

GENERAL PURPOSES COMMITTEE



Date: Tuesday, 24 October 2017

Democratic and Members' Services

Quentin Baker

LGSS Director: Law and Governance

10:00hr

Shire Hall

Castle Hill

Cambridge

CB3 0AP

Kreis Viersen Room

Shire Hall, Castle Hill, Cambridge, CB3 0AP

AGENDA

Open to Public and Press

CONSTITUTIONAL MATTERS

- 1 Apologies for absence and declarations of interest**

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

- 2 Minutes - 19th September 2017 and Action Log**

5 - 20

- 3 Petitions**

OTHER DECISION

- 4 Finance and Performance Report - August 2017**

21 - 32

KEY DECISIONS

5	Integrated Resources and Performance Report for the Period Ending 31st August 2017 OTHER DECISIONS	33 - 60
6	Service Committee Review of Draft Revenue Business Planning Proposals for 2018-19 to 2022-2023	61 - 92
7	Draft 2018-19 Capital Programme and Capital Prioritisation	93 - 134
8	General Purposes Committee Agenda Plan, Training Plan and Appointments to Outside Bodies, Partnership Liaison and Advisory Groups, and Internal Advisory Groups and Panels	135 - 140

The General Purposes Committee comprises the following members:

Councillor Steve Count (Chairman) Councillor Roger Hickford (Vice-Chairman)

Councillor Anna Bailey Councillor Ian Bates Councillor Simon Bywater Councillor Steve Criswell Councillor Lorna Dupre Councillor Derek Giles Councillor Peter Hudson Councillor David Jenkins Councillor Noel Kavanagh Councillor Lucy Nethsingha Councillor Josh Schumann Councillor Mathew Shuter and Councillor Joan Whitehead

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

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Twitter and Facebook) to communicate with people about what is happening, as it happens. These arrangements operate in accordance with a protocol agreed by the Chairman of the Council and political Group Leaders which can be accessed via the following link or made available on request: <http://tinyurl.com/ccc-film-record>.

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GENERAL PURPOSES COMMITTEE: MINUTES

Date: Tuesday, 19th September 2017

Time: 10.00a.m. – 12.55pm

Present: Councillors Bailey, Bates, Bywater, Count (Chairman), Cuffley (substituting for Councillor Criswell), Hickford, Hudson, Kavanagh, Kindersley (substituting for Councillor Jenkins), Nethsingha, Schumann, Shuter, Whitehead and Wilson (substituting for Councillor Dupre)

Apologies: Councillors Criswell, Dupre, Giles and Jenkins

23. DECLARATIONS OF INTEREST

There were no declarations of interest.

24. MINUTES – 25TH JULY 2017 AND ACTION LOG

The minutes of the meeting held on 25th July 2017 were agreed as a correct record and signed by the Chairman. The Action Log and following updates were noted:

- further work was needed to provide the split between investment debt (where a specific return is expected) and debt incurred for general purposes (financing the capital programme). The Chairman commented that the Committee was looking to identify that proportion investment which achieved a return e.g. Invest to Save schemes. **Action Required.**
- work was ongoing through the Schools Causing Concern group to address the three schools with significant surplus revenue balances with Ofsted ratings less than Good. Academy financial information was still being collated. The information for Maintained and Free Schools would be circulated week commencing 25/09/17 to Committee Members. **Action Required.**
- resource was currently focussed on the renewal of the Microsoft Enterprise Support Agreement. Once this had been completed, Group Leaders would be updated with an outline plan of the steps involved in an investigation into alternative office software. **Action Required.**

25. PETITIONS

No petitions were received.

26. FINANCE AND PERFORMANCE REPORT – JULY 2017

The Committee was presented with the July 2017 Finance and Performance report for Corporate Services and LGSS Cambridge Office, which was forecasting an overspend

of £1,145K. Attention was drawn to the slippage in the income expected from the Housing Investment Company, resulting in a £750K pressure within 2017-18, although there would be greater returns in future years. It was noted that there was some mitigation from the County Offices budget and work was ongoing to reduce the pressures further. The Chairman commented that whilst understanding the reason for the slippage, the crucial point was that the Committee received information on why it happened and what was being done to address the situation: full and detailed information was required each time.

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

27. INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING 31ST JULY 2017

The Committee received a report detailing the financial and performance information to assess progress in delivering the Council's Business Plan. The overall revenue budget position was showing a forecast year-end overspend of £4.1M, mainly within People & Communities and Corporate Services Financing. Significant action was underway to identify further mitigations to manage those pressures. The Capital Programme was on track.

Members were reminded that the award of a £8.339M improved Better Care Fund grant had been confirmed in March. The restrictions for this ring-fenced funding were set out in the report, which gave proposed allocations for the Committee's consideration.

The report also set out the detail of the one-off Department for Transport Challenge Fund to repair drought damaged roads, and the prudential borrowing required to supplement that funding to enable all the required works to be completed. Councillor Count suggested the following amendment to report recommendation b(i) (addition in bold), which was approved unanimously: *"i) Allocate £3.5m Challenge Fund grant received from the Department for Transport to ETE, **for its intended purpose to repair weather damaged roads;**"*

During discussion, Members:

- noted that when the shared service arrangements for the Property and Asset services with LGSS ended, there were some supplementary savings that had been allocated to LGSS but had not been delivered, and those supplementary savings had come back to Cambridgeshire County Council (CCC). However, as that change had occurred in October 2016, it should not have been included in the 2017/18 Business Plan. The Chairman commented that this highlighted that some tightening up on the relationship with LGSS at officer and Board level needed to take place. Officers explained that prior to Cambridgeshire and Northamptonshire's Property and Assets team entering into a shared service arrangement, the respective teams had been resourced at different levels, with Northamptonshire being the much better resourced service. As LGSS improved efficiencies, savings were shared equally, which created its own pressure. One Member commented that this raised the question whether there were other services which were similarly disproportionate.

- noted that CCS (Cambridgeshire Catering & Cleaning Services) and other traded services such as Outdoor Centres (e.g. Grafham Water) and the Education ICT Services would in future fall within the remit of Commercial & Investment Committee;
- noted that the measures the Council was taking to reduce the number of children in its care had been successful to some degree, but demand was increasing. One Member commented that intervening at an earlier stage would mean that children would suffer less and have better outcomes, which would have the benefit of reducing future costs. Another Member commented that placement planning was key – whilst the Council had been good at placing children in the past, they had not always been the right placements, and measures were being taken to improve this;
- noting the proposal to transfer additional income from the Business Rates Retention Pilot in to corporate reserves at year end, a Member asked if this could be taken out to balance the budget, if the budget was unbalanced. Officers confirmed that the General Reserve did not hold in excess of what was needed in the Medium Term Financial Strategy (MTFS), and those reserves would be drawn on to balance the current year's pressure, after proactive actions had been taken to mitigate those pressures. The current predicted £4.1M overspend would mean an additional savings pressure to top up reserves next year;
- one Member commented that the current predicted £4.1M revenue problem resulted from political decisions taken over the last two years not to increase Council Tax by 2%, which collectively would have provided approximately £10M. Additionally, Members needed to be realistic about how they could manage the increasing workload, especially the demographic pressures and aging population. She also raised concerns on the closure of Children's Centres, pointing out that interventions would take place at a later stage, which would be more costly. In response to these points, other Members commented that (i) the amendment to increase Council Tax by 2% had been predicated on specific spending plans for the additional revenue collected, so there would still have been a significant overspend; (ii) Reserves were replenished in line with the Medium Term Financial Strategy (MTFS) and Section 151 Officer advice; (iii) a number of Children's Centres were being redesignated, and not closed, with the same or increased provision (e.g. nursery, health worker): the key was better use of buildings and scarce Council resources;
- a number of Members commented favourably on the new report format, including the pie charts and metrics. It was confirmed that direction of travel would be shown by an arrow next to the pie chart, once the system was in operation;
- one Member queried the background information behind the Healthy Lifestyle outcome, which seemed to be performing very well, but the Member suggested that some areas may not be performing so well;
- one Member asked if the forecast year-end overspend of £4.1M was based on the assumption of a potential increase in interest rates and a possible public sector pay settlement above 1%. He also asked what impact any mitigations would have on service users, and whether these would be reported back to GPC or the relevant

Service Committee. Officers confirmed that the assumptions were that the public sector pay settlement was within the 1% pay cap, set out by the Chancellor, and there would only be very small increases in interest rates at the end of this year. Even if the public pay cap was lifted, it would only be effective from April 2018. Additionally, whilst an increase in interest rates would be unwelcome, it would not affect existing borrowing, just new borrowing, which formed a very small part of the Council's treasury portfolio and therefore have a minimal impact;

- noted the three items identified in the Risk graphic which posed the greatest risks (Revenue budget forecast, Capital programme forecast and Balance sheet health), and that an increase in any one (i.e. variances and net borrowing) would have a negative financial impact, however, this was qualified, with officers pointing that a reduction in the number of people receiving long term nursing or residential would be positive, even if that led to an increase in transactions. It was agreed that totals would be added on to the section for Service Users supported by key care budgets.
Action required;

- noting the narrative from the report to CYP Committee about budget pressures (Appendix 5 to the report), the Committee was advised that these reports would be coming forward from the Committee Chairs when appropriate, providing a full and detailed account about what was being done to mitigate predicted overspends;
- one Member asked if it would be possible to change the format of the Revenue Budget report to add an additional column on "current spending". After discussion, it was suggested that there would be no value in this, given the typically uneven spend patterns throughout the year – the key consideration was the estimate of where the budget was expected to be at year end. It was agreed that officers could create a report on the basis of the request and work through it with the Member, to explain how it would work and the problems with this approach. **Action required.** It was also indicated that the key consideration was the DoT (Direction of Travel) arrow in the final column.

It was resolved unanimously to:

- a) Analyse resources and performance information and note any remedial action currently being taken and consider if any further remedial action was required.
- b) Approve the changes to capital funding requirements as set out in section 6.7.
 - i) Allocate £3.5m Challenge Fund grant received from the Department for Transport to ETE, for its intended purpose to repair weather damaged roads;
 - ii) Revised phasing of £2.25m of Prudential Borrowing for use by ETE, bringing it forward from later years in the Capital Programme.
 - iii) An additional £193k of Prudential Borrowing to fund the increased costs of the Sawston Community Hub scheme, which would need to be met in 2017/18.

- c) Confirm the allocation of improved Better Care Fund grant, within People & Communities, following sign-off of a joint plan with the NHS (as set out in Appendix 3).

28. STRATEGIC FRAMEWORK

The Committee received a report detailing how the Council's key strategies fit together to ensure that its plans were driven by a shared vision for the county and focused on achieving a number of outcomes for the people of Cambridgeshire. The Strategic Framework built on last year's work on the outcomes framework, and set the overall direction of travel.

Members' attention was drawn to the summary of the key elements which form the Strategic Framework. It was confirmed that together with the Medium Term Financial Strategy and Capital Strategy, these documents formed the basis of the Council's Business Plan. This was an iterative process so these documents were not set in stone and could be modified as the Business Planning programme progressed, and Members' comments on the Strategic Framework, MTSF and Capital Strategy were welcomed. The three documents would be coming back to GPC in January 2018, prior to consideration at full Council in February.

During discussion:

- one Member commented that whilst she welcomed the outcomes based work across the Council, and appreciated the significant amount of work that had gone into the document, she would not be support the Strategic Framework or Business Plan as she believed it was not deliverable. Noting examples of Transformation work to date, including "A blueprint for the future" which detailed the successful child and family zone in St Ives, the Member commented that the implication was that that would be replicated across the council: whilst it may have worked in St Ives, it was not necessarily a model for the future or the county;
- one Member commented that Hubs had clearly been very successful in bringing services together in a one stop shop, but there also needed to be outreach e.g. for those communities, especially rural areas, without Hubs;
- a number of Members commented favourably on the Strategic Framework, and in particular on the examples given of Transformation programme successes;
- one Member suggested there should be an Outcome section focusing on "Getting around" (by road or bus). He also suggested that the safety section should be expanded to included safety from flooding, recognising the Council's status as overall flood authority.

The Chairman commented that it would be helpful for all Members to contribute positively to the business planning process, rather than to oppose it from the outset and present amendments to the Business Plan in February.

It was resolved by a majority to review and endorse the Strategic Framework in preparation for a recommendation to Council in February 2018.

29. MEDIUM TERM FINANCIAL STRATEGY

The Committee considered a report setting out the Council's draft Medium Term Financial Strategy (MTFS) for the next five years. The strategy was updated annually at the commencement of the business planning process but was refined during the process as the financial climate and the Council's approach to its finances gained greater clarity. The final Strategy was adopted at the Council meeting in February.

The core purpose of the MTFS was to provide a financial framework within which individual service proposals could be developed. The MTFS included a five year rolling assessment, updated annually, taking into account factors such as changing demography, interest rates and grant settlements. Members were reminded that in February 2017 full Council had agreed a 0% Council Tax increase, but assumed a 2% Adult Social Care precept for 2018/19 and 2019/20. No assumptions had been made on the localisation of Business Rates, as this has not yet been finalised. It was also noted that as the Council did not sign up to the three year Revenue Support Grant (RSG) settlement, it would be subject to an annual review with a number of other authorities. It has been assumed that RSG would not deteriorate any further.

One Member commented that she would not be supporting the Strategy, as it was predicated on no increase to Council Tax, at a time when the county was crying out for investment, and the financial situation was worsening every year. She suggested that this year would be even more challenging given the discussions going on about Public Sector pay. She also questioned how the Strategy could attempt to explore the Cambridgeshire economy over the next few years without mentioning Brexit.

In terms of process, it was confirmed that the existing MTFS had last been agreed by full Council in February 2017, and whilst GPC could make recommendations, the Strategy could only be amended by full Council. The Chairman pointed out that in developing the Strategy, officers had carried forward the requests of Council. However, he agreed that the MTFS should include balanced references to Brexit, acknowledging that the impact was largely unknown. **Action required.** Another Member commented that whilst residents would be aware of the challenges facing the Council, they were also subject to their own pressures in their homes and communities, especially pensioners.

One Member commented that as the Council was a Conservative run authority with effect from May 2017, the core elements of policy should reflect that group's manifesto. Whilst opposition groups could put forward different positions, this was essentially a political process. The Chairman commented that whilst this was correct, there was value in discussing policies and strategies, as there was always room for improvement, and constructive contributions from opposition groups were always welcomed.

Clarity was sought on the inflation figures within the report: under "inflationary pressures", an assumption of 0.8% for 2018-19 was set out, whilst the Fees and Charges section suggested an increase in line with CPI (1.7-2.2% per annum). It was stressed that the latter was only applicable to Fees and Charges, the general inflationary pressure 0.8% reflected the likely inflationary pressures from key costs e.g. public sector pay.

One Member commented that she would not be supporting the proposed budget, mainly due to the lack of increase in the Council tax. She added that every public consultation undertaken since 2013 demonstrated that the majority of those consulted supported an increase in Council Tax. The Chairman responded that the MTFS was about the Council as an organisation and how it would handle money, and he had hoped for more discussion about the content of the document rather than a debate on Council Tax. The Council had been fighting for fairer funding for Cambridgeshire, as the Council was underfunded across the board, and a lot of work was going on in this area. It was agreed that the Head of Communications and Information would circulate some of the media messages which were being given out. **Action required.**

It was resolved by a majority to review and endorse the Draft Medium Term Financial Strategy, subject to the inclusion of a reference on the implications of Brexit, in preparation for recommendation to Council in February 2018.

30. CAPITAL STRATEGY

The Committee received a report setting out the Council's Capital Strategy, detailing all aspects of the Council's capital expenditure programme: planning; prioritisation; management; and funding. Detailed capital proposals would be presented to the October round of Service Committees and General Purposes Committee. It was stressed that a vital element of the Capital Strategy was the commercial activity to raise income, particularly through the housing development vehicle CHIC.

One Member suggested meeting with the District Councils and Cambridge City Council to discuss CIL and Section 106 contributions, specifically how vital these were to school buildings and other infrastructure. Other Members commented that this was beyond the County Council's control, and there were other forums where these complex issues were being discussed with District and City colleagues.

It was confirmed that the mechanism for dealing with central government demands on Council funding e.g. for a A428 upgrade or rail projects would need to be made by a full Council decision, but there were currently no such decisions or requests coming forward.

One Member suggested that something radical needed to be done with regard to public transport, especially in rural areas in light of bus companies withdrawing services. Other Members commented that the Combined Authority now had the funding and responsibility for public transport. It was also confirmed that the Council's Capital Strategy co-aligned with the Combined Authority, Local Enterprise Partnership and GCP, and there were good examples e.g. Ely Crossing where the County Council had led on major projects.

It was resolved by a majority to review and endorse the Draft Capital Strategy, in preparation for recommendation to Council in February 2018.

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

The Committee noted a report which provided an overview of the draft Business Plan Capital Programme for Corporate and Managed Services.

It was resolved unanimously to:

- a) note the overview and context provided for the 2018-19 Capital Programme for Corporate and Managed Services; and
- b) comment on the draft proposals for Corporate and Managed Services 2018-19 Capital Programme and endorse their development.

32. LEVEL OF OUTSTANDING DEBT

The Committee considered a report on actions being taken to control and manage debt, and to agree revised debt management targets. The main challenge remained the invoiced contributions for Adult Social Care services and the growing unwillingness of people to pay those invoices. Targets were now split between Adult Social Care and Sundry debt.

Prevention activities used, including proactive Credit Control and the promotion of Direct Debit payments were outlined. Members noted that Cambridgeshire compared favourably with peer authorities, and they asked officers to provide them with the relevant benchmarking information. **Action required.** It was also noted that the internal cost of debt recovery was lower for Cambridgeshire than neighbouring authorities. A Member commented that was acceptable as long as the level of debt was acceptable: GPC had expressed concerns previously on the level of debt.

In response to a Member question, it was confirmed that where there were assets, they were pursued, and the threat of legal action was proving effective. It was confirmed that legal fees were also recovered, where possible.

In discussion:

- one Member observed that 26% of debts were over a year old, and that those older debts tended to be for bigger sums. More information on this was requested. **Action required.**
- one Member commented that the level of debt in Corporate Services appeared to be surprisingly high: whilst understanding the reasons why Adult Social Care debt was relatively high, she asked for further analysis on the Corporate Services debt to be circulated to the Committee. **Action required.**
- in response to a Member question, officers advised that all Adult Social Care clients were assessed on their ability to pay: the issue was often around clients *choosing* whether to pay, rather than being unable to pay. It was also confirmed that support was given to clients who needed assistance understanding their liabilities, including

phone calls and visits, where appropriate. There were also cases where assessments needed to be revisited e.g. if a client's financial circumstances changed.

- officers agreed to email the Committee the totals that were written off and the processes for agreeing to write off debts. **Action required.**

It was resolved unanimously to:

- (i) to note the actions being taken to manage income collection and debt recovery.
- (ii) to agree that the Credit Control Service continues to utilise external debt collection agencies for appropriate debts reporting performance to the Chief Finance Officer quarterly.
- (iii) that the debt targets be split between Adult Social Care and Sundry debt with a target to reduce the aged debt levels in each financial year from 2017-18 as follows:

Aged Debt	Adult Social Care	All other Sundry Debt
1 - 90 days	3%	3%
91 - 360 days	5%	5%
360+ days	7%	7%

- (iv) to agree that a further update will be provided in March 2018.

33. UPDATE REPORT ON THE INTRODUCTION OF OPUS LGSS

Members considered a report reviewing progress since the creation of Opus LGSS People Solutions (OPUS LGSS) earlier this year, which was formed after approval by the Committee in July 2016.

Opus LGSS was created as a partnership with Opus People Solutions, who are owned by Suffolk County Council, to supply and manage Cambridgeshire County Council's requirements for temporary/interim workers. This replaced the previous arrangement with Guidant Group. The benefits were already starting to be realised: the objectives of the initiative were to have greater influence over the wider issues (including quality and pay of agency workers in specific categories e.g. social workers; (ii) providing financial savings and reduced costs and (iii) ensuring continuity of supply.

The number of Opus sourced agency workers now (August 2017) stood at 28%, and feedback from managers had been very positive. The Opus team was based alongside the County Council's own Human Resources team, meaning it was much more responsive and had a better understanding of services and users, and so was providing much more appropriately skilled individuals. Unanticipated additional benefits around IR35 tax legislation changes had also been realised. Financial savings to date totalled £107K.

One Member applauded the scheme, and asked about the scope to make good agency workers permanent. Officers confirmed that this was a key objective of the initiative, and further information could be provided. **Action required.** The Chairman welcomed the progress made to date, and commented that the key objective remained ensuring a good fit in terms of the agency staff provided to fill specific roles.

It was resolved unanimously to note progress made to date.

34. CAMBRIDGESHIRE COUNTY COUNCIL APPROACH TO PUBLIC CONSULTATION ON THE BUSINESS PLAN

The Committee was presented with a report outlining a proposal for the 2018/19 Business Planning consultation as recommended by the Communities and Partnership Committee.

The Communities and Partnerships Committee was recommending an option that would involve two stages: (i) focus groups to take a deep look at residents' priorities and (ii) a representative household and open web survey on the draft proposals considered by Service Committees in November.

One Member expressed slight concerns about the proposed focus groups, as she felt it was easy to lead focus groups, and asked if it would be possible for her to attend one of the focus groups as an observer. Officers reassured Members that focus groups were screened to remove any obvious bias, but the problem with having observers was that it could introduce bias to responses, especially if those observers were Councillors. It was agreed that officers would email the Committee detail on how the focus groups would be managed and screened to guard against skewed answers.

Action required.

It was resolved unanimously to:

1. endorse the proposed option for consultation on the Council's Business Plan; and
2. recommend to Council (via Constitution and Ethics Committee) that the terms of reference of the Communities and Partnership Committee be amended to give it responsibility for the Council's Consultation Strategy and its approach to future Business Planning consultation.

(Councillor Count left the meeting and Councillor Hickford assumed the Chair)

35. TREASURY MANAGEMENT - QUARTER ONE

The Committee received the first quarterly update on the Treasury Management Strategy 2017-18 approved by Council in February 2017. It was noted that the issue highlighted in the Integrated Resources and Performance Report about the sale of assets to the Cambridgeshire Housing Investment Company (CHIC) was not picked up in this report. With regard to the earlier discussion on interest rates, there were differing

views about when interest rates would rise, but this was being closely monitored with a view to the timing of future drawdowns and repayments.

It was resolved unanimously to note the Treasury Management Report.

36. TRANSFORMATION FUND

a) Care in Cambridgeshire for People with Learning Disabilities

Members received a report detailing a programme of work which would achieve improved outcomes for people with learning disabilities and financial efficiency for the local authority by identifying and providing suitable care arrangements in Cambridgeshire for people who are currently living in other counties.

The work programme would involve a comprehensive review of all current out of area placements and a managed programme to organise care in Cambridgeshire where it was in service users' best interests and in line with their wishes. It would also achieve strategic commissioning review of the sufficiency of care provision in Cambridgeshire now and in the future, and plans to create the additional capacity and improved commissioning processes would minimise the number of new out of area placements in future, by developing accommodation and support services for some individuals to move back into the county, and reducing the number of costly Out of County placements. The funding would be used flexibly so that the programme could be moved on as quickly as possible.

The overall saving to be achieved was £373K. £60K of the savings achieved through the project would be reinvested on an ongoing basis to provide brokerage support to the Learning Disability Partnership. Therefore the net saving for 2018/19 would be £313K. Of the 130 existing people with learning disabilities living out of area, 27 had been identified where it would be beneficial for them to move back to Cambridgeshire. There were a further 35 people where more work was required to identify if a move back to Cambridgeshire would be beneficial. The savings figures were based on these numbers.

In response to Member questions:

- as to whether there were any legal implications, (and with a view to there being in additional potential reputational issues, officers confirmed that the standard procedures for all clients would be worked through i.e. Court of Protection/ Deprivation of Liberty, and there were no exceptional legal implications in the proposed process;
- with regard to clients who were settled in communities outside the county, it was confirmed that since the Care Act 2014, it was not possible to transfer clients to another authority, as the responsibility rested with the 'home' authority;

- advised that officers were not looking for the potential for care to be provided more economically outside the county. Additionally, the closer the Authority works with providers within Cambridgeshire, the more it would be able to drive down costs;

One Member commented that it was very pleasing to see this business case come forward, which had initially been triggered by one particular case. Whilst the associated savings were very welcome, they were not the driver: these individuals would be much better off as a result of this initiative.

It was resolved unanimously to:

fund from the Transformation Fund the recruitment of two social workers for a fixed 12 month period to a maximum investment of £120k to enable a review of out of area care for adults with learning disabilities and supporting people to move back to Cambridgeshire where it was in their best interest and in line with their wishes.

(Cllr Kindersley left the meeting)

b) Transformation Fund Monitoring Report Q1 2017-18

The Committee received a report outlining progress in delivery of the projects for which transformation funding had been approved at the end of the first quarter of the 2017/18 financial year. The total projected savings resulting from each project were noted.

There was a discussion on the format of the report going forward. The report showed savings quarterly, and it was suggested that a projection for the five years could be included, and whether the RAG (Red/Amber/Green) rating would be met over the five year period. It was suggested that more detail on the more challenging projects could be included, and also information on the savings that projects could achieve for partners, where applicable.

It was acknowledged that going forward, as more transformation projects came on line, this report could become large and unwieldy, and there may be merit in an exception reporting approach at that stage. However, it was agreed that the current format should be retained until that became an issue.

A number of Members commented favourably on the report, commenting that it demonstrated a lot of hard work that had gone into the various projects, and the importance of the Transformation Fund in terms of ensuring the sustainability of the Council going forward.

It was resolved unanimously to note and comment on the report, including whether the format of the paper gives the right level of detail and information to allow the Committee to fulfil their monitoring role

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

The Committee considered its agenda plan and training plan.

It was resolved unanimously to:

- a) review its Agenda Plan attached at Appendix 1;
- b) review and agree its Training Plan attached at Appendix 2; and
- c) note the appointment of Councillors Howell and Nethsingha as substitutes on the Police and Crime Panel.

Chairman

GENERAL PURPOSES COMMITTEE

Minutes-Action Log



Introduction:

This log captures the actions arising from the General Purposes Committee on 19th September 2017 and updates members on the progress on compliance in delivering the necessary actions. This is the updated action log as at 16th October 2017.

Minutes of 19th September 2017

Item No.	Item	Action to be taken by	Action	Comments	Completed
24.	Minutes – 19th September 2017 and Action Log	T Kelly	Further work is needed to provide the split between investment debt (where a specific return is expected) and debt incurred for general purposes (financing the capital programme)	Analysis continues to disaggregate	Ongoing
		T Kelly	Work was ongoing through the Schools Causing Concern group to address the three schools with excessive balance rated less than good. Academy secondary financial information was being collated.	E-mail sent to Committee on 29 September 2017 confirmed circumstances for the three maintained schools in this situation. Academy information already in the public domain.	Yes

Item No.	Item	Action to be taken by	Action	Comments	Completed
		S Smith	Resource is currently focussed on the renewal of the Microsoft Enterprise Support Agreement. Once this has been completed, Group Leaders will be updated with an outline plan of the steps involved in an investigation into alternative office software.	No further update.	Ongoing

FINANCE AND PERFORMANCE REPORT – AUGUST 2017

To: General Purposes Committee

Meeting Date: 24th October 2017

From: Director of Corporate and Customer Services
Chief Finance Officer

Electoral division(s): All

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

Purpose: To present to General Purposes Committee (GPC) the August 2017 Finance and Performance Report for Corporate Services and LGSS Cambridge Office.

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

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

<i>Officer contact:</i>		<i>Member contacts:</i>	
Name:	Tom Kelly	Names:	Councillors Count & Hickford
Post:	Head of Finance	Post:	Chair/Vice-Chair
Email:	Tom.Kelly@cambridgeshire.gov.uk	Email:	Steve.Count@cambridgeshire.gov.uk Roger.Hickford@cambridgeshire.gov.uk
Tel:	01223 703599	Tel:	01223 706398

1. BACKGROUND

- 1.1 General Purposes Committee receives the Corporate Services and LGSS Cambridge Office Finance and Performance Report at all of its meetings, where it is asked to both comment on the report and potentially approve recommendations, to ensure that the budgets and performance indicators for which the Committee has responsibility, remain on target.

2. MAIN ISSUES

- 2.1 Attached as **Appendix A**, is the August 2017 Finance and Performance report.

2.2 Revenue:

At the end of August, Corporate Services (including the LGSS Managed, Deputy Chief Executive and Financing Costs) is forecasting an overspend of £1,120k. There are no new significant forecast outturn variances (over £100k) to report.

The LGSS Cambridge Office budget is forecasting an overspend of £70k and there are no significant forecast outturn variances (over £100k) to report. This element of the budget is monitored by the LGSS Joint Committee and is not the responsibility of General Purposes Committee.

