

GENERAL PURPOSES COMMITTEE



Date: Tuesday, 24 July 2018

Democratic and Members' Services

Fiona McMillan

Deputy Monitoring Officer

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 - 29th May 2018 and Action Log** **5 - 20**

3. **Petitions**

OTHER DECISION

4. **Finance and Performance Report - May 2018** **21 - 30**

KEY DECISIONS

5.	Integrated Resources and Performance Report - May 2018	31 - 78
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OTHER DECISIONS

6.	Transformation Fund Monitoring Report Quarter 4 2017-18	79 - 88
7.	General Purposes Committee Agenda Plan, Training Plan and Appointments to Outside Bodies, Partnership Liaison and Advisory Groups, and Internal Advisory Groups and Panels	89 - 94

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 Elisa Meschini 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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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, 29th May 2018

Time: 10.00a.m. – 11.50a.m.

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

Apologies: Councillors Criswell and Nethsingha

81. NOTIFICATION OF CHAIRMAN/WOMAN AND VICE-CHAIRMAN/WOMAN

The Committee noted that the Council had appointed Councillor Count as the Chairman and Councillor Hickford as the Vice-Chairman for the municipal year 2018-19.

82. DECLARATIONS OF INTEREST

Councillor Schumann declared a disclosable interest under the Code of Conduct in Minute 86, Integrated Resources and Performance Report for the Year Ending 31st March 2018, as a trustee of the Viva Arts and Community Group. He was not present whilst the item was discussed or for the vote.

83. MINUTES – 27TH MARCH 2018 AND ACTION LOG

The minutes of the meeting held on 27th March 2018 were agreed as a correct record and signed by the Chairman. The action log was noted.

84. PETITIONS

No petitions were received.

85. FINANCE AND PERFORMANCE REPORT – OUTTURN 2017-18

The Committee was presented with the Outturn 2017-18 Finance and Performance Report for Corporate Services and LGSS Cambridge Office. The year-end position was an underspend of £1.8m, a slight improvement since the last report due to savings from the new contract arrangements for insurance.

One Member drew attention to the year-end deficit/surplus sharing arrangement with Northamptonshire County Council and Milton Keynes Council for LGSS Cambridge Office. She asked for this information to be clarified. In response, the Chairman acknowledged the need to develop an appropriate insertion to clarify the LGSS traded position, in particular the fact that Cambridgeshire County Council was not beholden to the revenue position of Northamptonshire County Council. **Action Required.**

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

86. INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE YEAR ENDING 31ST MARCH 2018

The Committee received a report setting out the financial and performance information for the financial year 2017/18. The overall revenue budget position was showing a year-end overspend of +£3.96m. This was the second year the Authority had reported an overspend and was in line with expectation throughout the year as detailed in the graph on page 34. However, it was important to note the savings tracker, which detailed the fact that the Council had delivered £27.1m of savings against its original plan. Members were advised that the General Reserve had been replenished.

The Chairman reminded the Committee that the Council had maintained its financial position in the face of additional pressures. If the Council had not taken the actions detailed in the report the overspend would have been considerably more.

The Chairman invited Councillor Schumann to address the Committee before leaving the meeting. Councillor Schumann reported that Viva Arts and Community Group was based in Soham operating in East Cambridgeshire and beyond. The Group was aimed at young people, adults and people with learning disabilities. It currently had a £1.6m project to redevelop Spencer Mill, Soham as a theatre, and social and cultural hub. The charity was requesting a loan from the Council of £150k repayable over 25 years with interest charged at 4% above base rate.

Members were invited to ask questions of Councillor Schumann. In response to whether Viva had any employees, it was noted that Rachael Polsom was employed as an Administrator. One Member queried whether Viva could find a loan with a cheaper interest rate than 4%. Councillor Schumann explained that all avenues had been explored but as a charity the best rate Viva could find was 4%. The charity was not eligible to submit a loan to the Public Works Loan Board. Councillor Schumann then left the meeting for the rest of this item.

In considering the report, individual Members raised the following regarding the performance information and savings tracker:

- requested that the previous figures be included in brackets for the “Number of service users supported by key care budgets” in future iterations. **Action Required.** The Chairwoman of Adults Committee reminded Member that more detail was available in the Adults Committee papers.
- queried what had caused the decrease in the “People lead a healthy lifestyle and stay healthy for longer” outcome. Attention was drawn to Section 6.11 detailing the position of the indicators which made up this outcome. One or two indicators had changed since last month resulting in a change in the scorecard. The Chairman of Health Committee informed Members that the Council had received a grant of £25k for the Active

Families Programme in Cambridge City and Fenland, which would help contribute towards this outcome.

- requested more information on the indicator for Health Visiting mandated check at 2-2.5 years. One Member was concerned that these children who did not attend were usually the most vulnerable. She asked what the Council was doing to address this issue. The Head of Business Intelligence was tasked to respond. **Action Required.**
- congratulated the officers in People and Communities on achieving revenue savings of £16.8m without cutting services and in the face of increasing demand.

Balance Sheet

One Member expressed concern about the information available to support the request from Viva for a loan of £150k. She reported that she was a member of the Innovate and Cultivate Fund Bid Assessment Panel which looked at applications for funding, to save the Council money, at a much lower level. She explained that she received considerably more paperwork for these applications compared to the information provided for Viva. She drew attention to the fact that the project had risen from £600k to £1.6m and included funding provided by many other organisations. It was therefore a very complex project and an unusual request to the Council.

The same Member queried how many loans of a similar nature had been made to the Council and been approved or turned down. She also queried whether there was a process for dealing with such loans in order to compare and prioritise. She was concerned that she did not have the depth of information available to make a decision and therefore would rather see this proposal come back to the Committee with a business case and an analysis of where it sat in the process.

The Chief Finance Officer (CFO) reported that there had only been one other similar loan in the last five years to the Arthur Rank Hospice Charity. It was important to note that this was a different grant process, as it was a Treasury Loan rather than a loan from the revenue budget. Although, there was a margin which would provide an upside for the revenue budget. All such loans were secured against an asset, and considered on a case by case basis. He had received a business case and the finances of the charity, which were available to the committee on request.

The same Member queried why the cost of the project had risen from £600k to £1.6m. The CFO reported that the loan request was for £150k. The Chairman added that officers had received the business case for a specific loan against the current project proposal. It was not their role to look into how a project had evolved over time. He drew attention to Section 11.4 which set out the views of the CFO. He was content to accept the recommendation of the CFO which was based on significant documentation. Another Member commented that the approval of this loan would set a precedent. He queried whether there would be information on the Council's website to enable other organisations to apply. The Chairman pointed out this was a commercial loan

not a grant and the Commercial and Investment Committee would embrace well secured loan applications especially from socially beneficial projects. A process was being drawn up which could then be published.

Capital Programme

One Member queried why the Ely Southern Bypass was £13m overspent. In acknowledging the popularity of the project, he was concerned that it had been started before the Stage 2 assessment. He asked who had taken the decision and why, and questioned whether speed had taken precedence over the need for more comprehensive work. The Chairman drew attention to the fact that there was a clear audit trail involving a working group and Economy and Environment Committee (E&E Committee).

The Chairman of E & E Committee informed Members that the recommendation for additional funding had been discussed in detail at E & E Committee and had received unanimous support. He reminded Members that the ground conditions in this area were not perfect. The Contractor had therefore needed to drill down much further than expected. There had also been problems with electrical cabling. He reminded the Committee of the benefits of the project which was supported by the residents of Ely and the surrounding area. The technical information was available from the officers on request.

Another Member felt that inappropriate pressure had been put on officers to accelerate the scheme before the risks had been identified. He acknowledged that the Ely Southern Bypass was a good project and that the County Council was the lender of last resort. However, he was of the view that Councillors on the project board had acted beyond their powers to achieve the quickest possible delivery. He therefore asked for the following to be removed from the report for clarity "...and the requirement for the quickest possible delivery."

The Chairman asked the Service Director for Strategy and Development whether the Phase 2 Assessment would have predicted the same the overall cost. The Service Director confirmed that was the case. One Member acknowledged that the total cost might not have changed but where the funding could have been sought from might have. The Chairman stated that he was glad the project had moved ahead for the economic development of the area.

Speaking as a Local Member, Councillor Bailey, reported that she was acutely aware of the problems around Ely based on an inappropriate road layout. The Council had not rushed into a decision to build the Ely Southern Bypass, as it had been consulted and talked about for the last 20 years. It was a different type of contract rather than a fixed price contract, which would have delayed the scheme for a year resulting in increased costs. She acknowledged that there were always lessons to be learnt from a big capital scheme. However, this pay gain contract meant that the contractor was also responsible for some of the costs. The total cost of the project was £49m. When Cabinet approved the scheme in 2011, it had agreed that £28.7m would be underwritten by the Council. The cost to the Council was now only

£21m, as funding had been provided by the Local Enterprise Partnership, Network Rail and East Cambridgeshire District Council. It was important to note that it would have been untenable for local residents and for the economic development in the area for no action to have been taken. She commented that she was taking action on the three month delay regarding electrical cabling.

Attention was drawn to the £1.2m underspend for the Guided Busway, one Member requested a more detailed explanation for this and the funding being projected for maintenance in the future. The Service Director for Strategy and Development reported that this funding related to the Land Compensation Act where people whose land was not taken for the project could apply one year after the introduction of the scheme for loss of value. Funding was available in the capital budget to manage this process. He informed the Committee that £1.1m was available this year for repairs to the Busway. It was noted that the cost of any repairs to defects would be met by the contractor.

It was resolved unanimously to:

- a) Note the Council's year-end resources and performance position for 2017/18.

It was proposed by Councillor Dupre, and seconded by Councillor Jenkins, to defer recommendation b) until the next meeting of the Committee pending a fuller report.

During discussion, the Chairman asked whether a delay would cause the charity any difficulties. The CFO reported that the deficit was currently being covered by a loan from an individual which was not time limited. He added that he was satisfied that due diligence had been observed. One Member commented that she knew the asset and that the project would be exciting for local people. She was satisfied with the recommendation from the CFO that it was a sound financial proposal based on a robust business plan.

One Member queried whether this facility would be made available to other organisations. The Chairman encouraged applications to be made in future. However, he suggested that they needed to be for large sums of money to be more useful to the Council. Another Member whilst acknowledging that it was a great project was concerned that he had only just been informed of the increase in the total cost of the project to £1.6m. Members were reminded that the investment was secured against an asset and that the loan was for £150k. One Member asked whether a link to the business case could be provided for future loans.

On being put the vote, the amendment was lost.

It was resolved to:

- b) Approve a loan to Viva for £150k (repayable over 25 years) for capital expenditure on the Soham Mill project, see section 11.4.

It was resolved unanimously to:

- c) Approve the use in cash flow terms of £11,793k Greater Cambridge Partnership funding for schemes across the capital programme to postpone prudential borrowing, additional prudential borrowing required to offset the use of £533k Growth Deal and £663k Growing Places funding, and the resulting reduction of £10,596k in the prudential borrowing requirement, see section 13.8.
- d) Approve the use in cash flow terms of £4,983k Growing Places funding for schemes across the capital programme to postpone prudential borrowing, and the resultant reduction in the prudential borrowing requirement, see section 13.8.

It was resolved to:

- e) Approve additional prudential borrowing of £13m in future years for the completion of the Ely Southern Bypass scheme, see section 13.10.

It was resolved unanimously to:

- f) Approve the allocation of £1,453k (Adult Social Care Support Grant 2018-19) to the People & Communities directorate in 2018-19, see section 14.2.
- g) Note the changes to capital funding requirements as previously recommended in the February report, set out in Appendix 3.
- h) Approve additional prudential borrowing of £132,000 in 2017/18 to offset the increased use of capital receipts for additional capitalisation of redundancies, as previously recommended in the February report (but reduced by £6k from the previous £138k additional funding reported in February). See Appendix 3.

In conclusion, the Chairman thanked officers in the organisation for dealing with a tough year and working hard to bring the overspend down. Councillor Schumann returned for the next item.

87. CAMBRIDGESHIRE PUBLIC SERVICE NETWORK EASTNET RE-PROCUREMENT

The Chairman informed the Committee that the report contained a confidential appendix which identified the successful bidder and summarised each bidder submission. If the Committee wished to discuss the confidential appendix, it would be necessary to exclude the press and public.

The Committee considered a report setting out the process that had been followed to procure a replacement framework contract for the Cambridgeshire Public Service Network (CPSN), now called EastNet. This framework provided broadband connectivity for the Council and a range of partners. Members were informed of the end of the procurement process and the recommended plan for implementation post award. It was noted that the

Council was required by the Public Contract Regulations (PCR) 2015 to notify all bidders (successful and unsuccessful) during a standstill period. To ensure that the Council did not breach PCR 2015, it did not want others to know this during the standstill period which was why this information was within a confidential appendix.

One Member commented that whilst he had every confidence in officers, he would have welcomed more information comparing and contrasting the bidders against the same criteria in the confidential appendix. The Chairman acknowledged the need to provide a link to the scoring matrix in future reports.

It was resolved unanimously to:

- Note the plan for implementation post award;
- Approve the recommendation to award to the successful bidder for the price set out in the Confidential Appendix.

88. CAMBRIDGESHIRE COUNTY COUNCIL CHILDREN'S SERVICES' IT SYSTEMS

The Committee received an update on the implications of changes in Children's Services to the IT systems that support this service. The Service Director: Children's Services and Safeguarding reported that the Children and Young People Committee when considering a report on changes to the service had taken into account evidence from the Ofsted focused visit, research from Oxford Brookes University regarding the high number of children in care, and the peer review of the joint Front Door arrangement.

He explained that the current structure was not sufficient, as the County Council had 700 children who were spending longer in care. The Council therefore needed to make changes to the way it configured Children's Services, which included IT. It was noted that Children's Services in Cambridgeshire and Peterborough currently used different systems. However, in order to work more closely together and to meet the recommendations identified in the Multi Agency Safeguarding Hub review, both authorities needed to use the same system.

In considering the report, individual Members raised the following:

- queried how IT would relieve the blockage. It was noted that the current IT system was old and had been configured in the past to meet the Council's needs. However, given the changes in Children's Services, the system would need to be reconfigured. The Service Director: Children's Services and Safeguarding explained that it was challenging to get effective management information out of the current system in relation to which children were not progressing.
- queried why IT was stopping children being moved out of care. The Service Director: Children's Services and Safeguarding reported that the Council had a large number of children in care. It therefore needed to run

reports to identify where children were being delayed. The current generic approach to children's services made this difficult to segment.

- queried the problem with the new MOSIAC system. One Member commented that a compelling case had been made in the past for a joint children's and adults system. She was frustrated that the system was not live yet. She acknowledged that the authority was moving in a different direction and that the Council could not look at system specific needs. She would therefore have to accept the advice of officers for the need for change. However, she stressed the need for this new system to help front line services for residents. The Service Director: Children's Services and Safeguarding explained that MOSIAC worked well for Adults Services particularly in relation to integration with Health, and would be the system of choice for the two authorities. However, the case for Children's Services had not yet been made hence the need to consider the procurement of an aligned system for both authorities. He commented that a reconfigured MOSIAC system might be the best system.
- expressed concern about the contract expiry date of 2021. The Director of Corporate and Customer Services explained that the contract could be extended by two years for Adults. She added that this timescale was one of the reasons why both authorities were looking at the common IT needs for Children's Services at this stage.
- queried the likelihood of significant changes in IT in the next five years. The Service Director: Children's Services and Safeguarding reported that it was a small market with two large market leaders in Children Information Systems. The Director of Corporate and Customer Services added that the authorities could keep configuring and developing the system during the lifetime of the contract.
- queried the benefits of approving £2.74m capital for changes to IT systems for Children's Services. The Director of Corporate and Customer Services reported that the business case set out that it would better enable processes to take place. An effective system used by all staff would remove delays. She explained that there was a significant amount of information available behind the finances which could be made available to the Committee. One Member asked for future reports to include simple bullet points detailing what would happen if the Council approved a recommendation. Another Member commented that the Council needed a system which would enable officers to manipulate individual characteristics in order to target services and get children through the system quicker. The Chairman of Children and Young People Committee (CYP Committee) acknowledged this point. He explained that CYP Committee had been through this in detail. He reminded the Committee that the recommendation was about having children in care for the shortest time possible. The Chairman added that this reflected the direction of an outcome focused council.

It was resolved unanimously to:

- Note the content of the report;

- Approve the provision of £2.74m capital, funded through prudential borrowing, to support the proposed changes to IT systems for Children's Services; and
- Delegate authority to the Director of Corporate and Customer Services, in consultation with the Chairman of General Purposes Committee,
 - to determine whether contract variation negotiations have been successful and to authorise entering into the deed of variation with the existing supplier;
 - to award a new contract to a supplier through the procurement framework for local authority software applications RM1059 for an IT system for Children's Services for Cambridgeshire County Council that can be aligned with Peterborough City Council, subject to appropriate approvals within Peterborough City Council.

89. SINGLE EQUALITY STRATEGY 2018

The Committee was asked to consider the Single Equality Strategy 2018-2022. Attention was drawn to the background and the requirement for the Council to prepare and publish equality objectives at least every four years. The Constitution required that the Strategy be adopted by Full Council. Given the importance of this work, it was proposed to expend Member involvement. Officers were also working on how this work could be shared with Peterborough City Council to reflect shared service work.

One Member raised the need to see current and future projects linked to the aims reflected in the Strategy such as equal pay. The Director of Corporate and Customer Services reported that there was a draft action plan which identified actions to deliver the objectives of the strategy. The expanded Member working group would have a key role in the delivery of the strategy. It was agreed that the draft action plan should form part of the documents for Council. **Action Required.**

Another Member asked whether Peterborough City Council had a strategy. It was noted that discussions would take with the City Council to see how both strategies could be brought together. The Chairman added that he hoped the City Council would adopt a favourable approach in the medium to longer term. One Member asked how work regarding community leadership would be progressed. The Chairman reported that it would be embedded within Communities and Partnership Committee with the Area Community Champions taking a lead role.

It was resolved unanimously to:

- To endorse the Single Equality Strategy 2018-2022 and recommend its adoption by Full Council;

- To support the recommendation to set up an expanded Member working group, that would replace the existing Council Diversity Group, to consider how the strategy could be developed.

90. TREASURY MANAGEMENT QUARTER FOUR

The Committee considered the fourth quarterly update on the Treasury Management Strategy 2017-18, approved by Council in February 2017. Members were reminded that there had been an underspend in the treasury function. Attention was drawn to the loans made to This Land Limited, as the sale did not take place until April there would be two separate transactions. The CFO reported that he would pick up where funding to charitable organisations sat in the Strategy and report back to Committee. **Action Required.**

He commented that it was unclear when there would be a rise in interest rates but he expected one during the calendar year. He drew attention to the graph on page 113 detailing the maturity of borrowing. There was considerable doubt about short term loans and whether the Council needed to transfer funding to fix term. He explained that the Council tried to minimise the revenue impact of loans by smoothing out the debt. However, this was difficult given the fact that short term loans were currently cheap. The Chairman acknowledged the need to balance risk and cost and asked to discuss the issue in more detail with the CFO. **Action Required.**

It was resolved unanimously to note the Treasury Management Quarter Four Report for 2017-18 and forward to full Council to note.

91. CONSTITUENT COUNCIL CONSENT FOR BUSINESS RATES SUPPLEMENT ORDER AND DEVOLUTION OF ADULT EDUCATION POWERS FOR THE CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY

The Committee was asked to consider the consents delegated to the Combined Authority in respect of the Business Rates Supplement Order (BR) and the devolution of powers in respect of Adult Education Budget (AEB). It was noted that both these powers were part of the original devolution deal. The Committee was advised that 2.3.3 should also include “social priorities”.

Members were informed that there were no plans for the BR to be utilised. The Chairman confirmed this and informed the Committee that the Combined Authority needed to have a specific project, including transport schemes, on which to consult the business community to see if it would pay. The CFO added that it would operate like business improvement districts.

One Member queried the arrangements the Combined Authority had for implementing the AEB. The Chairman reported that the first year would be in shadow form with the Combined Authority consulting organisations.

It was resolved unanimously to:

delegate to the Deputy Chief Executive, in consultation with the Chairman of General Purposes Committee, the ability to give consent on behalf of the County Council to the making of regulations under the Local Government Act 2003 Part 1 contained in the two 'Draft' Statutory Instruments attached (Appendix 2 and Appendix 4), including acceptance to any minor changes to the same which do not alter the substantial meaning.

92. 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, training plan and appointments to outside bodies, internal advisory groups and panels, and partnership liaison and advisory groups. During discussion, one Member raised the need for the New Ragged School Trust to be removed as it had now been wound up. It was also noted that the membership of the St Neots Master Plan Steering Group had been reversed.

