a week**  
 27.9% of all respondents indicated they would be interested or very interested in getting involved in their local library. Females and males showed an equal interest in this activity.
- Volunteering to lead Health Walks**  
 21.9% of respondents indicated they would be interested or very interested in volunteering to lead health walks. There was no significant difference by gender.
- Vulnerable older people in your community**  
 37.9% of respondents were either interested or very interested in working with vulnerable over people in their community. This was the highest proportion for any of the ten suggestions. Females were more interested in this activity, with 43.2% expressing an interest, compared to 30.1% of males.
- Children in need of fostering**  
 15.1% of respondents indicated they would be interested or very interested in giving some of their time to support children in need of fostering. Again, females expressed more interest in engaging with this, with 17.4% expressing interest compared to 11.8% of males.
- Local youth groups**  
 19.4% of respondents indicated they were interested or very interested in engaging with local youth groups. By gender, there was no significant difference in engagement levels.



- Volunteering at local schools  
31.1% of respondents indicated they were interested or very interested in volunteering at local schools. Females were significantly more interested in getting involved, with 34.3% indicating interest, compared to 25.7% of males.
- Assisting the disabled  
29.2% of respondents indicated they were interested or very interested in assisting the disabled. There was no significant difference by gender.
- Helping young families  
In total, 24.7% of respondents indicated they were interested or very interested in helping young families. By gender, again females expressed more interest, at 29.7%, compared to 18% of males.
- Local democracy - for example joining your parish council  
35% of all respondents indicated they were interested or very interested in engaging with local democracy. Males were significantly more likely to want to get involved, with 46.3%% expressing some degree of interest, compared to 27.3% of females.
- Local politics - for example becoming a councillor  
23.3% of respondents stated they were interested or very interested in getting involved in local politics (for example becoming a councillor). Again, males were significantly more interested, with 31.9% expressing interest, compared to 16.3% of females.

255 respondents provided further comments on this; with the key messages being that they had no time due to non-voluntary commitments or that they did a lot already.

Of those indicating time as a restricting factor, comments related to the pressure to make ends meet or existing care responsibilities *"already have to work two jobs (1 full time 1 part time and have three elderly relatives to care for) spare time!!!! What spare time!!!!"* or *"I a single breadwinning parent of a young child. So I don't have very much spare time."* Some indicated a lack of support from employers as a barrier, citing issues such as inflexibility in time off. Other noted the considerable amount of time dedicated to care-giver roles, typically for close family members, and cited frustration that these were not treated with more value. There was however recognition that the Council does have little option but to reduce support.

Of those who indicated they specifically volunteered a lot already, a number commented on the strain that the current financial situation was placing on local voluntary organisations and informal groups. Respondents provided a variety of examples of services they were involved in, including those services highlighted above, food banks, visiting the local prison, supporting local football clubs and volunteering at local museums.

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## SECTION 8: COUNCIL TAX

This section was identical to a set of questions asked the previous year so comparisons can be drawn.

Respondents were asked to identify which Council Tax band their property was in. The web survey form then highlighted for them how much council tax they paid per year to the County Council. There were then asked a series of questions about taxation. Of the sample, a quarter indicated they were in Council Tax band D (25.2%) with a fairly even distribution around this point.

When asked how far they agreed with the idea of increasing Council Tax to reduce the cuts to services the Council has to make, 60% of respondents either strongly agreed or tended to agree. This is a marked increase from last year, where 48.1% of respondents felt this way. Opinions were consistent across all tax bands.

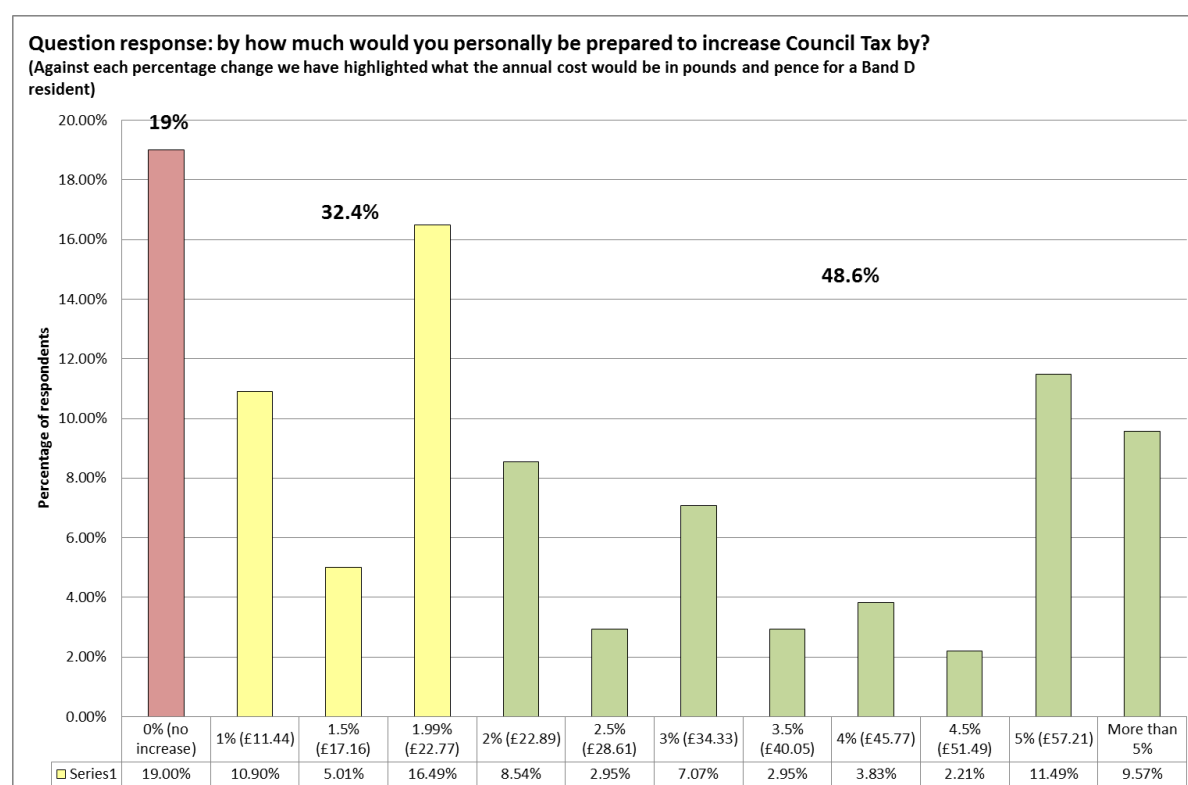
Respondents were then asked by how much they would personally be prepared to increase Council Tax by, taking into account the savings required, and that an increase of over 1.99% would require a public referendum to be held.

19% of respondents felt they would not be prepared to see any increase, with 32.4% opting for an increase of between 1% and 1.99%. 48.6% of respondents felt they could take an increase of over 2%. Again these differ from last year, with a higher proportion of respondents being open to the idea of a tax increase. Last year, 78.3% were open to some level of increase, compared to 81% this year. The following table compares this year's responses with those from 2014.

**Table 3: Willingness to increase council tax**

% Tax increase	2015	2014
0 (no increase)	19.0%	21.7%
1 – 1.99	32.4%	23.9%
> 2	48.6%	54.4%

**Figure 14: Willingness to increase council tax**



## COMMUNITY EVENTS

### INTRODUCTION

In addition to the on-line survey there were four direct engagement events with the community. The events attended were in Wisbech, Cherry Hinton, Ramsey and Ely (with the choice of location being limited to suitable community events being run during the consultation period. The communication material from these was based upon the messages within the animation. These events were led by the Community Engagement Team and a range of staff from across County Council services took part. Local elected members were also invited to attend.

Overall this engagement directly reached over 350 people with well over 200 contact forms being completed (people participated in couple or groups). Each write-up was circulated to those officers who had been present for confirmation and a further 'feedback' meeting was held, with all facilitator invited, to establish the key themes arising from the consultation.

### RESULTS FROM COMMUNITY EVENTS

#### CAMBRIDGESHIRE'S BUDGET CHALLENGE: WISBECH

*Sunday 13<sup>th</sup> September 10-3 Wisbech Heritage Craft Market & Car Boot*

Members of County Council staff and a local councillor talked with over 100 people at the Heritage Craft Market (with 61 feedback forms being completed as some talked as a couple or group). People were shown information about the County Council's budget challenge and were asked about their level of awareness, their initial reaction to the budget cuts and what they thought of the County Council's plans to cope with the cuts. People were also asked if they supported an increase in Council tax. Conversations were wide ranging and people commented on local issues as well as the County Council's budget. There were many positive examples of people volunteering to support the community. Thirty people gave their e-mails in order to participate in the on-line survey when it became available.

#### Awareness of the Budget Challenge

- Almost half the people we talked to were unaware of the budget challenge faced by the County Council. In total 46% were unaware of the issue prior to meeting County Council staff and a further 11% only had a little awareness of the issue.
- Some people expressed '*surprise*' at the scale of the cuts needed over the next five years whilst others found them '*A bit shocking / worrying*'. One person indicated that they were '*saddened and appalled*' and another said that £100million was too much.
- Within some people's minds the scale of the cuts were combined with what they considered to be a history of underinvestment in Wisbech. Several referred to Wisbech being '*underfunded*' and money being spent in other parts of the County.

#### Suggestions for Savings

- Savings suggestions from members of the public included cutting Councillors expenses 'you don't need £7,000 to be a Councillor', cutting senior pay ('*cuts should not come from services. Why do high end Council employees get paid so much - cut their salary*') and not spending money on consultants
- A few people pointed to expenditure on translation fees as an area where money could be saved and one person suggested that this was where volunteers could help.
- There were suggestions that street lights could be turned off late at night; although more people mentioned this as a negative idea saying that Wisbech was not safe enough for this to happen. These

people went on to say that local policing was inadequate or needed protecting from cuts.

- Some suggested that money could be spent in a more efficient or targeted way and there were suggestions that different parts of government could be merged. A couple questioned spending money on proposals to reopen the Wisbech to March railway line.
- There was general support expressed for charging more for some services if people could afford the additional amount.

### **Community Action to support services**

- Generally there was a very positive response to the suggestion that increased community action and volunteering could help to support local services. For example people thought that it was possible for libraries to be staffed by volunteers (*'Volunteering is a good idea as it increases feelings of wellbeing and helps the community'*)
- There were many examples of people doing a considerable amount within their local communities. There was a positive story about the benefits of 'Wisbech in Bloom' in maintaining the built environment of the town. Another person was involved with the University of the Third Age (the 43 separate groups/activities in the March area) and the additional informal support that had grown out of this. There were also more personal examples *'I look after my brother who is mentally ill. We come under Norfolk NHS and their mental health team are always at the end of the phone in an emergency - they support me to support him'*. Generally existing volunteers were able to point to further opportunities for collaboration.
- When asked if they personally would be willing to volunteer more there was a mixed response. Some people felt that they already did what they could and cited work / family commitments as a barrier for example one person said that *'they already visit three people'*.
- There was considerable discussion about where new volunteers would be drawn from. The people we spoke to identified the young as well as the recently retired as being groups to target. One person recognised the skills amongst recently retired people. Several mentioned the unemployed and suggested that an element of service should be linked to benefit entitlement.
- There was a mixed response regarding community spirit. Those who regularly volunteered felt that the community spirit in Wisbech was really strong and cited many positive examples. Others thought that there wasn't a strong spirit and a small number linked this issue to migration.
- It was positive that a number of people provided their e-mail addresses in order to hear more about volunteering opportunities.

### **Paying more Council Tax**

- Of those who gave a direct answer to this question (50 people) 52% said that Council tax should not be increased. A small number argued for a decrease. For those who said it shouldn't go up *'Feels like we pay enough already and get little for it'* was a common comment.
- 48% of people said that they would pay more but for over half of these people this was a conditional statement. There were three common conditions; the first was that the increase should not be too high; the second was that it was inevitable; the third was that it should be clearly demonstrated what the additional money was for *'target services that need protecting'*, *'depends on services'* and *'yes – for direct delivery of priorities'* are example comments.
- Some people highlighted that taxes should be means tested with some groups (older people, those on a low income) paying less than those who are better off.

## CAMBRIDGESHIRE'S BUDGET CHALLENGE: CHERRY HINTON

Saturday 19<sup>th</sup> September Cherry Hinton Festival, Cherry Hinton

Members of County Council staff talked with over 100 people at the Cherry Hinton Festival with 59 feedback forms being completed as some talked as a couple or group). People were shown information about the County Council's budget challenge and were asked about their level of awareness, their initial reaction to the budget cuts and what they thought of the County Council's plans to cope with the cuts. People were also asked if they supported an increase in Council tax. Conversations were wide ranging and people commented on local issues as well as the County Council's budget. There were many positive examples of people volunteering to support the community. Thirty-six people gave their e-mails in order to participate in the on-line survey when it became available.

### Awareness of the Budget Challenge

- The level of awareness about the cuts was very good. Of the people who specifically answered this questions (50) 62% were very aware and a further 22% were broadly aware. It should be noted that a proportion attributed this awareness to being public sector workers e.g. from the NHS.
- Five people linked their awareness to the scale and scope of the cuts to the proposals to turn off streetlights between midnight and 6am.
- Of the minority who did not have much awareness there was some shock expressed as to the scale of the cuts that needed to be made over the next few years; one person admitted turning off the news because it was all 'too depressing'.

### Suggestions for Savings

- There were not many savings suggestions from members of the public. Rather they found it easier to list services that they valued. These included Mental Health Services, Transport (Bus passes being described as a 'life-line') and 'Concern about the impact on children from low income families and older people'.
- Bus passes were also raised by an additional two people in relation to the ability of some to pay for bus services that they currently got for free. One thought was that bus passes should be means tested. One person wrote "Understand it's very challenging. Important to protect transport - although not necessarily as it is at the moment - it could be increasing community transport and decreasing bus subsidy". One person also mentioned 'pay to use' library services.
- Making increased use of the internet was mentioned. "Should do more digitally. Stop posting stuff, only use online. And equip people so that they can engage digitally - training, providing tablets, etc."

### Community Action to support services

- There were many excellent examples of people already doing an extensive amount of volunteering within the community. 'Community readers' do Saturday morning session each week for children'; 'I live in a small village and that is already happening - there are lots of elderly volunteers'. 'I'm 76 and happy to do my bit - I've been part of St John Ambulance most of my life. I've also set up an Old Boy's Club recently'
- Many people mention the need for signposting for people to be able to help volunteer more 'Yes to volunteering - has volunteered at Cambridge ReUse and Children's Society - would do more if she could find the right opportunities' also 'people can help but they won't - need a coordinator otherwise people will sit around waiting for others to help'. Others mentioned how inspiring some individuals are 'Could have lost the library - one person was key to saving it - now things have turned around.'
- Time pressures were mentioned as one of the reasons people couldn't volunteer more 'Does mowing for old people working / time pressure limits ability to do more' and 'I'm not sure that they can - they are squeezed too - working longer, raising children and retiring later and looking after parents. Need

*to make more opportunities for working people. Think capacity is declining'*

- Another barrier mentioned for volunteering was not being perceived as an official or being allowed to help without running into red tape. *'You run into problems litter picking. I'd get an earful for not being 'official'.*
- Some conversations centred on how to move volunteering on from something that is person or local e.g. *'I know my neighbours we do the odd thing for each other - we just pay our way - that's how it is.'* Or *'Needs to be directly relevant to family - e.g. children's football team.'* To something that is outside someone's normal scope of community involvement; time credit schemes were praised in this regard.

#### **Paying more Council Tax**

- Of those who gave a direct answer to this question (44 people) only 20% said that Council tax should not be increased. For those who said it shouldn't go up almost all said that they would struggle to pay the additional amount or they were already struggling to pay.
- As many as 75% of people said that they would pay more but for over half of these people this was a conditional statement.

There common conditions were;

- A specific area of public service work would receive the additional funding or would be protected. The NHS was mentioned in this regard as was children's centres as well as the police.
- That there was some sort of fairness or means test attached to the increase. People mentioned *'big corporates'* paying more and another person suggested that *'students'* should be taxed. *'Only for people who can afford it'* and *'personally wouldn't mind an extra £150 p.a., but concerned about people who can't afford it'* were also two recorded comments.
- Some people also highlighted the transparency in spending and knowing about the sort of things local taxes were spent on.

## CAMBRIDGESHIRE'S BUDGET CHALLENGE: RAMSEY

Sunday 27<sup>th</sup> September, Ramsey Plough Day, Ramsey

Members of County Council staff talked with over 50 people at the Ramsey Plough Day (with 37 feedback forms being completed as some talked as a couple or group).

People were shown information about the County Council's budget challenge and were asked about their level of awareness, their initial reaction to the budget cuts and what they thought of the County Council's plans to cope with the cuts. People were also asked if they supported an increase in Council tax. Conversations were wide ranging and people commented on local issues as well as the County Council's budget. There were many positive examples of people volunteering to support the community. Eighteen people gave their e-mails in order to participate in the on-line survey when it became available.

### Awareness of the Budget Challenge

- Well over half the people we talked to were aware of the budget challenge faced by the County Council. In total 63% were aware of the issue prior to meeting County Council staff.
- Some people expressed '*surprise*' at the scale of the cuts '*sounds like a lot more than I thought*' and '*Shocking - couldn't believe the amounts involved*' were two of the comments recorded.
- Others expressed that the cuts were inevitable given the state of the public finances '*everyone's money is squeezed*'. T
- There was some expression that the cuts were either unfairly targeted at local services '*Shame there has to be cuts and sharing the amount around needs to be fair to make up the deficit. Shire Counties are being hit the hardest*'; '*Staggering amount - can understand why we don't see coppers on the beat anymore*' and '*Sounds like a lot more than thought. Noticing run down paths and hedgerows and other things slipping*'
- There was a further comment about the most vulnerable being hit the hardest '*Well as usual it will be the vulnerable people, older people that get hit, suffer as a result. Provision for children with disabilities and social services is in free fall (that's what I've heard). Infrastructure isn't funded appropriately, respite care is underfunded*'.

### Suggestions for Savings

- Savings suggestions from members of the public included cutting Councillors and their allowances '*Stop paying councillors -expenses only*'
- A form of local government reorganisation was also mentioned by several people '*District councils not needed. Remove this tier*' and '*Cheaper offices. Fewer Councillors, Shared facilities, commercialise and charge for more services. Reduce levels of government*'
- People were aware of the problem of playing services off against each other; '*difficult to think about how it can be met without removing services that are essential. Cuts to roads rather than youth services*' and '*Spending money where we don't need to i.e. on street lighting. Put it in roads instead*'.
- There was also some concentration on the current quality of services and the current approach to spending. Someone commented '*Can understand there must be savings but don't think CCC is clear about how the money is spent. Also some departments don't seem to do anything i.e. Conservation. Feels things are going back rather than improving*' and also '*Wasted at source before it is ever spent. This needs to be looked at.*'

### Community Action to support services

- Unlike the other areas where this consultation has been carried out there was a mixed response to the suggestion that increased community action and volunteering could help to support local services. - There were many examples of people doing a considerable amount within their local communities. People volunteering to run health walks, with the Ramsey Museum (run entirely by volunteers), street



pride initiatives, community gardening and with cancer charities.

- There was also some pessimism that the community would be able to respond with additional effort as services are cut. Someone observed *'Community won't do it. Used to have many more volunteers within communities. Commuters - often not interested / able in volunteering within communities'* whilst another said *'Warboy's community spirit hangs by a thread. Job to get volunteers to run things'*.

- When exploring in more detail why there were problems with volunteering people attributed this to the work pressures placed on the young *'Already do a lot of volunteering. When people are working can be very difficult - if you get a volunteer under fifty then you are very lucky'* and *'It is always the same people volunteering and younger people have more work / financial pressures. Volunteers need support as well. Can't just do it on their own'*.
- It was positive that a number of people provided their e-mail addresses in order to hear more about volunteering opportunities. There was also particular praise for the Ramsey Million project and also for the St Neot's Time Bank as being better ways to engage younger people in the community.

#### **Paying more Council Tax**

- Of those who expressed an opinion only 22% said yes to paying for an additional amount of Council tax.
- A much larger proportion of 41% said that they would pay an increase but it was conditional. The main conditions are as follows:
  - The money is spent well and not wasted;
  - That they could be sure that the money was spent on some very specific services *'If the money went to services I used then yes'* or *'Need to know a lot more about what it would be spent on i.e. £20 more council tax ...this is what will be achieved with it.'*
  - That the increase would not be unfairly charged to those on a low income e.g. poorer pensioners or struggling families.
- A few people referred to the quandary of being asked for ever more council tax at the same time as services were being cut, feeling that if this was the case there was little point in paying the increase *'Wouldn't object to paying more council tax if services remained'*.



## CAMBRIDGESHIRE'S BUDGET CHALLENGE: ELY

Saturday 16<sup>th</sup> October, Ely Market

Members of County Council staff and a local councillor talked with over 100 people in (with 60 feedback forms being completed as some talked as a couple or group). People were shown information about the County Council's budget challenge and were asked about their level of awareness, their initial reaction to the budget cuts and what they thought of the County Council's plans to cope with the cuts. People were also asked if they supported an increase in Council tax. Conversations were wide ranging and people commented on local issues as well as the County Council's budget. There were many positive examples of people volunteering to support the community. Thirty one people gave their e-mails in order to participate in the on-line survey when it became available.

