

# ASSETS AND INVESTMENT COMMITTEE



**Date: Friday, 16 December 2016**

**Democratic and Members' Services**  
Quentin Baker  
LGSS Director: Law and Governance

**10:00hr**

Shire Hall  
Castle Hill  
Cambridge  
CB3 0AP

**Room 128**

**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-dec-of-interests>
2. **Minutes and Action Log of the Assets and Investment Committee** 5 - 12  
held 11th November 2016

### KEY DECISIONS

3. **Proposed acquisition of a new Highways Office and grant of an** 13 - 22  
**Occupational Agreement**

### OTHER DECISIONS

4. **St Ives Bridge Chapel - Management Agreement and potential** 23 - 30  
**future use**

- |           |                                                                                                                               |                |
|-----------|-------------------------------------------------------------------------------------------------------------------------------|----------------|
| <b>5.</b> | <b>Assets and Investment Committee review of draft Revenue and Capital Business Planning Proposals for 2017-18 to 2021-22</b> | <b>31 - 56</b> |
| <b>6.</b> | <b>Finance and Performance report - October 2016</b>                                                                          | <b>57 - 86</b> |
| <b>7.</b> | <b>Committee agenda plan</b>                                                                                                  | <b>87 - 92</b> |
| <b>8.</b> | <b>Exclusion of Press and Public</b>                                                                                          |                |

*To resolve that the press and public be excluded from the meeting on the grounds that the agenda contains exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed information relating to any individual, and information relating to the financial or business affairs of any particular person (including the authority holding that information)*

**9. Programme Highlight Report**

- Information relating to the financial or business affairs of any particular person (including the authority holding that information);

The Assets and Investment Committee comprises the following members:

Councillor Roger Hickford (Chairman) Councillor Paul Bullen (Vice-Chairman)

Councillor Chris Boden Councillor Adrian Dent Councillor Lynda Harford Councillor David Jenkins and Councillor Paul Sales

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

Clerk Name: Dawn Cave

Clerk Telephone: 01223 699178

Clerk Email: dawn.cave@cambridgeshire.gov.uk

The County Council is committed to open government and members of the public are welcome to attend Committee meetings. It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens. These arrangements operate in accordance with a protocol agreed by the Chairman of the Council and political Group Leaders which can be accessed via the following link or made available on request: <http://tinyurl.com/ccf-film-record>.

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

The Council does not guarantee the provision of car parking on the Shire Hall site and you will need to use nearby public car parks <http://tinyurl.com/ccf-carpark> or public transport



**ASSETS AND INVESTMENT COMMITTEE: MINUTES**

Date: Friday 11<sup>th</sup> November 2016

Venue: Kreis Viersen Room, Shire Hall, Cambridge

Time: 10.00am – 11.40am

Present: Councillors Boden, Bullen (Vice-Chairman), Hickford (Chairman), Jenkins and Reeve (substituting for Councillor Dent)

Apologies: Councillors Dent (Cllr Reeve substituting), Harford and Sales

**50. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**51. MINUTES AND ACTION LOG OF THE ASSETS AND INVESTMENT COMMITTEE HELD 21<sup>ST</sup> OCTOBER 2016, AND CONFIDENTIAL MINUTES OF THE ASSETS AND INVESTMENT COMMITTEE HELD 16<sup>TH</sup> SEPTEMBER 2016**

A correction was agreed to the October confidential minutes: last bullet point on page 12:

~~“Suggested that~~ **resolved that** the Town Council be given four plus four months...”

The Committee resolved to approve the confidential minutes of the Assets and Investment Committee held 16<sup>th</sup> September 2016, the public and confidential minutes (as amended) of the Committee held on 21<sup>st</sup> October, and note the Action Log.

It was confirmed that there would be a report back to the Committee in January on whether there were any viable alternative schemes to the Ely Archives Centre. It was noted that there had been a request from the Project Officer to consider alternative expenditure in relation to Milestone 3 (MS3), which had been refused. The point had been made clear to Highways & Community Infrastructure Committee Members that there should be no additional expenditure prior to the January Committee.

In relation to the action in the Action Log on the Ely Archives officer process being referred to Audit & Accounts Committee, the Democratic Services

Officer agreed to follow up the date with the Chairman of the Audit & Accounts Committee.

It was noted that the report on the St Ives Chapel had been deferred to the December meeting.

## **52. HIGHWAYS DEPOTS – OCCUPATIONAL ARRANGEMENTS**

A report was presented on leasehold disposal at less than best consideration of four Highways depots located at March, Witchford, Huntingdon and Whittlesford.

The sites would be occupied by the successful company in the current tendering process for the Highways Contract. Both potential contractors have indicated that they would wish to operate from the four existing highways depots, which would also continue to be occupied by existing County Council Highway staff. The occupation of these sites by an independent third party provider for the duration of the contract needed to be formally documented and approved. The proposed licence arrangement for the depots would be at “less than best” consideration, because if a market rent was charged, this would just increase the overall cost of the Highways Contract.

It was confirmed that:

- there was no specific requirement for contractors to use the four depots;
- the granting of the licence would be linked to the contract;
- there were termination provisions in the contracts, which meant that the licences could be terminated within 3-12 months, depending on the contract.

A number of Members expressed concern that contractors would essentially be given use of County Council depots, free of charge, which gave them the opportunity to make additional profit at the expense of the taxpayer, and they were unconvinced that this privilege would be reflected in a reduced price in the contract. In response, it was suggested that if the contractors did not use the depots, they would not be used and would not earn an income, and the Council would incur the management costs for the vacant units. It was noted that the current Highways contractor, Skanska, was already operating out of the four depots. It was confirmed that during the competitive dialogue process, the strategic approach had been tested, i.e. whether it was still appropriate to have four depots.

A Member spoke favourably about the proposed approach, as he felt it made sense and would save the Council money as part of the competitive process. It was confirmed that the provisions of Section 24 of Landlord and Tenant Act 1954 would be excluded from the licence, which was for a shared operation and occupation between the County Council and the operator. It was suggested that it would be useful to know how much value each provider was putting on the sites, as part of the competitive dialogue process.

A Member commented that he was not reassured on the issue of opportunity cost of those sites i.e. if a licence was not offered to the successful Highways Contractor, could those sites could be used for other purposes? He observed that the report gave no indication that alternative uses had been explored for those sites, e.g. through Making Assets Count. Officers advised that from the start of dialogue with bidders, the consensus was that the four depots were required, and there had been no subsequent discussions about looking at alternative sites, although previously there had been discussions about reducing down the number of sites although the locations were strategic in terms of the county's geography. Whilst it may be possible to develop some of the sites for other purposes, the scope for e.g. residential development, that would probably be limited due to their locations e.g. for residential development.

Committee Members commented that some of the issues raised in this report should have been brought to Committee at an early stage, e.g. exploring alternative options, and these different options presented to the Committee rather than presenting a fait accompli. They urged officers to take this approach in future reports.

It was unanimously resolved to:

- (i) permit the Head of Strategic Assets to formalise the occupation of the four Highways depots located at March, Witchford, Huntingdon and Whittlesford at less than best consideration.

## **53. FINANCE AND PERFORMANCE REPORT – SEPTEMBER 2016**

Members received an oral report on the financial and performance information relating to the areas within the Assets & Investment Committee's remit as at the end of September 2016. It was noted that the written report had not been available for the meeting, and would be circulated to the Committee as soon as it was available.

The Deputy Chief Executive reminded Members that the property and estates functions had been demerged from LGSS, and was again under the auspices of Cambridgeshire County Council (CCC). Whilst part of LGSS, the service had effectively been subsidised to some degree by Northamptonshire County Council, i.e. CCC had benefited from that arrangement. Therefore one of the consequences of demerging, was that it was necessary to find additional funding. This was being mitigated where possible by rationalisation.

A Member suggested that one way forward may be for CHIC to take responsibility for CCC's property and estates functions, suggesting that this arrangement may be advantageous to both CHIC and CCC. A number of Members indicated their support for this approach and it was suggested that it should be explored further.

It was resolved to:

- a) note the oral report.

#### **54. COMMITTEE AGENDA PLAN**

The Committee noted the agenda plan.

The Vice-Chairman commented that it was regrettable that the St Ives Chapel report was not available. Officers responded that it was not a straightforward issue, as one of the key legal issues still needed to be resolved, in relation to ownership issues.

#### **55. EXCLUSION OF PRESS AND PUBLIC**

It was resolved unanimously that the press and public be excluded from the meeting during the consideration of the following reports on the grounds that it is likely to involve the disclosure of exempt information under paragraph 3 of Schedule 12A of the Local Government Act 1972 as it refers to information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

#### **56. PROGRAMME HIGHLIGHT REPORT**

Members considered a number of information/update papers:

It was resolved unanimously to:



note the report.

Chairman





# ASSETS & INVESTMENT COMMITTEE

## Minutes-Action Log

### Introduction:

This is the updated action log as at **8<sup>th</sup> December 2016** and captures the actions arising from the most recent Assets & Investment Committee meeting and updates Members on the progress on compliance in delivering the necessary actions.

### Minutes of 21<sup>st</sup> October 2016

Item No.	Item	Action to be taken by	Action	Comments	Completed
43.	Ely Archives Centre	Cllr Hickford/ Cllr Shellens	Refer issue of officer process (costing, design, etc) to Audit & Account Committee (A&AC), and receive a report back.	To be considered by A&AC in January.	Ongoing

### Minutes of 11<sup>th</sup> November 2016

56.	Programme Highlight Report	John Macmillan	County Farms Estate Strategic Review Working Group	Dates to be agreed for December/January.  <i>Officers met with Chair and Vice-Chair and will verbally update Committee.</i>	
56.	Programme Highlight Report	John Macmillan	County Farms Estate Strategic Review – Savills independent report	To be circulated to Committee + subs	Yes

<b>56.</b>	<b>Programme Highlight Report</b>	John Macmillan	Officers to arrange meeting with Chairman re: Cottenham.	Extend invite to Cllr Harford if available.	Yes
<b>56.</b>	<b>Programme Highlight Report</b>	John Macmillan	Soham Gateway – officers to update Committee by email following meeting on 16/11/17	Soham Town Council meeting postponed until 17/01/17.	

In addition, the following actions were identified in informal meetings between some Committee Members and officers, relating to actions and decisions made at Committee meetings:

<b>Date of mtg</b>	<b>Action to be taken by</b>	<b>Action</b>	<b>Comments</b>	<b>Completed</b>
<b>09/06/16</b>	C Malyon	CFO to make inquiries on the CHIC staffing.	Recruitment Consultants selected and work underway	Ongoing

**PROPOSED ACQUISITION OF A NEW HIGHWAYS OFFICE AND GRANT OF AN  
OCCUPATIONAL AGREEMENT**

*To:* **Assets & Investment Committee**

*Meeting Date:* **16<sup>th</sup> December 2016**

*From:* **Deputy Chief Executive, Chris Malyon**

*Electoral division(s):* **Huntingdon**

*Forward Plan ref:* **2016/030**      *Key decision:* **Yes**

*Purpose:* **Acquisition of a new office building as a Highways headquarters and leasehold disposal of part at less than best consideration.**

*Recommendation:* **To authorise the acquisition of a new office building in Huntingdon on terms and conditions to be agreed by the Chief Finance Officer, and to formalise the occupation of part of the building by the new Highways Contractor at less than best consideration.**

<b><i>Officer contact:</i></b>
Name: Richard Lumley Post: Head of Highways Email: <a href="mailto:richard.lumley@cambridgeshire.gov.uk">richard.lumley@cambridgeshire.gov.uk</a> Tel: 01223 703839

## **1. BACKGROUND**

- 1.1 The County Council Highways Service is currently tendering for a contractor to provide a county-wide highway maintenance service via the Official Journal of the European Union (OJEU) competitive dialogue process. The current contract is with Skanska which is due to terminate on 30 June 2017. The new contract will be awarded, initially for a ten year period, with the option to extend for a further five years. The County Council is currently in competitive dialogue with two potential providers: Skanska and Kier.
- 1.2 The new highway contract is worth £60m per year comprising of both revenue and capital works. The County's Highways Service expects the new provider to save £3 million over the first two years; £800k revenue in year one followed by £2.2 million by the end of year two. The £2.2million will be a mixture of revenue and capital. From year three onwards it is expected that there will be efficiencies made year on year.
- 1.3 The new contract will be a step change from the traditional client-contractor set up that currently exists towards a more partnership based approach. Benefits of the partnership approach include significant integration of the County Council Highway Service with the partner, reducing duplication and double handling, increasing efficiency and the ability to deliver on the ground. A robust set of terms and conditions will be in place to manage and monitor performance to ensure that the contract is delivering value for money year on year. In order to drive value for money from day one there is a requirement for the new partner to integrate seamlessly into the depot environment, working with County Council Highways staff on a day to day basis. Such an arrangement creates a one-team approach through shared management and efficient use of time and resource.
- 1.4 Subject to receiving acceptable tenders from the two bidders, a report will go before Highways & Community Infrastructure committee on 14 February 2017 seeking approval to award the new contract to the successful bidder. Mobilisation of the contract will commence 1 March 2017 and run for a four month period.
- 1.5 The Council is currently charged through the existing contract for both the Council's staff and those of Skanska that occupy accommodation at Girton.

## **2. MAIN ISSUES**

- 2.1 Through the competitive dialogue process, both potential contractors stated that they would be willing to lease a new office base located in Huntingdon, due to its central location and good transport links with the A14 and A1(M), which will accommodate 120 contractor and County Highways staff. Both contractors stated that the County Council would be recharged for this accommodation through the service contract.
- 2.2 Strategic Assets has advised against this option as it would be likely that the County Council would be liable for all overheads associated with the accommodation (rental, service charge costs, management/admin costs and dilapidation costs) but these would not be readily identifiable and nor would the County Council be able to actively manage the control of those costs via this model.