It was resolved unanimously to:

- (i) review its agenda plan attached at Appendix 1;
- (ii) review its training plan attached at Appendix 2;
- (iii) agree the appointments to outside bodies as detailed in Appendix 3;
- (iv) agree the appointments with a white background and in bold italics, and continue to refer appointments to the other internal advisory groups and panels, as detailed in Appendix 4, to the relevant policy and service committee.
- (v) agree the appointments with a white background and in bold italics, and continue to refer appointments to the other partnership liaison and advisory groups, as detailed in Appendix 5, to the relevant policy service committee.

Chairman

GENERAL PURPOSES COMMITTEE

Minutes-Action Log



Introduction:

This log captures the actions arising from the General Purposes Committee on 29th May 2018 and updates members on the progress on compliance in delivering the necessary actions. This is the updated action log as at 13th July 2018.

Minutes of 29th May 2018

Item No.	Item	Action to be taken by	Action	Comments	Completed
85.	Finance and Performance Report Outturn 2017-18	T Kelly	To develop an appropriate insertion to clarify the LGSS traded position, in particular the fact that Cambridgeshire County Council was not beholden to the revenue position of Northamptonshire County Council.	This insertion has been made to the GPC Finance and Performance reporting covering LGSS, and will be included on an ongoing basis.	Yes
86.	Integrated Resources and Performance Report for the Year Ending 31st March 2018	T Barden	Requested that the previous figures be included in brackets for the "Number of service users supported by key care budgets" in future iterations.	Previous figures will be included in reports in 2018-19	Yes

		T Barden	<p>Requested more information on the indicator for Health Visiting mandated check at 2-2.5 years. One Member was concerned that these children who did not attend were usually the most vulnerable. She asked what the Council was doing to address this issue.</p>	<p>Info from Dr Raj Lakshman, Public Health Consultant:</p> <p>This is a clinic visit for families on the universal pathway and caregivers may choose not to attend (Did Not Attend; DNA) or inform the service that they do not want the check. After the first DNA, they are telephoned to offer a second appointment. If there is no telephone response they are sent a letter offering a second appointment. If there is a further DNA then this is documented on the child's health record and any concerns are escalated to other professionals supporting the family.</p> <p>Most of the children who were not brought for their 2 year checks were on the Universal pathway. Children where there are safeguarding concerns are on the Universal Partnership Plus pathway and are seen in their home by a Health Visitor.</p> <p>The importance of all checks is being emphasised to caregivers and recording by the service is being improved. However staffing issues in some areas are also having an impact on performance and a business continuity plan is being discussed with the provider (Cambridgeshire Community Services) to monitor this.</p>	Yes
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89.	Single Equality Strategy	S Grace M Rowe	The draft action plan should form part of the documents for Council.	Published with the agenda for Council for 17 July 2018	Yes
90.	Treasury Management Quarter Four	C Malyon	The CFO reported that he would pick up where funding to charitable organisations sat in the Strategy and report back to Committee.	<p>The treasury management strategy is scheduled for revision by the Committee as part of the policy review that commences the next round of business planning at GPC (in September).</p> <p>Loans to charitable organisations will be reported in the Q1 report to be received in September, with a protocol proposed for third party loan criteria and assessment as part of the treasury management strategy revision.</p>	Ongoing
		C Malyon	The CFO to meet with the Chairman to consider the balance of risk and cost in relation to loans.	Despite a number of attempts the meeting was still to be arranged.	Ongoing

FINANCE AND PERFORMANCE REPORT – MAY 2018

To: **General Purposes Committee**

Meeting Date: **24th July 2018**

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 May 2018 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 May 2018.

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
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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 May 2018 Finance and Performance report.

2.2 Revenue:

- At the end of May, Corporate Services (including the LGSS Managed, Deputy Chief Executive and Financing Costs) is forecasting an underspend of £222k.

Changes in Children's Services, agreed at the Children's and Young People's committee, have led to a change in approach for the IT system for Children's Services. A consequence of this decision is that the Mosaic system will no longer be rolled out for Children's Services. Therefore £504k of costs for Mosaic, which were formerly charged to capital, will fall back as a revenue pressure in 2018/19.

An overspend of £140k is forecast on IT Managed due to a change in the way telephony licensing is done, resulting in increased costs.

An £866k underspend is forecast on Financing Costs due to an amendment to the Minimum Revenue Provision payment.

- The LGSS Cambridge Office budget is forecasting a balanced budget. 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 May, Corporate Services & Transformation and LGSS Managed are forecasting a balanced budget on capital and as yet none of the capital programme variations budget has been used. There are no significant forecast outturn variances by value (over £250k) to report.
- At the end of May, LGSS Cambridge Office is forecasting a balanced budget on capital and as yet none of the capital programme variations budget has been used. There are no significant forecast outturn variances by value (over £250k) to report.
- The Capital Programme Variations targets included in the Business Plan have been updated based on 2017/18 slippage and to allow for other funding sources in addition to borrowing. The Capital Programme Variation targets reduce the overall capital budget, resulting in a reduced funding requirement.

- 2.4 Corporate and LGSS Managed Services have nine performance indicators for which data is available. Four indicators are currently at green, two at amber and three at red status.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

3.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

3.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

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

4.2 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 (May 18)	1 st Floor, Octagon, Shire Hall, Cambridge

Corporate Services and LGSS Cambridge Office**Finance and Performance Report – May 2018****1. SUMMARY****1.1 Finance**

Previous Status	Category	Target	Current Status	Section Ref.
N/A	Income and Expenditure	Balanced year end position	Green	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
May (Number of indicators)				

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

Directorate	Budget	Actual	Outturn Variance	Outturn Variance %	Status
Corporate & Customer Services	7,682	1,592	504	6.6%	Amber
Corporate Savings & Funding	-1,368	0	0	0.0%	Green
Deputy Chief Executive	336	234	0	0.0%	Green
Financing Costs	25,983	-3,451	-866	-3.3%	Green
LGSS Managed	11,286	1,747	140	1.2%	Amber
Total	43,919	122	-222	-3.3%	
Grant Funding	-201	0	0	0.0%	
Above the Line Total	44,581	-39,530	-222	-0.5%	

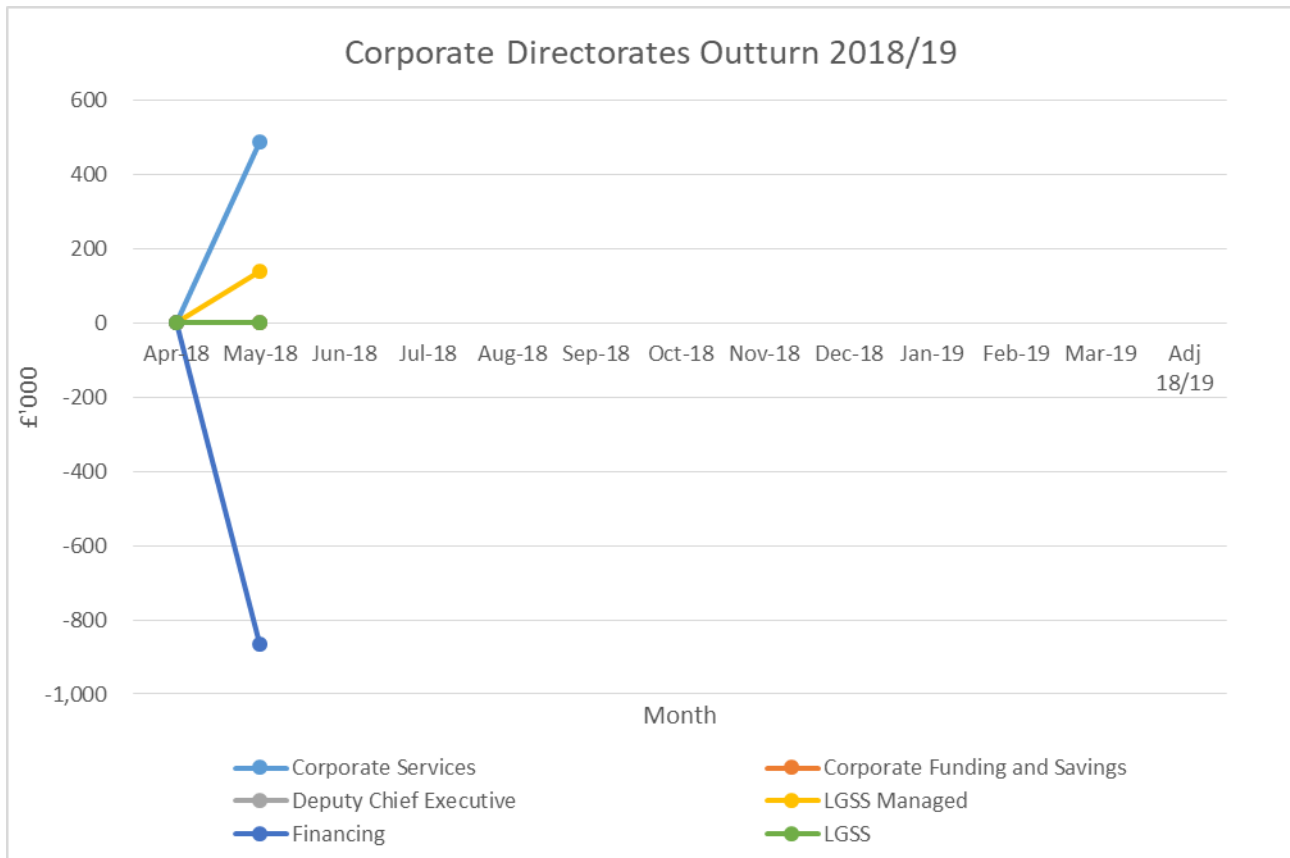
The service level budgetary control report for Corporate Services, LGSS Managed and Financing Costs for May 2018 can be found in [CS appendix 1](#).

The service level budgetary control report for LGSS Cambridge Office for May 2018 can be found in [LGSS appendix 1](#). The position on the LGSS trading contracts will be included here going forward. Pressures and deficits within LGSS Operational budgets are the responsibility of the Joint Committee. Formal risk sharing arrangements are in place such

that changes in service or financing impacting one partner are isolated from impacting other partners. In practice, this means that where there is risk (or additional requirements for) in-year savings for back-office services shared with or facing Northamptonshire County Council, these do not impact on the service received by Cambridgeshire County Council or impact any overspend to be handled by CCC.

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 £504k. This is mainly due to costs of the Mosaic project that were previously capitalised being moved to revenue. This pressure will be reported within People & Communities, reflecting the Committee recommendation, in future months.

Changes in Children's Services, agreed at the Children's and Young People's committee, have led to a change in approach for the IT system for Children's Services. At its meeting on 29 May General Purposes Committee supported a recommendation to procure a new Children's IT System that could be aligned with Peterborough City Council. A consequence of this decision is that the Mosaic system will no longer be rolled out for Children's Services. Therefore £504k of costs for Mosaic, which were formerly charged to capital, will fall back as a revenue pressure in 2018/19.

2.2.2 Significant Issues – Deputy Chief Executive

Deputy Chief Executive budgets are currently predicting a balanced position.

There are no exceptions to report this month.

2.2.3 Significant Issues – LGSS Managed

LGSS Managed budgets are currently predicting an overspend of £140k at year-end. This is due to an increase in IT costs due to a change in telephony licensing.

There are no exceptions to report this month.

2.2.4 Significant Issues – Financing Costs

Financing Costs are currently predicting an underspend of £866k. This is due to a change in the payment of Minimum Revenue Provision.

An £866k underspend is forecast on Minimum Revenue Provision. The Council is required to repay an element of the accumulated General Fund capital spend each year through a revenue charge (the Minimum Revenue Provision - MRP). Following analysis of capital schemes completed in 2017/18 and how they were funded, the MRP payment for 2018/19 has been amended. The Council was able to use funding it was holding as the accountable body for other organisations to fund £16m of capital expenditure, rather than using Prudential Borrowing. This has delayed the MRP payment for these schemes until we take out Prudential Borrowing to repay the funding used.

2.2.5 Significant Issues – LGSS Cambridge Office

LGSS Cambridge Office is currently predicting a balanced position.

There are no exceptions to report this month.

Additional Income and Grant Budgeted this Period

(De minimis reporting limit = £30,000)

There were no new items recorded during May 2018.

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](#).

2.3 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:

	£000	Notes
GCP	-863	Greater Cambridge Partnership budget
Contract Management Savings	160	Funding of contract management saving from cleaning contract savings
Non-material virements (+/- £30k)	0	

Deputy Chief Exec:

	£'000	Notes
Managed finance budgets	43	Transfer budget from LGSS Mgd to Resources
Non-material virements (+/- £30k)	0	

LGSS Managed:

	£'000	Notes
ESPO income budget	200	Transfer ESPO income budget from Miscellaneous to C&I
Insurance	-135	Reduction in Insurance inflation from 11.1% to 4.9%
H&S Managed	36	Transfer Health & Safety Managed budget into LGSS Managed
Resources Directorate	-43	Transfer budget from LGSS Mgd to Resources
Non-material virements (+/- £30k)	0	

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 £2.8m in 2018/19 and there is no spend to date. In-year, a balanced position is forecast. The total scheme forecast is on budget.

There are no new material variances to report this month.

- LGSS Managed has a capital budget of £6.9m in 2018/19 and there is no expenditure to date. In-year, a balanced position is forecast. The total scheme forecast is on budget.

There are no new material variances to report this month.

- LGSS Cambridge Office has a capital budget of £0.1m in 2018/19 and there is no spend to date. In-year, a balanced position is forecast. The total scheme forecast is on budget.

There are no new material variances to report this month.

Funding

- Corporate Services and Transformation schemes have capital funding of £2.8m in 2018/19. The Corporate Services capital programme as a whole is forecasting a balanced outturn position, so the full amount of this funding is expected to be used.

There are no new material variances to report this month.

- LGSS Managed has capital funding of £6.9m in 2018/19. The LGSS Managed capital programme as a whole is forecasting a balanced outturn position, so the full amount of this funding is expected to be used.
- LGSS Cambridge Office has capital funding of £0.1m in 2018/19. The LGSS Cambridge Office capital programme as a whole is forecasting a balanced outturn position, so the full amount of this funding is expected to be used.

- 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 May 2018 are set out in [CS Appendix 7](#) and [LGSS Appendix 7](#).

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

**INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING
31ST MAY 2018**

To: **General Purposes Committee**

Date: **24th July 2018**

From: **Chief Finance Officer**

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

Forward Plan ref: **2018/012** *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) Approve the carry forward of £104.5m capital funding from 2017/18 to 2018/19 and beyond as set out in section 6.7 and Appendix 6.
- b) Approve -£3.3m rephasing of Place & Economy's (P&E) capital funding, -£6.6m of People & Communities (P&C) capital funding and -£0.5m of Commercial & Investment's capital funding for schemes as set out in section 6.7.
- c) Approve that the Pothole Action Fund of £2.4m be allocated in full to P&E to use for its intended purpose of highway repair, as set out in section 6.7.
- d) Note the reduction in the use of Section 106 funding of -£0.98m as set out in section 6.7.
- e) Note the £4.4m additional contributions received in relation to Combined Authority Schemes, as set out in section 6.7.
- f) Note the additional prudential borrowing of £12.0m in 2018/19 in relation to Ely Southern Bypass and £0.5m in 2018/19 in relation to the Libraries People's Network Refresh capital scheme as previously approved by GPC at the 29th May and 27th March 2018 meetings respectively, as set out in section 6.7.
- g) Approve the allocation of the £309k SEND Implementation grant to the P & C directorate, see section 7.1.
- h) Approve an increase in the revenue budget allocated to P & C of £0.685m, funded by a transfer from general reserves, as specified in Appendix 5 (section A).
- i) Approve the allocation of £1.041m from the transformation fund towards the investments in P&C set out in Appendix 5, section B; and note the implications beyond the current financial year for recognition during business planning
- j) Note the updated estimates of pressures and savings in future years, outlined in Appendix 5 (section C) for recognition in the business planning process.

<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.

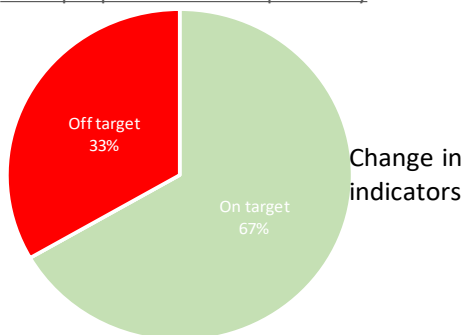
2. OVERVIEW

- 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

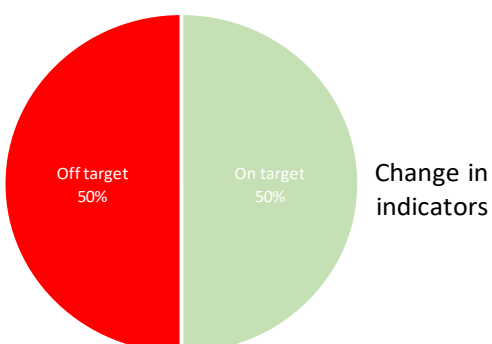
100 indicators about outcomes are monitored by service committees
They have been grouped by outcome area and their status is shown below

Older people live well independently



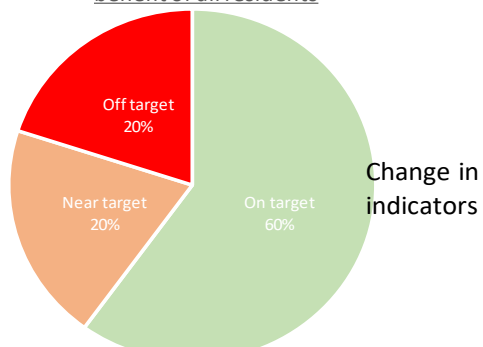
7 indicators, 4 of which do not have targets

Adults and children are kept safe



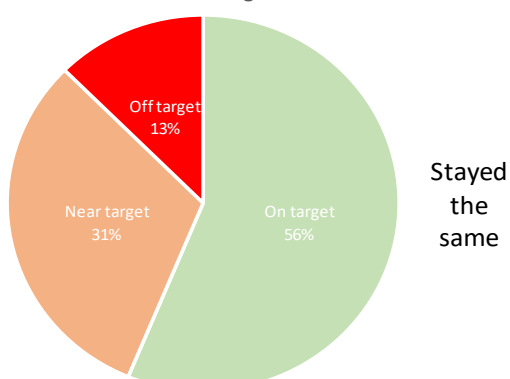
8 indicators, 4 of which do not have targets

The Cambridgeshire economy prospers to the benefit of all residents



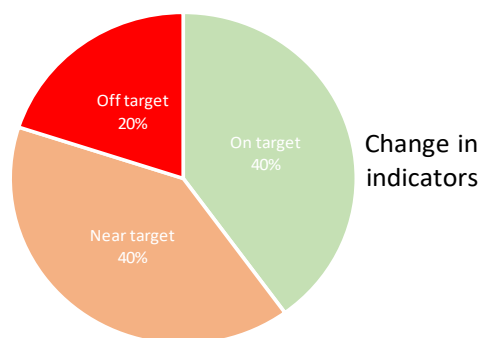
15 indicators, 5 of which do not have targets

People lead a healthy lifestyle and stay healthy for longer



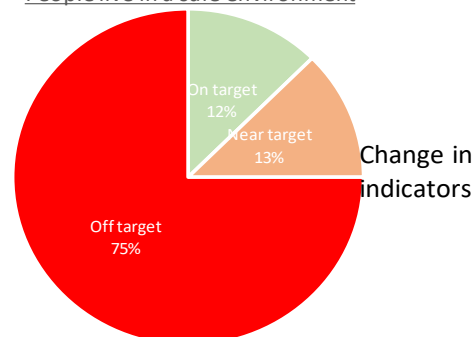
35 indicators, 3 of which do not have targets

People with disabilities live well independently



6 indicators, 1 of which does not have a target

People live in a safe environment



13 indicators, 5 of which do not have targets

Places that work with children help them to reach their potential

Change in indicators. Targets for these indicators have not yet been set.

14 indicators, 14 of which do not have targets

Our Transformation Programme is on track	Sustain a high performing, talented, engaged and resilient workforce
<p>29 Early ideas ↑</p> <p>124 Business cases in development ↑</p> <p>25 Projects being implemented ↑</p> <p>Transformation Fund:</p> <p>35 projects rated Green ↑</p> <p>4 rated Amber (reflecting some need to re-phase savings) ↔</p> <p>2 rated Red (risk of non-delivery of savings or benefits) ↓</p>	<p>As of the end of March 2018* we had lost 6.27 days on average per staff member to sickness during the last 12 months. This is lower than the average number of days lost per staff member at the end of 2016/17 (6.91 days).</p>

*Due to the recent move to the new HR system, ERP Gold, sickness reporting is not currently available on the system. This is currently being worked on and will be updated when available.