### Awareness of the Budget Challenge

- Only a quarter of the people we talked to were unaware of the budget challenge faced by the County Council. In total 25% were unaware of the issue prior to meeting County Council staff and a further 23% only had a partial awareness of the issue.
- Just over 50% of people said they were fully aware of the situation. Most attributed put this awareness down to what they've read or seen in the media but a few also reported direct experience of the cuts as either service users or because relatives worked in public services.
- Some people expressed their reaction to the scale of the cuts in one of two ways:
  - shock; *'Shock, that much money is being spent...you have 'open my eyes' to the scale of the cuts needed'; 'Shocking about the amount that needed to be saved'.*
  - The cuts as a necessary evil, particularly in light of the national budget situation; *'Not shocked by the level of the challenge. Deficit has to be cleared. (It's like any household budget). No good living in cloud cuckoo land about it'; 'Pragmatic - do what needs to be done. Start at the top - councillor's expenses'.*

### Suggestions for Savings

- Some savings suggestions by members of the public were made in light of a perception that local government was wasteful;
  - *'people at the top get too much. We should start with getting rid of golden handshakes / huge salaries';*
  - *'They find it frustrating that so much is wasted on ideas / planning projects that don't happen. Move on prevention - i.e not leaving road damage until it costs a fortune to repair'*
  - *'Money is wasted on outsourcing'*
- The proposal to reduce street lighting arose and opinion was divided as to this being a good idea or not. One person suggested that the streetlights were one of the few benefits that they got for their council tax (alongside bin collections). Whereas others approved of the measure, particularly in light of other areas that could be cut;
  - *'Happy to see a reduction in street lighting but not older and vulnerable people'.*
  - *'Turn the street lights off and turn libraries into community centres'*
  - *'Yes people should help in their communities would be happy to go without streetlights'*
- Rather than suggest areas for cuts people put forward area that they wanted to see protected.
  - *'It is wrong that the savings might be taken from children and the disabled. The elderly should be properly supported - better support for those who need it. Worry about essential services going even though they are supposed to be protected.'*
  - *'Worried about the impact on care for older people. Children need a good education, felt all services described were important.'*
  - *'Protecting vulnerable people is most important'*
  - *'Shouldn't lose libraries as they offer so much.'*
- People also raised issue of service quality.
  - *'Roads are rubbish, we've only four street lights and I've never seen a bus.'*

- 'I go to London for eye Hospital appointments. Often miss the last bus [there aren't any later ones] when I get home and have to pay £30 for a taxi'

### **Community Action to support services**

- We heard lots of stories about how much volunteering was already taking place in the community.
  - *'Already work within their community - helping a number of elderly people'*
  - *'Member of Soham Rotary Club so raise money for good causes'*
  - *'Local volunteer / secretary of village centre.... there is community spirit there. Older people pull together'*
  - *'runs a dementia group - finds it difficult to inspire people - runs group herself after funding was cut'*
  - *'School / college do volunteering and also donate to charity'*
- Generally there was strong support for the idea of encouraging more volunteering and other forms of community action but people questioned if it would be a suitable replacement for paid services.
  - *'It's not wrong to be asked. Same people would be happy to be asked. But its not for everybody, depends on the circumstances of the person. Volunteering is brilliant if you are that type of person. Cannot be compulsory'*
  - *'yes it can be right to ask people to help - but the same people want to be paid to deliver services. Not sure about community spirit'*
  - *'This initiative should cover health services as well. People do 'keep an eye' on neighbours but worried this is seen as being nosey'*

### **Paying more Council Tax**

- Of those who gave an opinion only 16% gave an unequivocal yes to increasing council tax. This can be balanced against the 24% who said no to an increase.
- 59% of people gave an answer that amounted to a conditional yes. Agreeing to an increase but placing caveats on that agreement.
  - *'Yes for specific things - i.e. roads. People need to know what the extra money will be spent on.'*
  - *'I don't mind as long as the money goes to the right services.'*
  - *'Yes as long as the Council doesn't waste money.'*
  - *'Yes but it needs to be spent on appropriate things - essential services not bypasses and roads.'*
  - *'Wouldn't mind a slight increase if services improved'*

## BUSINESS CONSULTATION

### INTRODUCTION

As part of its business planning process, the Council consults with the public, businesses and other interest groups to gain insight into their views about what should be considered priority areas for budget spending. In the case of businesses, the Council wished to develop an insight into their views about what it can do to help local businesses thrive. The Council was also keen to talk with businesses about how they engage with and support their local communities.

In order to develop this engagement, the Council sought to run a series of consultative meetings with businesses across the County. To do this, it was agreed with the Cambridgeshire Chambers of Commerce that County Council research staff should gather views by attending local Chamber committees. Alongside these sessions, individual businesses were consulted at a Chamber of Commerce B2B event. Experience has shown that face to face conversations are the most effective approach to engage with businesses. A decision was made not to run the online consultation this year due to the typically low response rate of this engagement.

This report summarises consultations carried out with 75 businesses through the Cambridgeshire Chambers of Commerce Local Committees in September, October and November 2015 and at the 2015 Cambridgeshire Chambers of Commerce B2B event held at Quay Mill Hotel in September. In its 6th year, the event hosted over 100 exhibitors and 600 visitors.

### METHODOLOGY

The consultation sought to gather the views of businesses across the County about what the County Council can and should be doing to develop an environment within which local businesses can thrive, through having a semi-structured discussion. The face to face consultation with businesses had the following objectives:

- Focus predominantly on small to medium enterprises (SME). The Cambridgeshire Chambers of Commerce advise that 68% of businesses in Cambridgeshire employ four people or fewer.
- Gather the views of businesses across the County about what the County Council can and should be doing to develop an environment within which local businesses can thrive.
- Explore the involvement of local businesses in the community through processes such as work experience placement and apprenticeships.

There were two parts to the consultation. The major part was open discussions similar to a focus group with the business representatives on the four local Cambridgeshire Chambers of Commerce committees for Cambridge and South Cambridgeshire, Ely, Fenland, and Huntingdonshire. These were carried out through September to November 2015. In-depth discussions with 33 businesses took place through the Chambers of Commerce local committees in Cambridge and South Cambridgeshire, Ely, Fenland, and Huntingdonshire.

The second part looked beyond the representatives sitting on the Cambridgeshire Chamber of Commerce committees to other businesses involved in the local area. County Council representatives manned a stall at the annual B2B event, held this year at the Quay Mill Hotel in September. Discussions were focused in the same way as for those at the Chambers meetings.

The face to face consultations and the survey were run by the County Council Research Team. Promotion was conducted by the Cambridgeshire Chamber in tandem with the Research Team.

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## QUESTION DESIGN AND DELIVERY

The questions were designed to be open so as to promote discussion and gather businesses' views without being constrained by any preconceptions.

A short paper was circulated beforehand to the business representatives on the Chambers of Commerce Local Committees which explained the level of savings required from the County Council budget, the main areas of current spending and a summary of progress the Council has made over the past year addressing the key issues raised in our 2014 engagement exercises.

At the B2B event, this was provided alongside presentation of some key facts and figures on the saving we need to undertake. A guide questionnaire was developed, and following a brief run through of the circulated paper to ensure understanding, discussions with business representatives were guided around the following open questions:

- How aware was the person of the scale of the savings challenge. What was their reaction to the savings challenge, and how do they think their business has been affected?
- What does their business value from the County Council – what are the best bits that we are doing currently that supports their business to thrive? (*e.g.: transport links, childcare, broadband, digital first, staff training, qualifications for staff, licensing and rogue traders*).
- What do they feel Cambridgeshire County Council should be doing to help their business thrive that we don't already do. What do we need to do more of to support their business most? (*This also examines the community involvement of the business and how the Council can support a business to do more.*)

The Council Research staff recorded discussions at the Commerce meetings and the B2B event in note form. The discussion points were sorted into themes as presented in this report. In total 75 businesses were engaged with. 33 of these were through in-depth discussions through the Chambers of Commerce Local Committees, with a further 42 individual discussions at the B2B event.

## CHAMBER OF COMMERCE RESULTS

During September, October and November, members of the Council's Research Team attended each of the Chamber of Commerce Local Committees: East Cambridgeshire, Fenland, Huntingdonshire, Cambridge City and South Cambridgeshire. In total, 33 representatives were engaged with through these meetings.

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## ENGAGEMENT WITH LOCAL COMMUNITIES

Within our discussions with business representatives both at the B2B event and the Chamber of Commerce local committees, Research staff questioned respondents on their current degree of engagement with their local communities, from what they do now, to ideas of engagement they could do – and what the barriers were, if any.

A key focus by almost all representatives was around local apprenticeship schemes and work experience placements. Some businesses gave excellent examples of strong engagement with local colleges and schools, including engaging in 'in-house' support on soft skills such as CV-writing and interview preparation. A number of representatives across Cambridgeshire did raise concerns about the difficulties in engaging with some schools, with a number citing examples of the times they had attempted to engage but had no response.

Looking at transport and environmental issues, some did note the promotion of appropriate waste disposal (including recycling) on their premises. Others discussed supporting roadside maintenance. One example was given by a local company wishing to engage in promotion on roundabouts, with a willingness to pay and to

assist in the maintenance / beautification of the area. They highlighted difficulties in engaging with the local council and questioned why more roundabouts were not available for sponsorship. A best practice example for this would be Milton Keynes.

Transport was discussed as a blocking issue for staff and for engaging with local communities. Some funded taxis to enable potential work experience students and apprentices to get to work.

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## TRANSPORT AND INFRASTRUCTURE

This came up as a key topic in 2014, and again has been raised by all Chamber of Commerce meetings. For some, positive statements arose, for others concerns were raised about the accessibility to their services by other businesses and customers. It was recognised that improvements are taking place, and things are progressing in the right direction, but that there was a lot more work to be done. It was noted that *'poor road structure stunts business growth'*.

Specific topics included:

- The A14
- The A10
- Electrification of railways
- Public transport
- Road and roadside maintenance

Two key issues about poor transport and infrastructure were discussed, focusing on how it stunted a business from developing. Firstly, that customers could not easily access and engage with a business. Secondly, that recruitment could be hindered, with the staffing and apprentice pool becoming limited to local residents.

Developments on the A14 were noted by the Cambridge & South Cambridgeshire and East Cambridgeshire meetings as being generally positive, with some improvements identified around traffic flow. It was however recognised that these developments are some way off completion, so further developments might still result in marked improvements. The A10 was noted as being a barrier to businesses, especially when seeking to expand their customer base. This mirrors feedback from 2014.

Representatives from Cambridge and South Cambridgeshire noted the degree of delay that took place when planning projects, and that this often meant that improvement only took place slowly. This reflects back on another common point of discussion around the repetitious nature of government, especially around policy and project planning.

Road maintenance was discussed as an issue, especially in rural areas. It was noted that there was a need for local communities to take on verge-side maintenance, with residents performing simple tasks such as mowing the grass directly outside their property. It was noted that Councils need to positively recognise that behaviour, however.

Developments around the train station in Ely were discussed positively by the East Cambridgeshire business representatives. Access to businesses and customers would be significantly improved. Concerns around parking and taxi ranks within the station were discussed.

Further electrification of railways was discussed specifically by business representatives from Fenland, as a requirement to boost reliability of services and production. The cost of HS2 was noted as being possibly better-placed in investing in local train services across the country.

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## BROADBAND

The rollout of super-fast broadband has been recognised and was applauded; however concerns were raised about the methodology behind the achievement of “95% coverage”. It was suggested that this might be far from the case in more rural areas. Concerns were raised that in some areas, boxes were installed but that they did not cover a full village – hence they were recording as having coverage incorrectly<sup>6</sup>.

Broadband and connectivity is still viewed as a significant issue in rural areas – especially so in Fenland, with businesses suffering as a result. Access speeds were also discussed, with many representatives expressing scepticism that the pledged speeds matched actual speed. One example was provided by a local business owner who still had difficulty with simple requirements such as processing card payments.

Business representatives stressed the need for good broadband access and described the lack of broadband access for households and for businesses as a deprivation indicator. It was noted that poor coverage impacted not only on businesses but also on families and schools and education. The benefits of the roll out were discussed, where better broadband might have an indirect positive impact in other areas – for example reductions in traffic, improving road and rail links, and boost business productivity, labour markets and increase potential cost-saving methods.

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## SKILLS AND STAFFING

Business representatives raised concerns about staffing shortages, especially in the skilled manual labour or customer service industries.

Difficulties in recruiting staff were linked to skills gaps, but also to the pool of workers to hand. As above, poor transport and infrastructure can act as a block for staff, and as such the pool of potential employees can be drastically reduced. Housing affordability was also noted as a block, specifically for Cambridge City.

The EDGE Jobs and Skills Service was discussed by representatives at the Huntingdonshire meeting, and it was noted that adult learning and education departments are engaged with the service. Job application skills development required improvement, and should be integral to education in schools.

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## SCHOOLS AND APPRENTICESHIPS

Each Committee discussed how positive apprenticeships were and the significant benefit they gave businesses. The majority of representatives (including those from the B2B event) had taken on apprentices, and found them to be a very positive resource. The introduction of the Living Wage and its impact was discussed, with recognition that this was pushing businesses to reconsider employment and apprenticeship processes, re-examining the age profiles of staff to plan for the future.

There was a general sense from representatives that the demand for apprentices and work experience outweighs the candidates currently available. Difficulties in getting potential apprentices to work was also discussed – again with regards to transport provision, and the limited local pool of candidates.

Representatives noted difficulty in schools engaging with businesses – sometimes this was down to a general lack of awareness of local business, but there was concern that more often it was due to the stigma associated to progressing down alternative routes to university.

It was recognised that some schools fully engage with businesses, in a very rewarding fashion, but for the most part the feedback was that there was a need to push schools to engage with trades and local business

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<sup>6</sup> Although expressed as a view this is probably not the case. The details published at <http://www.connectingcambridgeshire.co.uk/my-area/> do reflect coverage details of this sort.

opportunities. Typically, communications to schools received no response, and this was a point where the Council should play a lead role in transforming how schools link with local businesses.

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## THE ROLE AND STRUCTURE OF LOCAL GOVERNMENT

Representatives from some committees discussed the role and structure of local government, and the repetitious nature of policy and planning processes. Cambridge City and South Cambridgeshire representatives identified issues where they felt that local government organisations regularly “buck-pass” questions and issues. It was noted that there needs to be a joined up approach between different parts of local government so this doesn’t happen. Many felt that it was currently unclear what the County Council does to support businesses (beyond the obvious maintenance of roads and other universal services).

Communication processes within the Council were also discussed, with similar reflections as those engaged with at the B2B exhibition. It was felt that communication both with businesses and with the public was often not as strong as it could be, with a need for greater clarity and consistency of messages. In the view of some businesses Councils appear to communicate only from a defensive point of view, responding to an issue or a problem raised in the press. It was felt that there was a need for the council to better communicate its successes, and that *‘there are probably some very good news stories that the Council are simply not raising awareness of’*.

The potential of devolution was raised, with mixed opinions around accountability, and the inevitable cost of the process in the form of meetings, debates, and repetitious discussions across the organisations in question.

It was emphasised that Councils need to *‘be more business-like’* in both its management and decision-making processes, drawing similar teams together and being more forceful with partner organisations.

## COMMENTS FROM BUSINESSES AT THE B2B EVENT

In its sixth year, the B2B event at Quy hosted over 100 exhibitors and 600 visitors. The day was a great success for many, providing numerous networking opportunities as well as the chance to learn through the inspiring seminar programme. Cambridgeshire County Council manned a stall at the event and through this and walking through the event engaged with a high number of businesses.

The majority of businesses were aware of the financial pressures faced by the County Council. For some this was due to having relatives working in the public sector, whilst for others it was due to their business’ historical involvement with local groups. In general, those questioned were less concerned about the impact this might have on their businesses, but did reflect on wider impact this might have— for example degradation of road networks and reductions in free parking. Concerns about the focus on SMEs were raised, with some suggesting that the council could do more to engage with and support smaller business.

The majority of comments focused on the accessibility of their business to their customers – for many this focused on road and rail networks, for others concern around a lack of suitable office space and broadband was raised. Key issues raised include:

- **Advice and Support.** Some felt that little support was provided directly from the County Council to assist businesses in promoting their brand. This ranged from a need for more business advisors to a willingness to let out land (e.g. roundabouts) for promotion. Guidance on how smaller businesses can bid for projects was also requested.
- **Communication.** It was felt that engagement between the County Council and the SMEs needed improvement, with some commenting that it reflected a wider communication issue. This is a similar issue to that raised last year. There was a sense that many positive activities run by the council were not widely communicated and hence not recognised.



- **Transport Infrastructure.** Respondents spoke positively about improvements that have taken place over the last year across the county. Some noted that their selection of business location was specifically guided by the fact that some key roads become blocked – specifically referencing the A14 and the A10.
- **Travel and congestion.** Whilst it was recognised that roads have improved, there was a concern that congestion had not. Some reflected positively on the A14 developments, but added concern that this had not led to the improvement in travel time that had been hoped for. Concerns were expressed that this was limiting their customer pool as well as their access to skilled staff.
- **Availability of office space.** Businesses questioned felt that a lack of availability of affordable office space was a significant issue, specifically with regards to Cambridge City. One smaller business explained they were being pushed out of their premises in Cambridge for a new housing development, but could find nowhere else to move to.
- **Broadband.** In contrast to last year, feedback on broadband and the availability of super-fast connections was spoken of very positively. Whilst concerns were raised about the continuing existence of small areas with no access (typically more remote rural locations) feedback was positive and reflected on the improvements seen over the past year. Questions were raised about the promised connection speeds compared to the actual speed provided.

Businesses were asked about how they get involved in their local community, with a specific focus on work experience placements and apprenticeships.

Businesses also made the following points:

- **Infrastructure provision** to support housing developments – *“it is okay to build homes but if there is no surrounding infrastructure to support it you will have difficulties.”*
- **Apprenticeships / work experience placements** also need to be sought out by schools: *“Expectation by colleges to have people come to them ... Used to get direct work experience requests - doesn't seem to happen in Cambridgeshire.”*
- **Congestion** is a challenge and things are worsening, especially around in **Cambridge City**. There is a need to invest in public transport – *“busway is fantastic”* and cycleways - *“Lack of safe cycling paths, lack of interest from CCC in cycling<sup>7</sup>”*.
- Concern over **procurement support**: *“SMEs find it very difficult to negotiate the public sector procurement system, [they need] more support on how to get into the system.”*
- The implementation of the **living wage**. Views were mixed – some (typically larger businesses) felt it was a very positive move, whilst others expressed concern that it might destabilise their business and that even now it stopping them from hiring new staff.

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<sup>7</sup> When the respondent was then advised about cycling initiatives across the City, they were impressed, but questioned why the Council did not promote it more.