- 2.3 The County Council's Highways Service has consulted with representatives of both Making Assets Count (MAC) and the County Council's Transformation Team. MAC and the Transformation Team have confirmed that there is no existing capacity, to accommodate 120 people in one location within the Huntingdon area, within either our own property portfolio or our partners existing property portfolios.
- 2.4 The County Council's Highways Service, in conjunction with strategic partners, is developing a joint highways depot site in Swavesey. It is expected that the new joint highways site will release the existing Huntingdon Highway Site for redevelopment. The new headquarters is required in addition to the new planned joint highways depot. The imminent need for the new headquarters does not fit with the programme for the Shire Hall Relocation Project or Combined Authority Project, however, these should be considered as part of the decision on the size and type of acquisition.
- 2.5 The accommodation would provide joint accommodation for 120 staff from both the Council and the successful bidder. Accommodation will be allocated on the Council's average 5:10 workstation to headcount ratio, and will move Council staff from Shire Hall and the current Skanska's offices at Girton.
- 2.6 Strategic Assets proposed two potential solutions: a leasehold acquisition of a new office base or a freehold acquisition. Members have stated that the County Council should be taking a more commercial approach to property investment which a freehold acquisition is consistent with. Two potential properties have been identified as set out in **Appendix 1**.
- 2.7 The freehold acquisition will require a large initial capital investment compared to a leasehold acquisition but the County Council would be able to retain the asset at the end of the Highways Contract. A freehold acquisition provides flexibility by allowing the County Council to relocate other teams from currently leased assets, share with partners with no restrictions and will give the County Council the opportunity to lease part of or all of the property out on commercial lease terms, when no longer required for operational requirements, providing a potential income stream.
- 2.8 It is intended that the County Council will share the office base with the new Highways contractor and no charge will be made to the contractor for the space that they occupy under licence. The Council did consider the option of charging market rent for the space occupied however the contractor will recharge the rental cost via their tender bid price and therefore the rent will become circular monies. The contractor may also add a management fee to cover the cost of dealing with any property issues which again may be recharged via the contract.
- 2.9 To meet the requirements of s.123 of the Local Government Act 1972, the Council's core policy is that disposals should be at 'best consideration' unless authorised by Members. Disposals are defined as the transfer of a legal interest in land (which could be a freehold sale, grant of a lease, release of restrictive covenant), other than the grant of a lease of less than 7 years in duration which are exempt from the requirements of s.123.
- 2.10 The County Council's Constitution now provides that the authority for all property transactions rests with the Assets and Investment Committee, but there is an agreed delegation to the Chief Finance Officer (*s151 Officer*) to exercise that

authority for transactions where the capital value is less than £500,000, or the revenue value is less than £150,000

- 2.11 Disposals at less than best consideration have not generally been delegated to officers, but there have been a number of different delegations provided for over the years to cater for special circumstances. The current agreed delegation is as follows:-

Authorisation of disposals of property assets by occupational agreements of less than 7 years to community-based users on School and other County Council sites at less than best consideration shall be delegated to the Chief Finance Officer, where the annual market rental value of the site is less than £20,000.

- 2.12 As the contract will be let for a 10 to 15 year period, this means that any occupational arrangement will be longer than the 7 year term which the Chief Finance Officer has delegated authority to authorise and therefore this Committee's authority is required for the onward grant of an occupational agreement to the provider, as well as for the acquisition itself.
- 2.13 In order to simplify matters, it is proposed that Cambridgeshire County Council documents the occupation of the new office base sites via a licence, at less than best consideration i.e. at a peppercorn rent. Furthermore it is proposed that the County Council retains all responsibility for maintenance and running costs therefore the contractor will incur no cost for their occupation of the depots and should reflect this in their formal tender submissions. Member approval for the acquisition of the new office base and the licence at less than best is required before the County Council can formally confirm the property arrangements to both contractors.

### **3.0 RECOMMENDATION**

- 3.1 Joint accommodation for CCC Highways staff and the chosen contractor staff will be required for a minimum of 10 years, therefore it is felt that the freehold acquisition would provide best value for the Council.
- 3.2 The Huntingdon area is a preferred location for many Council services, particularly those who run county wide services. The additional space offered by property 2, Vantage House, over and above the requirements for the joint Highways accommodation would offer additional capacity for commercial use. With the opportunity of coming out of a leased property St Ives next year, some services being jointly managed between Cambridgeshire and Peterborough and the options for an alternative to the Shire Hall site this would allow flexibility within our portfolio in a geographical central location for Cambridgeshire.
- 3.3 Vantage House will accommodate the 120 Highways staff in addition to either a commercial lease for the remaining space or to accommodate a minimum of 40 Council staff, this is based on a standard workstations and meeting room layout and the Councils average 5:10 ratio.
- 3.4 Parking ratio for most Council buildings is calculated on a three/four workstations per car park space ratio.



- 3.5 Recommendation: Property 2, Vantage House, option 2a. The building will hold c160 staff using c80 workstations (subject to the type of layout required), therefore the additional parking offered in option 2b will not be required.
- 3.6 The cost to set up the building will be finalised when successful bidder is chosen.

#### 4. ALIGNMENT WITH CORPORATE PRIORITIES

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

There are no significant implications for this priority.

##### 4.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

##### 4.3 Supporting and protecting vulnerable people


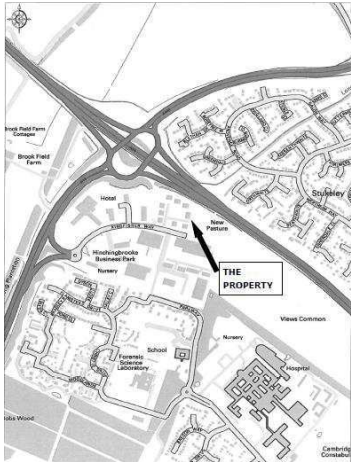
There are no significant implications for this priority.

#### 5. SIGNIFICANT IMPLICATIONS



Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Officer: Chris Malyon
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	Yes or No Name of Legal Officer:
Are there any Equality and Diversity implications?	No Name of Officer: Tamar Oviatt-Ham
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Mark Miller
Are there any Localism and Local Member involvement issues?	No Name of Officer: Tamar Oviatt-Ham
Have any Public Health implications been cleared by Public Health	Yes or No Name of Officer:

Source Documents	Location
Highway Service Contract 2017 – Highways Transformation Board papers and associated background documents	<a href="http://lccc.cambridgeshire.gov.uk/data/Et Shared/HSC Board">lccc.cambridgeshire.gov.uk\data\Et Shared\HSC Board</a>



Property 1		UNIT 10, Ramsey Court, Hinchingsbrooke Business Park, Huntingdon			
  	Option 1				
	Size		Type of Acquisition	Costs	Notes
	566 sq m /6,100 sq ft		FRI Lease for 10 year lease with a 5 year break and 5 yearly upward only rent reviews	<ul style="list-style-type: none"><li>£90,000 p.a. plus VAT</li><li>Service Charge Costs</li></ul>	Vacant Possession
	Benefits			Constraints	
	<ul style="list-style-type: none"><li>Modern detached late 1990s/early 2000 office building within existing Business Park</li><li>Comfort Cooling</li><li>Raised Floors and Lift</li><li>26 Car Parking Spaces</li><li>EPC Band B</li><li>Running costs will be the same whether leasehold or freehold</li></ul>			<ul style="list-style-type: none"><li>Leasehold Asset therefore a wasting asset</li><li>Dilapidation Costs at end of lease term</li><li>Constraints due to normal commercial lease practices</li><li>Size of property potentially serves Highways demand for space only</li></ul>	
	Option 2				
	Size		Type of Acquisition	Costs	Notes
	566 sq m /6,100 sq ft		Virtual Freehold (Balance of 999 year lease)	<ul style="list-style-type: none"><li>£975,000 plus VAT</li><li>Service Charge Costs</li></ul>	Vacant Possession
	Benefits			Constraints	
	<ul style="list-style-type: none"><li>Modern detached late 1990s/early 2000 office building within existing Business Park</li><li>Comfort Cooling</li><li>Raised Floors and Lift</li><li>26 Car Parking Spaces</li><li>EPC Band B</li><li>Long-term investment with commercial potential - Virtual freehold allows CCC to utilise this property more commercially if service demand changes i.e. subletting a floor</li><li>Acquisition would be an asset to CCC's investment portfolio</li></ul>			<ul style="list-style-type: none"><li>Capital Investment</li><li>Size of property potentially serves Highways demand for space only</li></ul>	

## APPENDIX

		Running costs will be the same whether leasehold or freehold		RAT FENDEX	
Property 2		Vantage House, Vantage Park, Washingley Road, Huntingdon			
  		Option 1			
		Size	Type of Acquisition	Costs	Notes
		8,000 sq ft NIA with 31 car parking spaces (20 additional car parking spaces available)	FRI Lease for 15 year term with 5 yearly upward only rent review and break options at year 5 and 10.	<ul style="list-style-type: none"><li>£120,000 p.a. plus VAT for building and 31 car parking spaces</li><li>£15,000 p.a. for additional 20 spaces with one off capital build cost of £30,000 plus VAT.</li></ul>	<ul style="list-style-type: none"><li>Vacant Possession</li><li>Lease of part available as option.</li></ul>
		Benefits		Constraints	
		<ul style="list-style-type: none"><li>Modern detached office building, built within the last five years, within existing Business Park</li><li>Comfort Cooling</li><li>Raised Floors and Lift</li><li>35 Car Parking Spaces</li><li>EPC Band B</li><li>Property larger than space requirements for Highways Service which gives CCC opportunity to re-locate other teams to the building</li><li>Acquisition would be an asset to CCC's investment portfolio</li><li>Running costs will be the same whether leasehold or freehold</li></ul>		<ul style="list-style-type: none"><li>Leasehold Asset therefore a wasting asset</li><li>Dilapidation Costs at end of lease term</li><li>Potential Constraints due to normal commercial lease practices</li></ul>	
		Option 2a			
Size		Type of Acquisition	Costs	Notes	
8,000 sq ft NIA with 31 car parking spaces		Freehold	£1,240,000 plus VAT	<ul style="list-style-type: none"><li>Vacant Possession</li><li>Existing owners prepared to take a leaseback of part if whole building is not required immediately</li></ul>	

## APPENDIX

Benefits		Constraints		
<ul style="list-style-type: none"><li>• Modern detached office building, built within the last five years, within existing Business Park</li><li>• Comfort Cooling</li><li>• Raised Floors and Lift</li><li>• 31 Car Parking Spaces</li><li>• EPC Band B</li><li>• Property larger than space requirements for Highways Service which gives CCC opportunity to re-locate other teams to the building</li><li>• Property already partially subdivided which could benefit any future need to sublet on a commercial lease basis to generate income.</li><li>• Acquisition would be an asset to CCC's investment portfolio</li><li>• Running costs will be the same whether leasehold or freehold</li></ul>		<ul style="list-style-type: none"><li>• Capital Investment</li></ul>		
Option 2b				
Size	Type of Acquisition	Costs	Notes	
8,000 sq ft NIA with 31 car parking spaces (20 extra spaces to be built out at a approx.cost of £1500 per space)	Freehold	£1,345,000 plus VAT	<ul style="list-style-type: none"><li>• Vacant Possession</li><li>• Existing owners prepared to take a leaseback of part if whole building is not required immediately</li></ul>	
Benefits		Constraints		
<ul style="list-style-type: none"><li>• Modern detached office building, built within the last five years, within existing Business Park</li><li>• Comfort Cooling</li><li>• Raised Floors and Lift</li><li>• 31 Car Parking Spaces</li></ul>		<ul style="list-style-type: none"><li>• Highest Capital Investment</li></ul>		

	<ul style="list-style-type: none"> <li>• Land for additional 20 spaces Cost of constructing additional car parking spaces is included within price and will be built out.</li> <li>• EPC Band B</li> <li>• Property larger than space requirements for Highways Service which gives CCC opportunity to re-locate other teams to the building</li> <li>• Property already partially subdivided which could benefit any future need to sublet on a commercial lease basis to generate income.</li> <li>• Running costs will be the same whether leasehold or freehold</li> </ul>	
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**ST IVES BRIDGE CHAPEL – MANAGEMENT AGREEMENT AND POTENTIAL FUTURE USE**

*To:* **Assets and Investment Committee**

*Meeting Date:* **16<sup>th</sup> December 2016**

*From:* **Deputy Chief Executive, Chris Malyon**

*Electoral division(s):* **St Ives**

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

*Purpose:* **To propose a formal agreement with the Norris Museum to manage the Chapel of St Ledger, St Ives River Bridge on behalf of Cambridgeshire County Council.**

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

- **Agree the proposed draft agreement set out by the Norris Museum for management of the asset.**

<b><i>Officer contact:</i></b>	
Name:	Stephen McGee
Post:	Bridge Engineer – Highway Projects
Email:	<a href="mailto:Stephen.mcgee@cambridgeshire.gov.uk">Stephen.mcgee@cambridgeshire.gov.uk</a>
Tel:	01223 715652

## **1. BACKGROUND**

- 1.1 St Ives River Bridge and Chapel is a 15<sup>th</sup> century six span stone arch structure and is noted for being only one of four bridges in England to incorporate a chapel. The structure is a Scheduled Ancient Monument and Grade 1 listed and therefore any structural or fabric alterations must be approved by Historic England.
- 1.2 The bridge was originally a toll bridge under the ownership of the Duke of Manchester. By 1921 the bridge had fallen into disrepair and the Duke sold it to Huntingdonshire County Council (predecessor to Cambridgeshire County Council). Since 1921 the bridge has been the responsibility of the County Council, forming part of the highway asset and therefore maintained as such.
- 1.3 Legal records show that the Chapel wasn't included at the time, but was sold separately under another conveyance dated in 1928 from Mence & Mence to the County Council for the Administrative County of Huntingdon. Since 1928 both the bridge and chapel have been the responsibility of the County Council and are maintained as part of the highway network.
- 1.4 The Norris museum, prior to their closure for refurbishment, had managed the booking of the chapel without any formal agreement in place. Subsequently, St Ives Town Council took over this informal arrangement.
- 1.5 Due to circumstances outlined in this report, it is proposed that an agreement regarding management and maintenance needs to be formalised. This report aims to seek approval for the commencement of a formal agreement between the Norris Museum and Cambridgeshire County Council, which will secure the future wellbeing of an important Cambridgeshire landmark.

## **2. MAIN ISSUES**

- 2.1 The original issue of the chapel's usage and management was raised due to an application for an alcohol licence and pop up pub. The press published several articles regarding the application and the County Council received strong public opposition to the proposals.
- 2.2 A public meeting and chapel open day was held on the morning of Friday 23 September 2016 to gauge the level of public feeling and to ascertain what the residents of St Ives would like the chapel to be used for. During the morning over 100 concerned residents attended to voice their opinion. A petition of over 800 signatures, objecting to the proposals was received and only 2 people were in support of the pop up pub.
- 2.3 From the public meeting it was discovered that residents felt the Chapel is underused and would like to see it open for more events and functions. Due to the lack of facilities in the chapel, including toilets, washing facilities, fire escapes, etc. officers do not believe that the Chapel would be suitable for commercial hire or the ability to generate income. The County Council's Registration Service Manager has confirmed that due to its on-going religious



use and lack of facilities it is not possible to grant any licence for use as an Approved Venue for civil marriages, civil partnerships etc.