Finance and Risk

Revenue budget forecast

+£1.8m (0.5%)
variance at end of
year

RED

Capital programme forecast

£0m (0%) variance
at end of year

GREEN

Residual risk score	Green	Amber	Red
Number of risks	0	9	1

*Latest Review: May 2018

Number of service users supported by key care budgets

Older people aged 65+ receiving long term services

	May-18	Apr-18	Trend since Apr-18
Nursing	455	446	Increasing
Residential	957	916	Increasing
Community	2,412	2,362	Increasing

Adults aged 18+ receiving long term services

	May-18	Apr-18	Trend since Apr-18
Nursing	26	25	Stayed the same
Residential	313	310	Increasing
Community	1,978	1,965	Increasing

Children open to social care

	May-18	Apr-18	Trend since Apr-18
Looked after children	712	715	Decreasing
Child protection	462	483	Decreasing
Children in need*	2,300	2,225	Increasing

*Number of open cases in Children's Social Care (minus looked after children and child protection)

Public Engagement

	May-18	Apr-18	Trend since Apr-18
Contact Centre Engagement	13,072 Phone Calls 5,663 Other	12,763 5,316	Increasing Increasing
Website Engagement (cambridgeshire.gov.uk)	155,281 Users 229,688 Sessions	154,319 229,409	Increasing Increasing

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.

2.2 The key issues included in the summary analysis are:

- The overall revenue budget position is showing a forecast year-end pressure of +£1.8m (+0.5%); this is largely within People & Communities (P&C) (£1.1m pressure), Commercial & Investment (C&I) (£0.9m pressure) and Corporate Services (£0.5m pressure), partially offset by a forecast -£0.9m underspend in Corporate Services Financing. See section 3 for details.
- The Capital Programme is forecasting a balanced budget at year end. This includes use of the capital programme variations budget. See section 6 for details.

3. REVENUE BUDGET

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

Key to abbreviations

CS Financing – Corporate Services Financing
DoT – Direction of Travel (up arrow means the position has improved since last month)

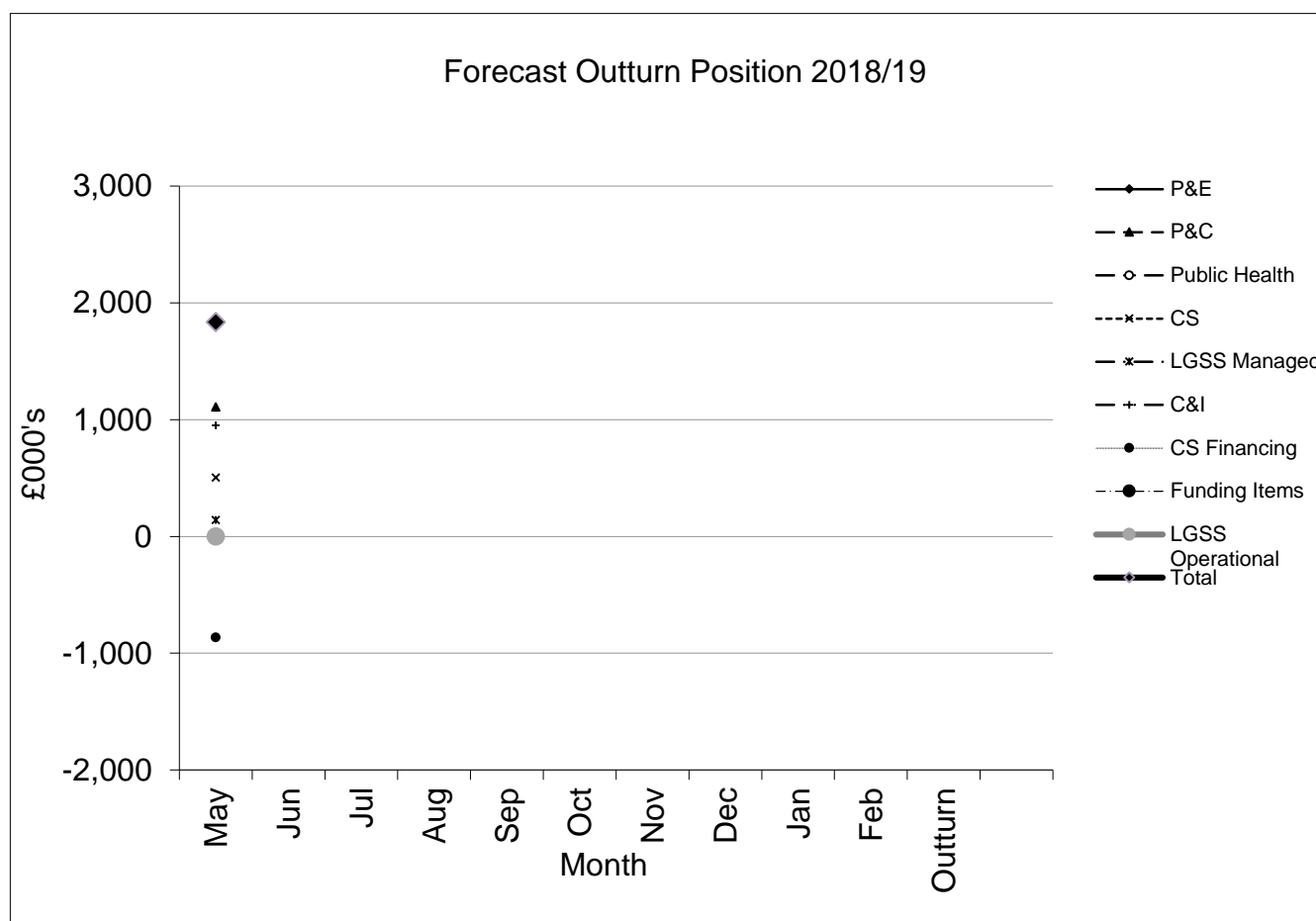
Forecast Variance (April) £000	Service	Current Budget for 2018/19 £000	Actual (May) £000	Forecast Variance (May) £000	Forecast Variance (May) %	Overall Status	DoT
0	Place & Economy	41,512	7,518	0	0.0%	Green	↔
0	People & Communities	239,329	49,715	1,107	0.5%	Red	↓
0	Public Health	629	-6,080	0	-	Green	↔
0	Corporate Services	6,549	1,826	504	7.7%	Amber	↓
0	LGSS Managed	11,186	1,747	140	1.3%	Amber	↓
0	Commercial & Investment	-8,622	3,111	949	-	Amber	↓
0	CS Financing	25,983	-3,451	-866	-3.3%	Green	↑
0	Service Net Spending	316,566	54,386	1,834	0.6%	Red	↓
0	Funding Items	33,601	7,465	0	0.0%	Green	↔
0	Subtotal Net Spending	350,167	61,850	1,834	0.5%	Red	↓
	Memorandum items:						
0	LGSS Operational	8,835	TBC	0	0.0%	Green	↔
0	Grand Total Net Spending	359,002	61,850	1,834	0.5%	Red	↓
	Schools	198,140					
	Total Spending 2018/19	557,142					

¹ The budget figures in this table are net.

² For budget virements between Services throughout the year, please see [Appendix 1](#).

³ The budget of £629k stated for Public Health is its cash limit. In addition to this, Public Health has a budget of £25.4m from ring-fenced public health grant, which makes up its gross budget.

⁴ The 'Funding Items' budget comprises the £22.7m Combined Authority Levy, the £392k Flood Authority Levy and £10.6m change in general and corporate reserves budget requirement. 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.



3.2 Key exceptions this month are identified below.

3.2.1 **Place & Economy:** a balanced budget is forecast at year-end. Although not yet identified it is anticipated that savings and underspends will be found within Place & Economy to offset the current projected pressures in Waste Management and Coroners reported below:

	£m	%
<ul style="list-style-type: none"> Waste Management – a +£500k pressure is forecast for year-end. Contract changes that deliver full year savings totalling £1.3m have been identified; however, delays to reaching formal agreement with the contractor that will allow the contract changes to deliver a series of positive initiatives is likely to result in a shortfall in delivered savings. It is anticipated that agreement will be reached to allow savings to commence in September resulting in a savings shortfall of approximately £500,000 this financial year. 	+0.500	(+1%)
<p>Until agreement is reached with the contractor on the contract changes the variable nature of the Mechanical Biological Treatment (MBT) Plant creates uncertainty in the forecast and actual performance could improve, resulting in an underspend, or worsen, resulting in an overspend.</p>		
<ul style="list-style-type: none"> Coroners – a +£290k pressure is forecast for year-end. This projection is due to a combination of ongoing workload pressure and a need to reduce the backlog of cases built up over previous years. Since the creation in 2015 of the combined coronial jurisdiction that covers both Cambridgeshire and Peterborough, the number of referrals made to the coroner service has risen considerably. The funding available at the point of merger 	+0.290	(+32%)

supported the referral levels experienced in 2013/14 which were significantly lower than our current numbers. The significant increase in referrals was not expected, beyond the level of demography bids projected in the Council's business plan. In addition there is a pressure on payroll costs for Coroners. In addition to rising workloads, the service also has a backlog of historical inquests. A replacement case management system was purchased in July 2017 and this has made improved processes possible, with significant progress being made in reducing the backlog. For more details the service annual report to the Highways and Community Infrastructure Committee on 10th July can be found [here](https://tinyurl.com/yc2nq4jt), <https://tinyurl.com/yc2nq4jt>.

- For full details see the [P&E Finance & Performance Report](https://tinyurl.com/ycl7ztq2), <https://tinyurl.com/ycl7ztq2>.

3.2.2 **People & Communities:** +£1.107m (+0.5%) pressure is forecast at year-end. However, as previously reported to SMT there are continued pressures in relation to children in care which are likely to result in an increased forecast in the coming months once further discussions around potential mitigation has been finalised.

	£m	%
<ul style="list-style-type: none"> • Looked After Children (LAC) Placements – a +£0.7m pressure is forecast. This initial pressure is a result of the full year impact of increased numbers of looked after children in the last quarter of 2017/18. It should be noted that there is expected to be demand pressures on this budget during the year, over and above those forecast and budgeted for. This position will be closely monitored throughout the year and subsequent forecasts will be updated to reflect the latest demand expectations. In addition, there is a £1.5m saving target attached to the budget, where plans to deliver this are being closely monitored. 		
<p>~ A more detailed update, reflecting the likely increase in this pressure is provided as part of Appendix 5 (section D).</p>	+0.739	(+4%)

Overall LAC numbers at the end of May 2018, including placements with in-house foster carers, residential homes and kinship, were 712. This includes 57 unaccompanied asylum seeking children (UASC). External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of May were 374, 5 more than at the end of April. The Access to Resources team are working with providers to ensure that support and cost matches need for all children. Actions being taken to address the forecast pressure are outlined in the [P&C Finance & Performance Report](https://tinyurl.com/y8xrp7f7), <https://tinyurl.com/y8xrp7f7>.

<ul style="list-style-type: none"> • SEN Placements – a +£0.5m pressure is forecast. This is due to a continuing increase in placements in high cost provision. One factor is that overall there are rising numbers of children and young people who are looked after (LAC), have an Education, Health and Care Plan (EHCP) and have been placed in a 52 week placement. 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. The SEN Placement budget is funded from the High 	+0.518	(+6%)
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Needs Block (HNB) element of the Dedicated Schools Grant (DSG). It is the aim that any pressures on DSG funded services will be managed from within the overall available DSG for 2018/19.

- **Out of School Tuition** – a +£0.3m pressure is forecast. This is due to a combination of a higher number of children remaining on their existing packages and a higher number of children accessing new packages due to a breakdown of placement, than the budget can accommodate. +0.291 (+26%)
- **Financing DSG** – a -£0.8m variance is forecast for year end. This represents the amount 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 primarily SEN Placements (£518k) and Out of School Tuition (£291k) as described above. For this financial year the intention is to manage within overall available DSG resources. -0.809 (-2%)
- For full details see the [P&C Finance & Performance Report](https://tinyurl.com/y8xrp7f7), <https://tinyurl.com/y8xrp7f7>.

3.2.3 **Public Health:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [PH Finance & Performance Report](https://tinyurl.com/y7frmvlo), <https://tinyurl.com/y7frmvlo>.

3.2.4 **Corporate Services:** +£0.504m (+7.7%) pressure is forecast.

- | | £m | % |
|---|--------|--------|
| • IT & Digital Service – a +£504k pressure is forecast. Changes in Children's Services, agreed at the Children's and Young People's committee, have led to a change in approach for the IT system for Children's Services. At its meeting on 29 May General Purposes Committee supported a recommendation to procure a new Children's IT System that could be aligned with Peterborough City Council. A consequence of this decision is that the Mosaic system will no longer be rolled out for Children's Services. Therefore £504k of costs for Mosaic, which were formerly charged to capital, will fall back as a revenue pressure in 2018/19. | +0.504 | (+24%) |

It is anticipated that this pressure will be reflected in People & Communities (reflecting the CYP Committee recommendation to GPC) in future reporting periods

- For full details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y74veyz8), <https://tinyurl.com/y74veyz8>.

3.2.5 **LGSS Managed:** +£0.189m (+1.7%) pressure is forecast. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y74veyz8), <https://tinyurl.com/y74veyz8>.

3.2.6 **CS Financing:** -£0.866m (-3.3%) underspend is forecast at year-end.

- | | £m | % |
|---|--------|-------|
| • Minimum Revenue Provision (MRP) – an -£866k underspend is forecast. The Council is required to repay an element of the accumulated General Fund capital spend each year through a revenue charge (the Minimum Revenue Provision - MRP). Following analysis of capital schemes completed in 2017/18 and | -0.866 | (-3%) |

how they were funded, the MRP payment for 2018/19 has been amended. The Council was able to use funding it was holding as the accountable body for other organisations to fund £16m of capital expenditure, rather than using Prudential Borrowing. This has delayed the MRP payment for these schemes until we take out Prudential Borrowing to repay the funding used.

- For full details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y74veyz8), <https://tinyurl.com/y74veyz8>.

3.2.7 **Commercial & Investment:** +£0.949m (-11.0%) pressure is forecast.

- | | £m | % |
|--|--------|---------|
| <ul style="list-style-type: none"> • Commercial Investments – a +£500k pressure is forecast. The Council has considered and bid on a number of real estate / property acquisition opportunities, but to date has not been successful at a price deemed to deliver a satisfactory commercial return. Consideration is being given to wider opportunities and procurement of external investment advice is being progressed. A £500k pressure against target is considered to be the minimum non-delivery in 2018/19, with the potential for this to rise, although the longer term plan to generate commercial investment income in this way remains sound. | +0.500 | (-5%) |
| <ul style="list-style-type: none"> • Cambridgeshire Catering & Cleaning Services– a +£449k pressure is forecast. This is due to the closure of the Cambridgeshire Catering & Cleaning Service, following a Committee decision. The service has had a £449k recurring surplus budget expectation. As the service winds down approximately 33% of SLAs are phased to end in August 2018, with the remainder ending in October 2018. This pressure is the non-delivery of the recurring surplus, but it is likely to rise as the one-off costs of closure are quantified and confirmed further. | +0.449 | (-158%) |
- For full details see the [C&I Finance & Performance Report](https://tinyurl.com/yag94nz3), <https://tinyurl.com/yag94nz3>. (Please note that the C&I report will be available at the link above following the publication of the C&I Committee agenda.)

3.2.8 **LGSS Operational:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y74veyz8), <https://tinyurl.com/y74veyz8>.

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](https://tinyurl.com/y8xrpyf7) (section 2.5), <https://tinyurl.com/y8xrpyf7>.

5. **PERFORMANCE AND RISK**

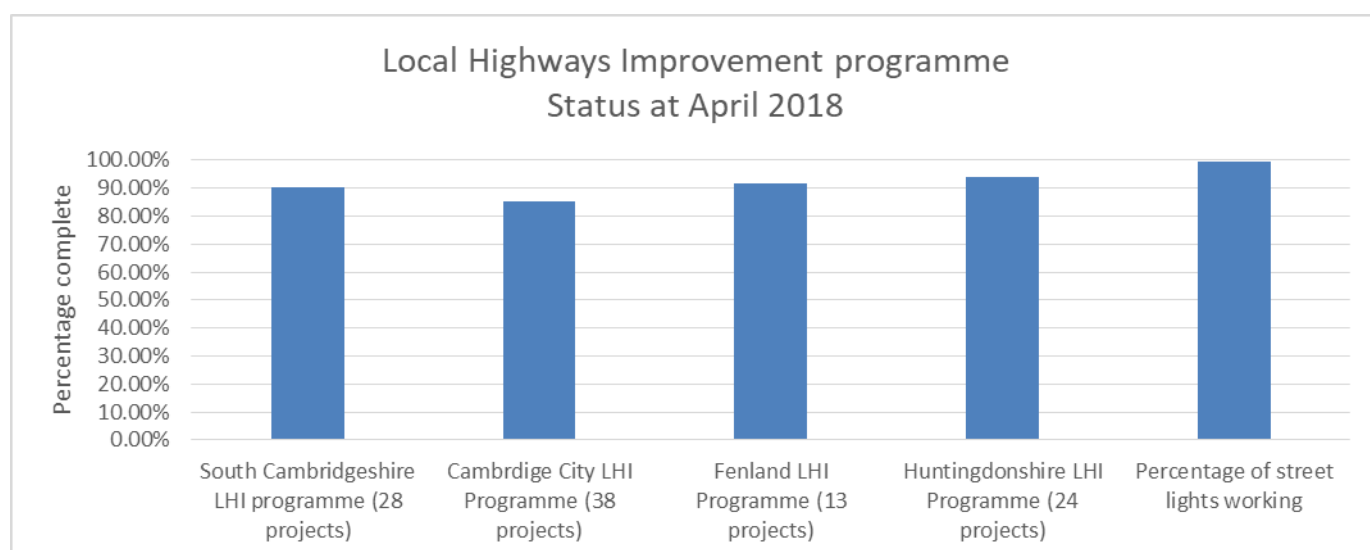
- 5.1 **Change in indicators:** The performance indicators included in this report have been revised compared to the last (2017/18) financial year. The new indicator set is larger than the old indicator set to better reflect the wide scope of P&C services. Some indicators have been updated to align with [National](#) definitions to enable comparison. Others

have been removed where for example they are only reported annually. The focus is intended to be on indicators that are reported to service committees that are relevant, timely and strategic. Further information (including 'drilling down' into information on specific client groups) is available on request, and is monitored within directorate performance monitoring for all of the indicators in the set reported at service committee / GPC level. The revised set of indicators includes 14 of the previous set and 24 new indicators. The pie charts do not show direction of travel because the new set of indicators is not comparable to the old set. Next month the direction of travel will be shown as normal. More detail on the change to P&C indicators is shown in [Appendix 4](#).

- 5.2 **Targets:** Some targets have not been set at this point in the year. This particularly affects the outcome 'places that work with children to help them to reach their potential', where the targets for the 14 indicators that make up this outcome have not been set yet. Work will be undertaken over the next few weeks to propose a set of targets for indicators that are included in this report, based on previous trends and maintaining or improving CCC position relative to statistical neighbours and national averages.

Key exceptions:

People live in a safe environment – indicators in this outcome area are showing that the 2017-18 programme of Local Highways Improvements had not yet been completed in April 2018. Most areas are approximately 90% complete as shown below:



- 5.3 The master file of performance indicators is available [here](#), while the latest Corporate Risk Register can be found [here](#).