2.3 Capital:

At the end of August, Corporate Services, Transformation and LGSS Managed are forecasting an underspend of £237k on capital budgets. The capital programme variations budget for Corporate Services has been achieved in full, resulting in a net underspend of £237k. There are no significant forecast outturn variances by value (over £500k) to report for Corporate Services. LGSS Managed budgets are forecasting a balanced budget.

At the end of August, LGSS Operational is forecasting a balanced budget on capital; as yet there has been no capital spend and none of the capital programme variations budget has been used. There are no significant forecast outturn variances by value (over £500k) to report. The Next Generation ERP capital budget has been increased to £0.5m in 2017/18 and £1.615m total scheme budget, following approval at GPC in July of £187k additional capital budget to meet increased costs of Agresso implementation.

2.4 Performance:

Corporate Services / LGSS Cambridge has 14 performance indicators for which data is available. 7 indicators are currently at green, 4 at amber and 1 at red status. 2 indicators have no target set. This report contains a new indicator set to better reflect the work undertaken by the new corporate directorate, work to complete the definitions and data collection mechanisms for the new performance indicators is ongoing.

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 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

4.3 Statutory, Risk and Legal Implications

There are no significant implications within this category.

4.4 Equality and Diversity Implications

There are no significant implications within this category.

4.5 Engagement and Consultation Implications

There are no significant implications within this category.

4.6 Localism and Local Member Involvement

There are no significant implications within this category.

4.7 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	N/A
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	N/A
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	N/A
Have the equality and diversity implications been cleared by your Service Contact?	N/A
Have any engagement and communication implications been cleared by Communications?	N/A
Have any localism and Local Member involvement issues been cleared by your Service Contact?	N/A
Have any Public Health implications been cleared by Public Health	N/A

Source Documents	Location
CS and LGSS Cambridge Office Finance & Performance Report (August 17)	1 st Floor, Octagon, Shire Hall, Cambridge

Corporate Services and LGSS Cambridge Office**Finance and Performance Report – August 2017****1. SUMMARY****1.1 Finance**

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

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

Monthly Indicators	Red	Amber	Green	Total
August (Number of indicators)	1	4	7	12

2. INCOME AND EXPENDITURE**2.1 Overall Position**

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. Budgets relating to Commercial and Investment Committee have been disaggregated from these figures.

The adverse position seen overall in this report is subject to action by officers to address. Mitigations identified in corporate areas, but reported outside of this report, include additional income from the County Offices estate and Business Rates.

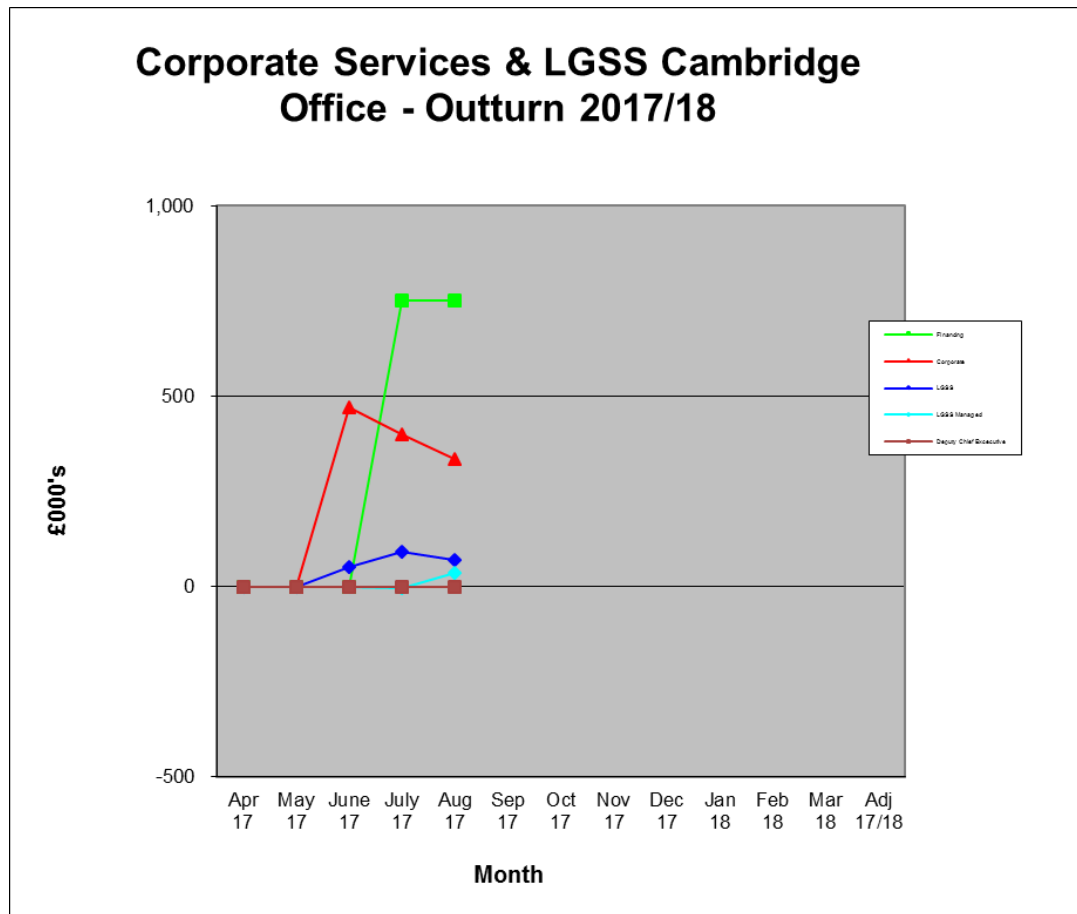
Original Budget as per BP (1)	Directorate	Current Budget	Forecast Variance - Outturn (July)	Forecast Variance - Outturn (August)	Forecast Variance - Outturn (August)	Current Status	DoT
£000		£000	£000	£000	%		
6,914	Corporate and Customer Services	6,085	400	336	6	Amber	↑
223	Deputy Chief Executive	275	0	0	0	Green	↔
13,626	LGSS Managed	13,560	-5	34	0	Amber	↓
22,803	Financing Costs	22,803	750	750	3	Amber	↔
43,566	Sub Total	42,724	1,145	1,120			
7,746	LGSS Cambridge Office	9,420	90	70	1	Amber	↑
51,312	Total	52,144	1,235	1,190			

The service level budgetary control report for Corporate Services, LGSS Managed and Financing Costs for August 2017 can be found in [CS appendix 1](#).

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

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

The appendices are published online only and not printed for Committee.



2.2.1 Significant Issues – Corporate and Customer Services

Corporate and Customer Services budgets are currently predicting an overspend of £336k at year-end, which is an improvement of £64k on the position reported last month. This is due to the following new variance:

- The Strengthening Communities budget is predicted to underspend by £50k due to staff vacancies.

Further mitigations are being sought so that this position continues to improve.

There are no material exceptions to report this month.

2.2.2 Significant Issues – Deputy Chief Executive

Deputy Chief Executive budgets are forecast to be in balance at year-end.

There are no exceptions to report this month.

2.2.3 Significant Issues – LGSS Managed

LGSS Managed budgets are currently predicted to be overspent by £34k at year-end, an adverse change of £39k from the position reported last month. This is due to the following new variances:

- There is a predicted overspend of £68k on IT Managed budgets as a result of increased contract costs due to inflation on contract renewal.
- This is offset by a forecast underspend on OWD Managed budgets due to the temporary secondment of a Graduate Trainee to the Combined Authority.

There are no material exceptions to report this month.

2.2.4 Significant Issues – Financing Costs

As reported last month, Financing Costs budgets are recording a pressure of £750k in 2017-18 following the re-phasing of expected income streams from The Housing Investment Company.

There are no new exceptions to report for this month.

2.2.5 Significant Issues – LGSS Cambridge Office

LGSS Cambridge Office is predicting an overspend of £70k at year-end, which is an improvement of £20k from last month.

Any year-end deficit / surplus is subject to a sharing arrangement with Northamptonshire County Council and Milton Keynes Council and will therefore be split between partner authorities on the basis of net budget, with an equalisation adjustment processed accordingly at year-end. This will be incorporated into the report as outturn figures become available during the course of the year.

There is a forecast deficit of £217k on the consolidated trading activities. This will be offset through the LGSS Smoothing Reserve, which has been built up in previous financial years to address potential trading risk.

There are no material exceptions (over £100k) to report for this month.

2.3 Additional Income and Grant Budgeted this Period (De minimis reporting limit = £30,000)

The following items above the de minimis reporting limit were recorded during August 2017.

Corporate and Customer Services:

Grant	Awarding Body	Expected Amount £
SCS Arts Alive		93,271
SCS Librarian Theatre Tour		51,446
Non-material grants (+/- £30k)		0

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.

Corporate and Customer Services:

	£	Notes
Transfer from CS to LGSS Cambridge and P&C	-142,000	Transfer of Welfare Benefits team
Non material virements (+/- £30k)	0	

Deputy Chief Executive:

	£	Notes
Transfer from LGSS Cambridge to Deputy Chief Executive	38,804	Staffing budget transfer from Learning Directorate to Transformation Team
Non material virements (+/- £30k)	0	

LGSS Cambridge Office:

	£	Notes
Transfer from LGSS Cambridge to Deputy Chief Executive	-38,804	Staffing budget transfer from Learning Directorate to Transformation Team
Transfer from CS to LGSS Cambridge and P&C	62,000	Transfer of Welfare Benefits staff
Non material virements (+/- £30k)	0	

A full list of virements made in the year to date for Corporate and Customer 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 and Transformation schemes have a capital budget of £5.9m in 2017/18 and there is £181k spend to date. The forecast for net in-year slippage of £516k exceeds the Capital Programme Variation budget of £279k, resulting in a favourable forecast outturn variance of £237k.

The Corporate Services capital budget has increased by £2.6m due to the transfer of the Mosaic Project. The scheme was formerly under the remit of People and Communities, and is funded by borrowing. Following a review of the scheme, it is expected that the final cost of the scheme will be within budget.

There were no new exceptions to report for August.

- LGSS Managed has a capital budget of £0.85m in 2017/18 and there is expenditure of £34k to date. A balanced position is currently forecast at year-end and a nil total scheme variance is forecast.

There were no new exceptions to report for August.

- LGSS Cambridge Office has a capital budget of £0.5m in 2017/18 and there is no spend to date. The capital scheme budgets are predicted to be in balance at year-end and total scheme variances of £0k are forecast across the programme.

The Next Generation ERP capital budget has been increased to £0.5m in 2017/18 and £1.615m total scheme budget. This follows approval at GPC in July of £187k additional capital budget to meet increased costs of Agresso implementation. A number of factors have resulted in the need to employ additional external IT resource over a longer period than originally planned; these included the extended timetable, increased complexity as a result of implementing across three partners, and responding to changes in NCC organisational structures. There have also been some additional IT software and infrastructure costs incurred in respect of Biztalk and MOVEit software, in order to meet all of the application interfacing commitments. The additional capital costs will be fully mitigated by in-year LGSS revenue savings post implementation.

Funding

- Corporate Services and Transformation schemes have capital funding of £6.7m in 2017/18. This transfer of the Mosaic project budget of £2.6m has resulted in an increase in the borrowing requirement of this amount.

As reported above, there is a predicted in-year underspend of £516k for 2017/18. This is offset by the Capital Programme Variation budget, resulting in a net reduction of £237k in the borrowing requirement for 2017/18.

- LGSS Managed has capital funding of £0.85m in 2017/18.

A balanced programme budget is forecast, and the current expectation is that this funding continues to be required in line with the revised budget proposals.

- LGSS Cambridge Office has capital funding of 0.5m in 2017/18.

As reported above, the budget for Next Generation ERP has increased by £187k, resulting in an increased borrowing requirement of this amount. A balanced budget is forecast, and the current expectation is that this funding continues to be required in line with the revised 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 key performance indicators for Corporate and Customer Services, LGSS Managed Services and the LGSS Cambridge Office for August 2017 are set out in [CS Appendix 7](#) and [LGSS Appendix 7](#). There are a total of 22 indicators 14 of which have data available. 7 indicators are currently at green, 4 at amber and 1 at red status. There are 2 indicators with no target set. 8 indicators are in development, 5 of which are annual indicators. One of the indicators in development is a satisfaction indicator for work undertaken by the new corporate directorate. Work to complete all the definitions and data collection mechanisms for the new performance indicators is ongoing.

APPENDICES

The appendices to this report can be viewed in the [online version](#) of this report.

**INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING
31ST AUGUST 2017**

To: General Purposes Committee

Date: 24th October 2017

From: Chief Finance Officer

**Electoral
division(s):** All

Forward Plan ref: 2017/023 **Key decision:** Yes

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

Recommendations: General Purposes Committee (GPC) is recommended to:

- a) Analyse resources and performance information and note any remedial action currently being taken and consider if any further remedial action is required.
- b) Note the £1.2m additional capital funding that has been received by Economy, Transport and Environment (ETE) from the Department of Transport for Road Safety improvements, as set out in Section 6.7.

<i>Officer contact:</i>		<i>Member contacts:</i>	
Name:	Tom Kelly	Names:	Councillors Count & Hickford
Post:	Head of Finance	Post:	Chair/Vice-Chair
Email:	Tom.Kelly@cambridgeshire.gov.uk	Email:	Steve.Count@cambridgeshire.gov.uk Roger.Hickford@cambridgeshire.gov.uk
Tel:	01223 703599	Tel:	01223 706398

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 summary provides a snapshot of the Authority's performance against its indicators around outcomes, its forecast financial position at year-end and its key activity data for care budgets.

Outcomes

80 indicators about outcomes are monitored by service committees
They have been grouped by outcome area and their status is shown below



Revenue budget forecast

+£4.8m (1.4%)
variance at end of
year

RED

This is a £0.7m
worsening
since last
month.

Capital programme forecast

£0 (0%) variance
at end of year

GREEN

Residual risk score	Green	Amber	Red
Number of risks	0	8	1

Number of service users supported by key care budgets

Older people aged 65+ receiving long term services

	Aug-17	Trend since Apr-17
Nursing	326	↑
Residential	716	↔
Community	2111	↑

Adults aged 18+ open to disability services receiving long term services

	Aug-17	Trend since Apr-17
Nursing	25	↔
Residential	311	↑
Community	1921	↔

Children open to social care

	Aug-17	Trend since Apr-17
Looked after children	681	↔
Child protection	570	↓
Children in need	2144	↑

Public Engagement

	Aug-17
Contact Centre Engagement	15,443 Phone Calls 4,485 Other
Website Engagement (cambridgeshire.gov.uk)	145,194 Users 219,108 Sessions

The number of service users is a key indicator of the demand for care budgets in social care. Information about the contacts with the public across web and phone channels is a key indicator of both service delivery and transformation, direction of travel arrows will be added in subsequent months.

Please note, all direction of travel arrows included reflect a numerical increase rather than a reflection of change

2.2 The key issues included in the summary analysis are:

- The overall revenue budget position is showing a forecast pressure of +£4.8m (+1.4%), an increase of £0.7m on the forecast pressure reported in July; the increase is mainly within People and Communities (P&C). See section 3 for details.
- The Capital Programme is forecasting a balanced budget at year end. This includes use of £2.7m (10%) of the capital programme variations budget. See section 6 for details.
- Balance Sheet Health; the original forecast net borrowing position for 31st March 2018, as set out in the Treasury Management Strategy Statement (TMSS) is £466m. At this early stage in the financial year the full year projection is still as set out in the TMSS at £466m.

3. REVENUE BUDGET

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

Key to abbreviations

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

Original Budget as per Business Plan £000	Service	Current Budget for 2017/18 £000	Forecast Variance (July) £000	Forecast Variance (August) £000	Forecast Variance (August) %	Overall Status	DoT
38,682	ETE	39,998	178	50	0.1%	Amber	↑
237,311	People & Communities	237,575	3,091	3,843	1.6%	Red	↓
200	Public Health	386	0	0	0.0%	Green	↔
15,542	Corporate Services	6,360	400	336	5.3%	Amber	↑
6,500	LGSS Managed	13,560	-5	34	0.3%	Amber	↓
2,702	Commercial & Investment	1,867	84	165	8.8%	Amber	↓
22,803	CS Financing	22,803	750	750	3.3%	Amber	↔
323,740	Service Net Spending	322,549	4,498	5,178	1.6%	Red	↓
24,377	Funding Items	23,384	-405	-405	-1.7%	Green	↔
348,117	Total Net Spending	345,933	4,093	4,773	1.4%	Red	↓
	Memorandum items:						
7,746	LGSS Operational	9,420	90	70	0.7%	Amber	↑
212,873	Schools	212,873					
568,736	Total Spending 2017/18	568,226					

- 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.
- For budget virements between Services throughout the year, please see [Appendix 1](#).
- The budget of £387k stated for Public Health is its cash limit. In addition to this, Public Health has a budget of £26.0m from ring-fenced public health grant, which makes up its gross budget.
- The 'Funding Items' budget (previously been referred to as 'Financing Items') comprises the £23m Combined Authority Levy and the £384k Flood Authority Levy. The forecast outturn on this line reflects any variance in the amount received from corporate grants and business rates from what was budgeted; a negative outturn indicates a favourable variance, i.e. more income received than budgeted.

3.1.1 Although the position continues to be challenging, savings of £29.3m are on track against a target for 2017-18 of £33.4m, with additional 'funnel' savings that were not in the Business Plan of £1.2m. The council faces significant demand led pressures and risks

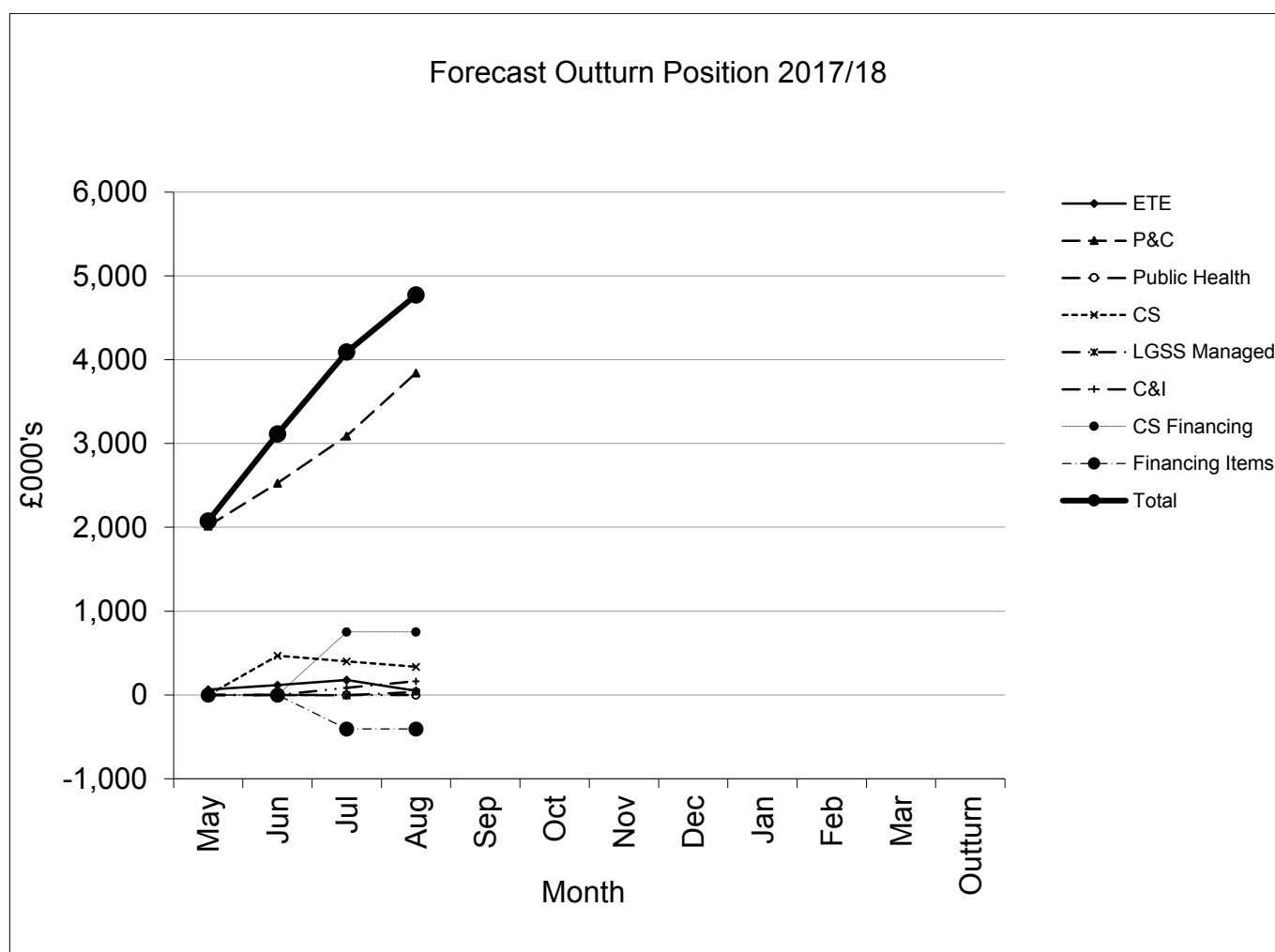
particularly related to children's services, where numbers of looked after children are at very high levels in historical context, and continue to grow, in line with national trends.

Robust action is being taken to improve the budgetary position in People & Communities and the Executive Director is currently developing actions plans to ensure that mitigating measures are brought forward.

3.1.2 The mitigating and offsetting measures identified so far to improve the position include:

- Underspends across concessionary fares, street lighting and parking enforcement;
- Savings from sharing posts with Peterborough City Council;
- Underspends on physical disability services as demand is lower than expected and an improving position on staffing spend in children's services (the forecast for business support costs is reducing);
- Additional income from charging for parking on the Shire Hall campus, and a one-off reduction in costs related to the Castle Hill site due to increased commercialisation of the estate;
- Additional funding through the business rates (retention of growth) pilot.

Further initiatives are being identified to add to this list.



3.2 Key exceptions this month are identified below.

3.2.1 **Economy, Transport and Environment:** +£0.050m (+0.1%) pressure is forecast. There are no exceptions to report this month; for full and previously reported details see the [ETE Finance & Performance Report](#).

3.2.2 **People & Communities:** +£3.843m (+1.6%) pressure is forecast.

Due to the material overspend in Children's Services, the full narrative regarding those variances, provided to the CYP Committee is available in [Appendix 3](#) to this report.

	£m	%
<ul style="list-style-type: none">Looked After Children (LAC) Placements – a +£1.5m pressure is forecast, which is an increase of £881k on the pressure previously reported in July. Of this increase, £402k relates to a reduction in the level of savings expected to be made during 2017/18 as a result of demand management measures, with the remaining £479k being due to a combination of changes in placement fees and/or new placements. Overall there are 8 more looked after children at the end of August than at the end of the previous month, with 368 (an increase of 13) of these children in external LAC placements.	+1.522	(+9%)
<p>A review of LAC commissioning practices (Access to Resources Team) is currently being undertaken and a plan being put together to identify placement capacity building and cost reductions, review and improve processes. Support has been secured of an experienced placement manager.</p>		
<ul style="list-style-type: none">Learning Disability Partnership – a +£628k pressure is forecast across the Learning Disability Partnership budgets. This is an increase of £380k on last month's pressure and predominantly reflects client needs and numbers; the Huntingdonshire and Fenland teams report increased care costs, and the Young Adults Team continues to have a higher than expected demand pressure for the year.	+0.628	(+1%)
<p>A further £3m of savings is expected in LD before year-end, with good progress during August to make fuller use of in-county provision instead of more costly placements elsewhere.</p>		
<ul style="list-style-type: none">Physical Disabilities – an -£284k underspend is forecast for year-end. Care spending is decreasing compared to the first part of the year, as savings plans take effect, and there is an increase in the level of unspent direct payments that are being clawed-back.	-0.284	(-2%)
<ul style="list-style-type: none">Financing Dedicated Schools Grant (DSG) – a -£272k variance is forecast for year end. This represents the amount	-0.272	(-1%)

that will be drawn down from the DSG reserve in excess of what was budgeted to cover pressures in DSG-funded areas. These pressures are: Early Years Specialist Support. (£44k), Education Placements (£100k); Commissioning Services (£100k); SEND Specialist Services (£43k).

- For full and previously reported details see the [P&C Finance & Performance Report](#).

3.2.3 **Public Health:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [PH Finance & Performance Report](#).

3.2.4 **Corporate Services:** +£0.336m (+5.3%) pressure is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#).

3.2.5 **LGSS Managed:** +£0.034m (+0.3%) pressure is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#).

3.2.6 **CS Financing:** +£0.750m (3.3%) pressure is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#).

3.2.7 **Commercial & Investment:** +£0.165m (+8.8%) pressure is forecast.

- **Cambridgeshire Catering & Cleaning Services (CCS)** – CCS has transferred into C&I from P&C. The service continues to report a forecast surplus contribution of £183k. However, a +£266k under recovery on its income target is forecast. A £216k pressure was identified when the budget was built due to a loss of some contracts. The increase in forecast from this estimate is due to higher than expected variable staff costs.

Plans are being progressed with the Transformation Team to develop strategies through which the service can be competitive in price, make efficiencies, and increase customer engagement. The Management Team are considering a number of additional actions for potential delivery in-year, alongside wider considerations for a long term model and structure. As a result of support from the Transformation Team and the wider considerations, the Head of Service and Client Development posts are being held vacant, enabling an in-year saving of £70k to be held whilst appropriate structure and future model discussions take place.

£m %

+266 (+59%)

- For full and previously reported details see the [C&I Finance & Performance Report](#).

- 3.2.8 **LGSS Operational:** +£0.070m (+0.7%) pressure is forecast. Pressures in LGSS Operational are set against LGSS reserves at year-end, rather than using the General Fund. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#).

Note: exceptions relate 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 [P&C Finance & Performance Report](#) (section 2.5).

5. PERFORMANCE AND RISK

- 5.1 The work to review all indicators and report exceptions against these is still ongoing; once all Service Committees have reviewed their indicators, exceptions will be reported to GPC.
- 5.2 The master file of performance indicators is available [here](#), while the latest Corporate Risk Register can be found [here](#).

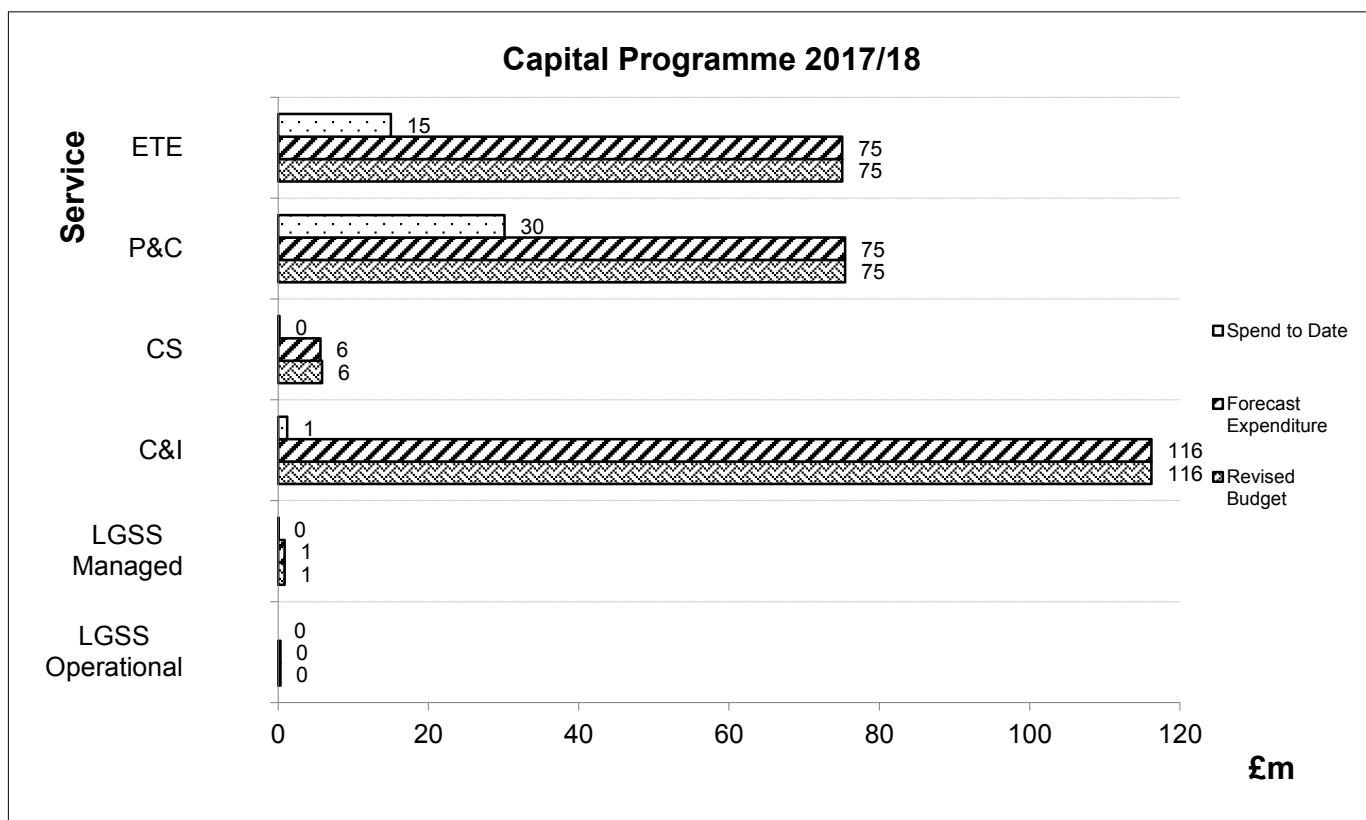
6. CAPITAL PROGRAMME

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

2017/18						TOTAL SCHEME	
Original 2017/18 Budget as per Business Plan £000	Service	Revised Budget for 2017/18 £000	Forecast Variance - Outturn (July) £000	Forecast Variance - Outturn (August) £000	Forecast Variance - Outturn (August) %	Total Scheme Revised Budget (August) £000	Total Scheme Forecast Variance (August) £000
66,263	ETE	75,074	-	-	0.0%	432,267	-
77,408	P&C	75,442	-0	0	0.0%	575,941	12,083
5,489	CS & Transformation	5,862	-237	-237	-4.0%	11,993	-
160	LGSS Managed	851	-	-	0.0%	9,617	-
116,476	C&I	116,208	-	-	0.0%	218,059	-140
100	LGSS Operational	301	-	-	0.0%	1,408	-
-	Outturn adjustment	-	237	237	-	-	-
265,896	Total Spending	273,738	0	0	-4.0%	1,249,285	11,943

Notes:

1. The 'Revised Budget' incorporates any changes in the funding available to what was originally budgeted. A breakdown of the use of the capital programme variations budget by service is shown in section 6.2.
2. The reported ETE capital figures do not include City Deal, which has a budget for 2017/18 of £11.1m and is currently forecasting a balanced budget at year-end



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

6.2 A summary of the use of capital programme variations budgets by services is shown below. As forecast underspends are reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when slippage exceeds this budget.

