

Tuesday, 31 October 2023

Democratic and Members' Services
Emma Duncan
Service Director: Legal and Governance

10:00

New Shire Hall
Alconbury Weald
Huntingdon
PE28 4YE

Red Kite Room

New Shire Hall, Alconbury Weald, Huntingdon, PE28 4YE

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/cc-conduct-code>
2. **Minutes - 11th July and 10th October 2023 and Action Log** **5 - 28**
3. **Petitions and Public Questions**

KEY DECISIONS

4. **Integrated Finance Monitoring Report for the period ending 31 August 2023** **29 - 94**

OTHER DECISIONS

5.	Business Planning update for 2024-29	95 - 134
6.	Corporate Risk Register	135 - 174
7.	Corporate Performance Report – Quarter 1 2023-24	175 - 200
8.	Amendment to Local Government Pension Scheme	201 - 216
9.	Strategy, Resources and Performance Committee Agenda Plan and Training Plan and Appointments to Outside Bodies and Internal Advisory Groups and Panels	217 - 224

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 Chair of the Council and political Group Leaders which can be accessed via the following link or made available on request: [Filming protocol hyperlink](#)

Public speaking on the agenda items above is encouraged. Speakers must register their intention to speak by contacting [Democratic Services](#) 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: [Procedure Rules hyperlink](#)

The Council does not guarantee the provision of car parking on the New Shire Hall site. Information on travel options is available at: [Travel to New Shire Hall hyperlink](#)

Meetings are streamed to the Council's website: [Council meetings Live Web Stream hyperlink](#)

The Strategy, Resources and Performance Committee comprises the following members:

Councillor Lucy Nethsingha (Chair) Councillor Elisa Meschini (Vice-Chair) Councillor Chris Boden Councillor Steve Corney Councillor Steve Count Councillor Steve Criswell Councillor Lorna Dupre Councillor Mark Goldsack Councillor Richard Howitt Councillor Jonas King Councillor Peter McDonald Councillor Edna Murphy Councillor Tom Sanderson Councillor Alan Sharp and Councillor Graham Wilson

Clerk Name:	Michelle Rowe
Clerk Telephone:	01223 699180
Clerk Email:	Michelle.Rowe@cambridgeshire.gov.uk

STRATEGY AND RESOURCES COMMITTEE: MINUTES

Date: 11 July 2023

Time: 10.00a.m. to 2.26p.m.

Venue: Red Kite Room, New Shire Hall, Alconbury Weald

Present: Councillors Boden, Corney, Count, Criswell, Dupré, Goldsack, Howitt, J King, McDonald, Meschini (Vice-Chair), Murphy, Nethsingha (Chair), Sharp, Taylor (substituting for Councillor Sanderson) and Wilson

148. Notification of Chair and Vice-Chair

It was resolved to note that the Council had appointed Councillor Nethsingha as the Chair and Councillor Meschini as the Vice-Chair for the municipal year 2023-24.

149. Apologies for Absence and Declarations of Interest

Apologies were received from Councillor Sanderson.

150. Minutes – 28th March and 6th June 2023 and Action Log

The minutes of the meetings held on 28th March and 6th June 2023 were agreed as a correct record and signed by the Chair. The action log was noted.

151. Petitions and Public Questions

No petitions or public questions were received.

152. Integrated Finance Monitoring Report for the Period Ending 31 March 2023

The Committee received a report detailing the financial performance of the Council for the 2022/23 financial year. The overall revenue budget position was an overspend of £748k at year-end. Members had been alerted previously to the reasons for this overspend and were informed of the mitigations to address the in-year budget pressures. Attention was drawn to one key variable at year-end relating to bad debt provision. The increase in the level and age of Adult Social Care debt was a national trend primarily due to delays in Court protection and the cost-of-living crisis. It was noted that the capital budget position showed an underspend of £27m, which was lower than expected and primarily due to timing issues.

The Chief Executive recognised the exceptional work of the Finance Team and budget managers for accurate forecasting through the year. The Chair thanked the Service Director: Finance and Procurement and the Head of Finance and his Team. Councillor Count proposed an amendment, seconded by Councillor Boden, to include an additional recommendation as follows:

- c) include for future years all pre-planned movements from reserves so that they can be authorised through appropriate governance, as part of the business planning process or at the earliest possible appropriate meeting. Movements after calendar year end should be reserved for unplanned movements of reserves only.

He suggested that the Council had achieved a £748k overspend because it had included £4.586m allocated from earmarked reserves, which had disguised an overspend of £5.334m as the transfer was occurring in 2023/24 rather than the actual budget year. The report stated that numbers were presented assuming that transfers were agreed, which prevented the committee from scrutinising them in detail. He suggested that all pre-planned movements should be authorised as part of the business planning process in future so that the expenditure could be monitored.

In response, one Member expressed caution about accepting piecemeal changes to financial protocols particularly as they could be misinterpreted. It was noted that work was being undertaken to review how financial information was presented. The Executive Director of Finance and Resources acknowledged the need to continue the improvement journey in this area which would include the reporting of reserve movements. Councillor Count agreed to withdraw his amendment as the Chair agreed to report on how financial information was presented to the next meeting. **Action Required.**

Individual members then raised the following issues in relation to the report:

- expressed continued disappointment that the ringfenced Public Health Grant had not been spent in year. Given this underspend had been anticipated, it was felt that plans should have been discussed 12 months ago as to how it could be utilised. Adults and Health Committee had been informed that the outturn would be accurate for 2023/24. The Chair of Adults and Health Committee reported that there was a trade-off between managing the deficit and spending the money well, which often meant that Public Health had multi-year programmes to use the funding effectively.
- highlighted the fact that 14% of undisputed commercial supplier invoices had not been paid within terms, which would have a detrimental impact on small suppliers. The Head of Finance explained that as part of the financial information improvement journey some context would be provided in future where targets were not being met. This target was impacted by the ability to meet the immediate payment terms of some suppliers.
- queried how five taxis could replace a 53-seater bus which could not be procured to take children to school. The Head of Finance agreed to provide a written response. **Action Required.**
- reiterated concerns about the lack of transparency regarding the £4.586m allocated from earmarked reserves and expressed disappointment at the lack of flexibility of the total £291m in reserves. The Chair commented that earmarked reserves had been used correctly.
- highlighted the lack of reference to the cost of the Joint Administration's political priorities in the report, and also expressed concern that the disaggregation of

services from Peterborough City Council had cost another £328k. The Chair acknowledged that political priorities were choices but felt the decision to disaggregate had been a wise one. She thanked the Chief Executives of both councils for the way it had been managed. Although there would be some costs, the Council's residents would be better served by senior staff with a focus purely on Cambridgeshire.

- highlighted the problems with staff availability and expressed disappointment at the lack of a recruitment action plan. There was concern that the projects to improve buildings for staff following the pandemic had been delayed which could put staff at risk.
- suggested that the Communities, Social Mobility and Inclusion Committee (COSMIC) had failed to deliver on its savings target particularly in relation to decentralisation.
- expressed disappointment regarding the fact the failure to recruit qualified social workers in Children and Safeguarding was reported as an over achievement. Attention was also drawn to the outturn variance of -408% in Adults primarily due to vacant posts. The Chair acknowledged the inappropriate use of language and the need to recruit more staff. The Council now had fulltime staff in senior posts and had attracted new funding for its social worker academy.
- highlighted the fact that a reduction of £250k in the mental health budget had resulted in a £428k outturn variance due to increased demand. There had also been a reduction in winter gritting which had resulted in another outturn variance higher than budgeted. The Chair commented that winter gritting was extremely difficult to predict. There was concern about taking funding out of the revenue budget for something which might not be needed given the experience of previous years.
- expressed concern that a number of energy production projects had gone over time and budget. It was therefore important to have action plans to address these issues and to look closely as to how these projects were being managed. The Chair acknowledged the need to investigate how the timing of these projects had been estimated.
- expressed concern that only £221k had been spent out of budget of £1.4m on highway safety schemes.

It was resolved unanimously to:

- a) note and comment on the outturn position; and
- b) approve the transfers to and from earmarked reserves totalling a net -£4,586k, as set out in section 5.2.

153. Integrated Finance Monitoring Report for the Period Ending 31 May 2023

The Committee received the opening report of the new financial year forecasting at this point a challenging £4.5m overspend. Attention was drawn to the detail behind each of the recommendations. Members noted the financial challenge of Looked After Children placement costs, which was also a national issue, and the delay in energy scheme income projections. The focus would therefore be on mitigating these overspends.

The Chief Executive highlighted the need to recognise that the Council had a challenge with the most complex placements for children with higher acuity needs. This was a pressure across health and social care where high needs cases for children and young people had increased post pandemic. The Council's new Executive Director for Children, Education and Families was looking at all the highest need cases to ensure the placements were robust, sustainable and where possible local. However, there was a national sufficiency failure in children's placements which had been highlighted by the MacAlister Review into Children's Social Care and the County's independent safeguarding board. The Council therefore needed to manage the situation carefully in order to maintain the focus of the needs of young people.

One Member expressed concern that there was an overspend forecast of £1.892m in the Place and Sustainability capital budget in a budget of £5.3m. It was therefore important to investigate the delay in the energy generation schemes and produce an action plan. The Chief Executive reported that the Executive Director of Place and Sustainability was reviewing the delivery of the energy projects. Members would receive more information at their next meeting with the relevant officers in attendance. **Action Required.** The Environment and Green Investment (E&GI) Committee would also be providing further scrutiny and working to expedite the projects. The Chair of E&GI Committee acknowledged the concerns and the risk to the authority. The cross-party Green Investment and Utilities Advisory Group was also monitoring the issue closely.

Attention was drawn to the £8m increase in earmarked reserves, and the scale of total reserves. It was acknowledged that some reserves were earmarked or ringfenced, but it was felt by one Member that they were not at the right level and should be reduced to alleviate the pressure on the Council Tax payer.

It was resolved unanimously to:

- a) approve the budget virements proposed in the tables at 3.1, redistributing £5.8m of budget permanently;
- b) approve draw-down of £260k from Cambridgeshire Skills earmarked reserve as funding to the Business & IP Centre Cambridgeshire, as set out in section 3.3; and
- c) note changes in grants, and to approve the budget movements reflecting the annual roll-forward and re-phasing process set out in table 4.5.1.

154. Digital Strategy for Cambridgeshire County Council

The Committee considered the Digital Strategy for the Council, and action plan, and the related Data, Technology and Cyber Strategies. It was important to bear in mind that nationally there was an increased focus on digital in relation to the use of data, and emerging technologies such as Artificial Intelligence (AI). Attention was drawn to the background to the new Digital Strategy, which sat within the wider Strategic Framework of the Council. Members were advised of the five themes which made up the strategy and the four 'golden threads' running through these themes. There had been engagement and feedback from staff and Members on the development of the revised strategy.

The Chair and other Members thanked the Service Director: Customer and Digital Services who was attending her last meeting for her services to the Council. Individual members then raised the following issues in relation to the report:

- welcomed the Digital Strategy which had an action plan and outcomes. The same Member also reminded other Members of the investment history of Connecting Cambridgeshire.
- welcomed the customer focus of the strategies. However, there was a need to see the contribution of Members reflected. The Chair reported that the strategies would not be amended before Council instead the points raised at the meeting would be addressed via the action plan. The Service Director: Customer and Digital Services added that the action plan was a living document which would be updated to reflect Member contributions.
- welcomed digital by default but there needed to be more emphasis on the digital divide. There was concern that broadband coverage was still not sufficient in some rural areas. Members were informed that the Place and Sustainability Directorate would be creating a comprehensive infrastructure plan. Concern was also expressed regarding mobile connectivity. It was suggested that an update on the provision of broadband and mobile connectivity should be presented to the relevant committee. **Action Required.**
- suggested that people had the right to choose not to access services through digital means and to talk to a person. Members were informed that the Council was not seeking to remove non-digital channels. Instead, it was proposing to utilise fully digital tools to ensure the public who wished to use digital received the best services.
- highlighted the need for the Council's skills function to offer more digital training to the public, and to place more computers in different places in the community for the public to access. The Service Director: Customer and Digital Services confirmed that there were some actions in place to address these points.
- highlighted the need to do more in relation to providing computers for schools.

- welcomed the sustainability objectives in the strategy and the identification that digital also cost carbon as well as saved it.; it was important to quantify and identify actions to address this.
- highlighted the need to lead on safeguards in relation to AI. There was also the need to identify the impact of AI on employment in the strategy. It was acknowledged that AI provided an opportunity for the Cambridgeshire as a whole and the Council to improve life and services. The Council had a draft AI policy and it was proposed to set up a Data, AI and Ethics Board with representatives of the community.
- highlighted the importance of cyber security and queried whether one of the five themes should be safety and security of data. Members were informed that cyber security had its own strategy because it was so critical. Each of the themes and threads had cyber security as a principle. The Chair proposed that a briefing or seminar be held on the impact of a cyber-attack on Council services as part of its emergency planning arrangements. **Action Required.**

The Chief Executive thanked the Service Director: Customer and Digital Services and her Team for their leadership in delivering a strong well-articulated strategy, which had been actively co-produced with staff, Members via a workshop, and professional groups. The two themes of communities and inclusion addressed some of the issues highlighted by Members. It was important to note that this was the Digital Strategy for the Council and not the county. The Digital Strategy worked in a complementary way with the Digital Connectivity Strategy for Cambridgeshire, which reported to E&GI Committee, and with the Customer Contact Strategy. He added that Cambridgeshire Skills actively promoted digital literacy. The Chief Executive thanked the Service Director: Customer and Digital Services for her contribution and reported that she had been appointed as the first Director of the new Institute established by the Society for Innovation Technology and Modernisation (SOCITM).

It was resolved unanimously to approve:

- a) the approval of the Digital Strategy for the Council and the related Data, Technology and Cyber Strategies for Cambridgeshire County Council; and
- b) the funding of the strategy through the business planning process.

155. General Security Re-tender of Contract for Cambridgeshire County Offices, Buildings, Land Assets and Employee Safety

The Committee received a report detailing the proposed procurement exercise for the re-tender of the general security contract for the Council's non-school buildings. Attention was drawn to the background which included the reasons and timeframe for the proposed re-tender. The value of the contract was currently approximately £330k per annum, which could be funded from existing budgets. However, it could fluctuate as buildings were added or removed from the estate. Attention was drawn to the methodology of specification and the risks associated with not re-tendering. The contract was for an initial period with an option to extend for a further two years, which was attractive to bidders and provided greater flexibility for the Council.

One Member congratulated officers for starting the retender process in plenty of time. The same Member proposed the following alteration to recommendation b) to improve accuracy, which was agreed by the Chair, “to extend for two further years”. Another Member raised the need to alter, which was also agreed by the Chair, “responsibility” to authority in recommendation c).

It was noted that almost a third of the contract value covered security at Shire Hall in Cambridge. As the contract was due to start on 1 April 2024, it was queried whether the Shire Hall Campus would be handed over to the developer by 31 March 2023. The Chair reminded Members that there was a confidential item on Shire Hall on the agenda. However, she advised that it would be unwise not to make contingency in case the scheme did not go as planned. One Member raised concern that everything connected with Shire Hall was in confidential session and reported that the Monitoring Officer had confirmed when it could be made public.

It was resolved unanimously to:

- a) authorise the re-tender of the security contract for Authority buildings and land assets, which is due to expire on 31st March 2024;
- b) approve the commencement of the re-procurement of the security Facilities Management Framework Contract for a term of 3 years from 1 April 2024 to 31 March 2027 with the option to extend for two further years which equates to a 3 + 1 + 1 year term; and
- c) delegate authority for awarding and executing a contract for the provision of general security for Cambridgeshire County offices, building, land assets and employee safety, starting 1st April 2024 for a 3 year term plus two annual extensions, to the Executive Director of Finance and Resources and, in accordance with Council procedures, in consultation with the Chair and Vice-Chair of Strategy and Resources Committee.

156. Retender of Asbestos Removal Service

The Committee received a report on the proposed retender of the current Asbestos Removal Services framework. This contract complemented the current contract for Asbestos Consultancy. The Council still had a large property portfolio, particularly in schools, which had asbestos containing material. It was an essential contract to ensure the Council met its obligations of the Control of Asbestos Regulations (2012). The Council had been subject to and passed a review by the Health and Safety Executive, which dictated that it should manage all asbestos in house to ensure risk was managed correctly.

One Member proposed the following alteration to recommendation a) to improve accuracy, which was agreed by the Chair, (1st January 2024 to 31st December 2026 or 2027 if extended). In response to a query, the Compliance Manager confirmed that the Council had the opportunity to attract income by selling the framework to other authorities such as the Police, Fire and Rescue Service, Central Bedfordshire Council and Huntingdonshire District Council at a charge of 1.5% which helped to cover the legal costs associated with procurement.

It was resolved unanimously to:

- a) agree re-procurement of the Asbestos Removal Services Framework (1st January 2024 to 31st December 2026 or 2027 if extended); and
- b) delegate authority to the Executive Director of Finance and Resources to appoint a contractor after a competitive procurement process and complete all necessary contractual documents in accordance with Council procedures in consultation with the Chair and Vice-Chair of Strategy and Resources Committee.

157. This Land Annual Business Plan and progress monitoring

The Committee received an update on the latest strategic position of This Land exercising the Council's role as shareholder and lender. Attention was drawn to the business plan which provided a detailed account and pathway to demonstrate how the financial obligations of the company to the Council were achievable over the long-term. In considering the self-sufficiency of This Land, two national financial factors were acknowledged relating to the economic downturn and its impact on the housing market, and a more measured approach in local government across the sector to commercial investment. Members noted the revised reduced revenue expectations set out in the report and the confidential appendix, and the company's plan in relation to new homes particularly new affordable homes. The forward projections of net assets and profit were set out in Section 2.9 of the report, which were underpinned by individual site appraisals. This Land exercised due diligence via an internal audit function and third-party specialist consultancy, and the Council had also committed to a further economic assurance review.

The Chief Executive of This Land reported that the housing market was currently challenging but was likely to improve once inflation was under control. Reservations were still being secured at Over with only a small number of properties remaining, and three land disposals had exceeded business plan estimates. The company continued to be in a strong cash position, which meant that it could benefit from a slightly negative market.

Individual members then raised the following issues in relation to the report:

- queried the small residual cash balance of £0.7m in 2029 for a company the size of This Land. It was noted that the business plan was focused on paying off the principal loans and interest payments. There was a reduction in the overall cash position from the previous year due to increased build costs and the reduction in revenue at one site. Further work was being undertaken as part of the next business plan to consider the longer term.
- requested that the Chief Executive of This Land communicate with Soham Town Council and any other town or parish council where a significant development was planned. It was noted that a further update would be presented to the Town Council.
- queried whether This Land had been consulted on the Government's plan to build 250,000 new homes in Cambridge and the surrounding area as part of a document called "Cambridge 2040". The Chief Executive of This Land confirmed that he had

received no prior knowledge of this plan. This Land had no large-scale sites that it was promoting for development in Cambridgeshire. The Council's Chief Executive reported that there had been no announcement by the Secretary of State and Ministers who had attended the recent Local Government Conference.

- welcomed the greater focus on affordable housing but it was less than what was needed in terms of local housing need. It was requested that future reports should include a more substantial section on affordable housing with a comparison of housing need, and analysis against other local authority areas. The Service Director: Finance and Procurement acknowledged that officers would reflect on this feedback. There was a balance regarding the lowest risk way the Council received its money back against the company delivering fully on the Council's strategic ambitions. Affordable housing was usually a net nil position in terms of profitability with an additional cash flow exposure potentially at a slight loss. This Land was therefore working to minimise this risk whilst pushing affordable housing delivery further. In future years, the Council would need to consider what exposure it wanted in terms of further lending. The Chief Executive of This Land confirmed that it would be creating This Land Partnerships to support the delivery of affordable homes. It was noted that This Land would deliver a significantly higher number of affordable homes than the Greater Cambridge average.
- queried when the Council's values in relation to social value and contracting would be included, and when questions regarding the Real Living Wage would be reflected. The Service Director: Finance and Procurement acknowledged that officers would reflect on this feedback. However, it was important to note that This Land had its own economic character and a different procurement regime. The Council was always careful therefore not to directly instruct. The establishment of an Environment, Social and Governance Committee by This Land was therefore welcomed.
- noted that that this year's This Land business plan had shown a delay in capital receipt payable to the Council of £2m compared to the figure in the previous plan and the deficit was increasing, which was primarily linked to market conditions. The Service Director: Finance and Procurement acknowledged the relatively modest changes and variances, in the context of the long term plan, which related to specific site changes rather than overall strategy or returns. The £2m overage figure was an estimate, so the Council would see this benefit but not to its previously expected timing.
- highlighted the change of direction of This Land, which was originally set up to provide funding for social services, and the fact that the financial impact of this decision was not quantified in the report. The interest receivable had decreased from £75m to £72m., and the residual cash balance in 2029 was £0.7m rather than £16.3m (compared to the 2022 plan). There was concern that the Council was asset stripping This Land because it wanted its funding back earlier. The Executive Director of Finance and Resources explained that since This Land was established there had been changes to what local authorities could borrow from the Public Works Loan Board in relation to commercial ventures, which meant that any future borrowing would be at higher rate than previously. Further changes to the capital regulations were also expected as a result of a number of commercial failures at

other local authorities. The Council would be conducting a further economic review of This Land, which would pick up these changes.

- queried the timescales for the Foxton development. It was noted that best and final bids had been received in relation to disposal so it was anticipated that sales would take place over the next twelve months.
- queried whether the revised shareholder agreement with This Land would be a public document. It was noted that the Articles of Association was a public document but to date the shareholder agreement had not been published. It was agreed that it should be considered, for publication, as an agenda item by the new Assets and Procurement Committee. **Action Required.**

It was resolved unanimously to:

- a) receive the latest business plan from This Land and note the latest financial appraisal of the Council's risk relating to its loan to and equity in This Land.
- b) note rephrasing of the Council's expected capital receipt from possible overage entitlements to align with This Land's submission as set out in section 2.6 .
- c) delegate authority to the section 151 officer to enter into parent company guarantee(s) or bond deeds in relation to This Land, as set out in section 3.3.
- d) permit the land transactions proposed by This Land at Foxton, as set out in section 3.2 and in accordance with the latest business plan, delegating authority to the Section 151 officer to release the Council's pre-emptions, overage and legal charge.
- e) delegate authority to the section 151 officer acting pursuant to the Council's constitution and in consultation with the Chair & Vice Chair, to enter into a shareholder agreement with This Land, and agree updates to the articles of association, further to the good practice review described at section 3.6.

158. Equality, Diversity and Inclusion Strategy

The Committee considered a new Equality, Diversity and Inclusion (EDI) Strategy which had been developed as an additional enabler alongside the new People Strategy before submission to full Council on 18 July. Attention was drawn to the fresh approach which had been taken to the strategy given the many changes in this arena. The strategy referenced the decisions taken by Council in relation to adopting the Public Sector Duty regarding Social-economic Inequalities and adding care experience as a protected characteristic. Attention was drawn to the three key themes supported by three guiding principles and the twelve equality objectives. Once the strategy had been approved by council, an action plan would be developed in consultation with stakeholders across the organisation, and monitored by the COSMIC, which had already considered and commented on the strategy.

Individual members then raised the following issues in relation to the report:

- highlighted the lack of reference to the Council's employment policies with regard to neurodiversity in relation to adults and young adults coming into the workforce with learning disabilities. The Chair of Adults and Health Committee reported that the Council did provide support for people with learning disabilities, but this could be improved. The strategy referred to physical access for people with physical disabilities, but it was hoped that it would apply to people with all disabilities and to council services as well as employment. Members were informed that neurodiversity would be a key part of the actions including considering how to make the recruitment process more accessible for candidates who were neurodivergent. There was currently a working group looking at how to make work and the recruitment process more accessible and support people better and that included current colleagues with lived experience who were sharing their views to help with improvement in this area. Neurodiversity had also recently been the topic of a well-attended EDI Conversation.
- welcomed the fact that COSMIC had considered the strategy and it would be progressing the Council's EDI policies.
- welcomed the statement that the Council was taking an anti-racist approach, the reference to psychological safety, the inclusion of the Public Sector Duty regarding Social-economic Inequalities, the recently established dedicated EDI Team, the reference to Care Together, the Armed Forces Covenant and the highlighting of work on migration.
- suggested that some Equality Impact Assessments were not really effective in relation to council reports and did not lead to a difference in decision making particularly regarding procurement.
- queried whether the Council could do work with transgender people in its employment and women's groups to try and get some understanding about the ways of working which respected everyone.
- welcomed the strategy but expressed disappointment at the lack of an action plan. There was concern that the action plan was not scheduled to be approved by a committee. The Chair reminded Members that the action plan would be drawn up by a wider group of stakeholders. The Service Director: HR reported that the action plan would be agreed and monitored by COSMIC.