6. CAPITAL PROGRAMME

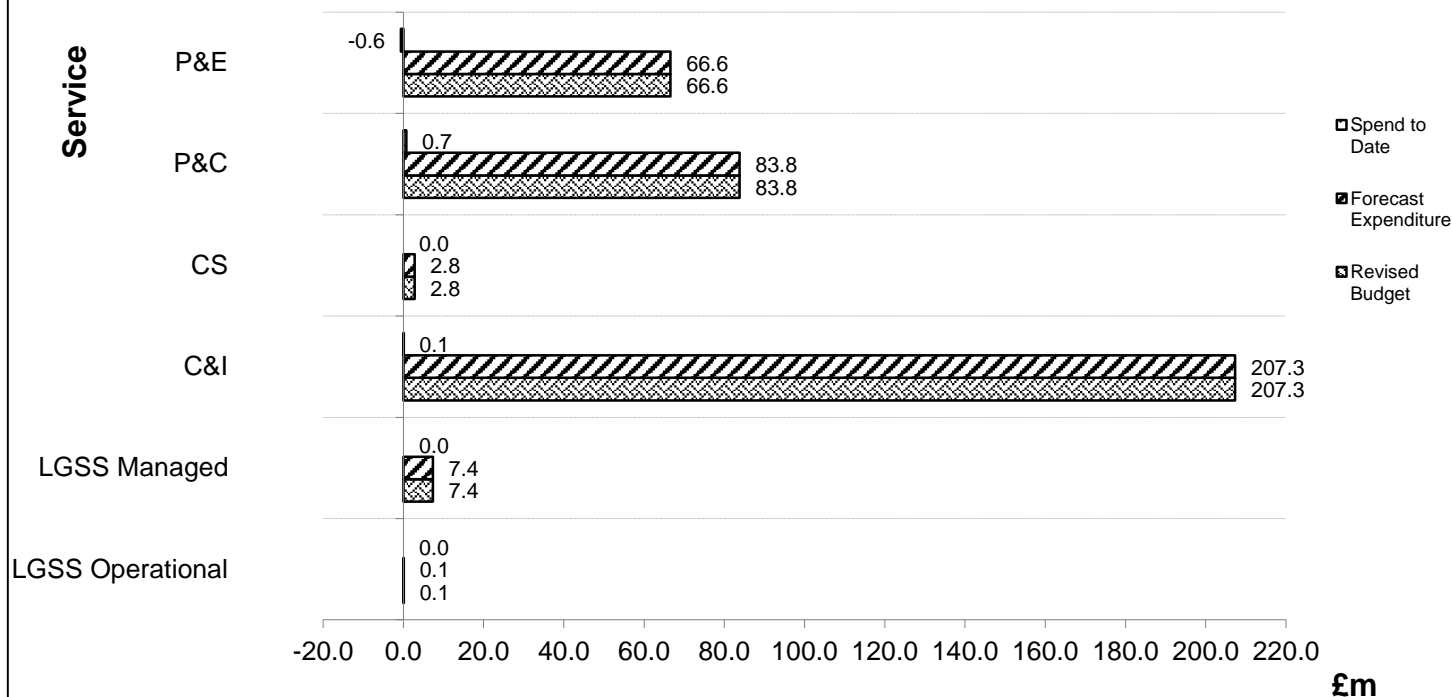
6.1 A summary of capital financial performance by service is shown below:

2018-19					TOTAL SCHEME	
Original 2018/19 Budget as per Business Plan £000	Service	Revised Budget for 2018/19 £000	Forecast Variance - Outturn (May) £000	Forecast Variance - Outturn (May) %	Total Scheme Revised Budget (May) £000	Total Scheme Forecast Variance (May) £000
35,956	P&E	66,584	-	0.0%	363,088	-
87,820	P&C	83,779	-0	0.0%	667,905	14,273
2,038	CS	2,789	-	0.0%	15,730	-
6,415	LGSS Managed	7,394	-	0.0%	8,344	-
123,274	C&I	207,348	-	0.0%	332,820	-147
-	LGSS Operational	134	-	0.0%	2,025	-
-	Outturn adjustment	-	-	-	-	-
255,503	Total Spending	368,028	-0	0.0%	1,389,912	14,126

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 P&E capital figures do not include Greater Cambridge Partnership, which has a budget for 2018/19 of £23.1m and is currently forecasting a balanced budget at year-end
3. The 'Total Scheme Forecast Variance' reflects the forecast variance against budget of the total expenditure for all active capital schemes across all financial years.

Capital Programme 2018/19



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 re-phasing exceeds this budget.

2018/19					
Service	Capital Programme Variations Budget £000	Forecast Variance - Outturn (May) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Forecast Variance - Outturn (May) £000
P&E	-8,778	0	0	0.00%	0
P&C	-12,120	-171	171	1.41%	-0
CS	-2,113	0	0	0.00%	0
LGSS Managed	0	0	0	-	0
C&I Non-Housing	-2,764	0	0	0.00%	0
LGSS Operational	0	0	0	-	0
Outturn adjustment	-	-	-	-	-
Subtotal	-25,775	-171	171	0.67%	-0
C&I Housing	0	0	0	0.00%	0
Total Spending	-25,775	-171	171	0.67%	-0

- 6.3 The C&I Housing scheme budget does not have a capital programme variations budget associated with it; it is therefore shown as a separate line in the above capital programme variations table.
- 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 **Place & Economy:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [P&E Finance & Performance Report](https://tinyurl.com/ycl7ztq2), <https://tinyurl.com/ycl7ztq2>.
- 6.4.2 **People & Communities:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [P&C Finance & Performance Report](https://tinyurl.com/y8xrp7f7), <https://tinyurl.com/y8xrp7f7>.
- 6.4.3 **Corporate Services:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y74veyz8), <https://tinyurl.com/y74veyz8>.
- 6.4.4 **LGSS Managed:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y74veyz8), <https://tinyurl.com/y74veyz8>.
- 6.4.5 **Commercial & Investment:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [C&I Finance & Performance Report](https://tinyurl.com/yag94nz3) <https://tinyurl.com/yag94nz3>.
(Please note that the C&I report will be available at the link above following the publication of the C&I Committee agenda.)
- 6.4.6 **LGSS Operational:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/y74veyz8), <https://tinyurl.com/y74veyz8>.
- 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 **Place & Economy:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full details see the [P&E Finance & Performance Report](https://tinyurl.com/ycl7ztq2), <https://tinyurl.com/ycl7ztq2>.
- 6.5.2 **People & Communities:** a +£14.3m (+2%) total scheme overspend is forecast
- | | £m | % |
|--|------|-------|
| <ul style="list-style-type: none"> • Basic Need – Primary – a total scheme pressure of +£7.3m is forecast. This is due to changes since the Business Plan was approved in response to adjustments to development timescales and updated school capacity information. The following schemes require the cost increases to be approved by GPC for 2018/19 (the impact in following years will be dealt with as part of the 2019-20 business planning process). | +7.3 | (+2%) |
| <ul style="list-style-type: none"> ○ St Ives, Eastfield / Westfield / Wheatfields; £7,000k overall scheme increase, of which £300k will materialise in 2018/19. The scope of the project has changed to amalgamate Eastfield infant & Westfield junior school into a new all through primary. | | |

- St Neots, Wintringham Park; £5,150k increase in total scheme cost, of which £3,283k will materialise in 2018/19. The scope has increased to build a 3FE Primary and associated Early Years, which will be offset by the deletion of the St Neots Eastern Expansion scheme (see below).
- Wing Development; Total scheme cost £10,200k, of which £400k additional costs will be in 2018/19. A new school is required as a result of new development; it is anticipated that this scheme will be funded by both the Education Funding Agency (EFA) as an approved free school, and S106 funding.
- Bassingbourn Primary School; Total scheme cost of £3,150k, of which £70k is expected to be spent in 2018/19. This is a new scheme to increase capacity to fulfil demand required from returned armed forces families.

The following scheme has reduced in cost since business plan approval.

- St Neots – Eastern expansion; £4,829k reduction. The only requirement is spend on a temporary solution at Roundhouse Primary. The Wintringham Park scheme will be progressed to provide places.
- **Specialist Provision** – a total scheme pressure of +£6.9m is forecast. This is due to increased costs on the following schemes:
 - Highfields Special School; Total scheme cost of £6,870k, of which £250k additional cost in 2018/19. This is a new scheme to extend accommodation for the current capacity and create teaching space for an extended age range to 25. +6.9 (+26%)
- For full details see the [P&C Finance & Performance Report](https://tinyurl.com/y8xrpyf7), <https://tinyurl.com/y8xrpyf7>.

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](https://tinyurl.com/y74veyz8), <https://tinyurl.com/y74veyz8>.

6.5.4 **LGSS Managed:** 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](https://tinyurl.com/y74veyz8), <https://tinyurl.com/y74veyz8>.

6.5.5 **Commercial & Investment:** a -£0.1m (-0%) total scheme underspend is forecast. There are no exceptions to report this month; for full details see the [C&I Finance & Performance Report](https://tinyurl.com/yag94nz3) <https://tinyurl.com/yag94nz3>.

(Please note that the C&I report will be available at the link above following the publication of the C&I Committee agenda.)

6.5.6 **LGSS Operational:** 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](https://tinyurl.com/y74veyz8), <https://tinyurl.com/y74veyz8>.

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 Funding ¹ £m	Revised Phasing £m	Additional/Reduction in Funding £m	Revised Budget £m	Outturn Funding £m	Funding Variance £m
Department for Transport (DfT) Grant	17.5	4.1	-	2.4	24.1	24.1	-
Basic Need Grant	24.9	-	-	-	24.9	24.9	-
Capital Maintenance Grant	4.0	-	0.2	-	4.2	4.2	-
Devolved Formula Capital	1.0	0.7	-	-	1.7	1.7	-
Specific Grants	6.5	4.4	0.1	-	11.0	11.0	-
S106 Contributions & Community Infrastructure Levy	11.0	3.0	-0.4	-0.9	12.6	12.6	-
Capital Receipts	81.1	-	-	-	81.1	81.1	-
Other Contributions	12.1	-	-3.0	4.6	13.7	13.7	-
Revenue Contributions	-	-	-	-	-	-	-
Prudential Borrowing	97.3	92.3	-7.5	12.6	194.7	194.7	-
TOTAL	255.5	104.5	-10.6	18.7	368.0	368.0	-

¹ Reflects the difference between the anticipated 2017/18 year end position used at the time of building the initial Capital Programme budget, as incorporated within the 2018/19 Business Plan, and the actual 2017/18 year end position.

6.7 Key funding changes (of greater than £0.25m or requiring approval):

Funding	Service	Amount (£m)	Reason for Change
Rolled Forward Funding	All Services	£104.5	<p>The Capital Programme Board has reviewed overspends and underspends at the end of 2017/18, and many of these are a result of changes to the timing of expenditure, rather than variations against total costs. As such, this funding is still required in 2018/19 to complete projects. Of the £104.5m funding to be carried forward, £92.3m relates to prudential borrowing, of which £83.3m relates to a rephasing of the Housing Schemes which has yet to be finalised. The impact of the £83.3m shift in Housing Schemes funding relates to the C&I revenue area; as the revised rephasing is finalised it will be detailed in that budget. The remaining £9m change in prudential borrowing relates to the Debt Charges budget; however as this only relates to a shift in funding of one year there is no significant impact anticipated as a result. Further details are available in Appendix 6, which shows capital roll-forwards.</p> <p>General Purposes Committee is asked to approve the carry forward of £104.5m of funding to 2018/19 and beyond</p>
Revised Phasing	P&E	-£3.3	<p>There have been some changes to schemes since the 2018/19 Business Plan was finalised. The following schemes have been rephased resulting in the following changes to their 2018/19 funding requirement:</p> <ul style="list-style-type: none"> • Waste – Household Recycling Centre (HRC) Improvements (-£407k) • King's Dyke (-3,004k) <p>Other schemes below the de-minimus make up the difference.</p> <p>General Purposes Committee is asked to approve the -£3.3m rephasing of P&E's funding for these schemes.</p>
Revised Phasing	P&C	-£6.6	<p>There have been some changes to schemes since the 2018/19 Business Plan was finalised. The following schemes have been rephased resulting in the following changes to their 2018/19 funding requirement:</p> <ul style="list-style-type: none"> • Sawtry Junior (-£950k) • St Ives Eastfield (+300k) • St Neots, Wintringham Park (+£3,283k) • Chatteris New School (-£4,508k) • Barrington (+£892k) • St Neots Eastern Expansion (-£2,079k) • Northstowe Secondary (+£7,505k) • Cambridge City Secondary (-£399k)

			<ul style="list-style-type: none"> • Alconbury Weald Secondary and Special (-£6,920k) • Cambourne Village College (+£275k) • Cromwell Community College (+£250k) • Orchard Park Primary (-£971k) • Spring Common Special School (-£3,450k) • Highfields phase 2 (+£250k) • WING Primary (+£400k) <p>Other schemes below the de-minimus make up the difference.</p> <p>General Purposes Committee is asked to approve the -£6.6m rephasing of P&C's funding for these schemes.</p>
Revised Phasing	C&I	-£0.5	<p>There have been some changes to schemes since the 2018/19 Business Plan was finalised. The following schemes have been rephased resulting in the following changes to their 2018/19 funding requirement:</p> <ul style="list-style-type: none"> • MAC Joint Highways Depot (-482k) <p>General Purposes Committee is asked to approve the -£0.5m rephasing of C&I's funding for this scheme.</p>
Additional/Reduction in Funding (Specific Grants)	P&E	+£2.4	<p>Cambridgeshire County Council has received £2.4m of grant funding from DfT for the purpose of repairing potholes and protecting local roads from future severe weather, either through permanent patching repairs or preventative resurfacing works.</p> <p>General Purposes Committee is asked to approve that the Pothole Action Fund of £2.4m be allocated in full to P&E to use for its intended purpose of repairing potholes.</p>
Additional/Reduction in Funding (Section 106 contributions)	P&E	-£1.0	<p>Reduced Section 106 funding of -£981k is required to be utilised regarding Cambridge Cycling Infrastructure schemes as some of these schemes will now come under the umbrella of the Greater Cambridge Partnership.</p> <p>General Purposes Committee is asked to note this reduction in funding.</p>
Additional/Reduction in Funding (Other Contributions)	P&E	+£4.4	<p>£4.4m additional contributions have been received in relation to Combined Authority Schemes.</p> <p>General Purposes Committee is asked to note this additional funding.</p>

Additional/Reduction in Funding (Prudential Borrowing)	P&E	+£12.0	An additional £12m of funding by prudential borrowing has been added to the 2018/19 budget allocation for the Ely Southern Bypass. The total additional prudential borrowing of £13m for 2018/19 and future years was approved by the General Purposes Committee on 29 th May 2018. General Purposes Committee is asked to note this additional prudential borrowing.
Additional/Reduction in Funding (Prudential Borrowing)	LGSS Managed	+£0.5	An additional £495k of funding by prudential borrowing has been added to the 2018/19 budget allocation for the Libraries People's Network refresh scheme. An allocation up to this level was approved by the General Purposes Committee on 27 th March 2018. General Purposes Committee is asked to note this additional prudential borrowing.

7. FUNDING CHANGES

- 7.1 Where there has been a material change in 2018/19 grant allocations to that budgeted in the Business Plan (BP) i.e. +/- £160k, this will require SMT discussion in order to gain a clear and preferred view of how this additional/shortfall in funding should be treated. The agreed approach for each grant will then be presented to the GPC for approval.

SEND Implementation Grant (new burdens)

The SEND Implementation Grant is an un-ringfenced grant from the Department for Education (DfE) that has been allocated to Local Authorities to continue to support transition to the new system for special educational needs and disability (SEND), in particular in the final year of the transition. The DfE has confirmed that Local Authorities can spend this grant to help with additional costs associated with the ongoing implementation of the reforms. Cambridgeshire County Council's allocation is £309,214, which has not been budgeted for.

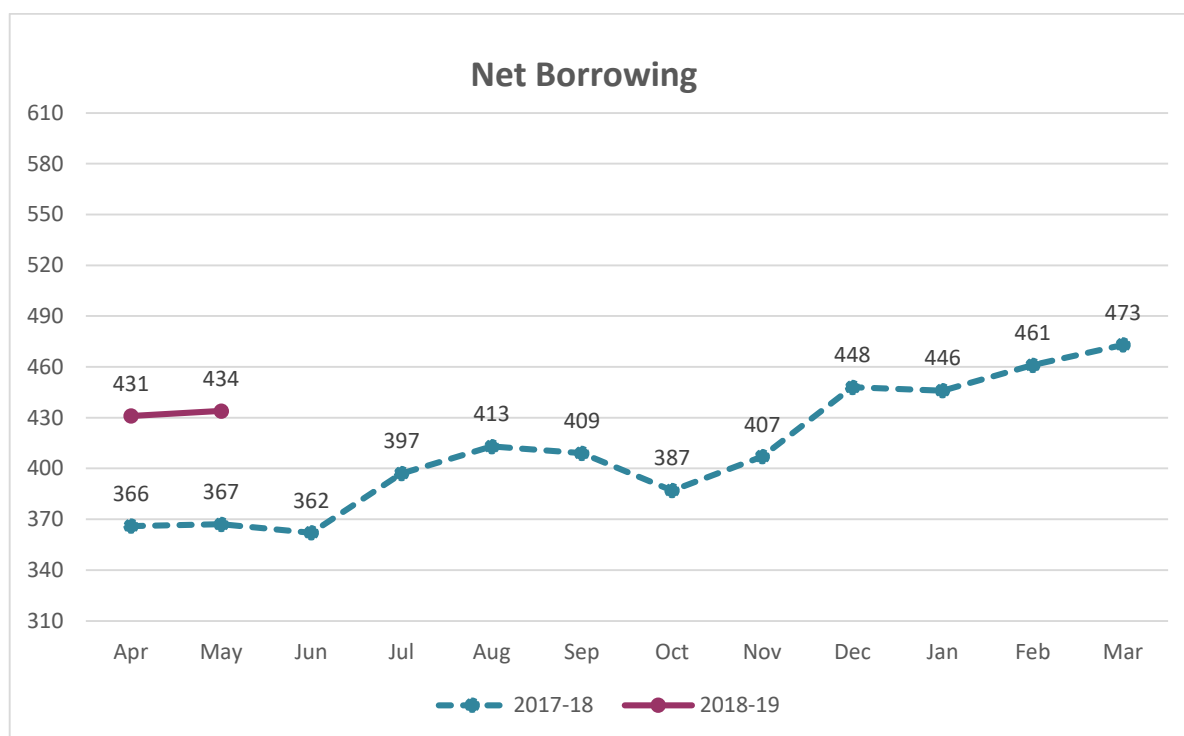
General Purposes Committee is asked to approve the allocation of this grant to the People & Communities directorate so that it can be used for its intended purposes, to be deployed as follows:

Area of work	Amount
Statutory assessment work for post 18 young people, and early years	£253.7k
Educational Psychologists providing Psychological Advice for post 18 work and early years	£50.0k
Community of Change Membership - Personal Outcomes Evaluation Tool (POET)	£5.5k
Subtotal	£309.2k

Further details of the allocation request can be found in [Appendix 3](#)

8. BALANCE SHEET

- 8.1 A more detailed analysis of prompt payment and debt management balance sheet health issues will be included once this reporting has been developed following the transition to the new financial system.
- 8.2 The graph below shows net borrowing (borrowings less investments) on a month by month basis and compares the position with the previous financial year. The levels of investments at the end of May 2018 were £109.16m (excluding 3rd party loans) and gross borrowing was £542.86m. Of this gross borrowing, it is estimated that £56.940m relates to borrowing for Invest to Save or Invest to Earn schemes, including loans we have issued to 3rd parties in order to receive a financial return.



- 8.3 The Treasury Management Strategy Statement (TMSS) sets out the plan for treasury management activities over the year. It identifies the expected levels of borrowing and investments based upon the Council's financial position and forecast capital programme. When the 2018-19 TMSS was set in February 2018, it was anticipated that net borrowing would reach £683m at the end of this financial year. Net borrowing at the beginning of this financial year as at 1st April 2018 was £473m, this reduced to £431m at the end of April 2018 thus starting at a lower base than originally set out in the TMSS (£683m). This is to be reviewed as the year progresses and more information is gathered to establish the full year final position.
- 8.4 From a strategic perspective, the Council is currently reviewing options as to the timing of any potential borrowing and also the alternative approaches around further utilising cash balances and undertaking shorter term borrowing which could potentially generate savings subject to an assessment of the interest rate risks involved.
- 8.5 Although there is a 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.

- 8.6 The Council's cash flow profile varies considerably during the year as payrolls and payment to suppliers are made, and grants and income are received. Cash flow at the beginning of the year is typically stronger than at the end of the year as many grants are received in advance.
- 8.7 Further detail around the Treasury Management activities can be found in the latest [Treasury Management Report](https://tinyurl.com/y9vuz8or) (<https://tinyurl.com/y9vuz8or>).
- 8.8 The Council's reserves include various earmarked reserves (held for specific purposes), as well as provisions (held for potential liabilities) and capital funding. A schedule of the Council's reserves and provisions can be found in [Appendix 2](#).

9. ALIGNMENT WITH CORPORATE PRIORITIES

9.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

9.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

9.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

10. SIGNIFICANT IMPLICATIONS

10.1 Resource Implications

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

10.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

10.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

10.4 Equality and Diversity Implications

There are no significant implications within this category.

10.5 Engagement and Consultation Implications

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

10.6 Localism and Local Member Involvement

There are no significant implications within this category.