2017/18					
Service	Capital Programme Variations Budget	Forecast Variance - Outturn (August)	Capital Programme Variations Budget Used	Capital Programme Variations Budget Used	Revised Forecast Variance - Outturn (August)
	£000	£000	£000	%	£000
ETE	-15,234	-857	857	5.63%	0
P&C	-10,305	-546	546	5.30%	0
CS & Transformation	-279	-516	279	100.00%	-237
LGSS Managed	-643	-73	73	11.35%	0
C&I	-1,000	-755	755	75.50%	0
LGSS Operational	-20	0	0	0.00%	0
Outturn adjustment	-	-	237	-	237
Total Spending	-27,481	-2,746	2,746	9.99%	0

6.3 Although slippage on Corporate Services and Transformation schemes have exceeded the capital programme variations budget allocated to them, it is not currently thought that slippage across the whole programme will exceed the total capital programme variations budget. However, it is not known where any balancing variances will occur, so an adjustment has been made to the outturn.

6.4 A more detailed analysis of current year key exceptions this month by programme for individual schemes of £0.25m or greater are identified below.

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

	£m	%
<ul style="list-style-type: none"> Archives Centre/Ely Hub – an in-year underspend of -£703k is forecast. The original schedule for this scheme has slipped, therefore the scheme has been reprofiled to more accurately reflect the revised schedule. However, the scheme is still on track to complete in 2018/19. 	-0.7	(-36%)
<ul style="list-style-type: none"> ETE Capital Variation – as agreed by the Capital Programme Board, any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall. Therefore the net £0.9m underspend is balanced by use of the capital variation budget. 	+0.9	(+6%)
<ul style="list-style-type: none"> For full and previously reported details see the ETE Finance & Performance Report. 		

6.4.2 **People & Communities:** a balanced budget is forecast at year-end.

	£m	%
<ul style="list-style-type: none"> Basic Need – Secondary – there is accelerated spend of +£1.5m, which is a movement of +£1.1m on the position last reported in May. This is due to movements in the outturns of the following schemes: <ul style="list-style-type: none"> Bottisham Village College is forecasting an in year overspend of +£900k due to accelerated spend. Revised contractor cash flow reports are ahead of the scheme's original schedule. Cromwell Community college is experiencing accelerated spend of +£150k in-year to complete the design work to ensure the scheme can achieve the September 2019 completion date. 	+1.5	(+5%)
<ul style="list-style-type: none"> CFA Capital Variation – as agreed by the Capital Programme Board, any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall. Therefore the net £0.5m underspend is balanced by use of the capital variation budget, which has decreased by £1.0m when this was last reported in June. 	+0.5	(+5%)

- For full and previously reported details see the [P&C Finance & Performance Report](#).

6.4.3 **Corporate Services:** a -£0.2m (-4.0%) in-year underspend is forecast after the capital programme variations budget has been utilised in full. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#).

6.4.4 **LGSS Managed:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#).

6.4.5 **Commercial & Investment:** a balanced budget is forecast at year-end.

- | | £m | % |
|--|------|--------|
| <ul style="list-style-type: none"> Sawston Community Hub – an in-year underspend of -£500k is forecast. This is due to delays in the build start date which may push some works back into 2018/19 and retention costs which will now be due in 2018/19; the total scheme cost is not affected. | -0.5 | (-36%) |
| <ul style="list-style-type: none"> Renewable Energy Soham – an in-year underspend of -£255k is forecast for year-end. Of this underspend, £140k represents a reduction in the expected final cost of the project, leading to a predicted underspend against the total scheme budget, and £116k budget will be required to meet retention costs, which are now not due until 2018/19. | -0.3 | (-34%) |
| <ul style="list-style-type: none"> C&I Capital Variation – as agreed by the Capital Programme Board, any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall. Therefore the net £0.8m underspend is balanced by use of the capital variation budget. | +0.8 | (+76%) |
- For full and previously reported details see the [C&I Finance & Performance Report](#).

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

6.5 A more detailed analysis of total scheme key exceptions this month by programme for individual schemes of £0.25m or greater are identified below:

6.5.1 **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 see the [ETE Finance & Performance Report](#).

6.5.2 **People & Communities:** a +£12.3m (+2%) total scheme overspend is forecast.

- | | £m | % |
|---|------|-------|
| <ul style="list-style-type: none"> Basic Need – Primary – a total scheme underspend of -£9.9m is forecast, which is an increase of -£0.3m on the underspend | -9.9 | (-3%) |

reported in June due to some of the budget for contingencies and risk items no longer being required for the Hatton Park project.

- For full and previously reported details see the [P&C Finance & Performance Report](#).

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

6.5.4 **LGSS Managed:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](#).

6.5.5 **Commercial & Investment:** a -£0.1m (-0%) total scheme underspend is forecast. There are no exceptions to report this month; for full and previously reported details see the [C&I Finance & Performance Report](#).

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

6.6 A breakdown of the changes to funding has been identified in the table below.

Funding Source	B'ness Plan Budget £m	Rolled Forward Funding¹ £m	Revised Phasing £m	Additional/Reduction in Funding £m	Revised Budget £m	Outturn Funding £m	Funding Variance £m
Department for Transport (DfT) Grant	20.5	0.5	8.0	8.5	37.5	37.5	-
Basic Need Grant	32.7	-	-	-	32.7	32.7	-
Capital Maintenance Grant	4.0	-	0.4	-	4.5	4.5	-
Devolved Formula Capital	1.1	0.8	-0.1	-0.0	1.8	1.8	-
Specific Grants	23.1	0.5	-7.6	-	16.1	16.1	-
S106 Contributions & Community Infrastructure Levy	22.0	1.6	-4.4	0.0	19.2	19.2	-
Capital Receipts	83.9	-	-	-	83.9	83.9	-
Other Contributions	15.1	0.4	-4.7	1.8	12.6	12.6	-
Revenue Contributions	-	-	-	-	-	-	-
Prudential Borrowing	63.5	9.6	-10.1	2.6	65.6	65.6	0.0
TOTAL	265.9	13.4	-18.5	12.9	273.7	273.7	0.0

¹ Reflects the difference between the anticipated 2016/17 year end position, as incorporated within the 2017/18 Business Plan, and the actual 2016/17 year end position.

6.7 Key funding changes (of greater than £0.5m or requiring approval):

Funding	Service	Amount (£m)	Reason for Change
Addition/Reduction in Funding – Department for Transport (DfT) Grant	ETE	£1.2	<p>Cambridgeshire County Council has received a grant payment of £1.2m from the Department for Transport's Safer Roads Fund, which was made available to help tackle some of the country's most dangerous local 'A' roads.</p> <p>The funding was awarded for the A1303 Road Safety Improvements scheme. This scheme will enable a proactive whole route approach to reduce the risk of collisions along the route, which will coincide with a focussed education campaign. The A1303 is a rural route within Cambridgeshire, between 2012 and 2016, 22 collisions were recorded.</p> <p>General Purposes Committee is asked to note the £1.2m additional funding that has been received by ETE.</p>

7. BALANCE SHEET

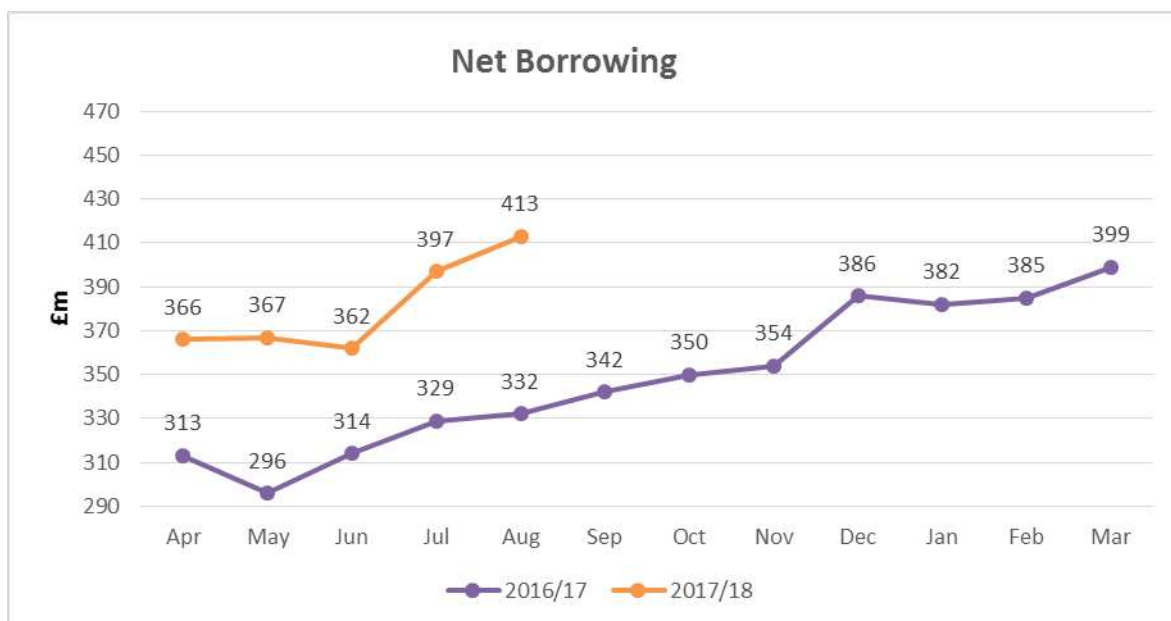
7.1 A more detailed analysis of balance sheet health issues is included below:

Measure		Year End Target	Actual as at the end of September
Level of debt outstanding (owed to the council) 91-360 days, £m	Adult Social Care	£1.9m	£2.5m
	Sundry	£0.1m	£0.2m
Level of debt outstanding (owed to the council) 361+ days, £m	Adult Social Care	£4.8m	£6.9m
	Sundry	£1.8m	£2.6m
Invoices paid by due date (or sooner)		97.6%	99.6%

7.2 Following consideration of a progress report on debt management at the September meeting of General Purposes Committee, this report contains revised debt management targets for the year ending March 2018. As the report last month set out, the debt collection environment is increasingly complex and challenging and it is emphasised that these are year-end targets and it will take time for the actions reported to the Committee in September to take full effect

7.3 The graph below shows net borrowing (investments less borrowings) on a month by month basis and compares the position with the previous financial year. The levels of

investments at the end of August 2017 were £19m (excluding 3rd party loans) and gross borrowing was £431.94m.



- 7.4 The Treasury Management Strategy Statement (TMSS) sets out the plan for treasury management activities over the year. It identifies the expected levels of borrowing and investments based upon the Council's financial position and forecast capital programme. When the 2017-18 TMSS was set in February 2017, it was anticipated that net borrowing would reach £466m at the end of this financial year. Net borrowing at the beginning of this financial year as at 1st April 2017 was £399m, this reduced to £366m at the end of April 2017 thus starting at a lower base than originally set out in the TMSS (£466m). This is to be reviewed as the year progresses and more information is gathered to establish the full year final position.
- 7.5 From a strategic perspective, the Council is currently reviewing options as to the timing of any potential borrowing and also the alternative approaches around further utilising cash balances and undertaking shorter term borrowing which could potentially generate savings subject to an assessment of the interest rate risks involved.
- 7.6 Although there is link between the capital programme, net borrowing and the revenue budget, the Debt Charges budget is impacted by the timing of long term borrowing decisions. These decisions are made in the context of other factors including, interest rate forecasts, forecast levels of cash reserves and the borrowing requirement for the Council over the life of the Business Plan and beyond.
- 7.7 The Council's cash flow profile varies considerably during the year as payrolls and payment to suppliers are made, and grants and income are received. Cash flow at the beginning of the year is typically stronger than at the end of the year as many grants are received in advance
- 7.8 Further detail around the Treasury Management activities can be found in the latest [Treasury Management Report](#).

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

8. ALIGNMENT WITH CORPORATE PRIORITIES

8.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

8.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

8.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

9. SIGNIFICANT IMPLICATIONS

9.1 Resource Implications

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

9.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

9.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

9.4 Equality and Diversity Implications

There are no significant implications within this category.

9.5 Engagement and Consultation Implications

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

9.6 Localism and Local Member Involvement

There are no significant implications within this category.

9.7 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Chris Malyon
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	No Name of Legal Officer: Not applicable
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	No Name of Legal Officer: Not applicable
Have the equality and diversity implications been cleared by your Service Contact?	No Name of Officer: Not applicable
Have any engagement and communication implications been cleared by Communications?	No Name of Officer: Not applicable
Have any localism and Local Member involvement issues been cleared by your Service Contact?	No Name of Officer: Not applicable
Have any Public Health implications been cleared by Public Health	No Name of Officer: Not applicable

Source Documents	Location
ETE Finance & Performance Report (August 17) P&C Finance & Performance Report (August 17) PH Finance & Performance Report (August 17) CS and LGSS Cambridge Office Finance & Performance Report (August 17) C&I Finance & Performance Report (August 17) Performance Management Report & Corporate Scorecard (August 17) Capital Monitoring Report (August 17) Report on Debt Outstanding (August 17) Payment Performance Report (August 17)	1 st Floor, Octagon, Shire Hall, Cambridge

APPENDIX 1 – transfers between Services throughout the year (only virements of £1k and above (total value) are shown below)

	P&C	Public Health	ETE	CS Financing	Corporate Services	LGSS Managed	C&I	LGSS Op	Financing Items
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Opening Cash Limits as per Business Plan	237,311	200	38,682	22,803	15,542	6,500	2,702	7,746	3,915
Post BP adjustments	-292		-18		-69	521		-142	
Apprenticeship Levy	335	8	61		-456	6	5	40	
Transfer Digital Strategy budget to CS - CCR	-1,286				1,286				
Transfer Strengthening Communities budget to CS - CCR1			-756		756				
Property demerger from LGSS and rationalisation of property services			58			-7		-51	
Organisational structure review	-293				293				
Transfer budget for Court of Protection team to CS	-52							52	
Transfer surplus NHB funding from City Deal					-256				256
Transfer budget from reablement for In Touch maintenance	-10				10				
Allocation of inflation to Waste budget			200						-200
Drug and Alcohol Treatment service transfer to PH	-178	178							
Workforce development budget transferred to LGSS	-1,361							1,361	
Budget transfer per CCR	-43				43				
Property commissioning transfer budget to P&C	-11							11	
Dial a Ride budget to Total Transport	12		-12						
LAC demography	2,913				-2,913				
Waste demography			170		-170				
Welfare benefits budget to Financial Assessments and Adult Early Help	80				-142			62	
Combined Authority levy adjustment			1,327						-1,327
Budget transfer to Transformation Team					39			-39	
ETE use of earmarked reserves			287						-287
Current budget	237,123	386	39,998	22,803	13,965	7,020	2,707	9,041	2,357
Rounding	0	0	0	0	0	0	0	0	0

APPENDIX 2 – Reserves and Provisions

Fund Description	Balance at 31 March 2017	2017-18		Forecast Balance 31 March 2018	Notes
		Movements in 2017-18	Balance at 31 August 17		
	£000s	£000s	£000s	£000s	
<u>General Reserves</u>					
- County Fund Balance	15,808	1,546	17,353	12,332	Service reserve balances transferred to General Fund after review
- Services					
1 P&C	540	-540	0	0	
2 ETE	2,229	-2,229	0	0	
3 CS	-64	64	0	0	
4 LGSS Operational	609	-29	580	51	
subtotal	20,162	-1,188	17,933	12,383	
<u>Earmarked</u>					
- Specific Reserves					
5 Insurance	3,269	0	3,269	3,269	
subtotal	3,269	0	3,269	3,269	
- Equipment Reserves					
6 P&C	859	0	859	114	
7 ETE	218	0	218	218	
8 CS	57	0	57	57	
subtotal	1,134	0	1,134	389	
<u>Other Earmarked Funds</u>					
9 P&C	1,289	-512	777	563	Includes liquidated damages in respect of the Guided Busway - current balance £1.5m.
10 PH	2,960	0	2,960	2,302	
11 ETE	6,003	435	6,438	4,883	
12 CS	2,656	0	2,656	2,642	
13 LGSS Managed	146	0	146	146	
14 C&I	362	27	389	389	Savings realised through change in MRP policy
15 Transformation Fund	19,525	-439	19,086	11,641	
16 Innovation Fund	1,000	0	1,000	1,000	
subtotal	33,941	-489	33,452	23,566	
SUB TOTAL	58,505	-1,677	55,788	39,607	
<u>Capital Reserves</u>					
- Services					
17 P&C	1,827	27,297	29,124	0	Section 106 and Community Infrastructure Levy balances.
18 ETE	7,274	32,826	40,100	5,200	
19 LGSS Managed	72	-3	69	69	
20 C&I	0	3,076	3,076	0	
21 Corporate	29,782	480	30,261	18,411	
subtotal	38,955	63,676	102,630	23,680	
GRAND TOTAL	96,808	61,998	158,418	63,287	

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:

Fund Description	Balance at 31 March 2017	2017-18		Forecast Balance 31 March 2018	Notes
		Movements in 2017-18	Balance at 31 August 17		
	£000s	£000s	£000s	£000s	
- Short Term Provisions					
1 ETE	669	0	669	0	
2 P&C	200	0	200	0	
3 CS	64	0	64	64	
4 LGSS Managed	3,056	-911	2,145	2,145	
5 C&I	24	0	24	24	
subtotal	4,013	-911	3,102	2,233	
- Long Term Provisions					
6 LGSS Managed	3,613	-3,613	0	0	
subtotal	3,613	-3,613	0	0	
GRAND TOTAL	7,626	-4,524	3,102	2,233	

APPENDIX 3 - Narrative from the report to Children and Young People Committee about budget pressures

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
7) SEN Placements	8,973	4,717	100	1%
<p>The SEN Placements budget is reporting a £100k pressure. There are rising numbers of children and young people who are LAC, have an EHCP and have been placed in a 52 week placement. These are cases where the child cannot remain living at home. Where there are concerns about the local schools meeting their educational needs, the SEN Placement budget has to fund the educational element of the 52 week residential placement; often these are residential schools given the level of learning disability of the young children, which are generally more expensive. Four additional such cases recently placed further pressure on this budget.</p> <p>The SEN Placement budget is funded from the High Needs Block (HNB) element of the Dedicated Schools Grant (DSG).</p> <p><u>Actions being taken:</u></p> <ul style="list-style-type: none"> • SEND Sufficiency plan to be implemented. This sets out what is needed, how and when; • Three new special schools to accommodate the rising demand over the next 10 years .One school is opening in September 2017 with two more planned for 2020 and 2021. Alternatives such as additional facilities in the existing schools, looking at collaboration between the schools in supporting post 16, and working with further education providers to provide appropriate post 16 course is also being explored in the plan; • Deliver SEND Commissioning Strategy and action plan to maintain children with SEND in mainstream education; • Work on coordination of reviews for ISEPs to look at returning in to county; and • a full review of all High Needs spend is required due to the ongoing pressures and proposed changes to national funding arrangements. 				
8) Commissioning Services	3,888	1,134	100	3%
<p>The Out of School Tuition budget is forecasting a pressure of £100k due to an increasing number of children with a Statement of Special Educational Needs / Education, Health and Care Plans (EHCP) out of school in receipt of alternative (tuition) packages. A new process has been established to ensure all allocations and packages are reviewed in a timely way and that there is oversight of moves back into full time school. There are delays in securing permanent school places which results in alternative education packages lasting longer.</p>				
9) Strategic Management – Children & Safeguarding	2,546	2,016	886	35%
<p>The Children and Safeguarding Director budget is forecasting pressure of £886k. This is a reduction of £70k on the July 2017 position, as further mitigations have been identified.</p> <p>The Children's Change Programme (CCP) is on course to deliver savings of £669k in 2017/18 to be achieved by integrating children's social work and children's early help services in to a district-based delivery model. However, historical unfunded pressures of £886k still remain. These consist of £706k around the use of agency staffing and unfunded posts of £180k (independent reviewing officers).The previous Business Support service pressure of £122k is now being managed in year and managed out entirely by 2018/19. Agency need has been reduced based on a 15% usage expectation in 2017/18 but use of agency staff remains necessary to manage current caseloads. All local authorities have agency social workers, many with a much higher % and therefore a budget to accommodate this need is necessary.</p> <p><u>Actions being taken:</u></p> <p>A business support review is underway to ensure we use that resource in the most effective manner in the new structure. All the budget pressures continue to be monitored and reviewed at the workforce work stream project meetings, by Senior Management Team and at the P&C Delivery Board with any residual pressures being managed as part of the 2018/19 Business Planning round.</p>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
10) Children in Care	12,448	5,470	-128	-1%

The Fostering budget is currently forecasting an under spend of -£128k.

Whilst there continues to be an increase in the overall numbers of approved in-house foster carers and placements, a number of carers have not been available for placements for a variety of reasons. The Service Manager is forensically reviewing these arrangements to ensure timescales for placements becoming available are mapped. Future expected growth in placements has been factored into the forecast and there has been an increase in in-house placements over the last month due to new approvals and existing carers becoming available for placements after the summer period. There has also been an increase in the number of staying –put arrangements. Growth in in-house provision is an important positive factor contributing to the reduction in external LAC placement budget.

11) Looked After Children Placements	17,454	5,797	1,522	9%
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A pressure of £1.5m is being forecast, which is an increase of £0.9m from what was reported in July. Of this increase, £0.4m relates to a reduction in the forecast LAC savings (of which £0.2m are expected to be delivered in 18/19, later than planned, instead), with the remaining £0.5m being due to a combination of changes in placement fees (higher prices) and/or new placements (more placements).

Overall LAC numbers at the end of August 2017, including placements with in-house foster carers, residential homes and kinship, are 687, 8 more than July 2017 (please note July's figure has been restated to 679). This includes 65 unaccompanied asylum seeking children (UASC).

External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of August are 368, an increase of 13 from the 355 reported at the end of July.

External Placements Client Group	Budgeted Packages	31 July 2017 Packages	31 Aug 2017 Packages	Variance from Budget
Residential Disability – Children	1	1	1	0
Child Homes – Secure Accommodation	0	0	0	0
Child Homes – Educational	16	20	20	+4
Child Homes – General	22	33	36	+14
Independent Fostering	263	269	277	+14
Supported Accommodation	15	24	28	+13
Supported Living 16+	25	8	6	-19
TOTAL	342	355	368	+26

'Budgeted Packages' are the expected number of placements by Mar-18, once the work associated to the saving proposals has been undertaken and has made an impact.

Actions being taken to address the forecast overspend include:

- Weekly panel to review high-cost placements by commissioning, Access to Resources and operational managers to ensure that the plans for children remain focussed and that resources are offering the best value for money. This is chaired by the Assistant Director.

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
Looked After Children Placements continued; <ul style="list-style-type: none"> Purchase placements reviews – scrutiny by placement officers and service/district managers to review emergency placements, changes of placements and return home from care planning to ensure that children are in the right placement for the right amount of time. All new admissions to care have to be agreed at Assistant Director or Service Director level. Development of a 'No Wrong Door' model to bring together the residential home, specialist fostering placements, supported lodgings and supported accommodation, with outreach services under one management arrangement. This will enable rapid de-escalation of crisis situations in families preventing admissions to care, and delivery of and delivery of an all-inclusive team of support for young people with the most complex needs, improving outcomes for young people and preventing use of expensive externally-commissioned services. A new Head of Service, with expertise in children's services commissioning, has been re-deployed from elsewhere in the P&C directorate to lead the commissioning team. As part of this work a LAC workshop was held recently and proposals are being drawn up as a result of this. 				
12) Adoption	4,406	2,029	450	10%
<p>The Allowances budget is forecasting a pressure of £450k.</p> <p>Our contract with Coram Cambridgeshire Adoption (CCA) provides for 38 adoptive placements pa. In 2017/18 we are forecasting an additional requirement of 20 adoptive placements. There is a need to purchase inter agency placements to manage this requirement and ensure our children receive the best possible outcomes. The forecast assumes £270k to manage our inter agency requirement and a further £30k to increase our marketing strategy in order to identify more suitable adoptive households.</p> <p>The adoption/Special Guardianship Order (SGO) allowances overspend of £150k is based on the continuation of historical adoption/SGO allowances and a lower than expected reduction from reviews of packages or delays in completing reviews of packages. The increase in Adoption orders is a reflection of the good practice in making permanency plans for children outside of the looked after system and results in reduced costs in the placement budgets.</p> <p><u>Actions being taken:</u></p> <p>Ongoing dialogue continues with CCA to look at more cost effective medium term options to recruit more adoptive families to meet the needs of our children. Rigorous oversight of individual children's cases is undertaken before Inter Agency placement is agreed.</p> <p>A programme of reviews of allowances continues which is resulting in some reduction of packages, which is currently off-setting any growth by way of new allowances.</p>				

Service	Current Budget for 2017/18	Actual	Forecast Variance Outturn	
	£'000	£'000	£'000	%
13) Legal Proceedings	1,540	638	450	29%
<p>The Legal Proceedings budget is forecasting a £450k pressure.</p> <p>Numbers of care applications have increased by 52% from 2014/15 (105) to 2016/17 (160), mirroring the national trend and continue to rise. Aside from those areas which we are working on to reduce costs ie. advice/use of appropriate level of Counsel, the volume of cases remaining within the system indicates an estimated £450k of costs in 2017/18. This assumes overrun costs through delay in cases can be managed down as well as requests for advice being better managed.</p> <p><u>Actions being taken:</u> Work is ongoing to better manage our controllable costs by use of a legal tracker but this was only implemented in June 2017 so the impact is yet to be felt. The tracker should enable us to better track the cases through the system and avoid additional costs due to delay. We have invested in two practice development posts to improve practice in the service and will also seek to work closer with LGSS Law with a view to maximising value for money.</p>				
14) Children's Disability Service	6,527	2,877	168	3%
<p>The Children's Disability Service is forecasting a pressure of £168k.</p> <p>The Community Support Services budget has seen an increase both in the number of support hours, a high cost individual case (£35k) and in the number of joint funded health packages (also including some with high allocations of hours). Contributions to Adult Services (£45k) have increased and the service is also carrying a £50k pressure from 2016/17.</p> <p><u>Actions being taken:</u> We will be reviewing the costs of current packages and in particular support levels for our young people.</p>				
15) Childrens' Innovation & Development Service	47	-860	104	220%
<p>There is a pressure of £104k against Grafham Water which was identified during budget build.</p> <p>The budget includes an internal loan of £97k in 17/18 relating to building and improvement works carried out a number of years ago. Although prices have been increased for all user groups and the centre is running at high capacity, the centre is currently unable to generate sufficient income to cover the additional costs of the loan as well as a targeted £27k over-recovery.</p> <p>This long standing issue will be addressed through a review of options for Grafham Water going forwards, with the aim of achieving a realistic and sustainable budget. We will look to mitigate the pressure in the short term via any emerging underspends elsewhere within the directorate.</p>				
16) Executive Director	211	139	219	103%
<p>It is not likely that the £219k Business Support saving will not be achieved in 17/18 through efficiencies identified within the business support functions. As such, there is a pressure of £219k being reported. However, work is ongoing to identify strategies to realise this saving.</p>				
17) Financing DSG	-39,991	-16,663	-272	-1%
<p>Within P&C, spend of £40.0m is funded by the ring fenced Dedicated Schools Grant. The DSG pressure of £272k is made up from Early Years Specialist Support. (£44k), Education Placements (£100k); Commissioning Services (£100k); SEND Specialist Services (£43k) and for this financial year will be met by DSG reserve carry forwards.</p>				

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

To: General Purposes Committee

Meeting Date: 24 October 2017

From: Gillian Beasley: Chief Executive and
Chris Malyon: Chief Finance Officer

Electoral division(s): All

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

Purpose: This report provides the Committee with an overview of the draft Business Plan Revenue Proposals that are within the remit of the General Purposes Committee.