## APPENDICES




### On-line Survey Summary


#### 2. Our Budget Challenge

Have you watched the video? (If not, you can continue with this survey but it will not be possible to answer a number of the questions):						Response Percent	Response Total
1	Yes					95.59%	650
2	No					4.41%	30
Analysis	Mean:	1.04	Std. Deviation:	0.21	Satisfaction Rate:	4.41	answered 680
	Variance:	0.04	Std. Error:	0.01			skipped 1

Did the video leave you with a good understanding of the challenges that the County Council faces?						Response Percent	Response Total
1	Yes					83.09%	565
2	No					4.41%	30
3	Unsure					12.50%	85
Analysis	Mean:	1.29	Std. Deviation:	0.68	Satisfaction Rate:	14.71	answered 680
	Variance:	0.46	Std. Error:	0.03			skipped 1

Before watching the video, how aware were you of the scale of the financial challenges facing the county council?						Response Percent	Response Total
1	Very aware					34.47%	233
2	Aware					50.44%	341
3	Not aware					11.69%	79
4	Not at all aware					2.22%	15
5	Unsure / Don't know					1.18%	8
Analysis	Mean:	1.85	Std. Deviation:	0.8	Satisfaction Rate:	21.3	answered 676
	Variance:	0.63	Std. Error:	0.03			skipped 5

How concerned are you about the financial challenges faced by the County Council?						Response Percent	Response Total
1	Very concerned					51.26%	347
2	Concerned					40.92%	277
3	Not concerned					5.47%	37

How concerned are you about the financial challenges faced by the County Council?				
			Response Percent	Response Total
4	Not at all concerned		1.03%	7

### 3. Looking forward

Looking at the three broad categories of service explained above, and bearing in mind that service reductions need to happen, where would you make spending reductions?				
	Spend about the same	Spend a little less	Spend a lot less	Response Total
Universal services which anyone can access	30.9% (210)	49.6% (337)	19.6% (133)	680
Targeted services	49.9% (339)	43.8% (298)	6.3% (43)	680
Care packages for people with the greatest need	60.9% (414)	33.5% (228)	5.6% (38)	680
			answered	680
			skipped	1

### Matrix Charts

5.1. Universal services which anyone can access							Response Percent	Response Total
1	Spend about the same			<div><div></div></div>			30.9%	210
2	Spend a little less			<div><div></div></div>			49.6%	337
3	Spend a lot less			<div><div></div></div>			19.6%	133
Analysis	Mean:	1.89	Std. Deviation:	0.7	Satisfaction Rate:	44.34	answered	680
	Variance:	0.49	Std. Error:	0.03				

5.2. Targeted services							Response Percent	Response Total
1	Spend about the same			<div><div></div></div>			49.9%	339
2	Spend a little less			<div><div></div></div>			43.8%	298
3	Spend a lot less			<div><div></div></div>			6.3%	43
Analysis	Mean:	1.56	Std. Deviation:	0.61	Satisfaction Rate:	28.24	answered	680
	Variance:	0.37	Std. Error:	0.02				

5.3. Care packages for people with the greatest need							Response Percent	Response Total
1	Spend about the same				<div><div></div></div>		60.9%	414
2	Spend a little less				<div><div></div></div>		33.5%	228
3	Spend a lot less				<div><div></div></div>		5.6%	38
Analysis	Mean:	1.45	Std. Deviation:	0.6	Satisfaction Rate:	22.35	answered	680
	Variance:	0.37	Std. Error:	0.02				

5.3. Care packages for people with the greatest need					Response Percent	Response Total
Variance:	0.36	Std. Error:	0.02			






#### 4. Our Priorities




To what extent do you agree with the County Council's Priorities as shown in the video?						
	Strongly agree	Agree	Disagree	Strongly disagree	Unsure/Don't know	Response Total
Older people live well independently	31.9% (217)	52.5% (357)	8.2% (56)	1.5% (10)	5.9% (40)	680
People with disabilities live well independently	33.5% (228)	48.2% (328)	10.1% (69)	1.2% (8)	6.9% (47)	680
People at risk of harm are kept safe	38.5% (262)	45.6% (310)	6.0% (41)	2.2% (15)	7.6% (52)	680
People lead a healthy lifestyle and stay healthy for longer	30.9% (210)	48.1% (327)	12.6% (86)	2.5% (17)	5.9% (40)	680
Children and young people reach their potential in settings and schools	38.5% (262)	46.6% (317)	8.1% (55)	2.4% (16)	4.4% (30)	680
The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents	32.2% (219)	45.0% (306)	11.0% (75)	4.6% (31)	7.2% (49)	680
People live in a safe environment	35.9% (244)	52.8% (359)	6.5% (44)	1.2% (8)	3.7% (25)	680
					answered	680
					skipped	1

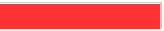




#### Matrix Charts






7.1. Older people live well independently						Response Percent	Response Total
1	Strongly agree					31.9%	217
2	Agree					52.5%	357
3	Disagree					8.2%	56
4	Strongly disagree					1.5%	10
5	Unsure/Don't know					5.9%	40
Analysis	Mean:	1.97	Std. Deviation:	0.99	Satisfaction Rate:	24.23	answered 680
	Variance:	0.99	Std. Error:	0.04			

7.2. People with disabilities live well independently						Response Percent	Response Total
1	Strongly agree					33.5%	228
2	Agree					48.2%	328
3	Disagree					10.1%	69
4	Strongly disagree					1.2%	8
5	Unsure/Don't know					6.9%	47
Analysis	Mean:	2	Std. Deviation:	1.05	Satisfaction Rate:	24.93	answered 680
	Variance:	1.11	Std. Error:	0.04			

7.3. People at risk of harm are kept safe						Response Percent	Response Total
1	Strongly agree					38.5%	262
2	Agree					45.6%	310
3	Disagree					6.0%	41
4	Strongly disagree					2.2%	15
5	Unsure/Don't know					7.6%	52
<b>Analysis</b>		Mean:	1.95	Std. Deviation:	1.1	Satisfaction Rate:	23.71
		Variance:	1.22	Std. Error:	0.04		
						answered	680

7.4. People lead a healthy lifestyle and stay healthy for longer						Response Percent	Response Total
1	Strongly agree					30.9%	210
2	Agree					48.1%	327
3	Disagree					12.6%	86
4	Strongly disagree					2.5%	17
5	Unsure/Don't know					5.9%	40
<b>Analysis</b>		Mean:	2.04	Std. Deviation:	1.03	Satisfaction Rate:	26.1
		Variance:	1.06	Std. Error:	0.04		
						answered	680

7.5. Children and young people reach their potential in settings and schools						Response Percent	Response Total
1	Strongly agree					38.5%	262
2	Agree					46.6%	317
3	Disagree					8.1%	55
4	Strongly disagree					2.4%	16
5	Unsure/Don't know					4.4%	30
<b>Analysis</b>		Mean:	1.88	Std. Deviation:	0.97	Satisfaction Rate:	21.88
		Variance:	0.94	Std. Error:	0.04		
						answered	680

7.6. The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents						Response Percent	Response Total
1	Strongly agree					32.2%	219
2	Agree					45.0%	306
3	Disagree					11.0%	75
4	Strongly disagree					4.6%	31
5	Unsure/Don't know					7.2%	49
<b>Analysis</b>		Mean:	2.1	Std. Deviation:	1.12	Satisfaction Rate:	27.39
		Variance:	1.25	Std. Error:	0.04		
						answered	680


7.7. People live in a safe environment						Response Percent	Response Total	
1	Strongly agree			<div><div></div></div>		35.9%	244	
2	Agree			<div><div></div></div>		52.8%	359	
3	Disagree			<div><div></div></div>		6.5%	44	
4	Strongly disagree			<div><div></div></div>		1.2%	8	
5	Unsure/Don't know			<div><div></div></div>		3.7%	25	
Analysis	Mean:	1.84	Std. Deviation:	0.88	Satisfaction Rate:	20.99	answered	680
	Variance:	0.78	Std. Error:	0.03				



## 5. The role of the community in Cambridgeshire's future




To what extent do you agree that the following messages of the video are realistic:				
	Something that is realistic everywhere	Something that is realistic in some communities but not in others	Something that is unrealistic	Response Total
Encouraging communities to get involved in delivering our services	24.7% (166)	53.8% (362)	21.5% (145)	673
Encouraging communities to take actions that save the Council money	44.3% (296)	43.4% (290)	12.3% (82)	668
Encouraging individuals to increase their involvement supporting the local community	35.9% (241)	51.3% (345)	12.8% (86)	672
Seeking greater involvement in our services by established voluntary groups	34.2% (228)	54.9% (366)	10.9% (73)	667
Seeking greater involvement in our services by town and parish councils	47.7% (318)	42.9% (286)	9.4% (63)	667
Seeking greater involvement in our services by local businesses	42.3% (283)	47.5% (318)	10.2% (68)	669
			answered	675
			skipped	6




## Matrix Charts




9.1. Encouraging communities to get involved in delivering our services							Response Percent	Response Total
1	Something that is realistic everywhere			<div><div></div></div>			24.7%	166
2	Something that is realistic in some communities but not in others			<div><div></div></div>			53.8%	362
3	Something that is unrealistic			<div><div></div></div>			21.5%	145
Analysis	Mean:	1.97	Std. Deviation:	0.68	Satisfaction Rate:	48.44	answered	673
	Variance:	0.46	Std. Error:	0.03				


9.2. Encouraging communities to take actions that save the Council money						Response Percent	Response Total
1	Something that is realistic everywhere					44.3%	296

9.2. Encouraging communities to take actions that save the Council money						Response Percent	Response Total
2	Something that is realistic in some communities but not in others					43.4%	290
3	Something that is unrealistic					12.3%	82
Analysis	Mean:	1.68	Std. Deviation:	0.68	Satisfaction Rate:	answered	668
	Variance:	0.46	Std. Error:	0.03			

9.3. Encouraging individuals to increase their involvement supporting the local community						Response Percent	Response Total
1	Something that is realistic everywhere					35.9%	241
2	Something that is realistic in some communities but not in others					51.3%	345
3	Something that is unrealistic					12.8%	86
Analysis	Mean:	1.77	Std. Deviation:	0.66	Satisfaction Rate:	answered	672
	Variance:	0.43	Std. Error:	0.03			

9.4. Seeking greater involvement in our services by established voluntary groups						Response Percent	Response Total
1	Something that is realistic everywhere					34.2%	228
2	Something that is realistic in some communities but not in others					54.9%	366
3	Something that is unrealistic					10.9%	73
Analysis	Mean:	1.77	Std. Deviation:	0.63	Satisfaction Rate:	answered	667
	Variance:	0.4	Std. Error:	0.02			










9.5. Seeking greater involvement in our services by town and parish councils						Response Percent	Response Total
1	Something that is realistic everywhere					47.7%	318
2	Something that is realistic in some communities but not in others					42.9%	286
3	Something that is unrealistic					9.4%	63
Analysis	Mean:	1.62	Std. Deviation:	0.65	Satisfaction Rate:	answered	667
	Variance:	0.43	Std. Error:	0.03			

9.6. Seeking greater involvement in our services by local businesses						Response Percent	Response Total
1	Something that is realistic everywhere					42.3%	283
2	Something that is realistic in some communities but not in others					47.5%	318
3	Something that is unrealistic					10.2%	68
Analysis	Mean:	1.68	Std. Deviation:	0.65	Satisfaction Rate:	answered	669
	Variance:	0.42	Std. Error:	0.03			

Do you think these ideas will enable us to continue to help people whilst having significantly less funding?							Response Percent	Response Total
1	Yes						36.62%	249
2	No						27.06%	184
3	Unsure						36.32%	247
Analysis	Mean:	2	Std. Deviation:	0.85	Satisfaction Rate:	49.85	answered	680
	Variance:	0.73	Std. Error:	0.03			skipped	1

## 6. Taking Part in your Local Community

Do you think it is a good idea asking residents to become more involved in their local community to help us to provide council services?				
			Response Percent	Response Total
1	Yes	<div></div>	79.41%	540
2	No	<div></div>	20.59%	140
			skipped	1

What do you think are the greatest barriers to people getting involved in helping our services? Please select the top three barriers:							Response Percent	Response Total
1	Community volunteering already at capacity						18.40%	124
2	Unwillingness among communities and individuals						46.29%	312
3	Time (for communities and individuals)						72.26%	487
4	Understanding of what is expected						44.07%	297
5	Money / funding						27.45%	185
6	Community facilities						9.50%	64
7	Trust within communities						12.76%	86
8	Trust between communities and the council						28.64%	193
9	Other (please specify):						15.73%	106
Analysis	Mean:	11.58	Std. Deviation:	12.8	Satisfaction Rate:	110.39	answered	674
	Variance:	163.89	Std. Error:	0.49			skipped	7

## 7. Local decision-making

How much influence do you feel the following have on local services?							Response Total
	Very significant	Significant	Insignificant	Very insignificant	Unsure		
National government	47.2% (321)	34.1% (232)	8.5% (58)	6.8% (46)	3.4% (23)		680



How much influence do you feel the following have on local services?

	Very significant	Significant	Insignificant	Very insignificant	Unsure	Response Total
Local government (county and district councils)	47.5% (323)	38.8% (264)	5.3% (36)	4.6% (31)	3.8% (26)	680
Local councillors	19.0% (129)	47.5% (323)	20.0% (136)	7.6% (52)	5.9% (40)	680
Parish councils	6.8% (46)	31.0% (211)	41.0% (279)	13.5% (92)	7.6% (52)	680
Voluntary groups	5.7% (39)	26.6% (181)	42.1% (286)	19.4% (132)	6.2% (42)	680
Local businesses	6.0% (41)	27.5% (187)	41.3% (281)	15.9% (108)	9.3% (63)	680
Informal networks of friends / communities	5.1% (35)	22.9% (156)	36.3% (247)	26.0% (177)	9.6% (65)	680
					answered	680
					skipped	1

Matrix Charts

13.1. National government						Response Percent	Response Total	
1	Very significant		<div></div>			47.2%	321	
2	Significant		<div></div>			34.1%	232	
3	Insignificant		<div></div>			8.5%	58	
4	Very insignificant		<div></div>			6.8%	46	
5	Unsure		<div></div>			3.4%	23	
Analysis	Mean:	1.85	Std. Deviation:	1.05	Satisfaction Rate:	21.25	answered	680
	Variance:	1.11	Std. Error:	0.04				

13.2. Local government (county and district councils)						Response Percent	Response Total	
1	Very significant				<div></div>	47.5%	323	
2	Significant				<div></div>	38.8%	264	
3	Insignificant				<div></div>	5.3%	36	
4	Very insignificant				<div></div>	4.6%	31	
5	Unsure				<div></div>	3.8%	26	
Analysis	Mean:	1.78	Std. Deviation:	1	Satisfaction Rate:	19.6	answered	680
	Variance:	1.01	Std. Error:	0.04				

13.3. Local councillors						Response Percent	Response Total
1	Very significant					19.0%	129
2	Significant					47.5%	323
3	Insignificant					20.0%	136




13.3. Local councillors						Response Percent	Response Total
4	Very insignificant					7.6%	52
5	Unsure					5.9%	40
Analysis	Mean:	2.34	Std. Deviation:	1.05	Satisfaction Rate:	answered	680
	Variance:	1.11	Std. Error:	0.04			

13.4. Parish councils						Response Percent	Response Total
1	Very significant					6.8%	46
2	Significant					31.0%	211
3	Insignificant					41.0%	279
4	Very insignificant					13.5%	92
5	Unsure					7.6%	52
Analysis	Mean:	2.84	Std. Deviation:	1	Satisfaction Rate:	answered	680
	Variance:	1	Std. Error:	0.04			



13.5. Voluntary groups						Response Percent	Response Total
1	Very significant					5.7%	39
2	Significant					26.6%	181
3	Insignificant					42.1%	286
4	Very insignificant					19.4%	132
5	Unsure					6.2%	42
Analysis	Mean:	2.94	Std. Deviation:	0.97	Satisfaction Rate:	answered	680
	Variance:	0.93	Std. Error:	0.04			



13.6. Local businesses						Response Percent	Response Total
1	Very significant					6.0%	41
2	Significant					27.5%	187
3	Insignificant					41.3%	281
4	Very insignificant					15.9%	108
5	Unsure					9.3%	63
Analysis	Mean:	2.95	Std. Deviation:	1.02	Satisfaction Rate:	answered	680
	Variance:	1.04	Std. Error:	0.04			



13.7. Informal networks of friends / communities						Response Percent	Response Total
1	Very significant					5.1%	35
2	Significant					22.9%	156

13.7. Informal networks of friends / communities						Response Percent	Response Total
3	Insignificant					36.3%	247
4	Very insignificant					26.0%	177
5	Unsure					9.6%	65
Analysis	Mean:	3.12	Std. Deviation:	1.03	Satisfaction Rate:	answered	680
	Variance:	1.06	Std. Error:	0.04			

## 8. Your Current Involvement in your Community

In an average month, approximately how many hours do you spend volunteering, or helping out in your local community?							
						Response Percent	Response Total
1	0					38.38%	261
2	Up to 5 hours					27.79%	189
3	6-10 hours					13.09%	89
4	11-20 hours					8.38%	57
5	21-30 hours					4.71%	32
6	31-40 hours					2.50%	17
7	41-50 hours					1.47%	10
8	51-60 hours					0.44%	3
9	Over 60 hours					3.24%	22
Analysis	Mean:	2.48	Std. Deviation:	1.88	Satisfaction Rate:	answered	680
	Variance:	3.55	Std. Error:	0.07		skipped	1

Are you involved in your local community?							
						Response Percent	Response Total
1	Yes					61.91%	421
2	No					38.09%	259
Analysis	Mean:	1.38	Std. Deviation:	0.49	Satisfaction Rate:	answered	680
	Variance:	0.24	Std. Error:	0.02		skipped	1

Would you be willing/ able to provide more of your time to support your local community in Cambridgeshire?							
						Response Percent	Response Total
1	Yes					40.88%	278
2	No					59.12%	402
Analysis	Mean:	1.59	Std. Deviation:	0.49	Satisfaction Rate:	answered	680
	Variance:	0.24	Std. Error:	0.02		skipped	1

Looking at what you do now, do you feel you personally could:

	Yes - a lot	Yes - a little	No - I do a lot already	No - I do not have the time	No - I do not want to	Response Total
Recycle more	6.8% (46)	27.2% (185)	64.3% (437)	1.0% (7)	0.7% (5)	680
Volunteer more	2.9% (20)	33.4% (227)	27.4% (186)	31.5% (214)	4.9% (33)	680
Access county council services online more	15.0% (102)	27.2% (185)	49.0% (333)	2.6% (18)	6.2% (42)	680
						answered 680
						skipped 1

#### Matrix Charts

17.1. Recycle more							Response Percent	Response Total
1	Yes - a lot			<div><div></div></div>			6.8%	46
2	Yes - a little			<div><div></div></div>			27.2%	185
3	No - I do a lot already			<div><div></div></div>			64.3%	437
4	No - I do not have the time			<div><div></div></div>			1.0%	7
5	No - I do not want to			<div><div></div></div>			0.7%	5
Analysis	Mean:	2.62	Std. Deviation:	0.66	Satisfaction Rate:	40.44	answered	680
	Variance:	0.44	Std. Error:	0.03				

17.2. Volunteer more							Response Percent	Response Total
1	Yes - a lot				<div><div></div></div>		2.9%	20
2	Yes - a little				<div><div></div></div>		33.4%	227
3	No - I do a lot already				<div><div></div></div>		27.4%	186
4	No - I do not have the time				<div><div></div></div>		31.5%	214
5	No - I do not want to				<div><div></div></div>		4.9%	33
Analysis	Mean:	3.02	Std. Deviation:	0.98	Satisfaction Rate:	50.48	answered	680
	Variance:	0.96	Std. Error:	0.04				

17.3. Access county council services online more							Response Percent	Response Total
1	Yes - a lot			<div><div></div></div>			15.0%	102
2	Yes - a little			<div><div></div></div>			27.2%	185
3	No - I do a lot already			<div><div></div></div>			49.0%	333
4	No - I do not have the time			<div><div></div></div>			2.6%	18
5	No - I do not want to			<div><div></div></div>			6.2%	42
Analysis	Mean:	2.58	Std. Deviation:	0.98	Satisfaction Rate:	39.45	answered	680
	Variance:	0.97	Std. Error:	0.04				

How far would you be interested in giving some of your time to support:					
	Very interested	Interested	Not interested	Not at all interested	Response Total
Your local library - for example volunteering to staff for a few hours a week	5.0% (34)	22.9% (156)	46.8% (318)	25.3% (172)	680
Volunteering to lead Health Walks	2.8% (19)	19.1% (130)	49.3% (335)	28.8% (196)	680
Vulnerable older people in your community	5.3% (36)	32.6% (222)	40.9% (278)	21.2% (144)	680
Children in need of fostering	3.2% (22)	11.9% (81)	46.9% (319)	37.9% (258)	680
Local youth groups	3.8% (26)	15.6% (106)	48.7% (331)	31.9% (217)	680
Volunteering at local schools	6.0% (41)	25.1% (171)	41.8% (284)	27.1% (184)	680
Assisting the disabled	5.1% (35)	24.1% (164)	46.2% (314)	24.6% (167)	680
Helping young families	4.1% (28)	20.6% (140)	46.9% (319)	28.4% (193)	680
Local democracy - for example joining your parish council	11.9% (81)	23.1% (157)	38.1% (259)	26.9% (183)	680
Local politics - for example becoming a councillor	8.7% (59)	14.6% (99)	43.5% (296)	33.2% (226)	680
				answered	680
				skipped	1

#### Matrix Charts

18.1. Your local library - for example volunteering to staff for a few hours a week							Response Percent	Response Total
1	Very interested			<div><div></div></div>			5.0%	34
2	Interested			<div><div></div></div>			22.9%	156
3	Not interested			<div><div></div></div>			46.8%	318
4	Not at all interested			<div><div></div></div>			25.3%	172
Analysis	Mean:	2.92	Std. Deviation:	0.82	Satisfaction Rate:	64.12	answered	680
	Variance:	0.68	Std. Error:	0.03				

18.2. Volunteering to lead Health Walks							Response Percent	Response Total
1	Very interested			<div><div></div></div>			2.8%	19
2	Interested			<div><div></div></div>			19.1%	130
3	Not interested			<div><div></div></div>			49.3%	335
4	Not at all interested			<div><div></div></div>			28.8%	196
Analysis	Mean:	3.04	Std. Deviation:	0.77	Satisfaction Rate:	68.04	answered	680
	Variance:	0.59	Std. Error:	0.03				


18.3. Vulnerable older people in your community						Response Percent	Response Total
1	Very interested					5.3%	36
2	Interested					32.6%	222
3	Not interested					40.9%	278
4	Not at all interested					21.2%	144
Analysis	Mean:	2.78	Std. Deviation:	0.84	Satisfaction Rate:	59.31	answered 680
	Variance:	0.7	Std. Error:	0.03			





18.4. Children in need of fostering						Response Percent	Response Total
1	Very interested					3.2%	22
2	Interested					11.9%	81
3	Not interested					46.9%	319
4	Not at all interested					37.9%	258
Analysis	Mean:	3.2	Std. Deviation:	0.77	Satisfaction Rate:	73.19	answered 680
	Variance:	0.59	Std. Error:	0.03			





18.5. Local youth groups						Response Percent	Response Total
1	Very interested					3.8%	26
2	Interested					15.6%	106
3	Not interested					48.7%	331
4	Not at all interested					31.9%	217
Analysis	Mean:	3.09	Std. Deviation:	0.79	Satisfaction Rate:	69.56	answered 680
	Variance:	0.62	Std. Error:	0.03			





18.6. Volunteering at local schools						Response Percent	Response Total
1	Very interested					6.0%	41
2	Interested					25.1%	171
3	Not interested					41.8%	284
4	Not at all interested					27.1%	184
Analysis	Mean:	2.9	Std. Deviation:	0.87	Satisfaction Rate:	63.28	answered 680
	Variance:	0.75	Std. Error:	0.03			

18.7. Assisting the disabled						Response Percent	Response Total
1	Very interested					5.1%	35
2	Interested					24.1%	164
3	Not interested					46.2%	314




18.7. Assisting the disabled						Response Percent	Response Total
4	Not at all interested					24.6%	167
Analysis	Mean:	2.9	Std. Deviation:	0.83	Satisfaction Rate:	answered	680
	Variance:	0.68	Std. Error:	0.03	63.38		

18.8. Helping young families						Response Percent	Response Total
1	Very interested					4.1%	28
2	Interested					20.6%	140
3	Not interested					46.9%	319
4	Not at all interested					28.4%	193
Analysis	Mean:	3	Std. Deviation:	0.81	Satisfaction Rate:	answered	680
	Variance:	0.65	Std. Error:	0.03	66.52		

18.9. Local democracy - for example joining your parish council						Response Percent	Response Total
1	Very interested					11.9%	81
2	Interested					23.1%	157
3	Not interested					38.1%	259
4	Not at all interested					26.9%	183
Analysis	Mean:	2.8	Std. Deviation:	0.97	Satisfaction Rate:	answered	680
	Variance:	0.94	Std. Error:	0.04	60		

18.10. Local politics - for example becoming a councillor						Response Percent	Response Total
1	Very interested					8.7%	59
2	Interested					14.6%	99
3	Not interested					43.5%	296
4	Not at all interested					33.2%	226
Analysis	Mean:	3.01	Std. Deviation:	0.91	Satisfaction Rate:	answered	680
	Variance:	0.82	Std. Error:	0.03	67.11		

## 9. Council Tax

Which Tax Band are you in? If you don't know what Band you are in, you can look up your property here. Alongside your tax band, we have highlighted how much of your money went to the Council for 2015/16.						Response Percent	Response Total
1	Band A (£762.84)					5.74%	39
2	Band B (£889.98)					9.28%	63
3	Band C (£1,017.12)					21.65%	147

Which Tax Band are you in? If you don't know what Band you are in, you can look up your property here. Alongside your tax band, we have highlighted how much of your money went to the Council for 2015/16.