10.7 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
P&E Finance & Performance Report (May 18) P&C Finance & Performance Report (May 18) PH Finance & Performance Report (May 18) CS and LGSS Cambridge Office Finance & Performance Report (May 18) C&I Finance & Performance Report (May 18) Performance Management Report & Corporate Scorecard (May 18) Capital Monitoring Report (May 18)	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	P&E	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	239,124	629	41,428	25,983	7,207	11,126	-8,188	8,871	33,685
Post BP adjustments	208				203	58	-433	-36	
Greater Cambridge Partnership budgets not reported in CCC budget					-863				
Use of earmarked reserves for Community Transport			84						-84
Current budget	239,331	629	41,512	25,983	6,547	11,184	-8,621	8,835	33,601
Rounding	2	0	0	0	-1	-1	1	0	0

APPENDIX 2 – Reserves and Provisions

Fund Description	Balance at 31 March 2018	2018-19		Forecast Balance 31 March 2019	Notes
		Movements in 2018-19	Balance at 31 May 2018		
	£000s	£000s	£000s	£000s	
<u>General Reserves</u>					
- County Fund Balance	13,392	3,253	16,645	14,812	Service reserve balances transferred to General Fund after review
- Services					
1 P&C	0	0	0	0	
2 P&E	0	0	0	0	
3 CS	0	0	0	0	
4 LGSS Operational	0	0	0	0	
subtotal	13,392	3,253	16,645	14,812	
<u>Earmarked</u>					
- Specific Reserves					
5 Insurance	3,175	0	3,175	3,175	
subtotal	3,175	0	3,175	3,175	
- Equipment Reserves					
6 P&C	64	0	64	64	
7 P&E	30	0	30	0	
8 CS	30	0	30	30	
9 C&I	680	0	680	680	
subtotal	804	0	804	774	
<u>Other Earmarked Funds</u>					
10 P&C	514	0	514	514	Includes liquidated damages in respect of the Guided Busway
11 PH	2,567	0	2,567	2,188	
12 P&E	5,382	0	5,382	4,875	
13 CS	2,628	0	2,628	2,628	
14 LGSS Managed	63	0	63	63	Savings realised through change in MRP policy
15 C&I	552	106	658	658	
16 Transformation Fund	21,877	6,372	28,249	18,195	
17 Innovation Fund	844	0	844	844	
18 Smoothing Fund	0	3,413	3,413	3,413	
subtotal	34,427	9,891	44,318	33,378	
SUB TOTAL	51,799	13,144	64,943	52,139	
<u>Capital Reserves</u>					
- Services					
18 P&C	778	0	778	778	Section 106 and Community Infrastructure Levy balances.
19 P&E	10,200	-5,796	4,404	5,000	
20 LGSS Managed	0	0	0	0	
21 C&I	0	0	0	0	
22 Corporate	43,561	2,168	45,729	43,285	
subtotal	54,539	-3,628	50,911	49,063	
GRAND TOTAL	106,338	9,515	115,853	101,202	

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 2018	2018-19		Forecast Balance 31 March 2019	Notes
		Movements in 2018-19	Balance at 31 May 2018		
	£000s	£000s	£000s	£000s	
- Short Term Provisions					
1 P&E	55	0	55	0	
2 P&C	200	0	200	200	
3 CS	0	0	0	0	
4 LGSS Managed	3,460	0	3,460	3,460	
5 C&I	0	0	0	0	
subtotal	3,715	0	3,715	3,660	
- Long Term Provisions					
6 LGSS Managed	3,613	0	3,613	3,613	
subtotal	3,613	0	3,613	3,613	
GRAND TOTAL	7,328	0	7,328	7,273	

APPENDIX 3 - 2018-19 SEND Implementation Grant (new burdens)

Business Case for additional funding - £309,214

The purpose of the funding is to continue to support transition to the new system for special educational needs and disability (SEND), in particular the final year of the transition. The Department for Education has confirmed that Local Authorities can spend this grant to help with additional costs associated with the ongoing implementation of the reforms.

Area of work	Costs	Rationale/sustainability/outcomes/risks
Statutory assessment work for post 18 young people, and early years	<p>5 x SEN Casework Officer posts (12 months fixed term) = £207,086 (inc. on costs)</p> <p>2 x Business Support Assistants (12 months fixed term) = £46,628 (inc. on costs)</p>	<p>This funding is to support the necessary increase in capacity to the Statutory Assessment Team to undertake their statutory duties and responsibilities, particularly in relation to the post 18 young people, but also with the increasing demand for statutory assessment of pre-school children across Cambridgeshire.</p> <p>In terms of sustainability, we have undertaken an audit of need and capacity in the Statutory Assessment Team in preparation of when the Reform grant comes to an end in March 2018. The next stage of this work is to undertake some modelling exercises, ensuring that processes and systems are as streamlined as possible, and cut out any duplication. This work will enable the Service to determine the number of Casework officers, and other roles needed within the Team. Work around the SEND Sufficiency and the impact this has on the SEND Service will enable reinvestment into the Statutory Assessment Team 2019/20.</p>
Educational Psychologists providing Psychological Advice (App D) for post 18 work and early years	£50,000	This provides the necessary funding to undertake the additional post 18 work and increased demand for early years work.
Community of Change Membership - POET	£5,500	Personal Outcomes Evaluation Tool (POET) provides useful insights in to the experiences of children and young people with special educational needs and their families in relation to the introduction of the EHC Plans and Personal budgets. What was originally a 2 year DfE project has been extended for a further year, linking up with CCGs to provide a more expansive evidence base on which to base conclusions about the SEND Reforms. Cambridgeshire has been one of the Local Authorities that have contributed from year one, and we would like to continue for the final year.
TOTAL	£309,214	

APPENDIX 4 – Change to P&C Performance Indicators

The People & Communities performance indicators have been revised following a discussion with General Purposes Committee earlier in the last (2017/18) financial year. The revised set of People & Communities indicators includes 14 of the previous set and 24 new indicators.

Below are the People and Communities indicators included in each outcome. The indicators from the 2017-18 set have been listed and those that have been carried over to the 2018-19 set have been identified. The new indicators for each outcome for 2018-19 have also been listed.

Adults and Children are kept safe

Indicators in 17-18 set

	Carried over to 18-19?
% children whose referral to social care occurred within 12 months of a previous referral	Yes
Number of children with a Child Protection Plan per 10,000 population under 18	Yes
The number of looked after children per 10,000 children	Yes
% of adult safeguarding enquiries where outcomes were at least partially achieved	Yes

New Indicators for 18-19

% of people who use services who say that they have made them feel safer
Rate of referrals per 10,000 of population under 18
Proportion of children subject to a Child Protection Plan for the second or subsequent time (within 2 years)
Number of young first time entrants into the criminal justice system, per 10,000 of population compared to statistical neighbours

Older people live well independently

Indicators in 17-18 set

	Carried over to 18-19?
BCF Average number of bed-day delays, per 100,000 of population per month (aged 18+) - YTD	No
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Yes
Average number of ASC attributable bed-day delays per 100,000 population per month (aged 18+) - YTD	Yes*
RBT-I - Proportion of service users requiring no further service at end of re-ablement phase	Yes**

*This indicator has been rephrased as "Average monthly number of bed day delays (social care attributable) per 100,000 18+ population"

**This indicator has been rephrased as "Proportion of people finishing a reablement episode as independent (year to date)"

New indicators for 18-19

Number of contacts for community equipment in period
Number of contacts for Assistive Technology in period
Number of Community Action Plans Completed in period
Number of assessments for long-term care completed in period

People live in a safe environment

New indicators for 18-19

Victim-based crime per 1,000 of population compared to statistical neighbours (hate crime)

People with disabilities live well independently

Indicators in 17-18 set

	Carried over to 18-19?
1C PART 1a - Proportion of eligible service users receiving self-directed support	No
RV1 - Proportion of planned reviews completed within the period that were completed on or before their due date. (YTD)	No
1E - Proportion of adults with learning disabilities in paid employment	Yes*
1F - Adults in contact with secondary mental health services in employment	Yes**

*This indicator has been rephrased as "Proportion of adults with a primary support reason of learning disability support in paid employment (year to date)'

**This indicator has been rephrased as "Proportion of adults in contact with secondary mental health services in paid employment'

New indicators for 18-19

Proportion of adults with a primary support reason of learning disability support who live in their own home or with their family
Proportion of adults in contact with secondary mental health services living independently, with or without support
Proportion of adults receiving Direct Payments
Proportion of carers receiving Direct Payments

Places that work with children help them to reach their potential

Indicators in 17-18 set

	Carried over to 18-19?
% year 12 in learning	No
%16-18 year olds NEET and unknown	No
FSM/Non-FSM attainment gap % achieving the national standard in Reading, Writing & Maths at KS2	No
FSM/Non-FSM attainment gap % achieving 5+ A*-C including English & Maths at GCSE	No
% Clients with SEND who are NEET	No

The proportion pupils attending Cambridgeshire Nursery schools judged good or outstanding by Ofsted	Yes
The proportion pupils attending Cambridgeshire Primary schools judged good or outstanding by Ofsted	Yes
The proportion pupils attending Cambridgeshire Secondary schools judged good or outstanding by Ofsted	Yes
The proportion pupils attending Cambridgeshire Special schools judged good or outstanding by Ofsted	Yes
Proportion of income deprived 2 year olds receiving free childcare	Yes*

*This indicator has been rephrased to “% of disadvantaged households taking up funded 2 year old childcare places”

New indicators for 18-19

% of EHCP assessments completed within timescale
Number of young people who are NEET, per 10,000 of population compared to statistical neighbours
KS2 Reading, writing and maths combined to the expected standard (All children)
KS4 Attainment 8 (All children)
% of Persistent absence (All children)
% Fixed term exclusions (All children)
% receiving place at first choice school (Primary)
% receiving place at first choice school (Secondary)
Number of young people who are NEET, per 10,000 of population compared to statistical neighbours

The Cambridgeshire economy prospers to the benefit of all residents

Indicators from 17-18 set

	Carried over to 18-19?
The number of people in the most deprived wards completing courses to improve their chances of employment or progression in work	No
The number of people starting as apprentices	No

New indicators for 18-19

Proportion of new apprentices per 1,000 of population, compared to national figures
Engagement with learners from deprived wards as a proportion of the total learners engaged

APPENDIX 5

BUDGET REVIEW: PRESSURES, INVESTMENTS AND SAVINGS – CHILDREN & SAFEGUARDING AND PEOPLE COMMISSIONING

This appendix includes six sections – the first four sections summarise the financial implications of the detail included in section E and F.

- A. Additional budget allocation request
- B. Transformation fund allocation request
- C. Implications for future years business planning
- D. Anticipated overspend/pressures during 2018-19
- E. Capacity Building and Demand Management in Children's Services (detail)
- F. Commissioning directorate redesign (detail)

Section A: Additional budget allocation request

As set out in section E below, two unavoidable budget pressures have been established since the budget was set by Full Council, following full analysis of two changes implemented by central government.

Pressures £000	2018-19
New duties – leaving care	390
Children's services reduced grant income expectation	295
Subtotal	685

These types of "changed burdens" are handled as a corporate risk, and it is therefore recommended that GPC transfers additional budget to People & Communities from general reserves. General reserves will need to be replenished to the level set in policy during Business Planning.

Section B: Transformation fund allocation request (2018-19)

Section E and F set out rationale for investment in the following areas during 2018-19 (financed by the Transformation Fund)

Investments & Transition	2018-19
Additional workforce– Children in care & Business Support	267
Contact Centre (screening for MASH and Front door)	165
Family Group Conferencing	110
Commissioning and brokerage capability (Adults&CYP)	499
Subtotal	1,041

These are areas where investment from transformation fund is anticipated to support demand management, and deliver existing and planned savings (see section C below).

Section C:

In this section the numbers are shown in the Business Planning format (changes one year are cumulative and permanent unless changed in the following years columns).

For future years, the areas of investment (shown in Section B) will need to be reflected in Business Planning. The multi-year impact is shown below. These allocations will likely be associated with a further draw on the transformation fund where appropriate:

Investments & Transition	2019-20	2020-21	2021-22	2022-23	2023-24
Additional workforce – Children in care & Business Sup	339	-72	-72	-	-
Contact Centre (screening for MASH and Front door)	142	-100	-42	-	-
Family Group Conferencing	250	-	-	-	-
Commissioning and brokerage capability (Adults&CYP)	499				
Subtotal investment and transition	1,230	-172	-114	-	-

Additionally, it will also be necessary to recognise the following pressures in Business Planning, reflecting the ongoing impact, across multiple years of the pressures set out in section E.

Permanent pressures	2019-20	2020-21	2021-22	2022-23	2023-24
Looked After Children Placements	2,700				
Supervised contact (numbers of children)	235	-35			
Independent reviewing officers (numbers of children)	85		-85		
Subtotal investment and transition	3,020	-35	-85	-	-

Section E sets out that once these pressures and investments are reflected, there is an increase and update necessary to future savings expectations, these are set out below and will be reflected in the Business Planning process:

Revised savings	ref	2019-20	2020-21	2021-22	2022-23	2023-24
Children's Services Later Years Savings Targets	A/R.6.255	-1,311	-3,134	-2,399	-	-
Children's home changes (underutilised)	New	-350	-	-	-	-
Children's Change Programme (later phases)	A/R.6.204	-	-	-	-	-
Subtotal updated savings		-1,661	-3,134	-2,399	-	-

The investment in Commissioning, underpins the existing utilisation of the improved Better Care Fund.

Section D:

Section E sets out that these pressures will also materialise in 2018-19, before there is an opportunity to fully address and mitigate this across the Council in Business Planning for future years. This means that in future months the following pressures are likely to be reported:

	2018-19
Looked After Children Placements	2,700
Supervised contact (numbers of children)	275
Independent reviewing officers (numbers of children)	85
Subtotal	3,060

Management action is underway to mitigate these pressures, this will require an ongoing organisation wide response, as facility to mitigate, to the extent required within the areas with these pressures remaining is not sufficient.

Capacity Building and Demand Management in Children's Services in Cambridgeshire:

Briefing copied to the General Purposes Committee

This paper aims to establish the case for some additional time-limited invest to save funding for children's services in order that we can successfully deliver reductions in overall numbers of children in care and improve placement mix. The case for investment is in most cases an acknowledgement that savings targets established for children's services through the Children's Change Programme of 2017 were predicated on reductions in demand that have not been achieved.

While there have been a number of benefits to the changes carried out in 2017, they have not delivered reductions in demand, especially where this is of most importance in terms of managing high cost activity. Specifically, the changes in 2017 failed in two key areas:

- To reduce numbers of children in care;
- To reduce the amount of work coming into the system through the Integrated Front Door and the Multi-Agency Safeguarding Hub.

£669K was removed from children's services budgets in 17/18, with phase 2 of the Children's Change Programme expected to deliver a further £594K of savings in the current year, of which £504K has been delivered. The proposals included in this paper for some additional areas of investment need to be considered in this context - i.e. that £1.2M has been removed from children's budgets based on assumptions of reduced activity that has not been achieved. There is also a savings target associated with business support of £245K, again based on assumptions around reduced demand.

Numbers of children in care remain at around 100 higher than they should be if our performance was in line with the average of our statistical neighbours. This is equivalent to an additional team of social workers, team manager and business support, and also has implications for IRO capacity. Independent Reviewing Officers review children's care plans, and have an important role to play in ensuring that these plans are progressed.

These higher than anticipated numbers in care have resulted in continuing overspends in directly related budgets – those associated with placement costs, supervised contact and transport costs.

We have completed a full analysis of the underlying reasons for the increased volumes of children in the system and will launch a formal consultation on July 9th 2018. This, among other things, will:

- Remodel the MASH and Integrated Front Door;
- Create dedicated specialist teams including for children and young people in care;
- Overall business support arrangements that have not been reviewed for around 12 years;
- Deliver some savings in the event that we decide to close the residential children's home, based in Wisbech.

Taken together, these changes will reduce demand in the system and will deliver sustainable savings, most notably by reducing costs associated with inflated numbers of children in care in the system.

As we once more move into a significant re-structure of children's services, it is important that we do not repeat past over-optimism by removing funding too quickly. Doing so would risk non-

delivery of the significant cost avoided savings on children's placement costs, as detailed in the next section.

Targets for Children in Care Numbers and Placement Mix Changes 2019/20 – 2020/21

There are two main contributors to overall placement costs: numbers of children and young people in care and placement mix. This section assesses the financial impact of reductions in overall care numbers and an increase in the number of children placed with in-house foster carers.

2018/19

It is likely that there will be an overspend of between £2M and £2.75M on direct placement costs in 2018/19. This includes the non-delivery of a £1.5M savings target for the current financial year.

While the changes proposed to the children's services structure will address our higher than expected children in care numbers, these changes will not be implemented until autumn 2018 and so are unlikely to begin to have any impact until 2019/20. This means placement numbers are unlikely to begin to reduce in the current financial year.

There should, however, be some benefits emerging from changing of placement mix as we head towards the end of the current financial year. Innovative recruitment campaigns are about to commence and we expect to see an increase in the numbers of households applying to become foster carers with Cambridgeshire. This is important, since in-house fostering unit costs are around 50% of the unit cost of Independent fostering agency placements.

Enquiries by prospective carers received now, however, will not convert into new placements for between 4 to 6 months, as all carers have to be assessed, trained and then approved by panel. This means that the benefits from the new approaches to recruitment will again only begin to take effect during 2019/20.

2019/20 and 2020/21

Although there are some important constraints summarised below, by 2019/20, we should be seeing the impact of reducing overall numbers of children in care as well as a changing placement mix.

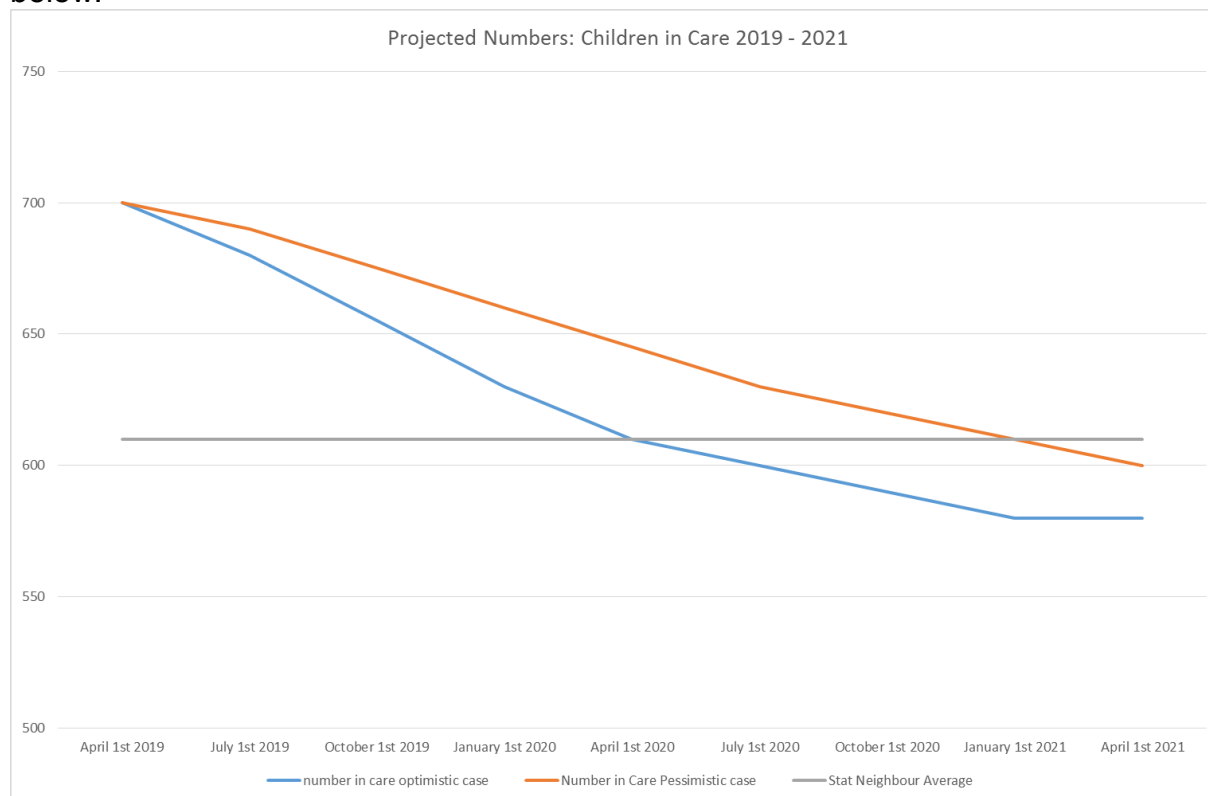
Predicting the rate of reduction in numbers in care is always a difficult task. In Cambridgeshire's case, this is further complicated by the features of our current care population and the context of a growing number of children and young people in Cambridgeshire. There are also some constraints on changing placement mix. In summary, constraints on making positive change include:

- A larger than expected group of children of primary school age among our child in care population;
- The need to ensure that children and young people are not moved from placements where they are settled, unless this is their best longer term interests and is in accordance with their care plans.