Recommendation: It is requested that the Committee:

- a) note the overview and context provided for the 2018-19 to 2022-23 Business Plan revenue proposals for the Committee; and
- b) comment on the draft revenue proposals that are within the remit of the General Purposes Committee for 2018-19 to 2022-23.

<i>Officer contacts:</i>		<i>Member contacts:</i>	
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1. OVERVIEW

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

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

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

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

position. We aim to establish a continual flow of new proposals into the change programme – moving away from a fixed cycle to a more dynamic view of new thinking coming in and existing schemes and estimates being refined

- A managed approach to risk – with clarity for members about which proposals have high confidence and certainty and which represent a more uncertain impact

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

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

2. BUILDING THE REVENUE BUDGET

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

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

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

was assumed to be 0%. Key inflation indices applied to budgets are outlined in the following table:

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

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

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

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

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

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

Service Block / Description	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000
New Pressures Arising in 18-19					
P&C: Children's Change Programme	886	0	0	0	0
P&C: Legal	400	0	0	0	0
P&C: Adoption	367	0	0	0	0
P&C: DSG Contribution to Combined Budgets	3,612	0	0	0	0
ETE: Cambridgeshire and Peterborough Minerals and Waste Local Plan	108	0	-54	-54	0
ETE: Waste PFI	1,175	0	0	0	0
ETE: Removal of P&R charges	1,200	0	0	0	0
ETE: Ely Archives Centre	0	78	0	0	0
ETE: Norwich Tech Partnership Contribution	25	0	0	0	0
ETE: Guided Busway Defects	1,100	200	-1,300	0	0
ETE: Coroner Service	95	0	0	0	0
CS: Commercial approach to contract management	340	0	0	0	0

Existing Pressures Brought Forward					
P&C: Fair Cost of Care and Placement Costs	0	1,500	2,500	1,000	0
P&C: Impact of National Living Wage on Contracts	3,770	3,761	3,277	0	0
P&C: Local Housing Allowance limits - impact on supported accommodation	0	412	595	199	0
P&C: Children Innovation and Development Service	50	0	0	0	0
P&C: Multi Systemic Therapy (MST)	63		0	0	0
ETE: Libraries to serve new developments	0	0	49	0	0
CS: Contract mitigation	0	2,000	0	0	0
Professional and Management Pay Structure - combined	84	0	0	0	0
Impact of National Living Wage on CCC employee costs (combined)	18	74	174	174	174
Total	13,293	8,025	5,241	1,319	174

3. SUMMARY OF THE DRAFT REVENUE BUDGET

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

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

- 3.2 As the table above shows there is still a significant level of savings or income to be found in order to produce a balanced budget for 2018-19. While actions

are being taken to close the funding gap, as detailed below, it must be acknowledged that the proposals already identified are those with the lower risk and impact profiles and the further options being considered are those considered less certain, or with greater impact.

3.3 The actions currently being undertaken to close the gap are:

- Reviewing all the existing proposals to identify any which could be pushed further – in particular where additional investment could unlock additional savings
- Identifying whether any longer-term savings can be brought forward
- Reviewing the full list of in-year and 2018-19 pressures – developing mitigation plans wherever possible to reduce the impact of pressures on the savings requirement
- Bringing more ideas into the pipeline – this work will continue to be led across service areas - recognising that it is the responsibility of all areas of the Council to keep generating new proposals which help meet this challenge. This ongoing focus on finding new ways of working includes the new programme of 'outcomes focused reviews' which have been commissioned in priority areas; this means looking in-depth at services where it is considered further savings or opportunities for creating additional income may be possible

3.4 There are also a number of risks which are not included in the numbers above, or accompanying tables. These will be incorporated (as required) as the Business Plan is developed and the figures can be confirmed:

- While the Business Plan includes a pressure relating to the increase in the National Living Wage, the phasing of this increase has not been confirmed. Once this is known the pressure will be updated to reflect this.
- The result of schools funding reforms, in particular the control of the Dedicated Schools Grant shifting further toward individual schools, is still under discussion and the significant current pressure will be updated as the outcome of this discussion becomes clear.
- Movement in current year pressures – Work is ongoing to manage our in-year pressures downwards however any change to the out-turn position of the Council will impact the savings requirement in 2018-19. This is particularly relevant to demand led budgets such as children in care.
- Due to the level of reduction in Government grants in later years the Council did not take the multi-year settlement offered as part of the 2015 Spending Review. As such there is some uncertainty around the accuracy of our funding assumptions which will become clearer after the Government's Autumn Budget is announced on November 22nd and the Local Government Finance settlement due in mid-December.

3.5 In some cases services have planned to increase income to prevent a reduction in service delivery. For the purpose of balancing the budget these two approaches have the same effect and are treated in the same way.

- 3.6 This report forms part of the process set out in the Medium Term Financial Strategy whereby the Council updates, alters and refines its revenue and capital proposals in line with new savings targets. New proposals are developed across Council to meet any additional savings requirement and all existing schemes are reviewed and updated before being presented to service committees for further review during December.
- 3.7 The level of savings required is based on a 2% increase in Council Tax, through levying the Adults Social Care precept in, but a 0% general Council Tax increase. It should be noted that the Government has only confirmed that ASC precept will be available up to and including 2019-20. For each 1% more or less that Council Tax is changed, the level of savings required will change by approximately +/-£2.5m.
- 3.8 There is currently a limit on the increase of Council Tax to 1.99%, above which approval must be sought from residents through a positive vote in a local referendum. It is estimated that the cost of holding such a referendum would be around £100k, rising to as much as £500k should the public reject the proposed tax increase (as new bills would need to be issued).
- 3.9 Following October and December service committees, GPC will review the overall programme in December, before recommending the programme in January as part of the overarching Business Plan for Full Council to consider in February.

4. OVERVIEW OF CORPORATE SERVICES DRAFT REVENUE PROGRAMME

- 4.1 As well as providing overall oversight of the whole of the County Council's business plan, General Purposes Committee acts as the service committee for the Council's corporate services and any business planning proposals relating our Local Government Shared Services (LGSS) arrangement.
- 4.2 The paragraphs below provide an overview of the draft 2018/19 business planning proposals within this service committee remit. In each case the reference to the business planning table is included along with the anticipated level of financial saving or additional income. It is important for the Committee to note that the proposals and figures are draft at this stage and that work on the business cases is ongoing. Updated proposals will be presented to Committee again in December at which point business cases and the associated impact assessments will be final for the Committee to endorse.
- 4.3 C/R.6.102 – Organisational Review(-£800k in 2018/19)
This involves a review of organisational arrangements in a range of areas with a total estimated saving of £800k for 2018/19. A number of areas are being explored:
1. Through a programme of Outcome Focused Reviews, we will ensure that all services are appropriately staffed for service delivery and are as lean as they can be.
 2. A review of spans of control is underway to reduce any unnecessary layers of management and to ensure that all managers have appropriate and consistent areas of responsibility.
 3. Terms and conditions are routinely reviewed and we will explore any opportunities this presents.

4. We will support managers to reduce team spend on mileage and increase productivity through better use of remote and flexible working systems and policies.

As these various reviews progress, further details of the recommendations will be provided – with full business cases coming to the December meeting of the Committee.

4.4 G/R.6.004 – Capitalisation of interest on borrowing (-£161k in 2018/19)

Following a change in Government Guidance the Council adjusted its accounting policy in 2017-18 to allow for the cost of borrowing within all schemes to be capitalised. This will help to better reflect the cost of assets when they actually become operational. It's estimated that this will save £161k.

4.5 C/R.7.101 - External Funding (-£200k in 2018/19)

We are identifying and leveraging in new external funding to support CCC initiatives. This might come from a range of approaches, e.g. advertising, sponsorship, lottery, crowdfunding, social finance, private investors, time banking. We also know that our business partners, are keen to invest in Cambridgeshire. They are particularly interested in initiatives which support families (i.e. their staff) or which increase the range of skills in the local workforce, and which have demonstrable social value. It is estimated that across these funding streams we will generate £200k.

4.6 D/R.6.999 – LGSS Savings (-£706k in 2018/19)

Our partnership with Local Government Shared Services includes a commitment to identify year on year efficiencies and new income which is returned to the partner authorities. This is managed through the LGSS Joint Management Committee. Total savings of £706k are anticipated, with the majority (-£600k) being derived from the ERP Gold project (Fujitsu/Oracle savings), resulting from a combination of efficiencies in transactional processes and reduced software costs. The full business case for the ERP Gold project has previously been considered by the Committee and provides full details. Additional savings from LGSS services are contributed from LGSS income growth, partner/customer growth, new service review savings, and savings being driven out by the Milton Keynes Council partnership.

5. **CROSS CUTTING PROPOSALS**

- 5.1 The paragraphs below provide an overview of the draft 2018/19 cross cutting business planning proposals. These are cross cutting and will be referenced in papers for all committees in October but currently fall within the remit of the General Purposes Committee. As business cases develop, these proposals will be allocated appropriately amongst service committees and General Purposes Committee. In each case the reference to the business planning table is included along with the anticipated level of financial saving or additional income. It is important for the Committee to note that the proposals and figures are draft at this stage and that work on the business cases is ongoing. Updated proposals will be presented to all committees again in December at which point business cases and the associated impact assessments will be final.

5.2 C/R.7.102 Fees & Charges (-80k in 2018/19)

We are exploring the potential to review our policy and approach to fees and charges, in particular ensuring that the true full cost of delivery (including all overheads) has been captured in calculating the maximum charge we are allowed to apply. This has the potential to generate more income to fund council services and presents an opportunity for us to ensure that the costs of delivering services are fully covered. It's estimated that this will generate £80k of additional income.

5.3 C/R.6.101 Shared Arrangements with Peterborough City Council (-300k in 2018/19)

We are exploring further opportunities to share activities and costs and learn from one another's best practice with Peterborough City Council (PCC). We have already achieved savings through joining senior roles across PCC and CCC and believe there are further opportunities for savings across both Councils and a greater impact on shared outcomes for our citizens. It's estimated that this will save around £300k.

5.4 C/R.6.103 Automation (-500K in 2018/19)

The Citizen First, Digital First programme continues to drive efficiencies through systems integration and streamlined customer contact across a number of services. We will continue a thorough systematic review of service processes that investigates the end-to-end process and identifies where they could be automated and fundamentally considers how and why we provide what we do which could lead to larger savings which will enable us to more fully exploit the technologies that the Council has invested in through the Citizen First, Digital First programme. In addition, advances in machine-learning and Artificial Intelligence (AI) may assist us in the automation of services that are currently provided through the Contact Centre. It is estimated that this could save up to £500k.

6. NEXT STEPS

6.1 Additional investment is required to deliver transformation at this scale and the programme of savings described in table 3 will need to be supported by resource agreed through the Council's Transformation fund process. General Purposes Committee has responsibility for management of the fund and so a report will be prepared for the November Committee meeting detailing the additional resource requirements, the associated savings and therefore the return on investment across the range of business planning themes.

6.2 The high level timeline for business planning is shown in the table below.

November	General Purposes Committee will review transformation fund requirements associated with savings and income proposals for business planning
December	Service Committees will review draft proposals again, for recommendation to General Purposes Committee
December	General Purposes Committee will consider the whole draft Business Plan for the first time
January	General Purposes Committee will review the whole draft Business Plan for recommendation to Full Council

February	Full Council will consider the draft Business Plan
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7. ALIGNMENT WITH CORPORATE PRIORITIES

7.1 Developing the local economy for the benefit of all

The report above sets out the implications for this priority in section one.

7.2 Helping people live healthy and independent lives

The report above sets out the implications for this priority in section one.

7.3 Supporting and protecting vulnerable people

The report above sets out the implications for this priority in section one.

8. SIGNIFICANT IMPLICATIONS

8.1 Resource Implications

The proposals set out the response to the financial context described in section 4 and the need to change our service offer and model to maintain a sustainable budget. The full detail of the financial proposals and impact on budget is described in the financial tables of the business plan, attached as an appendix. The proposals seek to ensure that we make the most effective use of available resources and are delivering the best possible services given the reduced funding.

8.2 Procurement/Contractual/Council Contract Procedure Rules Implications

The individual proposals detailed in this report are currently in their early stages. Appropriate diligence will be taken to adhere to procurement, contractual and council rules as these proposals develop.

8.3 Statutory, Legal and Risk implications

The proposals set out in this report respond to the statutory duty on the Local Authority to deliver a balanced budget. Cambridgeshire County Council will continue to meet the range of statutory duties for supporting our citizens.

8.4 Equality and Diversity Implications

The Community Impact Assessments describe the impact of each proposal, in particular any disproportionate impact on vulnerable, minority and protected groups.

8.5 Engagement and Communications Implications

Our Business Planning proposals are informed by the CCC public consultation on the Business Plan and will be discussed with a wide range of partners throughout the process (some of which has begun already). The feedback from consultation will continue to inform the refinement of proposals.

Where this leads to significant amendments to the recommendations a report would be provided to the GPC.

Draft Community Impact Assessments (CIAs) for the savings proposals are attached to this paper for consideration by the Committee, and where applicable these will be developed based on consultation with service users and stakeholders.

8.6 Localism and Local Member Involvement

As the proposals develop, we will have detailed conversations with Members about the impact of the proposals on their localities. We are working with Members on materials which will help them have conversations with Parish Councils, local residents, the voluntary sector and other groups about where they can make an impact and support us to mitigate the impact of budget reductions.

8.7 Public Health Implications

We are working closely with Public Health colleagues as part of the operating model to ensure our emerging Business Planning proposals are aligned.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Chris Malyon
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Not applicable
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Not applicable
Have the equality and diversity implications been cleared by your Service Contact?	Not applicable

Have any engagement and communication implications been cleared by Communications?	Not applicable
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Not applicable
Have any Public Health implications been cleared by Public Health	Not applicable

Source Documents	Location
Strategic Framework Medium Term Financial Strategy	https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/182/Committee/2/Default.aspx

Business Case

C/R.7.101 - External Funding

Project Overview

Project Title	C/R.7.101 - External Funding		
Income	£200,000	Business Planning Reference	C/R.7.101
Business Planning Brief Description	Identifying and leveraging in new external funding to support CCC initiatives. This might come from a range of approaches, e.g. advertising, sponsorship, lottery, crowdfunding, social finance, private investors, timebanking. We also know that our business partners are keen to invest in Cambridgeshire. They are particularly interested in initiatives which support families (i.e. their staff) and increase the range of skills in the local workforce.		
Senior Responsible Officer	Amanda Askham		

Project Approach

Background

Why do we need to undertake this project?

To generate income to deliver Cambridgeshire County Council services or to fund services through other mechanisms and offset costs.

What would happen if we did not complete this project?

The Council would not generate additional income through external funding.

Approach

Aims / Objectives

The objectives are:

To generate income for local services and communities through the following means: advertising, sponsorship, a Cambridgeshire Lottery, donations and bequeathals, crowdfunding, grants and social finance.

To support Cambridgeshire County Council to become a more commercially astute organisation.

Project Overview - What are we doing

Further investigation will take place into the following potential sources of income, more detailed business cases will then be developed.

Advertising:

- Identify Cambridgeshire County Council assets which could be used for advertising.
- Undertake a review of those assets to understand their value for advertising; this will include a benchmarking exercise.
- Retender contracts that are not generating as much income as the asset is worth and tender for new contracts where there is potential for new assets.

Sponsorship:

- Undertake a review of County Council assets, services and projects which have the potential to be sponsored by organisations.

- Design sponsorship packages and develop a portfolio to present to businesses and other interested individuals.
- Add capability on the County Council website for individuals to sponsor council services and events.
- Undertake communications campaign to reach potential sponsors.

Cambridgeshire Lottery:

- Identify grants or funding the County Council gives to local charities which could be replaced by lottery funding.
- Design model of lottery for Cambridgeshire.
- Work with third party organisation to establish lottery for Cambridgeshire.

Donations / Bequeathals:

- Set up capability for individuals and businesses to sponsor online and through the contact centre.
- Undertake communication campaign to attract potential donors.

What assumptions have you made?

Advertising:

- Assets that are not currently used for advertising will be attractive to businesses for advertisements.
- Assets that are currently used for advertising can generate significantly more income if retendered.
- The council will have the capacity, knowledge and skills to set up and maintain advertising arrangements to generate more income.

Sponsorship:

- Businesses will be interested in sponsoring the council's services, assets and projects.
- The council will have the capacity, knowledge and skills required to set up and maintain sponsorship arrangements to generate income.

Lottery:

- Residents of Cambridgeshire will be interested in buying lottery tickets to support local causes.
- The Council will generate sufficient funding that it will be able to offset current spend.

Donations / Bequeathals:

- Individuals will be interested in donating or bequeathing money towards council services.

What constraints does the project face?

Staff capacity to undertake the work.

Delivery Options

Has an options and feasibility study been undertaken?

Scope / Interdependencies

Scope

What is within scope?

External funding refers to the following options for generating income:

- Advertising
- Sponsorship
- Donations and Bequeathals
- Cambridgeshire Lottery

- Crowdfunding
- Social Finance
- Grants
- "Rounding up" of wages for staff charitable donations

Only advertising, sponsorship, donations and bequethals and the lottery are expected to deliver income for 2018-19 at this stage. It is hoped that the other options will deliver further income in future years.

What is outside of scope?

Any external funding option that is not included in the list above.

Project Dependencies

Title

Cost and Savings

See accompanying financial report

Non Financial Benefits

Non Financial Benefits Summary

Title

Risks

Title

Project Impact

Community Impact Assessment

Who will be affected by this proposal?

Individual CIA's will need to be undertaken for each element.

What positive impacts are anticipated from this proposal?

What negative impacts are anticipated from this proposal?

Are there other impacts which are more neutral?

Disproportionate impacts on specific groups with protected characteristics

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

Business Case

Organisational review - C/R.6.102

Project Overview

Project Title	Organisational review - C/R.6.102		
Saving	£800,000	Business Planning Reference	C/R.6.102
Business Planning Brief Description	Review of organisational arrangements in a range of areas - a number of different streams including reviewing spans of management control in service structures, amendments to terms and conditions for staff and managing expenditure on business mileage.		
Senior Responsible Officer	Martin Cox		

Project Approach

Background

Why do we need to undertake this project?

Savings requirement in 18/19 against the efficiency and modernisation theme.

What would happen if we did not complete this project?

Requirement for additional savings or income generation from other budgets.

Approach

Aims / Objectives

To reduce spend on staffing budgets

Project Overview - What are we doing

A number of areas are being explored:

1. Through a programme of Outcome Focused Reviews, we will ensure that all services are appropriately staffed for service delivery and be as lean as they can be.
2. A review of spans of control is underway to reduce any unnecessary layers of management and to ensure that all managers have appropriate and consistent areas of responsibility.
3. Terms and conditions are routinely reviewed and we will explore any opportunities this presents.
4. We will support managers to reduce team spend on mileage and increase productivity through better use of remote and flexible working systems and policies.

What assumptions have you made?

That we can negotiate effectively with unions.

That we use communication channels effectively to engage staff throughout the changes.

Managers across the organisation will buy into and support change.

What constraints does the project face?

There are assumptions on reducing staff costs in several business cases for the 18/19 Business Plan already. As staffing budgets decrease there will be less percentage gain to be made on organisation wide policy change. All figures will have to be carefully checked for duplication.

Delivery Options

Has an options and feasibility study been undertaken?

Scope / Interdependencies

Scope

What is within scope?

All CCC staff

What is outside of scope?

Any other staff reviews, but we'll need to ensure there is no duplication in terms of savings

Project Dependencies

Title

Cost and Savings

See accompanying financial report

Non Financial Benefits

Non Financial Benefits Summary

Title

Risks

Title

Project Impact

Community Impact Assessment

Who will be affected by this proposal?

All CCC staff

What positive impacts are anticipated from this proposal?

Better and more efficient use of our staff resources
Reduced business mileage and increased productivity

What negative impacts are anticipated from this proposal?

Staff consultation fatigue
Staff disengaged
Long process (re consultations with union / staff)

Are there other impacts which are more neutral?

Disproportionate impacts on specific groups with protected characteristics

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

Business Case

C/R.7.102- Fees & Charges

Project Overview

Project Title	C/R.7.102- Fees & Charges		
Income	£80,000	Business Planning Reference	C/R.7.102
Business Planning Brief Description	Exploring the potential to generate more income to fund council services through fees and charges and to ensure that where appropriate, the costs of delivering services are fully covered.		
Senior Responsible Officer	Christine May		

Project Approach

Background

Why do we need to undertake this project?

We are exploring the potential to review our policy and approach to fees and charges, in particular ensuring that the true full cost of delivery (including all overheads) has been captured in calculating the maximum charge we are allowed to apply. This has the potential to generate more income to fund council services and presents an opportunity for us to ensure that the costs of delivering services are fully covered. It's estimated that this will generate £80k of additional income.

What would happen if we did not complete this project?

It is unlikely that the Council would generate significant additional income through fees and charges for 2018-19.

Approach

Aims / Objectives

The objectives are:

- To increase the income generated through fees and charges.
- To ensure that services fully cost recover where this is appropriate.
- To improve consistency of charging across the organisation.

Project Overview - What are we doing

Services have been offered:

- Meeting with Finance, Legal and / or Transformation to discuss charges or introducing a new charge/s.
- Pairing up with another service / team to review each other's fees and charges.

What assumptions have you made?

There is the opportunity to increase income from fees and charges.

What constraints does the project face?

Delivery Options

Has an options and feasibility study been undertaken?

To be completed in advance of the December Committee meetings

Scope / Interdependencies

Scope

What is within scope?

To be identified in advance of the December Committee meetings

What is outside of scope?

Project Dependencies

Title

Cost and Savings

See accompanying financial report

Non Financial Benefits

Non Financial Benefits Summary

Title

Risks

Title

Project Impact

Community Impact Assessment

Who will be affected by this proposal?

Individual CIA's will need to be undertaken for each element in advance of the December committee meetings.

What positive impacts are anticipated from this proposal?

What negative impacts are anticipated from this proposal?

Are there other impacts which are more neutral?

Disproportionate impacts on specific groups with protected characteristics

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

Business Case

Shared Arrangements with Peterborough City Council - C/R.6.101

Project Overview

Project Title	Shared Arrangements with Peterborough City Council - C/R.6.101		
Saving	£300,000	Business Planning Reference	C/R.6.101
Business Planning Brief Description	We are exploring further opportunities to share activities and costs and learn from one another's best practice with Peterborough City Council.		
Senior Responsible Officer	Amanda Askham		

Project Approach

Background

Why do we need to undertake this project?

Savings requirement in 18/19 against the efficiency and modernisation theme.

What would happen if we did not complete this project?

Requirement for additional savings or income generation from other budgets.

Approach

Aims / Objectives

To reduce spend through sharing roles, shared services and joint commissioning

Project Overview - What are we doing

A number of areas are being explored:

1. Shared senior roles across PCC and CCC
2. Closer relationships between corporate functions across PCC and CCC
3. Review of back office functions to see if there any further opportunities to join up and make savings
4. Review of customer front door functions
5. Further analysis of joint commissioning and procurement opportunities
6. All Outcome Focused Reviews will consider opportunities to join delivery and commissioning with PCC and other partners

What assumptions have you made?

That there are further opportunities which will result in reduced cost.

What constraints does the project face?

Over the last year there has already been significant effort to join services and reduce cost between the two Councils.

Delivery Options

Has an options and feasibility study been undertaken?

To be undertaken as part of this project

Scope / Interdependencies
Scope
What is within scope?
Services across PCC and CCC
What is outside of scope?
Some services currently delivered by LGSS and/or Serco

Project Dependencies
Title

Cost and Savings
See accompanying financial report

Non Financial Benefits
Non Financial Benefits Summary
Title

Risks
Title

Project Impact
Community Impact Assessment
Who will be affected by this proposal?
All citizens in the local authority area who currently access, or will access in the future, services of either CCC or PCC.
What positive impacts are anticipated from this proposal?
Greater impact on outcomes and improved service delivery for citizens of Cambridgeshire and Peterborough
What negative impacts are anticipated from this proposal?
Roles and responsibilities will need to be carefully agreed and articulated to avoid confusion about accountability across key service areas.
Are there other impacts which are more neutral?

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

Business Case

Automation (C/R.6.103)

Project Overview

Project Title	Automation (C/R.6.103)		
Saving	£500,000	Business Planning Reference	C/R 6.103
Business Planning Brief Description	The Citizen First, Digital First programme continues to drive efficiencies through systems integration and streamlined customer contact across a number of services. We will continue a thorough systematic review of service processes that investigates the end-to-end process and identifies where they could be automated and fundamentally considers how and why we provide what we do which could lead to larger savings which will enable us to more fully exploit the technologies that the Council has.		
Senior Responsible Officer	Amanda Askham		

Project Approach

Background

Why do we need to undertake this project?

At its most fundamental level, this project is about our ability to adapt, and leverage the benefits of rapid changes wrought by evolving technologies. The Citizen First, Digital First programme began looking at possible efficiencies that could be made in the back-office through integrating different systems.

Public interest in automation, artificial intelligence and robotics is increasing. Recent years have seen the emergence of systems that can diagnose cancers as accurately as pathologists, detect fraudulent financial transactions in a matter of milliseconds, produce coherent news stories for media outlets, shuttle goods and pallets within complex distribution warehouses, trade stocks and shares in financial markets, and perform case research for the legal industry. The breadth and depth of accomplishments expands by the day.

A number of local authorities have started looking at automation and Artificial Intelligence (AI), for example, Enfield Borough Council are experimenting with AI to approve planning applications. It is anticipated this will make the process easier and quicker for the customer in addition to being more efficient for CCC.

A more thorough systematic review of service processes that looks at the end-to-end process and not only identifies where they could be automated but fundamentally considers how and why we provide what we do will support the outcomes of the County Council more efficiently.

What would happen if we did not complete this project?

We would not achieve the productivity benefits or achieve the cultural change required to support the organisation in understanding how technology changes the conditions under which business is done, and the expectations of customers, partners, and employees.

Approach

Aims / Objectives

The main aims / objectives of the project are:

- investigate (and implement where appropriate) new technology to automate existing processes
- to support the culture of the organisation in adopting new technology and being included within all

option appraisals

Project Overview - What are we doing

We will:

- Identify any work undertaken through the Citizen First, Digital First programme which could benefit from this approach
- Research available and future technology to understand the opportunities
- Identify services where the most value can be achieved through automation and implement solutions
- Identify possible organisations to partner with to develop new ideas

What assumptions have you made?

What constraints does the project face?

Time, cost and quality

Delivery Options

Has an options and feasibility study been undertaken?

Scope / Interdependencies

Scope

What is within scope?

All processes and service areas that may benefit from automation within CCC.

What is outside of scope?

Project Dependencies

Title

Cost and Savings

See accompanying financial report

Non Financial Benefits

Non Financial Benefits Summary

Title

Risks

Title

Costs outweigh anticipated savings

Project Impact

Community Impact Assessment

Who will be affected by this proposal?

All County Council staff, customers using specific services

What positive impacts are anticipated from this proposal?

It will improve the ability of the organisation, its leaders and employees, to adapt to rapid changes wrought by evolving digital technologies.

Improved speed and quality of service for customers.

What negative impacts are anticipated from this proposal?

None identified

Are there other impacts which are more neutral?