It was resolved unanimously to recommend the EDI Strategy for approval to Full Council.

159. Annual Risk Management Report

The Committee was responsible for the development and oversight of the Council's risk management and strategy. It therefore received the Annual Risk Management Report summarising activity for 2022-23, the current Corporate Risk Register, an updated Risk Management policy, and the Risk Strategy. These documents would also be considered

by the Audit and Accounts Committee with its different remit to consider the effectiveness of the Council's risk management arrangements. In relation to the report, attention was drawn to developments to risk management systems, such as the introduction of Corporate Leadership Team (CLT) risk assurance meetings, and a new system of risk assurance reviews. The Internal Audit and Risk Management Team had undertaken an assessment of the Council's risk maturity against an established risk maturity model, and an action plan to address the different parts of the Council that had been assessed as risk defined and risk aware was being progressed.

Individual members then raised the following issues in relation to the report:

- highlighted the fact that the risk matrices were still calculated on a linear 1 to 5 basis. It was therefore important to explore a mechanism outside the current system to differentiate the severity of the importance of the five ranking. The Head of Internal Audit and Risk Management reported that CLT had expressed an interest in progressing this issue in the future. There was further guidance to officers on how to interpret the risk matrices in order to provide more differentiation.
- suggested again that it was not appropriate to have a target for risk management reports and that consideration should be given to changing the wording to projection. The Head of Internal Audit and Risk Management reported that a software change was required, which would take time to progress.
- highlighted the table in Section 8.3 of the report and queried what areas the Council was failing in and how they would be addressed. The Chair agreed that Members should receive a written response with the issues discussed further at the Audit and Accounts Committee. **Action Required.**
- welcomed the work carried out on the Risk Register but queried why it was very internally focused. It was agreed a written response should be provided. **Action Required.**

It was resolved unanimously to:

- note and comment on the Annual Risk Management Report (Appendix 1) and Corporate Risk Register (Annex A); and
- endorse the updated Risk Management Policy (Annex B), and Risk Strategy (Annex C).

160. Cambridge Biomedical Campus Update

The Committee received a report detailing the latest position of the Cambridge Biomedical Campus (CBC). The Council was working with the landowners and CBC Limited, as well as a number of advisers, to continue the development of the campus including the future phased development on council land. The expansion of land known as Phase 4, which was jointly owned by a third party and the Council, had been included in the Greater Cambridge Shared Planning (GCSP) Authority's preferred option list. As part of the preparation for submissions to the GCSP in its consideration

and adoption of the new local plan, the landowners across the various phases were proposing that a Memorandum of Understanding be signed by each party to reflect the commitment to the delivery and future development of all phases. It was noted that the land was in the Green Belt so further justification of the case for its release needed to be established.

Speaking as a Local Member, Councillor Slatter reminded the committee of the history of the previous local plan in relation to the shortage of affordable housing in the area. She had supported the Addenbrooke's 2020 vision and looked forward to the creation of the Children's and Cancer hospitals. Whilst she was proud of the progress which had been made in relation to biodiversity and community infrastructure locally, she was seriously concerned about the sustainability of future growth in this area beyond the 2020 vision. The NHS Trust had raised concerns about workforce recruitment and retention. There were also serious concerns about the ability of water supply to meet demand. The new campus buildings and residential developments had successfully incorporated urban drainage, so it was possible to collect reliable data about the consumption of water and power before contemplating new development on public land. Local residents were alarmed about building the 2050 vision when the 2020 vision had not been completed.

Individual members then raised the following issues in relation to the report:

- requested clarity on how the 2020 vision matched the 2050 vision. It was noted that former incorporated phases 1 and 2 which was primarily the Addenbrooke's campus. Phase 3 was an additional piece of land allocated in the 2018 Local Plan, and phase 4 was part of the 2050 vision. GCSP had asked for a masterplan to be produced incorporating all the phases at this stage. It was expected that phase 4 would be used for new hospital buildings allowing the old ones, which were not fit for purpose, to be remodelled or demolished. A symposium would be held on 12 July by CBC Limited with local politicians making the case for this development.
- highlighted the need to make better use of the limited amount of land by increasing building density. The Chair acknowledged that this comment was beyond the remit of the report.
- expressed concern that this local plan like others for the area attracted a workforce from outside the area with habitation built many miles away. There were currently no solutions to address the existing similar problems. It was suggested that the Science Park should be located in South Cambridgeshire with the housing nearby. The Chair reminded the committee that the Children's Hospital would need to be located on the campus. It was acknowledged that transport and water were two big issues which needed to be addressed in the local plan. The CBC campus had featured prominently in the announcement of the East West Rail link, and Cambridge South Railway Station was being built to support the campus. It was noted that Addenbrooke's was a block to the free flow of transport in Cambridge so any expansion would have to contribute some of the solutions including a new road to the railway station.
- welcomed the new Cambridge South Railway Station but highlighted the importance of the infrastructure set up. The new Soham Station only allowed one

train every two hours, which would make it difficult for the public to access the station on the CBC campus.

- expressed concern about continual development of the Green Belt.

It was resolved by a majority to note the update on progress, support and delegate the signing of a Memorandum of Understanding with the other landowners on the site in further support of the campus development to the Executive Director of Finance and Resources in consultation with the Chair of this Committee and the Monitoring Officer.

161. Corporate Performance Report – Quarter 4 2022-23

The committee considered performance information for corporate services for quarter four, which included progress against the council's Joint Agreement Action Plan. Attention was drawn to the performance information set out in Appendix 1. The following KPIs were off target by more than 10%: Indicator 169: % of contract waivers submitted less than 5 days before their proposed start date; Indicator 183: Proportion of Subject Access requests responded to within statutory timescale (year to date), and Indicator 184: Statutory returns completed on time. This was the first time Indicator 184 had dropped below its target of 100% and was due to the need to provide child level data so an extension had been granted.

Individual members then raised the following issues in relation to the report:

- acknowledged that the number of short notice contract waivers was moving and hopefully would continue to move in the right direction.
- queried in relation to Indicator 171: Rent per acre obtained from the agricultural estate why the target was only £107 when the current rent was £146 and the previous rent had been £144. It was also queried why there was £45k pressure when the target was being exceeded. The Chair asked for a written response to be provided. **Action Required.**

It was resolved unanimously to:

- a) monitor progress of Corporate Services and identify remedial action as required.
- b) scrutinise performance information for the Council's Joint Agreement Action Plan.

162. Treasury Management Report – Quarter Four Update and Annual Report 2022-23

The Committee considered the quarterly update on the Treasury Management Strategy 2022/23, approved by Council in February 2022.

One Member expressed concern, given the current challenging financial situation, regarding the proposed increase in the counterparty limit for the deposits outlined in 4.13 from £10m to £20m. It was therefore queried whether the Council was looking rigorously at the credit rating limits attached to these institutions. The Head of Finance

reported that the Council had very strong regard to the credit rating of institutions it banked with and in every case these institutions were highly rated in terms of credit worthiness. The Chair welcomed the proposed training session on Treasury Management.

It was resolved unanimously to:

- a) note the Treasury Management Quarter Four Update and Annual Report for 2022/23 and endorse it for consideration at Full Council;
- b) recommend to Full Council to increase the counterparty limit for the deposits outlined in 4.13 from £10m to £20m; and
- c) add training on Treasury Management to the Committee's training plan.

163. Strategy and Resources Committee Agenda Plan, Training Plan, Appointments to Outside Bodies and Internal Advisory Groups

The Committee was asked to review its agenda plan and training plan, appointments to Outside Bodies and Internal Advisory Groups and Panels, and the appointment of Member Champions to lead on specific subject areas. In considering the appointments to Outside Bodies, it was proposed that Councillor Howitt replace Councillor Bird on the Cambridge BID Board.

The committee resolved unanimously to:

- (i) review its agenda plan attached at Appendix 1.
- (ii) review its training plan attached at Appendix 2.
- (iii) review the appointments to outside bodies as detailed in Appendix 3, and appoint:
 - Councillor McDonald to replace Councillor Murphy on Pathfinder Legal Services Limited.
 - Councillor Shailer to replace Councillor Goodliffe on all the ESPO bodies.
 - Councillor Howitt to replace Councillor Bird on the Cambridge BID Board.
- (iv) review the appointments to Internal Advisory Groups and Panels as detailed in Appendix 4.
- (v) review the appointment of Member Champions as detailed in Appendix 5.

164. Exclusion of Press and Public

It was resolved unanimously that the press and public be excluded from the meeting on the grounds that the agenda contained 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, as it referred to information relating to the financial or business affairs of any particular person (including the authority holding that information).

165. Shire Hall, Cambridge – Commercial update

The Committee received a commercial update on Shire Hall, Cambridge.

It was resolved unanimously to approve the recommendations set out in the report.

Chair

STRATEGY, RESOURCES & PERFORMANCE COMMITTEE: MINUTES

Date: 10 October 2023

Time: 10.05a.m. to 11.05am

Venue: Red Kite Room, New Shire Hall, Alconbury Weald

Present: Councillors Ambrose Smith, Coutts, Gay, Gowing, Hathorn, S King, Meschini (Chair), Murphy, Slatter and Wilson

166. Apologies for Absence and Declarations of Interest

There were no apologies for absence.

It was noted that Members who were Councillors for both the County Council and District Councils (or Cambridge City Council) were deemed to be conflicted and would be unable to make decisions in respect of this matter from a County Council only perspective. For this reason, “twin hatted” Members had been excluded from this meeting.

167. Exclusion of Press and Public

It was resolved unanimously that the press and public be excluded from the meeting on the grounds that the agenda contains exempt information under Paragraphs 3 and 5 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 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.

168. Waste Private Finance Initiative (PFI) Update

Members considered an update on Waste Private Finance Initiative (PFI) contract issues.

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

Chair

STRATEGY, RESOURCES AND PERFORMANCE COMMITTEE MINUTES-ACTION LOG

This is the updated action log as at 23rd October 2023 and captures the actions arising from the most recent Strategy, Resources and Performance Committee meeting and updates Members on the progress on compliance in delivering the necessary actions.

Minutes of 10th October 2023 (Special Meeting)

Minute number	Item title	Responsible officer(s)	Action	Comments	Completed
168.	Waste Private Finance Initiative (PFI) Update	Emma Fitch Adam Smith	Two actions identified in confidential minutes.	Actions followed up on 11 October 2023.	Complete

Minutes of 11th July 2023

Minute number	Item title	Responsible officer(s)	Action	Comments	Completed
152.	Integrated Finance Monitoring Report for the Period Ending 31 March 2023	Michael Hudson/ Stephen Howarth	Chair agreed to report on how financial information was presented to the next meeting.	The s151 Officer is working with the Finance Team and Extended Leadership Team to continually develop the Integrated Finance Monitoring Report.	Complete
		Jon Lewis/ Fran Cox	Queried how five taxis could replace a 53-seater bus which could not be procured to take children to school	The service provider withdrew from the contract due to driver shortage. Replacing the service provider with taxis was a temporary solution and the only one possible at the time due to the procurement challenges in this area. The taxis were minibus taxis and significantly more costly per seat than a large bus.	Complete

Minute number	Item title	Responsible officer(s)	Action	Comments	Completed
153.	Integrated Finance Monitoring Report for the Period Ending 31 May 2023	Michael Hudson/ Stephen Howarth	Members would receive more information on the energy projects at their next meeting with the relevant officers in attendance.	An update was taken to the Assets and Procurement Committee on 18 October 2023.	Complete
154.	Digital Strategy for Cambridgeshire County Council	Frank Jordan Ceren Clulow	Suggested that an update on the provision of broadband and mobile connectivity should be presented to the relevant committee.	An update report has been added to the agenda plan for 30 November Environment and Green Investment Committee.	Complete
		Sue Grace	The Chair proposed that a briefing or seminar be held on the impact of a cyber attack on Council services as part of its emergency planning arrangements.	Briefing arranged for all members on 7 November 2023.	Complete
157.	This Land Annual Business Plan and progress monitoring	Michael Hudson	It was agreed that the shareholder agreement should be considered, for publication, as an agenda item by the new Assets and Procurement Committee.	An update has been taken to the Assets and Procurement Committee on 18 October 2023.	Complete

Minute number	Item title	Responsible officer(s)	Action	Comments	Completed
159.	Annual Risk Management Report	Mairead Claydon	Highlighted the table in Section 8.3 of the report and queried what areas the Council was failing in and how they would be addressed.	Risk Maturity Assessment report, which highlights the areas that were identified as having a lower risk maturity e-mailed on 31 July 2023. The action plan identified in the risk assessment was subsequently adapted into the Risk Strategy, which was presented to committee at its July meeting, so this shows how the Council is planning to develop increased risk maturity in those areas.	Complete
		Mairead Claydon	Welcomed the work carried out on the Risk Register but queried why it was very internally focused.	The risk register is an internal document but it does seek to capture the external risk environment, both as individual risks and also as elements of the profile of each risk.	Complete
161.	Corporate Performance Report – Quarter 4 2022-23	Sue Grace Richard Springbett	Queried in relation to Indicator 171: Rent per acre obtained from the agricultural estate why the target was only £107 when the current rent was £146 and the previous rent had been £144. It was also queried why there was £45k pressure when the target was being exceeded	Email sent on 16 October 2023.	Complete

Minutes of 28th March 2023

Minute number	Item title	Responsible officer(s)	Action	Comments	Completed
137.	Network Services Procurement	Stephen Moir	Highlighted the need for an action tracker to monitor delegations once approved by committee. The Chair asked the Chief Executive to consider this request as part of a broader scheme. However, in the short term, she asked the Chief Executive to consider possible action and report back to Group Leaders.	<p>The requirement for an action tracker related to delegations is being considered by the Chief Executive, via the Statutory Officers Group, which also includes the Monitoring Officer and the Section 151 Chief Financial Officer. The Chief Executive will report back to Group Leaders on this issue, following consideration at the next Statutory Officers Group meeting on 1 August 2023.</p> <p>Update: This issue was discussed at the Statutory Officers Group, and it was agreed that an action tracker for delegated decisions from committees would be implemented. The Service Director: Legal and Governance agreed to take this action forward to implementation. The implementation plan is currently being developed.</p>	Ongoing
		Mairead Claydon	To review the use of the letter "T" to make its meaning clearer.	It has not been possible to automatically amend it in the reports but officers are able to manually amend it. This is reflected in the corporate risk register report to be considered on 31 October 2023 and there is an explanation in the accompanying report.	Complete

Minute number	Item title	Responsible officer(s)	Action	Comments	Completed
142.	Strategy and Resources Committee Agenda Plan, Training Plan, Appointments to Outside Bodies and Internal Advisory Groups	Michael Hudson	The need to make sure all future procurements were included on committee agenda plans.	A procurement pipeline has been uploaded to the Council's website and processes are in place to ensure procurement engagement in activity to identify inclusion of procurements on future committee agendas. Assets and Procurement Committee received a report on procurement governance at its meeting on 18 October 2023.	Complete

Minutes of 26th January 2023

Minute number	Item title	Responsible officer(s)	Action	Comments	Completed
127.	Strategy and Resources Committee Agenda Plan, Training Plan, Appointments to Outside Bodies and Internal Advisory Groups	Michael Hudson	The need for an item on the County Farms Estate to be included on the agenda plan.	The Assets and Procurement Committee will receive a rural farms update at its meeting on 28 November 2023. Assets and Procurement Committee Spokes will review if the County Farms Working Group should continue.	Complete

Integrated Finance Monitoring Report for the period ending 31 August 2023

To: Strategy, Resources and Performance Committee

Meeting Date: 31 October 2023

From: Executive Director of Finance and Resources

Electoral division(s): All

Key decision: Yes

Forward Plan ref: 2023/021

Outcome: The Committee will have received information setting out the current financial position of the Council enabling it to assess delivery of the Council's business plan. It will also have made decisions around the allocation of resources. Overall, this will contribute to good financial management and stewardship of public funds.

Recommendation: Strategy, Resources and Performance Committee (SR&P) is recommended to:

- a) Approve borrowing and capital budget changes set out in table 4.5.2. of Appendix A.
- b) Note the management action being taken to address the overspend set out in section 1.2 of Appendix A, and receive regular updates on progress.
- c) Request that Policy & Service Committees review the budget monitoring position and that relevant committees scrutinise key variances and actions identified to address key pressures.

Officer contact:

Name: Stephen Howarth

Post: Head of Finance

Email: stephen.howarth@cambridgeshire.gov.uk

Tel: 01223 507126

1. Background

- 1.1 The purpose of this report is to present financial and performance information to assess progress in delivering the Council's Business Plan.

2. Main Issues

- 2.1 Please see the attached Integrated Finance Monitoring Report for the period ending 31 August 2023 at Appendix A and the Finance & Resources and Strategy & Partnerships Finance Monitoring Report for the period ending 31 August 2023 at Appendix B.

3. Alignment with ambitions

- 3.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

Please see the Climate Change and Environment Implications outlined in 4.8 below.

- 3.2 Travel across the county is safer and more environmentally sustainable

There are no significant implications for this ambition.

- 3.3 Health inequalities are reduced

There are no significant implications for this ambition.

- 3.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

There are no significant implications for this ambition.

- 3.5 Helping people out of poverty and income inequality

There are no significant implications for this ambition.

- 3.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised

There are no significant implications for this ambition.

- 3.7 Children and young people have opportunities to thrive

There are no significant implications for this ambition.

4. Significant Implications

- 4.1 Resource Implications

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

- 4.2 Procurement/Contractual/Council Contract Procedure Rules Implications
There are no significant implications for this ambition.
- 4.3 Statutory, Legal and Risk Implications
There are no significant implications for this ambition.
- 4.4 Equality and Diversity Implications
There are no significant implications for this ambition.
- 4.5 Engagement and Communications Implications
There are no significant implications for this ambition.
- 4.6 Localism and Local Member Involvement
There are no significant implications for this ambition.
- 4.7 Public Health Implications
There are no significant implications for this ambition.
- 4.8 Climate Change and Environment Implications on Priority Areas
 - 4.8.1 Implication 1: Energy efficient, low carbon buildings.
Neutral
 - 4.8.2 Implication 2: Low carbon transport.
Neutral
 - 4.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.
Neutral
 - 4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.
Neutral
 - 4.8.5 Implication 5: Water use, availability and management:
Neutral
 - 4.8.6 Implication 6: Air Pollution.
Neutral
 - 4.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.
Neutral

Have the resource implications been cleared by Finance? Yes
Name of Financial Officer: Stephen Howarth

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement and Commercial? Not applicable

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal? Not applicable

Have the equality and diversity implications been cleared by your EqIA Super User? Not applicable

Have any engagement and communication implications been cleared by Communications? Not applicable

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

Have any Public Health implications been cleared by Public Health? Not applicable

If a Key decision, have any Climate Change and Environment implications been cleared by the Climate Change Officer? Not applicable
N/A

5. Source documents

Place & Sustainability Finance Monitoring Report (August 2023)

Children, Education & Families Finance Monitoring Report (August 2023)

Adults & Public Health Finance Monitoring Report (August 2023)

Finance & Resources and Strategy & Partnerships Finance Monitoring Report (August 2023)

These papers are available in relevant committee meetings on the council website.

Appendix A

Integrated Finance Monitoring Report August 2023

Contents

Section	Item	Description
1	Executive Summary	Provides a summary of the latest position on our revenue capital and Dedicated Schools Grant (DSG) forecast spend compared to our base budgets.
2	Revenue Budget	Provides a more detailed summary of the revenue position by directorate, as well as additional information on: <ul style="list-style-type: none"> The position of our Dedicated Schools Grant The Savings Tracker
3	Revenue Funding Changes	This section highlights any new in-year changes to revenue budgets or funding that have taken place or that are proposed for agreement by Committee.
4	Capital Programme	Provides a detailed summary of the capital position by directorate, as well as capital variations budgets and capital funding changes. Any changes to funding or budgets for the capital programme that are proposed for noting or agreement by Committee will be reported here.
5	Balance Sheet	Key information about the Council's balance sheet, including reserves, borrowing and debt.
6	Treasury Management	Update on the Council's treasury management position. At the end of Q2 and Q4 this will form a separate report as it requires consideration by Full Council.
Appx 1	Revenue – commentaries on exceptions	Detailed commentaries on forecast revenue variances by exception
Appx 2	Capital – commentaries on exceptions	Detailed commentaries on forecast capital variances by exception
Appx 3	Budget transfers between services	Breakdown of movements between services in 2023/24
Appx 4	Reserves & provisions	Schedule of reserves held
Appx 5	Savings Tracker 2023-24	Each quarter, the Council's savings tracker is produced to give an update of the position of savings agreed in the Business Plan.
Appx 6	Treasury Management Indicators	Treasury Management Indicators for Quarter 1
Appx 7	Revenue summary comparison to last year's outturn position	A revenue budget summary table that compares the current position to last year's net budget and outturn variance

Acronyms used for council services

Directorate	Acronym
Children, Education & Families	CEF
Adults, Health & Commissioning	AHC
Place & Sustainability	P&S
Finance & Resources	F&R
Strategy & Partnerships	S&P
Public Health	PH
Dedicated Schools Grant	DSG

1. Executive Summary

1.1 This report presents financial information to assess progress in delivering the Council's Business Plan.

The Council's financial accounts are produced annually and are available on our [website](#). The Council's total service budgets for 2023/24 are:

- Revenue: £501m net budget
- Capital: £192m (with a total programme of over £1bn)

As well as this, the Council has a Dedicated Schools Grant (DSG) funded budget of £114m, which mainly relates to High Needs spend.

The table below shows the key forecast information by service:

Service	Forecast Revenue Budget Variance £000	Forecast Revenue Budget Variance %	Forecast Net Capital Budget Variance £000	Forecast Net Capital Budget Variance %
Children, Education & Families – non-DSG	8,275	6.4%	0	0.0%
Adults, Health & Commissioning	0	0.0%	0	0.0%
Place & Sustainability	2,641	3.9%	0	0.0%
Strategy & Partnerships	194	1.0%	0	0.0%
Finance & Resources	256	1.1%	0	0.0%
Public Health	0	0.0%	-	-
Capital Financing	-1,200	-3.1%	-	-
Funding Items	-3,786	-35.3%	-	-
Net Spending Total (+ overspend / - underspend)	6,380	1.3%	0	0.0%
Children, Education & Families – DSG	4,418	-%	-	-

Detailed financial information about each service area is contained in the relevant Finance Monitoring Report. These can be found published at each scheduled [committee meeting](#). Summary financial information in this report is presented with the assumption that any accompanying recommendations to committees will be agreed.

1.2 Key Issues

The Council is currently forecasting an improved £6.3m net overspend across all services for 2023-24 (down from £7.3m in July). This report sets out in detail the key pressure areas of income generation from renewable energy schemes and looked after children staffing and placement costs. In addition, the report sets out other pressures that are mitigated in-year but present a risk to the council's longer-term financial position.

As previously reported, the energy generation schemes are expected to deliver income later than forecast, that is now suggested in July 2024-25 and so is a one-off, in-year pressure but also impacts on the 2024-25 gap. The financial challenge in Children, Education & Families, which has increased since last reported and relates to the placements budget, is acute and at risk of adding permanent cost to the council and is a concern looking ahead to the medium-term financial plan.

We remain in a position where our waste disposal budget is significantly overspent due to the need to landfill additional waste following the closure last year of the waste management plant at Waterbeach due to odour regulations. We are considering the options available to us regarding the long-term arrangement, but in the meantime additional costs of at least £100k per week are faced. These are mitigated in year by the planned use of reserves, the specific value of which will be confirmed at the end of the year.

Reported pressures within demand-led services have a risk of worsening as the year progresses. Older People services are facing cost pressures, mitigated in-year through the use of grant funding where grant conditions allow. As well as these reported pressures, there are risks in other demand-led services such as in services supporting working-age adults and Home to School Transport, which are facing unpredictable demand and cost rises – a fuller review of projections in these areas will be undertaken in September to ascertain if any cost pressures are emerging.