- 2.4 Unfortunately, the applicant applied for the license for the pop up bar prior to any formal discussions with the County Council. Thus the application for an alcohol license and pop up pub was provisionally agreed, albeit with the caveat that appropriate insurance, licenses and consultation was obtained and carried out.
- 2.5 On Monday 4 October, a meeting took place between the County Council and the Norris Museum to set out a possible way forward for the Chapel, including responsibility for maintenance, hire etc. The following proposals were set out during the meeting;
- The County Council will continue to fulfil its maintenance duties in relation to the structure as well as carry out any repairs required;
  - The Norris Museum will hold the keys to the chapel and manage bookings and events which they deem suitable;
  - The Norris Museum also believes they would be able to attain Heritage Lottery Funding for future repair/maintenance schemes (something which the Council has tried previously and was unable to achieve).
- 2.6 Historic England has been kept abreast of all discussions and the proposals outlined in this report.

### **3.0 Proposed agreement**

#### **3.1 Management Agreement for the Bridge Chapel between Cambridgeshire County Council and the Norris Museum, October 2016**

The fifteenth century bridge and chapel in St Ives is the major heritage asset in the town and listed as a scheduled ancient monument by Historic England. In order to make it accessible to the general public, whilst ensuring appropriate use of such a nationally significant building, a management agreement between Cambridgeshire County Council and The Norris Museum has been agreed.

Cambridgeshire County Council will continue to be responsible for the maintenance and upkeep of the bridge and chapel in accordance with Historic England's requirements. The Norris Museum will manage all access to the Bridge Chapel and ensure that all activities undertaken in the chapel directly relate to, or are sympathetic with, the nature and historical importance of the building, and seek to share and promote this local asset. All should be temporary in nature and in no way conflict with the historical integrity of the building. All activities will be undertaken at the participants own risk.

### **3.2 Responsibilities of Cambridgeshire County Council**

- Maintenance (in liaison with Historic England);
- Ongoing schedule of repairs and / or maintenance to the fabric of the building and bridge;
- Work in the near future that will improve safety for visitors e.g. balcony repairs - the scope of which will be decided by the County Council and approved by English Heritage.

The current cost of day to day minor maintenance is borne from the bridges maintenance budget. It is important to note that due to an increase in footfall through the chapel there may be additional maintenance required going forward. The Norris Museum will inform the County Council's Highways Service as soon as any issues become apparent, but will not be liable for the cost of any maintenance work. Should work of significant value be required the County Council will determine future funding sources on a case by case basis.

### **3.3 Responsibilities of The Norris Museum**

- To manage all uses of the chapel via a booking system (no income will be generated), any bookings made with any other party would be invalid;
- To judge appropriate use of the chapel and manage bookings accordingly;
- To hold the key to the bridge chapel and issue it to booked users at times suitable for the museum (i.e. museum opening hours);
- Monitor the use and condition of the building on a regular basis;
- To record visitor figures to the Bridge Chapel.

It will be the intention of the museum to open the chapel on a regular basis across the working week and weekend to provide guided access to the Bridge Chapel. These open sessions would be supported by a knowledgeable museum volunteer who could talk to visitors about the bridge and its history. In the future the museum would aim to install a small set of information boards so that even when the chapel is not staffed, visitors can gain an understanding of the significance of the building and bridge.

### **3.4 Responsibilities of users**

Individuals / groups who have booked the chapel will use it at their own risk and will be asked to:

- Leave a refundable deposit for the key if their use is not supervised by The Norris Museum;

- Sign a disclaimer to say they understand that they are entering the building at their own risk; This would include those risks that are inherent in a building of this age and therefore do not adhere to modern health and safety standards e.g. the nature of the stairs down to the lower floor, balcony railings, floor levels etc.;
- Undertake to treat the chapel building with respect as a scheduled ancient monument, not to damage or deface it any way;
- Clean up after their visit removing any rubbish, dirt or debris;
- Report any fault/damage/incident or accident to The Norris Museum;
- Return the key to The Norris Museum at an agreed time in exchange for the return of the deposit.

### **3.5 Agreed areas of use**

- Agreed by all parties that the Catholic church can continue to use the chapel for their services on Monday mornings, leaving it as they found it;
- Charitable fundraising activities e.g. selling of Christmas cards, Poppy Appeal;
- Guided walks, talks and tours;
- Temporary art installations (content, topic and form dependent);
- Unguided individual and group visits as per responsibilities of users above;
- Photograph opportunities including but not exclusive to wedding photographs, local promotion.

The aim of this agreement is to provide a co-ordinated approach to managing the Bridge Chapel as a major heritage asset of the town. By partnering it with The Norris Museum it will form a coherent heritage offer in the town and raise the profile of the chapel as a place to visit. It will also ensure that all activities are deemed appropriate for the nature of the building.

## **4. ALIGNMENT WITH CORPORATE PRIORITIES**

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

There are no significant implications for this priority.

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

There are no significant implications for this priority.

### **4.3 Supporting and protecting vulnerable people**

There are no significant implications for this priority.

## **4. SIGNIFICANT IMPLICATIONS**

### **4.1 Resource Implications**

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

- With the Norris Museum's management of the asset, there is the possibility of attaining Heritage Lottery Funding for future maintenance and refurbishment schemes;
- The Museum will also look to employ volunteers and sponsors to clean the space as well as windows;
- It is the belief of the County Council Bridges section that the proposals would benefit all parties as well as securing the future of the bridge and chapel from a structural point of view.

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

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

- On the advice of Historic England, we shall also be adopting their policy guide for owners and occupiers of scheduled monuments.

## **4.3 Equality and Diversity Implications**

There are no significant implications for this priority.

## **4.4 Engagement and Consultation Implications**

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

- Councillors held a Chapel open day on 23<sup>rd</sup> September 2016 with over a hundred residents attending. Residents felt the Chapel is far too underused and would like to see it open for more events and functions;
- CCC has been in consultation with Historic England who are satisfied with the proposals;
- Local Members as well as Town Councillors have been consulted and are in support of the proposals.

## **4.5 Localism and Local Member Involvement**

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

- The Norris Museum intends to publicise the Chapel and its usage to further encourage local and charitable events to take place;
- Local members have been fully informed of the scheme and agreements, and have taken key roles in developing proposals.

## **4.6 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: <b><i>Sarah Heywood</i></b>
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: <b><i>Fiona McMillan</i></b>
Are there any Equality and Diversity implications?	Yes Name of Officer: <b><i>Tamar Oviatt-Ham</i></b>
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: <b><i>Mark Miller</i></b>
Are there any Localism and Local Member involvement issues?	Yes Name of Officer: <b><i>Paul Tadd</i></b>
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: <b><i>Tess Campbell</i></b>

Source Documents	Location
<ul style="list-style-type: none"> <li><i>Draft Management Agreement for the Bridge Chapel between Cambridgeshire County Council and The Norris Museum</i></li> <li><i>Historic England – Scheduled Monuments – A Guide for Owners and Occupiers</i></li> <li><i>1921 &amp; 1928, Conveyancing documents</i></li> </ul>	<p>All documents can be found at;</p> <p>Unit 5, Wellbrook Court Girton Cambridge CB3 0NA</p> <p>The document is held electronically on the Highways Projects/Bridges directory and can be obtained by emailing; <a href="mailto:Stephen.mcgee@cambridgeshire.gov.uk">Stephen.mcgee@cambridgeshire.gov.uk</a></p>



**ASSETS AND INVESTMENT COMMITTEE REVIEW OF DRAFT REVENUE AND CAPITAL BUSINESS PLANNING PROPOSALS FOR 2017/18 TO 2021/22**

**To:** Assets and Investments Committee

**Meeting Date:** 16 December 2016

**From:** Chris Malyon, Deputy Chief Executive & Chief Finance Officer

**Electoral division(s):** All

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

**Purpose:** This report provides the Committee with an overview of the draft Business Plan revenue and capital proposals for Assets and Investment that are within the remit of the Assets and Investment Committee.

**Recommendation:**

- a) It is requested that the Committee note the overview and context provided for the 2017/18 to 2021/22 Business Plan revenue proposals for the Service, updated since the last report to the Committee in October.
- b) It is requested that the Committee comment on the draft revenue savings proposals that are within the remit of the Assets and Investment Committee for 2017/18 to 2021/22, and endorse them to the General Purposes Committee as part of consideration for the Council's overall Business Plan
- c) It is requested that the Committee comments on the changes to the capital programme that are within the remit of the Assets and Investment and endorse them.

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

**1. OVERVIEW**

- 1.1 The Council's Business Plan sets out how we will spend our money to achieve our vision and priorities for Cambridgeshire. Like all Councils across the country we are facing a major challenge. Our funding continues to reduce whilst our costs continue to rise. Those increases are driven by inflationary and demographic pressures. As the fastest growing county in the country the pressures of demography are far greater in this county than elsewhere.
- 1.2 The Council has now experienced a number of years of seeking to protect frontline services in response to reducing Government funding. Looking back, we have saved £68m in the last two years and are on course to save a further £41m this year (2016/17). As a result, we have had to make tough decisions over service levels during this time. Over the coming five years those decisions become even more challenging. That is why this year the Council has adopted a new approach to meeting these financial challenges, which builds upon the outcome-led approach that was developed last year.
- 1.3 The Council last year established the strategic outcomes it will be guided by throughout the Business Planning process, which are outlined on the right. Early in the process this year, a number of Transformation Programmes have been established to identify the specific proposals that will meet these outcomes within the resources available to the Council.
- 1.4 These Transformation Programmes are the lens through which this year's Business Planning Process has been approached, and will feature in the material considered by Members in workshops and Committees. There are 11 Programmes, made up of "vertical" service-based Programmes, and "horizontal" cross-cutting Programmes:

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

1. Adult Services	2. Children's Services	3. Economy, Transport and Environment	4. Corporate and LGSS	5. Public Health
6. Finance and Budget Review				
7. Customers and Communities				
8. Assets, Estates and Facilities Management				
9. Commissioning				
10. Contracts, Commercial and Procurement				
11. Workforce Planning and Development				

- 1.5 In July 2016 General Purposes Committee considered and endorsed a report which summarised the role that the new approach to transformation has played so far this year. In particular, this table captured precisely how



transformation – in line with the Council’s strategic outcomes – will contribute towards balancing the budget:

Base Budget		Year 0
Review of Outturn		
Corporately agreed changes to	Inflation	X
	Demography	X
	Capital Financing	X
	Service Pressures	X
		Year 1
Base budget (new business plan)		
Projected Resource Envelope		A
Savings Challenge		$Y1 - A = B$
<b>Transformation Programme</b>		
“Horizontal” Cross-cutting programmes	X	
“Vertical” Service-based programmes	X	
Total Transformation Proposals		C
Revised Savings Challenge		$B - C = D$
Savings Challenge applied to Budgets		D

1.6 Within this new framework, the Council continues to undertake financial planning of its revenue budget over a five year timescale which creates links with its longer term financial modelling and planning for growth. This paper presents an overview of the proposals being put forward as part of the Council’s draft revenue budget, which are relevant to this Committee.

1.7 Funding projections have been updated based on the latest available information to provide a current picture of the total resource available to the Council. At this stage in the year, however, projections remain fluid and will be reviewed as more accurate data becomes available.

1.8 The main cause of uncertainty is the upcoming Comprehensive Spending Review and Local Government Finance Settlement. General Purposes Committee resolved not to accept the multi-year grant settlement that was being offered by the Government and therefore this uncertainty will be an annual event.

1.8 The Committee is asked to endorse these initial proposals for consideration as part of the Council’s development of the Business Plan for the next five years.

## 2. FINANCIAL OVERVIEW

2.1 In order to balance the budget in light of the cost increases set out in the previous section and reduced Government funding, savings or additional income of £33.6m are required for 2017-18, and a total of £99m across the full five years of the Business Plan. The level of savings required do change each year as cost projections are updated to reflect the latest information available including the latest service pressures that have been identified. The following table shows the total amount necessary for each of the next five years, separating Public Health in 2017-18 as it is ring-fenced:

Service Block	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000
Council	-33,002	-19,440	-16,892	-18,495	-10,583
Public Health	-606	-	-	-	-
<b>Total</b>	<b>-33,608</b>	<b>-19,440</b>	<b>-16,892</b>	<b>-18,495</b>	<b>-10,583</b>

- 2.2 There are also a number of risks which are not included in the numbers above, or accompanying tables. These will be incorporated (as required) as the Business Plan is developed. Estimates are given below where possible.

	2017-18 £'000	Risk
Dedicated Schools Grant funding	4,300	This potential pressure is the result of a consultation on national funding reforms and review by Schools Forum.
Business rates revaluation	-	The Business Rates re-valuation is due to take effect from 1st April 2017, which could see significant rises in business rate liabilities in some areas and for some types of property.
Local Government Finance Settlement	-	Risk that the Council's funding is lower than budgeted.
<b>Total</b>	<b>4,300</b>	

- 2.3 In some cases services have planned to increase locally generated income instead of cutting expenditure. For the purpose of balancing the budget these two approaches have the same effect and are treated in the same way.
- 2.4 Delivering the level of savings required to balance the budget becomes increasingly difficult each year. Work is still underway to explore any alternative savings that could mitigate the impact of our reducing budgets on our front line services, and Business Planning proposals are still being developed to deliver the following:

Service Block	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000
Council	-	-1,823	-12,224	-12,168	-9,879
Public Health	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-1,823</b>	<b>-12,224</b>	<b>-12,168</b>	<b>-9,879</b>

Note, this assumes the Public Health Grant is un-ring-fenced from 2018-19 onwards.

- 2.5 The level of savings required is based on a 2% increase in Council Tax, through levying the Adults Social Care precept in all years it is available (up to and including 2019-20), but a 0% general Council Tax increase. This assumption is built into the MTFS which was discussed by GPC in July. For each 1% more or less that Council Tax is changed, the level of savings required will change by approximately +/-£2.5m.
- 2.6 There is currently a limit on the increase of Council Tax of 2% and above. Should council's wish to increase their council tax above this it can only do so having sought the views of the local electorate in a local referendum. It is estimated that the cost of holding such a referendum would be around £100k,

rising to as much as £350k should the public reject the proposed tax increase (as new bills would need to be issued). The MTFs assumes that the council tax limit of 2% and above will remain in place for all five years.

- 2.7 Following December service committees, GPC will review the overall programme in early January, before recommending the programme in late January as part of the overarching Business Plan for Full Council to consider in February.