Research indicates that for 60% of roles, 30% can be automated which means that staff could be deployed in different areas which may result in the need for re-training

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

N/A

Section 4 - C: Corporate and Managed Services

October Committee

Table 3: Revenue - Overview

Budget Period: 2018-19 to 2022-23

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

Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
1	OPENING GROSS EXPENDITURE	26,602	16,120	788	-11,601	-11,536	
C/R.1.001	Base Adjustments	2,431	-	-	-	-	Adjustment for permanent changes to base budget from decisions made in 2017-18.
1.999	REVISED OPENING GROSS EXPENDITURE	29,033	16,120	788	-11,601	-11,536	
2	INFLATION						
C/R.2.001	Inflation	279	128	138	138	138	Some County Council services have higher rates of inflation than the national level. For example, this is due to factors such as increasing running costs of Council properties. This overall figure comes from an assessment of likely inflation in all Corporate services. Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.
2.999	Subtotal Inflation	279	128	138	138	138	
3	DEMOGRAPHY AND DEMAND						
3.999	Subtotal Demography and Demand	-	-	-	-	-	
4	PRESSURES						
C/R.4.008	Contract mitigation	-	2,000	-	-	-	- The Transformation Programme includes some significant savings through contract renegotiation across the Council. These savings represent best case scenarios and as such a mitigating pressure has been included.
C/R.4.010	Impact of National Living Wage (NLW) on CCC Employee Costs	-	1	4	4	-	- 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.
C/R.4.011	Commercial approach to contract management	340	-	-	-	-	- A savings target of £500k was put forward in the 17/18 Business plan to review all the contracts that the council has. The focus was to be on contract management through improved commissioning and procurement. However most of the major contracts are already being reviewed and are part of other savings proposals in the business plan, so the opportunities to achieve this saving have reduced.
C/R.4.012	Inflationary and Contractual Pressures	-	-	-	3,000	-	0
4.999	Subtotal Pressures	340	2,001	4	3,004	-	
5	INVESTMENTS						
C/R.5.900	Reversal of 17-18 Transformation Fund Investments	-6,238	-1,608	-38	-	-	- Transformation funded projects are provided with investments for 1-3 years in order to deliver ongoing savings. This is the reversal of the investment for schemes funded in 2017-18.
C/R.5.953	City Deal Revenue Costs	-268	-30	-	-	-	It is anticipated that further transformation funds will come through for funding in 2018-19. - City Deal revenue costs funded by the growth in New Homes Bonus, revised following a reduction in the number of payment years

Section 4 - C: Corporate and Managed Services

October Committee

Table 3: Revenue - Overview

Budget Period: 2018-19 to 2022-23

		Detailed Plans	Outline Plans				
Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
C/R.5.954	Wisbech Community Led Local Development (CLLD) Fund	-	-	-	-	-21	The Council's financial contribution to the administration of the Wisbech CLLD Fund, unlocking an overall Fund of £2.1m for investment in Wisbech's communities
5.999	Subtotal Investments	-6,506	-1,638	-38	-	-21	
6	SAVINGS GPC						
C/R.6.101	Shared Arrangements with Peterborough City Council	-300	-	-	-	-	- We are continuing to explore further opportunities to share activities and costs and learn from one another's best practice with Peterborough City Council
C/R.6.102	Organisational Review	-800	-	-	-	-	- Review of organisational arrangements in a range of areas - a number of different streams including reviewing spans of management control in service structures, amendments to terms and conditions for staff and managing expenditure on business mileage
C/R.6.103	Automation	-500	-	-	-	-	- Savings to made by identifying functions and processes which have the potential to be automated - creating a reduced need for manual processes and therefore a staffing requirement. This will include some areas already identified through the Digital First business case as well as further schemes. Areas where automation potential has been identified include those shown below but more will be identified: - Training - with a move to e-learning - Elements of Education Transport Processes - Element of the schools admission process
C/R.6.105	Citizen First, Digital First - Surplus to repayment of financing costs	134	-165	-24	3	-	- Repayment of the debt charges resulting from borrowing to invest and enable the delivery of the Citizen First, Digital First strategy.
C/R.6.106	Reduction in costs on Redundancy, Pensions & Injury budget	-10	-10	-10	-	-	- Reduction in costs on Redundancy, Pensions & Injury budget, held within Corporate Services.
C/R.6.107	Capitalisation of Redundancies	-	1,000	-	-	-	- Using the flexibility of capital receipts direction to fund redundancies from capital instead of being funded by revenue.
C/R.6.109	Capitalisation of the Transformation team	-	1,293	-	-	-	- Using the flexibility of capital receipts direction to fund the transformation team from capital instead of being funded by revenue.
C/R.6.201	C&P Shared Property Services	-100	-	-	-	-	- As we move more towards sharing assets with partners there might be an opportunity to create a single property service across all Cambridgeshire partners including the joint commissioning contracts. This would have economies of scale, shared expertise etc. This would also help to enable the move to public sector buildings being used for all public sector services and break down some of the barriers of 'working in each other's buildings'
6.999	Subtotal Savings	-1,576	2,118	-34	3	-	
	UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-5,450	-17,941	-12,459	-3,080	-5,660	

Section 4 - C: Corporate and Managed Services

October Committee

Table 3: Revenue - Overview

Budget Period: 2018-19 to 2022-23

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

Ref	Title	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	Description
	TOTAL GROSS EXPENDITURE	16,120	788	-11,601	-11,536	-17,079	
7	FEES, CHARGES & RING-FENCED GRANTS						
C/R.7.001	Previous year's fees, charges & ring-fenced grants	-1,263	-1,348	-1,152	-1,157	-1,162	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
C/R.7.002	Increase in fees, charges & ring-fenced grants	-	-	-	-	-	Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2016-17.
C/R.7.003	Fees and charges inflation	-5	-5	-5	-5	-5	Uplift in external charges to reflect inflation pressures on the costs of services.
C/R.7.102	Changes to fees & charges Review of Fees and Charges Policy - ensuring full cost recovery	-80	-	-	-	-	Exploring the potential to review our policy and approach to fees and charges - in particular ensuring that the true full cost of delivery (including all overheads) has been captured in calculating the maximum charge we are allowed to apply.
C/R.7.201	Changes to ring-fenced grants Change in Public Health Grant	-	201	-	-	-	Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2019-20 due to removal of ring-fence.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-1,348	-1,152	-1,157	-1,162	-1,167	
	TOTAL NET EXPENDITURE	14,772	-364	-12,758	-12,698	-18,246	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
C/R.8.001	Budget Allocation	-14,772	364	12,758	12,698	18,246	Net spend funded from general grants, business rates and Council Tax.
C/R.8.002	Public Health Grant	-201	-	-	-	-	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	-1,147	-1,152	-1,157	-1,162	-1,167	Fees and charges for the provision of services.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-16,120	-788	11,601	11,536	17,079	

DRAFT 2018-19 CAPITAL PROGRAMME AND CAPITAL PRIORITISATION

To: General Purposes Committee

Meeting Date: 24th October 2017

From: Chief Finance Officer

Electoral division(s): All

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

Purpose: This report provides the Committee with an overview of the full draft Business Plan Capital Programme and results from the capital prioritisation process.

Recommendation: It is requested that the Committee:

- a) Note the overview and context provided for the 2018-19 Capital Programme.
- b) Note and comment on the results of the capital prioritisation process, taking into consideration the most up to date estimations for financing costs and the overall revenue position.
- c) Comment on the draft proposals for the full 2018-19 Capital Programme and endorse their development.

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1. CAPITAL STRATEGY

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

2. DEVELOPMENT OF THE 2018-19 CAPITAL PROGRAMME

- 2.1 Prioritisation of schemes (where applicable) has been reviewed individually by Service Committees in September, alongside the addition, revision and update of schemes. Once the prioritisation of schemes across the whole programme has been reviewed by GPC as part of this report, a second draft of proposals will be considered by Service Committees in November. Firm capital and revenue spending plans will then be considered by Service Committees in December, before GPC review the final overall programme in December. In particular, GPC will review the overall levels of borrowing and financing costs, before recommending the programme in January as part of the overarching Business Plan for Full Council to consider in February.
- 2.2 The introduction of the Transformation Fund for the 2017-18 planning process has not impacted on the funding sources available to the Capital Programme as any Invest to Save or Earn schemes will continue to be funded over time by the revenue payback they produce via savings or increased income. This is the most financially sensible option for the Council due to the ability to borrow money for capital schemes and defray the cost of that expenditure to the Council over the life of the asset. However, if a scheme is transformational, then it should also move through the governance process agreed for the transformation programme, in line with all other transformational schemes, but without any funding request to the Transformation Fund.
- 2.3 There are several schemes in progress where work is underway to develop the scheme, however they are either not sufficiently far enough forward to be able to include any capital estimate within the Business Plan, or a draft set of figures have been included but they are, at this stage, highly indicative. The following are the two main schemes that this applies to:

- The Adults Committee first considered the Older People's Accommodation Strategy in 2016. Following consideration of outline modelling and a business case to increase the availability of affordable care home beds in the County through more direct intervention in the market by the Council, the Adults Committee received an update in September on market engagement and next steps towards a more detailed business case and procurement. Amongst a number of options, there is potential for implications for the Council's capital plans through provision of land, other assets or involvement with construction. The Council is engaged with health partners on these challenges, and plans are also in development for an investment in housing for vulnerable people using improved better care fund monies.
- The Council is in the fortunate position of being a major landowner in Cambridgeshire and this provides an asset capable of generating both revenue and capital returns. This has, however, required the Council to move from being a seller of sites to a developer of sites, through a Housing Company. A Special Purpose Vehicle has been established, the Cambridgeshire Housing Investment Company (CHIC), through which the Council will operate to make best use of sites with development potential in a co-ordinated and planned manner, in order to progress those sites for a range of development options. This will generate capital receipts to support site development and create significant revenue income for the Council which will help support services and communities.

A comprehensive 10-year pipeline of development projects has been identified and the initial model is undergoing extensive review and refinement by both CHIC and the Council, taking into account the different options available. This work is nearing its conclusion, however the timing of it has meant that no update has been included in this paper. It is anticipated that the first proper revision will be included within the November Service Committee papers.

3. REVENUE IMPLICATIONS

- 3.1 All capital schemes can have a potential two-fold impact on the revenue position, relating to the cost of borrowing through interest payments and repayment of principal and the ongoing revenue costs or benefits of the scheme. Conversely, not undertaking schemes can also have an impact via needing to provide alternative solutions, such as Home to School Transport (e.g. transporting children to schools with capacity rather than investing in capacity in oversubscribed areas).
- 3.2 The Council is required by the Chartered Institute of Public Finance and Accountancy's (CIPFA's) Prudential Code for Capital Finance in Local Authorities 2011 to ensure that it undertakes borrowing in an affordable and sustainable manner. In order to ensure that it achieves this, GPC recommends an advisory limit on the annual financing costs of borrowing (debt charges) over the life of the Plan. In order to afford a degree of flexibility from year to year, changes to the phasing of the limit is allowed within any three-year block (the next block starts in 2018-19), so long as the aggregate limit remains unchanged.
- 3.3 For the 2018-19 Business Plan, GPC has agreed that this should equate to the level of revenue debt charges as set out in the 2014-15 Business Plan for the next five years (restated to take into account the change to the Minimum Revenue Policy agreed by GPC in January 2016), and limited to around £39m annually from 2019-20 onwards.

4. SUMMARY OF THE DRAFT CAPITAL PROGRAMME

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

Service Block	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	Later Yrs £'000
People and Communities	89,447	123,310	78,705	37,113	25,941	79,550
Economy, Transport and Environment	34,506	24,946	17,940	18,894	20,152	19,238
Public Health	-	-	-	-	-	-
Commercial and Investment Committee	46,384	6,958	800	12,051	800	18,720
Corporate and Managed Services	8,009	734	680	460	-	-
LGSS Operational	-	-	-	-	-	-
Total	178,346	155,948	98,125	68,518	46,893	117,508

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

Funding Source	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	Later Yrs £'000
Grants	53,070	32,352	33,067	29,738	31,716	76,421
Contributions	19,967	44,195	54,670	16,786	8,748	192,871
Capital Receipts	21,676	5,252	6,615	19,536	1,909	9,556
Borrowing	52,550	73,355	20,416	12,593	9,266	1,462
Borrowing (Repayable)*	31,083	794	-16,643	-10,135	-4,746	-162,802
Total	178,346	155,948	98,125	68,518	46,893	117,508

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

4.3 The following table shows how each Service's borrowing position has changed since the 2017-18 Capital Programme was set:

Service Block	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	Later Yrs £'000
People and Communities	1,455	17,425	40,236	2,756	1,165	-7,125	-3,102
Economy, Transport and Environment	10,712	3,125	-1,907	-2,571	-2,744	-6,434	-1,668
Public Health	-	-	-	-	-	-	-
Corporate and Managed Services	958	1,311	274	220	-	-	-
LGSS Operational	-100	-	-	-	-	-	-
Commercial and Investment Committee	251	839	-145	-337	-316	42	2,008
Corporate and Managed Services – relating to general capital receipts	-	-	-	-	-	-	-
Total	13,276	22,700	38,458	68	-1,895	-13,517	-2,762

4.4 The table below categorises the reasons for these changes:

Reasons for change in borrowing	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	Later Yrs £'000
New	580	13,996	21,299	6,036	2,630	300	3,850
Removed/Ended	-4,986	-70	0	-170	-300	-9,550	10,715
Minor Changes/Rephasing*	-4,142	8,448	6,546	-9,333	5,748	3,320	-8,192
Increased Cost	-2,202	6,331	13,774	2,417	-1,949	-1,139	1,080

(includes rephasing)							
Reduced Cost (includes rephasing)	2,822	-3,341	-2,174	-1,820	-1,885	-3,182	0
Change to other funding (includes rephasing)	5,019	-376	5,797	5,423	-4,092	-254	-6,902
Variation Budget	16,185**	-2,288	-6,784	-2,485	-2,047	-3,012	-3,313
Total	13,276	22,700	38,458	68	-1,895	-13,517	-2,762

*This does not off-set to zero across the years because the rephasing also relates to pre-2017-18.

** This reflects removal of the negative Variation Budget for 2017-18, as it is a rolling budget that is refreshed every year.

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

- Change in phasing, and therefore funding, for Cromwell Community College
- Minor rephasing of school schemes
- Change in responsibility for Community Hubs – Sawston from CS to C&I (and rephasing)
- 5 new IT schemes (£1.8m)
- Increase in County Farms Viability (£1m – extending it to match the 10-year programme)
- Rephasing of MAC joint highways depot
- Amendments to the Capital Variation Budget to reflect individual changes to schemes

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

Financing Costs	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000
2017-18 agreed BP	18.6	18.9	22.0	22.9	-
2018-19 draft BP	16.6	17.5	21.9	23.9	25.2
CHANGE (+) increase / (-) decrease	-2.0	-1.3	-0.1	1.0	25.2*

*This is a large increase due to having a new year 5 (i.e. there was no budget for 2022-23 in the 2017-18 BP).

4.7 Invest to Save / Earn schemes are excluded from the advisory financing costs limit – the following table therefore compares revised net financing costs excluding these schemes. In order to afford a degree of flexibility from year to year, the limit is reviewed over a three-year period – based on the revised programme, the advisory limit is not exceeded for either of these 3 year blocks.

Financing Costs	2018-19 £m	2019-20 £m	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m
2018-19 draft BP (net figures excluding Invest to Save / Earn schemes)	26.6	29.0	32.5	34.7	36.2	36.2
Recommend limit	37.9	38.6	39.2	39.7	40.3	40.8
HEADROOM	-11.3	-9.6	-6.6	-5.0	-4.1	-4.6
Recommend limit (3 years)	115.7			120.8		
HEADROOM (3 years)	-27.5			-13.7		

4.8 Although the limit hasn't been exceeded, the Business Plan is still under review and as such adjustments to schemes and phasing will continue over the next two months. However, as

there is significant headroom available, it is not expected that any further revisions will cause a breach of the advisory limit.

5. CAPITAL PRIORITISATION

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

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000
65	Invest to Save	C&I	F/C.2.240	Housing Schemes	184,493	-107,823
54	Statutory	P&C	A/C.01.046	Sawston Primary	2,830	480
54	Statutory	P&C	A/C.01.050	March new primary	8,770	1,750
54	Statutory	P&C	A/C.01.052	NIAB 2nd primary	10,950	180
54	Statutory	P&C	A/C.01.053	Robert Arkenstall Primary	500	-
54	Statutory	P&C	A/C.01.054	Wilburton Primary	500	-
54	Statutory	P&C	A/C.05.001	School Condition, Maintenance & Suitability	23,850	-
53	Other	ETE	B/C.3.001	Highways Maintenance	83,200	79,561
52	Statutory	P&C	A/C.10.001	Temporary Accommodation	13,000	33
51	Statutory	P&C	A/C.01.043	Littleport 3rd primary	5,000	2,014
50	Statutory	P&C	A/C.05.002	Kitchen Ventilation	1,650	973
49	Statutory	P&C	A/C.01.051	Wisbech new primary	8,770	4,700
49	Statutory	P&C	A/C.02.012	Cromwell Community College	5,000	1,750

49	Statutory	P&C	A/C.02.013	St. Neots secondary	10,940	700
47	Statutory	P&C	A/C.01.062	Waterbeach Primary School	6,660	6,660
47	Statutory	P&C	A/C.01.065	New Road Primary	6,470	6,470
46	Statutory	P&C	A/C.02.016	Cambourne West	24,500	9,690
46	Statutory	P&C	A/C.12.005	Integrated Community Equipment Service	13,000	13,000
45	Statutory	P&C	A/C.01.044	Loves Farm primary, St Neots	10,020	7,768
45	Statutory	P&C	A/C.08.003	SEN Pupil Adaptations	750	750
44	Statutory	P&C	A/C.01.040	Ermine Street, Alconbury, Phase 2	2,780	445
44	Statutory	P&C	A/C.01.055	Benwick Primary	2,450	2,151
44	Statutory	P&C	A/C.01.057	Northstowe 3rd primary	11,900	2,045
44	Statutory	P&C	A/C.01.064	Rackham Primary	5,600	4,741
44	Statutory	ETE	B/C.3.012	Waste - Household Recycling Centre (HRC) Improvements	8,183	5,580
43	Statutory	P&C	A/C.01.056	Alconbury Weald 2nd primary	10,050	2,272
43	Statutory	P&C	A/C.02.011	New secondary capacity to serve Wisbech	23,000	21,467
42	Statutory	P&C	A/C.01.063	St Neots Eastern Expansion	5,500	5,500
42	Statutory	P&C	A/C.02.009	Alconbury Weald secondary and special	38,000	12,050
42	Statutory	P&C	A/C.02.015	Sir Harry Smith	5,000	4,850
41	Statutory	P&C	A/C.01.049	Northstowe 2nd primary	11,250	4,326
40	Statutory	P&C	A/C.01.041	Barrington	3,318	2,718
36	Statutory	P&C	A/C.02.014	Northstowe secondary, phase 2	11,640	8,308
34	Other	P&C	A/C.09.001	Site Acquisition, Development, Analysis and Investigations	200	-
34	Other	P&C	A/C.11.002	Cambridgeshire Alternative Education Service Minor Works	200	20
34	Other	C&I	F/C.2.111	Shire Hall	6,150	3,727
33	Statutory	P&C	A/C.01.037	Chatteris New School	8,820	8,364
32	Statutory	CS	C/C.2.007	Improved display screens	84	84
29	Statutory	P&C	A/C.08.004	Replacement Pilgrim Pupil Referral Unit - Medical Provision	4,000	4,000
29	Statutory	P&C	A/C.08.005	Spring Common Special School	5,000	3,184
28	Other	ETE	B/C.3.111	East Barnwell Library	77	42
28	Other	C&I	F/C.2.112	Building Maintenance	6,000	6,000
27	Other	ETE	B/C.3.108	New Community Hub/ Library Service Provision Darwin Green	340	41
27	Other	CS	C/C.2.008	Disaster Recovery facility for critical business systems	458	458

27	Other	CS	C/C.2.010	IT Infrastructure Refresh	660	660
26	Invest to Save	CS	C/C.1.003	Citizen First, Digital First	3,546	3,546
25	Other	ETE	B/C.3.110	Milton Road Library	123	88
25	Other	C&I	F/C.2.103	Local Plans - representations	1,000	1,000
24	Other	P&C	A/C.08.002	Trinity School, Wisbech base	4,000	4,000
19	Other	P&C	A/C.12.002	Enhanced Frontline in Adult Social Care	785	785
19	Invest to Save	C&I	F/C.2.101	County Farms investment (Viability)	4,820	4,398
17	Other	C&I	F/C.2.109	Community Hubs - East Barnwell	1,950	1,659
16	Invest to Save	ETE	B/C.4.029	Energy Efficiency Fund	1,000	1,000
9	Other	P&C	A/C.11.001	Children's Minor Works and Adaptions	75	30
8	Other	CS	C/C.3.001	Capitalisation of Transformation Team	2,586	-
0	Other	CS	C/C.3.002	Capitalisation of Redundancies	2,000	-

6. NEXT STEPS

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

- Updates to the housing schemes in light of the new financial model that is currently being finalised.
- Updates to the forecast capital receipts figures in light of significant changes as a result of the housing schemes, and other factors.
- Updates to the Citizen First, Digital First scheme to reflect new projects being developed as part of the scheme.

7. ALIGNMENT WITH CORPORATE PRIORITIES

7.1 Developing the local economy for the benefit of all

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

7.2 Helping people live healthy and independent lives

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

7.3 Supporting and protecting vulnerable people

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

8. SIGNIFICANT IMPLICATIONS

8.1 Resource Implications

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

8.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

8.3 Statutory, Legal and Risk Implications

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

8.4 Equality and Diversity Implications

There are no significant implications within this category.

8.5 Engagement and Communications Implications

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

8.6 Localism and Local Member Involvement

There are no significant implications within this category.

8.7 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Chris Malyon
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Not applicable
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Not applicable
Have the equality and diversity implications been cleared by your Service Contact?	Not applicable
Have any engagement and communication implications been cleared by Communications?	Not applicable

Have any localism and Local Member involvement issues been cleared by your Service Contact?	Not applicable
Have any Public Health implications been cleared by Public Health	Not applicable

Source Documents	Location
2017-18 Business Plan	https://www.cambridgeshire.gov.uk/council/finance-and-budget/business-plans/
September Service Committee reports; General Purposes Committee	https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/580/Committee/2/Default.aspx
Adults Committee	https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/605/Committee/3/Default.aspx
Children and Young People Committee	https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/630/Committee/4/Default.aspx
Economy and Environment Committee	https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/673/Committee/5/Default.aspx
Highways and Community Infrastructure Committee	https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/565/Committee/7/Default.aspx
Commercial & Investment Committee	https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/555/Committee/31/Default.aspx

Appendix A

All Service Areas

Table 4: Capital Programme
Budget Period: 2018-19 to 2027-28

Summary of Schemes by Start Date	Total Cost i 000	Previous Years i 000	2018-19 i 000	2019-20 i 000	2020-21 i 000	2021-22 i 000	2022-23 i 000	Later Years i 000
Ongoing	167,507	79,062	9,306	7,969	15,933	17,946	18,074	19,217
Committed Schemes	891,373	530,955	145,950	87,487	52,967	27,054	7,619	39,341
2018-2019 Starts	64,897	810	19,280	34,642	9,425	740	-	-
2019-2020 Starts	56,948	280	3,810	25,850	19,000	7,608	400	-
2021-2022 Starts	11,250	-	-	-	400	7,750	2,900	200
2022-2023 Starts	26,580	-	-	-	-	1,020	13,150	12,410
2023-2024 Starts	31,590	-	-	-	250	5,000	3,950	22,390
2024-2025 Starts	26,300	-	-	-	150	1,400	800	23,950
TOTAL BUDGET	1,276,445	611,107	178,346	155,948	98,125	68,518	46,893	117,508

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost i 000	Previous Years i 000	2018-19 i 000	2019-20 i 000	2020-21 i 000	2021-22 i 000	2022-23 i 000	Later Years i 000	Committee
A/C.01 A/C.01.008	Basic Need - Primary Isle of Ely Primary	New 3 form entry school with 52 Early Years provision: i 10,470k Basic Need requirement 630 places i 800k Temporary Provision i 1,500k Early Years Basic Need 52 places i 3,500k Highways works and access work to school site		Committed	16,370	16,370	-	-	-	-	-	-	C&YP
A/C.01.012	Ermine Street Primary, Alconbury Weald	New 2 form entry school (with 3 form entry infrastructure) with 52 Early Years provision (Phase 1): i 8,500k Basic Need requirement 420 places i 1,500k Early Years Basic Need 52 places		Committed	10,000	9,862	138	-	-	-	-	-	C&YP
A/C.01.013	Fourfields, Yaxley	Expansion of 3 classrooms: i 1,270k Basic Need requirement 90 places		Committed	1,268	1,239	29	-	-	-	-	-	C&YP
A/C.01.018	Pathfinder Primary, Northstowe	New 3 form entry school with 52 Early Years provision: i 8,300k Basic Need requirement 630 places i 1,500k Early Years Basic Need 52 places i 1,500k Community facilities - Children's Centre		Committed	11,300	11,115	185	-	-	-	-	-	C&YP
A/C.01.020	Godmanchester Bridge, (Bearscoft Development)	New 1.5 form entry school (with 2 form entry core facilities) with 52 Early Years provision: i 7,150k Basic Need requirement 315 places i 2,200k Early Years Basic Need 52 places		Committed	9,348	8,947	150	251	-	-	-	-	C&YP
A/C.01.021	North West Cambridge (NIAB site) primary	New 2 form entry school with 52 Early Years provision: i 7,851k Basic Need requirement 420 places i 1,700k Early Years Basic Need 52 places i 1,200k Community facilities - Children's Centre		Committed	10,752	685	-	6,600	3,300	167	-	-	C&YP
A/C.01.022	Burwell Primary	Expansion of 210 places: i 6,747k Basic Need requirement 210 places		Committed	6,747	6,723	24	-	-	-	-	-	C&YP
A/C.01.024	Clay Farm / Showground primary, Cambridge	New 3 form entry school with 52 Early Years provision i 10,684k Basic Need requirement 630 places i 1,700k Early Years Basic Need 52 places		Committed	12,000	11,594	406	-	-	-	-	-	C&YP

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All Service Areas

Table 4: Capital Programme

Budget Period: 2018-19 to 2027-28

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost i 000	Previous Years i 000	2018-19 i 000	2019-20 i 000	2020-21 i 000	2021-22 i 000	2022-23 i 000	Later Years i 000
A/C.01.025	Fordham Primary	Expansion from 1 to 2 form entry school / replacement of temporary buildings: i 4,128k Basic Need requirement 210 places		Committed	4,126	3,968	50	108	-	-	-	- C&YP
A/C.01.026	Little Paxton Primary	Expansion from 1 to 2 form entry school / replacement of temporary buildings: i 3,512k Basic Need requirement 210 places		Committed	3,400	3,292	40	68	-	-	-	- C&YP
A/C.01.027	Ramnoth Primary, Wisbech	Expansion of 12 classrooms: i 7,340k Basic Need requirement 300 places		Committed	7,340	5,152	2,000	188	-	-	-	- C&YP
A/C.01.028	Fulbourn Phase 2	Expansion of 4 classrooms: i 5,685k Basic Need requirement 120 places		Committed	6,900	3,135	3,000	665	100	-	-	- C&YP
A/C.01.029	Sawtry Infants	Expansion of 3 classrooms with 26 Early Years provision: i 2,692k Basic Need requirement 90 places i 1,600k Early Years Basic Need 26 places		Committed	4,292	1,911	298	1,901	182	-	-	- C&YP
A/C.01.030	Sawtry J unior	Extension of 4 classrooms to complete 1 form entry expansion: i 2,300k Basic Need requirement 120 places		Committed	2,300	-	1,290	900	110	-	-	- C&YP
A/C.01.031	Hatton Park, Longstanton	Expansion of 1 form of entry: i 5,080k Basic Need requirement 210 places		Committed	5,080	5,039	41	-	-	-	-	- C&YP
A/C.01.032	Meldreth	Expansion to 1 form of entry: i 2,122k Basic Need requirement		Committed	2,122	440	1,550	132	-	-	-	- C&YP
A/C.01.033	St Ives, Eastfield / Westfield / Wheatfields	Expansion of 1 form of entry: i 7,000k Basic Need requirement 210 places		Committed	7,000	31	280	3,500	3,000	189	-	- C&YP
A/C.01.034	St Neots, Wintringham Park	New 1 form entry (with 3 form entry infrastructure) with 52 Early Years provision: i 7,210k Basic Need requirement 210 places i 1,640k Early Years Basic Need 52 places		Committed	8,850	213	4,300	4,000	337	-	-	- C&YP
A/C.01.035	The S hade Primary, Soham	Expansion of 2 forms of entry (Phase 2): i 2,713k Basic Need requirement 210 places		Committed	2,600	2,548	52	-	-	-	-	- C&YP
A/C.01.036	Pendragon, Papworth	Expansion of 1 form of entry: i 3,500 Basic Need requirement		Committed	3,500	150	1,900	1,350	100	-	-	- C&YP
A/C.01.037	Chatteris New School	New 1 form of entry S chool with 26 Early Years places: i 7,000k Basic Need requirement 210 places i 825k Early Years		2018-19	8,820	230	4,700	3,700	190	-	-	- C&YP
A/C.01.038	Westwood Primary, March, Phase 2	Expansion from 3 to 4 form entry school: i 3,150k Basic Need requirement 120 places		Committed	3,241	1,500	1,600	141	-	-	-	- C&YP
A/C.01.039	Wyton Primary	New replacement 1 form entry school: i 6,453k Basic Need requirement 210 places		Committed	9,226	2,389	6,400	437	-	-	-	- C&YP
A/C.01.040	Ermine Street, Alconbury, Phase 2	Expansion to 3 form entry school (Phase 2): i 2,780k Basic Need requirement 210 places		2019-20	2,780	-	140	1,600	950	90	-	- C&YP