			Response Percent	Response Total
4	Band D (£1,144.26)		25.18%	171
5	Band E (£1,398.54)		16.20%	110
6	Band F (£1,652.82)		10.01%	68
7	Band G (£1,907.10)		7.51%	51
8	Band H (£2,288.52)		1.33%	9
9	Don't know		1.91%	13
10	I don't pay Council Tax		1.18%	8
<b>Analysis</b>			answered	679
	Mean: 4.23	Std. Deviation: 1.84	Satisfaction Rate: 35.92	
	Variance: 3.4	Std. Error: 0.07	skipped	2

How far do you agree with the idea of increasing Council Tax to reduce the cuts to services we need to make?

			Response Percent	Response Total
1	Strongly agree		26.36%	179
2	Tend to agree		33.58%	228
3	Indifferent		7.07%	48
4	Tend to disagree		13.99%	95
5	Strongly disagree		17.53%	119
6	Don't know		1.47%	10
<b>Analysis</b>			answered	679
	Mean: 2.67	Std. Deviation: 1.5	Satisfaction Rate: 33.43	
	Variance: 2.26	Std. Error: 0.06	skipped	2

Considering the above, by how much would you personally be prepared to increase Council Tax by? Against each percentage change we have highlighted what the annual cost would be in pounds and pence for a Band D resident.

			Response Percent	Response Total
1	0% (no increase)		19.00%	129
2	1% (£11.44)		10.90%	74
3	1.5% (£17.16)		5.01%	34
4	1.99% (£22.77)		16.49%	112
5	2% (£22.89)		8.54%	58
6	2.5% (£28.61)		2.95%	20
7	3% (£34.33)		7.07%	48
8	3.5% (£40.05)		2.95%	20
9	4% (£45.77)		3.83%	26
10	4.5% (£51.49)		2.21%	15
11	5% (£57.21)		11.49%	78



Considering the above, by how much would you personally be prepared to increase Council Tax by? Against each percentage change we have highlighted what the annual cost would be in pounds and pence for a Band D resident.

						Response Percent	Response Total
12	More than 5%					9.57%	65
Analysis	Mean:	5.53	Std. Deviation:	3.83	Satisfaction Rate:	41.18	answered 679
	Variance:	14.67	Std. Error:	0.15			skipped 2

#### 10. Section 1: About You

Are you...












						Response Percent	Response Total
1	Male					40.72%	272
2	Female					55.84%	373
3	Other					0.60%	4
4	Prefer not to say					2.84%	19
Analysis	Mean:	1.66	Std. Deviation:	0.64	Satisfaction Rate:	21.86	answered 668
	Variance:	0.41	Std. Error:	0.02			skipped 13







Please provide your age:

						Response Percent	Response Total
1	Under 18					0.30%	2
2	18-24					1.65%	11
3	25-34					12.87%	86
4	35-44					19.46%	130
5	45-54					26.50%	177
6	55-64					18.26%	122
7	65-74					14.97%	100
8	75+					3.29%	22
9	Prefer not to say					2.69%	18
Analysis	Mean:	5.18	Std. Deviation:	1.54	Satisfaction Rate:	52.19	answered 668
	Variance:	2.38	Std. Error:	0.06			skipped 13

How would you describe your ethnic background?

						Response Percent	Response Total
1	British					86.83%	580
2	Irish					1.05%	7
3	Gypsy & Traveller					0.00%	0

How would you describe your ethnic background?							Response Percent	Response Total
4	Eastern European						0.60%	4
5	Other						4.34%	29
6	African						0.30%	2
7	Caribbean						0.00%	0
8	Other						0.45%	3
9	White and Black African						0.15%	1
10	White and Black Caribbean						0.00%	0
11	White and Asian						0.60%	4
12	Other						0.15%	1
13	Indian						0.60%	4
14	Pakistani						0.15%	1
15	Bangladeshi						0.00%	0
16	Chinese						0.15%	1
17	Other						0.00%	0
18	Any other Ethnic Group						0.00%	0
19	Prefer not to say						4.64%	31
<b>Analysis</b>							answered	668
	Mean:	3.52	Std. Deviation:	4.98	Satisfaction Rate:	10.97	skipped	13
	Variance:	24.77	Std. Error:	0.19				

Are you..							Response Percent	Response Total
1	In education (full or part time)						0.75%	5
2	In employment (full or part time)						63.02%	421
3	Self-employed (full or part time)						9.13%	61
4	Retired						17.51%	117
5	Stay at home parent / carer or similar						3.59%	24
6	Other (please specify):						5.99%	40
<b>Analysis</b>							answered	668
	Mean:	2.78	Std. Deviation:	1.21	Satisfaction Rate:	35.63	skipped	13
	Variance:	1.47	Std. Error:	0.05				

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## About the Cambridgeshire Research Group

The Research Group is the central research and information section of Cambridgeshire County Council. We use a variety of information about the people and economy of Cambridgeshire to help plan services for the county. The Research Group also supports a range of other partner agencies and partnerships.

Subjects covered by the team include:

- Consultations and Surveys
- Crime and Community Safety
- Current Staff Consultations
- Data Visualisation
- Economy and The Labour Market
- Health
- Housing
- Mapping and Geographic Information Systems (GIS)
- Population
- Pupil Forecasting

For more details please see our website:

[www.cambridgeshireinsight.org.uk](http://www.cambridgeshireinsight.org.uk)



**RECRUITMENT AND RETENTION STRATEGY: SOCIAL CARE SERVICES**

*To:* **General Purpose Committee**

*Meeting Date:* **22nd December 2015**

*From:* **Adrian Loades,  
Executive Director: Children, Families and Adults Services**

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

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

*Purpose:* **For the Committee to review and agree the proposed strategy to improve the recruitment and retention of social care staff. The Strategy is attached at Appendix A.**

*Recommendation:* **The Committee is asked to endorse the Children, Families and Adults (CFA) Social Care Recruitment and Retention Strategy.**

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## 1.0 BACKGROUND

1.1 The social care workforce supports the most vulnerable in our society to enable them to live healthy, independent and safe lives within their community. This is both a highly rewarding and very challenging role. Cambridgeshire has attracted many extremely talented and committed people to work in social care but we face a shortage of permanent social care staff.

1.2 There are a total of 449 Full Time Equivalent (FTE) social care posts across the Council and as of September 2015 there were 61 FTE vacancies across this workforce – a vacancy rate of 14%. The table below shows a breakdown of this.

<b>Job Title (FTE) Vacancies</b>	<b>Older People's Services</b>	<b>Mental Health</b>	<b>Adult Social Care</b>	<b>Children's Social Care</b>
<b>Care Manager</b>	4	0	16.9	N/A
<b>Social Worker</b>	5	4.3	4.8	3
<b>Unit Social Worker</b>	N/A	N/A	N/A	3.5
<b>Senior Social Worker</b>	0	7	1	7
<b>Consultant Social Worker</b>	N/A	N/A	N/A	2.5
<b>Team Manager</b>	1	N/A	0	1 (Group Manager)
<b>Total</b>	10	11.3	22.7	17
<b>Grand Total</b>	<b>61 (14%)</b>			
<b>% of social care workforce (449 FTE)</b>	2%	3%	5%	4%

1.3 To ensure we meet service needs, agency staff are often recruited to fill the gap created by vacancies. Agency workers are intended as a short term solution to quickly and flexibly fill a gap in recruitment or fulfil a need where we cannot secure through directly employed staff. However, an inability to recruit permanent social care staff has resulted in a reliance on agency social workers. Agency workers can bring many benefits to social care including experience of working in other Local Authorities, but the wide use of agency staff can jeopardise the successful implementation of the overarching CFA strategy and is more costly to the Authority.

1.4 More broadly, a confident, high quality social work workforce is better equipped to be creative in their work to support vulnerable people and to manage risk. This will generally lead to both better outcomes for service users and reduced spend for the Council. Staff need to have the opportunities to develop and work within an environment in which they feel supported when making difficult decisions.

1.5 In July 2015, following consideration from the Adults and Children and Young People Committees, General Purposes Committee (GPC) approved a re-grading of qualified social care staff as a result of job evaluation, resulting in an uplift in salary for each role. The re-grading brings the Council more in line with neighbouring authorities, improving the Council's competitiveness in recruiting for social work roles when advertising alongside other Local

Authorities. This has since been implemented from 1st October 2015.

- 1.6 At the July meetings an early draft of the recruitment and retention strategy was shared at both the Adults and Children and Young People Committees and subsequently General Purposes Committee. It was requested that the final draft strategy be brought back to the committees, setting out the full range of actions that the Council will take to improve recruitment and retention of social care staff.
- 1.7 The strategy has been presented and endorsed at both the Adults and Children's Committees. Feedback from Adults Committee included a request for the addition of the monitoring and reporting of turnover rates of staff and to incorporate reference to seven day working where appropriate; this will be developed for inclusion in the final version.

## **2.0 RECRUITMENT AND RETENTION STRATEGY**

- 2.1 The Council is reliant on high quality social work in order to achieve its strategic outcomes within the financial constraints set out in the business plan. Through high quality social work, we can better support people in our communities to stay safe and live healthy and independent lives wherever possible. This reduces demand for more intensive and expensive forms of support and care packages and prevents the need for more invasive social work, such as taking children into care or placing adults in institutional settings.
- 2.2 A stable, fully trained and qualified workforce is essential to delivering this high quality social work and achieving desired outcomes. Recruiting, retaining and investing in a permanent workforce is therefore at the heart of the strategy and business plan for Children, Families and Adults Services over the next five years. It will secure savings and reduce costs by both minimising our reliance on agency staff and ensuring we have high calibre staff who can effectively manage and prioritise the use of the Council's resources.
- 2.3 The Recruitment and Retention Strategy (**Appendix A**) sets out how the Council will improve the recruitment and retention of permanent social care staff, reduce the use of agency staff, maintain and improve quality of the workforce and ensure that staffing budgets remain within budget. The strategy focuses on four areas to achieve these outcomes:
- Recruitment – a streamlined recruitment process
  - Rewarding staff – improved benefits for staff
  - Workforce development – improved learning and development opportunities
  - Flexible workforce – increasing the flexibility of our workforce to respond to needs.
- 2.4 To further improve recruitment we will establish a dedicated recruitment function within current business support resource to streamline procedures around recruitment for roles in social care, where we are struggling to recruit. This resource will enable us to more efficiently and effectively compete in the job market to attract the most talented individuals.

- 2.5 We will improve the current use of marketing approaches to ensure better promotion of Cambridgeshire as a place to work and the County Council as an employer. We will ensure that advertising clearly highlights the recent Council decision to review pay scales for social care staff and the other proposals within this strategy. They will also provide clear reinforcements of our approach to social work, exemplified by the Social Work: Working for Families unit model within Children's Social Care and Transforming Lives within Adult Social Care and Older People and Mental Health Services.
- 2.6 An improved offer to reward staff includes the agreed re-evaluation of social work qualified posts. In addition, we will promote existing benefits and are developing new features of the benefit schemes. New features may include a private car lease scheme and a benefit card which will provide opportunities to save money on a variety of goods and services.
- 2.7 An employee recognition scheme will explicitly identify employees for their commitment to the service. Twenty members of staff will be formally recognised for their contribution each quarter and will receive a £50 voucher and an additional day of annual leave; this will take place within a new corporate staff recognition scheme.
- 2.8 The strategy outlines our commitment to the professional development of the social care workforce, whether they are a new starter or an experienced member of the organisation. Social Care directorates have worked closely with the workforce development team to improve our current workforce offer. Feedback from our staff emphasises the importance of high quality development opportunities to retention. A model has been created which lays out clear training and career pathways for all social care staff following consultation with staff and a consideration of the needs of the organisation.
- 2.9 The key elements of our workforce offer include continuing to improve the successful programme for newly qualified social workers and further developing the induction programme for experienced staff new to the Council. There is also a programme in place for those staff wishing to pursue a career in management, to equip aspiring leaders with the skills required to meet the challenges facing social care. In addition a virtual college of social work will be implemented to offer staff a single place where they can find structured learning and development opportunities.
- 2.10 We will develop a process to enable more flexibility for staff to move between roles in different teams and client groups. This will provide opportunities for social workers to develop experience across client groups and fill vacant posts quickly with a worker who is familiar with the organisation, skilled and committed to our strategic vision.
- 2.11 Consideration is being given to whether any current tasks being undertaken by qualified social care staff could be undertaken by alternatively qualified staff. This would enable those in unqualified roles to widen their experience and allow staff with a social work qualification to focus on tasks which require someone to have a professional qualification; which would potentially reduce the need to employ agency social workers.
- 2.12 The ability to move between teams and widening the roles of unqualified staff will improve the knowledge and experience of our staff and help retain



employees who have returned from a period of absence (such as maternity leave) and no longer want to remain in their previous role. This will prevent them having to reapply for a different role when we know they are suitable and reduces the risk of losing our staff to other organisations.

### **3.0 DELIVERING THE STRATEGY**

3.1 Savings for spend on agency staff of £502k have been identified in CFA for the financial year 2016-17. To ensure that this savings target is being met and that the proposals in the strategy are bringing about the necessary improvements there will be regular monitoring of the following indicators:

- Spend on agency staff within social care workforce
- Vacancy rates of identified key social care roles
- Number of staff transferring from agency to permanent workers.
- Turnover rates of social care staff

3.2 A Strategic Recruitment and Workforce Development Board and Task and Finish Group have been established to deliver the strategy. Monthly action updates and a dashboard will be created to monitor the indicators identified above; exception reports will be discussed at Spokes meetings and Adults and Children's Committees will be kept informed of progress.

3.3 An action plan (**Appendix B**) for the strategy is being developed by the Task and Finish group. The action plan will be brought to the December Strategic Recruitment and Workforce Development Board for discussion and sign off.

### **4.0 STAFF ENGAGEMENT**

4.1 We will continue to enhance communication channels so staff and managers can identify areas where development is required to find solutions for recruitment and retention. Social care staff will be consulted and will provide feedback on the approaches set out in the strategy.

4.2 We will ensure all leavers are offered an exit interview. Feedback from this will be regularly reported to the Strategic Recruitment and Workforce Development Board so we can continually improve our recruitment and retention offer.

### **5.0 ALIGNMENT WITH CORPORATE PRIORITIES**

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

5.1.1 Improving recruitment and retention of high skilled, quality staff will help more vulnerable individuals and families regain independence and help them back into employment, education or training.

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

5.2.1 Investing in the recruitment and retention of social workers will ensure that, if needed, people have access to the best social care support that will improve their health and enable them to remain healthy and independent without the continuing support of services.

### **5.3 Supporting and protecting vulnerable people**

5.3.1 Staffing social care services with high quality, permanent staff will ensure we are providing the right care and support at the right time to protect vulnerable children, families and adults within our community.

5.3.2 In order to ensure we can continue to support and protect vulnerable people in line with CFA overarching strategy it is necessary to implement a long term strategy to ensure the maintenance of a highly skilled workforce.

## **6.0 SIGNIFICANT IMPLICATIONS**

### **6.1 Resource Implications**

6.1.1 The staff re-grade has been incorporated into the business plan proposals for 2016-17 as a cost of £1,304k

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

6.2.1 Prior to implementation of this strategy there was a greater risk of being unable to attract and retain high quality permanent staff. Although many agency social workers make a very positive contribution to service delivery, a stable and committed workforce is essential to achieve the strategic outcomes and to manage demand within allocated resource.

### **6.3 Equality and Diversity Implications**

6.3.1 The recruitment and retention strategy maintains CFA social care services commitment to fairness, equality and diversity within the workforce and service users.

### **6.4 Engagement and Consultation Implications**

6.4.1 This report builds on previous formal and informal consultations with staff including evidence gathered through exit interviews and discussions with staff. A wider consultation with staff on the strategy will be undertaken.

### **6.5 Localism and Local Member Involvement**

6.5.1 Spokes have been consulted in the development of this strategy.

### **6.6 Public Health Implications**

6.6.1 There are no significant implications within this category.

<b>Source Documents</b>	<b>Location</b>
Agenda & Minutes – Adults Policy and Service Committee (01/12/15) & Children and Young People’s Policy and Service Committee (08/12/15)	<a href="http://www.cambridgeshire.gov.uk/info/20146/council_meetings">http://www.cambridgeshire.gov.uk/info/20146/council_meetings</a>

# **Recruitment and Retention Strategy Social Care Services 2015-2020**

## 1.0 Overview

The social care workforce supports the most vulnerable in our society to enable them to live healthy, independent and safe lives within their community. This is both a highly rewarding and very challenging role, Cambridgeshire has attracted many talented and committed people to work in social care but we face a shortage of permanent social care staff.

This strategy sets out how Cambridgeshire County Council (CCC) will:

- Improve the recruitment and retention of permanent social care staff,
- Reduce the use of agency workers,
- Maintain and improve quality of the workforce
- Ensure that staffing budgets remain within the allocated resource.

The overall Children, Families and Adults (CFA) strategic vision for social care, as detailed in the Transforming Lives and Working for Families Strategies, is reliant on a quality, permanent workforce as this is critical for effective service delivery and to achieving best value for money at a time of reduced resources.

The level of demand across social care services for all client groups continues to rise. To respond, we need to build, develop and maintain an engaged workforce with sufficient capacity and the right skills, knowledge and capabilities to meet a range of needs, which are often complex, in a flexible way and reduce reliance on statutory services.

We need a committed and consistent social care workforce who have the right skills to deliver excellent service to children, families and adults and are committed to achieving the organisation's strategic vision. We will achieve this by implementing the following approaches

- Recruitment – a streamlined recruitment process
- Rewarding Staff – improved benefits for staff
- Workforce Development – improved learning and development opportunities
- Flexible workforce – increasing the flexibility of our workforce to respond to needs

Children's and adult's social care staff carry out different tasks in their roles.

Children's social care workforce support children, young people and their families to remain together wherever possible. They protect children who may be in danger or at risk of harm through providing protection service and child protection plans, and supporting children and families. Where it is not possible for children to remain in their families, social workers support children with extended family, foster carers or adoptive parents. Adult social care (including Older People and Mental Health (OPMH)) support adults who meet eligibility criteria set by the Care Act, due to their needs being assessed as significant and in need of specific packages of support

which might take place in the home, community or in an institutional setting. This may include people who have difficulty carrying out basic personal care or domestic routines, struggle to carry out family responsibilities or are at significant risks in terms of their wellbeing. Adult social care supports these adults to maintain choice and to live healthy, socially engaged independent lives. They also offer support and advice and assessment to people who pay for their own care and their carers.

Although there are some differences in roles, the priority outcomes are the same across CFA directorates. With the same desired outcomes there is significant value in sharing learning and practice across the directorates rather than being confined by artificial boundaries.