Departments are considering further mitigations to the position to offset pressures both within and across departments to contain income and expenditure within approved budgets for 2023-24, with a requirement for stronger controls to be put in place. These include constraining expenditure on non-essential items and recruitment to non-essential posts, continuing review of spend considered to be essential, a sustained reduction in the use of agency staff and reviewing local schemes of delegation for spending decisions. Opportunities to reduce or delay capital expenditure are being explored alongside business planning, and the council's reserves balance are being reviewed to identify any that can be re-allocated to reserves that underpin financial resilience.

1.3 Key Issues by Service Area

1.3.1 Adults, Health & Commissioning

The overall position for Adults, Health and Commissioning at the end of August 2023 is a forecast balanced budget. However, this masks significant underlying pressures of £2.5m on care and support costs. This is an ongoing volatile position with some high-cost packages which can change the forecast quickly. As a result, close attention is paid to changes in demand and costs as the year progresses and forecasts are adjusted accordingly. The current in-year pressures are mainly driven by adverse movements in the numbers of older adults supported in bed-based care. In the years immediately following the covid pandemic we had seen reduced numbers of placements into care settings, for Older Adults, compared to pre-pandemic levels. As such it has proven more challenging to use historical trends to forecast future demand and activity. These placements are now rising once more and exceeding forecast numbers built into our budget for 2023/24. Mitigations through the application of grants are in place for 2023/24, but much of this funding is one-off and will not be available in 2024/25. Therefore, the current increases in care placements will lead to continuing pressures in the years ahead as the full-year effect of current-year increases is seen.

Management actions continue to be undertaken to reduce the forecast overspend in year. Work has been undertaken to revisit the usage of grants across Adult Social Care services to identify where grants can be used to support care costs in line with the terms of the grants. This has resulted in £2.5m of grant funding being released to support the emerging pressures in care budgets. Whilst there remain funds within the adults' risk reserve, held to cover particular market pressures, any requests to access it are not being sought at this time.

Further actions involve a review of those people in receipt of services in areas where the overspend is reported, to ensure forecasts for the remainder of the year reflect planned activity. There is also a deep-dive review of domiciliary care, along with the use of bed-based care against the forecast budget, in particular for discharges from hospital to ensure the correct pathways are being maximised.

Whilst there has been significant investment into the care sector, primarily through the Adult Social Care Market Sustainability and Improvement Fund which will help, the whole adult social care market remains fragile to other factors that may impact on it. Care providers are continuing to report cost pressures related to both workforce issues and the current cost-of-living crisis. The position of the care market, particularly around specific types of provision and location, is making some placements more difficult to source, particularly at the complex end of provision.

The adult social care debt position is continuing to worsen, with over £14.8m of debt over 90 days old at the end of July on the balance sheet (£14.5m at the end of June). However, actions being taken following a recent deep-dive into some of the factors resulting in the levels of debt, along with additional resources to work on backlogs of financial assessments, are starting to see a positive impact on the current figures. The level of aged debt increasing has a knock-on impact of an increased bad debt provision and likelihood of write-offs.

1.3.2 Children, Education & Families

In line with national trends, we currently have a small number of young people in very high-cost placements which is causing a significant weekly pressure against the budget. If forecast to year-end, these placements would leave us in a significant overspend position, and whilst the service is working hard with relevant agencies to secure placements at more manageable costs, it is proving extremely difficult to secure appropriate regulated placements for these young people, due to a combination of complexity of need and a saturated external market. This has led to an increase in the length of some of the very high cost placements being forecast, which has worsened the forecast overspend position. This position is being carefully monitored and the service is working hard to control cost where possible, including the recently introduced weekly complex placement meeting to track all unregulated and high-cost placements and ensure all agencies are working towards more suitable, stable and cost effective placements for these children, We are also continuing our market engagement with our providers to develop more cost effective arrangements for current and future children needing placements.

A net forecast overspend of £731k is now being reported across Education. There is a £223k pressure due to delays in the implementation of the new ICT system and the resulting impact on the delivery of budgeted efficiency savings. SEND Specialist Services are reporting a forecast of £430k across the Education Psychology (EP) service and SEND Head of Service. The EP service is experiencing a continuing increase in demand for Education Health and Care Needs Assessments (EHCNA) which cannot be met from within the substantive team and is therefore being met through use of locum Education Psychologists. The SEND Head of Service pressure is a result of additional speech and language therapy, and back care training costs.

There are increasing concerns around the home to school transport budget areas following the summer procurement rounds. It is anticipated that the majority of tenders will be returned over the coming weeks, however the contracts returned to date are showing between 7 and 8% uplift on the same route previously. Alongside this the growth of children and young people with SEND continues to rise above what is forecast. More information will be available in the coming weeks to determine the overall impact in year.

More positively, this time last year the council were faced with significant contract hand-backs, adding to the financial position unfavourably. This year, whilst hand-backs have occurred we are not seeing the large scale that was present this time last year.

Due to the continuing increase in the number of children and young people with an EHCP, and the complexity of need of these young people, the overall spend on the High Needs Block element of the DSG funded budgets has continued to rise. At the end of 2022/23 there was a net DSG overspend of £11.94m, which when added to the existing DSG deficit of £39.32m resulted in a revised cumulative deficit of £51.262m.

1.3.3 Place & Sustainability

In summary, Place and Sustainability (P&S) is now forecasting an overspend of £2,641k. There is a pressure on Energy Services of £3,889k across all its projects. The supply chain for these projects, like the rest of the construction industry, is facing significant challenges including rising costs of energy, securing key equipment and materials along with a widespread shortage of skilled labour. This is creating longer lead in and delivery times for these projects. As a result, income against these projects have been budgeted to be received from July 2023, however owing to delays to commencing these contracts the income will now be on a different profile than that assumed in the budget. An update on the projects is provided in Appendix 2.

The Place and Sustainability (P&S) directorate is a large and complex budget area that has a variety of services and significant income streams which require detailed monitoring and have the potential for variances. Highways development management is now billing in advance and so there is a one-off additional income being achieved. The Waste Management budget is also a high-risk budget area, and the service is working with the contractor to identify cost reductions which can be made.

All budgets are being reviewed to see if there are any mitigations to offset the bottom line pressure.

1.3.4 Finance & Resources, and Strategy & Partnerships

There is a risk of council-wide staff pay costs being higher than budgeted; historically any pressure on that has been reported centrally but this is reviewed each year. This is still subject to national and local negotiation and so will not be known until later in the year. Capital financing budgets are also being reviewed, balancing lower than expected borrowing levels than when budgets were set against the rising interest rates we are seeing. This budget line has often underspent, but it is less clear that that will be the case again due to those rising interest rates.

Within Strategy & Partnerships, budgets are being re-aligned following the establishment of the new Policy, Insight & Performance Team, which is expected to balance to the budget set for it.

1.3.5 Public Health

At the end of August 2023, the Public Health Directorate is forecasting an underspend of £380k (1.0%). We are reviewing whether there are eligible services elsewhere in the council that could be funded with this underspend in line with the grant conditions.

The Public Health Directorate is funded wholly by ringfenced grants, mainly the Public Health Grant. The work of the Directorate was severely impacted by the pandemic, as capacity was re-directed to outbreak management, testing, and infection control work. The Directorate has now returned to business as usual

following the pandemic but there are ongoing issues that continue to impact on activity and spend:

- i) much of the Directorate's spend is contracts with, or payments to Primary Care (GP practices and community pharmacies) for specific work. Primary Care continues to be under pressure, and it may take some time for activity levels to return to pre pandemic levels; and
- ii) the unprecedented demand for Public Health staff across the country meant recruitment became very difficult through the pandemic resulting in underspends on staffing budgets. The position within the Public Health team has improved with recruitment becoming easier, but recruitment challenges continue to be reflected in our provider services which has affected their ability to deliver consistently.

2 Revenue Budget

2.1.1 This table shows summary information for the Council's 2023-24 revenue budgets at the end of August 2023 (key variances are reported in appendix 1). The forecast is shown both gross and following mitigations (planned or unplanned); mitigations are listed in the tables at 2.1.2:

Line	Previous Forecast Variance £000	Service	Gross Budget £000	Income Budget £000	Net Budget £000	Actuals £000	Unmitigated Forecast Variance £000	Forecast Variance £000	Forecast Variance %
1	5,761	Children, Education & Families-non-DSG	163,788	-34,943	128,845	48,580	8,275	8,275	6.4%
2	4,418	Children, Education & Families – DSG	115,579	-115,579	0	-2,237	4,418	4,418	-
3	581	Adults, Health & Commissioning	342,894	-129,193	213,701	93,863	2,517	0	0.0%
4	3,753	Place & Sustainability	103,615	-35,291	68,324	28,813	4,486	2,641	3.9%
5	195	Strategy & Partnerships	26,393	-7,420	18,973	-2,998	194	194	1.0%
6	95	Finance & Resources	56,819	-34,330	22,489	13,130	256	256	1.1%
7	-85	Public Health	41,587	-41,587	0	-8,312	-380	-380	-
8	0	Capital Financing	58,884	-20,742	38,141	1,309	-1,200	-1,200	-3.1%
9	-3,045	Corporate and funding items	10,717	0	10,717	10,720	-3,296	-3,786	-35.3%
	11,673	Net Spending Total	920,277	-419,085	501,190	182,867	15,270	10,418	2.1%
10	-4,333	Adjustments for Public Health and DSG ring-fences	0	0	0	0	-4,038	-4,038	-
	7,340	Overall Total	920,277	-419,085	501,190	182,867	11,232	6,380	1.3%
	-	Schools	138,316	-	-	-	-	-	-

Notes on this table:

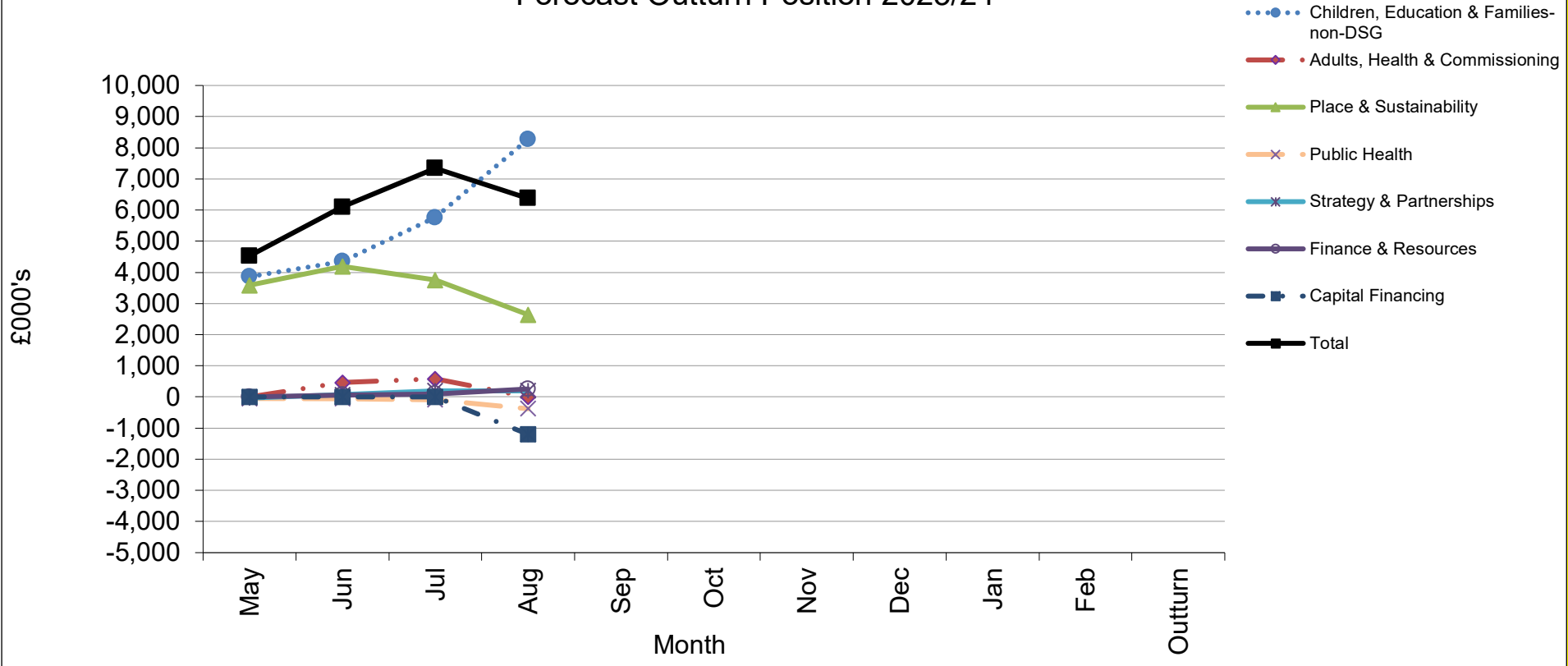
1. The actuals figures are net.
2. Numbers are presented based on current information, with adjustments for any recommendations proposed for Committee in this report.
3. Line 10 shows adjustments needed to the net spending total to account for Public Health Grant income and the year-end transfer to PH reserves of any underspend, and also adjustments needed to account for the separate accounting for the DSG. More information can be found on the DSG in section 2.2.
4. Negative actuals in lines 2, 5 and 7 relate to grant income being received in advance of spend taking place, which helps the council's cashflow and reduces the need for borrowing

2.1.2 The tables below show the types of mitigations applied to service forecasts above, and the nature of those mitigations:

Service	Unmitigated Forecast Variance £000	Planned Reserves Use £000	Use of Grant Funding £000	Mitigated Forecast Variance £000
Children, Education & Families- non-DSG	8,275			8,275
Adults, Health & Commissioning	2,517		-2,517	0
Place & Sustainability	4,486	-1,845		2,641
Strategy & Partnerships	194			194
Finance & Resources	256			256
Capital Financing	-1,200			-1,200
Corporate and funding items	-3,296		-490	-3,786
Total	11,232	-1,845	-3,007	6,380

Service and assumed mitigation	Planned Reserves Use £000	Use of Grant Funding £000
AHC: use of grant funding to mitigate service pressures in line with grant conditions		-2,517
P&S: use of service and corporate reserve to offset Waste pressure	-1,845	
Corporate: core budget available following use of grant funding across the council on eligible services		-490

Forecast Outturn Position 2023/24



2.2 This table shows a summary of the position of the Council's Dedicated Schools Grant position before further action:

Opening Deficit Balance 2023/24	£29.2m
Forecast in-year movement (Excluding 2023/24 DfE Safety Valve payment and LA contribution)	£4.4m
Forecast Closing Deficit Balance 2023/24 (Excluding 2023/24 DfE Safety Valve payment and LA contribution)	£33.6m

2.2.1 A cumulative DSG deficit of £29.2m was carried forward into 2023-24.

2.2.2 In 2020-21 the Department for Education (DfE) introduced the safety valve intervention programme in recognition of the increasing pressures on high needs.

2.2.3 As a result of the Safety valve agreement with the Secretary of State for Education the local authority received an initial payment of £19.6m in March 2023 to reduce the overall DSG deficit. Alongside this, a local authority contribution of £2.5m has been applied, resulting in the cumulative deficit of £29.2m carried forward into 2023/24.

2.2.4 As part of the Safety valve agreement, the Council must continue to bring the in-year growth in DSG deficit down through a number of workstreams to continue to receive government support. Without this action, the DSG deficit would grow to such a level as to present an increasing risk to the financial sustainability of the Council. As such, further action is required in year to reduce this forecast.

2.3 Savings Tracker

2.3.1 The Savings Tracker is a reporting tool for summarising delivery of planned revenue savings. Within the Tracker, the forecast delivery of savings is shown against the original saving approved in the 2023-28 Business Plan. The Tracker is completed at the end of each quarter and reported in the next IFMR going to committee. It is important to note the relationship between the reported savings projections and the overall revenue financial position reported in this report. As pressures arise in-year, further mitigation and/or additional savings will be required to deliver a balanced position.

2.3.2 Currently, the Council is on track to deliver £9.9m of savings against its original plan. Blue rated savings total £1.3m, exceeding the target on those initiatives. Green rated savings total £7.2m. The Savings Tracker as at the end of quarter 1 is included as [Appendix 5](#) to this report.

2.3.3 A summary of 2023-24 Business Plan savings by RAG rating is shown below:

RAG Status	Total Original Savings £000	Total Forecast Variance £000	RAG Status	Total Original Savings £000	Total Forecast Variance £000	RAG Status	Total Original Savings £000	Total Forecast Variance £000	RAG Status	Total Original Savings £000	Total Forecast Variance £000	RAG Status	Total Original Savings £000	Total Forecast Variance £000	Total Original Savings £000	Total Forecast Variance £000
Blue	-1,111	-179	Green	-7,230	0	Amber	-1,655	1,041	Red	-5,712	4,930	Black	-2,056	2,056	--17,764	7,848

2.3.4 The full description of each RAG status is included in the detailed appendix 5 – in summary, blue savings are forecast to over-achieve, green are forecast to fully achieve, amber and red are forecast to not fully achieve, and black are expected to not achieve at all.

3. Revenue Funding Changes

This section highlights any new in-year changes to revenue budgets or funding that have taken place or that are proposed for agreement by Committee. There are no funding updates to report.

4. Capital Programme

4.1 Capital programme financial position

Previous Forecast Variance £000	Service	2023/24 Budget £000	Actuals £000	Net Forecast Outturn Variance £000	Forecast Outturn Variance %	Total Scheme Budget £000	Total Scheme Forecast Outturn Variance £000
0	Place & Sustainability	70,266	10,987	0	0.0%	645,912	5,309
0	Children, Education & Families	100,526	27,860	0	0.0%	407,514	-1,500
0	Adults, Health & Commissioning	5,975	4,777	0	0.0%	114,008	0
0	Strategy & Partnerships	3,241	137	0	0.0%	18,194	0
0	Finance & Resources	11,645	1,664	0	0.0%	53,995	-314
0	Total	191,653	45,425	0	0.0%	1,239,623	3,495

Notes on this table:

1. The Budget column incorporates any changes in the funding available to what was originally budgeted in the Business Plan. A breakdown of the budget changes made in-year can be found in 4.4.
2. The Budget column also includes an assumed level of variations, called the 'capital variations budget' which is shown in section 4.2.
3. The reported Place & Sustainability capital figures do not include the Greater Cambridge Partnership, which has a budget for 2023/24 of £44.4m and is reporting an in-year budget pressure of £3.5m for year-end.
4. The columns setting out budgets and forecast variances for total schemes show financial information for all schemes in a service block across all financial years.

4.2 Capital variations budgets

4.2.1 A summary of the use of the 2023-24 capital programme variations budgets by services is shown below. These variation budgets are set annually and reflect an estimate of the average variation experienced across all capital schemes, and reduce the overall borrowing required to finance our capital programme. There are typically delays in some form across the capital programme due to unforeseen events, but we cannot project this for each individual scheme. We therefore budget centrally for some level of delay. Any known delays are budgeted for and reported at scheme level. If forecast underspends are reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when rephasing exceeds this budget.

4.2.2 Capital variations summary

Service	Capital Variations Budget £000	Forecast Outturn Variance £000	Capital Variations Budget Used £000	Capital Variations Budget Used %	Net Forecast Outturn Variance £000
Place & Sustainability	-24,489	-7,518	-7,518	-30.7%	0
Children, Education & Families	-17,826	-3,500	-3,500	-19.6%	0
Adults, Health & Commissioning	-57	0	0	0.0%	0
Strategy & Partnerships	-1,677	-1,059	-1,059	-63.1%	0
Finance & Resources	-4,689	-2,269	-2,269	-48.4%	0
Total	-48,738	-14,346	-14,346	-29.4%	0

- 4.3 Key capital budget variances are identified by exception and commented upon in appendix 2.

Key variances are those forecast to be in excess of +/-£250k

4.4 Capital Funding

4.4.1 This table sets out changes to funding for capital schemes in-year.

Funding Source	Business Plan Budget £m	Rolled Forward Funding £m	Revised Phasing £m	Additional/Reduction in Funding £m	Revised Budget £m	Forecast Outturn Funding £m	Funding Variance £m	Total Scheme Budget £000	Total Scheme Forecast Outturn Variance £000
Department for Transport (DfT) Grant	26.3	0.1	2.8	2.4	31.6	25.9	-5.6	233.7	0.0
Basic Need Grant	2.3	2.6	0.0	0.0	4.9	4.9	0.0	39.2	0.0
Capital Maintenance Grant	3.8	0.8	0.0	0.1	4.7	4.7	0.0	26.9	0.0
Devolved Formula Capital	0.8	2.5	0.0	-0.0	3.2	3.2	0.0	7.8	0.0
Specific Grants	30.7	0.2	-2.9	5.3	33.3	33.2	-0.0	145.4	0.0
S106 Contributions & Community Infrastructure Levy	66.7	0.9	-15.5	0.5	52.5	52.6	0.1	157.5	0.0
Capital Receipts	1.3	0.0	-0.3	0.0	1.1	1.1	0.0	11.7	0.0
Other Contributions	9.8	1.5	-8.5	4.2	7.0	6.9	-0.1	61.4	0.0
Revenue Contributions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Prudential Borrowing	117.8	24.5	-89.2	0.3	53.4	59.1	5.7	556.1	3.5
TOTAL	259.4	33.1	-113.6	12.7	191.7	191.7	0.0	1,239.6	3.5

Notes: The 'rolled forward funding' column reflects the difference between the anticipated 2022/23 year-end position used at the time of building the initial Capital Programme budget, as incorporated within the 2023/24 Business Plan, and the actual 2022/23 year-end position.

4.5 Capital Funding Changes

4.5.1 The table below details changes (where the change is greater than £250k).

Funding	Service	Amount £m	Reason for Change
Additional/ Reduction in Funding (S106 contributions)	CEF	+0.7	St Philip's CE (Aided) Primary School scheme. £720k S106 contributions have been identified to passport to the school for minor works adaptations to provide safeguarding and health and safety improvements via self-delivery by Church Schools of Cambridge (CSoc).
Additional/ Reduction in Funding (Grants and contributions)	P&S	-0.3	Amendment to Pothole funding to reflect the final grant award, -£0.285m change.
Additional/ Reduction in Funding (Grants and contributions)	P&S	+0.3	Additional funding for the Emergency Active Fund, £0.279m.
Additional/ Reduction in Funding (Grants and contributions)	P&S	+7.0	The CORE Project - Connecting Cambridgeshire funding: Connecting Cambridgeshire Programme's bid to the Government's Open Networks Ecosystem funding competition was successful. The Connecting Cambridgeshire Programme team will lead this innovative project, which has potential to unlock new opportunities for the county to be at the forefront of 5G technology, to drive economic prosperity and benefit our communities. As the accountable body, the Council will be the lead partner of the project with a total value of just under £10 million (including almost £3m of commercial investment), assure consortium members claims and draw down the funding over a period of 18 months. The £7.014m government funding will be allocated across the two financial years 2023-24 and 2024-25. As a public sector organisation, the Council is eligible to claim 100% of our expenditure.
Additional/ Reduction in Funding (Grants and contributions)	P&S	+0.4	Additional funding of £0.430m in 2023-24 (total £1.230m including future years) is anticipated from the Cambridgeshire and Peterborough Combined Authority for the Soham-Wicken Non-Motorised User (NMU) scheme.
Additional/ Reduction in Funding (Grants and contributions)	P&S	+0.9	Additional funding of £0.910m in 2023-24 is anticipated from the Cambridgeshire and Peterborough Combined Authority for the Active Travel 4 schemes.