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All Service Areas

Table 4: Capital Programme
Budget Period: 2018-19 to 2027-28

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost i 000	Previous Years i 000	2018-19 i 000	2019-20 i 000	2020-21 i 000	2021-22 i 000	2022-23 i 000	Later Years i 000	
A/C.01.041	Barrington	Expansion to 1 form of entry: i 3,790k Basic Need requirement		2019-20	3,318	130	90	1,600	1,350	148	-	-	C&YP
A/C.01.043	Littleport 3rd primary	New 1 form entry school (with 2 form entry infrastructure) (Phase 1): i 4,250k Basic Need requirement 210 places i 750k Early Years Basic Need 26 places		2019-20	5,000	-	180	3,200	1,550	70	-	-	C&YP
A/C.01.044	Loves Farm primary, St Neots	New 2 form entry school: i 10,020k Basic Need requirement 420 places		2019-20	10,020	-	-	300	6,200	3,400	120	-	C&YP
A/C.01.045	Melbourn Primary	Expansion of 4 classrooms, hall and refurbishment: i 4,160k Basic Need requirement 60 places		Committed	4,441	1,650	2,581	210	-	-	-	-	C&YP
A/C.01.046	Sawston Primary	Extension of 4 classrooms to complete 1 form entry expansion: i 2,830k Basic Need requirement 120 places		2019-20	2,830	-	-	100	1,000	1,600	130	-	C&YP
A/C.01.048	Histon Additional Places	Expansion of 1 form of entry within Histon area: i 16,000k Basic Need requirement 210 places		Committed	16,000	1,783	5,310	5,500	3,200	207	-	-	C&YP
A/C.01.049	Northstowe 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: i 9,990k Basic Need requirement 420 places i 1,260k Early Years Basic Need 52 places		2021-22	11,250	-	-	-	400	7,750	2,900	200	C&YP
A/C.01.050	March new primary	New 1 form entry school (Phase 1): i 8,770k Basic Need requirement 210 places		2023-24	8,770	-	-	-	250	5,000	3,350	170	C&YP
A/C.01.051	Wisbech new primary	New 1 form entry school; this is to be an on-going review: i 8,770k Basic Need requirement 210 places		2023-24	8,770	-	-	-	-	-	250	8,520	C&YP
A/C.01.052	NIAB 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: i 7,950k Basic Need requirement 420 places i 1,500k Early Years Basic Need 52 places i 1,500k Community facilities - Children's Centre		2024-25	10,950	-	-	-	-	-	-	10,950	C&YP
A/C.01.053	Robert Arkenstall Primary	Replacement of temporary building i 500k Basic Need requirement 30 places		2024-25	500	-	-	-	-	-	-	500	C&YP
A/C.01.054	Wilburton Primary	Expansion from 4 to 5 classrooms / replacement of temporary building: i 500k Basic Need requirement 30 places		2024-25	500	-	-	-	-	-	-	500	C&YP
A/C.01.055	Benwick Primary	Expansion from 3 to 5 classrooms / replacement of temporary buildings: i 500k Basic Need requirement 60 places		2024-25	2,450	-	-	-	150	1,400	800	100	C&YP
A/C.01.056	Alconbury Weald 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: i 8,528k Basic Need requirement 420 places i 1,522k Early Years Basic Need 52 places		2023-24	10,050	-	-	-	-	-	350	9,700	C&YP

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All Service Areas

Table 4: Capital Programme
Budget Period: 2018-19 to 2027-28

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost i 000	Previous Years i 000	2018-19 i 000	2019-20 i 000	2020-21 i 000	2021-22 i 000	2022-23 i 000	Later Years i 000	
A/C.01.057	Northstowe 3rd primary	New 2 form entry school with 52 Early Years provision and community facilities: i 10,567k Basic Need requirement 420 places i 1,333k Early Years Basic Need 52 places		2024-25	11,900	-	-	-	-	-	-	11,900	C&YP
A/C.01.061	Gamlingay Primary School	Extension of 4 classrooms to complete 1 form entry expansion with new hall: i 4,350k Basic Need requirement 120 places		Committed	4,350	1,100	3,100	150	-	-	-	-	C&YP
A/C.01.062	Waterbeach Primary School	Expansion of 1 form of entry due to in catchment development: i 6,660 Basic Need requirement 120 places		2018-19	6,660	200	4,000	2,300	160	-	-	-	C&YP
A/C.01.063	St Neots Eastern Expansion	Expansion of 1 form of entry: i 5,500k Basic Need requirement 120 places		2018-19	5,500	50	2,700	2,600	150	-	-	-	C&YP
A/C.01.064	Rackham Primary	Expansion to 2 form of entry: i 5,500k Basic Need requirement		2018-19	5,600	-	150	3,300	2,000	150	-	-	C&YP
A/C.01.065	New Road Primary	Expansion to 1 form of entry: i 6,470k Basic Need requirement		2018-19	6,470	150	700	4,500	1,000	120	-	-	C&YP
	Total - Basic Need - Primary				294,691	101,596	47,384	49,301	25,679	20,291	7,900	42,540	
A/C.02	Basic Need - Secondary												
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: i 29,482k Basic Need requirement 600 places i 1,500k Early Years Basic Need 26 places i 12,400k SEN 110 places		Committed	43,382	42,907	250	225	-	-	-	-	C&YP
A/C.02.004	Bottisham Village College	Expansion to 10 form entry school: i 12,700k Basic Need requirement 150 places		Committed	14,969	6,699	7,900	370	-	-	-	-	C&YP
A/C.02.006	Northstowe secondary	New 4 form entry school (with 12 form entry core facilities): i 25,251k Basic Need requirement 600 places		Committed	44,851	1,070	7,000	28,000	7,500	900	381	-	C&YP
A/C.02.007	North West Fringe secondary	New 4 form entry school (Phase 1): i 22,900k Basic Need requirement 600 places		Committed	20,000	18	350	2,700	12,000	4,600	332	-	C&YP
A/C.02.008	Cambridge City secondary	Additional capacity for Cambridge City i 17,832k Basic Need requirement 450 places		Committed	17,995	8,119	8,900	800	176	-	-	-	C&YP
A/C.02.009	Alconbury Weald secondary and Special	New 4 form entry school (with 8 form entry core facilities): i 26,000k Basic Need requirement 600 places i 12,000k SEN 110 places		Committed	38,000	670	6,450	8,300	17,500	4,700	380	-	C&YP
A/C.02.010	Cambourne Village College	Expansion to 7 form entry (Phase 2): i 10,475k Basic Need requirement 300 places		Committed	10,541	10,475	66	-	-	-	-	-	C&YP

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Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost i 000	Previous Years i 000	2018-19 i 000	2019-20 i 000	2020-21 i 000	2021-22 i 000	2022-23 i 000	Later Years i 000	
A/C.02.011	New secondary capacity to serve Wisbech	New 5 form entry school: i 23,000k Basic Need requirement 600 - 750 places		2019-20	23,000	-	600	17,000	5,000	400	-	-	C&YP
A/C.02.012	Cromwell Community College	Expansion from 7 to 8 form entry school: i 5,000k Basic Need requirement 150 places		2019-20	5,000	150	2,800	1,900	150	-	-	-	C&YP
A/C.02.013	St. Neots secondary	Additional capacity for St Neots: i 10,940 Basic Need requirement		2022-23	10,940	-	-	-	-	500	6,500	3,940	C&YP
A/C.02.014	Northstowe secondary, phase 2	Additional capacity for Northstowe: i 11,640 Basic Need requirement 600 places		2022-23	11,640	-	-	-	-	520	6,500	4,620	C&YP
A/C.02.015	Sir Harry Smith	Expansion of 1 form entry: i 5,000k Basic Need requirement 150 places		2019-20	5,000	-	-	150	2,800	1,900	150	-	C&YP
A/C.02.016	Cambourne West	New 6 form entry school: i 24,500k Basic Need requirement 900 places		2018-19	24,500	30	2,500	16,000	5,500	470	-	-	C&YP
	Total - Basic Need - Secondary				269,818	70,138	36,816	75,445	50,626	13,990	14,243	8,560	
A/C.03	Basic Need - Early Years												
A/C.03.001	Orchard Park Primary	Expansion of 24 Early Years provision: i 1,000k Early Years Basic Need 24 places		Committed	1,000	350	630	20	-	-	-	-	C&YP
A/C.03.003	LA maintained Early Years Provision	Funding which enables the Council to increase the number of free Early Years funded places to ensure the Council meets its statutory obligation. This includes providing one-off payments to external providers to help meet demand as well as increasing capacity attached to Cambridgeshire primary schools.		Committed	4,634	4,334	100	100	100	-	-	-	C&YP
	Total - Basic Need - Early Years				5,634	4,684	730	120	100	-	-	-	
A/C.04	Adaptations												
A/C.04.001	Hauxton Primary	Expansion of 1 classroom and extension of hall: i 1,061k Basic Need requirement 30 places		Committed	1,061	1,061	-	-	-	-	-	-	C&YP
A/C.04.004	Morley Memorial Primary	Expansion of 2 classrooms and internal re-modelling with 52 Early Years provision: i 2,019k Basic Need requirement 60 places i 1,900k Early Years Basic Need 18 places		Committed	3,918	1,882	1,900	136	-	-	-	-	C&YP
	Total - Adaptations				4,979	2,943	1,900	136	-	-	-	-	
A/C.05	Condition & Maintenance												
A/C.05.001	School Condition, Maintenance & Suitability	Funding that enables the Council to undertake work that addresses condition and suitability needs identified in schools' asset management plans, ensuring places are sustainable and safe.		Ongoing	23,850	-	2,000	2,000	2,350	2,500	2,500	12,500	C&YP

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A/C.05.002	Kitchen Ventilation	Works to improve ventilation & gas safety in school kitchens (where gas is used for cooking) is required to comply with the Gas safety regulations BS 6173:2009.		Committed	1,650	500	500	500	150	-	-	-	C&YP
	Total - Condition & Maintenance				25,500	500	2,500	2,500	2,500	2,500	2,500	12,500	
A/C.07 A/C.07.001	Schools Managed Capital School Devolved Formula Capital	Funding is allocated directly to Cambridgeshire Maintained schools to enable them to undertake low level refurbishments and condition works.		Ongoing	10,050	-	1,005	1,005	1,005	1,005	1,005	5,025	C&YP
	Total - Schools Managed Capital				10,050	-	1,005	1,005	1,005	1,005	1,005	5,025	
A/C.08 A/C.08.001	Specialist Provision Trinity School Hartford, Huntingdon	This scheme provides for the relocation of the school's base in Huntingdon, which is unsuitable for the educational requirements and needs of the pupils and staff. The funding covers purchase of a site in St Neots and its redevelopment for use by Trinity and local early years and childcare providers.		Committed	5,059	5,033	26	-	-	-	-	-	C&YP
A/C.08.002	Trinity School, Wisbech base	This scheme provides for permanent accommodation to be provided for the Wisbech base of the Trinity School which currently operates from leased accommodation at a rental cost of @i 30,000 per year		2023-24	4,000	-	-	-	-	-	-	4,000	C&YP
A/C.08.003	SEN Pupil Adaptations	This budget is to fund child specific adaptations to facilitate the placement of children with SEND in line with decisions taken by the County Resourcing Panel.		Committed	750	150	150	150	150	150	-	-	C&YP
A/C.08.004	Replacement Pilgrim Pupil Referral unit - Medical Provision	Replacement required as current site will not be available for future use.		2022-23	4,000	-	-	-	-	-	150	3,850	C&YP
A/C.08.005	Spring Common Special School			2018-19	5,000	150	2,800	1,900	150	-	-	-	C&YP
	Total - Specialist Provision				18,809	5,333	2,976	2,050	300	150	150	7,850	
A/C.09 A/C.09.001	Site Acquisition & Development Site Acquisition, Development, Analysis and Investigations	Funding which enables the Council to undertake investigations and feasibility studies into potential land acquisitions to determine their suitability for future school development sites.		Ongoing	200	-	100	100	-	-	-	-	C&YP
	Total - Site Acquisition & Development				200	-	100	100	-	-	-	-	

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A/C.10 A/C.10.001	Temporary Accommodation Temporary Accommodation	Funding which enables the Council to increase the number of school places provided 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	13,000	-	1,500	1,500	1,500	1,500	1,500	5,500	C&YP
	Total - Temporary Accommodation				13,000	-	1,500	1,500	1,500	1,500	1,500	5,500	
A/C.11 A/C.11.001	Children Support Services Children's Minor Works and Adoptions	Funding which enables remedial and essential work to be undertaken, maintaining the Council's in-house LAC provision.		Ongoing	75	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	200	-	20	20	20	20	20	100	C&YP
A/C.11.003	CFA Buildings & Capital Team Capitalisation	Salaries for the Buildings and Capital Team are to be capitalised on an ongoing basis.		Ongoing	2,500	-	250	250	250	250	250	1,250	C&YP
	Total - Children Support Services				2,775	25	295	295	270	270	270	1,350	
A/C.12 A/C.12.002	Adults' Services Enhanced Frontline in Adult Social Care	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	785	-	150	150	150	150	185	-	Adults
A/C.12.004	Disabilities Facilities Grant	We are expecting this funding to continue to be managed through the Better Care Fund for the period 2017/18 to 2022/13, 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	19,318	8,881	3,479	3,479	3,479	-	-	-	Adults
A/C.12.005	Integrated Community Equipment Service	Funding to continue annual capital investment in community equipment, that helps people to sustain their independence. The Council contributes to a pooled budget purchasing community equipment for health and social care needs for people of all ages		Ongoing	13,000	-	1,300	1,300	1,300	1,300	1,300	6,500	Adults
	Total - Adults' Services				33,103	8,881	4,929	4,929	4,929	1,450	1,485	6,500	

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A/C.13 A/C.13.001	Capital Programme Variation Variation Budget	The Council has decided to include a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis. The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Ongoing	-59,191	-	-12,197	-16,815	-10,733	-5,061	-3,537	-10,848	Adults, C&Y
A/C.13.002	Capitalisation of Interest Costs			Committed	8,798	-	1,509	2,744	2,529	1,018	425	573	Adults, C&Y
	Total - Capital Programme Variation				-50,393	-	-10,688	-14,071	-8,204	-4,043	-3,112	-10,275	
C/C.01 C/C.1.001	Corporate Services Essential CCC Business Systems Upgrade	Windows 2003 servers came to the end of their life in July 2015. The majority of all organisation wide customer / digital systems sat on these servers, which required upgrading.		Committed	300	261	39	-	-	-	-	-	- GPC
C/C.1.003	Citizen First, Digital First	Further improvements to be made to automate our systems and processes. To take out costs and to improve the speed of transactions with the Council for our customers, partners and providers.		Committed	3,546	730	1,091	575	575	575	-	-	- GPC
C/C.1.004	Mosaic 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	2,750	250	-	-	-	-	-	- GPC
	Total - Corporate Services				6,846	3,741	1,380	575	575	575	-	-	
C/C.02 C/C.2.006	Managed Services CPSN Replacement	This is for the procurement of a replacement Wide Area Network solution. The current contracted service (CPSN) is due to end in June 2018, but we are close to securing a continuance taking us to June 2019. 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 (EastNet).		Committed	5,500	500	5,000	-	-	-	-	-	- GPC
C/C.2.007	Improved display screens	Replace oldest and smallest of the display screens attached to new docking stations in CCC offices		2018-19	84	-	84	-	-	-	-	-	- GPC

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C/C.2.008	Disaster Recovery facility for critical business systems	Implementation of a second technology platform, in LGSS's Angel Street data centre, able to deliver core and critical IT services in the event of disaster or disruption to the Shire Hall data centre.		2018-19	458	-	458	-	-	-	-	-	- GPC
C/C.2.009	Pro-active upgrade to Exchange email systems	Pro-active upgrade to Exchange email systems, to maintain stability, supportability and security of hardware and software, and access to email for CCC staff.		2018-19	251	-	251	-	-	-	-	-	- GPC
C/C.2.010	IT Infrastructure Refresh	Upgrades/refresh of the core CCC IT systems that underpin use of IT across the Council. This essential work will ensure that the critical IT Infrastructure continues to be fit for purpose and supports changes in technology and business requirements		2018-19	660	-	220	165	275	-	-	-	- GPC
C/C.2.011	Replacement of office networking hardware	Replacement of end-of-life networking hardware (switches) in all CCC offices to maintain stability, supportability and security of access to business systems for CCC staff.		2018-19	354	-	177	177	-	-	-	-	- GPC
	Total - Managed Services				7,307	500	6,190	342	275	-	-	-	-
C/C.03 C/C.3.001	Transformation Capitalisation of Transformation Team	Funding the Transformation team from capital instead of revenue, by using the flexibility of capital receipts direction.		Committed	2,586	1,293	1,293	-	-	-	-	-	- GPC
C/C.3.002	Capitalisation of Redundancies	Funding the cost of redundancies from capital instead of revenue, using the flexibility of capital receipts direction.		Committed	2,000	1,000	1,000	-	-	-	-	-	- GPC
	Total - Transformation				4,586	2,293	2,293	-	-	-	-	-	-
C/C.10 C/C.10.001	Capital Programme Variation Variation Budget	The Council has decided to include a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-2,470	-	-2,002	-183	-170	-115	-	-	- GPC
C/C.10.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Committed	148	-	148	-	-	-	-	-	- GPC
	Total - Capital Programme Variation				-2,322	-	-1,854	-183	-170	-115	-	-	-

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B/C.01 B/C.1.002	Integrated Transport Air Quality Monitoring	Funding towards supporting air quality monitoring work in relation to the road network with local authority partners across the county.		Ongoing	115	-	23	23	23	23	23	- E&E
B/C.1.009	Major Scheme Development & Delivery	Resources to support the development and delivery of major schemes.		Ongoing	1,000	-	200	200	200	200	200	- 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	3,410	-	682	682	682	682	682	- 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	2,970	-	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	1,725	-	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	6,730	-	1,346	1,346	1,346	1,346	1,346	- H&CI
	Total - Integrated Transport				15,950	-	3,190	3,190	3,190	3,190	3,190	-
B/C.02 B/C.2.001	Operating the Network 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	46,069	-	9,918	9,415	8,912	8,912	8,912	- H&CI
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	700	-	140	140	140	140	140	- 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	12,820	-	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	4,250	-	850	850	850	850	850	- H&CI

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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	1,000	-	200	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	825	-	165	165	165	165	165	-	H&CI
	Total - Operating the Network				65,664	-	13,837	13,334	12,831	12,831	12,831	-	
B/C.03	Infrastructure Management & Operations												
B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)	This fund allows the Council to increase its investment in the transport network throughout the county. With the significant backlog of works to our transport network well documented, this fund is crucial in ensuring that we reduce the rate of deterioration of our highways.		Ongoing	83,200	62,932	4,300	4,300	4,300	4,300	3,068	-	H&CI
B/C.3.012	Waste - Household Recycling Centre (HRC) Improvements	To deliver Household Recycling Centre (HRC) improvements by acquiring appropriate sites, gaining planning permission, designing and building new or upgraded facilities. A new facility is proposed in the Greater Cambridge area, a site is required to replace the current facility in March and works are required to maintain/upgrade other HRCs in the network. The programme also includes funds to develop the St Neots HRC reuse facility.		Committed	8,183	455	395	3,357	581	395	3,000	-	H&CI
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	5,180	2,635	2,545	-	-	-	-	-	H&CI
B/C.3.108	New Community Hub / Library Service Provision Darwin Green	Contribution to the fit-out of new community hub / library facilities in areas of growth in the county.		2018-19	340	-	340	-	-	-	-	-	H&CI
B/C.3.110	Milton Road Library	Fit out costs for the new Milton Road Library		2018-19	123	-	123	-	-	-	-	-	H&CI
B/C.3.111	East Barnwell Library	Fit out costs for East Barnwell Road Library		2018-19	77	-	77	-	-	-	-	-	H&CI
	Total - Infrastructure Management & Operations				97,103	66,022	7,780	7,657	4,881	4,695	6,068	-	

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B/C.04 B/C.4.001	Strategy & Development 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	34,923	1,077	-	-	-	-	- E&E
B/C.4.006	Guided Busway	Guided Busway construction contract retention payments.		Committed	149,791	145,091	500	3,460	370	370	-	- E&E
B/C.4.017 B/C.4.021	Cambridge Cycling Infrastructure Abbey - Chesterton Bridge	Cambridge Cycling Infrastructure The Chiselm Trail cycle route scheme is being delivered as part of the City Deal Programme and 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 Abbey - Chesterton Bridge scheme is one element of the trail that is not included within the City Deal scheme.		Committed Committed	5,103 4,600	3,897 2,677	1,206 1,923	- -	- -	- -	- -	- E&E - 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	13,580	6,917	6,663	-	-	-	-	- E&E
B/C.4.024	Soham Station	Proposed new railway station at Soham to support new housing development.		Committed	6,700	1,241	-	-	-	1,500	2,000	1,959 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 i 1bn, is required. The Council element of this local contribution is i 25m and it is proposed that it should be paid in equal instalments over a period of 25 years commencing in 2020.		Committed	25,200	200	-	-	1,000	1,000	1,000	22,000 E&E
B/C.4.029	Energy Efficiency Fund	Establish a funding stream (value i 250k per year, for four years) for investment in energy and water efficiency improvement measures in Council buildings.	F/R.5.002	Ongoing	1,000	354	250	250	146	-	-	- E&E
Total - Strategy & Development					241,974	195,300	11,619	3,710	1,516	2,870	3,000	23,959

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Budget Period: 2018-19 to 2027-28

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost i 000	Previous Years i 000	2018-19 i 000	2019-20 i 000	2020-21 i 000	2021-22 i 000	2022-23 i 000	Later Years i 000	
B/C.05 B/C.5.002	Other Schemes 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	36,290	27,290	6,000	3,000	-	-	-	-	E&E
	Total - Other Schemes				36,290	27,290	6,000	3,000	-	-	-	-	
B/C.08 B/C.6.001	Capital Programme Variation Variation Budget	The Council has decided to include a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-33,921	-	-8,627	-6,237	-4,485	-4,724	-5,038	-4,810	E&E, H&CI
B/C.6.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Committed	1,228	-	707	292	7	32	101	89	E&E, H&CI
	Total - Capital Programme Variation				-32,693	-	-7,920	-5,945	-4,478	-4,692	-4,937	-4,721	
F/C. F/C.2.101	Commercial & Investments 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	4,820	1,820	300	300	300	300	300	1,500	C&I
F/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	1,000	-	100	100	100	100	100	500	C&I
F/C.2.109	Community Hubs - East Barnwell	Creation of a community hub in the Abbey ward by renovating and extending East Barnwell community centre and adjoining preschool. To accommodate a library, a base for the South City locality team, to extend the childcare facility to address insufficiency in local provision, as well as provide flexible community facilities with dedicated space for young people.		Committed	1,950	31	1,919	-	-	-	-	-	C&I

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All Service Areas

Table 4: Capital Programme

Budget Period: 2018-19 to 2027-28

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost i 000	Previous Years i 000	2018-19 i 000	2019-20 i 000	2020-21 i 000	2021-22 i 000	2022-23 i 000	Later Years i 000	
F/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	6,150	5,050	550	550	-	-	-	-	C&I
F/C.2.112	Building Maintenance	This budget is used to carry out replacement of failed elements and maintenance refurbishments.		Ongoing	6,000	-	600	600	600	600	600	3,000	C&I
F/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.		Committed	5,198	482	100	4,616	-	-	-	-	C&I
F/C.2.115	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	1,502	1,002	500	-	-	-	-	-	C&I
F/C.2.240	Housing schemes	The Council is in a position of continuing to be a major landowner in Cambridgeshire and this provides an asset capable of generating both revenue and capital returns. This will require CCC to move from being a seller of sites to being a developer of sites, through a Housing Company. In the future, CCC will operate to make best use of sites with development potential in a co-ordinated and planned manner to develop them for a range of development options, generating capital receipts to support site development and significant revenue and capital income to support services and communities.	G/R.5.002, G/R.7.002	Committed	184,493	113,476	43,086	1,960	-	11,251	-	14,720	C&I
	Total - Commercial & Investments				211,113	121,861	47,155	8,126	1,000	12,251	1,000	19,720	
F/C. F/C.3.001	Capital Programme Variation Variation Budget	The Council has decided to include a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-3,673	-	-824	-1,249	-200	-200	-200	-1,000	C&I
F/C.3.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Committed	134	-	53	81	-	-	-	-	C&I
	Total - Capital Programme Variation				-3,539	-	-771	-1,168	-200	-200	-200	-1,000	
	TOTAL BUDGET				1,276,445	611,107	178,346	155,948	98,125	68,518	46,893	117,508	

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All Service Areas

Table 4: Capital Programme

Budget Period: 2018-19 to 2027-28

Funding	Total Funding £ 000	Previous Years £ 000	2018-19 £ 000	2019-20 £ 000	2020-21 £ 000	2021-22 £ 000	2022-23 £ 000	Later Years £ 000
Government Approved Funding								
Basic Need	126,873	37,662	24,919	6,905	7,000	7,000	10,000	33,387
Capital Maintenance	37,896	1,335	4,043	4,043	4,043	4,043	4,043	16,346
Devolved Formula Capital	10,050	-	1,005	1,005	1,005	1,005	1,005	5,025
Department for Transport	204,569	99,958	16,796	16,087	16,707	16,690	16,668	21,663
Specific Grants	61,789	45,858	6,307	4,312	4,312	1,000	-	-
Total - Government Approved Funding	441,177	184,813	53,070	32,352	33,067	29,738	31,716	76,421
Locally Generated Funding								
Agreed Developer Contributions	71,840	40,288	7,237	18,383	5,932	-	-	-
Anticipated Developer Contributions	107,381	5,981	5,670	15,580	33,296	16,786	6,042	24,026
Capital Receipts	154,694	94,950	21,676	5,252	6,015	15,336	1,909	9,556
Prudential Borrowing	366,969	197,327	52,550	73,355	20,416	12,593	9,266	1,462
Prudential Borrowing (Repayable)	-107,810	54,639	31,083	794	-16,643	-10,135	-4,746	-162,802
Ring-Fenced Capital Receipts	4,800	-	-	-	600	4,200	-	-
Other Contributions	237,394	33,109	7,060	10,232	15,442	-	2,706	168,845
Total - Locally Generated Funding	835,268	426,294	125,276	123,596	65,058	38,780	15,177	41,087
TOTAL FUNDING	1,276,445	611,107	178,346	155,948	98,125	68,518	46,893	117,508

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All Service Areas

Table 5: Capital Programme - Funding

Budget Period: 2018-19 to 2027-28

Summary of Schemes by Start Date	Total Funding ì 000	Grants ì 000	Develop. Contr. ì 000	Other Contr. ì 000	Capital Receipts ì 000	Prud. Borr. ì 000
Ongoing	167,507	148,020	-14,804	-713	42,215	-7,211
Committed Schemes	891,373	234,447	157,681	238,107	117,279	143,859
2018-2019 S tarts	64,897	3,131	15,179	-	-	46,587
2019-2020 S tarts	56,948	9,456	6,000	-	-	41,492
2021-2022 S tarts	11,250	6,924	-	-	-	4,326
2022-2023 S tarts	26,580	13,572	-	-	-	13,008
2023-2024 S tarts	31,590	11,848	7,020	-	-	12,722
2024-2025 S tarts	26,300	13,779	8,145	-	-	4,376
TOTAL BUDGET	1,276,445	441,177	179,221	237,394	159,494	259,159