The Council faces similar difficulties in both the children and adult social care workforce in recruiting and retaining qualified staff. The problems are not as great as those experienced by many other authorities but we cannot be complacent. This strategy proposes a single approach across Children's Social Care, Adults Social Care and Older People and Mental Health directorates with a view to sharing of best practice for the recruitment and retention of high quality staff.

## 2.0 Where we are now

### 2.1 The Challenge

In September 2015, CCC appointed 52 newly qualified social workers to join our children and adults social care teams. However, this was not enough to meet our needs, particularly for more experienced staff and across CFA the recruitment and retention of staff in social care, in both qualified and unqualified roles, presents an increasing challenge.

There are a total of 449 Full Time Equivalent (FTE) social care posts across CFA. As of September 2015 there are 61 FTE vacancies across the social care workforce - a 14% vacancy rate. The current vacancies are broken down as follows

**Figure 1: Vacancies across social care workforce as of September 2015**

Job Title (FTE) vacancies	Older People Services	Mental Health	Adult Social Care	Children's Social Care
Care Manager	4	0	16.9	N/A
Social Worker	5	4.3	4.8	3
Unit Social Worker	N/A	N/A	N/A	3.5
Senior Social Worker	0	7	1	7
Consultant Social Worker	N/A	N/A	N/A	2.5
Team Manager	1	N/A	0	1 (Group Manager)
<b>Total</b>	10	11.3	22.7	17
<b>Grand Total</b>	61 (14%)			
<b>% of social work workforce (449 FTE)</b>	2%	3%	5%	4%

In order to deliver an excellent and safe service to children, families and adults, appropriate levels of staffing have to be maintained, which can result in agency workers being recruited to fill vacancies. Experienced agency workers are also engaged in children's social care units to support any unit that has two newly qualified social workers. Although this practice was referenced positively in the most recent Ofsted inspection, it illustrates the shortage of experienced social care staff who are directly employed by CCC. Furthermore, agency workers have been employed to review the highest cost cases in OPMH services, which has proved an effective approach, but it would be more appropriate for this to be carried out by our permanent staff.

Agency workers are intended as a short term solution to quickly and flexibly fill a gap in recruitment or fulfil a need where we cannot secure directly employed staff. However, an inability to recruit permanent social care staff has resulted in a reliance on agency social workers. This reliance has a negative impact on the overarching CFA strategy, the quality of service delivery and is an additional cost to CFA social care services.

## 2.2 Why change is needed

### 2.2.1 Strategic Impact

The success of the Council's strategy of prevention and demand management and achieving the desired outcomes is reliant on delivering high quality social care. High quality and confident social care practice reduces demand for more intensive and expensive care packages and prevents the need for more invasive social work, such as taking children into care or placing adults in institutional settings. In this way, we can better support our communities to stay safe and live healthy and independent lifestyles wherever possible. Therefore, investing in our permanent workforce is essential to the overall strategy for business planning.

Within Children's Social Care our 'Working for Families' model is delivered by social workers operating in teams known as 'units' rather than working individually. Units have a shared caseload, work together and advise and challenge one another on cases and share risk across the unit members. A high quality, committed and stable social care workforce is therefore essential for the success of the unit model. If the membership of each unit changes too frequently the model is undermined and the benefits can be lost.

The unit model provides a seamless service for families so that should one social worker be unavailable, the other members of the unit are equipped to provide the appropriate support tailored to the family's needs and support them back to independence.

The Adult Social Care Transforming Lives Strategy, which will also be critical to the delivery of the Older People's Strategy, is a social care model that is proactive,

preventative and personalised. The success of the model is reliant on having the right staff with the right skills that have a personal investment in achieving the aims of the Transforming Lives Strategy. Successfully implemented, the Transforming Lives model enables people to exert choice and control and ultimately to live healthy, fulfilled, socially engaged and independent lives. This in turn reduces demand of statutory support.

Successful delivery of CFA Children's Social Care Working for Families, the Older People's and Transforming Lives Strategies will help people to remain safe and also equip people to live as independently as possible. These strategies will therefore decrease demand and result in improved outcomes for many children, families and adults and create increased savings for CCC. However, lack of ability to fill permanent posts and therefore wide use of agency workers jeopardises the success of the overarching CFA strategy.

### 2.2.2 Service Implications

Difficulty in retaining a permanent social care workforce can have a significant impact on service delivery. Although many agency social workers make a very positive contribution to service delivery, the very nature and flexibility of agency work makes it impossible to know how long the social worker is planning to work for CCC and more difficult for us to fully train workers to our Working for Families or Transforming Lives models of work. This can make it difficult for the worker to fully engage with the model and may reduce consistency for families, service users and carers in terms of their support which may in turn have a negative impact on their progress and can necessitate further intervention by social care.

Permanent, committed staff better enable effective team working, which requires team members to recognise and build on each other's strengths which enhances service delivery. Constant changes can unsettle a team and the regular reallocation of cases and/or having to induct or update new workers on cases reduces the quality of support. Regular changes in teams also impact on a manager's ability to lead and improve practice within their teams as they will have to spend a lot of their time getting to know new workers strengths and capabilities to ensure they are confident to support children, families, adults, older people and carers.

### 2.2.3 Cost Implications

The inability to recruit and retain permanent staff has a huge impact on the cost to CFA as agency workers are significantly more expensive than permanent staff. For example, the average directly employed full time social worker in CCC costs £39,500 (including on costs) a year, whereas the average agency workers costs CCC £64,000 per year.

With a 40% reduction in government grants over the next five years and increases in population, most notably in the number of older people, all services are required

to meet care needs within a reduced budget. We must conduct workforce planning on the basis that funding is decreasing whilst demand is increasing and any changes we make have to be in line with proposals and challenges that have emerged through the business planning process. Reducing spend on agency workers is in line with CFA Strategy and Business Planning proposals.

In the financial year 2014/15 CFA spent an additional £1.1 million on agency staff in social care. In OPMH and adult social care the costs resulting from use of agency staff were met from existing resources. However, children's social care had an overspend of £894k due to the cost of agency workers. Our expectation is that by the end of 2016/17 we will have reached the point where agency workers are used less regularly and spend on agency staff is reduced as a result of the changes proposed in this strategy.

### **3.0 How we will recruit and retain the social care workforce**

There are a variety of factors that will influence the recruitment and retention of staff. The following section details the actions we will undertake to improve recruitment and retention and to deliver our vision of a consistent and committed social care workforce who have the right skills to deliver our services.

#### **3.1 Recruitment**

##### **3.1.1 Structure and Procedure**

The current process of recruitment can be time consuming for individual managers resulting in lost hours when they could be supporting their workers or working directly with individuals and families. To tackle this and ensure we are making best use of available resources we will streamline procedure around recruitment for roles in social care where appropriate.

At the present time e-recruitment is self-service for managers. While there are many benefits, it has also presented some challenges for front line managers and staff and has resulted in variety of approaches being taken.

To address this, we will work with LGSS HR and across CFA Directorates that employ social care staff to develop a streamlined approach to the recruitment process. Alongside the current plans to streamline business support, we will establish a dedicated recruitment function within the current business support resource for social care recruitment. The costs associated with this will be met within existing resources. While managers will remain responsible for their recruitment budgets and have ultimate responsibility for recruitment, there will be a clear and consistent process to support a cross-directorate approach to all aspects of social care recruitment including advertising, shortlisting, interviewing and appointment. In turn we expect this to reduce delays and shorten time scales between advertising a post and the member of staff taking on the role.



The overall aim will be to provide a streamlined approach to recruitment and selection to enable us to compete effectively in the job market and to attract the most talented individuals.

### 3.1.2 Recruitment Marketing

We will improve the current use of marketing approaches to streamline our current approach to marketing and ensure we are targeting the most fruitful advertising options within current resources. Currently, advertising is conducted by individual managers meaning that we may be missing opportunities to more effectively target the best advertising options, therefore limiting our exposure.

Targeting the most productive advertising sources in a concerted way will ensure that the most talented candidates are more likely to be exposed to the advertisements. We will ensure that advertising clearly promotes Cambridgeshire as a great place to work and the County Council as an employer, highlighting the recent Council decision to review pay scales for social care staff and the other proposals within this strategy. They will also provide clear reinforcement of our approach to social work, exemplified by the unit model within Children's Social Care and Transforming Lives within Adult Social Care and OPMH.

A streamlining of marketing will make efficient use of available resource and enable us to improve the way in which we market CCC as an employer. We will work closely with corporate colleagues to enhance our communications and digital marketing approach, in line with the principles in the Operating Model.

The provision of information and advertising has recently been improved through the development and improvement of the recruitment webpage on CCC corporate website. The recent improvement has resulted in a simple customer journey, making the case clearly for the benefits of working for CCC social care. We will continue to evaluate and improve the webpage ensuring it is attractive and easy to use for prospective employees.

As part of the overall improvement in recruitment marketing we will use an intelligence based approach, using data to inform decisions about which forms of advertisement gives us the best return. Marketing methods to be considered include but are not limited to:

- Paid advertising opportunities through digital media, such as search engines or social media, to target specific audiences. Online marketing is highly flexible and can be low cost compared to other forms of marketing.
- Continued development and improvement of the CCC corporate webpage advertising social care roles
- Attendance at jobs fairs with the potential to host our own job fair.
- Continue close relationships with Anglia Ruskin University and also forge closer links with other academic partners across the region.

## 3.2 Rewarding Staff

### 3.2.1 Review of Roles

A core element of the strategy is to ensure we offer our social care staff competitive and fair rates of pay in recognition of their skill and contribution to the lives of the most vulnerable in our society. We must also remain competitive with neighbouring authorities. We have recently reviewed and implemented new job descriptions and pay grades of posts within social care teams. The review of social work roles had not been undertaken for a considerable period of time, during which time the roles have evolved with increasing responsibilities.

Prior to this re-grading, Cambridgeshire County Council had comparatively low rates of pay for all levels of social care compared to other local authorities in the region which hindered our ability to recruit and retain sufficient levels of permanent staff. This re-evaluation brings the Council more in line with other neighbouring authorities and improves our position in recruiting when we advertise alongside other authorities. Furthermore, it will help our current staff feel more valued for their work they currently do with the aim to improve retention rates. The re-grade has been in effect from 1<sup>st</sup> October 2015 and all new posts being advertised will include the rebranded job descriptions and increased pay.

### 3.2.2 Benefits for Staff

We will introduce a diverse range of benefits and total reward offering that is attractive to the broadest possible range of staff while providing value for money to the organisation. Ensuring staff are not only financially rewarded for their work but have access to other benefits will help attract, retain and motivate current staff.

The Council currently offers all CCC staff a number of employee benefits including:

- Options for healthcare
- Childcare voucher scheme to enable Council employees to make savings on the cost of childcare provided by certain registered providers
- Gym membership discounts
- Travel for work cycle discounts giving money off the purchase of bikes and accessories.
- A comprehensive flexible working policy
- Access to the local government and teachers' pension schemes
- The ability to buy additional annual leave through a salary sacrifice scheme

We will work to promote these existing benefits and develop new features of the benefit scheme. LGSS are in the process of developing a new employee discount scheme that will encompass and widen the benefits on offer. It is anticipated that these new benefits will be implemented in early 2016. Some of the key new features being developed may include a private car lease scheme and a benefits card which

provides opportunities for staff to achieve savings on a variety of products and services from general shopping to savings on insurance.

### 3.2.3 Recognising Contribution

We will also focus on how we provide non-financial recognition for the work of our social care staff and celebrate the individual contribution made by staff across CFA. An employee recognition scheme has been agreed that will publically identify employees for their commitment and loyalty to the service. Twenty members of staff will be formally recognised for their contribution each quarter and will receive a £50 voucher and an additional day's annual leave for that specific leave year.

## 3.3 Workforce development

The workforce development team are working to create a 'life-long learning culture', an environment within which staff will feel valued, supported and empowered. Workforce development not only encourages staff loyalty as staff benefit from training that will enhance their career, but will also improve practice as staff progress in knowledge, competence and experience. A clear workforce development offer will also incentivise quality staff to apply for posts as they see the benefits to their own career progression potential by joining the organisation

Social Care directorates have worked closely with the workforce development team to improve our current workforce offer and have created a model which lays out clear training and career pathways for all social care staff based on consultation with staff and a consideration of the needs of the organisation. The key elements of our workforce offer include:

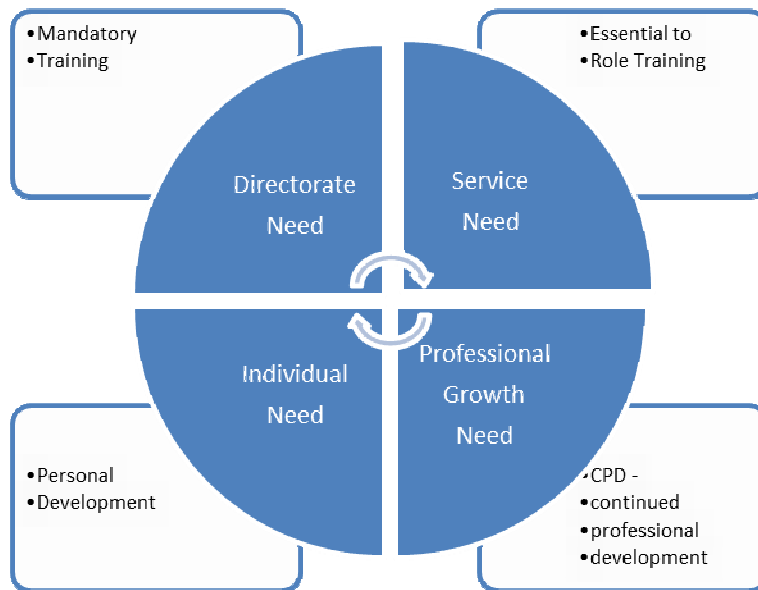
### 3.3.1 The Cambridgeshire Virtual College of Social Work

The College will be a virtual learning environment within the County Council. It will be a single place where staff can look for all learning opportunities for social care. The virtual college will provide staff with a clear learning and career pathway relevant to their roles and will link in with the appropriate training found on 'Learn Together Cambridgeshire.' It will include comprehensive details regarding traditional classroom based opportunities whether they are offered by the County Council or our partners. Individuals will be able to identify their role and responsibility within the organisation and the associated learning opportunities related to their current role. It is anticipated that the 'classrooms' will be structured into the following domains:

- **Mandatory:** Essential training for all staff within the directorate.
- **Essential to Role (core):** Suites of essential training bespoke to that role and responsibility.
- **Specialist to role:** Additional training to update and improve professional skills and knowledge. This includes ensuring those staff that are required to be professionally registered are able to fulfil the relevant criteria.

- Personal Development

The relationships between these virtual classrooms and the organisation are represented in the diagram below;



### 3.3.2 Programme for Newly Qualified Social Workers

We currently have a very successful support and training programme for newly qualified social workers during the Assessed and Supported Year of Employment (ASYE). This includes a core training programme of 10 skills training days (over 10 months) which include Action Learning Sets and a range of guest speakers and service leads to teach on different topics. It also includes a five day Anglia Ruskin University module which can contribute towards a Master's Degree and five or six days of bespoke individual training. Cambridgeshire already has very high rates of retention of employees who joined the organisation as newly qualified social workers and undertook their ASYE year at the authority. Over 90% of ASYEs who have joined the organisation since 2012 are still CCC employees and some have moved into more senior roles.

We plan to maintain and build upon the successes of the current programme and continue to seek ways to improve the provision, particularly in relation to improving supervision from qualified senior staff. Research into the training available to ASYE's at other local authorities is being undertaken to consider options to improve our offer including the benefits of formal social work academies. Initial research suggests there is a variety of models, many of which are costly and could not be delivered within existing resources. However we are clear that continuing to improve this support will incentivise ASYE staff to join CCC and ensure that if recruited they continue to develop their skills in a supportive environment, thereby encouraging them to stay working at CCC as they gain experience and develop as the future leaders within the Council.

### 3.3.3 Qualified Staff who are Newly Recruited by Cambridgeshire

To help social care staff who have recently joined the organisation but are not in their ASYE year, we will continue to develop the induction programme to provide all new recruits with a clear learning pathway for them to undertake during their six month probationary period. This pathway will identify opportunities for learning and development that will include an overview to the CFA strategic vision for social care, develop expertise and extend opportunities for further career development, potentially by allowing new staff to shadow social workers in other departments or even across directorate (where appropriate) and pair them with a mentor who can support them in their transition. This will provide new recruits with additional support while they are new to the organisation and enable managers to identify particularly talented individuals and encourage them to remain working for CCC.

### 3.3.4 Leadership Development

For those staff wishing to pursue a career in management, an aspirant manager programme is already in place. This complements a wider programme of leadership and management development based on either vocational qualifications or academic through the Institute of Leadership & Management (ILM). These programmes are delivered through LGSS Organisational and Workforce Development and delivered with the aim of equipping aspiring leaders with the skills required to meet the challenges facing social care. Other available courses include: Essential Skills for Aspiring and New Managers; Building High Performance Teams; Managing Change Successfully; Budget Management; Project Management; Situational Leadership and Leading an Empowered Organisation.

## 3.4 A Flexible Workforce

There are a variety of roles within frontline social care. However we currently offer limited flexibility to enable social care staff to move between social care posts in different parts of the organisation without going through a formal process. We will work with LGSS HR to establish a process that enables social care staff to rotate within social care roles. This will provide opportunities for social workers to attain skills and experiences in different areas. This will also support the movement of resources where it is most needed and provide opportunities for personal and professional development. For example, within Children's Social Care, it has been extremely difficult to recruit to the First Response and Emergency Duty Team (FREDt). Newly qualified Social Workers could benefit enormously from the experience of spending some time working in this environment where a variety of requests for support are managed and processed.

Being part of a flexible workforce that can work across the variety of roles may be appealing to some current and potential new social workers who like the security and sense of belonging when working for one local authority but enjoy the challenge of working in different environments. This flexibility will enable us to fill vacant posts

quickly with a worker who is familiar with the organisation, skilled, and committed to our strategic vision.

We are also considering whether there are any tasks current undertaken by qualified social care staff that could be undertaken by unqualified staff. This will enable those within social care who are in unqualified roles to take on tasks that will widen their experience whilst also enabling qualified social workers to undertake more specific tasks that benefit from someone having a professional qualification. This could then lessen CCC need to employ agency social workers.

The ability for social care staff to move between teams and directorates and widen the roles of unqualified staff will have significant benefits in terms of the knowledge and experience of staff. In addition, this approach can help to retain employees who have returned after a period of absence (such as maternity leave) who no longer want to remain in their previous role but would like to remain working for CCC. This will prevent them from having to reapply for a different role when we already know they are suitable, or lose them to another organisation.

## 4.0 Delivering the strategy

The CFA directorates that employ social care staff are taking a joint approach to recruitment in collaboration with LGSS (HR). To enable cross directorate working, the Strategic Recruitment and Workforce Development Board has been created to proactively address the issues of recruitment and retention and the development of relevant skills and experience. The board is chaired by the LGSS Head of People with membership including Service Directors of Older People and Mental Health, Adult Social Care, Children's Social Care and Director of Learning who leads on workforce development. They own and are responsible for the delivery of this strategy.

**Figure 2: Social Care Recruitment and Retention Governance Structure**



In addition, a Social Work Recruitment and Retention Task and Finish Group has been established which is developing an action plan for the strategy with steer from the Strategic Recruitment and Workforce Development Board. The Task and Finish group will then be responsible for taking forward any actions to deliver the strategy.

## **5.0 How will we know we've been successful?**

If we are achieve our goal to have a consistent permanent social care workforce who have the right skills to deliver excellent service to children, families and adults we will ensure that staffing costs are within budget and there will be successful delivery of CFA social care strategies.

To ensure that the proposals within this strategy are bringing about the necessary improvements in our ability to recruit and retain a permanent workforce we will ensure that there is regular monitoring of the following indicators

- Spend on agency staff within social care workforce.
- Vacancy rate of identified key social care roles
- Number of staff transferring from agency to permanent workers
- Turnover rates of social care staff

Through the budget setting process, CFA have identified a savings for spend on agency of £502k for the financial year 2016-17. To achieve this target Children's Social Care will need to reduce agency staff by 10 posts and Adult Social Care, Older People and Mental Health will need to reduce their agency numbers by 10 posts across the directorates over the next financial year.

For the other indicators we will set a target based on the baseline established on the position in December 2015, prior to a recruitment drive, and monitor how we are progressing against this benchmark.

### **5.1 Progress Monitoring**

To monitor the effectiveness of the Recruitment and Retention Strategy we will regularly review the impact of the changes we are making and will monitor the anticipated reduction in spend on agency workers. A dashboard will be created to monitor the indicators identified above that will be updated quarterly and reported to the Strategic Recruitment and Workforce Development Board. Furthermore, a monthly action update document will be produced to ensure robust managing of actions. Exception reports will be discussed at Spokesmeeting and Adults and Children's Committees will be kept informed about progress. This data will not only enable us to ensure that the strategy is being successful in its goal but will also support effective workforce planning so that managers are able to deploy resource and plan recruitment drives appropriately.