4.5.2 The table below sets out funding change requests for capital schemes following review and refresh of project business cases:

Scheme	Service	Funding Change Amount £m	Reason for Change
County Farms investment (Viability)	F&R	£0.330m 2023-24 Prudential borrowing	Additional borrowing of £0.330m is requested to maintain and upgrade the farms estate in 2023-24 to ensure that it remains a valuable asset. Some of the works required are replacements due to damage caused by solar panels, these need to be undertaken in order to ensure that the asset is useable. The annual cost of the additional borrowing is estimated at £50k starting in 2024-25, decreasing each year thereafter.
Swaffham Prior Community Heat Scheme	P&S	£3.205m of which £1.095m for 2023-24 Prudential borrowing	The Environment and Green Investment (E&GI) Committee is recommending to Strategy, Resources and Performance Committee to approve additional borrowing of £3.205m for the Swaffham Prior Community Heat Network. The £3.205m is requested, of which £1.095m is required in 2023-24 to finalise the connections to the heat pump in Swaffham Prior to as many homes as possible before the start of the heating season in around October. This will maximise revenue for the season. The plan would then be to pause connections over the winter and then in second quarter of next year we would look to connect more homes once the Cambridgeshire Private Energy Network (CPEN) is energised. Although the net present value of the scheme will be reduced by around £3.7m as a result of the additional uplift in borrowing costs, the total return over asset life remains positive. The annual cost of the additional borrowing is estimated at £232k starting in 2025/26, decreasing each year thereafter. Further details can be found in the report to E&GI committee .
Safety Valve capital schemes	CEF	+/-£0.300m 2023-24 Safety Valve grant virement between Safety Valve schemes	A £0.300m virement is requested from the Safety Valve Enhanced Resource Bases scheme to the Safety Valve Swavesey Village College site - Martin Bacon satellite scheme. When completing the safety valve capital application, costs of proposed schemes were estimated based upon the information available at the time. The Martin Bacon Academy satellite at Swavesey VC was estimated to cost £1m; however, it is not possible to deliver the project for less than £1.3m. We are confident that this still represents value for money. In these circumstances, and in light of the need to realise revenue savings from improved place sufficiency as soon as possible, it is prudent to redistribute safety valve capital funds as needed to deliver the places required in a timely manner. DfE has confirmed that we have this level of discretion in respect of Safety Valve funding.
Waterbeach Waste Treatment Facilities and P&S Capital	P&S	-£12.3 Revised Phasing Prudential borrowing Net -£8.8m Revised phasing prudential borrowing	-£12.338m of the Waterbeach Waste Treatment Facilities scheme budget is recommended to be rephased to 2024/25 to reflect an updated estimate on phasing for works; the profile of spend will be comprehensively reviewed as part of business planning which may result in further changes.

Scheme	Service	Funding Change Amount £m	Reason for Change
Variations Budget			There is a consequent adjustment of £3.5m recommended to the P&S capital variations budget as a result of moving this level of capital budget backwards.

Recommendation A: Approve borrowing and capital budget changes set out in table 4.5.2

5. Balance Sheet

5.1 Reserves

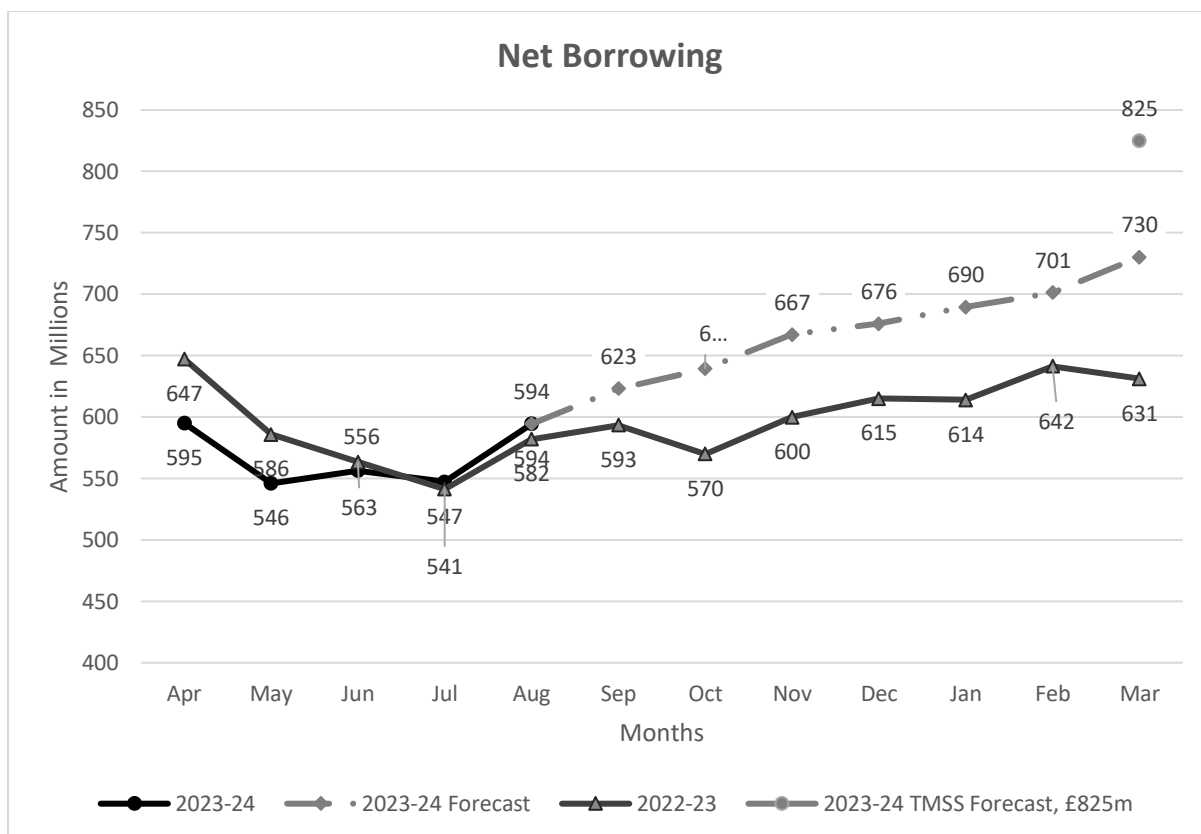
At the end of August, the Council has revenue earmarked reserves totalling £163m. These reserves are earmarked for specific purposes, and the breakdown of these can be seen in appendix 4. We retain a general fund reserve as our principal un-ringfenced reserve, which is held at a target balance of 4% of gross non-school expenditure.

The medium-term financial strategy assumes a gradual reduction in the overall level of reserves as earmarked funds are spent, which is planned into medium-term budgets.

5.2 Borrowing

Of the gross borrowing in 2023/24, it is estimated that £303m relates to borrowing for Invest to Save or Invest to Earn schemes, including loans we have issued to third parties in order to receive a financial return.

The graph overleaf shows net borrowing (borrowings less investments) on a month-by-month basis and compares the position with previous financial years. At the end of August 2023, investments held totalled £126.2m (excluding all 3rd party loans, Equity and This Land) and gross borrowing totalled £720.6m, equating to a net borrowing position of £594.4m.



5.3 General Balance Sheet

An overview of other key balance sheet health issues is shown below. This highlights a key focus is the recovery of Adult Social Care Debt, a position that is reflected nationally.

	Measure	Target	Actual as at the end of August 2023
1	% of income collected (owed to the council) within 90 days: Adult Social Care	85%	85%
2	Level of debt outstanding (owed to the council) 91 days +, £m: Adult Social Care	£9.96m	£15.46m
3	Level of debt outstanding (owed to the council) 91 days +, £m: Sundry	£2.89m	£4.39m
4	% of invoices registered on ERP within 2 working days	98.0%	99.9%
5	% of Undisputed Commercial Supplier Invoices Paid Within 30 Days	95.0%	98.5%
6	% of Undisputed Commercial Supplier Invoices Paid Within Terms	95.0%	91.8%

Some additional information for items above that are behind target:

2. Adult social debt – the measure has been behind target for some time, which is partly reflecting national trends around increasing social care debt. A key issue in

this is delays in the Court of Protection, which delays us being able to collect income in many cases. This area is under regular review by officers within both the central debt collection team and the social care teams, and is subject to regular reporting to Audit and Accounts Committee.

3. Sundry debt- several large invoices have now become overdue by 90+ days compared to the previous month. Some progress has been made with several large invoices but in other cases final payment has not yet been made. Payments on two large accounts totalling over £3m are in final stages of being approved by the debtor.
6. Payment within terms – substantial improvement has been made over recent months and has been achieved in September 2023. We are reviewing payment terms for suppliers with a view to move away from immediate terms and generally towards 30 day terms unless good reason.

6. Treasury Management

- 6.1 The Council's cash flow profile – which influences the net borrowing requirement - varies considerably during the year, due to the timing difference between outgoing payments (payroll, supplier payments etc.) and income streams (grants, council tax etc.). As illustrated by 2022-23 actual net borrowing positions, cash flows at the beginning of the year are typically stronger than at the end of the year, as many grant receipts are received in advance of spend. The 2023-24 net borrowing position is expected to take a similar path, rising more substantially towards the end of the financial year as capital projects are progressed to completion and financed.
- 6.2 The Treasury Management Strategy Statement (TMSS) sets out the plan for treasury management activities over the forthcoming year. It identifies the expected levels of borrowing and investments based upon the Council's financial position and forecast capital programme. When the 2023-24 TMSS was set in February 2023, it anticipated that net borrowing would reach £825.0m by the end of this financial year. Based on the 2022-23 outturn position and subsequent revisions to the capital programme, the net borrowing is currently predicted to be below this, at £730m by the end of this financial year.
- 6.3 From a strategic perspective, the Council continues to temporarily utilise cash-backed resources in lieu of additional borrowing (known as internal borrowing) and where borrowing is undertaken loans are raised for shorter terms, both to generate net interest cost savings and consequently holding less investments reduces the Council's exposure to credit risk. However, this approach carries with it interest rate risk and officers continue to monitor options as to the timing of any potential longer-term borrowing should underlying interest rates be forecast to rise in a sustained manner.
- 6.4 There is a link between the capital financing borrowing requirement, the net borrowing position and consequently net interest costs. However, the Debt Charges budget is prudently formulated with sensitivity to additional factors including projected levels of cash-backed reserves, forecast movements in interest rates, and the overall borrowing requirement for the Council over the life of the Business Plan and beyond.
- 6.5 The Council's treasury management indicators can be found in [Appendix 6](#).

Appendix 1 – Revenue – commentaries on exceptions

Key variances are those forecast to be in excess of +/-£250k.

1. Children, Education & Families – non-DSG

New commentaries

1a Children’s Disability Service

Forecast	Outturn	Variance £m	Forecast	Outturn	Variance %
		+0.3			+4%

The Disability Social Care 0-25 Service is currently predicting a forecasted end-of-year overspend of £340k. This has been caused by an accumulation of factors, including a significant increase in new demand (with over 100 new Direct Payments being set up in the past 4 months), and a continued increase in behavioural complexity resulting in 2:1 staffing being required more frequently at our community support services and residential children’s homes.

Previously reported commentaries, updated since last month:

1b Children in Care Placements

Forecast	Outturn	Variance £m	Forecast	Outturn	Variance %
		+6.0			+23%

An in-year pressure of £5.987m is forecast on Children in Care Placements, which is an increase of £1.720m on the pressure position previously reported last month. We currently have a small number of young people in very high-cost placements which is causing a significant weekly pressure against the budget. If forecast to year-end, these placements would leave us in a significant overspend position, and whilst the service is working hard with relevant agencies to secure placements at more manageable costs, it is proving extremely difficult to secure appropriate regulated placements for these young people, due to a combination of complexity of need and a saturated external market. This has led to an increase in the length of some of the very high cost placements being forecast, which has worsened the forecast overspend position. This position is being carefully monitored and the service is working hard to control cost where possible, including the recently introduced weekly complex placement meeting to track all unregulated and high-cost placements and ensure all agencies are working towards more suitable, stable and cost effective placements for these children, We are also continuing our market engagement with our providers to develop more cost effective arrangements for current and future children needing placements.

1c Integrated Front Door

Forecast Outturn Variance £m	Forecast Outturn Variance %
+1.6	+36%

An in-year pressure of £1.637m is forecast, which is an increase of £0.364m on the pressure position previously reported last month. A recent review of the Integrated Front Door identified the additional capacity recruited to by the previous leadership is still required to meet current demands while the outcome of the recent mapping exercise is embedded within the service. The additional capacity agreed was to manage the joint work between PCC and CCC. Implementation of the recent mapping exercise will start in October to determine actual number of referrals which in turn will determine the establishment. We are not anticipating the establishment will increase.

50% of vacancies within the assessment services are currently filled by agency workers and talks to the budget pressures. We anticipate mitigating these costs with the recruitment of International Social Workers and AYSE's (Assessed and Supported Year in Employment). The previous service structure was not sufficient to meet the demand, and in January 2023, the assessment service had over 270 out of date assessments, and caseloads over 35. To address these issues 2 project teams were agreed initially for 13 weeks then extended for a further 13 weeks to support the service to address the backlog. The additional capacity provided by the project teams, (at enhanced rates), is ceasing through August and September subject to end dates of contracts for workers. Additional agency staff have been agreed to be recruited at normal rates until November within East and Huntingdon's team to replace the project teams whilst the current service structure is reviewed. Once the mapping work in the Multi Agency Safeguarding Hub (MASH) is embedded we will have accurate data to determine the workflow to inform the size of the assessment service.

Previously reported commentaries, unchanged since last month:

1d Strategic Management - Children & Safeguarding

Forecast Outturn Variance £m	Forecast Outturn Variance %
-0.5	-21%

An in-year underspend of -£0.520m is forecast. This is due unallocated budget in the Strategic Management budget, and unused Social Care Grant reserves from previous financial years.

1e SEND Specialist Services

Forecast Outturn Variance £m	Forecast Outturn Variance %
+0.4	+9%

An in-year pressure of £0.430m is forecast across SEND Specialist Services. The Education Psychology service is forecasting a pressure of £338k. The service is experiencing increasing demand which cannot be met from within the substantive team and is therefore being met through use of locum Education Psychologists. This pressure is due to the significant increase in requests for Education Health and Care Needs Assessments (EHCNA) that is impacted SEND services generally. The SEND

Head of Service budget is also reporting a forecast pressure of £92k as a result of additional speech and language therapy, and back care training costs.

2. Children, Education & Families - DSG

Previously reported commentaries, unchanged since last month:

2a SEND Financing - DSG

Forecast Outturn Variance £m	Forecast Outturn Variance %
+5.4	+96%

An in-year pressure of £5.418m is forecast. The budgeted deficit is reflective of continuing pressures and increasing demand within the High Needs Block as per the Safety Valve management plan. This is net of forecast underspends on the Central Schools Services Block (CSSB).

2b Nursery Schools and private, voluntary and independent settings

Forecast Outturn Variance £m	Forecast Outturn Variance %
-1.0	-3%

This forecast underspend is as per the Safety Valve management plan.

3. Adults, Health & Commissioning

Previously reported commentaries, updated since last month:

3a Executive Director - Adults, Health & Commissioning

Forecast Outturn Variance £m	Forecast Outturn Variance %
-0.3	-1%

An in-year underspend of -£0.293m is forecast, which is a decrease of £0.133m on the underspend position previously reported last month. Underspends from vacant posts were larger in the first quarter of 2023/24 than assumed in the budget and are forecast to contribute £385k to the Directorate's overall financial position by year end. This forecast underspend is partially offset by a forecast overspend on Adults Social Care transport which has an outstanding savings target of £91k brought forward from 2021/22. The work to deliver this saving has been completed, but unusually high inflationary pressures on transport costs have meant cost reductions could not be delivered as originally planned.

3b Older People's and Physical Disabilities Services

Forecast Outturn Variance £m	Forecast Outturn Variance %
+2.3	+3%

An in-year pressure of £2.283m is forecast across Older People's and Physical Disabilities Services, which is an increase of £0.841m on the position previously reported last month. Demand patterns have changed significantly in recent years, particularly in relation to Older Peoples care home placements which experienced no overall growth, as previously reported. This resulted in a significant underspend in 2022-23, with the change in activity being factored into business planning assumptions for 2023-24 budgets. £750k from this budget for this financial year 2023-2024, has also been redistributed to offset pressures elsewhere in Adults, Health, and Commissioning with a risk of an emerging pressure within this budget area.

Older Peoples care home demand appears to be returning in 2023-24 with increases in placement numbers similar to pre-pandemic levels. At the same time, demand for domiciliary care appears to be on the rise after a period of stability going back to January 2023. Underspends within domiciliary care had been offsetting the increasing demand on bed-based care in the early part of the year but with emerging demand trends expected to continue we are forecasting an overspend of £2.283m. Ongoing analysis will be carried out to review in detail activity information and other cost drivers to validate this forecast position.

3c Mental Health

Forecast Outturn Variance £m	Forecast Outturn Variance %
+0.7	+3%

An in-year pressure of £0.650m is forecast across Mental Health Services, which is an increase of £0.06m on the pressure position previously reported last month. There are significant demand pressures across both community and bed-based care within Adult Mental Health. Within bed-based care for Older People's Mental Health, continued significant activity in August has increased the budget pressure although there has been a corresponding increase in income from people contributing towards the cost of their care.

Due to significant recent increases in demand, an enhanced expectation for incoming demand over previously budgeted expectations has been included in the forecast position. Ongoing analysis will be carried out to review activity information and other cost drivers in detail to continually validate the reported position. This remains subject to variation as circumstances change and more data comes through the system.

3d Mitigations

Forecast Outturn Variance £m	Forecast Outturn Variance %
-2.5	-%

Given the significant emerging pressures on care budgets for Older People and Mental Health, priorities around the use of grant funding have been revisited. This has identified additional spend that can be funded from external grant, freeing up £2.5m of Improved Better Care Fund, Social Care grant and other grant monies to contribute to the identified pressures.

4. Place and Sustainability

Previously reported commentaries, updated since last month:

4a Highways Development Management

Forecast Outturn Variance £m	Forecast Outturn Variance %
-1.4	-79%

An in-year underspend of -£1.363m is forecast, which is an increase of -£0.930m on the underspend position previously reported last month. Highways Development Management has moved to collect contributions in advance. This change in methodology means there is a one-off benefit this year. In addition, there are some one-off payments from previous years.

4b Energy Services

Forecast Outturn Variance £m	Forecast Outturn Variance %
+3.9	+203%

An in-year pressure of £3.889m is forecast on Energy Services income across all its projects. This is a decrease of £0.144m on the pressure previously reported last month.

Energy projects- Income against these projects have been budgeted to be received from July 2023, however owing to delays to commencing these contracts the income will now be on a different profile than that assumed in the budget. An update on the projects is provided below.

The **St. Ives Smart Energy Grid** is on track to be energised and generating clean electricity by the end of September 2023. Negotiations are underway on a power purchase agreement (PPA) with licensed energy suppliers to start selling green electricity wholesale from October 2023. This is a one year or shorter term PPA whilst we go through the processes of connecting a local business to the system. The forecast is short term, it includes EV charging forecasts which are conservative, as we don't yet know the pattern local users will take charging cars/taxis and we are seeing reduced prices from the highs of last year. This is the first smart energy micro-grid for Cambridgeshire and the outcomes from this project will inform future approaches to local energy supply.

The second micro-grid which is under construction is at Babraham Park and Ride. This is a three phase construction programme, with the first phase nearing completion and target energisation is Spring 2024. This project is delayed due to the re-phasing of the project in 2022 from two to three phases as directed by CUH, poor performance of one sub-contractor and current onsite challenges with existing street lighting column bases and their electricals.

Steady progress is being made towards the energisation of the **North Angle Solar Farm** with the next phase of works to start before the end of the year, progressing over the winter. Plans are in development to manage the weather related risks over the winter build. The bulk of the income reprofiling relates to this project.

Swaffham Prior Community Heat Network is operational and supplying decarbonised heat and hot water to customers. By October, approximately 60 homes will be connected to the system ahead of its first winter, when final system performance tests can complete. Further customers will be connected from Spring 2024. The number of homes physically being connected is slower than was originally forecast, due to supply chain challenges, but this will be caught up during 2024. The Renewable heat Incentive (RHI) has been approved by Ofgem for the heat network and income from RHI will be paid for each Kwh of heat generated. However, there is a backlog on payments with Ofgem hence a revised forecast for this income has revised the profile to 2024.

The **Stanground Solar and Battery Project** is still in development. Work on this halted during last year to focus on the large energy team's resources into the projects in contract and their delivery.

5. Finance & Resources

Previously reported commentaries, updated since last month:

5a County Farms

Forecast Outturn Variance £m	Forecast Outturn Variance %
+0.3	+6%

An in-year pressure of £0.328m is forecast on County Farms, which is an increase of £0.037m on the pressure position previously reported last month. This is due to delays in sales of the Bio-diversity Net Gain (BNG) units. There has been a delay with South Cambs District Council signing off the Section 106 agreement, this means that no sale of the BNG units have been able to take place. This also means that there will be a shorter time before the end of the financial year for sales to take place and therefore the budget is not likely to be achieved. Once the section 106 agreement has been completed, we will be able to undertake a large marketing programme to increase the profile of the unit and attract more sales. The delay in the signing of the section 106 is because this is a new project that South Cambs District Council have not dealt with before and they are being very thorough with the agreement.

6. Capital Financing

New commentaries:

6a Financing Costs

Forecast Outturn Variance £m	Forecast Outturn Variance %
-1.2	-3%

The Financing Costs budget is forecasting an underspend of £1.2m, due to higher than expected cash balances, and the phasing of capital spend, reducing the need to borrow this year. In the final quarter of last year, additional government funding was received, and capital spend reduced, resulting in more cash being held at year end compared to when budgets were set. This trend has continued into the current financial year. As well as this, we are seeing higher than expected interest on the cash that we are holding. A full review of borrowing is taking place which may increase this underspend.

7. Corporate and funding Items

Previously reported commentaries, updated since last month:

Forecast Outturn Variance £m	Forecast Outturn Variance %
-3.8	-35%

An in-year underspend of £3.786m is forecast across Corporate and funding items.

The position consists primarily of additional business rates funding in the form of general rates income, the local business rates pool dividend, and the national business rates compensation grant. As well as this, there is around £500k of underspend due to the replacement of base budget in other services with grant funding (in line with any grant conditions).

Appendix 2 – Capital – commentaries on exceptions

Key variances are those forecast to be in excess of +/-£250k

Ref	Service	Commentary Status	Scheme	Scheme Budget £m	2023-24 Budget £m	Forecast Variance £m	Type	Commentary
1a	P&S	Updated	Local Infrastructure Improvements	4.473	1.087	-0.643	Phasing	Following 23/24 budget setting, we have held early workshops collaboratively with Finance to test our funding allocation against the programme. This has enabled greater forecast certainty matching planned works.
1b	P&S	Updated	Delivering the Transport Strategy Aims	7.299	2.516	-0.728	Phasing	Following 23/24 budget setting, we have held early workshops collaboratively with Finance to test our funding allocation against the programme. This has enabled greater forecast certainty matching planned works.
1c	P&S	Updated	Swaffham Prior Community Heat Scheme	10.965	2.300	1.095	Overall Scheme Variance	Historic budget of £1.5m allocated to the first 150 customer connections (at £10k per connection) has not been achieved. The connections have been significantly more expensive and as a result additional funds have been required. The focus is on keeping the momentum of the project going forward to ensure as many customers are connected in the village as soon as possible. Overall scheme increase of £3,205k will be proposed.
1d	P&S	Updated	Solar Projects	28.957	6.438	1.904	Overall Scheme Variance	The forecast in-year overspend has increased from £639k to £1,904k to reflect the rephasing of the project. This is being revisited on a month by month basis as sensitive work on easements is difficult to predict. The overspend is as a result of forward estimates of costs that are expected to arise across projects. Overspends are now expected at delivery stage in the solar portfolio as a result of higher than expected staff, advisor and legal costs, as well as design revisions and associated construction costs. However, these remain largely indicative for the time being.
1e	P&S	Updated	Capital variations budget- P&S	-66.696	-24.489	7.518	Phasing	Any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall up to the point when rephasing exceeds this budget. Therefore the £7.518m P&S in-year underspend is balanced by use of the capital variations budget.
1f	P&S	Unchanged	A14 De-trunking	24.750	4.750	-4.000	Phasing	It is estimated we will spend £750k of the total £24.75m this financial year. The initial estimate of spend was £4.75m per year for 6 years but due to the road not coming to us as thought when the estimate was made the profile of spend has changed. We are not going to be clear on the profile of spend of the total until we get an agreed date for the transfer of the road to us.