### 3. TRANSFORMATION UPDATE

- 3.1 In response to recognising that the traditional method of developing budgets and savings targets through departmental based cash limits was unsustainable in the long term, the Council has agreed a new approach that will result in an outcome focussed method to Business Planning.
- 3.2 As a consequence it was agreed that the Council would establish a fund that would be used to supplement base budgets, ensuring that finance is not seen as a barrier to the level and pace of transformation that can be achieved.
- 3.3 All savings proposals have been aligned with one of the eleven transformation workstreams and £7,387k has been requested from the transformation fund to support the delivery of these savings in 2017-18.

Investments requested:

Transformation Workstream	2016-17 £'000	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000
Finance & Budget Review	-	133	-46	-87	-	-
Customer & Communities	-	-	-	-	-	-
Assets, Estates & Facilities Management	-	-	-	-	-	-
Commissioning	73	1,412	-1,042	-332	-38	-
Contracts, Commercial & Procurement	-	-	-	-	-	-
Workforce Planning & Development	-	-	-	-	-	-
Adult Services	146	5,442	-4,646	-796	-	-
Children's Services	-	-	-	-	-	-
Economy, Transport & Environment	800	-	-	-	-	-
Corporate & LGSS	-	-	-	-	-	-
Public Health	-	-	-	-	-	-
<b>Total</b>	<b>1,019</b>	<b>7,387</b>	<b>-6,134</b>	<b>-1,215</b>	<b>-38</b>	<b>-</b>
<b>Absolute</b>	<b>1,019</b>	<b>7,387</b>	<b>1,253</b>	<b>38</b>	<b>-</b>	<b>-</b>
<b>Cumulative</b>	<b>1,019</b>	<b>8,406</b>	<b>9,659</b>	<b>9,697</b>	<b>9,697</b>	<b>9,697</b>

Savings aligned to workstreams:

Transformation Workstream	2017-18 £'000	2018-19 £'000	2019-20 £'000	2020-21 £'000	2021-22 £'000
Finance & Budget Review	-7,381	-5	2,283	-10	-
Customer & Communities	-687	-606	-168	-27	-
Assets, Estates & Facilities Management	-174	-19	-19	-561	2
Commissioning	-8,429	-5,223	-2,506	-2,752	-

Contracts, Commercial & Procurement	-4,717	-3,978	-1,000	-	-
Workforce Planning & Development	-4,589	-3,668	-	-	-
Adult Services	-2,836	-1,457	-1,062	-1,057	-
Children's Services	-2,108	-1,834	-1,414	-1,157	-
Economy, Transport & Environment	-459	-135	-134	-127	-127
Corporate & LGSS	-468	-706	-619	-607	-566
Public Health	-606	-	-	-	-
Changes to fees, charges & ring-fenced grants	-1,154	14	-29	-29	-13
<b>Subtotal</b>	<b>-33,608</b>	<b>-17,617</b>	<b>-4,668</b>	<b>-6,327</b>	<b>-704</b>
Unidentified savings		-1,823	-12,224	-12,168	-9,879
<b>Total</b>	<b>-33,608</b>	<b>-19,440</b>	<b>-16,892</b>	<b>-18,495</b>	<b>-10,583</b>

#### 4. CAPITAL PROGRAMME UPDATE

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

#### 5. OVERVIEW OF ASSETS AND INVESTMENT DRAFT REVENUE PROGRAMME

- 5.1 A full list of proposals is shown in Appendix A. There are no changes to the proposals previously detailed in the draft Revenue Business Planning Proposals reported to Assets and Investment Committee in October.
- 5.2 These proposals are draft at this stage, and are subject to further development. Full Council in February 2016 is the point at which proposals become the Council's Business Plan.

#### 6. OVERVIEW OF ASSETS AND INVESTMENT DRAFT CAPITAL PROGRAMME

- 6.1 The capital programme is shown in full in Appendix A as part of the finance tables. Since the Capital Programme was presented in September there have been two significant changes to schemes:
1. Scheme F/C.2.113 Equality Act works in Corporate Offices has been removed from the capital programme.

2. Scheme F/C.2.240 Housing schemes, which was previously included in the tables in the September report at net cost, is now shown at gross cost.

## 7. NEXT STEPS

- 7.1 The proposals will be considered alongside those from the other service committees at the General Purposes Committee in early January.

January	General Purposes Committee will review the whole draft Business Plan and review again in late January for recommendation to Full Council
February	Full Council will consider the draft Business Plan

## 8. ALIGNMENT WITH CORPORATE PRIORITIES

Report authors should evaluate the proposal(s) in light of their alignment with the following three Corporate Priorities.

### 8.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

### 8.2 Helping people live healthy and independent lives

There are no significant implications for this priority

### 8.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

## 9. SIGNIFICANT IMPLICATIONS

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

- Resource Implications - There are no significant implications within this category.
- Statutory, Legal and Risk - There are no significant implications within this category.
- Equality and Diversity – See Community Impact Assessment in Appendix B.
- Engagement and Communications - There are no significant implications within this category.
- Localism and Member Involvement - There are no significant implications within this category.
- Public Health - There are no significant implications within this category.

Implications	Officer Clearance
<b>Have the resource implications been cleared by Finance?</b>	Yes Chris Malyon
<b>Has the impact on Statutory, Legal</b>	Yes or No

<b>and Risk implications been cleared by LGSS Law?</b>	Name of Legal Officer:
<b>Are there any Equality and Diversity implications?</b>	CIA attached as Appendix B
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes or No Name of Officer:
<b>Are there any Localism and Local Member involvement issues?</b>	Yes or No Name of Officer:
<b>Have any Public Health implications been cleared by Public Health</b>	Yes or No Name of Officer:

<b>Source Documents</b>	<b>Location</b>
None	

# Section 3 – Finance Tables

## Introduction

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

**TABLE 1** presents the net budget split by policy line for each of the five years of the Business Plan. It also shows the revised opening budget and the gross budget, together with fees, charges and ring-fenced grant income, for 2017-18 split by policy line. Policy lines are specific areas within a service on which we report, monitor and control the budget. The purpose of this table is to show how the net budget for a Service Area changes over the period of the Business Plan.

**TABLE 2** presents additional detail on the net budget for 2017-18 split by policy line. The purpose of the table is to show how the budget for each policy line has been constructed: inflation, demography and demand, pressures, investments and savings are added to the opening budget to give the closing budget.

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

- **Opening Gross Expenditure:** The amount of money available to spend at the start of the financial year and before any adjustments are made. This reflects the final budget for the previous year.

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

**TABLE 4** presents a Service Area's capital schemes, across the ten-year period of the capital programme. The schemes are summarised by start year in the first table and listed individually, grouped together by category, in the second table. The third table identifies the funding sources used to fund the programme. These sources include prudential borrowing, which has a revenue impact for the Council.

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

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



## Section 4 - F: Assets & Investments

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

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2017-18 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
	<b>Assets &amp; Investments</b>							
1,115	Building Maintenance	1,224	-91	1,133	1,133	1,133	1,133	1,133
-3,453	County Farms	-75	-4,329	-4,404	-4,405	-4,413	-4,422	-4,430
5,052	County Offices	5,906	-1,399	4,507	4,488	4,469	3,908	3,910
-	Effective Property Asset Management	-	-	-	-	-	-	-
708	Property Operations & Delivery	1,128	-415	713	713	713	713	713
775	Strategic Assets	782	-2	780	780	780	780	780
<b>4,197</b>	<b>Subtotal Assets &amp; Investments</b>	<b>8,965</b>	<b>-6,236</b>	<b>2,729</b>	<b>2,709</b>	<b>2,682</b>	<b>2,112</b>	<b>2,106</b>
	<b>Future Years</b>							
-	Inflation	-	-	-	94	187	283	379
-	Savings	-	-	-	-	-	-	-
<b>4,197</b>	<b>ASSETS &amp; INVESTMENTS TOTAL</b>	<b>8,965</b>	<b>-6,236</b>	<b>2,729</b>	<b>2,803</b>	<b>2,869</b>	<b>2,395</b>	<b>2,485</b>



## Section 4 - F: Assets & Investments

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Assets &amp; Investments</b>	-	-	-	-	-	-	-
Building Maintenance	1,115	18	-	-	-	-	1,133
County Farms	-3,453	-	-	183	-	-1,134	-4,404
County Offices	5,052	137	-	-	-75	-607	4,507
Effective Property Asset Management	-	-	-	-	-	-	-
Property Operations & Delivery	708	5	-	-	-	-	713
Strategic Assets	775	5	-	-	-	-	780
	-	-	-	-	-	-	-
<b>Subtotal Assets &amp; Investments</b>	<b>4,197</b>	<b>165</b>	-	<b>183</b>	<b>-75</b>	<b>-1,741</b>	<b>2,729</b>
	-	-	-	-	-	-	-
<b>ASSETS &amp; INVESTMENTS TOTAL</b>	<b>4,197</b>	<b>165</b>	-	<b>183</b>	<b>-75</b>	<b>-1,741</b>	<b>2,729</b>



## Section 4 - F: Assets and Investments

December Service Committees

**Table 3: Revenue - Overview**

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	-	4,160	4,239	4,318	3,857		
F/R.1.001	Base adjustments	4,108	-	-	-	-		Adjustment for permanent changes to base budget from decisions made in 2016-17. CCR revenue staffing budgets moved to Corporate Services.
F/R.1.002	Base adjustment - CCR Phase 1	-48	-	-	-	-		
<b>1.999</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>4,060</b>	<b>4,160</b>	<b>4,239</b>	<b>4,318</b>	<b>3,857</b>		
<b>2</b>	<b>INFLATION</b>							
F/R.2.001	Inflation	166	94	93	96	96		Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.
<b>2.999</b>	<b>Subtotal Inflation</b>	<b>166</b>	<b>94</b>	<b>93</b>	<b>96</b>	<b>96</b>		
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>							
<b>3.999</b>	<b>Subtotal Demography and Demand</b>	-	-	-	-	-		
<b>4</b>	<b>PRESSURES</b>							
F/R.4.903	Renewable Energy - Soham	183	4	5	4	5		Operating costs associated with the capital investment in Renewable Energy, at the Soham Solar Farm. Links to capital proposal C/C.2.102 in BP 2016-17.
<b>4.999</b>	<b>Subtotal Pressures</b>	<b>183</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>5</b>		
<b>5</b>	<b>INVESTMENTS</b>							
F/R.5.902	Property Rationalisation Resource	-75	-	-	-	-	Assets, estates & facilities mgmt.	The second year of a phased removal of two-year investment in resource to support a project making better use of the Council's property.
<b>5.999</b>	<b>Subtotal Investments</b>	<b>-75</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>6</b>	<b>SAVINGS</b>							
F/R.6.107	A&I Rationalisation of Property Portfolio	-154	-	-	-553	-	Assets, estates & facilities mgmt.	Savings generated by the more efficient use of Council properties.
F/R.6.108	Energy Efficiency Fund - Repayment of Financing Costs	-20	-19	-19	-8	-	2 Assets, estates & facilities mgmt.	Savings to be generated from Energy Efficiency Fund capital investment. Element to repay financing costs. Links to capital proposal F/C.2.119
<b>6.999</b>	<b>Subtotal Savings</b>	<b>-174</b>	<b>-19</b>	<b>-19</b>	<b>-561</b>	<b>2</b>		
	<b>TOTAL GROSS EXPENDITURE</b>	<b>4,160</b>	<b>4,239</b>	<b>4,318</b>	<b>3,857</b>	<b>3,960</b>		

## Section 4 - F: Assets and Investments

December Service Committees

**Table 3: Revenue - Overview**

Budget Period: 2017-18 to 2021-22

		Detailed Plans		Outline Plans			Transformation Workstream	Description
Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000		
<b>7</b>	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>							
F/R.7.001	Previous year's fees, charges & ring-fenced grants	-	-1,431	-1,436	-1,449	-1,462		Previous year's fees and charges for the provision of services and ring-fenced grant funded rolled forward.
F/R.7.002	Decrease in fees, charges & ring-fenced grants	137	-	-	-	-		Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2016-17.
F/R.7.003	Fees and charges inflation	-1	-	-	-	-		Uplift in external charges to reflect inflation pressures on the cost of services.
	<b>Changes to fees &amp; charges</b>							
F/R.7.103	County Farms Investment (Viability) - Surplus to Repayment of Financing Costs	-15	37	16	-4	-		Increase in County Farms rental income resulting from capital investment. Element surplus to repaying financing costs.
F/R.7.104	County Farms Investment (Viability) - Repayment of Financing Costs	-60	-37	-16	4	-		Increase in County Farms rental income resulting from capital investment. Links to capital proposal F/C.2.101.
F/R.7.105	Renewable Energy Soham - Repayment of Financing Costs	-876	-1	-8	100	70		Income generation resulting from capital investment in solar farm at Soham. Element to repay financing costs. Links to capital proposal C/C.2.102 in BP 2016-17.
F/R.7.106	Renewable Energy Soham - Surplus to Repayment of Financing Costs	-183	-4	-5	-113	-83		Income generation resulting from capital investment in solar farm at Soham. Element to surplus to repaying financing costs.
F/R.7.107	Solar PV - Repayment of Financing Costs	-	1	-	-	1		Income generation resulting from installation of solar PV at a further 5 CCC non-school sites. Element to repay financing costs.
F/R.7.108	Solar PV - Surplus to Repayment of Financing Costs	-	-1	-	-	-1		Income generation resulting from installation of solar PV at a further 5 CCC non-school sites. Element surplus to repayment of financing costs.
F/R.7.109	Telecommunications hosting policy	-40	-	-	-	-		Review the Council's mobile telecommunications equipment policy. This will include exploring opportunities to generate revenue income from hosting telecommunications equipment on Council land and property assets and actively promoting better mobile coverage across the county.
F/R.7.120	Income from Rationalisation of Property Portfolio	-393	-	-	-	-		Income generation from alternative use of major office building(s) to provide ongoing revenue streams.
<b>7.999</b>	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	<b>-1,431</b>	<b>-1,436</b>	<b>-1,449</b>	<b>-1,462</b>	<b>-1,475</b>		
	<b>TOTAL NET EXPENDITURE</b>	<b>2,729</b>	<b>2,803</b>	<b>2,869</b>	<b>2,395</b>	<b>2,485</b>		

## Section 4 - F: Assets and Investments

December Service Committees

**Table 3: Revenue - Overview**

Budget Period: 2017-18 to 2021-22

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

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
<b>FUNDING SOURCES</b>								
<b>8</b>	<b>FUNDING OF GROSS EXPENDITURE</b>							
F/R.8.001	Budget Allocation	-2,729	-2,803	-2,869	-2,395	-2,485		Net spend funded from general grants, business rates and Council Tax.
F/R.8.003	Fees & Charges	-1,431	-1,436	-1,449	-1,462	-1,475		Fees and charges for the provision of services.
<b>8.999</b>	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-4,160</b>	<b>-4,239</b>	<b>-4,318</b>	<b>-3,857</b>	<b>-3,960</b>		