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding ì 000	Grants ì 000	Develop. Contr. ì 000	Other Contr. ì 000	Capital Receipts ì 000	Prud. Borr. ì 000	Committee
A/C.01	Basic Need - Primary										
A/C.01.008	Isle of Ely Primary			- Committed	16,370	2,389	3,168	4,635	-	6,178	C&YP
A/C.01.012	Ermine Street Primary, Alconbury Weald			- Committed	10,000	2,173	7,735	-	-	92	C&YP
A/C.01.013	Fourfields, Yaxley			- Committed	1,268	30	369	-	-	869	C&YP
A/C.01.018	Pathfinder Primary, Northstowe			- Committed	11,300	105	11,000	-	-	195	C&YP
A/C.01.020	Godmanchester Bridge, (Bearscroft Development)			- Committed	9,348	2,916	4,367	-	-	2,065	C&YP
A/C.01.021	North West Cambridge (NIAB site) primary			- Committed	10,752	91	7,317	-	-	3,344	C&YP
A/C.01.022	Burwell Primary			- Committed	6,747	39	5	23	-	6,680	C&YP
A/C.01.024	Clay Farm / Showground primary, Cambridge			- Committed	12,000	2,999	7,801	-	-	1,200	C&YP
A/C.01.025	Fordham Primary			- Committed	4,126	589	8	-	-	3,529	C&YP
A/C.01.026	Little Paxton Primary			- Committed	3,400	700	602	-	-	2,098	C&YP
A/C.01.027	Ramnoth Primary, Wisbech			- Committed	7,340	1,692	-	530	-	5,118	C&YP
A/C.01.028	Fulbourn Phase 2			- Committed	6,900	3,255	820	-	-	2,825	C&YP
A/C.01.029	Sawtry Infants			- Committed	4,292	2,839	-	-	-	1,453	C&YP
A/C.01.030	Sawtry Junior			- Committed	2,300	890	-	-	-	1,410	C&YP
A/C.01.031	Hatton Park, Longstanton			- Committed	5,080	2,441	-	-	-	2,639	C&YP
A/C.01.032	Meldreth			- Committed	2,122	1,561	-	-	-	561	C&YP
A/C.01.033	St Ives, Eastfield / Westfield / Wheatfields			- Committed	7,000	-	-	-	-	7,000	C&YP
A/C.01.034	St Neots, Wintringham Park			- Committed	8,850	-	8,790	-	-	60	C&YP
A/C.01.035	The Shade Primary, Soham			- Committed	2,600	316	343	-	-	1,941	C&YP
A/C.01.036	Pendragon, Papworth			- Committed	3,500	400	1,000	-	-	2,100	C&YP
A/C.01.037	Chatteris New School			- 2018-19	8,820	456	-	-	-	8,364	C&YP
A/C.01.038	Westwood Primary, March, Phase 2			- Committed	3,241	2,249	-	-	-	992	C&YP
A/C.01.039	Wyton Primary			- Committed	9,226	4,850	-	-	-	4,376	C&YP
A/C.01.040	Ermine Street, Alconbury, Phase 2			- 2019-20	2,780	185	2,150	-	-	445	C&YP
A/C.01.041	Barrington			- 2019-20	3,318	-	600	-	-	2,718	C&YP
A/C.01.043	Littleport 3rd primary			- 2019-20	5,000	2,986	-	-	-	2,014	C&YP
A/C.01.044	Loves Farm primary, St Neots			- 2019-20	10,020	2,252	-	-	-	7,768	C&YP
A/C.01.045	Melbourn Primary			- Committed	4,441	2,074	1,333	-	-	1,034	C&YP
A/C.01.046	Sawston Primary			- 2019-20	2,830	2,350	-	-	-	480	C&YP

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All Service Areas

Table 5: Capital Programme - Funding

Budget Period: 2018-19 to 2027-28

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £ 000	Grants £ 000	Develop. Contr. £ 000	Other Contr. £ 000	Capital Receipts £ 000	Prud. Borr. £ 000	
A/C.01.048	Histon Additional Places			- Committed	16,000	2,819	-	-	-	13,181	C&YP
A/C.01.049	Northstowe 2nd primary			- 2021-22	11,250	6,924	-	-	-	4,326	C&YP
A/C.01.050	March new primary			- 2023-24	8,770	-	7,020	-	-	1,750	C&YP
A/C.01.051	Wisbech new primary			- 2023-24	8,770	4,070	-	-	-	4,700	C&YP
A/C.01.052	NIAB 2nd primary			- 2024-25	10,950	2,625	8,145	-	-	180	C&YP
A/C.01.053	Robert Arkenstall Primary			- 2024-25	500	500	-	-	-	-	C&YP
A/C.01.054	Wilburton Primary			- 2024-25	500	500	-	-	-	-	C&YP
A/C.01.055	Benwick Primary			- 2024-25	2,450	299	-	-	-	2,151	C&YP
A/C.01.056	Alconbury Weald 2nd primary			- 2023-24	10,050	7,778	-	-	-	2,272	C&YP
A/C.01.057	Northstowe 3rd primary			- 2024-25	11,900	9,855	-	-	-	2,045	C&YP
A/C.01.061	Gamlingay Primary School			- Committed	4,350	1,346	-	-	-	3,004	C&YP
A/C.01.062	Waterbeach Primary School			- 2018-19	6,660	-	-	-	-	6,660	C&YP
A/C.01.063	St Neots Eastern Expansion			- 2018-19	5,500	-	-	-	-	5,500	C&YP
A/C.01.064	Rackham Primary			- 2018-19	5,600	859	-	-	-	4,741	C&YP
A/C.01.065	New Road Primary			- 2018-19	6,470	-	-	-	-	6,470	C&YP
	Total - Basic Need - Primary			-	294,691	80,402	72,573	5,188	-	136,528	
A/C.02	Basic Need - Secondary			- Committed	43,382	1,566	5,000	-	-	36,816	C&YP
A/C.02.003	Littleport secondary and special			- Committed	14,969	4,932	-	2,269	-	7,768	C&YP
A/C.02.004	Bottisham Village College			- Committed	44,851	7,445	8,820	12,500	-	16,086	C&YP
A/C.02.006	Northstowe secondary			- Committed	20,000	-	19,650	-	-	350	C&YP
A/C.02.007	North West Fringe secondary			- Committed	17,995	8,730	-	1,739	-	7,526	C&YP
A/C.02.008	Cambridge City secondary			- Committed	38,000	2,550	23,400	-	-	12,050	C&YP
A/C.02.009	Alconbury Weald secondary and Special			- Committed	10,541	4,843	4,714	200	-	784	C&YP
A/C.02.010	Cambourne Village College			- 2019-20	23,000	1,533	-	-	-	21,467	C&YP
A/C.02.011	New secondary capacity to serve Wisbech			- 2019-20	5,000	-	3,250	-	-	1,750	C&YP
A/C.02.012	Cromwell Community College			- 2022-23	10,940	10,240	-	-	-	700	C&YP
A/C.02.013	St. Neots secondary			- 2022-23	11,640	3,332	-	-	-	8,308	C&YP
A/C.02.014	Northstowe secondary, phase 2			- 2019-20	5,000	150	-	-	-	4,850	C&YP
A/C.02.015	Sir Harry Smith			- 2018-19	24,500	-	14,810	-	-	9,690	C&YP
	Total - Basic Need - Secondary			-	269,818	45,321	79,644	16,708	-	128,145	
A/C.03	Basic Need - Early Years			- Committed	1,000	-	211	-	-	789	C&YP
A/C.03.001	Orchard Park Primary			- Committed	4,634	1,689	-	34	-	2,911	C&YP
A/C.03.003	LA maintained Early Years Provision			-							
	Total - Basic Need - Early Years			-	5,634	1,689	211	34	-	3,700	
A/C.04	Adaptations			- Committed	1,061	30	749	-	-	282	C&YP
A/C.04.001	Hauxton Primary			-							

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All Service Areas

Table 5: Capital Programme - Funding

Budget Period: 2018-19 to 2027-28

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £ 000	Grants £ 000	Develop. Contr. £ 000	Other Contr. £ 000	Capital Receipts £ 000	Prud. Borr. £ 000	
A/C.04.004	Morley Memorial Primary			- Committed	3,918	1,780	-	92	-	2,046	C&YP
	Total - Adaptations			-	4,979	1,810	749	92	-	2,328	
A/C.05	Condition & Maintenance			- Ongoing	23,850	23,850	-	-	-	-	C&YP
A/C.05.001	School Condition, Maintenance & Suitability			- Committed	1,650	677	-	-	-	973	C&YP
A/C.05.002	Kitchen Ventilation										
	Total - Condition & Maintenance			-	25,500	24,527	-	-	-	973	
A/C.07	Schools Managed Capital			- Ongoing	10,050	10,050	-	-	-	-	C&YP
A/C.07.001	School Devolved Formula Capital										
	Total - Schools Managed Capital			-	10,050	10,050	-	-	-	-	
A/C.08	Specialist Provision			- Committed	5,059	-	-	-	-	5,059	C&YP
A/C.08.001	Trinity School Hartford, Huntingdon			- 2023-24	4,000	-	-	-	-	4,000	C&YP
A/C.08.002	Trinity School, Wisbech base			- Committed	750	-	-	-	-	750	C&YP
A/C.08.003	SEN Pupil Adaptations			- 2022-23	4,000	-	-	-	-	4,000	C&YP
A/C.08.004	Replacement Pilgrim Pupil Referral Unit - Medical Provision			- 2018-19	5,000	1,816	-	-	-	3,184	C&YP
A/C.08.005	Spring Common Special School										
	Total - Specialist Provision			-	18,809	1,816	-	-	-	16,993	
A/C.09	Site Acquisition & Development			- Ongoing	200	200	-	-	-	-	C&YP
A/C.09.001	Site Acquisition, Development, Analysis and Investigations										
	Total - Site Acquisition & Development			-	200	200	-	-	-	-	
A/C.10	Temporary Accommodation			- Ongoing	13,000	12,967	-	-	-	33	C&YP
A/C.10.001	Temporary Accommodation										
	Total - Temporary Accommodation			-	13,000	12,967	-	-	-	33	
A/C.11	Children Support Services			- Ongoing	75	45	-	-	-	30	C&YP
A/C.11.001	Children's Minor Works and Adaptions			- Ongoing	200	180	-	-	-	20	C&YP
A/C.11.002	Cambridgeshire Alternative Education Service Minor Works			- Ongoing	2,500	-	-	-	-	2,500	C&YP
A/C.11.003	CFA Buildings & Capital Team Capitalisation										
	Total - Children Support Services			-	2,775	225	-	-	-	2,550	
A/C.12	Adults' Services			- Ongoing	785	-	-	-	-	785	Adults
A/C.12.002	Enhanced Frontline in Adult Social Care			- Ongoing	19,318	19,318	-	-	-	-	Adults
A/C.12.004	Disabilities Facilities Grant										

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All Service Areas

Table 5: Capital Programme - Funding

Budget Period: 2018-19 to 2027-28

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding i 000	Grants i 000	Develop. Contr. i 000	Other Contr. i 000	Capital Receipts i 000	Prud. Borr. i 000	
A/C.12.005	Integrated Community Equipment Service			- Ongoing	13,000	-	-	-	-	13,000	Adults
	Total - Adults' Services			-	33,103	19,318	-	-	-	13,785	
A/C.13 A/C.13.001	Capital Programme Variation Variation Budget			- Ongoing	-59,191	-	-13,615	-	-	-45,576	Adults, C&YP
A/C.13.002	Capitalisation of Interest Costs			- Committed	8,798	-	-	-	-	8,798	Adults, C&YP
	Total - Capital Programme Variation			-	-50,393	-	-13,615	-	-	-36,778	
C/C.01 C/C.1.001 C/C.1.003 C/C.1.004	Corporate Services Essential CCC Business Systems Upgrade Citizen First, Digital First Mosaic IT Infrastructure			- Committed -2,455 Committed Committed	300 3,546 3,000	- - -	- - -	- - -	- - -	300 3,546 3,000	GPC GPC GPC
	Total - Corporate Services			-2,455	6,846	-	-	-	-	6,846	
C/C.02 C/C.2.006 C/C.2.007 C/C.2.008 C/C.2.009 C/C.2.010 C/C.2.011	Managed Services CPSN Replacement Improved display screens Disaster Recovery facility for critical business systems Pro-active upgrade to Exchange email systems IT Infrastructure Refresh Replacement of office networking hardware			- Committed - 2018-19 - 2018-19 - 2018-19 - 2018-19 - 2018-19	5,500 84 458 251 660 354	- - - - - -	- - - - - -	- - - - - -	- - - - - -	5,500 84 458 251 660 354	GPC GPC GPC GPC GPC GPC
	Total - Managed Services			-	7,307	-	-	-	-	7,307	
C/C.03 C/C.3.001 C/C.3.002	Transformation Capitalisation of Transformation Team Capitalisation of Redundancies			- Committed - Committed	2,586 2,000	- -	- -	- -	2,586 2,000	- -	GPC GPC
	Total - Transformation			-	4,586	-	-	-	4,586	-	
C/C.10 C/C.10.001 C/C.10.002	Capital Programme Variation Variation Budget Capitalisation of Interest Costs			- Ongoing - Committed	-2,470 148	- -	- -	- -	- -	-2,470 148	GPC GPC
	Total - Capital Programme Variation			-	-2,322	-	-	-	-	-2,322	
B/C.01 B/C.1.002 B/C.1.009 B/C.1.011	Integrated Transport Air Quality Monitoring Major Scheme Development & Delivery Local Infrastructure improvements			- Ongoing - Ongoing - Ongoing	115 1,000 3,410	115 1,000 3,410	- - -	- - -	- - -	- - -	- E&E - E&E - H&CI

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Table 5: Capital Programme - Funding

Budget Period: 2018-19 to 2027-28

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £ 000	Grants £ 000	Develop. Contr. £ 000	Other Contr. £ 000	Capital Receipts £ 000	Prud. Borr. £ 000	
B/C.1.012	Safety Schemes			- Ongoing	2,970	2,970	-	-	-	-	H&CI
B/C.1.015	Strategy and Scheme Development work			- Ongoing	1,725	1,725	-	-	-	-	E&E
B/C.1.019	Delivering the Transport Strategy Aims			- Ongoing	6,730	6,730	-	-	-	-	H&CI
	Total - Integrated Transport			-	15,950	15,950	-	-	-	-	
B/C.02	Operating the Network										
B/C.2.001	Carriageway & Footway Maintenance including Cycle Paths			- Ongoing	46,069	46,069	-	-	-	-	H&CI
B/C.2.002	Rights of Way			- Ongoing	700	700	-	-	-	-	H&CI
B/C.2.004	Bridge strengthening			- Ongoing	12,820	12,820	-	-	-	-	H&CI
B/C.2.005	Traffic Signal Replacement			- Ongoing	4,250	4,250	-	-	-	-	H&CI
B/C.2.006	Smarter Travel Management - Integrated Highways Management Centre			- Ongoing	1,000	1,000	-	-	-	-	H&CI
B/C.2.007	Smarter Travel Management - Real Time Bus Information			- Ongoing	825	825	-	-	-	-	H&CI
	Total - Operating the Network			-	65,664	65,664	-	-	-	-	
B/C.03	Infrastructure Management & Operations										
B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)			- Ongoing	83,200	3,639	-	-	-	79,561	H&CI
B/C.3.012	Waste - Household Recycling Centre (HRC) Improvements			- Committed	8,183	-	2,603	-	-	5,580	H&CI
B/C.3.101	Development of Archives Centre premises			- Committed	5,180	-	-	-	-	5,180	H&CI
B/C.3.108	New Community Hub / Library Service Provision Darwin Green			- 2018-19	340	-	299	-	-	41	H&CI
B/C.3.110	Milton Road Library			- 2018-19	123	-	35	-	-	88	H&CI
B/C.3.111	East Barnwell Library			- 2018-19	77	-	35	-	-	42	H&CI
	Total - Infrastructure Management & Operations			-	97,103	3,639	2,972	-	-	90,492	
B/C.04	Strategy & Development										
B/C.4.001	Ely Crossing			- Committed	36,000	22,000	1,000	6,294	-	6,706	E&E
B/C.4.006	Guided Busway			- Committed	149,791	94,667	29,488	9,282	-	16,354	E&E
B/C.4.017	Cambridge Cycling Infrastructure			- Committed	5,103	-	5,103	-	-	-	E&E
B/C.4.021	Abbey - Chesterton Bridge			- Committed	4,600	2,025	2,025	550	-	-	E&E
B/C.4.023	King's Dyke			- Committed	13,580	8,000	-	3,500	-	2,080	E&E
B/C.4.024	Soham Station			- Committed	6,700	1,000	-	741	-	4,959	E&E
B/C.4.028	A14			- Committed	25,200	25,000	-	200	-	-	E&E
B/C.4.029	Energy Efficiency Fund	F/R.5.002	-550	Ongoing	1,000	-	-	-	-	1,000	E&E
	Total - Strategy & Development		-550		241,974	152,692	37,616	20,567	-	31,099	
B/C.05	Other Schemes										
B/C.5.002	Investment in Connecting Cambridgeshire			- Committed	36,290	8,750	-	11,025	-	16,515	E&E
	Total - Other Schemes			-	36,290	8,750	-	11,025	-	16,515	
B/C.08	Capital Programme Variation										
B/C.6.001	Variation Budget			- Ongoing	-33,921	-3,843	-1,189	-863	-	-28,026	E&E, H&CI

Appendix A

All Service Areas

Table 5: Capital Programme - Funding

Budget Period: 2018-19 to 2027-28

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £ 000	Grants £ 000	Develop. Contr. £ 000	Other Contr. £ 000	Capital Receipts £ 000	Prud. Borr. £ 000	
B/C.6.002	Capitalisation of Interest Costs			- Committed	1,228	-	-	-	-	1,228	E&E, H&CI
	Total - Capital Programme Variation		-		-32,693	-3,843	-1,189	-863	-	-26,798	
F/C.	Commercial & Investments										
F/C.2.101	County Farms investment (Viability)	C/R.7.104	-3,116	Ongoing	4,820	-	-	-	422	4,398	C&I
F/C.2.103	Local Plans - representations			- Ongoing	1,000	-	-	-	-	1,000	C&I
F/C.2.109	Community Hubs - East Barnwell			- Committed	1,950	-	260	-	31	1,659	C&I
F/C.2.111	Shire Hall			- Ongoing	6,150	-	-	150	2,273	3,727	C&I
F/C.2.112	Building Maintenance			- Ongoing	6,000	-	-	-	-	6,000	C&I
F/C.2.114	MAC Joint Highways Depot		-183	Committed	5,198	-	-	-	4,800	398	C&I
F/C.2.115	Community Hubs - Sawston			- Committed	1,502	-	-	-	39	1,463	C&I
F/C.2.240	Housing schemes	G/R.5.002, G/R.7.002		- Committed	184,493	-	-	184,493	107,823	-107,823	C&I
	Total - Commercial & Investments		-3,299		211,113	-	260	184,643	115,388	-89,178	
F/C.	Capital Programme Variation										
F/C.3.001	Variation Budget			- Ongoing	-3,673	-	-	-	-	-3,673	C&I
F/C.3.002	Capitalisation of Interest Costs			- Committed	134	-	-	-	-	134	C&I
	Total - Capital Programme Variation		-		-3,539	-	-	-	-	-3,539	
C/C.9.001	Excess Corporate Services capital receipts used to reduce total prudential borrowing			Ongoing	-	-	-	-	39,520	-39,520	GPC
	TOTAL BUDGET				1,276,445	441,177	179,221	237,394	159,494	259,159	

Appendix B

Capital Investment Appraisals Summary of Scores

Ref	Title	Capital Scheme Category	(1) Meets Outcomes & Enablers 12/100	(2) Bold Economic Investment 15/100	(3) Asset Management Strategy 5/100	(4) Statutory Obligation 15/100	(5) Business Interruption / Risk 10/100	(6) Partnership Benefits 5/100	(7) Business Case 4/100	(8) Asset Life 7/100	(9) Value for Money 15/100	(10) Non- borrowing Funding 12/100	Total Score 100/100
A/C.01.008	Isle of Ely Primary	P&C - Basic Need - Primary	8	0	5	15	10	0	0	7	0	8	53
A/C.01.012	Ermine Street Primary, Alconbury Weald	P&C - Basic Need - Primary	8	0	5	15	10	0	0	7	0	12	57
A/C.01.013	Fourfields, Yaxley	P&C - Basic Need - Primary	8	0	0	0	0	0	0	0	0	3	11
A/C.01.018	Pathfinder Primary, Northstowe	P&C - Basic Need - Primary	8	0	0	0	0	0	0	7	0	12	27
A/C.01.020	Godmanchester Bridge, (Bearscroft Development)	P&C - Basic Need - Primary	8	0	5	15	10	0	2	7	0	12	59
A/C.01.021	North West Cambridge (NIAB site) primary	P&C - Basic Need - Primary	8	0	5	10	5	0	2	7	0	12	49
A/C.01.022	Burwell Primary	P&C - Basic Need - Primary	8	0	5	15	5	0	2	7	0	1	43
A/C.01.024	Clay Farm / Showground primary, Cambridge	P&C - Basic Need - Primary	8	0	5	10	0	0	2	7	0	12	44
A/C.01.025	Fordham Primary	P&C - Basic Need - Primary	8	0	5	15	10	0	2	7	0	3	50
A/C.01.026	Little Paxton Primary	P&C - Basic Need - Primary	8	0	5	5	0	0	2	7	0	5	32
A/C.01.027	Ramnoth Primary, Wisbech	P&C - Basic Need - Primary	8	0	5	15	10	0	2	7	0	3	50
A/C.01.028	Fulbourn Phase 2	P&C - Basic Need - Primary	8	0	5	10	5	0	2	7	0	12	49
A/C.01.029	Sawtry Infants	P&C - Basic Need - Primary	8	0	5	10	5	0	2	7	0	7	44
A/C.01.030	Sawtry Junior	P&C - Basic Need - Primary	8	0	5	10	5	0	2	7	0	12	49
A/C.01.031	Hatton Park, Longstanton	P&C - Basic Need - Primary	8	0	5	10	5	0	2	7	0	9	46
A/C.01.032	Meldreth	P&C - Basic Need - Primary	8	0	5	15	10	0	2	7	0	12	59
A/C.01.033	St Ives, Eastfield / Westfield / Wheatfields	P&C - Basic Need - Primary	8	0	5	10	0	0	2	7	0	12	44
A/C.01.034	St Neots, Winttringham Park	P&C - Basic Need - Primary	8	0	0	0	0	0	0	0	0	12	20
A/C.01.035	The Shade Primary, Soham	P&C - Basic Need - Primary	8	0	5	10	10	0	2	7	0	3	45
A/C.01.036	Pendragon, Papworth	P&C - Basic Need - Primary	8	0	5	10	5	0	2	7	0	6	43
A/C.01.037	Chatteris New School	P&C - Basic Need - Primary	8	0	5	10	0	0	2	7	0	1	33
A/C.01.038	Westwood Primary, March, Phase 2	P&C - Basic Need - Primary	8	0	5	10	5	0	2	7	0	12	49
A/C.01.039	Wytton Primary	P&C - Basic Need - Primary	8	0	5	10	10	0	2	7	0	5	47
A/C.01.040	Ermine Street, Alconbury, Phase 2	P&C - Basic Need - Primary	8	0	5	10	0	0	2	7	0	12	44
A/C.01.041	Barrington	P&C - Basic Need - Primary	8	0	5	10	5	0	2	7	0	3	40
A/C.01.043	Littleport 3rd primary	P&C - Basic Need - Primary	8	0	5	10	10	0	2	7	0	9	51
A/C.01.044	Loves Farm primary, St Neots	P&C - Basic Need - Primary	8	0	5	10	10	0	2	7	0	3	45
A/C.01.045	Melbourn Primary	P&C - Basic Need - Primary	8	0	5	10	10	0	2	7	0	8	50
A/C.01.046	Sawston Primary	P&C - Basic Need - Primary	8	0	5	10	10	0	2	7	0	12	54
A/C.01.048	Histon Additional Places	P&C - Basic Need - Primary	8	0	5	10	5	0	2	7	0	12	49
A/C.01.049	Northstowe 2nd primary	P&C - Basic Need - Primary	8	0	5	5	5	0	2	7	0	9	41
A/C.01.050	March new primary	P&C - Basic Need - Primary	8	0	5	10	10	0	2	7	0	12	54
A/C.01.051	Wisbech new primary	P&C - Basic Need - Primary	8	0	5	10	10	0	2	7	0	7	49
A/C.01.052	NIAB 2nd primary	P&C - Basic Need - Primary	8	0	5	10	10	0	2	7	0	12	54
A/C.01.053	Robert Arkenstall Primary	P&C - Basic Need - Primary	8	0	5	10	10	0	2	7	0	12	54
A/C.01.054	Wilburton Primary	P&C - Basic Need - Primary	8	0	5	10	10	0	2	7	0	12	54
A/C.01.055	Benwick Primary	P&C - Basic Need - Primary	8	0	5	10	10	0	2	7	0	2	44
A/C.01.056	Alconbury Weald 2nd primary	P&C - Basic Need - Primary	8	0	5	5	5	0	2	7	0	11	43
A/C.01.057	Northstowe 3rd primary	P&C - Basic Need - Primary	8	0	5	5	5	0	2	7	0	12	44

Appendix B

Ref	Title	Capitla Scheme Category	(1) Meets Outcomes & Enablers 12/100	(2) Bold Economic Investment 15/100	(3) Asset Managemet Strategy 5/100	(4) Statutory Obligation 15/100	(5) Business Interruption / Risk 10/100	(6) Partnership Benefits 5/100	(7) Business Case 4/100	(8) Asset Life 7/100	(9) Value for Money 15/100	(10) Non- borrowing Funding 12/100	Total Score 100/100
A/C.01.061	Gamlingay Primary School	P&C - Basic Need - Primary	8	0	5	10	10	0	2	7	0	0	42
A/C.01.062	Waterbeach Primary School	P&C - Basic Need - Primary	8	0	5	15	10	0	2	7	0	0	47
A/C.01.063	St Neots Eastern Expansion	P&C - Basic Need - Primary	8	0	5	15	5	0	2	7	0	0	42
A/C.01.064	Rackham Primary	P&C - Basic Need - Primary	8	0	5	15	5	0	2	7	0	2	44
A/C.01.065	New Road Primary	P&C - Basic Need - Primary	8	0	5	15	10	0	2	7	0	0	47
A/C.02.003	Littleport secondary and special	P&C - Basic Need - Secondary	8	0	5	15	10	0	0	7	0	3	48
A/C.02.004	Bottisham Village College	P&C - Basic Need - Secondary	8	0	5	10	10	0	2	7	0	6	48
A/C.02.006	Northstowe secondary	P&C - Basic Need - Secondary	8	0	5	10	10	0	2	7	0	9	51
A/C.02.007	North West Fringe secondary	P&C - Basic Need - Secondary	8	0	5	10	10	0	2	7	0	12	54
A/C.02.008	Cambridge City secondary	P&C - Basic Need - Secondary	8	0	5	5	10	0	2	7	0	5	42
A/C.02.009	Alconbury Weald secondary and special	P&C - Basic Need - Secondary	8	0	5	5	5	0	2	7	0	10	42
A/C.02.010	Cambourne Village College	P&C - Basic Need - Secondary	8	0	5	10	10	0	2	7	0	12	54
A/C.02.011	New secondary capacity to serve Wisbech	P&C - Basic Need - Secondary	8	0	5	10	10	0	2	7	0	1	43
A/C.02.012	Cromwell Community College	P&C - Basic Need - Secondary	8	0	5	10	5	0	2	7	0	12	49
A/C.02.013	St. Neots secondary	P&C - Basic Need - Secondary	8	0	5	10	5	0	2	7	0	12	49
A/C.02.014	Northstowe secondary, phase 2	P&C - Basic Need - Secondary	8	0	5	5	5	0	2	7	0	4	36
A/C.02.015	Sir Harry Smith	P&C - Basic Need - Secondary	8	0	5	10	10	0	2	7	0	0	42
A/C.02.016	Cambourne West	P&C - Basic Need - Secondary	8	0	5	10	5	0	2	7	0	9	46
A/C.03.001	Orchard Park Primary	P&C - Basic Need - Early Years	8	0	5	10	0	0	2	7	0	3	35
A/C.03.003	LA maintained Early Years Provision	P&C - Basic Need - Early Years	8	0	5	15	5	0	0	7	0	6	46
A/C.04.001	Hauxton Primary	P&C - Adaptations	8	0	5	5	0	0	0	7	0	11	36
A/C.04.004	Morley Memorial Primary	P&C - Adaptations	8	0	5	5	0	0	2	7	0	7	34
A/C.05.001	School Condition, Maintenance & Suitability	P&C - Condition & Maintenance	8	0	5	15	5	0	2	7	0	12	54
A/C.05.002	Kitchen Ventilation	P&C - Condition & Maintenance	8	0	5	15	5	0	4	7	0	6	50
A/C.07.001	School Devolved Formula Capital	P&C - Schools Mananged Capital	0	0	0	0	0	0	0	0	0	12	12
A/C.08.001	Trinity School Hartford, Huntingdon	P&C - Specialist Provision	8	0	5	15	10	5	0	7	0	0	50
A/C.08.002	Trinity School, Wisbech base	P&C - Specialist Provision	12	0	5	0	0	0	0	7	0	0	24
A/C.08.003	SEN Pupil Adaptations	P&C - Specialist Provision	12	0	5	15	10	0	0	3	0	0	45
A/C.08.004	Replacement Pilgrim Pupil Referral Unit - Medical Provision	P&C - Specialist Provision	8	0	0	5	5	0	4	7	0	0	29
A/C.08.005	Spring Common Special School	P&C - Specialist Provision	0	0	0	10	5	0	2	7	0	5	29
A/C.09.001	Site Acquisition, Development, Analysis and Investigations	P&C - Site Acquisition & Development	8	0	5	0	0	0	2	7	0	12	34
A/C.10.001	Temporary Accommodation	P&C - Temporary Accommodation	8	0	5	15	5	0	2	5	0	12	52
A/C.11.001	Children's Minor Works and Adaptions	P&C - Children Support Services	0	0	0	0	0	0	0	0	0	9	9
A/C.11.002	Cambridgeshire Alternative Education Service Minor Works	P&C - Children Support Services	8	0	5	0	0	0	2	7	0	12	34
A/C.11.003	CFA Buildings & Capital Team Capitalisation	P&C - Children Support Services	0	0	0	0	0	0	0	0	0	0	0
A/C.12.002	Enhanced Frontline in Adult Social	P&C - Adult Social Care	12	0	0	0	0	0	2	5	0	0	19
A/C.12.004	Disabilities Facilities Grant	P&C - Adult Social Care	0	0	0	0	0	0	0	0	0	12	12
A/C.12.005	Integrated Community Equipment Service	P&C - Adult Social Care	12	0	0	15	10	5	4	0	0	0	46
A/C.13.001	Variation Budget	P&C - Capital Programme Variation	0	0	0	0	0	0	0	0	0	0	0
A/C.13.002	Capitalisation of Interest Costs	P&C - Capital Programme Variation	0	0	0	0	0	0	0	0	0	0	0
B/C.1.002	Air Quality Monitoring	ETE - Integrated Transport	6	0	0	0	5	5	0	0	0	12	28