Ref	Service	Commentary Status	Scheme	Scheme Budget £m	2023-24 Budget £m	Forecast Variance £m	Type	Commentary
1g	P&S	Unchanged	St Ives local Improvements	2.300	1.800	-0.635	Phasing	Following 23/24 budget setting, we have held early workshops collaboratively with Finance to test our funding allocation against the programme. This has enabled greater forecast certainty matching planned works. The construction period is due to run from September 2023 to November 2024.
1h	P&S	Unchanged	Guided Busway - Widening of footpath	2.891	2.891	-2.441	Phasing	Following 23/24 budget setting, we have held early workshops collaboratively with Finance to test our funding allocation against the programme. This has enabled greater forecast certainty matching planned works.
1i	P&S	Unchanged	Waste Infrastructure	7.424	1.500	-1.400	Phasing	Only £100k of the £1.5m budget for March Household Recycling Centre is likely to be spent this year as procurement is just starting using the education service Construction Consultancy framework contract; as a result, a £1.4m underspend is currently being forecast for this financial year.
1k	P&S	Unchanged	Environment Fund - Decarbonisation Fund - Council building Low Carbon Heating	10.518	2.463	-0.457	Phasing	Removal of phase 4 project development costs from the project as the aim is to do this work mostly in-house. Also, a slight rephasing has been forecast as the work for phase 4 is now planned for 2024/25.
2a	CEF	New	Kennett Primary School	10.123	5.800	-0.800	Phasing	Slippage due to later start on site than expected due to skylarks still nesting. Ecologists to confirm birds have left. Delay start on site from 14.08.23 to 04.09.23 and completion 30.08.24 to 20.09.24.
2b	CEF	New	Witchford Village College	1.380	1.332	-0.532	Phasing	Slippage of between 3-5 months due to planning application progressing slower than anticipated.
2c	CEF	Updated	Capital variations budget- CEF	-54.565	-17.826	3.500	Phasing	Any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall up to the point when rephasing exceeds this budget. Therefore the £3.500m CEF in-year underspend is balanced by use of the capital variations budget.
2d	CEF	Unchanged	Northstowe secondary, phase 2	53.450	22.500	-1.500	Overall Scheme Variance	The receipt of the milestone 4 report shows saving on original estimate due to risk contingencies including those built in for price volatility.
2e	CEF	Unchanged	Adaptations- William Westley Primary	0.353	0.338	-0.338	Phasing	This project is being reviewed to establish whether it can be delivered in an alternative way to meet the need for places across the wider area, including whether it can be combined with other planned capital projects. Revised delivery expected to be 2027.

Ref	Service	Commentary Status	Scheme	Scheme Budget £m	2023-24 Budget £m	Forecast Variance £m	Type	Commentary
3a	S&P	Unchanged	Libraries - Open access & touchdown facilities	1.172	0.875	-0.850	Phasing	The pilot will be reviewed in the autumn, and feed into a new plan for review this year.
3b	S&P	Unchanged	Capital variations budget- S&P	-2.016	-1.677	1.059	Phasing	Any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall up to the point when rephasing exceeds this budget. Therefore the £1.059m S&P underspend is balanced by use of the capital variations budget.
4a	F&R	New	Hawthorns - Intensive Therapeutic Support Hub	3.544	3.477	-1.777	Phasing	Delays with the planning process has meant the procurement needs to take place later in the programme.
4b	F&R	Updated	Capital variations budget- F&R	-9.474	-4.689	2.269	Phasing	Any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall up to the point when rephasing exceeds this budget. Therefore the £2.269m F&R underspend is balanced by use of the capital variations budget.

Appendix 3 – Budget transfers between services in 2023/24

This table shows budget movements of at least £1k between service blocks in 2023/24, subject to rounding errors:

Budgets and Movements	CEF £000	AHC £000	P&S £000	PH £000	S&P £000	F&R £000	Capital Financing £000	Corporate & Funding Items £000	Total £000
Opening Net Budgets as per Business Plan	129,279	215,038	71,326	0	16,270	19,325	38,263	11,690	501,191
Service management change		-300			300				0
Post business plan, pre initial budget load adjustments	-915		-42		-203	1,160			0
Postage budget centralisation	-20				20				0
Transfer of post	-26				26				0
Insurance budget centralisation			-22		-21	43			0
Pay award budget correction	12		-12						0
Allocation of centrally held funding for former People Services restructuring	449	351				-800			0
Budget resetting movements as outlined in May IFMR	801	506	-728			2,456		-3,035	0
23-24 BP virements to replace expenditure budgets with reserve draw down lines	-285	-1,621				-155		2,061	0
Adjust PH income budget to match amounts to be transferred under PH MoU	-254	-53	-31	0	78	260			0
Staffing inflation correction			-55			55			0
Coding of treasury management team						121	-121		0
Staffing budget corrections - Adults and Childrens Transport	4	-4							0
Time credits transfer from Adults to S&P		-34			34				0
Transfer of Domestic Abuse and Sexual Violence service budgets			-2,032		2,032				0

Budgets and Movements	CEF £000	AHC £000	P&S £000	PH £000	S&P £000	F&R £000	Capital Financing £000	Corporate & Funding Items £000	Total £000
Transfer Association of Directors of Adult Social Services (ADASS) budget	-15	15							
Transfer property maintenance budget					-20	20			
Transfer Strategic management C&P budget			12		-12				
Executive Assistant and Personal Assistant restructure	-185	-198	-91		470	4			
Current budget	128,845	213,700	68,324	0	18,974	22,490	38,142	10,716	501,191

Appendix 4 – Reserves and provisions

This section shows the reserves available to the Council:

Fund Description	Balance at 1 April 2023 £000s	Movements in 2023-24 £000s	Balance at 31 Aug 2023 £000s	Forecast balance at 31 March 2024 £000s	Notes
General Reserves					
- County Fund Balance	30,661	0	30,661	24,281	
General Reserves subtotal	30,661	0	30,661	24,281	
1 Insurance	5,018	0	5,018	5,018	
2 Adults, Health and Commissioning	7,564	-53	7,511	4,111	
3 Children, Education and Families	5,704	-42	5,661	3,876	
4 Public Health	7,854	-674	7,180	4,146	
5 Place & Sustainability	15,359	-347	15,011	8,911	
6 Strategy & Partnerships	1,581	-11	1,570	1,360	
7 Finance & Resources	3,836	-121	3,715	2,808	
8 Just Transition Fund	12,526	-388	12,138	10,751	Original starting balance of £14m, with allocations made totalling £9.9m across medium-term
9 High Needs Block Offset Reserve	9,935	0	9,935	8,185	
10 Transformation Fund	1,762	-40	1,723	883	Balance for legacy Transformation projects
11 Cultivate Cambs Fund	347	0	347	0	
12 Corporate- COVID	15,972	0	15,972	14,972	Allocated over medium-term.
13 Specific Risks Reserve	12,772	0	12,772	-1,727	Anticipated negative balance to be reviewed and offset
14 This Land Credit Loss & Equity Offset	5,850	0	5,850	5,850	
15 Revaluation & Repair Usable (Commercial Property)	2,940	0	2,940	2,940	
16 Local taxation volatility & appeals account	8,514	0	8,514	8,514	
17 Local Government Settlement phasing reserve	4,076	0	4,076	4,076	Applying the temporary elements of the 2023/24 finance settlement over multiple years
18 Post-pandemic recovery and budgeting account	2,431	0	2,431	2,431	
19 Business change reserve	3,054	0	3,054	2,872	
20 Financing items	1,803	0	1,803	1,044	
21 Winter Risk Reserve	600	0	600	600	
22 Grant carry forwards	29,246	-24,865	4,381	0	Carry forward of unspent ring-fenced grants, reversed out in April 2023. COMF grant retained in reserve
Earmarked Funds subtotal	158,744	-26,541	132,202	91,620	
SUBTOTAL	189,405	-26,541	162,863	115,901	
23 Children, Education and Families	28,290	0	28,290	28,290	
24 Adults, Health and Commissioning	33	0	33	33	
25 Place & Sustainability	36,230	-1,092	35,138	35,138	
26 Finance and Resources	556	162	718	718	

Fund Description	Balance at 1 April 2023 £000s	Movements in 2023-24 £000s	Balance at 31 Aug 2023 £000s	Forecast balance at 31 March 2024 £000s	Notes
27 Corporate	46,342	0	46,342	46,342	
Capital Useable Reserves subtotal	111,451	-930	110,521	110,521	
GRAND TOTAL	300,856	-27,471	273,384	226,422	

Provisions on the balance sheet are:

Department	Balance at 1 April 2023 £000s	Movements in 2023-24 £000s	Balance at 31 Aug 2023 £000s	Forecast balance at 31 March 2024 £000s	Notes
1 Adults, Health and Commissioning	141	-16	125	125	
2 Finance & Resources	2,093	0	2,093	2,093	Insurance short term provision
Short Term Provisions subtotal	2,234	-16	2,218	2,218	
3 Finance & Resources	4,746	0	4,746	4,746	Insurance long term provision
Long Term Provisions subtotal	4,746	0	4,746	4,746	
GRAND TOTAL	6,980	-16	6,964	6,964	

Appendix 5 – Savings Tracker 2023-24 Quarter 1

RAG	Directorate	Committee	BP Ref	Title	Original Saving £000	Forecast Saving £000	Variance from Plan £000	% Variance	Commentary
Green	Adults	A&H	A/R.6.176	Adults Positive Challenge Programme	-154	-154	0	0%	On track
Green	Adults	A&H	A/R.6.185	Additional block beds - inflation saving	-263	-263	0	0%	On track
Black	Adults	A&H	A/R.6.200	Expansion of Direct Payments	-133	0	133	100%	Delivery of savings has been delayed, as has investment. Self Directed Support programme currently defining benefits and update on savings achieved will be provided in September.
Green	Adults	A&H	A/R.6.202	Adults & MH employment support	-40	-40	0	0%	Complete
Blue	Adults	A&H	A/R.6.203	Decommissioning of block contracts for Car rounds providing homecare	-1,111	-1,290	-179	-16%	Complete
Amber	Adults	A&H	A/R.6.204	Post hospital discharge reviews	-310	-155	155	50%	Due to the active involvement of prevention services in the initial discharge process there is less opportunity for savings from post-discharge reviews than originally anticipated.
Green	Adults	A&H	A/R.6.205	Mental Health s75 vacancy factor	-150	-150	0	0%	On track
Amber	Adults	A&H	A/R.6.206	LD mid-cost range placement review (links to A/R.5.025)	-203	-102	101	50%	Project start date delayed but review team now being put in place and project implementation underway. This has led to a 3-6 month delay to benefits realisation.

RAG	Directorate	Committee	BP Ref	Title	Original Saving £000	Forecast Saving £000	Variance from Plan £000	% Variance	Commentary
Green	Adults	A&H	A/R.6.208	Integration with the Integrated Care System on digital social prescribing	-61	-61	0	0%	On track
Black	Childrens	C&YP	A/R.6.250	Efficiencies resulting from implementation of new IT system	-223	0	223	100%	Delay in implementation of new computer systems means this saving will not be achieved in 2023-24
Green	Childrens	C&YP	A/R.6.252	Teachers Pensions	-150	-150	0	0%	Complete
Green	Childrens	C&YP	A/R.6.253	Realign schools partnership and improvement service	-85	-85	0	0%	Achieved
Black	Childrens	C&YP	A/R.6.254	Children in Care Placements	-1,000	0	1,000	100%	Saving at risk due to significant pressures from very high cost complex placements
Amber	Childrens	C&YP	A/R.6.255	Careers Education Information Advice and Guidance	-75	-30	45	60%	Delayed consultation means full saving will not be made in 2023-24
Green	Childrens	C&YP	A/R.6.256	Family Safeguarding Team restructure	-352	-352	0	0%	Saving fully achieved
Green	Childrens	C&YP	A/R.6.257	Special Guardianship Orders	-150	-150	0	0%	On track
Green	Childrens	C&YP	A/R.6.268	Transport - Home to School	-570	-570	0	0%	On track
Green	Childrens	C&YP	A/R.6.274	Outdoors Centres	-134	-134	0	0%	On track

RAG	Directorate	Committee	BP Ref	Title	Original Saving £000	Forecast Saving £000	Variance from Plan £000	% Variance	Commentary
Green	Childrens	C&YP	A/R.7.110	Cambridgeshire ICT	-100	-100	0	0%	On track
Green	Childrens	C&YP	A/R.7.111	Cambridgeshire Music	-25	-25	0	0%	On track
Green	P&S	H&T	B/R.6.215	Recycle asphalt, aggregates and gully waste	-20	-20	0	0%	Budget reduction is expected to be absorbed regardless of the separate recycling facility being set up
Green	P&S	H&T	B/R.6.217	Vacancy factor	-112	-112	0	0%	On track
Green	P&S	H&T	B/R.6.218	Stop Weedkilling of Footways and Road Edges	-125	-125	0	0%	The saving is to reduce proactive weed treatments and the use of chemicals. It is currently on track but there is a risk the objective is unrealistic. A more accurate update will be provided by September.
Amber	P&S	H&T	B/R.6.220	Highways Materials Recycling	-100	-50	50	50%	Capital project has slipped, optimistic some of the saving will be made but will be able to provide a more accurate update by September.
Amber	P&S	EG&I	C/R.7.106	St Ives Smart Energy Grid - Income Generation	-177	-47	130	73%	Delayed construction means full saving will not be made in 2023-24
Black	P&S	EG&I	C/R.7.107	Babraham Smart Energy Grid - Income Generation	-383	0	383	100%	Delayed construction means saving will not be made until 2024-25.
Red	P&S	EG&I	C/R.7.109	North Angle Solar Farm, Soham - Income Generation	-4,535	-416	4,119	91%	Delayed construction means full saving will not be made in 2023-24
Red	P&S	EG&I	C/R.7.110	Swaffham Prior Community Heat Scheme - Income Generation	-572	-116	456	80%	Delayed construction means full saving will not be made in 2023-24

RAG	Directorate	Committee	BP Ref	Title	Original Saving £000	Forecast Saving £000	Variance from Plan £000	% Variance	Commentary
Green	P&S	H&T	B/R.7.134	Light blue fibre income	-11	-11	0	0%	On track
Green	F&R	SR&P	C/R.6.108	New IT System	-70	-70	0	0%	On track
Green	F&R	SR&P	C/R.6.109	Council Wide Mileage	-500	-500	0	0%	On track
Green	F&R	SR&P	C/R.6.110	Corporate Vacancy Factor (F&R & S&P)	-400	-400	0	0%	On track
Green	F&R	SR&P	C/R.6.111	PH grant contribution to overheads	-61	-61	0	0%	Complete
Green	F&R	SR&P	C/R.6.113	Insurance re-procurement	-405	-405	0	0%	On track
Green	F&R	SR&P	C/R.6.115	Lead Authority Services - Governance	-25	-25	0	0%	On track
Green	F&R	SR&P	C/R.6.116	Payment Card Compliance	-19	-19	0	0%	Complete
Green	F&R	EG&I	C/R.7.105	Renewable Energy Soham - Income Generation	-14	-14	0	0%	On track
Green	F&R	SR&P	C/R.7.111	Commercial Income	-900	-900	0	0%	Complete
Green	F&R	SR&P	C/R.7.115	Brunswick House - Income Generation	-70	-70	0	0%	On track
Black	F&R	SR&P	C/R.7.116	Cromwell Leisure - Income Generation	-84	0	84	100%	Empty units remain into 23-24, might improve later on in the year.
Green	F&R	SR&P	C/R.7.117	Tesco - Income Generation	-150	-150	0	0%	On track

RAG	Directorate	Committee	BP Ref	Title	Original Saving £000	Forecast Saving £000	Variance from Plan £000	% Variance	Commentary
Green	F&R	SR&P	C/R.7.120	County Farms - Agricultural Rent	-46	-46	0	0%	On track
Amber	F&R	SR&P	C/R.7.156	Biodiversity Net Gain Offset	-487	-196	291	60%	Based on the current expectation of income generation, the profile needs revising in the business plan. The new forecast is based on the current investment plus selling 100 units per year.
Green	S&P	CSMI	D/R.6.001	Communities Saving - S&P	-380	-380	0	0%	Complete
Green	PH	A&H	E/R.6.002	Vacancy factor for Public Health staffing	-80	-80	0	0%	On track
Green	PH	A&H	E/R.6.003	Public Health savings	-201	-201	0	0%	On track
Black	Adults	A&H	A/R.6.195	Increased support for carers	-129	0	129	100%	Carers Strategy approved and action plan in development. Reprofile savings as part of action plan development.
Black	Adults	A&H	A/R.6.186	Adult Social Care Transport	-91	0	91	100%	All routes retendered in 22/23. Saving achieved is lower than expected due to the inflationary pressures on transport.
Amber	Adults	A&H	A/R.6.188	Micro-enterprises Support	-103	-4	99	96%	Not fully delivered due to low number of Direct Payment (DP) and Individual Service Fund (ISF) clients utilising capacity created in East Cambs. The Self Directed Support programme will increase uptake of DPs and ISFs and improve the pathway to Micro-enterprise provision.
Green	Adults	A&H	A/R.7.113	Learning Disability Partnership Pooled Budget Rebaselining	-1,125	-1,125	0	0%	A one off additional contribution has been received pending detailed work with ICB to review the pool position. However, savings built into the Business Plan for future years remain at risk until the review work is completed.
Amber	P&S	CSMI	A/R.6.213	Registrars	-200	-30	170	85%	
Green	F&R	SR&P	C/R.6.106	Contract Efficiencies	-200	-200	0	0%	On track

RAG	Directorate	Committee	BP Ref	Title	Original Saving £000	Forecast Saving £000	Variance from Plan £000	% Variance	Commentary
Green	F&R	SR&P	B/R.7.127	Alconbury Solar Carport	-37	-37	0	0%	On track
Black	F&R	SR&P	C/R.7.105	Renewable Energy Soham - Income Generation	-13	0	13	100%	To be reviewed later on in the year once the annual cycle has commenced.
Green	F&R	SR&P	C/R.7.120	County Farms - Agricultural Rent	-45	-45	0	0%	On track
Red	F&R	SR&P	F/R.6.109	Cambs 2020 Operational Savings	-605	-250	355	59%	Costs for Shire Hall, mostly business rates & security costs will continue until the site is handed over

Key to RAG ratings

Total saving	Over £500k	£100-500k	Below £100k
Black	100% non-achieving	100% non-achieving	100% non-achieving
Red	Percentage variance more than 19%	-	-
Amber	Under-achieving by 14% to 19%	Percentage variance more than 19%	Percentage variance more than 19%
Green	Percentage variance less than 14%	Percentage variance less than 19%	Percentage variance less than 19%
Blue	Over-achieving	Over-achieving	Over-achieving

Appendix 6 - Treasury Management Indicators Quarter 1

These indicators set out our treasury management position versus indicators that are prescribed by the Prudential Code and set in our annual [Treasury Management Strategy](#) (TMS).

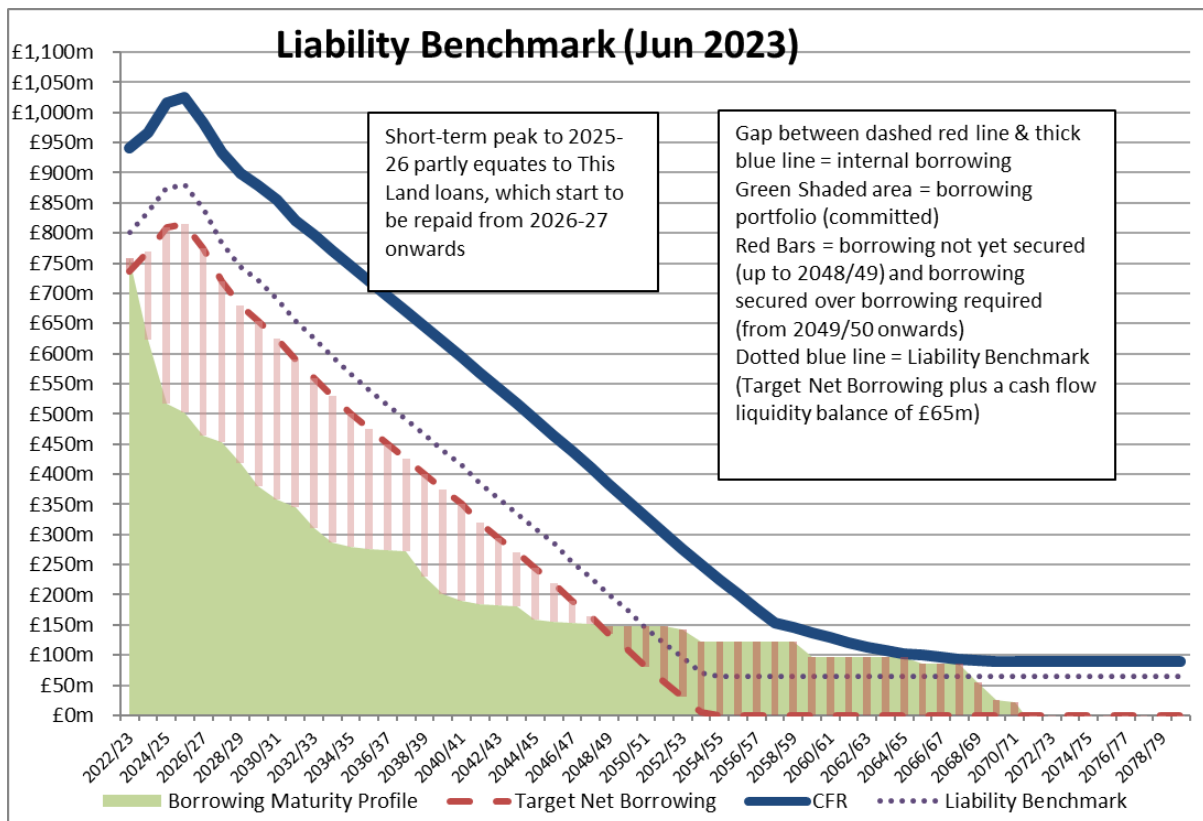
Prudential and Treasury Indicators	2023/24 Treasury Management Strategy	31 st March 2023 Actual	30 th June 2023 Actual
Annual capital expenditure	£257.6m	£140.2m	£200.1m
Annual non-borrowing capital financing (grants, contributions and capital receipts)	-£140.9m	-£101.9m	-£138.1m
Annual MRP and other financing adjustments	-£21.6m	-£20.2m	-£22.0m
In-year Capital Financing Requirement	£95.1m	£18.1m	£40.0m
Capital Financing Requirement (CFR) at 31 st March*	£1,031.7m	£940.3m	£980.3m
Authorised limit for external debt*	£1,170.0m	£737.8m	£716.8m
Operational boundary for external debt*	£1,140.0m	£737.8m	£716.8m
Ratio of financing costs to net revenue streams – yearly average	9.3%	8.2%**	8.2%
Upper limit of fixed interest rates based on net debt***	150%	80%	84%
Upper limit of variable interest rates based on net debt***	65%	20%	16%
Principal sums invested over 365 days (excluding Third-Party Loans)	£50.0m	£34.2m	£33.5m
Maturity structure of borrowing limits:			
Under 12 months	Max. 80% Min. 0%	23.3%	24.5%
12 months to 2 years	Max. 50% Min. 0%	10.9%	9.1%
2 years to 5 years	Max. 50% Min. 0%	7.3%	9.0%
5 years to 10 years	Max. 50% Min. 0%	15.1%	14.3%
10 years and above	Max. 100% Min. 0%	43.5%	43.1%

* Excluding PFI and Finance Lease Liabilities but including loans raised to on-lend to This Land Ltd

** Recalculated for new formula used in 2023-24 TMS

*** The interest rate exposure is calculated as a percentage of net debt. Due to the mathematical calculation exposures could be greater than 100% or below zero (i.e., negative) depending on the component parts of the formula.

The liability benchmark:



The liability benchmark is a projection of the amount of loan debt outstanding that an authority needs each year into the future to fund its existing debt liabilities, planned prudential borrowing and other cash flows.

The peak in the blue CFR line in 2025/26 is £46m lower than set out in the 2023-24 TMS, however the peak in the dotted red external borrowing line is £135m lower than the TMS, due to an expectation of higher cash balances and therefore lower external borrowing required.