## Section 4 - F: Assets and Investments

**Table 4: Capital Programme**

Budget Period: 2017-18 to 2026-27

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
Ongoing	17,589	8,304	1,700	1,700	909	1,116	1,116	2,744
Committed Schemes	-	-	-	-	-	-	-	-
2017-2018 Starts	189,691	-	113,958	43,568	6,194	-	11,251	14,720
<b>TOTAL BUDGET</b>	<b>207,280</b>	<b>8,304</b>	<b>115,658</b>	<b>45,268</b>	<b>7,103</b>	<b>1,116</b>	<b>12,367</b>	<b>17,464</b>

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000	Committee
<b>F/C.</b>	<b>Assets &amp; Investments</b>												
F/C.2.101	County Farms investment (Viability)	To invest in projects which protect and improve the County Farms Estate's revenue potential, asset value and long term viability.	C/R.7.104	Ongoing	3,820	1,320	500	500	500	500	500	-	A&I
F/C.2.103	Local Plans - representations	Making representations to Local Plans and where appropriate following through to planning applications with a view to adding value to County Farms and other Council land, whilst meeting Council objectives through the use / development of such land.		Ongoing	4,284	1,634	350	350	300	300	300	1,050	A&I
F/C.2.111	Shire Hall	This budget is used to carry out essential maintenance and potentially limited improvements required to occupy Shire Hall for a further 10 years, in accordance with the previous Cabinet decision in November 2009.		Ongoing	6,150	4,500	550	550	550	-	-	-	A&I
F/C.2.112	Building Maintenance	This budget is used to carry out replacement of failed elements and maintenance refurbishments.		Ongoing	6,000	600	600	600	600	600	600	2,400	A&I
F/C.2.114	MAC Joint Highways Depot	The Joint Highways Depot Project will facilitate the physical co-location of partner organisations to a single depot site, with joint-working practices implemented initially, with an aspiration to develop shared services in the future.		2017-18	5,198	-	482	482	4,234	-	-	-	A&I
F/C.2.119	Energy Efficiency Fund	Establish a funding stream (value £250k per year, for four years) for investment in energy and water efficiency improvement measures in Council buildings.	F/R.5.002	Ongoing	1,000	250	250	250	250	-	-	-	A&I
F/C.2.240	Housing schemes	The Council is in the fortunate position of continuing to be a major landowner in Cambridgeshire and this provides an asset capable of generating both revenue and capital returns. This will require CCC to move from being a seller of sites to being a developer of sites, through a Housing Company. In the future, CCC will operate to make best use of sites with development potential in a co-ordinated and planned manner to develop them for a range of development options, generating capital receipts to support site development and significant revenue and capital income to support services and communities.	G/R.5.002, G/R.7.002	2017-18	184,493	-	113,476	43,086	1,960	-	11,251	14,720	A&I
	<b>Total - Assets &amp; Investments</b>				<b>210,945</b>	<b>8,304</b>	<b>116,208</b>	<b>45,818</b>	<b>8,394</b>	<b>1,400</b>	<b>12,651</b>	<b>18,170</b>	

## Section 4 - F: Assets and Investments

**Table 4: Capital Programme**

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
F/C. F/C.3.001	<b>Capital Programme Variation</b> Variation Budget	The Council has decided to include a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-3,665	-	-550	-550	-1,291	-284	-284	-706
	<b>Total - Capital Programme Variation</b>				-3,665	-	-550	-550	-1,291	-284	-284	-706
	<b>TOTAL BUDGET</b>				207,280	8,304	115,658	45,268	7,103	1,116	12,367	17,464

A&I

Funding	Total Funding £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
<b>Government Approved Funding</b>								
<b>Total - Government Approved Funding</b>	-	-	-	-	-	-	-	-
<b>Locally Generated Funding</b>								
Capital Receipts	111,136	3,313	81,583	10,551	2,483	-	13,206	-
Prudential Borrowing	14,514	4,831	2,098	1,700	909	1,116	1,116	2,744
Prudential Borrowing (Repayable)	-107,823	-	31,977	33,017	3,711	-13,542	-6,155	-156,831
Ring-Fenced Capital Receipts	4,800	-	-	-	-	600	4,200	-
Other Contributions	184,653	160	-	-	-	12,942	-	171,551
<b>Total - Locally Generated Funding</b>	207,280	8,304	115,658	45,268	7,103	1,116	12,367	17,464
<b>TOTAL FUNDING</b>	207,280	8,304	115,658	45,268	7,103	1,116	12,367	17,464

## Section 4 - F: Assets and Investments

**Table 5: Capital Programme - Funding**

Budget Period: 2017-18 to 2026-27

Summary of Schemes by Start Date					Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	
Ongoing					17,589	-	-	160	3,313	14,116	
Committed Schemes					-	-	-	-	-	-	
2017-2018 Starts					189,691	-	-	184,493	112,623	-107,425	
<b>TOTAL BUDGET</b>					<b>207,280</b>	<b>-</b>	<b>-</b>	<b>184,653</b>	<b>115,936</b>	<b>-93,309</b>	

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	Committee
<b>F/C.</b>	<b>Assets &amp; Investments</b>										
F/C.2.101	County Farms investment (Viability)	C/R.7.104	-3,116	Ongoing	3,820	-	-	-	422	3,398	A&I
F/C.2.103	Local Plans - representations		-	Ongoing	4,284	-	-	10	618	3,656	A&I
F/C.2.111	Shire Hall		-	Ongoing	6,150	-	-	150	2,273	3,727	A&I
F/C.2.112	Building Maintenance		-	Ongoing	6,000	-	-	-	-	6,000	A&I
F/C.2.114	MAC Joint Highways Depot		-183	2017-18	5,198	-	-	-	4,800	398	A&I
F/C.2.119	Energy Efficiency Fund	F/R.5.002	-550	Ongoing	1,000	-	-	-	-	1,000	A&I
F/C.2.240	Housing schemes	G/R.5.002, G/R.7.002	-	2017-18	184,493	-	-	184,493	107,823	-107,823	A&I
	<b>Total - Assets &amp; Investments</b>		<b>-3,849</b>		<b>210,945</b>	<b>-</b>	<b>-</b>	<b>184,653</b>	<b>115,936</b>	<b>-89,644</b>	
<b>F/C.</b>	<b>Capital Programme Variation</b>										
F/C.3.001	Variation Budget		-	Ongoing	-3,665	-	-	-	-	-3,665	A&I
	<b>Total - Capital Programme Variation</b>		<b>-</b>		<b>-3,665</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-3,665</b>	
	<b>TOTAL BUDGET</b>				<b>207,280</b>	<b>-</b>	<b>-</b>	<b>184,653</b>	<b>115,936</b>	<b>-93,309</b>	



## COMMUNITY IMPACT ASSESSMENT

Directorate / Service Area		Officer undertaking the assessment	
Finance		Name: David Bethell.....  Job Title: Programme Manager.....  Contact details: david.bethell@cambridgeshire.gov.uk  Date completed: 8 <sup>th</sup> December 2016 .....  Date approved: .....	
Service / Document / Function being assessed			
Property Portfolio Development (Housing) Programme			
Business Plan Proposal Number (if relevant)	F/C.2.240		
Aims and Objectives of Service / Document / Function			
<p>The County Council (CCC) is facing unprecedented financial pressures, with reducing funding from central government, and increasing demands on its services. The Council is looking to alternative means of supporting the delivery of frontline services from rationalising and commercialising its own resources, including the use of its property assets. It intends to do this through its Property Portfolio Development (PPD) Programme and the establishment of a Housing Company by CCC.</p> <p>The Housing Company will develop and deliver a series of projects from CCC's property portfolio across Cambridgeshire, planned over an initial 10-year timescale. These are composed of residential projects (including market sale, market rent, and affordable housing), as well as industrial, commercial and mixed use schemes where appropriate. This will generate capital receipts to support site development and create significant revenue and capital income for the Council to support services and communities. It is intended that the customers the schemes developed will be both local communities and provider organisations such as housing associations.</p> <p>The following potential outcomes from the initial 10-year pipeline of sites to be developed by the Housing Company have been identified:</p> <ul style="list-style-type: none"> <li>Over 2,000 residential units created for market sale/rent and social rent/shared ownership.</li> <li>Over 25 sites developed for a variety of residential and mixed use schemes.</li> <li>Long-term revenue income stream to CCC from servicing of loans to SPV of up to £10 million p.a. average over initial 10 year period if all potential projects are pursued.</li> <li>Rental revenue income stream to the SPV (dependant on housing mix etc.) of potentially £11 million p.a. after 10 years.</li> <li>Capital income to the SPV (dependant on housing mix etc.) of potentially £413 million during the initial 10 year period.</li> <li>Quicker provision of affordable homes.</li> <li>Increase competition in the market for developers and provide an example of good development practice.</li> <li>Addressing gaps in the County's existing provision for specialist housing.</li> <li>The ability to create key worker housing.</li> <li>The ability to design housing supply that could reduce the long term demand for CCC services.</li> <li>Opportunities to create new, sustainable communities, supporting economic growth and regeneration.</li> </ul>			
<b>What is changing?</b> Where relevant, consider including: how the service/document/function will be implemented; what factors could contribute to or detract from this; how many people with protected characteristics are potentially impacted upon; who the main stakeholders are; and, details of any previous or planned consultation/engagement to inform the CIA.			

The function will be delivered through the establishment of a Housing Company, being a Company Limited by Shares, with CCC as the sole shareholder. The Capital Programme Budget Proposal and supporting PPD Business Case details how the Housing Company will be implemented. These documents also set out the factors (including risks) that could contribute/detract from the function – the key factors being;

- Property market conditions
- Availability/cost of finance
- Planning/Government policy changes
- CCC policy/objective changes and;
- Public opinion.

All of these factors have the potential to impact positively as well as negatively.

The function will provide residential developments, mixed use and commercial schemes available to the general population with no restrictions based on any protected characteristics. Potentially any number of people from the protected characteristic could purchase or rent a property, use a community facility, retail or commercial unit. For more detail see the section 'What will the impact be?' (below).

The main stakeholders are:

- Local residents and communities
- A&I Committee
- Local CCC Members
- Other CCC Members
- District Councillors
- Parish/Town Councillors
- Local Planning Authorities
- LGSS Finance
- City Deal
- Housing development Agency
- CCC Highways
- CCC Strategic Assets
- CCC Property Services
- CFA
- Making Assets Count partners (inc, blue light services and health organisations)

Individual development schemes will be consulted on through the pre-application and planning processes, ensuring engagement with stakeholders that include local communities, Town and Parish Councils and District and County Councillors.

#### **Who is involved in this impact assessment?**

e.g. Council officers, partners, service users and community representatives.

#### **Council Officers**

## What will the impact be?

Tick to indicate if the expected impact on each of the following protected characteristics is positive, neutral or negative.

Impact	Positive	Neutral	Negative
Age	x		
Disability	x		
Gender reassignment		x	
Marriage and civil partnership		x	
Pregnancy and maternity		x	
Race		x	

Impact	Positive	Neutral	Negative
Religion or belief		x	
Sex		x	
Sexual orientation		x	
The following additional characteristics can be significant in areas of Cambridgeshire.			
Rural isolation		x	
Deprivation	x		

For each of the above characteristics where there is a positive, negative and / or neutral impact, please provide details, including evidence for this view. Consider whether the impact could be disproportionate on any particular protected characteristic. Describe the actions that will be taken to mitigate any negative impacts and how the actions are to be recorded and monitored. Describe any issues that may need to be addressed or opportunities that may arise.

### Positive Impact

The PPD Programme has the opportunity to develop residential, mixed use, and/or commercial schemes in deprived areas, using surplus CCC properties/sites. This will have a positive impact upon deprivation, supporting the regeneration of areas through improving the urban environment, providing appropriate housing mix (including affordable/key worker and social housing), providing community facilities and employment opportunities (subject to planning and viability).

The PPD Programme has the opportunity to develop extra care facilities on surplus sites, subject to viability and need (as identified by the Older People's service within CFA). Facilities could include lifetime homes, extra care provision, dementia provision and/or nursing homes etc. This will have a positive impact upon Older People care in Cambridgeshire, supporting CFA and Health objectives.

The PPD Programme also has the opportunity to create facilities that support adult social care provision, subject to viability and need. Facilities could include Day Service centres, employment and training opportunities (such as cafes) and supported housing. This will have a positive impact upon the 'Disability' protected characteristic.

By creating a substantial revenue and capital income stream for the Council, the PPD Programme will support front-line services to all members of the community, including those for the protected characteristics listed above. This will have positive impact on resident's quality of life and the ability of the Council to support its most vulnerable residents.

### Negative Impact

No negative impacts have been identified for the protected characteristics listed above.

### Neutral Impact

Residential, mixed use and commercial schemes will be provided to all sectors of the community, irrespective of the protected characteristics listed above. There will be no restrictions placed upon those purchasing, renting or using developments constructed by the Council's Housing Company. Therefore the impact of the PPD Programme upon the majority of the protected characteristics listed above is neutral.

All schemes will meet the appropriate Equality Act 2010 requirements for residential, mixed use and commercial

schemes, to be determined and agreed through design, planning and construction.

In addition, if a mixed use scheme provides a new multi-use community facility, this may have a positive impact upon all protected characteristics as well as the general community in providing new/improved facilities, including for services such as Adult Social Care, Marriages and/or Civil Ceremonies, community and health activities/support etc.

#### **Issues or Opportunities that may need to be addressed**

Opportunities are identified in the above section.

No further issues have been identified.

#### **Community Cohesion**

If it is relevant to your area you should also consider the impact on community cohesion.

Schemes delivered through the Housing Company can provide increased market, affordable and social housing choice across Cambridgeshire. This provides similar life opportunities for people from different backgrounds to live and work where they want to be.