In their extensive case sampling, Oxford Brookes identified a history of over-optimism in our work with families facing significant challenges, before action was taken and children removed. This means that we have more children in our care who came into care at primary school age, for whom adoption and other permanent options outside the care system are less likely. Analysis indicates that there are around 40 more children of primary school age in care than there were two years ago, for example, and it is this age group that are most likely to be looked after until they reach adulthood. This will have an impact on our ability to reduce overall numbers in care.

As we move closer to statistical neighbour averages of children and young people in care, it is likely that an increasing proportion of those remaining will be in stable and settled placements, which will slow down the rate of change associated with increased use of in-house fostering placements.

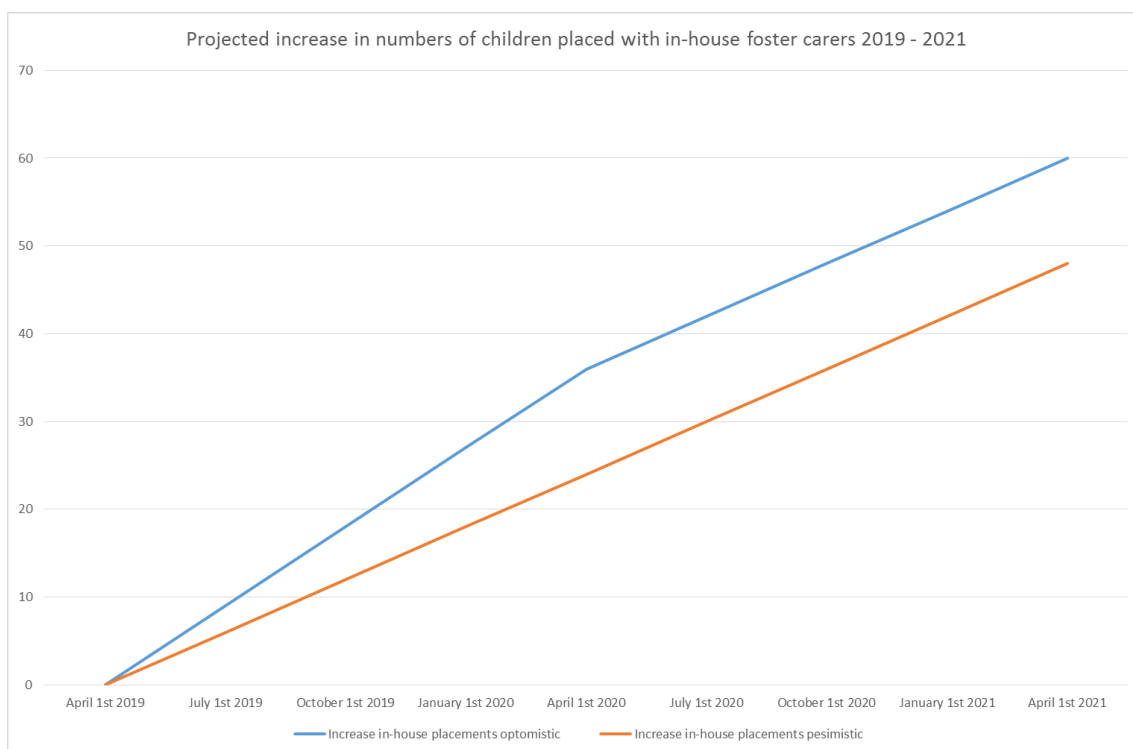
The chart below illustrates the impact of numbers in care based on achieving statistical neighbour average rate during 2019/20 [the optimistic case] and achieving this rate during 2020/21. Given the amount of early help provision in Cambridgeshire we should aspire to an eventual target of a lower number of children in care than statistical neighbours, as indicated below:



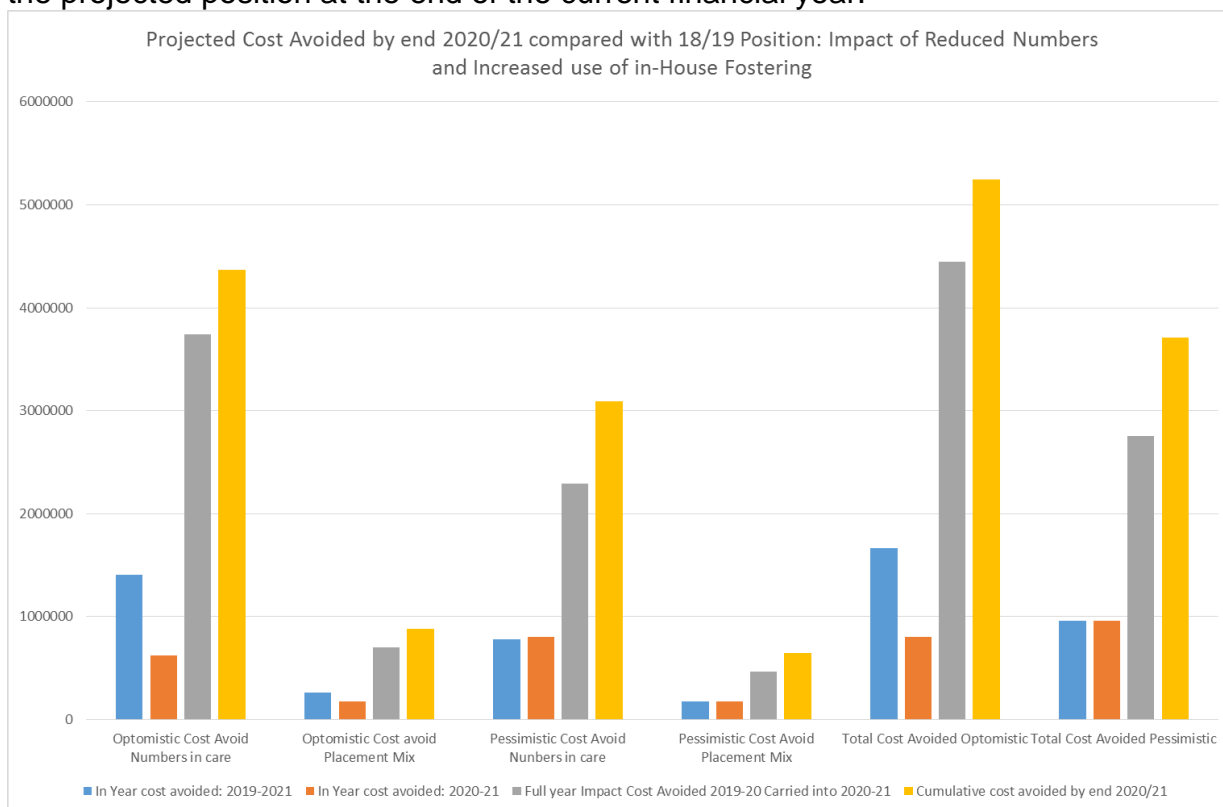
The other variable to have an impact on overall costs is placement mix. The chart below illustrates two rates of increase of in-house foster placements during 2019/20; in the optimistic scenario, we will see an additional 36 children and young people placed with in-house carers by the end of the year than the baseline at the start. The pessimistic scenario sees that increase limited to 24.

By 2020-21, the fact that there will be fewer children in care will mean that a greater proportion will be in settled placements. This means that it will be more difficult to achieve increases in numbers in in-house provision and so both scenarios envisage a further increase in numbers in in-house placements of 24 compared with the beginning of the financial year.

Increases of this magnitude are not unrealistic given the current placement mix in Cambridgeshire and the significantly lower proportion of children placed with in-house carers than national and regional averages. Continued increases in in-house foster placements will need to be reassessed at regular intervals:



The following chart illustrates the costs avoided based on the above scenarios, compared with the projected position at the end of the current financial year: ¹



Summary position 2019/20

In-year cost avoidance savings resulting from reductions in overall numbers of children and young people in care combined with changes in placement mix are projected to range from £950K to £1.6M compared with the current financial year.

¹ Assumes reductions in overall care costs of £800 per week – the average IFA placement cost with in-year savings based gradual reduction; Placement mix cost avoided assumes in-house placements cost £375 per week less than IFA placement costs, which allows for some additional staff costs.

Summary position 2020/21

The position in 2020/21 improves dramatically as the full year cost benefits of the impact of changes taken place during 2019/20 are felt.

This means that the cumulative cost avoidance savings are projected to range between £2.7M and £4.4M. The range is wide because of the full year impact of the range of predicted numbers of children in care, based on a full year cost of a child in an IFA placement of £42,000. The difference in cost per child in an in-house placement compared with an IFA placement is around £20,000.

2021/22

Cumulative savings compared with 2018/19 should be around £6M per annum in either scenario. This is because the difference in the optimistic and pessimistic scenarios is about the pace of change as opposed to overall end-point, and both scenarios set an eventual target of 580 children and young people in care. These figures have been reflected in section C above.

The position in this financial year may, however, begin to be impacted by a growing child population, and so will require review during 2020/21.

Investment to secure target savings

Proposed Structure for Revised Children's Safeguarding Service

The proposed staffing structure aims to deliver caseloads for case holding staff of between 15 and 20.

In order to achieve this, we need to establish one team for children and young people in care that is over the long term establishment. This is to manage the 100 children and young people over and above the average of our statistical neighbours. This additional team would be needed for up to 24 months, from September 2018. As numbers in care reduce, the additional capacity will be absorbed into vacancies elsewhere in the structure. The cost of this additional team, including team manager and business support, is £425K per annum.

The additional team is needed as caseloads for qualified social workers in the current 14-25 service are 30 and more; caseloads at this level will not allow workers to drive care plans forward, and will therefore frustrate the ambition to reduce the number of children in care. Good business support is essential to any children's service. There is a savings target against delivery of business support within children's services of £245K. As part of the current re-structure of children's services, we will propose a re-design of business support job description 'families' and a move to increase efficiency in management costs across children's social care and early help services. A review of this type has not been undertaken for around 10 years. Providing a sufficient business support service across children's safeguarding and early help will cost around £295K more than current budgets, i.e. non-delivery of the savings target, plus an additional £50K.

Taking all these factors together, the overall cost of the new structure is £144K higher than the current one. Considering we have achieved both increased business support capacity and an increase in case holding practitioners of around 40, this is quite an achievement. Family Group Conferencing was removed from the budget as part of phase 1 the Children's Change Programme in 2017. The plan was that social workers and clinicians within the units would ensure that appropriate family group meetings would take place in line with the systemic model of practice that is embedded in Cambridgeshire and that this approach would compensate for the loss of a standalone Family Group Conferencing Service.

It is, however, clear that these intended family meetings are not taking place. This is important because where family meetings are run effectively, extended families can become involved in

ensuring that there is a family plan that safeguards the child after a period when they have been subject to a child protection plan. Contingency arrangements including whether there are relatives who could offer a permanent home to the child concerned can also be addressed, and family members ruled in or out of the process. This can avoid care proceedings altogether, reducing legal costs and avoids late presentation at court of potential extended family members who have not been assessed prior to proceedings.

Family Group Conferences take time to set up and can require some careful handling where relationships between the local authority and family are strained. Where social worker workloads are manageable they may have the time to contact family members, explain the purpose and persuade them to attend, but this is less likely in busy teams except where organising a family meeting more straight-forward – where relationships have not become strained and the extended family is already engaged, for example. In more complex scenarios, families will often respond to contact by a service or individual who is less connected to the direct work with the family. Dedicated staff, meanwhile, are better able to make repeated contact with family members and persuade them of the value of participation.

It is estimated that re-instating the Family Group Conferencing Service will cost an additional £250K per annum. This means that the new structure will cost around £400K per annum more than the current structure in total, including changes to business support, additional case holding practitioners and re-instating Family Group Conferences.

These figures are based on the assumption that the funds to meet the cost of additional care leaver burdens are built into the budget, see section A. The annual cost of the additional personal advisers required is £324K, although this is offset by a grant from government of £23K, leaving £301K to find.

Summary Transitional Costs to manage demand

This section sets out the intended requests to be made to General Purposes Committee to support transitional staffing costs in implementing the new structure.

Funding for time-limited additional social work team for children in care

As noted above, the higher numbers of children in care require the temporary development of an additional team of social workers, a team manager and business support.

Transitional Support: Contact Centre

The changes to the Integrated Front Door and MASH will result in significant changes for the Contact Centre at St Ives, to where much of the screening currently undertaken within the MASH will transfer.

There will be an inevitable need for some dual operation as staff are trained and functions move across.

Other transitional staffing costs

Ordinarily, there would be expected to be additional costs associated with Independent Reviewing Officers of having higher numbers of children in care. The budget associated with these roles is projected to overspend by around £84K per annum as they are over-established in order to manage demand. Capacity is just about sufficient at this level of over-establishment.

This will also result in a larger number of senior practitioner roles than for which there is budget. The alternative would be to risk losing experienced social workers, which would be more expensive in the long run as it would lead to instability and higher reliance on agency staff.

Managing Other Continuing Areas of Overspend

In addition to placement budgets, one key area where overspends are inevitable where overall numbers of children in care are higher is in relation to costs associated with supervised contact:

Supervised Contact

In 2017/18, the budget for supervised contact was £275K overspent. Similarly to the position with transport costs above, it is unlikely that the overall numbers of children in care are likely to change, implying a similar pressure in 2018/19.

As part of the proposed changes to the structures in children's services, however, we are exploring the development of additional posts in the supervised contact service as an alternative to purchasing cover from agencies. This will lead to more consistency for children and families, while retaining some flexibility.

We propose to develop an additional Assistant Service Manager role and three additional full time contact supervisors, supported by eight relief supervised contact workers at a cost of £170K. We propose to retain a further £100K to use to fund contacts provided by relief workers. Including these proposals within the broader consultation, apart from making business sense, will also increase the range of suitable roles available in the event that the decision is taken to close the residential element at one home that is currently underutilised.

Non-delivery of Savings 2018/19

As noted above, there are range of savings still to be achieved against the current and future year children's budgets. Most of these relate to savings included in phase 2 of the Children's Change programme of 2017, predicated on demand reductions that have not been achieved.

In the current year, £504K of savings allocated to Phase 2 of the Children's Change programme have been achieved, on top of the £669K savings in Phase 1 in 2017/18.

Further savings that cannot be delivered this year include:

- The remaining £90K of savings associated with Phase 2 of the Children's Change Programme;
- The offsetting of the loss of expected grant from the DFE of £295K.

In addition, there are further pressures to be met that are unlikely to be possible to meet within existing budgets, the most notable of which is the revenue implications of not implementing Mosaic in children's services. £504K of capital that is not recoverable from this project must now be absorbed as revenue.

As noted elsewhere, there is a further pressure associated with new leaving care burdens, which also needs to be included within the baseline budgets.

Savings Target for 2019/20

There is a £300K savings target in place for 2019/20.

Savings in event that the decision is made to close a children's home that is currently underutilised

The budget associated with the residential element of the children's home is £600K per annum. The placement costs of the young people living in the provision until mid-June is in the region of £230K per annum, resulting in a full year saving of around £350K per annum.

Summary Position

These are significant financial pressures in the current financial year, although mostly connected to higher than anticipated placement costs and non-delivery of savings targets.

As noted above, **the position should be seen in the context that £1.2M has been removed from children's budgets through Phase 1 and 2 of the Children's Change Programme. These savings were based on assumptions about demand reductions that were not delivered.**

The Placement overspend line is set at £2.7M for each year, enabling the impact of changes in numbers in care and placement mix to be compared against. This figure is at the top of the anticipated range of £2 - £2.75M pressure on 2018/19 budgets.

If the eventual position is towards the lower of this range, the position for subsequent years will be improved.

The position, is that pressures against children's services budgets will remain until 2020/21 under optimistic scenarios relating to overall numbers in care and placement mix, or until 2021/22 under the pessimistic scenario. The position in 2021/22 is much more positive under either scenario.

Predicting numbers in care is, however, a difficult thing to do, and so while there is a higher degree of confidence in the projections contained within this briefing than has been the case, they remain high risk.

Concluding remarks

There is urgency to move forward with a clear understanding of children's services budget.

- The urgent need to address practice and capacity issues in the Integrated Front Door, MASH and First Response Team;
- Staff are mostly very positive about the proposals; we need to capitalise on this positively and avoid delay;
- The changes need to be implemented if we are to grip overall demand in the system and deliver benefits for children as well as financial benefits as soon as we can.

Decisions about management of non-delivery of savings will also be required and in relation to the biggest area – children in care – it may be that a case could be made for transitional funding based on the makeup of the current in-care population.

Lou Williams
Service Director for Children & Safeguarding
June 25th 2018

Section F

Commissioning Directorate Redesign

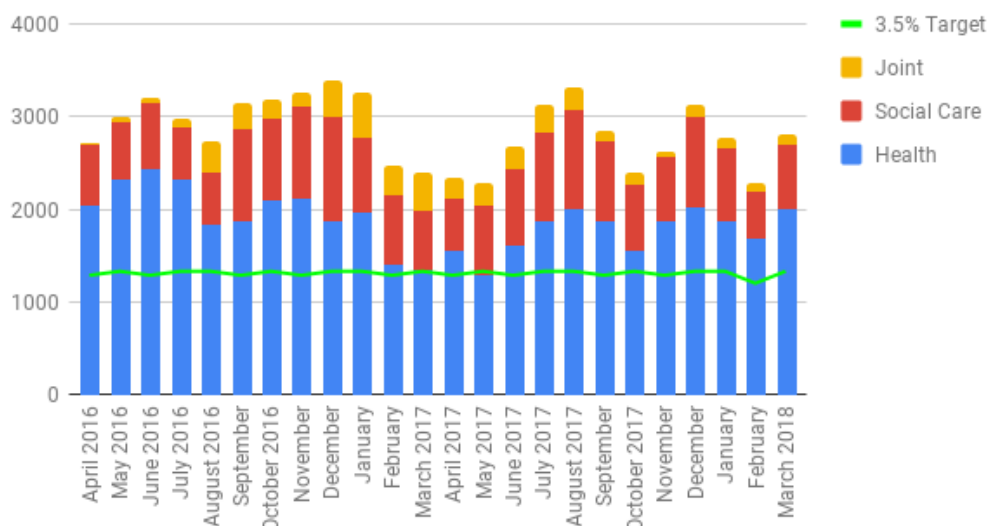
1. WHY IS THE INFORMATION/REPORT COMING TO GENERAL PURPOSE COMMITTEE?

- 1.1 The purpose of this report is to set out the significant challenges facing the commissioning directorate and the subsequent implications and recommended solution.

2. WHAT ARE THE CRITICAL ITEMS/ISSUES FOR FOCUS?

- 2.1 The Commissioning service was created in July 2017 and has largely been focusing on identifying and delivering savings, managing pressures across People and Communities and working with health partners to deliver the national 3.5% Delayed Transfers of Care (DTOC) target. There are pressures as a result of increased demand, rising costs of care and market capacity. The purpose of this paper is to seek investment to support the development of an integrated brokerage function across health and social care. This will ensure we have the right capacity and skills to manage the market in a sustainable way, helping to mitigate these pressures and supporting delivery of the 3.5% DTOC target.
- 2.2 The new Improved Better Care Fund (IBCF) introduced three priority areas and associated targets which have needed a significant increase in resources to meet the following requirements of the grant:
1. Meeting adult social care needs.
 2. Reducing pressure on the NHS and supporting more people to be discharged from hospital when ready
 3. Ensuring that the local social care provider market is supported.
- 2.3 These three requirements predominantly boil down to the management of discharge planning and delayed transfers of care. In its current form, the commissioning service is unable to manage this ask in a sustainable way, with a large reliance on interims to meet the changing requirements in skill mix and a current forecast care package pressure of c. £1.5m.
- 2.4 The catalyst for this change has been the work on delayed transfers of care (DTOCs). The Councils and its NHS partners have a combined challenging DTOC target of 3.5% of the acute hospital bed base. Throughout the later part of 2017 and early 2018, high levels of delayed transfers of care (DTOC) across Cambridgeshire and Peterborough has put increased pressure on the system to manage this demand, resulting in unprecedented focused activity to support a reduction in DTOCs and an associated identified increased need in the offer from the brokerage service, specifically a brokerage offer that acts on behalf of the health and social care system.
- 2.5 The below graph shows month on month DTOC performance across Cambridgeshire, highlighting struggling performance against the 3.5% target.