Appendix 7 - Revenue summary comparison to last year's outturn position

Line	2022/23 Net Budget £000	Actual Outturn Variance £000	Actual Outturn Variance %	Service	2023/24 Net Budget £000	Forecast Variance £000	Forecast Variance %
1	86,875	2,399	2.8%	Children, Education & Families- non-DSG	128,845	8,275	6.4%
2	0	12,945	-	Children, Education & Families – DSG	0	4,418	-
3	224,975	-58	0.0%	Adults, Health & Commissioning	213,701	0	0.0%
4	72,175	415	0.6%	Place & Sustainability	68,324	2,641	3.9%
5	15,557	-81	-0.5%	Strategy & Partnerships	18,973	194	1.0%
6	11,950	2,837	23.7%	Finance & Resources	22,489	256	1.1%
7	-2	-809	-	Public Health	0	-380	-
8	33,275	-2,377	-7.1%	Capital Financing	38,141	-1,200	-3.1%
9	11,047	-2,388	-21.6%	Corporate and funding items	10,717	-3,786	-35.3%
	455,852	12,884	2.8%	Net Spending Total	501,190	10,418	2.1%
10	0	-12,136	-	Adjustments for Public Health and DSG ring-fences	0	-4,038	-%
	455,852	748	0.2%	Overall Total	501,190	6,380	1.3%
	149,099		-	Schools	138,316	-	-

Appendix B

Service: Finance & Resources and Strategy & Partnerships

Subject: Finance Monitoring Report – August 2023

Date: 14th September 2023

Contents

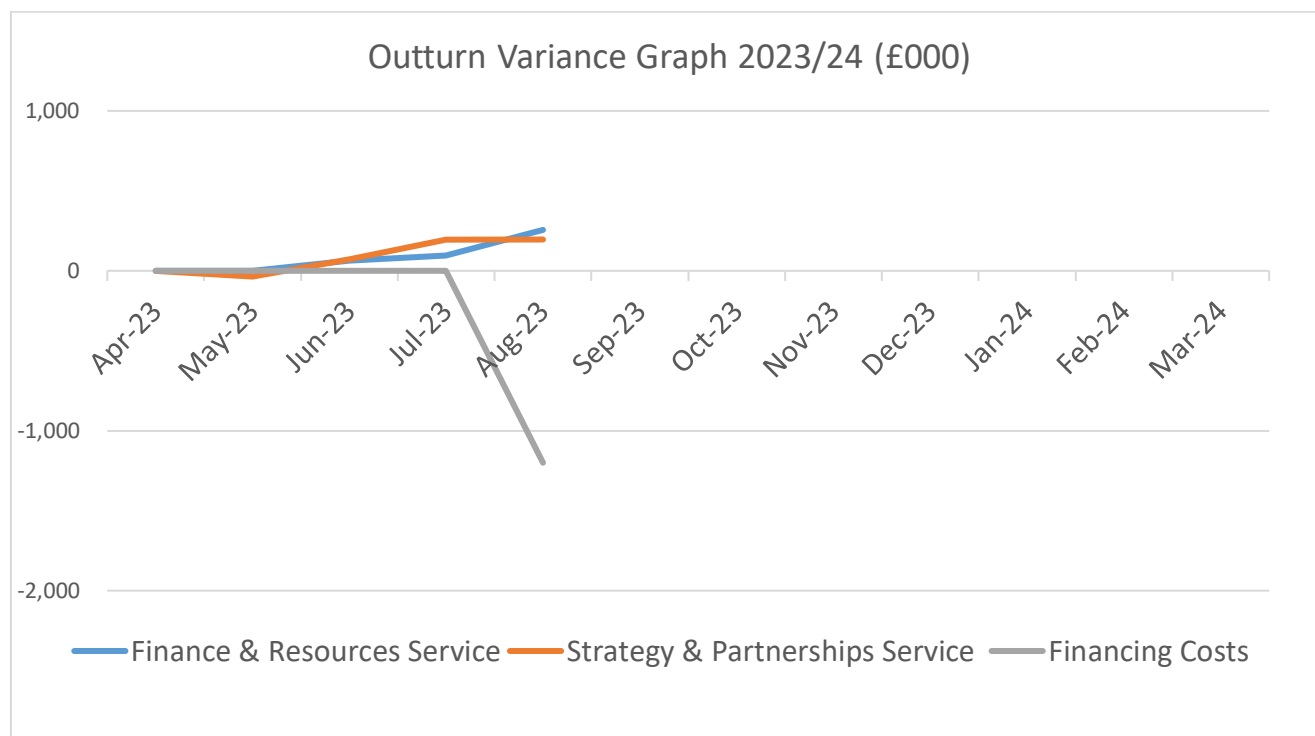
Section	Item	Description
1	Revenue Executive Summary	High level summary of information and narrative on key issues in revenue financial position
2	Capital Executive Summary	Summary of the position of the Capital programme within Finance & Resources and Strategy & Partnerships
3	Savings Tracker Summary	Summary of the latest position on delivery of savings
4	Technical Note	Explanation of technical items that are included in some reports
Appx 1a	Service Level Financial Information	Detailed financial tables for Finance & Resources and Strategy & Partnerships main budget headings
Appx 1b	Service Level Financial Information	Detailed financial tables for Finance & Resources and Strategy & Partnerships main budget headings
Appx 2	Service Commentaries	Detailed notes on revenue financial position of services that have a significant variance against budget
Appx 3	Capital Appendix	This contains more detailed information about the capital programme, including funding sources and variances from planned spend.
<i>The following appendices are included quarterly as the information does not change as regularly:</i>		
Appx 4	Savings Tracker	Each quarter, the Council's savings tracker is produced to give an update of the position of savings agreed in the Business Plan.
Appx 5	Technical Appendix	Each quarter, this will contain technical financial information showing: <ul style="list-style-type: none"> • Earmarked • Grant income received • Budget virements

1. Revenue Executive Summary

1.1 Overall Position

At the end of August 2023, Finance & Resources Service (including financing costs) is currently forecasting an underspend of £944k.

At the end of August 2023, Strategy & Partnerships Service is currently forecasting an overspend of £194k.



1.2 Summary of Revenue position by Directorate

Forecast Outturn Variance (Previous) £000	Finance and Resources Directorate	Gross Budget £000	Income Budget £000	Net Budget £000	Actual £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
4	Executive Director	203	0	203	87	4	2.0%
(38)	Customer & Digital Services	15,630	(1,502)	14,129	7,350	(12)	0.0%
104	Finance & Procurement	11,387	(2,954)	8,433	3,624	115	1.0%
373	Property Services	12,946	(8,424)	4,522	4,727	433	9.6%
(370)	Investment Activity	7,677	(20,740)	(13,062)	(2,908)	(307)	-2.3%
23	Corporate & Miscellaneous	8,974	(710)	8,264	250	23	0.3%
0	Financing Costs	58,884	(20,742)	38,141	1,309	(1,200)	-3.1%
95	Total	115,703	(55,072)	60,630	14,439	(944)	-1.6%

Forecast Outturn Variance (Previous) £000	Strategy & Partnership Directorate	Gross Budget £000	Income Budget £000	Net Budget £000	Actual £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
68	Executive Director	6,838	(1,036)	5,801	2,445	63	0.9%
10	Legal & Governance	4,003	(278)	3,726	1,244	14	0.4%
117	Policy Communities	15,552	(6,106)	9,446	(6,687)	117	1.2%
195	Total Expenditure	26,393	(7,420)	18,973	(2,998)	194	1%

The service level budgetary control report for the year 2023/24 can be found in [Appendix 1](#).

1.3 Significant Issues

There is a risk of council-wide staff pay costs being higher than budgeted; historically any pressure on that has been reported centrally but this is reviewed each year. This is still subject to national and local negotiation and so will not be known until later in the year. Capital financing budgets are also being reviewed, balancing lower than expected borrowing levels than when budgets were set against the rising interest rates we are seeing. This budget line has often underspent, but it is less clear that that will be the case again due to those rising interest rates.

The Financing costs budget is currently forecasting an underspend of £1.2m. Higher than expected cash balances, and the phasing of capital spend, have reduced the need to borrow this year. As well as this, we are seeing higher than expected interest on the cash that we are holding. A full review of borrowing is taking place which may increase this underspend.

The Lead Authority budgets is currently forecasting a pressure of £111k, this is mostly due to a pressure of £91k in the Insurance Team for additional resources to process a significant rise in the number of claims received.

Mitigations are continuing to be reviewed across both directorates to reduce the overall overspend to balanced.

Significant variances can be found in [Appendix 2](#).

2. Capital Executive Summary

The revised capital budget for 2023/24 is £14,886k with expenditure at the end of August of £1.8m.

Directorate	Scheme Budget £000	Scheme Forecast variances £000	2023-24 Budget £000	2023-24 Actuals £000	2023-24 Forecast variances £000
Finance & Resources	53,995	(314)	11,645	1,664	0
Strategy & Partnerships	18,194	0	3,241	137	0

Hawthorns Intensive Therapeutic Hub scheme is forecasting an in-year underspend of £1.7m and will be re-profiled into next financial year. The scheme has suffered delays due to -

1. Bats were identified during the initial asbestos survey in early Dec 2022. Due to the legal requirement not to disturb the bats and the requirement to carry out various emergence surveys once that they had finished their hibernation period which was delayed to the cold spring. This caused an approximate 7.5-month delay.
2. The asbestos survey was completed, and the outcome revealed that the building did contain ACM (asbestos containing materials). We then had to arrange for this to be removed which took a further two weeks.
3. An initial planning application was submitted in May 2023 and were informed that there was a requirement for additional surveys and reports to be submitted. We have almost completed these apart from the travel plan which is in progress. Planning is being partially resubmitted with the caveat of some delayed documents to expedite the process.
4. We are also in the process of completing the detailed design with the building consultants. We are still aiming for completion in July 2024; however, this is dependent on the construction phase programme which cannot be determined until we have received the tender responses and it has been agreed.

Lower Portland Farm, Burwell – The purchase of the farm took place in 2021. The medium/long term plan is to develop and sell for housing some of the land, as well as the existing house, farm buildings and yard. Potentially there may be up to 250 houses. This will be subject to promotion in the next East Cambridgeshire Local Plan and planning applications. The opportunity has arisen to sell an outlying field to the National Trust and at the same time in a related transaction acquire some land with “hope” value which is next to Lower Portland Farm, with a payment to the National Trust of £128k. The remaining £97k budget originally allocated will be used for planning costs in later years. This request was taken to the August CPB and agreed. This will increase the prudential borrowing in 2023-24 by £128k.

A significant part of the Strategy & Partnership capital budget is the Cambridgeshire Priorities Capital Fund scheme of £1.6m, to support local communities to upgrade and improve community buildings and assets so they better meet the needs of the families, households, and communities who use them. The community fund opened in June, with stage one expressions of interest deadline approaching on 24 September. Stage 2: Full Proposal applications will open on the 2 October and close 15 December.

The schemes with significant variances will be found in [Appendix 3](#).

3. Savings Tracker Summary

The savings trackers are produced quarterly to monitor delivery of savings against agreed plans. The Q1 table is available in [Appendix 4](#).

4. Technical note

On a quarterly basis, a technical financial appendix is included as [Appendix 5](#)
This appendix covers:

- Grants that have been received by the service, and where these have been more or less than expected.
- Budget movements (virements) into or out of the directorate from other services, to show why the budget might be different from that agreed by Full Council
- Service earmarked reserves – funds held for specific purposes that may be drawn down in-year or carried-forward – including use of funds and forecast draw-down.

Appendix 1a – Detailed Financial Information – Finance & Resources

Forecast Outturn Variance (Previous)	Committee	Budget Line	Gross Budget	Income Budget	Net Budget	Actual	Forecast Outturn Variance	Forecast Outturn Variance
£000			£000	£000	£000	£000	£000	%
Executive Director of Finance & Resources								
4	SRP	Executive Director	203	0	203	87	4	2%
Customer & Digital Services								
(12)	SRP	Customer Services	2,557	(359)	2,198	589	(12)	0%
(27)	SRP	IT Services	13,074	(1,143)	11,930	6,761	0	0%
(38)		Customer & Digital Services Total	15,630	(1,502)	14,129	7,350	(12)	0%
Finance & Procurement								
0	SRP	Service Director of Finance & Procurement	347	0	347	154	0	0%
0	SRP	Professional Finance	2,921	(525)	2,396	1,186	(5)	0%
0	SRP	Procurement	907	(41)	866	363	0	0%
10	SRP	CCC Finance Operations	164	(101)	63	50	10	6%
0	SRP	Insurance Fund	2,488	(67)	2,421	1,177	0	0%
94	SRP	Lead Authority Services	4,359	(2,221)	2,138	1,034	111	3%
0	SRP	External Audit	202	0	202	(340)	0	0%
104		Finance & Procurement Total	11,387	(2,954)	8,433	3,624	115	1%
Property Services								
35	SRP	Facilities Management	9,940	(2,641)	7,299	3,212	58	1%
0	SRP	Property Services	1,000	0	1,000	475	0	0%
0	SRP	Property Compliance	393	(33)	360	203	0	0%
291	SRP	County Farms	723	(5,733)	(5,010)	341	328	7%
46	SRP	Strategic Assets	891	(18)	873	495	46	5%
373		Property Services Total	12,946	(8,424)	4,522	4,727	433	10%

Forecast Outturn Variance (Previous)	Committee	Budget Line	Gross Budget	Income Budget	Net Budget	Actual	Forecast Outturn Variance	Forecast Outturn Variance
£000			£000	£000	£000	£000	£000	%
		Investment Activity						
0	SRP	Property Investments	4,550	(9,376)	(4,825)	(1,541)	0	0%
0	SRP	Company Dividends & Fee	0	(574)	(574)	0	0	0%
(249)	SRP	This Land	2,437	(8,570)	(6,133)	(732)	(186)	-3%
0	SRP	Contract Efficiencies & Other Income	(214)	0	(214)	0	0	0%
(121)	SRP	Collective Investment Funds	9	(1,087)	(1,078)	(113)	(121)	-11%
0	SRP	Renewable Energy Investments	895	(1,134)	(239)	(521)	(0)	0%
(370)		Investment Activity Total	7,677	(20,740)	(13,062)	(2,908)	(307)	-2%
		Corporate & Miscellaneous						
23	SRP	Authority-wide Miscellaneous	(136)	(710)	(846)	250	23	3%
0	SRP	Staff Inflation	9,110	0	9,110	0	0	0%
23		Corporate & Miscellaneous Total	8,974	(710)	8,264	250	23	0%
		Financing Costs						
0	SRP	Capital financing costs & minimum revenue provision	58,884	(20,742)	38,141	1,309	(1,200)	-3%
0		Financing Costs Total	58,884	(20,742)	38,141	1,309	(1,200)	-3%
95		Overall Total	115,703	(55,072)	60,630	14,439	(944)	-2%

Appendix 1b – Detailed Financial Information – Strategy & Partnerships

Forecast Outturn Variance (Previous) £000	Committee		Gross Budget £000	Income Budget £000	Net Budget £000	Actual £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
8	SRP	Executive Director: Strategy & Partnerships	292	0	292	118	3	1%
0	SRP	Chief Executive's Office	247	(3)	244	106	0	0%
0	SRP	Communications	884	(103)	781	398	0	0%
0	SRP	Elections	190	0	190	11	0	0%
8	SRP	Human Resources	2,191	(210)	1,981	832	8	0%
53	SRP	Learning & Development	2,733	(720)	2,013	909	53	3%
0	CSMI	Local Assistance Scheme	300	0	300	71	0	0%
		Legal & Governance						
0	SRP	Internal Audit	614	(148)	466	158	0	0%
10	SRP	Legal & Governance Services	799	0	799	80	10	1%
0	SRP	Information Management	1,068	(78)	991	414	0	0%
0	SRP	Democratic & Member Services	472	(37)	435	171	(10)	-2%
0	SRP	Members' Allowances	1,050	(15)	1,035	422	15	1%
10		Legal & Governance Total	4,003	(278)	3,726	1,244	14	0%
		Policy & Communities						
77	SRP	Policy, Insight & Programmes	1,904	(246)	1,658	1,443	77	5%
0	SRP	Emergency Planning	205	(68)	137	65	0	0%
		Communities Employment & Skills						
0	CSMI	Strategic Management - CES	160	(106)	54	(10,581)	0	0%
40	CSMI	Public Library Services	4,657	(816)	3,841	1,638	40	1%
0	CSMI	Cambridgeshire Skills	2,300	(2,300)	0	414	0	0%
0	CSMI	Archives	431	(31)	400	163	0	0%
0	CSMI	Cultural Services	352	(233)	118	18	0	0%
0	CSMI	Communities Service	1,243	(55)	1,188	397	0	0%

Forecast Outturn Variance (Previous)	Committee		Gross Budget	Income Budget	Net Budget	Actual	Forecast Outturn Variance	Forecast Outturn Variance
£000			£000	£000	£000	£000	£000	%
0	CSMI	Changing Futures	1,091	(1,023)	68	(499)	0	0%
0	CSMI	Domestic Abuse and Sexual Violence Service	3,211	(1,228)	1,982	255	0	0%
40		Communities Employment & Skills Total	13,444	(5,792)	7,652	(8,195)	40	1%
117		Policy & Communities Total	15,552	(6,106)	9,446	(6,687)	117	1%
195		Overall Total	26,393	(7,420)	18,973	(2,998)	194	1%

Appendix 2 – Service Commentaries on Forecast Outturn Position

Narrative is given below where there is an adverse/positive variance greater than 2% of annual budget or £100,000 whichever is greater for a service area.

County Farms

Gross Budget £000	Income Budget £000	Net Budget £000	Actuals £000	Forecast Variance £000	Forecast Variance %
723	(5,733)	(5,010)	341	328	6%

The County Farms budget is expected to overspend by £328k in 2023/24, due to delays in sales of the Bio-diversity Net Gain units. There has been a delay with South Cambs District Council signing off the Section 106 agreement, this means that no sale of the BNG units have been able to take place. This also means that there will be a shorter time before the end of the financial year for sales to take place and therefore the budget is not likely to be achieved. Once the section 106 agreement has been completed, we will be able to undertake a large marketing programme to increase the profile of the unit and attract more sales. The delay in the signing of the section 106 is because this is a new project that South Cambs District Council have not dealt with before and they are being very thorough with the agreement.

Collective Investment Funds

Gross Budget £000	Income Budget £000	Net Budget £000	Actuals £000	Forecast Variance £000	Forecast Variance %
9	(1,087)	(1,078)	(113)	(121)	-11%

The Collective Investment Funds budget is forecasting to overachieve its income budget in 2023/24. The Value Trac fund forecast has increased by £42k, CCLA Property fund by £71k and CCLA Diversified by £13k, reflecting healthier than expected dividends in challenging market conditions.

This Land

Gross Budget £000	Income Budget £000	Net Budget £000	Actuals £000	Forecast Variance £000	Forecast Variance %
2,437	(8,570)	(6,133)	(732)	(186)	-3%

The This Land budget is forecasting an underspend of £186k, due to additional income to be received towards employee costs and a reduction in professional fees is expected in this financial year.

Financing Costs

Gross Budget £000	Income Budget £000	Net Budget £000	Actuals £000	Forecast Variance £000	Forecast Variance %
58,884	(20,742)	38,141	1,309	(1,200)	-3%

The Financing Costs budget is forecasting an underspend of £1.2m, due to higher than expected cash balances, and the phasing of capital spend, have reduced the need to borrow this year. In the final quarter of last year, additional government funding was received, and capital spend reduced, resulting in more cash being held at year end compared to when budgets were set. This trend has continued into the current financial year. As well as this, we are seeing higher than expected interest on the cash that we are holding. A full review of borrowing is taking place which may increase this underspend.

Appendix 3 – Capital Position

4.1 Capital Expenditure

Scheme	Scheme Budget £000	Scheme Forecast variance £000	2023-24 Budget £000	2023-24 Actuals £000	2023-24 Forecast variance £000
Finance & Resources					
Data Centre Relocation	4,339	(202)	872	75	(202)
IT Strategy	5,939		2,169	261	
IT Education System Replacement	2,921		2,535	126	
IT Infrastructure refresh	674		325	0	
Development Funding	987		50	0	
Building Maintenance	6,395		658	306	
Condition Survey Works	2,836	(112)	2,298	379	(112)
Investment in the CCC asset portfolio	5,398		140	18	
Hawthorns - Intensive Therapeutic Support Hub	3,544		3,477	53	(1,777)
Woodland Lodge Children's Home Essential Work	256		112	107	
Haviland Way	285		285	1	
March Highways depo	274		274	38	
Asbestos Management Surveys (Schools)	135		135	0	
Wisbech Adventure Playground	915		915	2	
Local Plans Representations	1,170		270	38	
County Farms Investment	3,330		630	239	
Community Hubs - East Barnwell	1,259		198	0	(178)
Shire Hall Relocation	18,185		60	20	
Mill Farmhouse	563		556	0	
Lower Portland Farm	3,741		128	0	
Capital Programme Variations	(9,474)		(4,689)		2,269
Capitalisation of Interest	323		247		
Finance & Resources Total	53,995	(314)	11,645	1,664	0
Strategy & Partnerships					
Capitalisation of Policy, Insight & Programmes	12,612		1,682	96	
Community Fund	5,000		1,641	0	
Histon Library Rebuild	97		5	5	
Libraries - Open access & touchdown facilities	1,172		875	30	(850)
Library Minor Works	85		71	3	
EverySpace - Library Improvement Fund	389		310	3	(164)
Darwin Green Library	152		152	0	
Cherry Hinton Library	55		55	0	(45)
Sackville House Library	582		61	0	
Capital Programme Variations	(2,016)		(1,677)	0	1,059
Capitalisation of Interest	66		66	0	
Strategy & Partnerships Total	18,194		3,241	137	0

The schemes with significant variances (>£250k) either due to changes in phasing or changes in overall scheme costs can be found below:

Ref	Service / Committee	Commentary vs previous month	Scheme	Scheme Budget £m	2023-24 Budget £m	Forecast Outturn Variance £m	Cause	Commentary
1a	S&P CSMI	Previous month	Libraries: Open Access & Touchdown	1,172	0.875	-0.85	Phasing	The pilot will be reviewed in the autumn, and feed into a new plan for review later this year.
2a	F&R SR&P	New	Hawthorns Therapeutic Hub	3,544	3,477	-1,777	Phasing	Delays with the planning process has meant the procurement needs to take place later in the programme.

4.2 Capital Variations Budget

Variation budgets are set annually and reflect an estimate of the average variation experienced across all capital schemes, and reduce the overall borrowing required to finance our capital programme. There are typically delays in some form across the capital programme due to unforeseen events, but we cannot project this for each individual scheme. We therefore budget centrally for some level of delay. Any known delays are budgeted for and reported at scheme level. If forecast underspends are reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when rephasing exceeds this budget. The capital variations budget is -£4,689k for Finance & Resources and -£1,677k for Strategy & Partnerships.