#### **Version Control**

<b>Version no.</b>	<b>Date</b>	<b>Updates / amendments</b>	<b>Author(s)</b>
1	07/12/2016	Initial draft	D Bethell
2	08/12/2016	Input from C Malyon	D Bethell



**FINANCE AND PERFORMANCE REPORT – OCTOBER 2016**

*To:* **Assets and Investments Committee**

*Meeting Date:* **16 December 2016**

*From:* **Head of Strategy and Assets  
Chief Finance Officer**

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

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

*Purpose:* **To present to Assets and Investments Committee (A&IC) the October 2016 Finance and Performance Report for Assets and Investments Committee.**

**The report is presented to provide A&IC with an opportunity to comment on the projected financial and performance outturn position, as at the end of October 2016.**

*Recommendation:* **The Committee is asked to:**

- **review, note and comment upon the report**

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

## 1. BACKGROUND

- 1.1 Assets and Investments Committee will receive the Assets and Investments Finance and Performance Report at all of its meetings, where it will be asked to review, note and comment on the report and to consider and approve recommendations as necessary, to ensure that the budgets and performance indicators for which the Committee has responsibility remain on target.

## 2. MAIN ISSUES

- 2.1 Attached as **appendix A**, is the October 2016 Finance and Performance report.
- 2.2 **Revenue:** At the end of October, Assets and Investments Committee is forecasting a year-end overspend on revenue budgets of £56k. There is one new significant forecast outturn variance by value (over £100,000) reported in section 2.2 of the report.

The figures for Assets and Investments Committee reflect the demerger of Strategic Assets and Property Services budgets, which returned to the host authority from LGSS Cambridge Office on 1 October.

- 2.3 **Capital:** At the end of October, Assets and Investments Committee is forecasting that the capital programme budget will be in balance at year-end. There are no significant forecast outturn variances by value (over £500,000) to report.
- 2.4 Assets and Investments Committee has two **performance indicators**, both of which are currently at green status.

## 3. ALIGNMENT WITH CORPORATE PRIORITIES

### 3.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

### 3.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

### 3.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

## 4. SIGNIFICANT IMPLICATIONS

### 4.1 Resource Implications

This report sets out details of the overall financial position for Assets and Investments for this Committee.

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

There are no significant implications within this category.

#### **4.3 Equality and Diversity Implications**

There are no significant implications within this category.

#### **4.4 Engagement and Consultation Implications**

There are no significant implications within this category.

#### **4.5 Localism and Local Member Involvement**

There are no significant implications within this category.

#### **4.6 Public Health Implications**

There are no significant implications within this category.

<b>Source Documents</b>	<b>Location</b>
A&I Finance & Performance Report (Oct 16)	1 <sup>st</sup> Floor, Octagon, Shire Hall, Cambridge



## **Corporate Services and LGSS Cambridge Office**

### **Finance and Performance Report – October 2016**

## **1. SUMMARY**

### **1.1 Finance**

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

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

<b>Monthly Indicators</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>	<b>Total</b>
October (Number of indicators)	2	0	8	9

## **2. INCOME AND EXPENDITURE**

### **2.1 Overall Position**

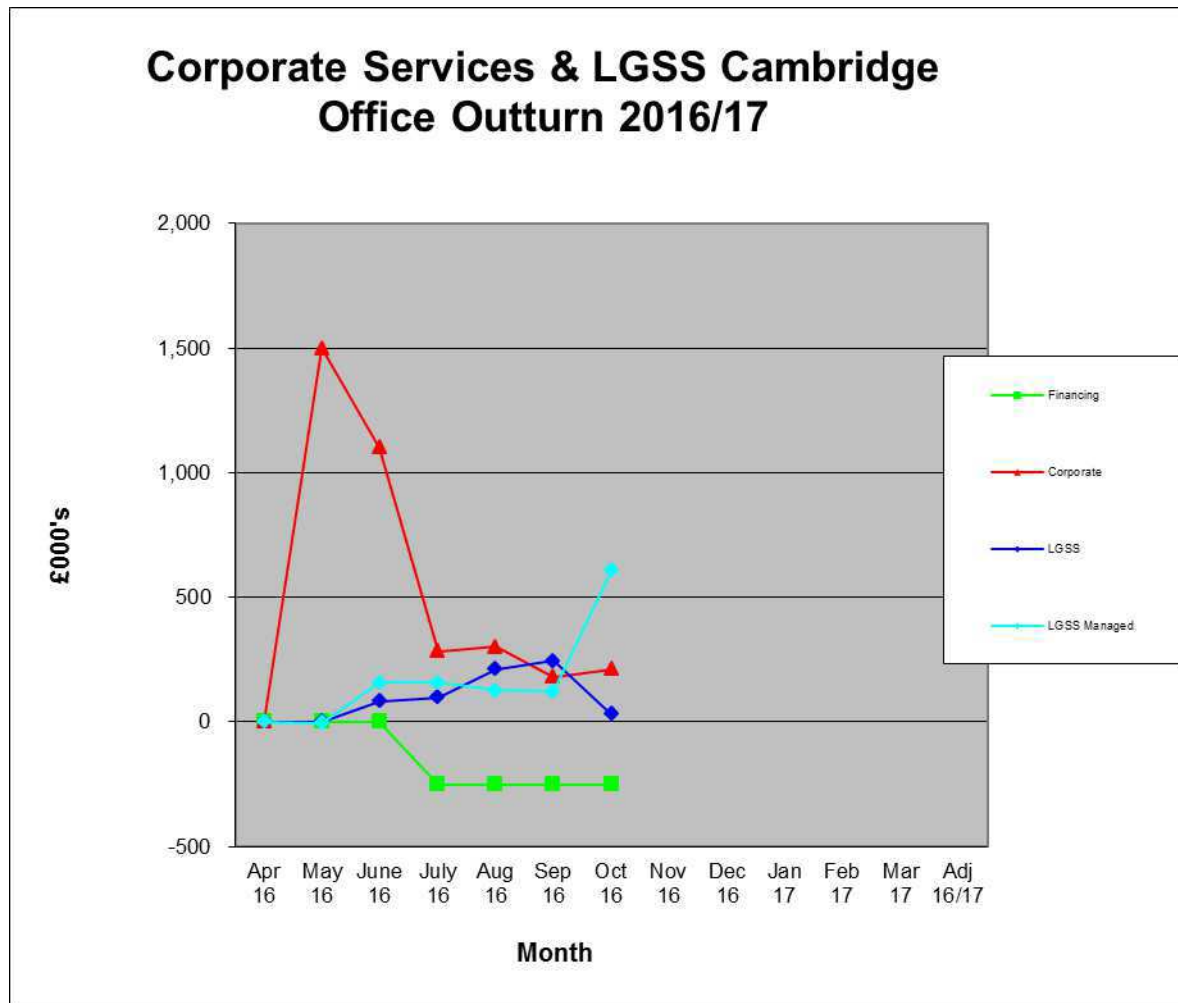
The budget figures in this table are net, with the 'Original Budget as per BP' representing the Net Budget column in Table 1 of the Business Plan for each respective Service. Budgets relating to Assets and Investments Committee have been disaggregated from these figures.

<b>Original Budget as per BP <sup>(1)</sup></b>	<b>Directorate</b>	<b>Current Budget</b>	<b>Forecast Variance - Outturn (Sept)</b>	<b>Forecast Variance - Outturn (Oct)</b>	<b>Forecast Variance - Outturn (Oct)</b>	<b>Current Status</b>	<b>DoT</b>
<b>£000</b>		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>		
4,674	Corporate Services	4,830	181	212	4	Amber	↓
6,010	LGSS Managed	6,004	123	608	10	Amber	↓
34,206	Financing Costs	34,206	-250	-250	-1	Green	↔
<b>44,890</b>	<b>Sub Total</b>	<b>45,040</b>	<b>54</b>	<b>569</b>			
8,195	LGSS Cambridge Office	8,151	246	33	0	Amber	↑
<b>53,085</b>	<b>Total</b>	<b>53,192</b>	<b>300</b>	<b>602</b>			

The service level budgetary control report for Corporate Services, LGSS Managed and Financing Costs for October 2016 can be found in [CS appendix 1](#).

The service level budgetary control report for LGSS Cambridge Office for October 2016 can be found in [LGSS appendix 1](#)

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



### 2.2.1 Significant Issues – Corporate Services

- Corporate Services is currently predicting a year-end overspend of £212k.
- There are no exceptions to report this month.

### 2.2.2 Significant Issues – LGSS Managed

- LGSS Managed is currently predicting a year-end overspend of £608k.
- An overspend of £515k is predicted on the Corporate Redundancies budget. As agreed in the Business Plan for 2016/17, the Council has embarked upon a number of significant restructures and staff rationalisation programmes including the Corporate Capacity Review. For a number of years the Council has not fully utilised

the £1m provision that is made in the base revenue budget for such staff changes, but given the current level of reductions in staffing taking place it is anticipated that this year the level of costs incurred will exceed this provision.

### **2.2.3 Significant Issues – Financing Costs**

- Financing costs are unchanged since last month, and are currently predicting an underspend of £250k for the year.
- A £250k underspend is currently forecast for Debt Charges. This reflects the fall in the forecast for net interest payable following falls in interest rates across all parts of the yield curve. The impact of lower borrowing on the Debt Charges budget would normally result in a favourable forecast variance (due to lower interest payments). However the Debt Charges budget was reduced in anticipation of capital expenditure slippage during the budget setting process, so the magnitude of the variance reported is muted.

### **2.2.4 Significant Issues – LGSS Cambridge Office**

- LGSS Cambridge Office is currently predicting an overspend of £33k. Any year-end deficit / surplus is subject to a sharing arrangement with Northamptonshire County Council and Milton Keynes Council and will therefore be split between partner authorities on the basis of net budget, with an equalisation adjustment processed accordingly at year-end. This will be incorporated into the report as outturn figures become available during the course of the year.
- The figures for LGSS Cambridge Office reflect the demerger of Strategic Assets and Property Services budgets, which returned to their host authorities from 1 October. These budget areas are reported in the Assets and Investments Finance and Performance report for October 2016.
- There is a forecast deficit of £250k on the consolidated trading activities in place prior to April 2016. This will be ring-fenced and met, if necessary, from the LGSS Smoothing Reserve at year end.
- There are no exceptions to report this month.

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

There were no items above the de minimis reporting limit recorded in June.

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

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

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

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

### **LGSS Cambridge Office:**

	<b>£</b>	<b>Notes</b>
Transfer of LGSS Operational budgets to Assets and Investments Committee	-1,531	Strategic Assets and Property Services budgets returned to CCC following demerger
Non material virements (+/- £30k)	0	

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

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



### **3. BALANCE SHEET**

#### **3.1 Reserves**

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

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

#### **3.2 Capital Expenditure and Funding**

##### Expenditure

- Corporate Services has a capital budget of £48k in 2016/17 and there is £37k spend to date. It is currently expected that the programme will be fully spent at year-end and the total scheme variances will amount to £0k across the programme.

There are no exceptions to report for October.

- LGSS Managed has a capital budget of £4m in 2016/17 and there is spend to date of £2.5m. It is currently expected that the programme will be fully spent at year-end and the total scheme variances will amount to £0k across the programme.

There are no exceptions to report for October.

- LGSS Cambridge Office has a capital budget of £618k in 2016/17 and there is spend to date of £0k. It is currently expected that the programme will be fully spent at year-end and the total scheme variances will amount to £0k across the programme.

There are no exceptions to report for October.

##### Funding

- Corporate Services has capital funding of £48k in 2016/17 with the current expectation being that this continues to be required in line with the original budget proposals. There are no key funding changes to report.
- LGSS Managed has capital funding of £4m in 2016/17 and as reported above, a balanced budget is forecast at year-end.
- LGSS Cambridge Office has capital funding of £618k in 2016/17 with the current expectation being that this continues to be required in line with the original budget proposals.

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

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

## 4. PERFORMANCE

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

Measure	Reporting frequency	What is good	Unit	Data last entered	Target	Actual	RAG status	Direction of travel	Comments
<b>Customer Service and Transformation</b>									
Proportion of FOI requests responded to within timescales	Monthly	High	%	09/11/16	90.0%	92.0%	Green	↓	76 FOI requests received. 70 responded to on time.
For context only - number of FOI requests received annually	Annually	Low	Num	05/07/16	N/A*	311	N/A	N/A	Running total will be collected quarterly. Data to be next reported on in October 2015 for Q2 2015/16.
Proportion of customer complaints received in the month before last that were responded to within minimum response times	Monthly	High	%	09/11/16	90.0%	95.2%	Green	↑	Customer complaints for August 2016 = 105  CS&T - 15 complaints all responded to in time(100%) ETE - 69 complaints. 67 responded to within 10 working days (97.10%) CFA - 21 complaints. 18 responded to within 10 working days (85.7%)
For context only - number of complaints received annually per thousand population	Annually	Low	Num	12/07/16	N/A*	2.2**	N/A	N/A	Data to be next reported on in May 2017 for 2016/17
Proportion of all transformed transaction types to be completed online by 31 March 2015***	Annually	High	%	15/07/16	75.0%	55.83%	Red	↓	This is a substantial reduction due to the vast number of concessionary renewals which generally come from a segment of the population which does not have a high propensity to transact online.
Deprivation measure - Number of physically active adults (narrowing the gap between Fenland and others)	Annually	High	%	24.03.16 (change to target and 2014 actual)	53.1% (2015) 54.1% (2016)	52.1% (2014)	TBC	N/A	Data to be next reported on in May 2017 for 2016/17
<b>LGSS Managed Services</b>									
IT – availability of Universal Business System****	Half-yearly	High	%	31/10/16	95.0%	99.7%	Green	↑	Q4 2015/16 - 95% Q3 2015/16 - 94% Q2 2015/16 - 100.0% Q1 2015/16 - 100.0%
IT – incidents resolved within Service Level Agreement	Half-yearly	High	%	31/10/16	90.0%	87.5%	Red	↓	Q4 2015/16 - 92% Q3 2015/16 - 97% Q2 2015/16 - 83% Q1 2015/16 - 98%

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

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

Measure	Reporting frequency	What is good	Unit	Data last entered	Target	Actual	RAG status	Direction of travel	Comments
<b>LGSS Cambridge Office</b>									
Percentage of invoices paid within term for month	Monthly	High	%	01/11/16	97.5%	99.7%	Green	↔	99.7% last period
Percentage of invoices paid within term cumulative for year to date	Monthly	High	%	01/11/16	97.5%	99.7%	Green	↑	99.6% last period
Total debt as a percentage of turnover	Monthly	Low	%	01/11/16	10.0%	9.7%	Green	↓	6.0 % last period
Percentage of debt over 90 days old	Monthly	Low	%	01/11/16	20.0%	16.3%	Green	↑	30.3% last period

## CS APPENDIX 1 – Corporate Service Level Budgetary Control Report

The variances to the end of October 2016 for Corporate Services, LGSS Managed and Financing Costs are as follows:

### Corporate Directorates

#### Budgetary Control Report 2016/17

The variances to the end of October 2016/17 for the Corporate Directorates are:

Original Budget as per BP £000	Service	Current Budget for 2016/17 £000	Forecast Variance - Outturn (September) £000	Forecast Variance - Outturn (October) £000	%
<u>Corporate Services</u>					
-846	Director, Policy & Business Support	-820	308	308	38
198	Chief Executive	198	-66	-75	-38
449	Corporate Information Management	449	0	0	0
1,305	Customer Services	1,382	0	0	0
381	Digital Strategy	381	0	0	0
237	Research	330	-4	-4	-1
0	Service Transformation	0	0	0	0
-1	Smarter Business	0	0	0	0
545	Strategic Marketing, Communications & Engagement	545	-40	0	0
165	Elections	165	0	0	0
908	Redundancy, Pensions & Injury	908	-18	-18	-2
1,434	City Deal	1,434	0	0	0
-101	Grant Income	-141	0	0	0
<b>4,674</b>		<b>4,830</b>	<b>181</b>	<b>212</b>	<b>4</b>
<u>LGSS Managed</u>					
141	External Audit	141	0	0	0
1,894	Insurance	1,894	0	0	0
1,869	IT Managed	1,863	150	122	7
1,020	Members' Allowances	1,020	0	0	0
131	OWD Managed	131	-27	-30	-23
108	Subscriptions	108	0	0	0
1,000	Corporate Redundancies	1,000	0	515	52
-53	Authority-wide Miscellaneous	-53	0	0	0
-100	Grant Income	-100	0	0	0
<b>6,010</b>		<b>6,004</b>	<b>123</b>	<b>608</b>	<b>10</b>
<u>Financing Costs</u>					
34,206	Debt Charges and Interest	34,206	-250	-250	-1
<b>44,890</b>	<b>CORPORATE SERVICES TOTAL</b>	<b>45,040</b>	<b>54</b>	<b>569</b>	<b>1</b>
<u>MEMORANDUM - Grant Income</u>					
-165	Public Health Grant - Corporate Services	-101	0	0	0
-100	Public Health Grant - LGSS Managed	-100	0	0	0
0	Other Corporate Services Grants	-40	0	0	0
<b>-265</b>		<b>-241</b>	<b>0</b>	<b>0</b>	<b>0</b>

## CS APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
<b>Director, Policy &amp; Business Support</b>	-820	308	38%
<p>An overspend of £308k is predicted for Director, Policy &amp; Business Support. Since last month the position has improved by £90k due to £40k in salary savings and £50k budgeted support for Corporate teams, which is not now required due to the ongoing work on Corporate Capacity Review.</p> <p>It is predicted that the Corporate Capacity Review (CCR) may not be unable to achieve the full year savings that were anticipated in Business Planning in the current year though further work is underway to bring this in line with the budget.</p> <p>This is because the CCR timetable has been extended for a number of reasons: so that the initial proposals and the confirmed structures could be fully informed by discussions with, and feedback from, staff; the consultation timescale for CCR 1 was specifically extended in response to staff feedback to ensure meaningful consultation with staff who were brought into scope for the review during the consultation period; the application, selection and recruitment process for CCR 2 has been extended in response to staff feedback who requested more time to consider their applications in response to the confirmed structure and to ensure new senior appointees could be fully involved in recruiting their new teams.</p> <p>A recruitment freeze has been in place since the consultation process commenced to mitigate the pressures resulting from this extension to the timescale. We expect the position to improve over the coming months. It is likely that directly attributable savings from CCR will be in the region of £875k.</p> <p>In addition to the refining of the projection as set out above further opportunities to reduce this pressure are:</p> <ul style="list-style-type: none"> <li>• Other proposed re-structures across the Council will be brought forward, including the potential for jointly funded posts with other organisations;</li> <li>• Provision that had been identified in the budget, and that is no longer required, will be released such as the contractual provision in relation to Capita/Mouchel latent defect corrections;</li> <li>• Improved rates of collection of debt will also contribute to the overall picture.</li> </ul>			
<b>IT Managed</b>	1,863	133	7%
<p>An overspend of £133k is predicted for IT Managed budgets. This is made up primarily of £100k costs of WAN upgrades in libraries and community hubs and £65k revenue costs of new tablets, and offset by a credit in respect of a goods receipt relating to 2015/16.</p>			

Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
Corporate Redundancies	1,000	515	52
An overspend of £515k is currently predicted on the Corporate Redundancies budget. As agreed in the Business Plan for 2016/17, the Council has embarked upon a number of significant restructures and staff rationalisation programmes including the Corporate Capacity Review. For a number of years the Council has not fully utilised the £1m provision that is made in the base revenue budget for such staff changes, but given the current level of reductions in staffing taking place it is anticipated that this year the level of costs incurred will exceed this provision.			
Debt Charges	34,206	-250	-250
A £250k underspend is forecast for Debt Charges. This reflects the fall in the forecast for net interest payable following falls in interest rates across all parts of the yield curve. The impact of lower borrowing on the Debt Charges budget would normally result in a favourable forecast variance (due to lower interest payments). However the Debt Charges budget was reduced in anticipation of capital expenditure slippage during the budget setting process, so the magnitude of the variance reported is muted.			

### CS APPENDIX 3 – Grant Income Analysis

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

Grant	Awarding Body	Expected Amount £000
<b>Grants as per Business Plan</b>	Public Health	201
LGA Digital Transformation		40
Non-material grants (+/- £30k)		
<b>Total Grants 2016/17</b>		<b>241</b>



## CS APPENDIX 4 – Virements and Budget Reconciliation

### Corporate Services:

	£000	Notes
<b>Budget as per Business Plan</b>	<b>4,674</b>	
Transfer of SLA budget from CFA to Contact Centre	77	
Transfer of SLA budget from CFA to Research Team	52	
Non-material virements (+/- £30k)	27	
<b>Current Budget 2016/17</b>	<b>4,830</b>	

### LGSS Managed:

	£000	Notes
<b>Budget as per Business Plan</b>	<b>8,720</b>	
Disaggregation of Assets and Investments budgets	-2,714	
Non-material virements (+/- £30k)	-2	
<b>Current Budget 2016/17</b>	<b>6,004</b>	

### Financing Costs:

	£000	Notes
<b>Budget as per Business Plan</b>	<b>34,206</b>	
Non-material virements (+/- £30k)	0	
<b>Current Budget 2016/17</b>	<b>34,206</b>	

## CS APPENDIX 5 – Reserve Schedule

### 1. Corporate Services Reserves

Fund Description	Balance at 31 March 2016	Movements in 2016-17	Balance at 31/10/16	Forecast Balance at 31 March 2017	Notes
	£'000	£'000	£'000	£'000	
<b>General Reserve</b>					
Corporate Services Carry-forward	1,218	0	1,218	0	1
subtotal	1,218	0	1,218	0	
<b>Equipment Reserves</b>					
Postal Service	57	0	57	57	
subtotal	57	0	57	57	
<b>Other Earmarked Funds</b>					
Shape Your Place - Fenland Grant	18	0	18	18	
Election Processes	325	0	325	479	2
EDRM Project	232	0	232	0	
City Deal - NHB funding	699	0	699	699	
subtotal	1,274	0	1,274	1,196	
<b>Short Term Provisions</b>					
Transforming Cambridgeshire	962	0	962	962	
Overarching Transformation Programme	0	250	250	0	3
Community Resilience	100	0	100	100	4
subtotal	1,312	0	1,312	1,062	
<b>TOTAL</b>	<b>3,862</b>	<b>0</b>	<b>3,862</b>	<b>2,316</b>	

#### Notes

- 1 The year-end position reflects the Corporate Services overspend of £212k. It is expected that £817k from reserves will be required to fund Transformation services as previously approved; this is a reduction of £90k compared to the original estimate, due to a number of posts remaining vacant. The estimated balance of £190k will contribute towards funding the shortfall on CCR savings.
- 2 The underspend on the Elections budget will be transferred to the earmarked reserve. This is to ensure that sufficient funding is available for the four-yearly County Council election.
- 3 Provision for consultancy costs in respect of Transformation Fund work, expected to be drawn down in full during 2016/17.
- 4 Provision in respect of Community Resilience.

## 2. LGSS Managed Reserves

Fund Description	Balance at 31 March 2016	Movements in 2016-17	Balance at 31/10/16	Forecast Balance at 31 March 2017	Notes
	£'000	£'000	£'000	£'000	
<b>Other Earmarked Funds</b>					
CPSN Partnership Funds	149	43	192	192	1
subtotal	149	43	192	192	
<b>Short Term Provisions</b>					
Insurance Short-term Provision	2,324	0	2,324	2,324	
External Audit Costs	89	0	89	89	
Insurance MMI Provision	1,182	0	1,182	1,182	
Back-scanning Reserve	56	0	56	56	
Contracts General Reserve	893	0	893	893	
Operating Model Reserve	1,000	0	1,000	1,000	
subtotal	5,545	0	5,545	5,545	
<b>Long Term Provisions</b>					
Insurance Long-term Provision	3,613	0	3,613	3,613	
subtotal	3,613	0	3,613	3,613	
<b>SUBTOTAL</b>	<b>9,306</b>	<b>43</b>	<b>9,349</b>	<b>9,349</b>	
<b>Capital Reserves</b>					
P&P Commissioning (Property)	422	-322	100	100	2
subtotal	422	-322	100	100	
<b>TOTAL</b>	<b>9,728</b>	<b>-279</b>	<b>9,449</b>	<b>9,449</b>	

### Notes

- 1 Funds ring-fenced for CPSN partnership to be used for procurement of replacement contract.
- 2 Reserves totalling £322k have been written back to revenue - this relates to Capita/Mouchel latent defect corrections for which no further costs are expected.

## CS APPENDIX 6 – Capital Expenditure and Funding

### Capital Expenditure

Corporate Services & LGSS Managed Capital Programme 2016/17						TOTAL SCHEME	
Original 2016/17 Budget as per BP £000	Scheme	Revised Budget for 2016/17 £000	Actual Spend 2016/17 £000	Forecast Spend - Outturn (October) £000	Forecast Variance - Outturn (October) £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
	<b>Corporate Services</b>						
33	Essential CCC Business Systems Upgrade	60	37	60	-	300	-
-	- Other Schemes	-	-	-	-	-	-
-	- Capital Programme Variations	(12)	-	(12)	-	-	-
<b>33</b>		<b>48</b>	<b>37</b>	<b>48</b>	<b>-</b>	<b>300</b>	<b>-</b>
	<b>LGSS Managed</b>						
1,105	Sawston Community Hub	1,105	2	160	(945)	1,309	-
1,150	Optimising IT for Smarter Business Working	1,638	1,716	1,718	80	3,375	80
900	IT Infrastructure Investment	912	201	420	(492)	2,400	(80)
-	- Cambridgeshire Public Sector Network	33	81	33	-	5,554	-
1,000	Microsoft Enterprise Agreement	1,000	496	500	(500)	1,902	-
250	Implementing IT Resilience Strategy for Data Centres	250	13	250	-	500	-
-	- Other Schemes	87	7	87	-	100	-
-	- Capital Programme Variations	(1,029)	-	828	1,857	-	-
<b>4,405</b>		<b>3,996</b>	<b>2,516</b>	<b>3,996</b>	<b>-</b>	<b>15,140</b>	<b>(0)</b>
<b>4,438</b>	<b>TOTAL</b>	<b>4,044</b>	<b>2,553</b>	<b>4,044</b>	<b>-</b>	<b>15,440</b>	<b>(0)</b>

### Previously Reported Exceptions

The Optimising IT for Smarter Business Working scheme budget has been rephased, resulting in an increase of £500k in the budget for 2016/17. This will not affect the overall scheme cost.

Sawston Community Hub is expected to underspend by £945k in 2016/17 due to a delay in obtaining planning permission. As a result, construction work is not expected to start before February 2016 and some of the expenditure planned for 2016/17 will now be re-phased to 2017/18.

Microsoft Enterprise Agreement scheme is predicted to underspend by £500k in 2016/17. The final £500k payment for this scheme will be due in 2017/18, not 2016/17 as originally budgeted. The total scheme cost is unchanged and the expenditure will be re-phased to 2017/18.

As agreed by the Capital Programme Board, any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall. Slippage in the capital programme for LGSS Managed has exceeded its capital variation budget allocation. However, as the variation budget across the Council as a whole has not yet been fully utilised, at this stage this does not lead to an overall forecast underspend on the capital programme.

## Capital Funding

Corporate Services & LGSS Managed Capital Programme 2016/17					
Original 2016/17 Funding Allocation as per BP £000	Source of Funding		Revised Funding for 2016/17 £000	Forecast Spend Outturn (October) £000	Forecast Funding Variance Outturn (October) £000
	<b>Corporate Services</b>				
33	Prudential Borrowing	CS	48	48	-
33			48	48	-
	<b>LGSS Managed</b>				
4,405	Prudential Borrowing	Mgd	3,996	3,996	-
4,405			3,996	3,996	-
4,438	<b>TOTAL</b>		4,044	4,044	-

## Previously Reported Exceptions

As previously reported, the Capital Programme Board recommended that services include a variation budget to account for likely slippage in the capital programme, as it is sometimes difficult to predict this against individual schemes in advance. As forecast underspends start to be reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when slippage exceeds this budget.