Health, Social Care, Joint DTOCs - Occupied Bed Days



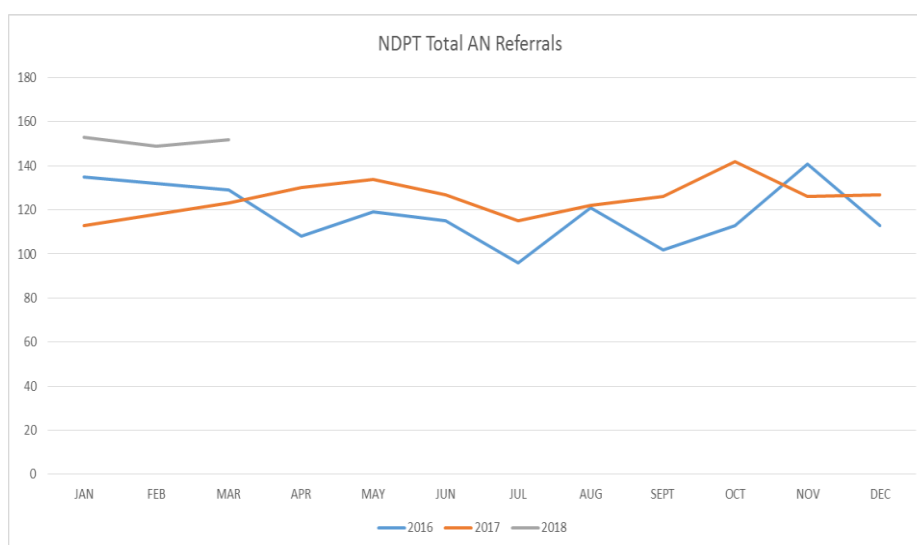
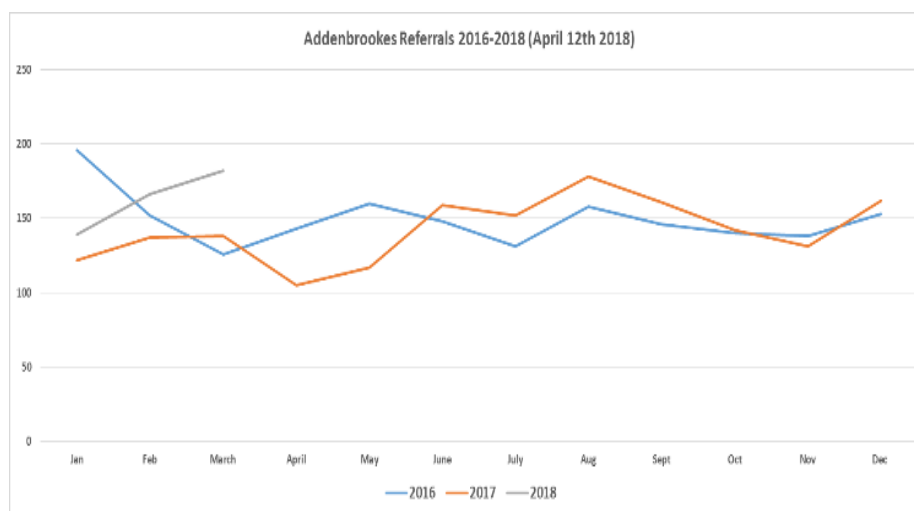
During March, 71% of all delayed days were attributable to the NHS, 24.9% were attributable to Social Care and the remaining 4.1% were attributable to both NHS and Social Care. Cambridgeshire, compared to all single tier and county councils in England, is ranked 134 out of 151 on the overall rate of delayed days per 100,000 population aged 18+. It is ranked 143 on the rate of delayed days attributable to the NHS, and 118 on the rate of delayed days attributable to social care. The biggest acute hospital pressure has been felt in Addenbrookes (CUHFT), with current performance currently running at approximately 5.5% of the total number of beds (1000).

- 2.6 In addition, hospital admissions of over 80 year olds in 2017/18 has increased significantly since 2016/17 (see below table). This in turn has had a very big impact on demand on social care and community services post discharge, as well as on the overall DTOC performance figures.

Admissions of over 80 year olds from April 2017 to August 2017 compared to the same period in the previous year

Hospital	Increase 2017/2018	% Change
Addenbrookes (CUHFT)	245	+7.9%
Hinchingbrooke	34	+2.2%
Peterborough City Hospital	-79	-3.4%
Queen Elizabeth Hospital (Kings Lynne)	119	+24%
TOTAL	335	+4.4%

The below graphs show a significant increase in referrals into Adult Social Care via the CCC hospital discharge planning teams, where referrals into the South Discharge Planning Team (Addenbrookes) in March were 32% higher than the same month in 2017 and referrals into the North Discharge Planning Team (Hinchingbrooke and Peterborough City Hospital) were 24% higher in March, compared to the same month in 2017.



- 2.7 The system wide pressure to achieve the DTOC target of 3.5% and the corresponding lack of capacity to develop and manage the market and commission services differently has driven the local authority to commission and broker care packages in an inefficient way. Examples include using residential care in place of home care and competing on price with health for capacity. The impact of this is a budget pressure of c. £1.5m.
- 2.8 Changes in hospital discharge care pathways, resulting in more people being placed in care home provision through processes like 'discharge to assess' are also likely to lead to further unplanned financial impact, as the pressure to get people out of hospital quickly results in higher levels of acuity of need.
- 2.9 To mitigate this pressure, the commissioning service needs to move away from the current reactive approach to a more strategic and proactive approach that focusses on market management and development, and commissioning services and capacity in the most cost effective way. This change will primarily involve the following:
1. Development of an integrated brokerage function across health and social care for all 'purchasers' across Cambridgeshire and Peterborough which would enable a single point of managed access to market.
 2. The full integration of contract management and quality improvement into day to day commissioning will re-inforce the local authority's quality requirements and drive out value in

the existing block contracts, taking a far more commercial approach to provider management and move away from the contract monitoring 'tick box' approach to satisfy compliance.

3. On site brokerage presence in each of the three acute settings, will support a quick and efficient brokerage response to manage discharges, improving communications and patient experience.

2.10 The proposed changes will support delivery of the following outcomes:

- Improved management of discharges, reducing Delayed Transfers of Care (DTOCs)
- Effective management of market fees to ensure best value for money
- Removed duplication and streamlined purchasing arrangements
- Optimisation of provider capacity through a dedicated route to market
- Drive better relationships between commissioners and providers, ensuring a strong market position with an integrated approach across health and social care
- Deliver a coordinated approach to improvement, as isolated initiatives may create unwanted consequences
- Improve outcomes for patients, supporting their care in the most appropriate setting
- Create a sustainable market with the right levels of quality

2.13 Agreement is in place between Cambridgeshire County Council (CCC), Peterborough City Council (PCC) and Cambridgeshire and Peterborough Clinical Commissioning Group (CCG) to establish an integrated brokerage function that will provide a single point of access to the market and will enable a single coordinated approach to the management and development of the market to ensure ongoing sustainability. The CCG will be contributing an additional c.£171k towards the cost, with PCC contributing an additional £72k. The specific investment required from CCC to deliver the service is £499k per annum. The following table provides a breakdown of this additional investment.

Additional Resource	CCC FTE	PCC FTE	CCG FTE
Head of Brokerage / Quality Improvement	1.0	-	-
Contract Managers	3.0	-	-
Contract Officers	1.0	1.0	2.0
Brokers (including onsite brokerage in each acute hospital)	4.0	-	1.0
Business Support	1.0	0.5	0.5
Total c. Cost	£499k	£72k	£171k

2.14 The current cost of the brokerage service across Peterborough and Cambridgeshire is c. £447,000 per annum. The following table provides a breakdown of CCC, PCC and CCG contributions.

Existing Resource	CCC FTE	PCC FTE	CCG FTE	TOTAL FTE
Brokers	5.5	4.0	1.5	11.0
Contract Managers	2.0	-	-	2.0
Contract Officers	-	1.0	-	1.0
Total c. Cost	£165k	£202k	£80k	£447k

2.15 In summary, the current commissioning service has to date been focusing on delivering savings, managing pressures across People and Communities and supporting delivery of the 3.5% national DTOC target. There are significant challenges related to increasing demand, market capacity and increasing costs of care that mean we are not currently managing the market in a sustainable way. There is an identified need to develop a single point of access and coordination of the market through establishment of an Integrated Brokerage Function, with the right capacity, across health and social care. This will mitigate identified pressures of c. £1.5m and help achieve the 3.5% DTOC target.

CHANGE IN FIGURES

COMPLETE WHITE FIELDS - COLUMNS P AND Q

Scheme Ref.	Scheme Name	EXPENDITURE							TOTAL (£k)	FUNDING					Reason for Change in Spend / Rephasing	Is there a detailed plan for spend in place? Y/N
		Up to 2017-18 (£k)	2018-19 (£k)	2019-20 (£k)	2020-21 (£k)	2021-22 (£k)	2022-23 (£k)	Later Yrs (£k)		Grants (£k)	Dvp Cont. (£k)	Other Cont. (£k)	Capital Receipts (£k)	Borrow-ing (£k)		
A/C.01.008	Isle of Ely Primary	-68	68	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.012	Ermine Street Primary, Alconbury Weald	-1	1	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.013	Fourfields, Yaxley	-31	31	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.018	Pathfinder Primary, Northstowe	-135	135	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.020	Godmanchester Bridge, (Bearscroft Development)	-100	100	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.021	North West Cambridge (NIAB site) primary	-152	-	152	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.022	Burwell Primary	14	-7	-	-	-	-	-	7	-	-	-	-	7	Overspend	
A/C.01.024	Clay Farm / Showground primary, Cambridge	-8	8	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.025	Fordham Primary	31	-31	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.026	Little Paxton Primary	-32	32	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.027	Ramnoth Primary, Wisbech	-36	36	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.028	Fulbourn Phase 2	1,321	-1,321	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.029	Sawtry Infants	-39	39	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.030	Sawtry Junior	-	-950	950	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.031	Hatton Park, Longstanton	-252	252	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.032	Meldreth	-130	130	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.033	St Ives, Eastfield / Westfield / Wheatfields	-	300	3,500	3,000	200	-	-	7,000	-	-	-	-	7,000	Amalgamation of 2 schools - 3FE primary	
A/C.01.034	St Neots, Wintringham Park	-167	3,450	1,654	213	-	-	-	5,150	550	-	-	-	4,600	Revised Phasing & Scope to be a 3FE & 3EY school. S106 to be confirmed will cover 2FE & 2EY. Change in funding to allocated additional Basic Need in 2020/21	
A/C.01.035	The Shade Primary, Soham	-115	115	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.037	Chatteris New School	-208	-4,300	-	4,310	198	-	-	-	-	-	-	-	-	- Revised Phasing - Scheme Slippage	
A/C.01.038	Westwood Primary, March, Phase 2	107	-107	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.039	Wyton Primary	451	-451	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing - accelerated Progress	
A/C.01.040	Ermine Street, Alconbury, Phase 2	-	-	-	-	-	-	-	-	-	-	-	-	-		
A/C.01.041	Barrington	-18	910	458	-1,202	-148	-	-	-	-	-	-	-	-	- Revised Phasing accelerated 1 year	
A/C.01.043	Littleport 3rd primary	-	-	-	-	-	-	-	-	-	-	-	-	-		
A/C.01.044	Loves Farm primary, St Neots	-	-	-300	-6,200	-3,100	6,080	3,520	-	-	-	-	-	-	- Slippage of scheme - connected to development & Wintringham park build.	
A/C.01.045	Melbourn Primary	397	-397	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.046	Sawston Primary	39	-39	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.048	Histon Additional Places	58	-58	-	-	-	-	-	-	3,235	-	-	-	-3,235	Revised Phasing Change in funding to allocated additional Basic Need in 2020/21	
A/C.01.055	Benwick Primary	3	-	-	-3	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.061	Gamlingay Primary School	-56	56	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.062	Waterbeach Primary School	-31	31	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing	
A/C.01.063	St Neots Eastern Expansion	-50	-2,029	-2,600	-150	-	-	-	-4,829	-	-	-	-	-4,829	Revised Scope - £671k required for a new structure to house EY once Wintringham park children moved on.	
A/C.01.065	New Road Primary	-128	-	-1,372	1,500	-	-	-	-	-	-	-	-	-	- Revised Phasing - Slippage	
A/C.02.003	Littleport secondary and special	-419	419	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing - Slippage	
A/C.02.004	Bottisham Village College	1,160	-1,160	-	-	-	-	-	-	-	-	-	-	-	- Revised Phasing - accelerated Progress	
A/C.02.006	Northstowe secondary	5	7,500	-7,505	-	-	-	-	-	3,500	1,940	-3,400	-	-2,040	Revised Phasing - accelerated Progress & Revised Funding. Inclusion of £3.2 comm sports, £2.8m special school - Phase 2 agreement & revised expectation on EFA fudning of £9.1m. Change in funding to allocated additional Basic Need in 2020/21.	
A/C.02.008	Cambridge City secondary	-1,099	700	399	-	-	-	-	-	59	-	-	-	-59	Rephasing - slippage. Change in funding £59k additional School condition grant to reflect the Health School capital being accounted for within existing schemes in Conditions & Suitability.	
A/C.02.009	Alconbury Weald secondary and Special	-250	-6,670	-1,380	-9,200	12,800	4,320	380	-	-	-	-	-	-	- Rephasing - slippage	
A/C.02.010	Cambourne Village College	-93	368	-275	-	-	-	-	-	-	-	-	-	-	- Rephasing - slippage	
A/C.02.011	New secondary capacity to serve Wisbech	-	-	-	-	-	-	-	-	2,500	-	-	-	-2,500	Change in funding to allocated additional Basic Need in 2020/21	
A/C.02.012	Cromwell Community College	-	250	-250	-	-	-	-	-	-	-	-	-	-	- Revised Phasing - accelerated Progress	
A/C.02.015	Sir Harry Smith	-	-	-	-	-	-	-	-	800	-	-	-	-800	Change in funding to allocated additional Basic Need in 2020/21	
A/C.02.016	Cambourne West	-30	30	-	-	-	-	-	-	2,000	-	-	-	-2,000	Rephasing - slippage Change in funding to allocated additional Basic Need in 2020/21	
A/C.03.001	Orchard Park Primary	-341	-630	-20	351	620	20	-	-	-	-	-	-	-	- Scheme Slippage	
A/C.03.003	LA maintained Early Years Provision	-896	896	-	-	-	-	-	-	-	-	-	-	-	- Rephasing - slippage	
A/C.04.004	Morley Memorial Primary	20	-20	-	-	-	-	-	-	100	-	-	-	-100	Rephasing - slippage Change in funding £100k additional School condition grant to reflect the Health School capital being accounted for within exsisting schemes in Conditions & Suitability.	
A/C.04.007	William Westley	-15	-	-	-	-	15	-	-	-	-	-	-	-	- Rephasing - slippage	
A/C.05.002	Kitchen Ventilation	196	-	-	-	-	-	-	196	-	-	-	-	196	Overspend in 2017-18	
A/C.07.001	School Devolved Formula Capital	-717	717	-	-	-	-	-	-	-	-	-	-	-	- Carryforward funding from 2017/18	

CHANGE IN FIGURES

COMPLETE WHITE FIELDS - COLUMNS P AND Q

Scheme Ref.	Scheme Name	EXPENDITURE							TOTAL (£k)	FUNDING					Reason for Change in Spend / Rephasing	Is there a detailed plan for spend in place? Y/N
		Up to 2017-18 (£k)	2018-19 (£k)	2019-20 (£k)	2020-21 (£k)	2021-22 (£k)	2022-23 (£k)	Later Yrs (£k)		Grants (£k)	Dvp Cont. (£k)	Other Cont. (£k)	Capital Receipts (£k)	Borrowing (£k)		
A/C.08.001	Trinity School Hartford, Huntingdon	-60	60	-	-	-	-	-	-	-	-	-	-	-	Rephasing - slippage	
A/C.08.003	SEN Pupil Adaptations	-150	-	-	-	-	-	-	-150	-	-	-	-	-150	Underspend in 2017-18	
A/C.08.005	Spring Common Special School	-150	-3,300	-2,202	3,150	2,352	150	-	-	-	-	-	-	-	Revised Phasing - Slippage	
A/C.11.001	Children's Minor Works and Adaptions	-22	75	-	-	-	-	-	53	-	-	-	-	53	£22k underspend in 2017-18, plus £75k additional prudential borrowing for Scaldgate adaptations as approved in Jan IRPR by GPC.	
A/C.12.002	Enhanced Frontline in Adults Social Care	-	-	-	-	-	-	-	-	56	-	-	-	-56	Carryforward grant funding from 2017/18	
C/C.1.001	Essential CCC Business Systems Upgrade	-125	125	-	-	-	-	-	-	-	-	-	-	-	A number of projects were approved. Delays in starting these projects.	
C/C.1.003	Citizen First, Digital First	-241	-	-	-	241	-	-	-	-	-	-	-	-	17-18 carry forward added to final year of project	
C/C.1.004	Mosaic IT Infrastructure	-626	626	-	-	-	-	-	-	-	-	-	-	-	Go-live moved from 17-18 to 18-19	
C/C.2.006	CPSN Replacement	-485	485	-	-	-	-	-	-	-	-	-	-	-	Delay in awarding contract - to be awarded in 18-19	
C/C.2.007	Improved display screens	1	-1	-	-	-	-	-	-	-	-	-	-	-	Adjusted for 17-18 expenditure	
B/C.1.002	Air Quality Monitoring	-12	12	-	-	-	-	-	-	-	-	-	-	-	Highways cfwd to 1819	
B/C.1.019	Delivering the Transport Strategy Aims	-1,967	1,967	-	-	-	-	-	-	-	-	-	-	-	Highways cfwd to 1819	
B/C.2.001	Carriageway & Footway Maintenance including Cycle Paths	-617	617	-	-	-	-	-	-	-	-	-	-	-	Highways cfwd to 1819	
B/C.2.005	Traffic Signal Replacement	-796	796	-	-	-	-	-	-	-	-	-	-	-	Highways cfwd to 1819	
B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)	-1,090	762	-	-	-	-1,922	-	-2,250	-1,795	-	-	-	-455	Highways cfwd to 1819	
B/C.3.012	Waste – Household Recycling Centre (HRC) Improvements	-312	-95	-	-	-	407	-	-	-	-	-	-	-	Slight rephasing of scheme. No one in post 17/18 to take this work forward as expected.	Y
B/C.3.101	Development of Archives Centre premises	-1,208	251	957	-	-	-	-	-	-	-	-	-	-	Phasing changed now we have confirmation of build phase.	Y
B/C.4.001	Ely Crossing	-32	12,032	1,000	-	-	-	-	13,000	-	-	-	-	13,000	Phasing updated to match more upto date information. Costs of scheme have increased due to issues re foundations.	Y
B/C.4.017	Cambridge Cycling Infrastructure	-	-981	-	-	-	-	-	-981	-	-981	-	-	-	All schemes funded by S106, some of these schemes will now come under the umbrella of GCP.	Y
B/C.4.021	Abbey - Chesterton Bridge	-1,578	1,105	475	-	-	-	-	2	-131	-	133	-	-	Revised phasing based on latest information, as there had been delays around planning.	Y
B/C.4.023	King's Dyke	-4,339	-663	5,002	-	-	-	-	-	-	-	-	-	-	Revised phasing due to sale of land not completed in 17/18 as originally expected.	Y
B/C.4.029	Energy Efficiency Fund	-124	124	-	-	-	-	-	-	-	-	-	-	-	Revised phasing	
B/C.3.111	Community Hubs - Sawston	-914	914	-	-	-	-	-	-	-	-	-	-	-	Revised phasing due to delays for new build	Y
F/C.2.101	County Farms investment (Viability)	-62	62	-	-	-	-	-	-	-	-	-	-	-		
F/C.2.111	Shire Hall	-261	-450	-	-	-	-	-	-711	-	-	-	-	-711		