## 6.0 Staff Engagement

Engagement with staff is key to the success of this strategy. Social care staff affected by the re-grade that was applied on 1<sup>st</sup> October 2015 have been individually contacted and offered the opportunity to meet with their line managers to discuss. We will continue to enhance communication channels so staff and managers can ensure effective communication and obtain feedback to identify areas where development is required to help find solutions for recruitment and retention. Social care staff will be consulted and feedback gained on the approaches set out on this strategy

Work is also underway to ensure that the requirements set out in the job descriptions issued for staff work in Adult Social Care and Older people and Mental Health Directorates to identify any training and development needs they have in order to work in a 'Transforming Lives' way.

For staff who choose to leave the organisation a new emphasis will be placed on the importance of exit interviews. All social care staff will be offered an exit interview which will be undertaken in good time before they leave the organisation and feedback will be regularly reported to the Strategic Recruitment and Workforce Development Board so we can continually improve our recruitment and retention offer.



**SOCIAL CARE RECRUITMENT AND RETENTION ACTION PLANS****ACTION PLAN SUMMARY**

<b>Reference</b>	<b>Objective with Outcome(s) / Benefit(s)</b>	<b>Lead Officer</b>
1RECRUITMENT:	A streamlined recruitment process	EN
2REWARDING STAFF:	Improved benefits for staff	TS
3WORKFORCE DEVELOPMENT:	Improved learning and development opportunities	KK
4FLEXIBLE WORKFORCE	Increasing the flexibility of our workforce to respond to needs	TS/EN
5 PROGRESS MONITORING	Showing whether the strategy is working	JW
6 STAFF ENGAGEMENT	Consulting with and receiving feedback from staff	TS/JW

**Lead Officers**

EN – Emma Nederpel, Strategy Business Support Manager

KK – Kate Knight, Workforce Development Manager

TS – Tara Sutton, Human Resources Manager

JW – Jordan White, National Management Trainee – Coordinating the Recruitment &amp; Retention strategy

<b>Objective 1:RECRUITMENT:</b> A streamlined recruitment process			Lead Officer: EN
Activity	Outcome	Lead on Task and Finish Group	Latest Update
1.1 Streamlining of business support across CFA	1.1 Managers spend less time working on the process of recruitment	EN	
1.2 Dedicated recruitment function within current business support resource for social care recruitment	1.2 Staff in business support posts specifically for social care recruitment	EN/TS	
1.3 A clear and consistent process to support a cross-directorate approach to all aspects of social care recruitment including advertising, shortlisting, interviewing and appointment	1.3 Reduction in delays and shortened timescale between advertising a post and staff taking on the role	EN	
1.4 Advertising promotes Cambridgeshire as a great place to work, the recent council decision to review pay scales for social care staff and other proposals in the strategy and clear reinforcements of our approach to social work (i.e. unit model, transforming lives)	1.4 Consistent messages across all roles being advertised. More people apply for jobs at CCC	EN	
1.5 Enhance communications and digital marketing approach, in line with principles of the operating model	1.5 Efficient use of available channels to improve the marketing of CCC as an employer	JW	
1.6 Evaluate and improve the recruitment webpage	1.6 Website is attractive and easy to use for prospective	JW	

1.7	Use data to inform decisions about which forms of advertisement gives best return. To include, but not limited to: paid advertising opportunities; development of corporate webpage; attendance at jobs fairs; continue close relationships with Anglia Ruskin and forge closer links with other academic partners	employees 1.7 Use of intelligence-based approach to improve recruitment marketing.	JW	
<b>Objective2:REWARDING STAFF:</b> Improved benefits for staff				<b>Lead Officer: TS</b>
<b>Activity</b>		<b>Outcome</b>	<b>Lead on Task and Finish Group</b>	<b>Latest Update</b>
2.1	Develop new features of the benefit scheme	2.1 New benefit schemes in place for social care staff	TS	
2.2	Promote existing benefits.	2.2 Social care staff and prospective staff are aware of the benefits on offer at CCC	JW	
2.3	Focus on providing non-financial recognition for work of social care staff and celebrate individual contribution	2.3 Employee recognition scheme and any other non-financial recognition schemes launched	TS	

<b>Objective 3: WORKFORCE DEVELOPMENT</b>			<b>Lead Officer: KK</b>
Improved learning and development opportunities			
<b>Activity</b>	<b>Outcome</b>	<b>Lead on Task and Finish Group</b>	<b>Latest Update</b>
3.1A virtual learning environment offering a single place where staff, partners and members of the public can look for learning opportunities in social care.	3.1 Social care staff are aware of their learning pathways and have access to the relevant materials online. Partners and prospective social workers can view our learning pathways for social workers	JW/KK	
3.2 The virtual learning environment includes comprehensive details regarding traditional classroom based opportunities offered by the County Council and partners	3.2 All details for relevant courses are available in a single location	JW/KK	
3.3 Improve supervision from qualified senior staff to Newly Qualified Social Workers	3.3 The successes of the current NQSW programme are maintained and built upon	KK	
3.4 Provide all new recruits with a clear learning pathway for them to undertake during their six month probationary period.	3.4 New social care staff can identify opportunities for learning and development and include an overview to the CFA strategic vision for social care.	KK	
3.5 Develop expertise and extend opportunities for further career development, potentially by allowing new staff to shadow social workers in other departments and pair them with a mentor who can support their transitions.	3.5 Additional support for new recruits while they are new to the organisation. Managers can identify particularly talented individual and encourage them to remain working for CCC	KK	

<b>Objective 4:FLEXIBLE WORKFORCE:</b>			<b>Lead Officer: TS/EN</b>
Increasing the flexibility of our workforce to respond to needs			
<b>Activity</b>	<b>Outcome</b>	<b>Lead on Task and Finish Group</b>	<b>Latest Update</b>
4.1 Work with LGSS HR to establish a process that enables social care staff to rotate within social care roles.	4.1 Social workers attain skills and experiences in different areas providing personal and professional development. Resources are moved to where they are most needed. Vacant posts are filled quickly with a worker who is familiar with the organisation, skilled and committed to our strategic vision.	TS	
4.2 Consider whether there are any tasks currently undertaken by qualified social care staff that could be undertaken by unqualified staff	4.2 Social care in unqualified roles widen their experience. Qualified social workers undertake more specific tasks that benefit from someone having a professional qualification.	TS/EN	

<b>Objective 5:PROGRESS MONITORING:</b>			<b>Lead Officer: JW</b>
<b>Activity</b>	<b>Outcome</b>	<b>Lead on Task and Finish Group</b>	<b>Latest Update</b>
5.1 Regular monitoring of: <ul style="list-style-type: none"> <li>• Spend on agency staff within social care workforce (from business plan)</li> <li>• Vacancy rate of identified key social care jobs (benchmarked against December 2015)</li> <li>• Number of staff transferring from agency to permanent workers (benchmarked against December 2015)</li> <li>• Turnover rates of social care staff</li> </ul>	5.1 The above actions are bringing about the necessary improvement in ability to recruit and retain a permanent workforce	TS	
5.2 Dashboard created to monitor the above indicators updated quarterly and reported to the Strategic Recruitment and Workforce Development Board.	5.2 The strategic board are aware of progress and can provide a steer if targets are not being met.	JW	
5.3 Action update document produced monthly	5.3 Robust management of actions from the strategy	JW	
5.4Exception reports discussed at spokes meetings	5.4 Members are kept informed of progress against the strategy	JW	
5.5Adults and Children's Committees informed of progress	5.5 Members are kept informed of progress against the strategy	JW	

<b>Objective 6:STAFF ENGAGEMENT</b>			<b>Lead Officer: TS/JW</b>
<b>Activity</b>	<b>Outcome</b>	<b>Lead on Task and Finish Group</b>	<b>Latest Update</b>
6.1. Enhance communication channels so staff and managers can ensure effective communication and obtain feedback	6.1 Frontline staff have the opportunity to input to the development of the strategy to help identify areas where development is required to find solutions for recruitment and retention	JW	
6.2. Identify training and development needs to help relevant staff work in a 'transforming lives' way.	6.2 The proactive and preventative approach to Adults and Older People's Social care is adopted in the day-to-day practice of social care staff in these directorates	KK	
6.3. All social care staff offered an exit interview before they leave the organisation	6.3 Better understanding of the reasons for people leaving the organisation. This will help to target resources towards reducing/ removing these reasons.	TS	
6.4. Feedback from exit interviews regularly reported to Strategic Recruitment and Workforce Development Board	6.4 Board is informed of reasons for people leaving the organisation and are able to develop a strategy to tackle these reasons where possible.	JW	





**FINANCE AND PERFORMANCE REPORT – OCTOBER 2015**

**To:** General Purposes Committee

**Meeting Date:** 22nd December 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 October 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 October 2015.

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

<b><i>Officer contact:</i></b>	
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Tel:	01223 699796

## 1. BACKGROUND

- 1.1 At its meeting in May 2014, the 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 October 2015 Finance and Performance report.
- 2.2 At the end of October, Corporate Services (including the LGSS Managed and Financing Costs) was forecasting a year-end underspend on revenue of £1,953k.
- 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 six 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 £288k, which is an increase of £33k from the figure reported last month.
  - Building Maintenance is forecasting an overspend of £121k due to a shortfall in the amount accrued in the 2014-15 accounts compared to invoices paid in respect of these accrued costs. Officers are investigating the reasons for the increase in costs, compared to those estimated.
  - County Farms is forecasting an additional surplus of £154k of which £140k is 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.
  - County Offices is forecasting an overspend of £856k, an increase of £85k from the figure reported last month. Under the agreement to lease Castle Court, the 50% rental period was due to commence on 31st October 2015. However, due to delays in obtaining planning permission, the lease agreement is not now expected to be completed before December. The additional income predicted in 2015/16 has therefore been reduced pro rata from £281k to £225k, based on the assumption that rent will be received from December 2015. It is expected that there will also be a subsequent reduction of around £10k in the rate rebate achieved.
  - 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. As previously reported, an underspend of £225k is being reported. However, significant additional spending (£200k) was recorded during October, therefore it will be necessary to monitor carefully the levels of spending in coming months and review the outturn position accordingly.
  - The Authority-wide miscellaneous budget is forecasting an overspend of £190k 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. 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.
- 2.5 The debt charges and interest budget is currently predicting a year-end underspend of £1,960k, with no change from the figure reported last month.
- 2.6 At the end of October, Corporate and LGSS Managed was forecasting a year-end underspend on capital of £6.0m in 2015-16.
- 2.7 There are seven significant forecast underspends by value being reported for Corporate Services / LGSS Managed, these are in relation to:
- 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 EPAM – Sawston Community Hub scheme is forecasting an in-year underspend of £1.1m. 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 (MAC), 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.

2.8 Corporate Services / LGSS has seven performance indicators for which data is available. Five indicators are currently at green status, one at amber and one red, the red indicator being IT - incidents resolved within Service Level Agreement.

### **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.

<b>Source Documents</b>	<b>Location</b>
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 – October 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
October (Number of indicators)	1	1	5	7

**2. INCOME AND EXPENDITURE**

**2.1 Overall Position**

Original Budget as per BP <sup>1</sup> £000	Service	Current Budget for 2015/16 £000	Forecast Variance - Outturn (Sep) £000	Forecast Variance - Outturn (Oct) £000	Forecast Variance - Outturn (Oct) %	Current Status	DoT
5,672	Corporate Services	6,166	-201	-281	-5	Green	↑
9,145	LGSS Managed	10,471	255	288	3	Amber	↓
35,460	Financing Costs	35,460	-1,960	-1,960	-6	Green	↔
<b>50,277</b>	<b>Sub Total</b>	<b>52,097</b>	<b>-1,906</b>	<b>-1,953</b>			□
							□
9,864	LGSS Cambridge Office	9,922	0	0	0	Green	↔
<b>60,141</b>	<b>Total</b>	<b>62,019</b>	<b>-1,906</b>	<b>-1,953</b>			

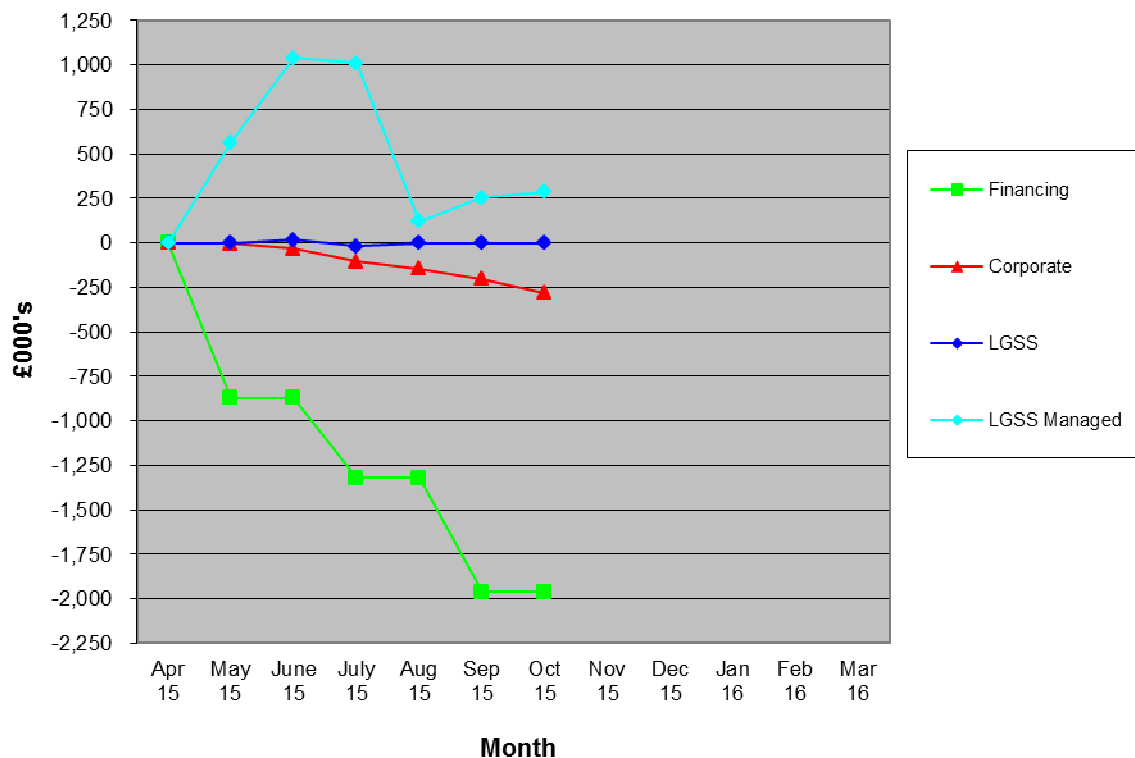
<sup>1</sup> The budget figures in this table are net, with the 'Original Budget as per BP' representing the Net Budget column in Table 1 of the Business Plan for each respective Service.

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

The service level budgetary control report for LGSS Cambridge Office for October 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 £281k, which is an £80k increase from the figure reported last month.
- 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 £288k, which is an increase of £33k from the figure reported last month.
- There are no new exceptions to report this month.

### 2.2.3 Significant Issues – Financing Costs

- Financing costs are unchanged this month, showing an underspend of £1.960m 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 £170k against the Trading budget. There is a deficit of £818k 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.
- LGSS Law Cambridge Office is forecasting an overspend of £105k, which represents its 50% share of the total overspend of £210k. The overspend reflects a £250k shortfall against the overall budgeted target profit and is partially offset by a £40k underspend in the Cambridge office due to an in-year vacancy and reduced expenditure on printing and other contracts. The budgeted target profit for LGSS Law Ltd is £536k which includes the “trading offset” stretch income target of £350k applied during 2014-15 budget planning process. It is currently estimated that the actual profit delivered will be in the region of £286k, which leaves a £250k shortfall against the target. In the previous financial year the shortfall against the target was £229k. At a time when the service is going through a period of significant change in systems and operating model, LGSS Law has been working towards achieving a proportionately higher level of surplus than previous years. It is envisaged that in the coming months there will be a reduction in cost once new systems and processes are fully operational.

## 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 October.

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 Cambridge Office:

	£000	Notes
Transfer from reserves to LGSS Cambridge Office	36	Transfer of funding from reserves re K2.
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 £76k. 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 October.

- LGSS Managed has a capital budget of £15.3m in 2015/16 and there is spend to date of £1.2m. It is currently expected that the programme will underspend by £6.0m at year-end and the total scheme variances will amount to an underspend of £6.8m across the programme.

There are no exceptions to report for October.

- 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 October.

##### 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 £6.0m, which will result in a reduced requirement of funding of this amount.

As the result of the reported underspend on the LGSS Managed capital programme, the overall prudential borrowing requirement has reduced by £5.0m.

- 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
<b>Customer Service &amp; Transformation</b>									
Proportion of FOI requests responded to within timescales	Monthly	High	%	09/11/15	90.0%	97.0%	Green	↑	
For context only - number of FOI requests received annually	Annually	Low	Num	06/10/15	N/A*	628	N/A	N/A	Running total will be collected quarterly. Data to be next reported on in January 2016 for Q3 2015/16.
Proportion of customer complaints received in the month before last that were responded to within minimum response times	Monthly	High	%	08/10/15	90.0%	94.9%	Green	↑	Data for September 2015 were not available at the time of reporting. Data for September and October to be provided in December 2015.
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	%	08/10/15	75.0%	71.3%	Amber	↓	To be next reported on in January 2016 for Q3 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. To be reported on in April/May 2016 for year end.
<b>LGSS Managed Services</b>									
Strategy and Estates – capital receipts target managed and achieved	Quarterly	High	%	03/11/15	98% (£250k gross)	99.0%	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	Data for Q1 and Q2 were not available at the time of reporting. This will be reported on in December 2015.
IT – availability of Universal Business System****	Quarterly	High	%	14/10/15	95.0%	100.0%	Green	↔	To be next reported on in February 2016 for Q3 2015/16.
IT – incidents resolved within Service Level Agreement	Quarterly	High	%	03/11/15	90.0%	83.0%	Red	↓	To next be reported on in Feb 2016 for Q3 2015/16

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
<b>LGSS Cambridge Office</b>									
Percentage of invoices paid within term for month	Monthly	High	%	01/11/15	97.5%	99.7%	Green	↓	99.8% reported last period
Percentage of invoices paid within term cumulative for year to date	Monthly	High	%	01/11/15	97.5%	99.8%	Green	↔	99.8% reported last period
Total debt as a percentage of turnover	Monthly	Low	%	01/11/15	10.0%	4.4%	Green	↑	6.3% reported last period
Percentage of debt over 90 days old	Monthly	Low	%	01/11/15	20.0%	24.5%	Red	↓	17.9% reported last period

## CS APPENDIX 1 – Corporate Service Level Budgetary Control Report

The variances to the end of October 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	Forecast Variance - Outturn (Sep) £000	Forecast Variance - Outturn (Oct) £000	%
<u>Corporate Services</u>					
1,096	Director, Policy & Business Support	1,083	-61	-61	-6
296	Chief Executive	295	-16	-65	-22
433	Corporate Information Management	464	0	-3	-1
1,286	Customer Services	1,285	-45	-70	-5
511	Digital Strategy	826	0	0	0
299	Research	293	-53	-53	-18
0	Service Transformation	256	0	0	0
136	Smarter Business	136	0	0	0
656	Strategic Marketing, Communications & Engagement	550	-21	-21	-4
198	Elections	198	0	0	0
926	Redundancy, Pensions & Injury	926	-5	-8	-1
-165	Grant Income	-146	0	0	0
<b>5,672</b>		<b>6,166</b>	<b>-201</b>	<b>-281</b>	<b>-5</b>
<u>LGSS Managed</u>					
1,137	Building Maintenance	1,108	121	121	11
0	City Deal	917	0	0	0
-3,174	County Farms	-3,174	-140	-154	-5
5,497	County Offices	5,534	771	856	15
121	Effective Property Asset Management	121	0	-40	-33
179	External Audit	179	0	0	0
1,483	Insurance	1,483	0	0	0
1,834	IT Managed	2,222	-421	-421	-19
985	Members' Allowances	1,000	0	-2	0
128	OWD Managed	128	-34	-34	-27
106	Subscriptions	106	0	-2	-2
1,000	Transformation Fund	1,000	-225	-225	-23
-53	Authority-wide Miscellaneous	-53	183	190	357
-100	Grant Income	-100	0	0	0
<b>9,145</b>		<b>10,471</b>	<b>255</b>	<b>288</b>	<b>3</b>
<u>Financing Costs</u>					
35,460	Debt Charges and Interest	35,460	-1,960	-1,960	-6
<b>50,277</b>	<b>CORPORATE SERVICES TOTAL</b>	<b>52,097</b>	<b>-1,906</b>	<b>-1,953</b>	<b>-4</b>
<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
<b>-265</b>		<b>-246</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 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	%
<b>Building Maintenance</b>	1,108	121	11%
Building Maintenance is forecasting an overspend of £121k due to a shortfall in the amount accrued in the 2014-15 accounts compared to invoices paid in respect of these accrued costs. Officers are investigating the reasons for the increase in costs, compared to those estimated.			
<b>County Farms</b>	-3,174	-154	-5%
County Farms is forecasting a surplus of £154k, of which £140k is 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.			
<b>County Offices</b>	5,534	+856	+15%
<p>County Offices is forecasting an overspend of £856k, an increase of £85k from the figure reported last month. As previously reported, the 50% rental period under the agreement to lease Castle Court was due to commence on 31st October 2015. However, due to delays in obtaining planning permission, the lease agreement is not now expected to be completed before December. The additional income predicted in 2015/16 has therefore been reduced pro rata from £281k to £225k, based on the assumption that rent will be received from December 2015. It is expected that there will also be a subsequent reduction of around £10k in the rate rebate achieved.</p> <p>The pressure resulting from Children's Centre business rates received to date and an assessment of the potential liability for bills not yet received is now forecast to be in the region of £603k, a reduction of £13k on the amount previously reported. Of this amount, £458k 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 as 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 £100k. These have been partially offset by a £42k reduction in the anticipated cost of Dryden House dilapidations.</p>			

Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
<b>IT Managed</b>	2,222	-421	-19%
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.			
<b>Transformation Fund</b>	1,000	-225	-23%
The Transformation Fund covers the costs of Section 188 redundancies. As previously reported, an underspend of £225k is being reported. However, significant additional spending (£200k) was recorded during October, therefore it will be necessary to monitor carefully the levels of spending in coming months and review the outturn position accordingly.			
<b>Authority-wide Miscellaneous</b>	-53	+190	+357%
<p>The Authority-wide miscellaneous budget is forecasting an overspend of £190k 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>			
<b>Financing Costs</b>	35,460	-1,960	-6%
<p>Financing costs are unchanged this month, showing an underspend of £1.960m on the debt charges budget.</p> <p>The Council is continually reviewing options as to the timing of any potential borrowing and also the alternative approaches around further utilising cash balances (where possible) and undertaking shorter term borrowing which could potentially generate savings subject to an assessment of the interest rate risks involved. The increase in under spend this month is as a result of a decision to defer long term borrowing until later this year and undertake short term borrowing where necessary or appropriate. 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>			



### 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
<b>Grants as per Business Plan</b>	Public Health	236*
Non-material grants (+/- £30k)	Various	10**
<b>Total Grants 2015/16</b>		<b>246</b>

\* 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
<b>Budget as per Business Plan</b>	<b>5,673</b>	
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	
<b>Current Budget 2015-16</b>	<b>6,166</b>	

### LGSS Managed:

	£000	Notes
<b>Budget as per Business Plan</b>	<b>9,144</b>	
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)	5	
<b>Current Budget 2015-16</b>	<b>10,471</b>	

**Financing Costs:**

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

## CS APPENDIX 5 – Reserve Schedule

### 1. Corporate Services Reserves

Fund Description	Balance at 31 March 2015	Movements in 2015-16	Balance at 31/10/15	Forecast Balance at 31 March 2016	Notes
	£'000	£'000	£'000	£'000	
<b>General Reserve</b>					
Corporate Services Carry-forward	1,020	-602	417	698	1
subtotal	1,020	-602	417	698	
<b>Equipment Reserves</b>					
Postal Service	50	0	50	50	
subtotal	50	0	50	50	
<b>Other Earmarked Funds</b>					
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	
<b>Short Term Provisions</b>					
Transforming Cambridgeshire	1,000	0	1,000	950	4
Earith Bridge Travellers Site	43	-43	0	0	3
subtotal	1,043	-43	1,000	950	
<b>TOTAL</b>	<b>2,640</b>	<b>-700</b>	<b>1,940</b>	<b>2,067</b>	

#### Notes

- 1 The year-end position reflects the forecast Corporate Services underspend of £281k 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 and £5k agreed contribution to consultancy costs.

## 2. LGSS Managed Reserves

Fund Description	Balance at 31 March 2015	Movements in 2015-16	Balance at 31/10/15	Forecast Balance at 31 March 2016	Notes
	£'000	£'000	£'000	£'000	
<b>Equipment Reserves</b>					
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	
<b>Other Earmarked Funds</b>					
Manor school site demolition costs	139	71	209	303	2
CPSN Partnership Funds	59	0	59	0	
subtotal	198	71	268	303	
<b>Short Term Provisions</b>					
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	
<b>Long Term Provisions</b>					
Insurance Long-term Provision	4,718	0	4,718	4,718	
subtotal	4,718	0	4,718	4,718	
<b>SUBTOTAL</b>	<b>8,874</b>	<b>71</b>	<b>8,945</b>	<b>7,523</b>	
<b>Capital Reserves</b>					
Effective Property Asset Management Receipts	0	4	4	0	3
General Capital Receipts	0	272	272	0	
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	280	761	427	
<b>TOTAL</b>	<b>9,355</b>	<b>350</b>	<b>9,705</b>	<b>7,950</b>	

### 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 Oct) £000	Forecast Spend - Outturn (Oct) £000	Forecast Variance - Outturn (Oct) £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
	<b>Corporate Services</b>						
	- Electronic Record Management	56	44	56	-	300	-
300	Essential CCC Business Systems Upgrade	300	31	300	-	300	-
	- Other Schemes	30	-	30	-	40	-
<b>300</b>		<b>386</b>	<b>76</b>	<b>386</b>	<b>-</b>	<b>640</b>	<b>-</b>
	<b>LGSS Managed</b>						
550	EPAM - Shire Hall Campus	937	380	937	-	6,524	(314)
	- EPAM - Fenland	20	(6)	20	-	6,596	(1,145)
45	EPAM - Local Plans Representations	389	26	389	-	1,548	-
1,000	EPAM - County Farms Viability	1,182	246	682	(500)	5,000	(2,396)
600	EPAM - Building Maintenance	600	42	600	-	6,000	-
1,180	EPAM - Sawston Community Hub	1,206	41	135	(1,071)	1,250	-
1,742	EPAM - East Barnwell Community Hub	1,911	38	100	(1,811)	2,000	-
	- EPAM - Other Committed Projects	167	(289)	167	-	2,043	(264)
203	EPAM - Renewable Energy Soham	242	-	242	-	12,030	-
200	EPAM - Housing Provision on CCC Portfolio	367	86	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	478	1,376	(897)	3,432	-
950	IT Infrastructure Investment	1,708	95	1,008	(700)	2,400	-
	- Cambridgeshire Public Sector Network	189	16	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	11	792	-	1,095	(57)
<b>11,385</b>		<b>15,331</b>	<b>1,181</b>	<b>9,347</b>	<b>(5,984)</b>	<b>81,452</b>	<b>(6,752)</b>
<b>11,685</b>	<b>TOTAL</b>	<b>15,717</b>	<b>1,256</b>	<b>9,733</b>	<b>(5,984)</b>	<b>82,092</b>	<b>(6,752)</b>

### 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 EPAM – Sawston Community Hub scheme is forecasting an in-year underspend of £1.1m. 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 – 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 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.

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 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.

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 (Oct) £000	Forecast Funding Variance - Outturn (Oct) £000
	<b>Corporate Services</b>			
300	Prudential Borrowing	386	386	-
<b>300</b>		<b>386</b>	<b>386</b>	-
	<b>LGSS Managed</b>			
4,531	Capital Receipts	4,531	3,829	(702)
-	Other Contributions	57	57	-
255	Developer Contributions	255	-	(255)
6,599	Prudential Borrowing	10,488	5,461	(5,027)
<b>11,385</b>		<b>15,331</b>	<b>9,347</b>	<b>(5,984)</b>
<b>11,685</b>	<b>TOTAL</b>	<b>15,717</b>	<b>9,733</b>	<b>(5,984)</b>

## 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	Year end RAG (2014-15)
<b>Customer Service and Transformation</b>											
Proportion of FOI requests responded to within timescales	Monthly	High	%	09/11/15	1 - 31 October 2015	90%	97.0%	Green	↑	102 FOI requests were received in October and 99 requests were responded to on time.	Green
<i>For context only - number of FOI requests received annually</i>	<i>Annually</i>	<i>Low</i>	<i>Num</i>	<i>06/10/15</i>	<i>1 April - 30 September 2015</i>	<i>N/A*</i>	<i>628</i>	<i>N/A</i>	<i>N/A</i>	<i>* No target or RAG status for this indicator. Purpose is to set the context.</i>  <i>2013/14 - 1153</i> <i>2012/13 - 899</i> <i>2011/12 - 917</i> <i>2010/11 - 834</i>  <i>Running total will be collected quarterly. Data to be next reported on in January 2016 for Q3 2015/16.</i>	<i>N/A</i>
Proportion of customer complaints received in the month before last that were responded to within minimum response times	Monthly	High	%	08/10/15	1 - 31 August 2015	90%	94.9%	Green	↑	<i>Data for September 2015 were not available at the time of reporting. Data for September and October to be provided in December 2015.</i>  Number of customer complaints for August 2015 = 117  <u>Breakdown of August 2015 figures</u> 59 complaints were received for CFA for August. 3 failed which meant a pass rate of 94.9%. 9 complaints were received for CS&T for August. None failed which meant a pass rate of 100%. 49 complaints were received for ETE for August. 3 failed which meant a pass rate of 93.8%.  No complaints for LGSS and Public Health.  <u>July 2015 figures</u> There was an issue with reporting figures for July 2015 in the last report. Information for July 2015 is provided below:  Number of customer complaints for July 2015 = 82. Across the council, 67 of these complaints were responded to within timescales, giving an <b>overall performance of 81.7% (amber)</b> .  <u>Breakdown of July 2015 figures</u> 21 complaints were received for CFA for July. 3 failed which meant a pass rate of 85.7%. 2 complaints were received for CS&T for July. None failed which meant a pass rate of 100%. 59 complaints were received for ETE for July. 12 failed which meant a pass rate of 79.6%. <u>No complaints for LGSS and Public Health</u>	Amber
<i>For context only - number of complaints received annually per thousand population</i>	<i>Annually</i>	<i>Low</i>	<i>Num</i>	<i>27/04/15</i>	<i>1 April 2014 - 31 March 2015</i>	<i>N/A*</i>	<i>1.68**</i>	<i>N/A</i>	<i>N/A</i>	<i>* No target or RAG status for this indicator. Purpose is to set the context.</i> <i>** Based on Cambridshire Insight mid-2013 population estimate of 635,100 residents</i>  <i>Data to be next reported on in May 2016 for period of 1 April 2015 - 31 March 2016</i>	<i>N/A</i>
Proportion of all transformed transaction types to be completed online by 31 March 2015***	Annually	High	%	08/10/15	1 July to 30 September 2015	75%	71.3%	Amber	↓	The reason for the reduced figure is we moved to a new system on 30 June which has more accurate reporting facilities, especially around Blue Badge applications. Without Blue Badge applications the figure is 86.95%. We are looking into ways to improve take up in this area.  <i>To be next reported on in January 2016 for Q3 2015/16</i>	Red
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.	N/A

Measure	Reporting frequency	What is good	Unit	Data last entered	Time period covered	Target	Actual	RAG status	Direction of travel	Comments	
<b>LGSS Managed Services</b>											
Strategy and Estates – capital receipts target managed and achieved	Quarterly	High	%	03/11/15	1 July 2015 30 Sept 2015 (Q2)	98% (£250k gross)	99.0%	Green	↓	Q1 2015/16 - 110%  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.	Green
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	Data for Q1 and Q2 were not available at the time of reporting. This will be reported on in December 2015.	Green
IT – availability of Universal Business System****	Quarterly	High	%	14/10/15	1 July 2015 30 Sept 2015 (Q2)	95%	100.0%	Green	↔	Q1 2015/16 - 100.0%  To next be reported on in Feb 2016 for Q3 2015/16	Green
IT – incidents resolved within Service Level Agreement	Quarterly	High	%	03/11/15	1 July - 30 Sept 2015 (Q2)	90%	83.0%	Red	↓	Dip in performance in Q2 was due to the system issues that have been experienced. Incidents have been more complex and have taken longer to resolve. The team now has 2 new members of staff and hopefully soon 1 apprentice to increase the number of analysts on the phones. The team has taken Norwich support to Northampton which allows the CCC IT team to answer more CCC calls. Desk space has been an issue so smaller desks are being put into place soon to allow more analyst and UA members to be in at the same time.  Q1 2015/16 - 98%  To next be reported on in Feb 2016 for Q3 2015/16	Green

## LGSS APPENDIX 1 – Service Level Budgetary Control Report

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

Original Budget as per BP £000	Service	Current Budget for 2015/16 £000	Forecast Variance - Outturn (Sep) £000	Forecast Variance - Outturn (Oct) £000	%
<b><u>LGSS Cambridge Office</u></b>					
<b><u>Central Management</u></b>					
162	Service Assurance	19	0	0	0
-8,905	Trading	-8,809	183	170	2
353	LGSS Equalisation	530	0	0	0
-410	Grant Income	-419	0	0	0
<b>-8,799</b>		<b>-8,679</b>	<b>183</b>	<b>170</b>	<b>2</b>
<b><u>Finance &amp; Property</u></b>					
1,048	Chief Finance Officer	1,113	0	0	0
894	Audit	713	0	-20	-3
2,013	Professional Finance	1,986	0	-50	-3
724	Property Operations & Delivery	854	0	0	0
883	Strategic Assets	880	0	-40	-5
0	Pensions Service	0	0	0	0
<b>5,562</b>		<b>5,546</b>	<b>0</b>	<b>-110</b>	<b>-2</b>
<b><u>People, Transformation &amp; Transactional</u></b>					
1,277	HR Business Partners	1,271	0	0	0
315	HR Policy & Strategy	313	-100	-100	-32
1,880	LGSS Programme Team	1,879	50	50	3
573	Organisational & Workforce Development	341	0	0	0
2,266	Revenues and Benefits	2,327	0	0	0
1,157	Transactional Services	1,285	-100	-100	-8
<b>7,468</b>		<b>7,416</b>	<b>-150</b>	<b>-150</b>	<b>-2</b>
<b><u>Law &amp; Governance</u></b>					
489	Democratic & Scrutiny Services	466	-31	-40	-9
-406	LGSS Law Ltd	-376	0	105	28
364	Procurement	358	-2	0	0
<b>447</b>		<b>448</b>	<b>-33</b>	<b>65</b>	<b>15</b>
5,186	IT Services	5,191	0	25	0
<b>9,864</b>	<b>Total LGSS Cambridge Office</b>	<b>9,922</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>MEMORANDUM - Grant Income</u></b>					
-220	Public Health Grant	-220	0	0	0
-190	Counter Fraud Initiative Grant	-199	0	0	0
<b>-410</b>		<b>-419</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 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	%
<b>Trading</b>	-8,809	+170	+2%
There is currently a forecast overspend of £170k against the Trading budget. There is a deficit of £818k 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.			
<b>HR Policy &amp; Strategy</b>	313	-100	-32%
As previously reported HR Policy & Strategy is reporting an underspend of £100k. The implementation of the Workforce Planning and Strategy team is now planned for November 2015 and the forecast in-year underspend is due to delays in recruitment.			
<b>Transactional Services</b>	1,285	-100	-8%
Transactional Services is reporting an underspend of £100k as previously reported. 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.			
<b>LGSS Law Ltd</b>	-376	+105	+28
LGSS Law Cambridge Office is forecasting an overspend of £105k, which represents its 50% share of the total overspend of £210k. The overspend reflects a £250k shortfall against the overall budgeted target profit and is partially offset by a £40k underspend in the Cambridge office due to an in-year vacancy and reduced expenditure on printing and other contracts .The budgeted target profit for LGSS Law Ltd is £536k which includes the “trading offset” stretch income target of £350k applied during 2014-15 budget planning process. It is currently estimated that the actual profit delivered will be in the region of £286k, which leaves a £250k shortfall against the target. In the previous financial year the shortfall against the target was £229k. At a time when the service is going through a period of significant change in systems and operating model, LGSS Law has been working towards achieving a proportionately higher level of surplus than previous years. It is envisaged that in the coming months there will be a reduction in cost once new systems and processes are fully operational.			

### LGSS APPENDIX 3 – Grant Income Analysis

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

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

\* 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

	<b>£'000</b>	<b>Notes</b>
<b>Budget as per Business Plan</b>	9,864	
LGSS Transactions support from Reablement	34	
Transfer from CFA to Finance for Adults Accountant post	30	
Transfer from reserves to Strategic Assets for K2	36	
Non-material virements (+/- £30k)	-42	
<b>Current Budget 2015-16</b>	<b>9,922</b>	

## LGSS APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31 March 2015	Movements in 2015-16	Balance at 31/10/15	Forecast Balance at 31 March 2016	Notes
	£'000	£'000	£'000	£'000	
<b>General Reserve</b>					
LGSS Cambridge Office Carry-forward	1,003	-36	967	300	1
subtotal	1,003	-36	967	300	
<b>Other Earmarked Funds</b>					
Counter Fraud Initiative	130	0	130	0	2
subtotal	130	0	130	0	
<b>SUBTOTAL</b>	<b>1,134</b>	<b>-36</b>	<b>1,097</b>	<b>300</b>	
<b>TOTAL</b>	<b>1,134</b>	<b>-36</b>	<b>1,097</b>	<b>300</b>	

### Notes

- 1 The year-end position reflects £703k expected use of operational savings. £36k has been drawn down in respect of K2 expenditure.
- 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 Oct) £000	Forecast Spend - Outturn (Oct) £000	Forecast Variance - Outturn (Oct) £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
-	R12 Convergence*	209	-	209	-	600	-
-	<b>TOTAL</b>	<b>209</b>	-	<b>209</b>	-	<b>600</b>	-

\*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 (Oct) £000	Forecast Funding Variance - Outturn (Oct) £000
-	Prudential Borrowing	209	209	-
-	<b>TOTAL</b>	<b>209</b>	<b>209</b>	-

### Previously Reported Exceptions

There are no previous exceptions to report.





**MINIMUM REVENUE PROVISION POLICY**

*To:* **General Purposes Committee**

*Meeting Date:* **22 December 2015**

*From:* **Chris Malyon, Chief Finance Officer**

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

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

*Purpose:* **This is a technical report which sets out a proposal to amend the Minimum Revenue Provision (MRP) Policy included in the Treasury Management Strategy Statement 2015-16, approved by Council in February 2015.**

*Recommendation:* **The General Purposes Committee is recommended to:**

- a) Consider the alternative options for the MRP Policy for 2015-16.**
- b) Agree which of the two alternative methods should be adopted.**
- Subject to b)**
- c) Propose the change in 2015-16 MRP Policy to Full Council for approval.**

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## **1. INTRODUCTION**

- 1.1 Local authorities are required to prepare an annual Minimum Revenue Provision (MRP) Statement which is approved by Full Council as part of the Treasury Management Strategy Statement (TMSS).
- 1.2 The Minimum Revenue Provision is the charge that councils which are not debt free are required to make in their accounts for the repayment of debt. It is measured by the underlying need to borrow, rather than the actual debt.
- 1.3 This report sets out alternative options to the 2015-16 policy for General Purposes Committee and Full Council to consider, which will require Full Council approval.

## **2. BACKGROUND**

- 2.1 The statute and regulations with regard to MRP are covered in The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 and the DCLG document, Capital Finance Guidance on Minimum Revenue Provision (February 2012).
- 2.2 Paragraph 27 of the Regulations 2003 (as amended in 2008), set out that a Local Authority has a duty to make an annual revenue provision in respect of the financing of capital expenditure incurred by the local authority in that year. It further requires (Paragraph 28) that it is for the Local Authority to determine that such provision is prudent.
- 2.3 Paragraphs 5 and 6 of the DCLG MRP guidance further clarify the issue of prudence, setting out that the aim is to ensure that debt is repaid over a period that is reasonably commensurate with the period over which the capital expenditure provides benefits, and providing a number of options (not exhaustive) by which this could be achieved. These options are described below.
  - (i) The regulatory method – this is the old system of determining MRP. This includes making a MRP of 4% of the outstanding debt, amended by Adjustment A (the difference between the credit ceiling and the Capital Financing Requirement on 1<sup>st</sup> April 2004).
  - (ii) The CFR method – a simplification of the above and involved setting MRP equal to 4% Capital Financing Requirement at the end of preceding financial year.
  - (iii) The asset life method – this method requires MRP to be charged of over the asset life using equal instalments or annuity calculation. The asset life is determined in the year MRP commences and is not subsequently revised.
  - (iv) The depreciation method – this requires depreciation accounting to be followed, including impairment should the asset last for a shorter life than originally set.

- 2.4 While Councils are required to have regard to the guidance, they are allowed to set their own policy outside of the options given if it can be demonstrated that this would be prudent.
- 2.5 For unfunded capital expenditure incurred before 1st April 2010 the Council continues with the Options 1 the 'Regulatory Method'. From 1st April 2010 MRP is based on Options 3, the asset life method.
- 2.6 For the purpose of this discussion, Paragraph 68 of the Prudential Code 2011, sets out that debt refers to the sum of Borrowing and Other Long Term liabilities, and that the latter term covers Lease Payments and PFI contracts.
- 2.7 Such are the regulations for MRP that a range of options exist to alter the existing MRP profile, which are explored in detail in the next section of the report.