4.3 Capital Funding

Original 2023/24 Funding Allocation as per BP £000	Source of Funding	Revised Funding for 2023/24 £000	Forecast Spend £000	Variance £000
-	Finance & Resources			
7,348	Grant Funding	915	915	-
	Prudential Borrowing	10,730	10,730	-
7,348	Finance & Resources TOTAL	11,645	11,645	-
1,343	Strategy & Partnerships			
127	Capital Receipts	1,078	1,078	-
	Grant Funding	130	130	-
	Other Contributions	16	16	-
229	Developer Contributions	294	294	-
2,214	Prudential Borrowing	1,723	1,723	-
3,913	Strategy & Partnerships TOTAL	3,241	3,241	-

Appendix 4 – Q1 Savings Tracker

RAG	Committee	Category Type	BP Ref	Title	Planned Savings £000	Forecast Savings £000	Variance from Plan £000	% Variance	Forecast Commentary
Green	SRP	23-24 New	C/R.6.108	New IT System	-70	-70	0	0%	On track
Green	SRP	23-24 New	C/R.6.109	Council Wide Mileage	-500	-500	0	0%	On track
Green	SRP	23-24 New	C/R.6.110	Corporate Vacancy Factor (F&R & S&P)	-400	-400	0	0%	On track
Green	SRP	23-24 New	C/R.6.111	PH grant contribution to overheads	-61	-61	0	0%	Complete
Green	SRP	23-24 New	C/R.6.113	Insurance re-procurement	-405	-405	0	0%	On track
Green	SRP	23-24 New	C/R.6.115	Lead Authority Services - Governance	-25	-25	0	0%	On track
Green	SRP	23-24 New	C/R.6.116	Payment Card Compliance	-19	-19	0	0%	Complete
Green	SRP	23-24 New	C/R.7.111	Commercial Income	-900	-900	0	0%	Complete
Green	SRP	23-24 New	C/R.7.115	Brunswick House - Income Generation	-70	-70	0	0%	On track
Black	SRP	23-24 New	C/R.7.116	Cromwell Leisure - Income Generation	-84	0	84	100%	Empty units remain into 23-24, might improve later on in the year.
Green	SRP	23-24 New	C/R.7.117	Tesco - Income Generation	-150	-150	0	0%	On track
Green	SRP	23-24 New	C/R.7.120	County Farms - Agricultural Rent	-46	-46	0	0%	On track
Amber	SRP	23-24 New	C/R.7.156	Biodiversity Net Gain Offset	-487	-196	291	60%	Based on the current expectation, the profile needs revising in the business plan. The new forecast includes the current investment, plus selling 100 units per year.
Green	SRP	22-23 CFWD	C/R.6.106	Contract Efficiencies	-200	-200	0	0%	On track
Green	SRP	22-23 CFWD	B/R.7.127	Alconbury Solar Carport	-37	-37	0	0%	On track
Black	SRP	22-23 CFWD	C/R.7.105	Renewable Energy Soham - Income Generation	-13	0	13	100%	To be reviewed later on in the year once the annual cycle has commenced.
Green	SRP	22-23 CFWD	C/R.7.120	County Farms - Agricultural Rent	-45	-45	0	0%	On track

Red	SRP	22-23 CFWD	F/R.6.109	Cambs 2020 Operational Savings	-605	-250	355	59%	Shire Hall, mostly business rates & security costs continue until the site is handed over
-----	-----	---------------	-----------	--------------------------------	------	------	-----	-----	---

Appendix 5 – Technical Appendix

Grants

The table below outlines grant income at Quarter 1.

Grant	Awarding Body	Amount £'000
<u>Finance & Resources</u>		
External Audit Costs	LG DEL grant payments	40,174
IT Cyber Grant	DLUHC	80,227
<u>Strategy & Partnerships</u>		
DA Perpetrator Interventions Fund	OPCC	104,000
Medium Risk Duty IDVA & BSA	OPCC	54,167
Victim Services Grant Agreement - APV IDVA's	Cambridgeshire Police & Crime Commissioner	6,150
Victim Services Grant Agreement - IDVA's	Cambridgeshire Police & Crime Commissioner	212,596
Homes for Ukraine (Tariff)	DLUHC (previously DCLG, MHCLG)	1,470,650
Homes for Ukraine (Thankyou payments)	DLUHC (previously DCLG, MHCLG)	769,650
Household Support Fund	DWP	7,162,849
Adult skills Core FY 22/23	CPCA	2,133,333
Adult skills ESFA FY 22/23	ESFA	136,479
Crime and Disorder Reduction Grant	Cambridgeshire Police & Crime Commissioner	60,000
Homelessness Prevention Grant	Cambridge City Council	72,473
Housing First - City Council	Cambridge City Council	64,097

Grant	Awarding Body	Amount £'000
<u>Finance & Resources</u>		
Housing first - MHCLG RSI	DLUHC (previously DCLG, MHCLG)	230,346
Multiply Grant	CPCA	165,000
Museum Partnership	SHARE	29,000
The Library Presents	Arts Council	176,942
ASYE Child and Family Services	Skills for care	34,000
ASYE for Social Workers in Adult Services	Skills for care	7,028
Corporate Development	ESFA	7,500
Children's Development Academy	DFE	396,000
Workforce Development Fund 2020/21	Skills for care	7,155
New Burdens: Data Transparency Funding	DLUHC (previously DCLG, MHCLG)	12,647
Libraries Improvement Fund (LIF)	Arts Council	104,000

6.2.1 Virements and Budget Reconciliation

Budget movements for Strategy & Partnerships

	Eff. Period	£'000	Notes
Budget as per Business Plan	May	29,808	Starting budget approved by S&R in July
Communities, Employment & Skills	June	10	Minor movement in budget
Communities - Changing Futures	June	68	Public Health movement of budget in June
Communities – Domestic Abuse & Sexual Violence Service	July	2,032	Budget transferred from P&S
Communities – Communities Service	July	34	Transfer of budget from Commissioning to Communities

Budget 2023/24	31,952	
-----------------------	---------------	--

Budget movements for Finance & Resources

	Eff. Period	£'000	Notes
Budget as per Business Plan	May	60,999	Starting budget approved by S&R in July
Authority wide misc budget	June	247	Public Health adjustment to grant income
Central Services & Organisation Risks	June	54	Adjustment to Inflation in Street works budget in Highways
External Audit	June	40	Audit budget adjustment for grant to be received
Finance & Resources	June	13	Minor movement in budget
Authority wide misc budget	July	12	Public Health adjustment to grant income
Budget 2023/24		61,365	

Earmarked Reserve Schedule

Budget Heading	Opening Balance 2023/24 £'000	Movements 2023/24 £'000	Forecast Year End Balance £'000	Reserve Type and Description
<u>Strategy & Partnerships</u>				
Elections	273		463	Election budget to be transferred to reserve for future year's election cycle
Executive Director: Strategy and Partnerships	14		0	Additional temporary staff
Communications	41	(8)	8	Additional temporary staff
Audit	30		0	Additional temporary staff
HR	25		0	H&S - defibrillators
Cambridgeshire Skills Management Team	1,085		1,085	Traded Service funds held for risk contingency
YS - National Citizen Service	50		50	Held for potential one-off costs, at this stage Q1 not currently required

Budget Heading	Opening Balance 2023/24 £'000	Movements 2023/24 £'000	Forecast Year End Balance £'000	Reserve Type and Description
Archives Project - ASD	45		0	Held for potential one-off costs
Libraries - Development	11		5	Investment in service
Libraries	7	(3)	3	Engage project funds

Finance & Resources				
Insurance	10		0	Additional temporary staff
CCC Finance Office	25		12	Being used for audit trainee
Executive Director of Finance & Resources	133		0	Audit fee costs expected
Investments	338		338	Funds for future investment in investment buildings/contingency
Customer Services	53		53	Additional temporary staff
Debt Team	28	(11)	0	Additional temporary staff
IT & Digital	150		150	Hardware & Infrastructure Additional laptops required
Pandemic related risks	437		0	Cost of ventilation works in corporate buildings
Strategic Assets	278		200	Shire Hall costs associated with the relocation
Procurement	139	(10)	70	Additional temporary staff
Council Tax Compliance	464	(100)	309	Investment to save over 3 years
Corporate & Miscellaneous	802		802	Legacy MRP changes account in budget requirement 2023/24
Longer Term Provisions				
CPSN Partnership Funds	171		171	Investment in the Eastnet network
Insurance Short-term Provision	5,018		5,018	Insurance provision as per actuary report
Insurance Long-term Provision	6,839		6,839	Insurance provision as per actuary report
Capital Reserves				
General Capital Receipts	556	161	0	Funding from sales of CCC assets, used to fund capital works

Business Planning update for 2024-29

To: Strategy, Resources and Performance Committee

Meeting Date: 31 October 2023

From: Chief Executive and Executive Director of Finance and Resources

Electoral division(s): All

Key decision: No

Forward Plan ref: Not Applicable

Outcome: This report outlines the process of setting a business plan and financial strategy for 2024-2029 which will culminate at the February Full Council. Through this report, Members will consider and scrutinise:

- the current business and budgetary planning position and estimates for 2024-2029
- the principal risks, contingencies and implications facing the Council
- the process and next steps for the Council in agreeing a business plan and budget for future years
- the results of the Quality of Life survey

Recommendation: It is recommended that the Committee:

- a) Notes the overview and context provided for the 2024 – 2029 business plan.
- b) Notes the Quality of Life survey initial findings and how that and other consultation and scrutiny on future proposals will feed into this year's business and budget planning approach.
- c) Notes the next steps, governance approach and actions underway to develop the business plan.

Officer contact:

Name: Stephen Moir / Michael Hudson
Post: Chief Executive / Executive Director of Finance and Resources
Email: Stephen.Moir@cambridgeshire.gov.uk / Michael.Hudson@cambridgeshire.gov.uk
Tel: 01223 699241

1. Overview

- 1.1 The Council's Business Plan sets out how we will deploy our resources to achieve our vision and ambitions for Cambridgeshire, and the key outcomes we want for the county and its people. The business plan commences with our [strategic framework](#) and contains our medium-term financial strategy (MTFS), capital and treasury management strategies and our detailed five-year financial plans including estimates of investments, pressures, and savings over the whole period. The business plan now under development is for 2024-29. It is a statutory requirement for local authorities to set a balanced budget ahead of each new financial year, with Cambridgeshire's Full Council budget meeting scheduled for 13 February 2024.
- 1.2 To help inform the development of proposals, and to continue to strengthen the link between money and outcomes as part of the budget process, the council is consulting wider on the impact of its services through a new quality of life survey. The initial feedback from this is very positive and overall residents say they have a good quality of life in Cambridgeshire.
- 1.3 In addition, the process for scrutinising the budget continues to be strengthened through the service and policy committee roles as set out in section 4 of this report.
- 1.4 Work prior to this Committee (back in early 2023) on the financial analysis of the agreed Business Plan for 2023-2028 included a balanced revenue budget for the 2023-24 financial year but contained significant revenue budget gaps for subsequent years as a result of expenditure exceeding funding estimates. These budget gaps forecast and reported in February 2023 were, in £000:

Opening Budget Gaps

2024-25	2025-26	2026-27	2027-28
16,372	17,610	9,686	15,078

- 1.5 Since February 2023, the increasing level of demand for services and inflation has meant that the financial outlook has worsened. The companion Integrated Financial Monitoring Report on this agenda sets out our current forecast for a £6.4m overspend in 2023-24. The Council is taking actions to mitigate and offset the pressures reported, but any outturn overspend will need to be funded in year, ultimately from reserves, which constrains our financial starting position in future years. As well as recurring pressures increasing the forecast pressure in 2024/25 and beyond. In 2023-24, pressures on our budget have arisen principally due to a number of very high-cost children's social care placements and a delay in receiving income from a newly constructed solar farm (which requires connection to the electricity grid). In addition, we are seeing that demand for bed-based care for older people is also rising, following a period of reduction in demand and then stability stretching back for some time, to the beginning of the pandemic.

1.6 As well as increased in-year budgetary risk for the Council and local levels of activity exceeding our plans, the wider national fiscal and macroeconomic outlook is also challenging. At this point in business planning last year there were concentrated pressures on energy prices; the last twelve months has seen wider increases, particularly through inflation across the Council’s activities and budgets. The Bank of England has stated that interest rates could remain above 5% until 2026. In July inflation was at 6.8% falling back from the 10.1% seen at the beginning of the financial year. In recent months wage rises in many sectors have caught up with rising prices. As much of the Council’s services are people based and derived from workforce costs, both directly employed and through our supply chains, this does increase the risk of pressures of a “spiral” effect leading to increased costs for the Council. We see this acutely in a number of areas where shortages of supply (such as for children’s social care placements), and reduced investment in the local government related workforce development during the last decade means we are predicting higher costs in future.

1.7 As a result, the council is now predicting that going forward it faces the following levels of pressures needing to be funded above the current level of assumed savings and income expected:

Revised Budget Gaps (£000)

2024-25	2025-26	2026-27	2027-28	2028-29
23,617	20,609	19,298	24,416	25,884

2. Building the budget

Ambition 1
Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

Ambition 2
Travel across the county is safer and more environmentally sustainable

Ambition 3
Health inequalities are reduced

Ambition 4
People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

Ambition 5
People are helped out of poverty and income inequality

Ambition 6
Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised

Ambition 7
Children and young people have opportunities to thrive

2.1 With a new Strategic Framework adopted in February, several new chief officers joining the County Council during the Spring and Summer and given the scale of the financial challenge facing us, this year’s business planning cycle commenced earlier and with major changes to approach. Instead of focusing on the level of demand and demography change predicted in a small number of higher risk budget service lines, all services were engaged on a comprehensive basis to complete an initial service planning and analysis exercise. All areas were tasked with relating the outcomes their resource allocation delivers to the Council’s strategic ambitions.

2.2 Services also completed a standardised analysis of staffing establishment, and any agency spend trends, as well as the pipeline for future procurements of goods and services. Through this exercise, all individual service departments were tasked with identifying how they could identify efficiencies to mitigate the inflationary impacts facing budgets.

2.3 In addition to the comprehensive exercise undertaken with all services, the Council's Corporate Leadership Team commissioned a series of deep dives focused on ensuring there has been a comprehensive review of areas of the Council's budget or activity where there is elevated risk. Deep dives were undertaken for the following areas:

- Adult Social Care debt
- Learning Disability
- Waste and Environmental Legislation
- Special Educational Needs and Disability
- Highways
- Transport (Home to School and Social Care)
- Children's Social Care Placements
- Future Working (including rationalisation of the Council's office accommodation)

These reviews focused on financial and operational performance and the key factors and risks in each area driving our budgeting deficit. The focus was on identifying the opportunities for shorter and longer-term reform that improve the sustainability of our budget position, drawing on evidence and insight. This included outturn and forecast financial reports, current performance and activity levels, internal audit recommendations, procurement and commercial pipeline opportunities and benchmarking information.

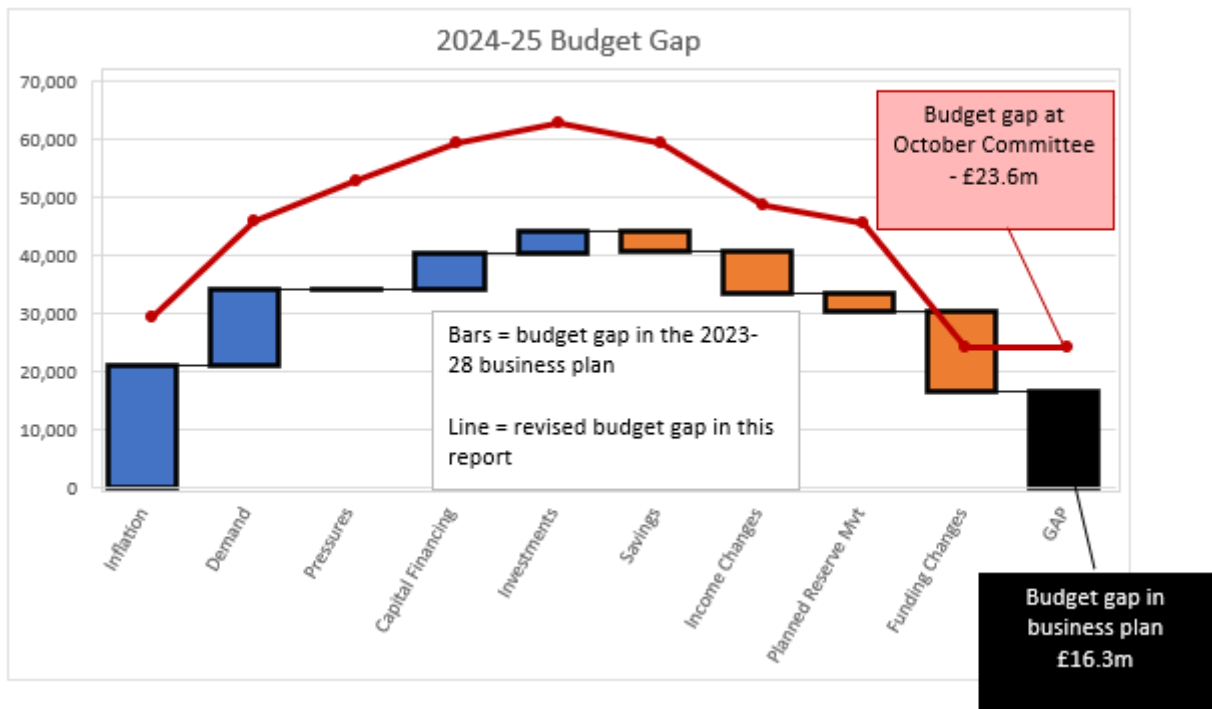
2.4 The combination of the comprehensive service planning review exercise and focused deep dives in our highest risk areas is leading to development of business planning initiatives and proposals across the whole Council. Section 3 of this report also sets out how we have commenced public engagement much earlier on in our business planning to enable this to be fed into the process also. By conducting a 'Quality of Life' survey we will inform our business planning decisions through the receipt of direct feedback from our residents and will have a robust and rigorous baseline, such that we can measure implementation of the strategic framework going forward. We are currently analysing the results of this work and validating and assuring the robustness of the future budget estimates as a result. This Committee will receive detailed budget proposals for consideration at its meeting in December, in accordance with the timescales and governance framework described later in this report.

2.5 The detailed financial planning to date has already confirmed we are in a more challenging financial position than forecasted in February. The breakdown of the changes presented to Strategy, Resources and Performance committee at this stage is as follows (£000):

	2024-25	2025-26	2026-27	2027-28	2028-29
Starting point	16,372	17,610	9,686	15,079	13,839
Funding updates:					
Grant updates	-3,340	0	0	0	0
Taxation updates	-1,377	879	152	-25	742
Other updates	0	0	0	0	0
Use of Adults grants and funding to fund pressures	-2,117	0	0	0	0
Key Estimates updates:					
Expenditure inflation estimates update	6,414	452	1,368	1,727	2,598
Staff pay inflation	2,859	988	1,171	1,357	1,549
Energy inflation	-1,418	-534	654	252	-39
Income inflation update	-3,010	330	66	143	320
Demand estimates update	2,810	4,330	4,596	4,572	5,429
Service Pressures:					
Older People services, impact of 2023-24 pressure	3,984	0	0	0	0
Energy generation scheme updates	3,233	-2,695	-6	-1	-1,164
IT services capital to revenue change, phasing	-1,173	-576	1,300	0	0
This Land income unwinding as loans repaid	-58	-29	603	1,312	2,610
Independent Living Services - phasing	438	-146	-292	0	0
Revised Gap	23,617	20,609	19,298	24,416	25,884
Change	7,245	2,999	9,612	9,337	12,045

2.6 This illustrates that as a result of the additional inflation and service pressures, the Council's current net budget gap for 2024-25 has risen from £16.3m to £23.6m. The increase in year 1 of the business plan is £7.2m, and across the five-year planning period the unidentified savings gap is now £113.8m.

2.7 Officers have updated other assumptions around income, funding and reserves as part of this exercise. This provides a favourable change totalling £14m, which reflects that in gross terms the pressures facing the Council in 2024/25 are estimated to be in excess of £40m. The original assumptions compared to the latest forecast is shown in the following diagram.

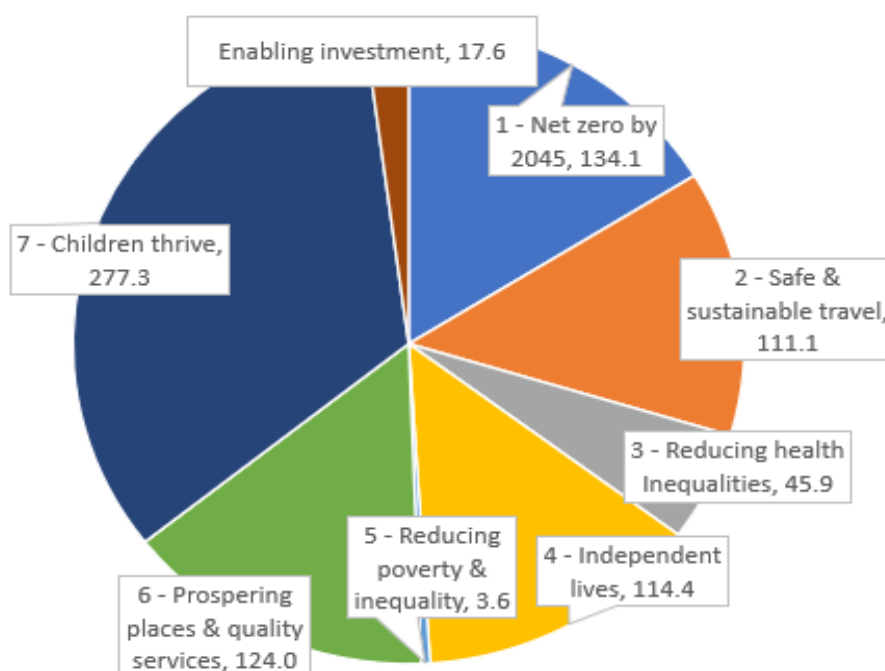


2.8 A key pressure on the Medium-Term Financial Strategy (MTFS) is the increasing cost of capital works and higher interest rates leading to increased costs of borrowing to fund the capital programme. In the Council's existing MTFS the cost of debt and the minimum revenue provision for prudential borrowing is scheduled to rise from £38.1m in 2023-24 to £44.9m in 2024-25, and Cambridgeshire has a significantly higher level of debt than the County Council peer group. A full review of the programme has commenced and will be reported alongside the revenue proposals. A scoring/ranking exercise is underway to aid Members assessment of priorities for capital investment. The initial capital prioritisation approach is to consider:

- Investment prioritised towards the Council's strategic ambitions
- Alignment with the Council's emerging asset management strategy
- Risk management
- Funding sources / alternative providers
- Statutory and safety duties
- Business interrupt impact and likelihood
- Return on investment and invest to save
- Asset life and value for money

2.9 As the Council moves towards an outcomes-based budget, for the existing and developing capital programme we have also considered our spending plans in terms of our strategic ambitions, rather than being defined by internal service boundaries, recognising that proposals from across the Council can contribute to multiple ambitions. Our schools building programme for instance enables children and young people to thrive, but also aligns with our net zero ambition due to our construction approach, enables good quality public services and supports our communities to prosper. The chart overleaf shows the apportionment of future planned spending across the entire capital programme by ambition:

Capital programme planned investment by strategic ambition £m



Since 2022, the Council has required that capital business cases include an assessment of the carbon impact of proposals, recognising that the nature of construction and other capital activities can be carbon intensive, alongside the potential for investment activity to deliver the net zero ambition we have set for the County. This has entailed development of carbon calculators appropriate for the categories of schemes within the capital programme, measuring tCO₂e (tonnes of carbon dioxide equivalent) overseen by the Place and Sustainability directorate. This is building up a much richer picture of the carbon impacts to support the business planning decisions Members make. The current capital programme comprises schemes which have a major role in reducing the carbon impact of schemes (particularly Swaffham Prior community heat, North Angle Solar Farm, the decarbonisation refit of Council buildings and the streetlighting LED programme) alongside the scheme-by-scheme impact of construction proposals.

- 2.10 Work across the County Council Network (CCN) suggests that Cambridgeshire's revenue budget gap is in line with peer forecasts. The Chancellor's Autumn Statement is now expected 22 November 2023, with a Provisional Financial Settlement week commencing 18 December. Officers are reviewing further investment as well as saving proposals in order to provide a full update and position to the December committee. Alongside this, officers are assessing the council's financial standing and risk, and will be providing this alongside draft proposals. The process for scrutiny is further set out at Section 4 of this report.

3. Quality of Life Survey

- 3.1 From this year we are using the results from our countywide quality of life survey to inform work on our business planning and budget priorities. The survey was undertaken by independent market research agency Think Insights and ran between June and the end of August 2023. It sought to understand the views of a statistically significant group of 5,500 residents using a stratified sampling approach in line with the census population results, to ensure feedback was representative of the Cambridgeshire population.
- 3.2 Additional opportunities for the wider resident population to take part were provided through a separate online survey link published on our website. This was supplemented with face-to-face qualitative work with inclusion groups such as migrants, homeless people and young people under 18.
- 3.3 Key findings from this survey (headline results provided as an appendix) were:
- Overall residents say they have a good quality of life in Cambridgeshire. Residents reported feeling happy, safe and with a sense of belonging to their local community.
 - 84% of residents feel safe in, and 75% feel they belong to, their local community - defined as the area within a 15-minute walk of their home.
 - 72% of residents reported high or very high levels of happiness.
 - Feelings of loneliness amongst residents are higher than nationally, particularly amongst younger age groups.
 - 29% of residents indicated they often feel lonely. This is higher than national ONS data¹, which found 8% felt lonely always or often, and 25% felt lonely always, often or some of the time. Younger age groups are more likely to report loneliness – including 52% of 18-24s – compared to only 18% of those aged 55+ years.
 - Residents highlighted mental and physical health struggles within the past year, with younger residents more likely to report struggling with their mental health.
 - 37% of residents reported struggling with their mental health in the last year. This rose to 61% for 18-24s and 59% for 25-34s reporting struggling with mental health in the last year. A significantly smaller proportion of 65+ years report similar struggles (11%).
 - 30% of parents reported their child has faced mental health problems in the last year.
 - Residents reported high concerns about the cost of living and changing behaviours as a result.
 - 86% of residents report concerns related to the cost-of-living, with part-time workers, those with dependents under the age of 18 and the lowest social grade reporting above average concerns.
 - This is impacting residents' behaviour, with two thirds (66%) reporting a change in the past year as a direct result. Nearly half of residents (48%) reported cutting back on heating and just over a quarter (27%) cutting back on nutritious food.
 - Those with dependents under the age of 18 were more likely to report having to cut back on nutritious food.