CHANGE IN FIGURES

COMPLETE WHITE FIELDS - COLUMNS P AND Q

Scheme Ref.	Scheme Name	EXPENDITURE							TOTAL (£k)	FUNDING					Reason for Change in Spend / Rephasing	Is there a detailed plan for spend in place? Y/N
		Up to 2017-18 (£k)	2018-19 (£k)	2019-20 (£k)	2020-21 (£k)	2021-22 (£k)	2022-23 (£k)	Later Yrs (£k)		Grants (£k)	Dvp Cont. (£k)	Other Cont. (£k)	Capital Receipts (£k)	Borrowing (£k)		
F/C.2.112	Building Maintenance	-160	871	-	-	-	-	-	711	-	-	-	-	711	<p>Objectives and outcomes:</p> <p>To maintain County Office premises to compliance standards that will not interrupt delivery of Council services. This contributes to all the Councils strategic outcomes.</p> <p>To assist the Shire Hall 2020 'Hub and Spokes' project. Re-profile the capital programme over two years to provide compliant and fit-for purpose premises identified to remain as 'spokes' and reduce expenditure on premises identified for disposal.</p> <p>Options:</p> <p>Do nothing - The 'spokes' premises will deteriorate, will not be compliant or fit for purpose for the proposed intensification/change of use.</p> <p>Do minimum – The 'spokes' premises would be compliant, but may not be fit for purpose for the proposed intensification/change of use.</p> <p>Preferred Option – To maintain and improve the premises identified as 'spokes' so they are compliant and fit for purpose for the Shire Hall 2020 project.</p> <p>Funding – It is proposed to re-profile spend between the Countywide Maintenance Programme and Shire Hall programme, and roll-forward the 17-18 capital budget.</p> <p>Re-profile spend – draft proposals as spreadsheet attached.</p> <p>Justification for roll-forward -</p> <p>Ely Library - Lift Replacement - £126k: Order placed in 17-18, implementation delayed due to design and specification of the UPS battery pack.</p> <p>St Neots Library - Lift Replacement - £113k; Order placed in 17-18, implementation delayed due to structural and asbestos issues.</p> <p>Lawrence Court – Structural Works - £100k: Delays in obtaining Listed Building Consent for works. Recently escalated to HDC director, plan to complete works in 18-19.</p> <p>Contingency and Risk:</p> <p>Contingency - it is proposed to manage contingency within current budget allocation by re-profiling and prioritising available budget.</p> <p>Risks</p> <p>If the budget is not re-profiled the Shire Hall budget will be underspent and the 'spokes' premises will be underfunded.</p> <p>If the roll-forward is not approved this will reduce the funds available for the proposed condition survey works required for the premises identified as 'spokes' so they will not be compliant and fit for purpose for the Shire Hall 2020 project.</p>	
F/C.2.114	MAC Joint Highways Depot	-482	-	482	-	-	-	-	-	-	-	-	-	-	- Rephasing	
F/C.2.116	Shire Hall Relocation	-34	-	-	-	-	-	-	-34	-	-	-	-	-34	Data centre work costs in 17/18 lower than expected.	
F/C.2.118	Smart Energy Grid Demonstrator scheme at the St Ives Park and Ride	-60	-	-	-	-	-	-	-60	-	-	-	-	-60	The underspend was due to staff costs which could not be capitalised, these were funded from reserves in 17/18 so the £60k surplus should not be required this year.	
F/C.2.240	Housing schemes	-83,290	83,290	-	-	-	-	-	-	-	-	-	-	-	- Rephasing	
NEW SCHEMES																
C/C.2.102	Renewable Energy - Soham	-117	117	-	-	-	-	-	-	-	-	-	-	-	- £117k retention to be paid in 18/19	
C/C.1.002	Office Portfolio Rationalisation	-184	184	-	-	-	-	-	-	-	-	-	-	-	- Hereward Hall 10,000 March Business Centre Closure 5,000 Scott House/Stanton House 10,000 Meadows Closure 5,000 Hill Rise Conversion 20,000 Buttsgrove Fesability 10,000 Sawtry Condition Survey & Roof 100,000 Small moves 25,000	
D/C.1.001	Next Generation eRP	-134	134	-	-	-	-	-	-	-	-	-	-	-	- Rephasing - slippage	
B/C.3.106	New Community Hub / Library Provision Cambourne	-151	190	-	-	-	-	-	39	-	39	-	-	-	- Scheme did not take place in 17/18 as originally budgeted. Increased developer contribution.	
B/C.4.014	Huntingdon – West of Town Centre Link Road	-957	957	-	-	-	-	-	-	-	-	-	-	-	- Outstanding land compensation costs outstanding - amounts still being neogoiated.	Y
potholes	Pothole Action Fund	-	2,415	-	-	-	-	-	2,415	2,415	-	-	-	-	- 1718 carry fwds re Highways & TSP	
Productivity	National Productivity Fund	-692	692	-	-	-	-	-	-	-	-	-	-	-	- 1718 carry fwds re Highways & TSP	
Challenge	Challenge Fund	-1,096	3,346	-	-	-	-	-	2,250	1,795	-	-	-	455	- 1718 carry fwds re Highways & TSP	
Safer Roads	Safer Roads Fund	-1,175	1,302	-	-	-	-	-	128	128	-	-	-	-	- 1718 carry fwds re Highways & TSP	
A/C.08.006	Highfields phase 2	-	250	3,600	2,800	150	70	-	6,870	-	-	-	-	6,870	Highfield - Pilot 0-25 Education. Rooms needed and ancillary accomodation	

CHANGE IN FIGURES

COMPLETE WHITE FIELDS - COLUMNS P AND Q

Scheme Ref.	Scheme Name	EXPENDITURE							TOTAL (£k)	FUNDING					Reason for Change in Spend / Rephasing	Is there a detailed plan for spend in place? Y/N
		Up to 2017-18 (£k)	2018-19 (£k)	2019-20 (£k)	2020-21 (£k)	2021-22 (£k)	2022-23 (£k)	Later Yrs (£k)		Grants (£k)	Dvp Cont. (£k)	Other Cont. (£k)	Capital Receipts (£k)	Borrow-ing (£k)		
A/C.01.066	Bassingbourn PS	-	70	1,700	1,200	150	30	-	3,150	1,200	-	-	-	1,950	Base now receiving Armed forces personnel - Take school to 14 classrooms Change in funding to allocated additional Basic Need in 2020/21	
A/C.01.067	WING PS	-	400	6,500	3,000	300	-	-	10,200	-	5,000	5,200	-	-	- Response to planning - September 2020 opening. - Free School bid & S106 - Funding to be confirmed (This is just an estimate)	
LPNR	Libraries People's Network Refresh	-	495	-	-	-	-	-	495	-	-	-	-	495	£495k prudential borrowing for Libraries People's Network Refresh scheme as approved in Jan IRPR by GPC.	
B/C.4.032	Scheme Development for Highways Initiatives	-985	388	597	-	-	-	-	-	-	-	-	-	-	- Funding not used in 17/18. Work will continue into 19/20.	
New	Combined Authority schemes	-	4,422	-	-	-	-	-	4,422	-	-	4,422	-	-	- New schemes	
B/C.3.107	New Community Hub / Library Provision Clay Farm	-	55	-	-	-	-	-	55	-	-	44	-	11	- Additional funding	
B/C.4.022	Cycling City Ambition Grant	-	20	-	-	-	-	-	20	20	-	-	-	-	- Additional funding	
		-106,502	112,525	11,522	2,769	13,763	9,170	3,900	47,148	16,432	5,998	6,399	-	18,319		

TRANSFORMATION FUND MONITORING REPORT QUARTER 4 2017/18

To: General Purposes Committee

Meeting Date: 24 July 2018

From: Amanda Askham, Director of Business Improvement and Development

Electoral division(s): All

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

Purpose: To outline progress in delivery of the projects for which transformation funding has been approved at the end of the fourth quarter of the 2017/18 financial year.

Recommendation: It is recommended that the Committee note and comment on the report and the impact of transformation fund investment across the Council.

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

- 1.1 As part of a new approach to business planning, focused on outcomes, it was agreed that the Council would establish a fund that could be used to resource the costs of delivering transformation, ensuring that finance is not a barrier to change at pace across the organisation. A fund of nearly £20m was established and there is now a programme of schemes which have received funding and are supporting the delivery of savings in the current financial year (2017/18) and beyond.
- 1.2 General Purposes Committee (GPC) has responsibility for stewardship of the fund, approving business cases for new proposals and reviewing progress with existing schemes. In June 2017 the Committee received a baseline report describing how each of the proposals would be progressed and monitored and this paper provides the third quarterly in-year monitoring update on expenditure and outcomes to date, the first being received by GPC in September.
- 1.3 GPC asked that future reports provide a high-level overview of how proposals were working, using a Red Amber Green (RAG) rating system to highlight where things are on and off-track. The steer given was that individual Policy and Service Committees would review relevant projects in detail as appropriate, with GPC maintaining a strategic oversight role and primarily focussing on highlights and exceptions.

2. OVERVIEW OF PROGRAMME

- 2.1 The table at fig. 1 provides a summary for Committee regarding the proportion of schemes with Transformation Fund investment which are rated green as 'on track' and those which are amber or red because the delivery of benefits is either delayed or will not be achieved as originally anticipated. The total invested and delivered to date and projected over the lifetime of the programme is provided in overview.

Figure 1: Transformation Programme Overview

RAG Rating	No of Schemes	Investment to Q4 (£000)	Savings / Income to Q4 (£000)	Total Investment Committed (£000)	Total Projected Saving/income over lifetime of scheme (£000)
Green – On Track	12	2,033	-5,136	3,256	-5,546
Amber – Delayed or some risk of under-delivery	1	58	-218	90	-259
Red – Not projected to deliver as originally planned	5	1,441	-2,524	1,883	-3,223
Total	18	3,532	-7,878	5,229	-9,028

3. EXCEPTIONS

3.1 The Committee has requested details of schemes which are not on track and the table below therefore provides an overview of;

- investment funding spent and savings secured to the end of the quarter, and how this varies from the original profile
- the total projected saving from the investment, and how this varies from the original profile
- details of the reasons for the variance and any mitigating actions which could be put in place

Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q4 2017/18 (£000)	Savings to date at Q4 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Enhanced Occupational Therapy Support to reduce the need for double-handed care (A/R.6.165)		58	-218	-218	The LD reviews progressed somewhat more slowly due to the complexity of the cases but where care packages have been changed this brought significant savings. The team will continue to work on delivering further savings during 2018-19 Although the Transformation target was not quite reached, it should be noted that overall the team delivered in-year savings and avoided costs of £1.087m across all areas.	Amber
Invest £000	Saving £000					
90	-259					

Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q4 2017/18 (£000)	Savings to date at Q4 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Using Assistive Technology to help people with Learning Disabilities live and be safe more independently without the need for 24 hr or overnight care (A/R 6.116)		186	-124	-135	As part of the Learning Disability savings programme we have invested in additional specialist assistive technology capacity. The work to review the use of technology across LD cases is ongoing. The savings rate achieved in 2017/18 is lower than modelled with the rate of referrals also being slower – however the programme is ongoing and we believe that further opportunities can be identified – in particular the use of more enabling technologies for people with autism will support greater independence during daytime activities. An expectation of c£80K savings will be delivered in 2018/19.	Red
Invest £000	Saving £000					
186	-214					

Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q4 2017/18 (£000)	Savings to date at Q4 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Dedicated Reassessment Team - Learning Disabilities (A/R 6.114)		734	-2,001	-2,381	To date 1,315 cases that have been reassessed between PAT and locality teams resulting in the 2,001k saving in 2017/18.	Red
Invest £000	Saving £000				The final position is £380k less than was predicted at the start of the year. This is largely a phasing issue with cases taking longer than anticipated to reassess.	
£750	-£2,381				There has been a significant amount of cost avoidance savings through the careful management of the fee negotiation increase process this year. Overall the LDP has cost avoided c£2.2M in cost increase.	

Scheme Description and Total Investment & Saving		Fund Expenditure to date at Q4 2017/18 (£000)	Savings to date at Q4 2017/18 (£,000)	Total projected Saving from investment	Progress & Commentary	RAG Rating
Children's Social Care Support for young people with complex needs (C/R.5.404)		203	-373	-1508	The model is now live from 1/10/17 delivering outreach support, residential beds in the children's home at Wisbech and joint working with the police. Over this period 48 young people have been supported to either prevent their admission to care, return home from care within a 28 day period of admission, return home from long-term care in a planned and sustainable way, or to stabilise their presentation to reduce risk and prevent placement breakdown or escalation in resources. Work has continued on a recruitment strategy for family placements (fostering and supported lodgings) however progress has been delayed and is now on hold due to significant pressures on management capacity and operational demands. Communication support worker has been recruited and started in Q4, and work continues to recruit to the clinician post.	Red
Invest £000	Saving £000					
£497	-£559					

4. OUTCOMES

- 4.1 **Appendix 1** maps out the schemes that have Transformation Fund investment against the Cambridgeshire County Outcomes. The totals indicate the outcomes that are most supported by the Transformation Fund investments, this shows trends and may create the opportunity to review and refine the current outcomes.

Recommendation: Review the current CCC Outcomes.

- 4.2 Below shows how some of the schemes are supporting people to live more independently:

Using assistive technology to support older people to remain independent in their own home

The project has introduced the use of 'just checking' monitoring equipment in the assessment of needs of older people. This gives social workers and families valuable information about people's movements and activities living at home and this is informing decisions about care planning. This is changing the perception of risk and needs and enabling lower cost packages of care and increases the likelihood of people maintaining their independence and staying in their own home for longer.

Enhanced Response Service – Falls and Telecare

This scheme has funded a team of responders to older people to ensure they get support promptly and that any issues requiring either urgent or ongoing care are picked up. This is making a contribution to pressures in both the health and social care system by avoiding the need for costly ambulance call outs, avoiding hospital admissions and keeping people at home.

Assistive Technology to help people with LD live and be safe independently

Reviewing the use of technology across existing LD cases to identify where technology can support more independence. Potential opportunities have been identified for people with autism where enabling technologies can provide support for greater independence during daytime activities.

5. ALIGNMENT WITH CORPORATE PRIORITIES

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

There are no significant implications for this priority.

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

A key focus of the Transformation Programme is on helping people to live healthy lives and cope more independently of public services.

5.3 **Supporting and protecting vulnerable people**

The impacts associated with the people living healthy and independent lives are captured within Community Impact Assessments for each proposals within the Business Plan,

including these transformation programmes. By successfully delivering transformation we can address the funding shortfall whilst protecting and enhancing outcomes for vulnerable groups. The transformation fund and its impact therefore mitigates the potential need for service reductions which would impact negatively on vulnerable people.

6. SIGNIFICANT IMPLICATIONS

6.1 Resource Implications

The resource implications are captured on the savings tracker showing expenditure from the transformation fund and the actual and anticipated return on investment.

6.2 Procurement/Contractual/Council Contract Procedure Rules Implications

No significant implications – in some instances the procurement process has taken longer than anticipated creating some delay in the expenditure and impact of the transformation investments – these are described within the commentary for each scheme.

6.3 Statutory, Legal and Risk Implications

There are no significant impacts for this category.

6.4 Equality and Diversity Implications

There are no significant implications within this category from this report – individual community impact assessments were completed for all schemes as part of the original business case.

6.5 Engagement and Communications Implications

There are no significant impacts for this category.

6.6 Localism and Local Member Involvement

There are no significant impacts for this category.

6.7 Public Health Implications

There are no significant impacts for this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes – Chris Malyon and Tom Kelly
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	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
General Purposes Committee Agenda, Reports and Minutes	https://cmis.cambridgeshire.gov.uk/ccc_live/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/2/Default.aspx

Appendix 1

		CAMBRIDGESHIRE COUNTY COUNCIL OUTCOMES						
Investment reference	Transformation Fund Investment title	Older people live well independently	People with disabilities live well independently	People at risk of harm are kept safe	People lead a healthy lifestyle	Children and young people reach their potential in settings and schools	The Cambridgeshire economy prospers to the benefit of all	People live in a safe environment
C/R.5.001	Commercial approach to contract management						X	
C/R.5.102	Total Transport						X	
C/R.5.202	Move to full cost recovery for non-statutory highway works						X	
B/R.6.214	Street Lighting Synergies						X	
C/R.5.301	Specialist Support for Adults with Autism to increase their independence		X	X	X		X	X
C/R.5.302	Using assistive technology to help people with learning disabilities live and be safe more independently without the need for 24hr or overnight care		X	X	X		X	X
C/R.5.303	Using assistive technology to support older people to remain independent in their own homes (approved)	X		X	X		X	X
C/R.5.304	Neighbourhood Cares Transformation Pilot- A New Approach to Social Work in Communities	X		X	X		X	X
C/R.5.305	Enhanced Occupational Therapy Support to reduce the need for double-handed care						X	
C/R.5.306	Recouping under-used direct payment budget allocations (increased monitoring)						X	
C/R.5.307	Dedicated Reassessment Team - Learning Disabilities						X	

C/R.5.308	Supporting people with physical disabilities & people with autism to live more independently		X	X			X	X
C/R.5.312	Increase in client contributions from improving frequency of re-assessment - older people & elderly mental health						X	
C/R.5.313	Enhanced Response Service - Falls and Telecare						X	
C/R.5.319	ASC/OP investment required to manage and reduce demand & cost to serve	X		X				X
C/R.5.320	OP & MH service delivery - sustaining budgetary performance						X	
C/R.5.401	Enhanced intervention service for children with disabilities		X			X	X	
C/R.5.402	Systemic family meetings to be offered at an earlier stage to increase the number of children being diverted from LAC placements			X		X	X	X
C/R.5.403	Link workers within Adult Mental Health Services		X					
C/R.5.404	Investment in Children's Social Care Support for young people with complex needs			X		X	X	X
C/R.5.004	Additional capacity in team conducting financial assessments						X	

Total

3

5

8

4

3

19

8

GENERAL PURPOSES COMMITTEE AGENDA PLAN

Published on 2nd July 2018

Agenda Item No.7



Cambridgeshire
County Council

Notes

Committee dates shown in bold are confirmed.

Committee dates shown in brackets and italics are reserve dates.

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

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

+ indicates items expected to be confidential, which would exclude the press and public.

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
<i>[21/08/18] Provisional Meeting</i>					
20/09/18	1. Minutes – 24/07/18	M Rowe			
	2. Resources and Performance Report (July) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report – July 2017	R Barnes	2018/015		
	4. Treasury Management Report – Quarter 1	M Finnegan	Not applicable		
	5. Medium Term Financial Strategy	C Malyon	Not applicable		
	6. Capital Strategy	C Malyon	Not applicable		
	7. Strategic Framework	C Malyon	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	8. Investigation into alternative office software	S Smith	Not applicable		
	9. Transformation Fund Monitoring Report Quarter 1 2018-19	A Askham	Not applicable		
	10. Workforce Strategy*	L Fulcher	Not applicable		
	11. Waste PFI Contract+ <i>[Reason for the meeting to be held in private - Information relating to the financial or business affairs of any particular person [including the authority holding that information].]</i>	A Smith	2018/026		
	12. Adults Positive Challenge Programme – Transformation Investment Proposal	R Gipp	2018/008		
23/10/18	1. Minutes – 20/09/18	M Rowe			
	2. Resources and Performance Report (August) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report - August 2017	R Barnes	2018/013		
	4. Service Committee Review of Draft Revenue Business Planning Proposals for 2019/20 to 2023/2024	C Malyon	Not applicable		
	5. Draft 2019/20 Capital Programme and Capital Prioritisation	C Malyon	Not applicable		
27/11/18	1. Minutes – 23/10/18	M Rowe			
	2. Resources and Performance Report (September) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report - September 2017	R Barnes	2018/014		
	4. Treasury Management Report – Quarter 2*	M Finnegan	Not applicable		
	5. Second Review of Draft 2019-20 Capital Programme and Capital Prioritisation	C Malyon	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	6. Business Planning 2019-20 to 2023-24 – update	C Malyon	Not applicable		
	7. Transformation Fund Monitoring Report Quarter 2 2018-19	A Askham	Not applicable		
18/12/18	1. Minutes – 27/11/18	M Rowe			
	2. Resources and Performance Report (October) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report - October 2017	R Barnes	2018/016		
	4. Amendments to Business Plan Tables (if required)	C Malyon	Not applicable		
	5. Draft Revenue and Capital Business Planning Proposals for 2019-20 to 2023-2024 (whole Council)	C Malyon	Not applicable		
08/01/19	1. Minutes – 18/12/18	M Rowe			
	2. Resources and Performance Report (November) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report - November 2017	R Barnes	2019/001		
	4. Local Government Finance Settlement	C Malyon	Not applicable		
	5. Overview of Business Planning Proposals	C Malyon	Not applicable		
22/01/19	1. Minutes – 08/01/19	M Rowe			
	2. Capital Receipts Strategy	C Malyon	Not applicable		
	3. Treasury Management Strategy	C Malyon	Not applicable		
	4. Business Plan*	C Malyon	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	5. Consultation Report	S Grace	Not applicable		
<i>[26/02/19] Provisional Meeting</i>					
26/03/19	1. Minutes – 22/01/19	M Rowe			
	2. Resources and Performance Report (January) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (January)	R Barnes	2019/002		
	4. Treasury Management Report – Quarter 3	M Finnegan	Not applicable		
<i>[30/04/19] Provisional Meeting</i>					
28/05/19	1. Minutes – 26/03/19	M Rowe			
	2. Resources and Performance Report (March) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (March)	R Barnes	2019/003		
	4. Treasury Management Report – Quarter 4 and Outturn Report*	M Finnegan	Not applicable		

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 Date 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		GPC	Bailey Bywater Criswell Dupre Hickford Hudson Jenkins Kavanagh McGuire Nethsingha Shuter Wotherspoon	80%