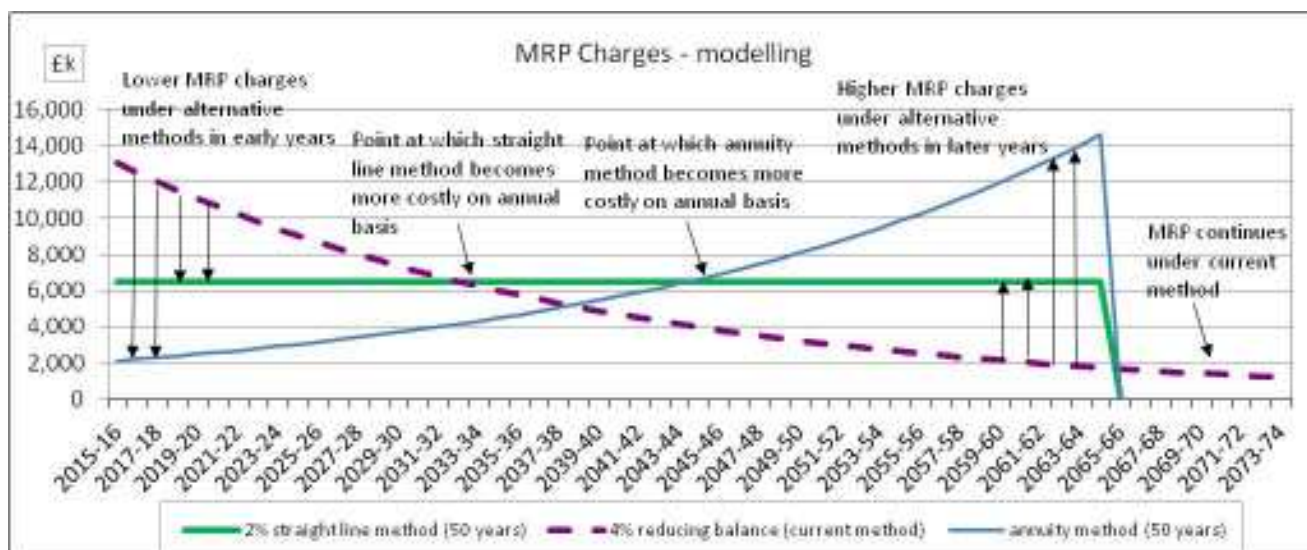
### **3. EVALUTATION OF ALTERNATIVE OPTIONS**

#### **Adapt 'regulatory method'**

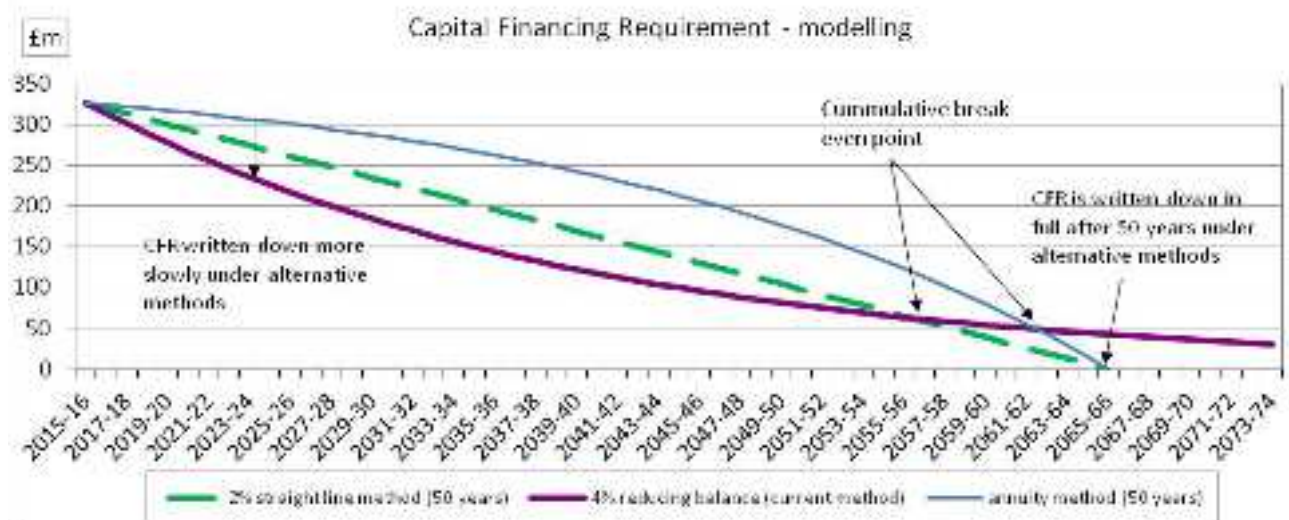
- 3.1 Officers have explored the impact of changing its policy in respect of the current 'Regulatory Method' (4% reducing balance) to either:
1. straight line basis over 50 years, or
  2. annuity method over 50 years
- 3.2 The advantage of the alternative approaches is that MRP will fully cover capital expenditure incurred over this finite timeframe. Because the current method is based on a reducing balance, the debt is never fully repaid, and it would take over 200 years for it to reduce to near zero. The alternative methods would result in budget savings over the short and medium term, however overall the amount charged to the General Fund in the long term remains the same.

#### **Graphical Representation**

- 3.3 The chart overleaf compares annual MRP charge for the current method and the two alternatives. This shows that MRP would be considerably lower for this proportion of the total annual charge in the early years, if one of the alternative methods was adopted. In latter years the MRP would be significantly higher to compensate for lower MRP in earlier years. Overall the amount of MRP charged to the General Fund remains the same.



- 3.4 This next chart shows how the Capital Financing Requirement (CFR) is impacted under the alternative methods. The CFR is the total amount of capital expenditure that has not yet been financed from resources such as capital grants, capital receipts or MRP, and represents the total amount debt. The CFR is written down more slowly under the alternative methods (as annual MRP is lower) until the cumulative break even point is reached, at which point the annual charge is substantially greater than the existing method. The graph also shows that the total debt (CFR) is written down in its entirety after 50 years.



- 3.5 Crucially, using the straight line method or the annuity method ensures that the CFR is written down in full within the specified timeframe which is considered a more prudent approach overall. In contrast, by year 50, the 4% reducing balance method still has more than 13% or (£42m) of the total debt from day one, still to write down.

### Straight Line Method over 50 years

- 3.6 The straight line method spreads the total debt in equal instalments over 50 years. The graph at para 3.3 shows that MRP would half (from approx £13.0m to £6.5m),

for this proportion of the total annual charge in the first year, if the straight line method was adopted. Saving then tapper out over the next 17 years. When the time value of money is considered the total actual impact will be a benefit of £21.7m in cash terms overall.

- 3.7 The method is consistent with manner in which MRP is calculated for the post-2010 prudential borrowing. The weighted average write down period of the CFR under this method would remain at 25 years, the same as the current 4% reducing balance approach.
- 3.8 This policy would bring MRP into line with the concept of matching the debt repayment with the useful economic life of an asset and the Council's own depreciation policy for land and buildings, which estimates the useful life of these assets to be up to 50 years. At the Council (and at most local authorities) borrowing to support capital expenditure incurred before April 2008 was not attributed to specific assets, so it is not possible to apply the asset life method to this expenditure.

#### **Annuity Method over 50 years**

- 3.9 The annuity method works in a similar way to a household repayment mortgage. The graph at para 3.3 shows an increasing MRP charge, starting from a low base, and ending with significantly higher charges in future years.
- 3.10 The weighted average write down period of the CFR under this method would increase to approximately 33 years (from 25 years) which reflects the fact that debt repayments are substantially higher in latter years.
- 3.11 This policy does not meet the concept of the matching principles described in paragraph 3.8 in the same way that the straightline basis does, as greater proportion of the debt is repaid towards the end of the period. In addition this method is not consistent with way in which MRP is calculated for post-2010 prudential borrowing, but it is allowable under the DCLG Guidance.

#### **Other areas of MRP Policy for consideration**

- 3.12 In addition, there are other areas of MRP policy under investigation which if implemented may require formal approval. These include:
- Reviewing existing asset lives – ensuring that the asset lives used in the calculation of MRP are appropriate and realistic. This may include splitting land from building to optimise the useful life.
  - Revisit method for PFI and Finance Leases – the current method ensure that MRP is charged in line with the contract term rather than the asset life itself, which may be longer.
  - MRP holiday for new assets – ensuring that MRP is only charged in the year following the asset become operational.

- Capital receipts – ensuring that capital receipts are applied to assets with the shortest lives, thereby allocating borrowing to those assets with longer lives.

#### **4. ALIGNMENT WITH PRIORITIES AND WAYS OF WORKING**

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

There are no significant implications for this priority.

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

There are no significant implications for this priority.

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

There are no significant implications for this priority.

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

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

The budgetary implication of the proposed policy change is explained in the main body of the report, the impact over the life of the Business Plan is set out in the table below.

<b><u>Year</u></b>	<b><u>Straight Line Method (50 years)</u></b> <b><u>Budget Saving</u></b>	<b><u>Annuity Method (50 years)</u></b> <b><u>Budget Saving</u></b>
2015-16	£6.5m	£10.9m
2016-17	£6.0m	£10.3m
2017-18	£5.5m	£9.7m
2019-20	£5.5m	£9.1m
2020-21	£4.6m	£8.6m
2021-22	£4.1m	£8.0m

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

The Council continues to operate within the statutory requirements and MRP regulations and considers the policy to be prudent.

##### **5.3 Equality and Diversity Implications**

There are no significant implications for any of the prompt questions within this prompt category.

##### **5.4 Engagement and Consultation Implications**

There are no significant implications for any of the prompt questions within this prompt category.

## 5.5 Localism and Local Member Involvement

There are no significant implications for any of the prompt questions within this prompt category.

## 5.6 Public Health Implications

There are no significant implications for any of the prompt questions within this prompt category.

Source Documents	Location
The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003	Box OCT1114 Shire Hall Cambridge
The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008	
DCLG document, Capital Finance Guidance on Minimum Revenue Provision (February 2012)	





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

*To:* **General Purposes Committee**

*Meeting Date:* **22 December 2015**

*From:* **Democratic Services Manager &  
Policy and Projects Manager**

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

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

*Purpose:* **The General Purposes Committee is asked to consider its Agenda Plan and Training Plan, and agree appointments to Outside Bodies and Internal Advisory Groups and Panels.**

*Recommendation:* **The General Purposes Committee is asked to:**

- a) review its Agenda Plan attached at Appendix 1;**
- b) review and agree its Training Plan attached at Appendix 2;**
- c) agree the appointment of a representative to the Needham's Foundation, Ely; and**
- d) agree that the current Cambridgeshire Future Transport Member Steering Group be reconfigured as the Total Transport Member Steering Group from 1 January 2016 (retaining the existing membership) and reporting to General Purposes Committee.**

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## **1.0 BACKGROUND**

### **Agenda Plan**

- 1.1 All Policy and Service Committees review their agenda plans at every meeting.

### **Training Plan**

- 1.2 At the meeting of the Council held on 24 March 2015, it was agreed that each service committee should consider and approve its own training plan at every meeting. Members of the Constitution and Ethics Committee were concerned about the low take up at training events and were keen that Members should be accountable publicly for their attendance. It was also thought that taking the training plan to the committee meeting would facilitate the organisation of training at a time convenient for the majority of committee members.
- 1.3 For the General Purposes Committee the development of a training plan has been considered in light of the strategic functions of the Committee, as well as the service-based functions for Customer Service and Transformation and LGSS Managed.
- 1.4 At its last meeting, the Committee approved its training plan. Since that meeting, training on communications and consultation, which took place before the last meeting, has been added to the plan.

### **Appointments to Outside Bodies and Internal Advisory Groups and Panels**

- 1.5 The Committee reviewed its appointments to outside bodies, internal advisory groups and panels, and partnership liaison and advisory groups at its meeting on 28 July 2015. Since that meeting, the following changes have arisen:

#### **Needham's Foundation, Ely**

- 1.6 Mrs Hearne-Casapieri has resigned from the Needham's Foundation, Ely. The Needham's Foundation is a Charitable Trust, the purpose of which is to provide financial assistance for the advancement of education, to schools and individuals in the City of Ely. The Council has two representatives – Councillor Michael Rouse is the other representative. The Committee is therefore asked to appoint a representative to the Foundation.

#### **Cambridgeshire Future Transport Member Steering Group**

- 1.7 The current Cambridgeshire Future Transport (CFT) Member Steering Group (MSG) was set up by full Council at the end of 2014. Since then useful discussions and fact-finding have been undertaken, however, there has not been clarity about how the group is feeding in to the wider debate.
- 1.8 The Council submitted a funding bid to central government in February this year, and secured £460k to support a Total Transport pilot project. This will represent the next iteration of the original CFT project. The officer governance arrangements for Total Transport have been reviewed, and a new structure introduced during October 2015. This includes a Total

- 1.9 A meeting was arranged on 9 November 2015 with the chairs and vice-chairs of the Adults; Children and Young People; Economy and Environment and Health Committees, as well as the Chair of the CFT MSG and the Health Champion. The future governance options for the Total Transport project were considered.
- 1.10 Detailed proposals for a Total Transport pilot project in the Ely area are currently being prepared. In order to maintain or develop services whilst reducing financial commitments, there will be an impact on the delivery model of Adults and Children's services. Changes in provision for vulnerable client groups will also be relevant to the public health agenda.
- 1.11 The timescale for delivering the pilot project is tight. The central government funding period runs through to March 2017, by which time implementation and evaluation must have been completed. If up to four separate committees (Adults; Children and Young People; Economy and Environment; and Health) are required to consider and agree all issues arising from the project, significant delays in implementation may be encountered.
- 1.12 Whilst it is recognised that any proposed policy changes would need to be taken back to the relevant committee, the cross-service nature of the project makes it appropriate for General Purposes Committee to consider the general issues and recommendations put forward by a Total Transport MSG. This was the view of the Chairs and Vice-Chairs meeting.
- 1.13 It is therefore proposed that the current CFT MSG should be reconfigured as the Total Transport Member Steering Group from 1 January 2016 (retaining the existing membership) and reporting to General Purposes Committee rather than Economy and Environment Policy and Service Committee.

## **2.0 ALIGNMENT WITH CORPORATE PRIORITIES**

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

There are no significant implications for this priority.

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

There are no significant implications for this priority.

### **2.3 Supporting and protecting vulnerable people**

There are no significant implications for this priority.

## **3.0 SIGNIFICANT IMPLICATIONS**

### **3.1 Resource Implications**

The General Purposes Committee (GPC) training plan will be developed to bring a greater Member understanding of the strategic resource issues facing the Council.

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

There are no significant implications within this category.

### **3.3 Equality and Diversity Implications**

The GPC training plan, as drafted for this report, includes equality and diversity specifically as a topic for further Member development.

### **3.4 Engagement and Consultation Implications**

There are no significant implications within this category.

### **3.5 Localism and Local Member Involvement**

There are no significant implications within this category.

### **3.6 Public Health Implications**

There are no significant implications within this category.

<b>Source Documents</b>	<b>Location</b>
Council Agenda and Minutes – 24 March 2015 General Purposes Committee – 28 July 2015	<a href="http://www.cambridgeshire.gov.uk/info/20146/council_meetings">http://www.cambridgeshire.gov.uk/info/20146/council_meetings</a>

# GENERAL PURPOSES COMMITTEE AGENDA PLAN

Published on 1st December 2015  
As at 9th December 2015



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
<b>22/12/15</b>	1. Minutes – 24/11/15	M Rowe	Not applicable	26/11/15	09/12/15	11/12/15
	2. Business Planning – Full Draft 2016-21 Business Plan	C Malyon	Not applicable			
	3. Strategy for Retention and Recruitment of Social Care Staff – Action Plan	C Black/ J Maulder	Not applicable			
	4. Minimum Revenue Provision Policy*	M Batty	Not applicable			
	5. Integrated Resources and Performance Report For the Period Ending 31st October 2015	P Emmett	2015/052			
	6. Finance and Performance Report – October 2015	D Parcell/ S Heywood	Not applicable			
<b>14/01/16</b>	1. Minutes – 22/12/15	M Rowe	Not applicable	10/12/15	04/01/16	05/01/16

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Spokes meeting date</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	2. Business Planning – Consider impact of Local Government Finance Settlement	C Malyon	Not applicable			
	3. LGSS: potential option for shared services with Milton Keynes Council*	Peter Borley-Cox	2016/016			
	4. Exploration of options in relation to supply of agency workers	P White	2016/018			
	5. Approval for a Joint and Several Guarantee	M Batty	2016/019			
	6. Draft Treasury Management Strategy	S Howarth	Not applicable			
<b>02/02/16</b>	1. Minutes – 14/01/16	M Rowe	Not applicable	07/01/16	20/02/16	22/02/16
	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			
	5. Business Planning – Review Full Business Plan*	C Malyon	Not applicable			
	6. Integrated Resources and Performance Report For the Period Ending 31st November 2015	P Emmett	Not applicable			
	7. Finance and Performance Report – November 2015	D Parcell/ S Heywood	Not applicable			
<b>[23/02/16] Provisional Meeting</b>				28/01/16	10/02/16	12/02/16
<b>15/03/16</b>	1. Minutes – 02/02/16	M Rowe	Not applicable	25/02/16	02/03/16	04/03/16

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Spokes meeting date</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	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			
	5. Final Report from the Member Working Group on Consultation	M Soper	Not applicable			
	6. Policy for increasing Fees and Charges in line with the maximum charge permitted under legislation	S Grace	Not applicable			
<b>[26/04/16] Provisional Meeting</b>				17/03/16	13/04/16	15/04/16
<b>31/05/16</b>	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			
	5. Quarterly Risk Management Report	S Norman	Not applicable			
<b>[28/06/16] Provisional Meeting</b>					15/06/16	17/06/16
<b>26/07/16</b>	1. Minutes – 31/05/16	M Rowe	Not applicable		13/07/16	15/07/16

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Spokes meeting date</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	2. Quarterly Risk Management Report	S Norman	Not applicable			
<i>[23/08/16] Provisional Meeting</i>					23/08/16	12/08/16
<b>20/09/16</b>	1. Minutes – 26/07/16	M Rowe	Not applicable		07/09/16	09/09/16
	2. Quarterly Risk Management Report	S Norman	Not applicable			
<i>[25/10/16] Provisional Meeting</i>					12/10/16	14/10/16
<b>29/11/16</b>	1. Minutes – 20/09/16	M Rowe	Not applicable		16/11/16	18/11/16
<i>[20/12/16] Provisional Meeting</i>					07/12/16	09/12/16
<b>10/01/17</b>	1. Minutes – 29/11/16	M Rowe	Not applicable		28/12/16	30/12/16
<b>24/01/17</b>	1. Minutes – 10/01/17	M Rowe	Not applicable		11/01/17	13/01/17
	2. Quarterly Risk Management Report	S Norman	Not applicable			
<i>[28/02/17] Provisional Meeting</i>					15/02/17	17/02/17
<b>21/03/17</b>	1. Minutes – 24/01/17	M Rowe	Not applicable		08/03/17	10/03/17
	2. Quarterly Risk Management Report	S Norman	Not applicable			
<i>[25/04/17] Provisional Meeting</i>					25/04/17	13/04/17
<b>06/06/17</b>	1. Minutes – 21/03/17	M Rowe	Not applicable		23/05/17	25/05/17



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

1. At least 28 clear days before a private meeting of a decision-making body, public notice must be given which must include a statement of reasons for the meeting to be held in private.
2. At least 5 clear days before a private meeting of a decision-making body, further public notice must be given which must include a statement of reasons for the meeting to be held in private, details of any representations received by the decision-making body about why the meeting should be open to the public and a statement of the Council's response to such representations.

Forward plan reference	Intended date of decision	Matter in respect of which the decision is to be made	Decision maker	List of documents to be submitted to the decision maker	Reason for the meeting to be held in private

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

3. Where the date by which a meeting must be held makes compliance with the above requirements impracticable, the meeting may only be held in private where the decision-making body has obtained agreement from the Chairman of the Council.
4. Compliance with the requirements for the giving of public notice has been impracticable in relation to the business detailed below.
5. The Chairman of the Council has agreed that the Committee may hold a private meeting to consider the business referred to in paragraph 4 above because the meeting is urgent and cannot reasonably be deferred for the reasons stated below.

Date of Chairman's agreement	Matter in respect of which the decision is to be made	Reasons why meeting urgent and cannot reasonably be deferred

For further information, please contact Quentin Baker on 01223 727961 or [Quentin.Baker@cambridgeshire.gov.uk](mailto:Quentin.Baker@cambridgeshire.gov.uk)



<b>GENERAL PURPOSES COMMITTEE TRAINING PLAN</b>	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.	<b><u>Appendix 2</u></b>
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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	Members will gain an insight into the range of frontline and back-officer services provided across CS&T: <ul style="list-style-type: none"> <li>Consultation</li> </ul>		<ul style="list-style-type: none"> <li>24 Nov</li> </ul>	Sue Grace  Mike Soper / Elaine O'Connor	Presentations & Q&A.	Cllrs Schumann, Count, Leeke, Kavanagh, Rouse, Orgee, Hickford, Bates. Criswell, Cearn, Tew,		

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
							Reeve, Bullen, Jenkins, Nethsingha & McGuire		
	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 2015	LGSS Law / CS&T		Cllrs Bailey, Bates, D Brown, Count, Criswell, Hickford, Hipkin, Jenkins, McGuire, Reeve, Tew, Walsh, Divine, Williams		