## CS Appendix 7 – Performance Scorecard

Measure	Reporting frequency	What is good	Unit	Data last entered	Time period covered	Target	Actual	RAG status	Direction of travel	Comments
<b>Customer Services and Transformation</b>										
Proportion of FOI requests responded to within timescales	Monthly	High	%	09/11/16	1 - 31 October 2016	90%	92%	Green	↓	76 FOI requests received. 70 responded to on time.
<i>For context only - number of FOI requests received annually</i>	<i>Annually</i>	<i>Low</i>	<i>Num</i>	05/07/16	1 April - 30 June 2016	N/A*	311	N/A	N/A	<p>* No target or RAG status for this indicator. Purpose is to set the context.</p> <p>2015/16 - 1228 2014/15 - 1177 2013/14 - 1153 2012/13 - 899 2011/12 - 917 2010/11 - 834</p> <p>Running total will be collected quarterly. Data to be next reported on in October 2016 for Q2 2016/17.</p>
Proportion of customer complaints received in the month before last that were responded to within minimum response times	Monthly	High	%	09/11/16	1 - 30 August 2016	90%	95.2%	Green	↑	<p>Number of customer complaints for August 2016 = 105</p> <p><u>Breakdown of August 2016 figures</u></p> <p>CS&amp;T - 15 complaints all responded to in time.(100% pass rate) ETE - 69 complaints. 67 responded to within 10 working days (97.10% pass rate) CFA - 21 complaints. 18 responded to within 10 working days (85.7% pass rate)</p>
<i>For context only - number of complaints received annually per thousand population</i>	<i>Annually</i>	<i>Low</i>	<i>Num</i>	12/07/16	1 April 2015 - 31 March 2016	N/A*	2.2**	N/A	N/A	<p>2014/15 was 1.68.</p> <p>* No target or RAG status for this indicator. Purpose is to set the context.</p> <p>Data to be next reported on in May 2017 for period of 1 April 2016 - 31 March 2017</p>
Proportion of all transformed transaction types to be completed online by 31 March 2015***	Annually	High	%	15/07/16	1 July - 30 September 2016	75%	55.83%	Red	↓	This is a substantial reduction due to the vast number of concessionary renewals which generally come from a segment of the population which does not have a high propensity to transact online.
Deprivation measure - Number of physically active adults (narrowing the gap between Fenland and others)	Annually	High	%	24.03.16 (change to target and 2014 actual)	1 April 2015 - 31 March 2016	53.1% (2015) 54.1% (2016)	52.1% (2014)	TBC	N/A	<p>New indicator identified by GPC in response to the deprivation motion passed by Council in July 2014. Indicator shared with Public Health.</p> <p>Update 24.03.16 - actual for 2014 and therefore target for 2015 and 2016 amended to reflect updates to data.</p> <p>Data to be reported on in May 2017 for year end.</p>

LGSS Managed Services										
IT – availability of Universal Business System**** IT Availability	Half-yearly	High	%	31/10/16	1 April - 30 September 2016	95%	99.7%	Green	↑	Q4 2015/16 - 95% Q3 2015/16 - 94% Q2 2015/16 - 100.0% Q1 2015/16 - 100.0%
IT – incidents resolved within Service Level Agreement	Half-yearly	High	%	31/10/16	1 January - 31 March 2016 (Q4)	90%	87.5%	Red	↓	Q4 2015/16 - 92% Q3 2015/16 - 97% Q2 2015/16 - 83% Q1 2015/16 - 98%

## LGSS APPENDIX 1 – Service Level Budgetary Control Report

The variances to the end of October 2016 for LGSS Cambridge Office are as follows:

Original Budget as per BP £000	Service	Look up	Current Budget for 2016/17 £000	Forecast Variance - Outturn (September) £000	Forecast Variance - Outturn (October) £000	%
<b><u>LGSS Cambridge Office</u></b>						
<u>Central Management</u>						
62	Service Assurance	SA	8	0	50	592
-8,787	Trading	Trad	-8,634	0	0	0
587	LGSS Equalisation	Equal	874	0	0	0
-410	Grant Income	LGSS	-220	0	0	0
<b>-8,548</b>			<b>-7,971</b>	<b>0</b>	<b>50</b>	<b>1</b>
<u>Finance</u>						
740	Audit	Aud	154	0	0	0
1,019	Chief Finance Officer	HoF	1,049	0	0	0
1,612	Finance Operations	FinOps	1,612	0	0	0
1,955	Professional Finance	Fin	1,985	45	45	2
0	Pensions Service	PS	0	0	0	0
<b>5,327</b>			<b>4,801</b>	<b>45</b>	<b>45</b>	<b>1</b>
<u>Milton Keynes Council</u>						
213	Procurement	Proc	319	-78	-58	-18
2,327	Revenues and Benefits	RB	2,382	0	0	0
0	MKC		0	12	12	0
<b>2,541</b>			<b>2,701</b>	<b>-66</b>	<b>-46</b>	<b>-2</b>
<u>People, Transformation &amp; Transactional</u>						
1,312	HR Business Partners	HR	1,328	0	-26	-2
322	HR Policy & Strategy	HRP&S	296	0	-13	-4
1,852	LGSS Programme Team	LGSS PT	1,853	50	0	0
291	Organisational & Workforce Development	OWD	229	0	0	0
-335	Transactional Services	Hrtrans	-317	0	0	0
<b>3,442</b>			<b>3,389</b>	<b>50</b>	<b>-38</b>	<b>-1</b>
<u>Law &amp; Governance</u>						
425	Democratic & Scrutiny Services	DSS	425	-16	-18	-4
-174	LGSS Law Ltd	LS	-291	10	10	3
<b>250</b>			<b>134</b>	<b>-6</b>	<b>-8</b>	<b>-6</b>
5,184	IT Services	IT	5,098	223	30	1
<b>8,195</b>	<b>Total LGSS Cambridge Office</b>		<b>8,151</b>	<b>246</b>	<b>33</b>	<b>0</b>
<b>MEMORANDUM - Grant Income</b>						
-220	Public Health Grant	LGSS PH	-220	0	0	0
0	Counter Fraud Initiative Grant	CFIG	0	0	0	0
<b>-220</b>			<b>-220</b>	<b>0</b>	<b>0</b>	<b>0</b>



## LGSS APPENDIX 2 – Commentary on Forecast Outturn Position

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

Service	Current Budget £'000	Forecast Variance - Outturn	
		£'000	%
<b>IT Services</b>	5,201	30	1
<p>It is forecast that IT Services in the LGSS Cambridge Office will overspend by £30k at year end. There is a £50k forecast overspend within NCC/CCC operations due to the additional recruitment of digital analysts to in-source work previously procured at a premium by the retained organisations and additional developer posts recruited over and above the establishment in agreement with NCC and CCC.</p> <p>A £208k saving was originally planned to be delivered from additional IT budgets being transferred from the CCC retained organisation into LGSS, but this will not be achieved this year. This saving will be mitigated across the rest of LGSS budgets, including the Property and Strategic Assets budgets returned to NCC and CCC.</p> <p>There is also a £10k pressure due to a decision to recruit to a Head of IT in Norwich in order to expand the LGSS offering in this geographical area.</p>			

### LGSS APPENDIX 3 – Grant Income Analysis

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

	<b>Awarding Body</b>	<b>Expected Amount £'000</b>
<b>Grants as per Business Plan</b>	Various	220
Non-material grants (+/- £30k)		0
<b>Total Grants 2014/15</b>		<b>220</b>

## LGSS APPENDIX 4 – Virements and Budget Reconciliation

	£'000	Notes
<b>Budget as per Business Plan</b>	9,589	
Transfer of Reablement budget from CFA to LGSS Finance	113	
Non-material virements (+/- £30k)	-20	
Transfer of Strategic Assets and Property Services budgets from LGSS Finance to Assets and Investments	-1,531	
<b>Current Budget 2015-16</b>	<b>8,151</b>	

## LGSS APPENDIX 5 – Reserve Schedule

Fund Description	Balance at 31 March 2016	Movements in 2016-17	Balance at 31/10/16	Forecast Balance at 31 March 2017	Notes
	£'000	£'000	£'000	£'000	
<b><u>General Reserve</u></b>					
LGSS Cambridge Office Carry-forward	1,013	0	1,013	461	1
subtotal	1,013	0	1,013	461	
<b><u>Other Earmarked Funds</u></b>					
Counter Fraud Initiative	130	0	130	130	
subtotal	130	0	130	130	
<b>SUBTOTAL</b>	<b>1,143</b>	<b>0</b>	<b>1,143</b>	<b>591</b>	
<b>TOTAL</b>	<b>1,143</b>	<b>0</b>	<b>1,143</b>	<b>591</b>	

### Notes

- 1 The year-end position reflects £552k expected use of operational savings.

## LGSS APPENDIX 6 – Capital Expenditure and Funding

### Capital Expenditure

LGSS Cambridge Office Capital Programme 2016/17						TOTAL SCHEME	
Original 2016/17 Budget as per BP £000	Scheme	Revised Budget for 2016/17 £000	Actual Spend 2016/17 £000	Forecast Spend - Outturn (October) £000	Forecast Variance - Outturn (October) £000	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000
	- R12 Convergence*	-	-	-	-	416	-
1,104	Next Generation ERP	773	-	673	(100)	1,288	-
	- Capital Programme Variations	(155)	-	(55)	100	-	-
<b>1,104</b>	<b>TOTAL</b>	<b>618</b>	-	<b>618</b>	-	<b>1,704</b>	-

### Previously Reported Exceptions

There are no previous exceptions to report.

### Capital Funding

LGSS Cambridge Office Capital Programme 2016/17					
Original 2016/17 Funding Allocation as per BP £000	Source of Funding		Revised Funding for 2016/17 £000	Forecast Spend Outturn (October) £000	Forecast Funding Variance Outturn (October) £000
1,104	Prudential Borrowing	LGSS	618	618	-
<b>1,104</b>	<b>TOTAL</b>		<b>618</b>	<b>618</b>	-

### Previously Reported Exceptions

There are no previous exceptions to report.



# ASSETS AND INVESTMENT COMMITTEE AGENDA PLAN

Published – 1<sup>st</sup> December 2016  
Updated – 8<sup>th</sup> December 2016



Cambridgeshire  
County Council

## Notes

Committee dates shown in bold are confirmed.

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

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

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

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

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

Committee Date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
<b>16/12/16 10:00am</b>	+ Programme Status Report - County Farms Strategic Review - Local Development Framework projects – further opportunity for representations to ECDC draft Local Plan - Management of the Council's Existing Residential Portfolio	Chris Malyon/John Macmillan	Not applicable	05/12/16	07/12/16
	Highway Service Contract Accommodation	Chris Malyon/ Richard Lumley	2016/030		
	St Ives Bridge Chapel	Richard Lumley	Not applicable		
	Business Planning	Chris Malyon	Not applicable		

<b>Committee Date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	Finance and Performance Report	Chris Malyon	Not applicable		
	Agenda Plan	Dawn Cave	Not applicable		
<b>27/01/17 10:00am</b>	+ Programme Status Report	Chris Malyon/John Macmillan	Not applicable	16/01/17	18/01/17
	Older People's Care Home Development Programme	Richard O'Driscoll	2017/012		
	Cleaning Re-tender of contract for Cambridgeshire Council offices	Chris Malyon/ Catherine Kimmet	2016/045		
	Care Accommodation Business Case Update	John Macmillan	Not applicable		
	Property and Assets Demerger	Chris Malyon	Not applicable		
	Provision of Key Worker Housing	Chris Malyon	Not applicable		
	Ely Archives Centre – alternative options	Chris Malyon/ John Macmillan	Not applicable		
	Finance and Performance Report	Chris Malyon	Not applicable		
	Implications of digital strategy on property assets (review of Telecoms Strategy; Housing design)	John Macmillan/Noelle Godfrey	Not applicable		
	Oasis Centre, Wisbech	Chris Malyon/Hazel Belchamber	Not applicable		
	Asset Management Strategy update	Chris Malyon	Not applicable		
	Green spaces	Elaine Matthews	Not applicable		
	Agenda Plan	Dawn Cave	Not applicable		
<b>24/02/17 10:00am</b>	+ Programme Status Report	Chris Malyon/John Macmillan	Not applicable	13/02/17	15/02/17



<b>Committee Date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	Wisbech Castle Update		Not applicable		
	Finance and Performance Report	Chris Malyon	Not applicable		
	Agenda Plan	Dawn Cave	Not applicable		
<b>31/03/17 10:00am</b>	+ Programme Status Report	Chris Malyon/John Macmillan	Not applicable	21/03/17	23/03/17
	Finance and Performance Report	Chris Malyon	Not applicable		
	Agenda Plan	Dawn Cave	Not applicable		
<b>28/04/17 10:00am</b>	+ Programme Status Report	Chris Malyon/John Macmillan	Not applicable	18/04/17	20/04/17
	Finance and Performance Report	Chris Malyon	Not applicable		
	Agenda Plan	Dawn Cave	Not applicable		
<b>26/05/17</b>	+ Programme Status Report	Chris Malyon/John Macmillan	Not applicable	16/05/17	18/05/17
	Finance and Performance Report	Chris Malyon	Not applicable		
	Agenda Plan	Dawn Cave	Not applicable		
<b>30/06/17</b>	+ Programme Status Report - County Farm Income	Chris Malyon/John Macmillan	Not applicable	20/06/17	22/06/17
	Finance and Performance Report	Chris Malyon	Not applicable		
	Agenda Plan	Dawn Cave	Not applicable		
<b>28/07/17</b>	+ Programme Status Report	Chris Malyon/John Macmillan	Not applicable	18/07/17	20/07/17
	Finance and Performance Report	Chris Malyon	Not applicable		

<b>Committee Date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	Agenda Plan	Dawn Cave	Not applicable		
<b>18/08/17</b>	+ Programme Status Report	Chris Malyon/John Macmillan	Not applicable	08/08/17	10/08/17
	Finance and Performance Report	Chris Malyon	Not applicable		
	Agenda Plan	Dawn Cave	Not applicable		
<b>15/09/17</b>	+ Programme Status Report	Chris Malyon/John Macmillan	Not applicable	05/09/17	07/09/17
	Finance and Performance Report	Chris Malyon	Not applicable		
	Agenda Plan	Dawn Cave	Not applicable		

Future dates: 20/10/17, 24/11/17, 15/12/17, 26/01/18, 23/02/18, 23/03/18, 27/04/18, 25/05/18

To be programmed: Lessons learned from Ely Archives Centre (following consideration by Audit & Accounts Committee), Acquisitions and Investment Policy Delegations, County Farms Estate Strategy update

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

1. At least 28 clear days before a private meeting of a decision-making body, public notice must be given which must include a statement of reasons for the meeting to be held in private.
2. At least 5 clear days before a private meeting of a decision-making body, further public notice must be given which must include a statement of reasons for the meeting to be held in private, details of any representations received by the decision-making body about why the meeting should be open to the public and a statement of the Council's response to such representations.

Forward plan reference	Intended date of decision	Matter in respect of which the decision is to be made	Decision maker	List of documents to be submitted to the decision maker	Reason for the meeting to be held in private

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

3. Where the date by which a meeting must be held makes compliance with the above requirements impracticable, the meeting may only be held in private where the decision-making body has obtained agreement from the Chairman of the Council.
4. Compliance with the requirements for the giving of public notice has been impracticable in relation to the business detailed below.
5. The Chairman of the Council has agreed that the Committee may hold a private meeting to consider the business referred to in paragraph 4 above because the meeting is urgent and cannot reasonably be deferred for the reasons stated below.

Date of Chairman's agreement	Matter in respect of which the decision is to be made	Reasons why meeting urgent and cannot reasonably be deferred

For further information, please contact Quentin Baker on 01223 727961 or [Quentin.Baker@cambridgeshire.gov.uk](mailto:Quentin.Baker@cambridgeshire.gov.uk)