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B/C.1.009	Major Scheme Development & Delivery	ETE - Integrated Transport	0	0	0	0	0	0	0	0	0	0	0
B/C.1.011	Local Highway Improvements (includes Accessibility & New Paths)	ETE - Integrated Transport	16	0	5	0	5	0	0	0	0	12	38
B/C.1.012	Safety Schemes	ETE - Integrated Transport	14	0	5	0	5	0	0	0	0	12	36
B/C.1.015	Strategy and Scheme Development work	ETE - Integrated Transport	0	15	0	0	5	5	0	0	0	12	37
B/C.1.019	Delivering the Transport Strategy Aims	ETE - Integrated Transport	12	0	5	0	10	0	0	0	0	12	39
B/C.2.001	Carriageway & Footway Maintenance including Cycle Paths	ETE - Operating the Network	16	0	5	0	10	0	0	0	0	12	43
B/C.2.002	Rights of Way	ETE - Operating the Network	16	0	5	0	0	0	0	0	0	12	33
B/C.2.004	Bridge strengthening	ETE - Operating the Network	0	0	5	0	10	0	0	0	0	12	27
B/C.2.005	Traffic Signal Replacement	ETE - Operating the Network	14	0	5	0	10	0	0	0	0	12	41
B/C.2.006	Smarter Travel Management - Integrated Highways Management Centre	ETE - Operating the Network	16	0	5	0	10	0	0	0	0	12	43
B/C.2.007	Smarter Travel Management - Real Time Bus Information	ETE - Operating the Network	16	0	5	0	5	0	0	0	0	12	38
B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)	ETE - Infrastructure Management & Operations	12	15	5	0	10	0	4	7	0	0	53
B/C.3.012	Waste - Household Recycling Centre (HRC) Improvements	ETE - Infrastructure Management & Operations	4	0	5	10	10	5	0	5	0	5	44
B/C.3.101	Development of Archives Centre premises	ETE - Infrastructure Management & Operations	8	15	0	15	10	0	2	7	0	0	57
B/C.3.108	New Community Hub/ Library Service Provision Darwin Green	ETE - Infrastructure Management & Operations	0	0	5	0	5	5	0	0	0	12	27
B/C.3.110	Milton Road Library	ETE - Infrastructure Management & Operations	0	0	0	0	5	5	4	7	0	4	25
B/C.3.111	East Barnwell Library	ETE - Infrastructure Management & Operations	0	0	0	0	5	5	4	7	0	7	28
B/C.4.001	Ely Crossing	ETE - Strategy & Development	4	15	5	0	10	5	4	7	0	11	61
B/C.4.006	Guided Busway	ETE - Strategy & Development	0	0	0	0	0	0	0	0	0	0	0
B/C.4.017	Cambridge Cycling Infrastructure	ETE - Strategy & Development	0	0	0	0	0	0	0	0	0	0	0
B/C.4.021	Abbey - Chesterton Bridge	ETE - Strategy & Development	0	0	0	0	0	0	0	0	0	0	0
B/C.4.023	King's Dyke	ETE - Strategy & Development	4	15	5	0	5	5	4	7	0	12	57
B/C.4.024	Soham Station	ETE - Strategy & Development	4	15	0	0	0	5	0	7	0	3	34
B/C.4.028	A14	ETE - Strategy & Development	0	0	0	0	0	0	0	0	0	0	0
B/C.4.029	Energy Efficiency Fund	ETE - Strategy & Development	4	0	0	0	0	0	0	7	5	0	16
B/C.5.002	Investment in Connecting Cambridgeshire	ETE - Other Schemes	0	0	0	0	0	0	0	0	0	0	0
B/C.6.001	Variation Budget	ETE - Capital Programme Variation	0	0	0	0	0	0	0	0	0	0	0
B/C.6.002	Capitalisation of Interest Costs	ETE - Capital Programme Variation	0	0	0	0	0	0	0	0	0	0	0
C/C.1.001	Essential CCC Business Systems Upgrade	CS - Corporate Services	8	0	5	0	0	5	0	0	0	0	18
C/C.1.003	Citizen First, Digital First	CS - Corporate Services	12	0	5	0	0	0	4	0	5	0	26
C/C.1.004	Mosaic IT Infrastructure	CS - Corporate Services	12	0	5	0	10	0	4	3	0	0	34
C/C.10.001	Variation Budget	CS - Capital Programme Variation	0	0	0	0	0	0	0	0	0	0	0
C/C.10.002	Capitalisation of Interest Costs	CS - Capital Programme Variation	0	0	0	0	0	0	0	0	0	0	0
C/C.2.006	CPSN Replacement	CS - Managed Services	12	0	0	0	10	5	0	3	0	0	30

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C/C.2.007	Improved display screens	CS - Managed Services	0	0	5	15	0	5	4	3	0	0	32
C/C.2.008	Disaster Recovery facility for critical business systems	CS - Managed Services	0	0	5	0	10	5	4	3	0	0	27
C/C.2.009	Pro-active upgrade to Exchange email systems	CS - Managed Services	0	0	5	0	10	5	4	3	0	0	27
C/C.2.010	IT Infrastructure Refresh	CS - Managed Services	0	0	5	0	10	5	4	3	0	0	27
C/C.2.011	Replacement of office networking hardware	CS - Managed Services	0	0	5	0	5	5	4	3	0	0	22
C/C.3.001	Capitalisation of Transformation Team	CS - Corporate Services	8	0	0	0	0	0	0	0	0	0	8
C/C.3.002	Capitalisation of Redundancies	CS - Corporate Services	0	0	0	0	0	0	0	0	0	0	0
F/C.2.101	County Farms investment (Viability)	C&I - Commercialisation & Investments	4	0	0	0	0	5	0	5	5	0	19
F/C.2.103	Local Plans - representations	C&I - Commercialisation & Investments	8	0	5	0	0	5	0	7	0	0	25
F/C.2.109	Community Hubs - East Barnwell	C&I - Commercialisation & Investments	0	0	5	0	5	5	0	0	0	2	17
F/C.2.111	Shire Hall	C&I - Commercialisation & Investments	8	0	5	0	10	0	0	5	0	6	34
F/C.2.112	Building Maintenance	C&I - Commercialisation & Investments	8	0	5	0	10	0	0	5	0	0	28
F/C.2.114	MAC Joint Highways Depot	C&I - Commercialisation & Investments	12	0	0	0	5	5	2	7	5	12	48
F/C.2.115	Community Hubs - Sawston	C&I - Commercialisation & Investments	0	0	5	0	5	5	0	0	0	0	15
F/C.2.240	Housing Schemes	C&I - Commercialisation & Investments	12	15	5	0	5	5	4	7	0	12	65
F/C.3.001	Variation Budget	C&I - Capital Programme Variation	0	0	0	0	0	0	0	0	0	0	0
F/C.3.002	Capitalisation of Interest Costs	C&I - Capital Programme Variation	0	0	0	0	0	0	0	0	0	0	0

Appendix C

Capital Investment Appraisals Prioritised List of Schemes

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Flexibility in Phasing	Alternative Methods of Delivery
F	Fully Funded	P&C	A/C.07.001	School Devolved Formula Capital	10,050	-		
F	Fully Funded	P&C	A/C.12.004	Disabilities Facilities Grant	19,318	-		
F	Fully Funded	P&C	A/C.13.001	Variation Budget	-59,191	-45,576		
F	Fully Funded	P&C	A/C.13.002	Capitalisation of Interest Costs	8,798	8,798		
F	Fully Funded	ETE	B/C.1.002	Air Quality Monitoring	115	-		
F	Fully Funded	ETE	B/C.1.009	Major Scheme Development & Delivery	1,000	-		
F	Fully Funded	ETE	B/C.1.011	Local Highway Improvements (includes Accessibility & New Paths)	3,410	-		
F	Fully Funded	ETE	B/C.1.012	Safety Schemes	2,970	-		
F	Fully Funded	ETE	B/C.1.015	Strategy and Scheme Development work	1,725	-		
F	Fully Funded	ETE	B/C.1.019	Delivering the Transport Strategy Aims	6,730	-		
F	Fully Funded	ETE	B/C.2.001	Carriageway & Footway Maintenance including Cycle Paths	46,069	-		
F	Fully Funded	ETE	B/C.2.002	Rights of Way	700	-		
F	Fully Funded	ETE	B/C.2.004	Bridge strengthening	12,820	-		
F	Fully Funded	ETE	B/C.2.005	Traffic Signal Replacement	4,250	-		
F	Fully Funded	ETE	B/C.2.006	Smarter Travel Management - Integrated Highways Management Centre	1,000	-		
F	Fully Funded	ETE	B/C.2.007	Smarter Travel Management - Real Time Bus Information	825	-		
F	Fully Funded	ETE	B/C.4.021	Abbey - Chesterton Bridge	4,600	-		
F	Fully Funded	ETE	B/C.4.028	A14	25,200	-		
F	Fully Funded	ETE	B/C.6.001	Variation Budget	-33,921	-28,026		
F	Fully Funded	ETE	B/C.6.002	Capitalisation of Interest Costs	1,228	1,228		
F	Fully Funded	CS	C/C.10.001	Variation Budget	-2,470	-2,470		
F	Fully Funded	CS	C/C.10.002	Capitalisation of Interest Costs	148	148		
F	Fully Funded	CS	C/C.2.009	Pro-active upgrade to Exchange email systems	251	251		
F	Fully Funded	CS	C/C.2.011	Replacement of office networking hardware	354	354		
F	Fully Funded	C&I	F/C.3.001	Variation Budget	-3,673	-3,673		
F	Fully Funded	C&I	F/C.3.002	Capitalisation of Interest Costs	134	134		
C	Committed	P&C	A/C.01.008	Isle of Ely Primary	16,370	6,178		

Appendix C

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Flexibility in Phasing	Alternative Methods of Delivery
C	Committed	P&C	A/C.01.012	Ermine Street Primary, Alconbury Weald	10,000	92		
C	Committed	P&C	A/C.01.013	Fourfields, Yaxley	1,268	869		
C	Committed	P&C	A/C.01.018	Pathfinder Primary, Northstowe	11,300	195		
C	Committed	P&C	A/C.01.020	Godmanchester Bridge, (Bearscroft Development)	9,348	2,065		
C	Committed	P&C	A/C.01.021	North West Cambridge (NIAB site) primary	10,752	3,344		
C	Committed	P&C	A/C.01.022	Burwell Primary	6,747	6,680		
C	Committed	P&C	A/C.01.024	Clay Farm / Showground primary, Cambridge	12,000	1,200		
C	Committed	P&C	A/C.01.025	Fordham Primary	4,126	3,529		
C	Committed	P&C	A/C.01.026	Little Paxton Primary	3,400	2,098		
C	Committed	P&C	A/C.01.027	Ramnoth Primary, Wisbech	7,340	5,118		
C	Committed	P&C	A/C.01.028	Fulbourn Phase 2	6,900	2,825		
C	Committed	P&C	A/C.01.029	Sawtry Infants	4,292	1,453		
C	Committed	P&C	A/C.01.030	Sawtry Junior	2,300	1,410		
C	Committed	P&C	A/C.01.031	Hatton Park, Longstanton	5,080	2,639		
C	Committed	P&C	A/C.01.032	Meldreth	2,122	561		
C	Committed	P&C	A/C.01.033	St Ives, Eastfield / Westfield / Wheatfields	7,000	7,000		
C	Committed	P&C	A/C.01.034	St Neots, Wintringham Park	8,850	60		
C	Committed	P&C	A/C.01.035	The Shade Primary, Soham	2,600	1,941		
C	Committed	P&C	A/C.01.036	Pendragon, Papworth	3,500	2,100		
C	Committed	P&C	A/C.01.038	Westwood Primary, March, Phase 2	3,241	992		
C	Committed	P&C	A/C.01.039	Wyton Primary	9,226	4,376		
C	Committed	P&C	A/C.01.045	Melbourn Primary	4,441	1,034		
C	Committed	P&C	A/C.01.048	Histon Additional Places	16,000	13,181		
C	Committed	P&C	A/C.01.061	Gamlingay Primary School	4,350	3,004		
C	Committed	P&C	A/C.02.003	Littleport secondary and special	43,382	36,816		
C	Committed	P&C	A/C.02.004	Bottisham Village College	14,969	7,768		
C	Committed	P&C	A/C.02.006	Northstowe secondary	44,851	16,086		
C	Committed	P&C	A/C.02.007	North West Fringe secondary	20,000	350		
C	Committed	P&C	A/C.02.008	Cambridge City secondary	17,995	7,526		
C	Committed	P&C	A/C.02.010	Cambourne Village College	10,541	784		
C	Committed	P&C	A/C.03.001	Orchard Park Primary	1,000	789		
C	Committed	P&C	A/C.03.003	LA maintained Early Years Provision	4,634	2,911		
C	Committed	P&C	A/C.04.001	Hauxton Primary	1,061	282		
C	Committed	P&C	A/C.04.004	Morley Memorial Primary	3,918	2,046		
C	Committed	P&C	A/C.08.001	Trinity School Hartford, Huntingdon	5,059	5,059		
C	Committed	P&C	A/C.11.003	CFA Buildings & Capital Team Capitalisation	2,500	2,500		

Appendix C

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Flexibility in Phasing	Alternative Methods of Delivery
C	Committed	ETE	B/C.3.101	Development of Archives Centre premises	5,180	5,180		
C	Committed	ETE	B/C.4.001	Ely Crossing	36,000	6,706		
C	Committed	ETE	B/C.4.006	Guided Busway	149,791	16,354		
C	Committed	ETE	B/C.4.017	Cambridge Cycling Infrastructure	5,103	-		
C	Committed	ETE	B/C.4.023	King's Dyke	13,580	2,080		
C	Committed	ETE	B/C.4.024	Soham Station	6,700	4,959		
C	Committed	ETE	B/C.5.002	Investment in Connecting Cambridgeshire	36,290	16,515		
C	Committed	CS	C/C.1.001	Essential CCC Business Systems Upgrade	300	300		
C	Committed	CS	C/C.1.004	Mosaic IT Infrastructure	3,000	3,000		
C	Committed	CS	C/C.2.006	CPSN Replacement	5,500	5,500		
C	Committed	C&I	F/C.2.114	MAC Joint Highways Depot	5,198	398		
C	Committed	C&I	F/C.2.115	Community Hubs - Sawston	1,502	1,463		-
65	Invest to Save	C&I	F/C.2.240	Housing Schemes	184,493	-107,823		-
54	Statutory	P&C	A/C.01.046	Sawston Primary	2,830	480		-
54	Statutory	P&C	A/C.01.050	March new primary	8,770	1,750		-
54	Statutory	P&C	A/C.01.052	NIAB 2nd primary	10,950	180		-
54	Statutory	P&C	A/C.01.053	Robert Arkenstall Primary	500	-		-
54	Statutory	P&C	A/C.01.054	Wilburton Primary	500	-		-
54	Statutory	P&C	A/C.05.001	School Condition, Maintenance & Suitability	23,850	-		-
53	Other	ETE	B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)	83,200	79,561	N/A	- N/A
52	Statutory	P&C	A/C.10.001	Temporary Accommodation	13,000	33		-
51	Statutory	P&C	A/C.01.043	Littleport 3rd primary	5,000	2,014		-
50	Statutory	P&C	A/C.05.002	Kitchen Ventilation	1,650	973		- Are limited. Conditions need to improve to comply with Gas safety regulations BS 6173:2009. The County Council would be failing to provide safe working environments if this work was not undertaken and could lead to closure of kitchens and possibly school.
49	Statutory	P&C	A/C.01.051	Wisbech new primary	8,770	4,700		-
49	Statutory	P&C	A/C.02.012	Cromwell Community College	5,000	1,750		-
49	Statutory	P&C	A/C.02.013	St. Neots secondary	10,940	700		-
47	Statutory	P&C	A/C.01.062	Waterbeach Primary School	6,660	6,660	Scheme is in response to infill development which has occurred and has generated additional pupil numbers.	-
47	Statutory	P&C	A/C.01.065	New Road Primary	6,470	6,470		-

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Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Flexibility in Phasing	Alternative Methods of Delivery
46	Statutory	P&C	A/C.02.016	Cambourne West	24,500	9,690	An element of flexibility as it could be possible to increase the current campus with temporary accommodation to meet the existing site, however the scheme will be required and has been part of the master plan for Cambourne from the early stages.	Temporary Accommodation - The scheme is required to meet the existing basic need demand from the current Cambourne population as well as to meet the new demand from the new housing developments on this area of cambourne west. The new demand has associated S106 developer contributions which are being finalised.
46	Statutory	P&C	A/C.12.005	Integrated Community Equipment Service	13,000	13,000	None	-
45	Statutory	P&C	A/C.01.044	Loves Farm primary, St Neots	10,020	7,768		-
45	Statutory	P&C	A/C.08.003	SEN Pupil Adaptations	750	750	Timing will be reactive to placement of child, this will be on an individual basis.	Other - If Cambridgeshire is unable to provide school places in main stream settings, an alternative would be specialist provision in county which would mean increased transport cost, or an out of county placement which would increase revenue costs extensively.
44	Statutory	P&C	A/C.01.040	Ermine Street, Alconbury, Phase 2	2,780	445		-
44	Statutory	P&C	A/C.01.055	Benwick Primary	2,450	2,151		-
44	Statutory	P&C	A/C.01.057	Northstowe 3rd primary	11,900	2,045		-
44	Statutory	P&C	A/C.01.064	Rackham Primary	5,600	4,741	Scheme is in response to outlined planning permission approval. Therefore this scheme will be dependent on the timescales of the development.	Temporary Accommodation;#Home to School Transport - It may be possible to transport children to other schools. However this would be complex and a number of Home to School transport routes would be created at an additional revenue cost. This isn't a sustainable option as alternative schools do not have limitless space and future investment in receiving schools would be needed to be able to accommodate children within their own catchment.
44	Statutory	ETE	B/C.3.012	Waste - Household Recycling Centre (HRC) Improvements	8,183	5,580		-
43	Statutory	P&C	A/C.01.056	Alconbury Weald 2nd primary	10,050	2,272		-
43	Statutory	P&C	A/C.02.011	New secondary capacity to serve Wisbech	23,000	21,467		-

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Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Flexibility in Phasing	Alternative Methods of Delivery
42	Statutory	P&C	A/C.01.063	St Neots Eastern Expansion	5,500	5,500		Home to School Transport - It may be possible to transport children to other schools. However this would be complex and a number of Home to School transport routes would be created at an additional revenue cost. This isn't a sustainable option as alternative schools do not have limitless space and future investment in receiving schools would be needed to be able to accommodate children within their own catchment.
42	Statutory	P&C	A/C.02.009	Alconbury Weald secondary and special	38,000	12,050		Home to School Transport - Plans are in place to provide early need in secondary places in other Cambridgeshire schools within the region.
42	Statutory	P&C	A/C.02.015	Sir Harry Smith	5,000	4,850		Home to School Transport - Transport children, at a revenue expense, to schools across Cambridgeshire with capacity at the time.
41	Statutory	P&C	A/C.01.049	Northstowe 2nd primary	11,250	4,326		-
40	Statutory	P&C	A/C.01.041	Barrington	3,318	2,718		-
36	Statutory	P&C	A/C.02.014	Northstowe secondary, phase 2	11,640	8,308		Home to School Transport - Transport children, at a revenue expense, to schools across Cambridgeshire with capacity at the time.
34	Other	P&C	A/C.09.001	Site Acquisition, Development, Analysis and Investigations	200	-		-
34	Other	P&C	A/C.11.002	Cambridgeshire Alternative Education Service Minor Works	200	20		-
34	Other	C&I	F/C.2.111	Shire Hall	6,150	3,727		-
33	Statutory	P&C	A/C.01.037	Chatteris New School	8,820	8,364		-
32	Statutory	CS	C/C.2.007	Improved display screens	84	84		-
29	Statutory	P&C	A/C.08.004	Replacement Pilgrim Pupil Referral Unit - Medical Provision	4,000	4,000	The current accommodation is likely to be sold for development and therefore a new site will need to be found. The timing requirement is flexible as CCC will need to respond to the developments surrounding the future of the current provision.	Other - If no alternative delivery base is found, this provision would need to be delivered in a alternative way. Could include external provision which would have a significant revenue impact.
29	Statutory	P&C	A/C.08.005	Spring Common Special School	5,000	3,184		-
28	Other	ETE	B/C.3.111	East Barnwell Library	77	42		-
28	Other	C&I	F/C.2.112	Building Maintenance	6,000	6,000		-
27	Other	ETE	B/C.3.108	New Community Hub/ Library Service Provision Darwin Green	340	41		-
27	Other	CS	C/C.2.008	Disaster Recovery facility for critical business systems	458	458		-

Appendix C

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Flexibility in Phasing	Alternative Methods of Delivery
27	Other	CS	C/C.2.010	IT Infrastructure Refresh	660	660		-
26	Invest to Save	CS	C/C.1.003	Citizen First, Digital First	3,546	3,546		-
25	Other	ETE	B/C.3.110	Milton Road Library	123	88		-
25	Other	C&I	F/C.2.103	Local Plans - representations	1,000	1,000	The timing of the development of allocated sites is very flexible but it is essential that consultations on Local Plans are responded to in the required time frames or the opportunities are invariably lost for some 3-5 years. Once a site is allocated it makes sense to secure a planning consent as soon as is practical unless market conditions are such that development is unviable, although even then the Council may take the view that it was to stimulate economic growth.	-
24	Other	P&C	A/C.08.002	Trinity School, Wisbech base	4,000	4,000	Currently the Trinity school operates out of a rented, converted warehouse in Wisbech. The cost of renting is £40,000 pa and this is being funded by CCC. The school converted to academy 1st July 2016 and is run by TBAP. There is a legal responsibility on CCC to seek a permanent solution for the school. Currently a review is being undertaken by CCC strategy and estates to identify property or land which could support the requirements of the school.	Home to School Transport - The Trinity School has two other bases at St Neots and Foxton. It may be possible to transport individuals, however this would have an increased revenue impact and it is likely it would be provided by taxis as children would come from various addresses. Other possibility would be that if CCC had no provision, an out of county solution could be found - but again, at a significant revenue cost.
19	Other	P&C	A/C.12.002	Enhanced Frontline in Adult Social Care	785	785		-
19	Invest to Save	C&I	F/C.2.101	County Farms investment (Viability)	4,820	4,398		-
17	Other	C&I	F/C.2.109	Community Hubs - East Barnwell	1,950	1,659		-
16	Invest to Save	ETE	B/C.4.029	Energy Efficiency Fund	1,000	1,000		-
9	Other	P&C	A/C.11.001	Children's Minor Works and Adaptions	75	30		-
8	Other	CS	C/C.3.001	Capitalisation of Transformation Team	2,586	-		-
0	Other	CS	C/C.3.002	Capitalisation of Redundancies	2,000	-		-

GENERAL PURPOSES COMMITTEE AGENDA PLAN

Published on 2nd October 2017
As at 10th October 2017



Cambridgeshire
County Council

Notes

Agenda Item No.8

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	Deadline for draft reports	Agenda despatch date
24/10/17	1. Minutes – 19/09/17	M Rowe	Not applicable	11/10/17	13/10/17
	2. Integrated Resources and Performance Report (August)	R Bartram	2017/023		
	3. Resources and Performance Report (August) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	4. Service Committee Review of Draft Revenue Business Planning Proposals for 2018/19 to 2022/2023	C Malyon	Not applicable		
	5. Draft 2018/19 Capital Programme and Capital Prioritisation	C Malyon	Not applicable		
28/11/17	1. Minutes – 24/10/17	M Rowe	Not applicable	15/11/17	17/11/17

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	2. Integrated Resources and Performance Report (September)	R Bartram	2017/024		
	3. Resources and Performance Report (September) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	4. Treasury Management Report – Quarter 2*	M Batty	Not applicable		
	5. Capital Project – CREATE Update	M Gunn	Not applicable		
	6. Second Review of Draft 2018-19 Capital Programme and Capital Prioritisation	C Malyon	Not applicable		
	7. Transformation Fund 2018/19 Business Planning	J Wilson	2017/056		
	8. Business Planning 2018-19 to 2022-23 – update	C Malyon	Not applicable		
	9. Commercial Investment Strategy	C Malyon	Not applicable		
	10. E-Mail Policy	S Grace	Not applicable		
19/12/17	1. Minutes – 28/11/17	M Rowe	Not applicable	06/12/17	08/12/17
	2. Integrated Resources and Performance Report (October)	R Bartram	2017/025		
	3. Resources and Performance Report (October) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	4. Amendments to Business Plan Tables (if required)	C Malyon	Not applicable		
	5. Draft Revenue and Capital Business Planning Proposals for 2018-19 to 2022-2023 (whole Council)	C Malyon	Not applicable		
09/01/18	1. Minutes – 19/12/17	M Rowe	Not applicable	21/12/17	29/12/17

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	2. Integrated Resources and Performance Report (November)	R Bartram	2018/001		
	3. Resources and Performance Report (November) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	4. Local Government Finance Settlement	C Malyon	Not applicable		
	5. Overview of Business Planning Proposals	C Malyon	Not applicable		
23/01/18	1. Minutes – 09/01/18	M Rowe	Not applicable	10/01/18	12/01/18
	2. Transformation Strategy/Strategic Framework	C Malyon	Not applicable		
	3. Capital Receipts Strategy	C Malyon	Not applicable		
	4. Treasury Management Strategy	C Malyon	Not applicable		
	5. Business Plan*	C Malyon	Not applicable		
	6. Consultation Report	S Grace	Not applicable		
<i>[27/02/18] Provisional Meeting</i>				14/02/18	16/02/18
27/03/18	1. Minutes – 23/01/18	M Rowe	Not applicable	14/03/18	16/03/18
	2. Treasury Management Report – Quarter 3	M Batty	Not applicable		
	3. Integrated Resources and Performance Report (January)	R Bartram	2018/002		
	4. Resources and Performance Report (January) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
[24/04/18] <i>Provisional Meeting</i>				11/04/18	13/04/18
29/05/18	1. Minutes – 27/03/18	M Rowe	Not applicable	16/05/18	18/05/18
	2. Integrated Resources and Performance Report (March)	R Bartram	2018/003		
	3. Resources and Performance Report (March) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	4. Treasury Management Report – Quarter 4 and Outturn Report*	M Batty	Not applicable		

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

GENERAL PURPOSES COMMITTEE TRAINING PLAN			The Training Plan below includes topic areas for GPC approval. Following sign-off by GPC the details for training and development sessions will be worked up.						
Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
1.	Emergency planning	The Council's roles and responsibilities, how do we respond in an emergency		25th July 2017	Stuart Thomas / Sue Grace		GPC	Bailey Bates Bywater Count Criswell Dupre Hickford Hudson Jenkins Nethsingha Schumann Shuter	80%
2.	Business Intelligence	Data / system integration Data sharing with other authorities. The importance of good governance and information management. <i>(pre reading material required)</i>		28th November 2017	Tom Barden/ Sue Grace				