1

<https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/articles/ukmeasuresofnationalwellbeing/dashboard>

- Over three quarters of residents reported having concerns about climate change.
 - With 85% of residents stating they would like CCC to do more to protect and enhance the natural environment.
 - 69% of residents agreed to being open to changing their behaviours to be more sustainable, including almost half of those residents who reported being less concerned about climate change.
 - The survey found the Council plays a relatively trusted role in residents' lives.
 - Just over half (52%) of residents trust the Council to make decisions, 45% agreed that the council acts on concerns of residents and 44% agree that the council delivers value for money- results which are in line with Local Government Association averages across England.
 - Satisfaction with Council services was mixed between services. Satisfaction was highest across library, waste management, street lighting and registration services. Satisfaction was lowest in road and pavement maintenance.
 - Of those service users (excluding those who had not used or did not have an opinion), 76% were dissatisfied with road and pavement maintenance.
 - Although not as high as roads and pavements, services for children with SEN or disabilities (46%), services for young people (41%) and services for older or vulnerable people (41%) received higher dissatisfaction levels than other services.
 - Older respondents (55+ years) were more likely to indicate that they had not used the majority of the services.
 - There was some confusion around services the Council provides.
 - In an open response question as to what one thing could improve their quality of life, residents highlighted services that are not provided by the Council. This included access to GP services, bus services and housing support.
 - 46% of residents disagreed that the Council kept them well informed about the services and benefits it provides.
 - Residents would like to see the Council acting on road and traffic management, climate change and reduction to council tax to improve their quality of life.
- 3.4 As well as supporting the shaping of business planning decisions, the information will also provide intelligence for the Council services.
- 3.5 In addition to the survey, in line with the advice received from the Monitoring Officer, the final business planning proposals will be consulted on prior to Full Council in February 2024. We intend to publish the proposals online on 11 December alongside the publication of the budget papers for the 19 December Strategy, Resources and Performance Committee with a feedback mechanism on our website.
- 3.6 We will promote the online consultation through traditional media and our social media channels and identify a range of stakeholders and networks where we will directly promote access to the online consultation to ensure we receive a comprehensive response. The feedback option will also be promoted as part of communications for each service committee meeting in January, which will scrutinise the proposals in detail and in public.
- 3.7 As we move through the business planning cycle, if there are specific proposals which reduce significantly or stop specific services to users that require detailed consultation,

these will be identified and will be planned for accordingly.

- 3.8 The combination of the 'Quality of Life' survey – due to be repeated annually, and the consultation on business planning proposals, will provide a strong basis for informing our Business Plan for 2024-2029.

4. Future Steps

Governance

- 4.1 Under Part 4 of the Constitution, the Strategy, Resources and Performance Committee leads the process of development of the Budget and proposes it to Full Council. The Policy and Service Committees have a role in understanding and scrutinising the proposals and making recommendation to Strategy, Resources and Performance Committee. Full Council ultimately approves the budget.
- 4.2 There are many stakeholders who have a vested interest in the financial affairs of the Council, including central government, partner agencies, our auditors and the various communities we serve. All of these look to Members to act with financial stewardship to help ensure that the Council spends its money wisely.
- 4.3 From a Council perspective, there are many good reasons for undertaking financial scrutiny of the budget and helping the Council to ensure that it has "reality checked" what it is proposing to adopt. Challenging how the budget has been constructed before it is agreed and before the level of council tax has been set, in particular probing any assumptions that lie behind the budget strategy, is a critical part of strength testing the budget. Members will be provided with financial scrutiny training to assist them in discharging their roles.

4.4 The high-level timeline for business planning is shown in the committee timetable below:

Date	Decision Making Body	Action
A Budget Consultation will be launched alongside the publication of the draft budget papers on 11 December 2023 and feedback will be taken into account at each stage of the Committee/Council process.		
19 December 2023	Strategy, Resources and Performance (SR&P)	Committee considers draft budget papers including – all the financial plans, Strategic Framework, outline business case documents and Equality Impact Assessments.
11 January 2024	Communities, Social Mobility and Inclusion	Scrutinise the draft budget proposals and make recommendation to Strategy, Resources and Performance for its meeting on 30 January 2024.
16 January 2024	Assets and Procurement Children and Young People	Scrutinise the draft budget proposals and make recommendation to Strategy, Resources and Performance for its meeting on 30 January 2024.
18 January 2024	Environment and Green Investment	Scrutinise the draft budget proposals and make recommendation to Strategy, Resources and Performance for its meeting on 30 January 2024.
23 January 2024	Highways and Transport	Scrutinise the draft budget proposals and make recommendation to Strategy, Resources and Performance for its meeting on 30 January 2024.
25 January 2024	Adults and Health	Scrutinise the draft budget proposals and make recommendation to Strategy, Resources and Performance for its meeting on 30 January 2024.
30 January 2024	Strategy, Resources and Performance	Considers the draft budget and business plan, any recommendations from the service committees and consultation feedback and makes a proposal to Full Council.
13 February 2024	Full Council	Considers budget and business plan proposed by Strategy, Resources and Performance Committee.

Wider consultation

- 4.5 As part of the publication of the draft proposals the Council will share and consult on proposals with wider groups such as Trade Unions, Schools Forum and local businesses. Alongside this, as set out in paragraph 3.5, the Council will provide a link through its website for residents to provide feedback and comments to be assessed and fed back to members. In addition, consideration and advice will be given to specific consultations and equality impact assessments.

5. Alignment with ambitions

- 5.1 The purpose of the Business Plan is to consider and deliver the Council's vision and Ambitions. As in section 2.1 of this report, service plans identify the outcomes their resource allocation delivers to the strategic ambitions and as Revenue Budget Proposals are developed for SR&P December committee, they too will consider which of these ambitions they are contributing towards:

- Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes.
- Travel across the county is safer and more environmentally sustainable.
- Health inequalities are reduced.
- People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs.
- Helping people out of poverty and income inequality.
- Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised.
- Children and young people have opportunities to thrive.

6. Significant Implications

6.1 Resource Implications

The proposals set out the response to the financial context and the need to review our service offer and model to maintain a sustainable budget. The full detail of the financial proposals and impact on budget will be described in the financial tables of the business plan. Proposals will seek to ensure that we make the most effective use of available resources and are delivering the best possible services given the reduced funding.

6.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications for the proposals set out in this report. Details for specific proposals will be set out in Revenue Budget Proposal Forms for December SR&P committee. All required procurement activity will be fully compliant with the Council's Contract Procedure Rules.

6.3 Statutory, Legal and Risk Implications

There is a significant amount of legislation around local authority financial planning and budgeting. This is outlined below.

- The Local Government Act 2000 states that it is the responsibility of the full council, on the recommendation of the executive (or the elected mayor) to approve the budget and related council tax demand.
- The Local Government Act 2003, section 25 requires the council's Section 151 officer to report to the council on the robustness of the estimates made and the adequacy of the proposed financial reserves assumed in the budget calculations.
- The Local Government Finance Act 1988, section 114 requires the Section 151 officer to report to all of the authority's councillors if there is or is likely to be unlawful expenditure or an unbalanced budget. The Council must meet within 21 days to consider the report and during that period the authority is prohibited from entering into new arrangements that will cause money to be spent.

Failure to set a legal budget may lead to intervention from the Secretary of State under section 15 of the Local Government Act 1999.

Legislation is clear that every Councillor is responsible for the financial control and decision making at their Council. The Local Government Act 1972 (Sec 151) states that "every local authority shall make arrangements for the proper administration of their financial affairs..." and the Local Government Act 2000 requires Full Council to approve the Council's budget and council tax demand.

Separate legal advice and guidance will be provided to all Members in respect of the budget setting in February 2024.

Notwithstanding the legislative requirement to set a budget, financial plans are important because they act as a financial expression of the Council's policies and instruct officers on the areas they should attribute spend.

6.4 Equality and Diversity Implications

Equality Impact Assessments will form part of the development of proposals, where applicable, to ensure we have discharged our duties in line with the Equality Act, including the Public Sector Equality Duty, as well as met our commitment to implementing the Socio-economic Inequalities Duty. The Revenue Budget Proposals will include a summary of any key points from the relevant Equality Impact Assessment. These summaries will highlight any positive impacts identified and outline mitigations for any negative impacts or justification for retaining a negative impact where this is appropriate.

6.5 Engagement and Communications Implications

Our Business Planning proposals are informed by public consultation and will be discussed with a wide range of partners throughout the process. The feedback from consultation will continue to inform the refinement of proposals. Where this leads to significant amendments

to the recommendations a report would be provided to Strategy, Resources and Performance Committee.

6.6 Localism and Local Member Involvement

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

6.7 Public Health Implications

Any public health implications will vary depending on the detail of each of the proposals. Any positive or negative impacts will have been considered for each proposal as part of its development. The Quality-of-Life Survey provides some useful information on physical and mental health outcomes that could usefully inform ongoing business planning.

6.8 Climate Change and Environment Implications on Priority Areas

The climate and environment implications will vary depending on the detail of each of the proposals. Any positive or negative impacts will have been considered for each proposal as part of its development.

Have the resource implications been cleared by Finance? Yes
Name of Financial Officer: Tom Kelly

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement and Commercial? Yes
Name of Officer: Clare Ellis

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal? Yes
Name of Legal Officer: Emma Duncan

Have the equality and diversity implications been cleared by your EqIA Super User? Yes
Name of Officer: Samantha Hastings

Have any engagement and communication implications been cleared by Communications? Yes
Name of Officer: Christine Birchall

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

Have any Public Health implications been cleared by Public Health? Yes
Name of Officer: Val Thomas

7. Source documents

7.1 Source documents

Appendix 1: Quality of Life Survey results.



Cambridgeshire County Council Quality of Life Survey

Final Headline Report

September 2023



The overall story in a slide:

Overall, residents have good quality lives in Cambridgeshire

Cambridgeshire residents report **strongly across a range of quality of life (QoL) metrics.**

72% report high or very high levels of **happiness**, over half have **no health concerns**, 84% report **feeling safe** in their area, 75% **feel they belong** in Cambridgeshire and 77% **say it's a good place to raise children.**

However, it's not a perfect picture for everyone...

Some groups are more likely to have **more negative scores across key QoL metrics:**

younger people, renters, disabled residents, ethnic minority respondents and those from lower SEGs.

And, like the nation, rising costs are worrying the County, with **86%** saying this is a concern.

The Council play a relatively trusted role in residents' lives

52% say they trust Cambridgeshire, and 44% see you delivering value for money.

This is roughly in line with national averages.

Satisfaction with waste management and lights is high...

79% say they are satisfied with waste management services, and 72% with street lighting

– core services offered by the Council.

Registration and library services are also drivers of satisfaction amongst those who use them.

But, in line with national trends, many have frustrations with road services

73% say they are **dissatisfied with road services.**

In open questions, **potholes and road services** are most spontaneously raised as frustrations...as is the **introduction of traffic reduction measures.**

Few know exactly what you deliver...and expect more than is on offer

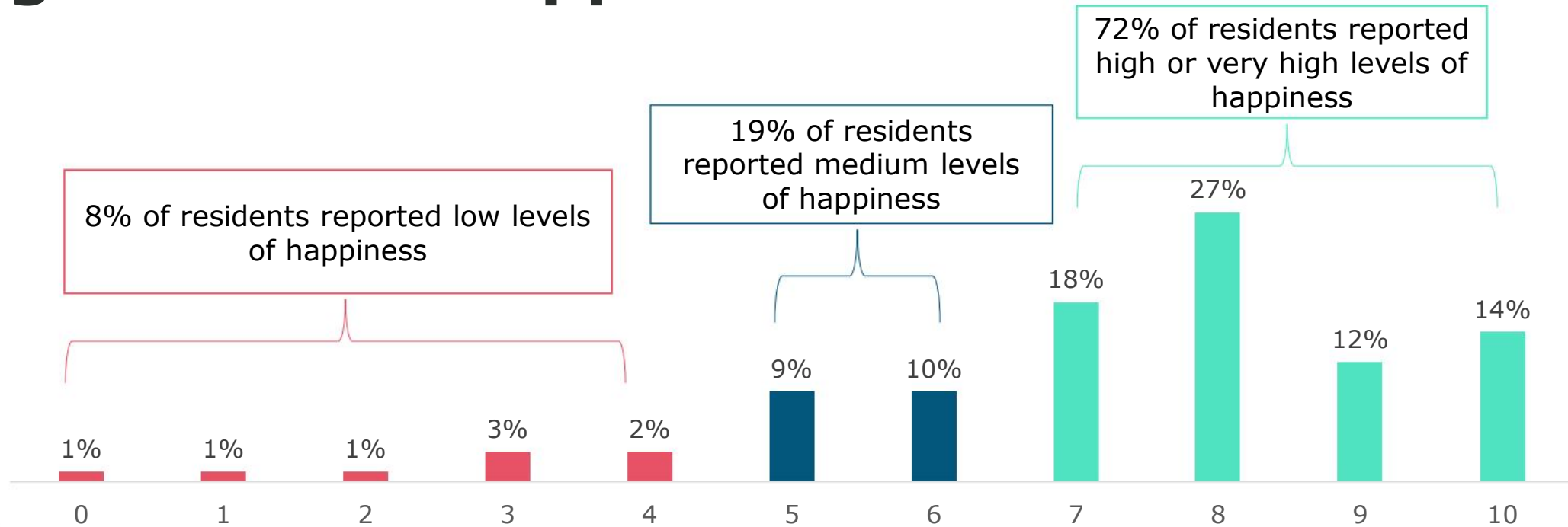
Residents assess you against services you don't even deliver like

GPs and schools...which likely feeds into perceptions of you.

Indeed, **46% don't feel they know about the services on offer to them** through the Council.

Are residents happy and healthy?

Overall, residents in Cambridgeshire report high levels of happiness



18-24 year olds report the lowest happiness score (average of 7.0), whilst over **65+** have the highest happiness score (7.7).



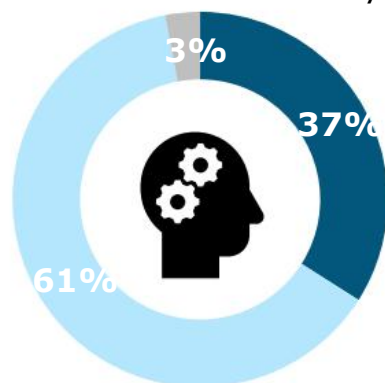
Residents in the lowest SEG report a lower happiness score (7.0) than other SEGs, with the highest social grade reporting an average of 7.6 – perhaps unsurprising considering results later in the report indicate this lower SEG group is more vulnerable to mental and physical health problems, as well as cost-of-living pressures.

Average score of 7.25 compared to ONS data in March 2022 of 7.45¹

Despite overall happiness, over a third (37%) have struggled with their mental health, and over a quarter report feeling lonely

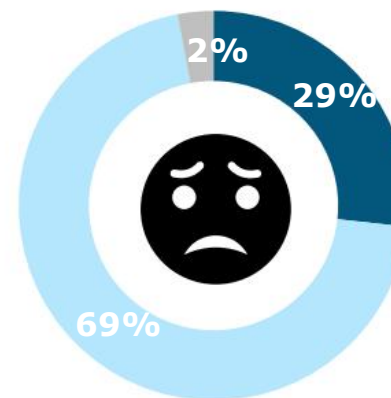
“Thinking about your life specifically at the moment, to what extent do you agree...”

I have struggled with my mental health in the last year



■ Yes ■ No ■ Don't know

I often feel lonely



■ Yes ■ No ■ Don't know

Nationwide, 25% of people report feeling lonely often, always or some of the time from 2023 ONS data, and 8% of people report feeling lonely often/always. ¹

Q7. Thinking about your life specifically at the moment, to what extent do you agree or disagree with the following statements? Base: n=5,500

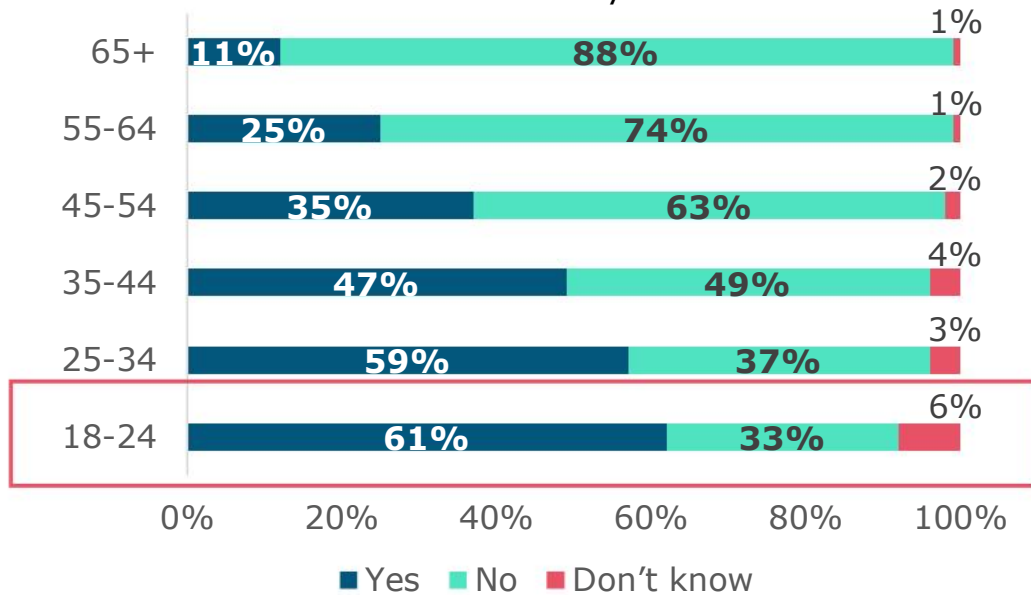
Q20. Do you agree with the following statements? Base: n=5,500

1. Office for National Statistics. September 2023. "Public opinions and social trends, Great Britain: personal well-being and loneliness." Base: n=2,670

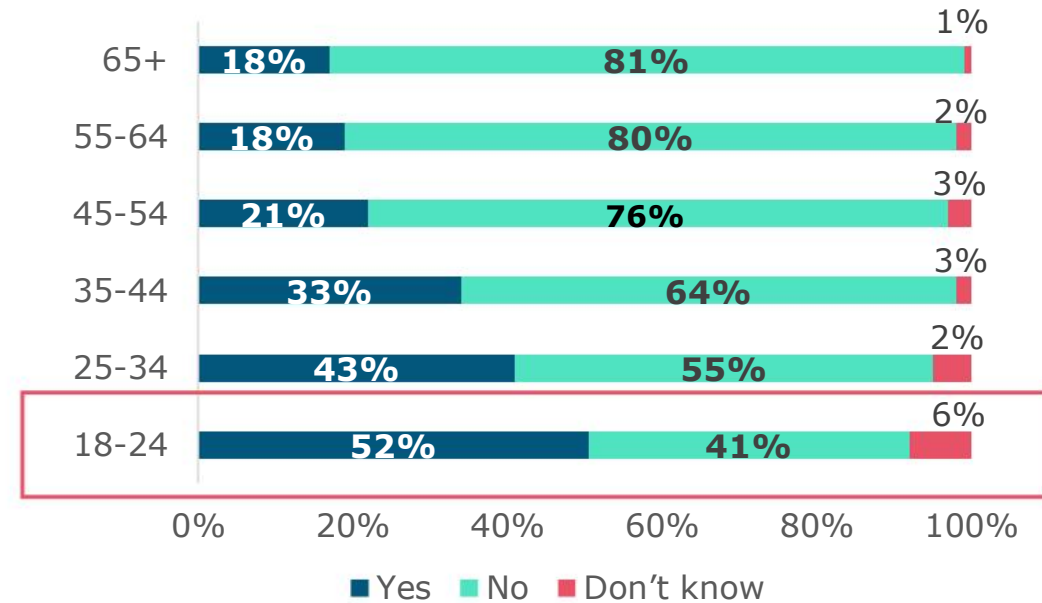
<https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/datasets/publicopinionsandsocialtrendsgreatbritainpersonalwellbeingandloneliness>

Younger residents in particular report the lowest levels of mental wellbeing

18-24 year olds are most likely to say they have struggled with their mental health in the last year



18-24 year olds are also most likely to report often feeling lonely



Q20. Do you agree with the following statements? Base: n=5,500 Q7. Thinking about your life specifically at the moment, do you agree with the following statements? Base: n=5,500 Q5. We'd now like to think about the local community in Cambridgeshire in which you live. To what extent do you agree or disagree with each of the following statements? Base: n=4750 Q21. To what extent do you agree or disagree with the following statements? Base: n=4750

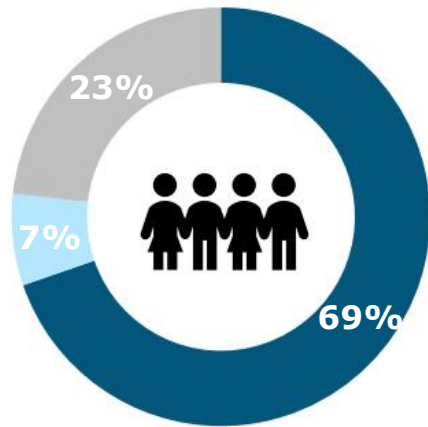
Page 116 of 224

1. NHS. November 2022. "Mental Health of Children and Young People in England 2022" <https://digital.nhs.uk/data-and-information/publications/statistical/mental-health-of-children-and-young-people-in-england/2022-follow-up-to-the-2017-survey> Base: n=2,866

A third (30%) of parents say their child has experienced mental health problems this year

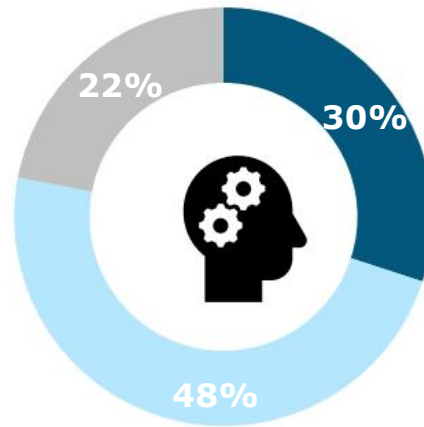
"My child/children..."

have good relationships with their peers



■ Yes ■ No ■ Don't know

have experienced mental health problems in the past year



■ Yes ■ No ■ Don't know

- Nationally, 45% of parents worry about their children's mental health, suggesting trends in poor mental health amongst children is not unique to Cambridgeshire.¹
- **Parents are worried about their children's mental health especially in the context of COVID**, with almost half saying they are worried their child's mental health is worst since COVID (research from Mind²).
- According to the NHS, children aged between 7 and 16 are seeing increasing rates of mental health concerns – 1 in 6 reported a mental health issue in 2020, an increase from 1 in 9 in 2017.³



- **Younger parents aged 18-24** are significantly less likely to agree that their child/ren have good relationships with their peers (62%) than older parental age groups.
- **18-24 year old parents** are also more likely to report that their child/ren have experienced mental health problems in the past year (45%) compared to older parents. These results suggest this younger age group may require more support, or access to resources specifically targeted at this cohort.

Q22. Thinking about your child or children in the past year. To what extent do you agree or disagree with the following statements? Base: Parents, n=1140

1. Ipsos. July 2023. "Ipsos finds concern about children's mental health." <https://www.ipsos.com/en-uk/ipsos-finds-concern-about-childrens-mental-health-and-staff-welfare-in-education>

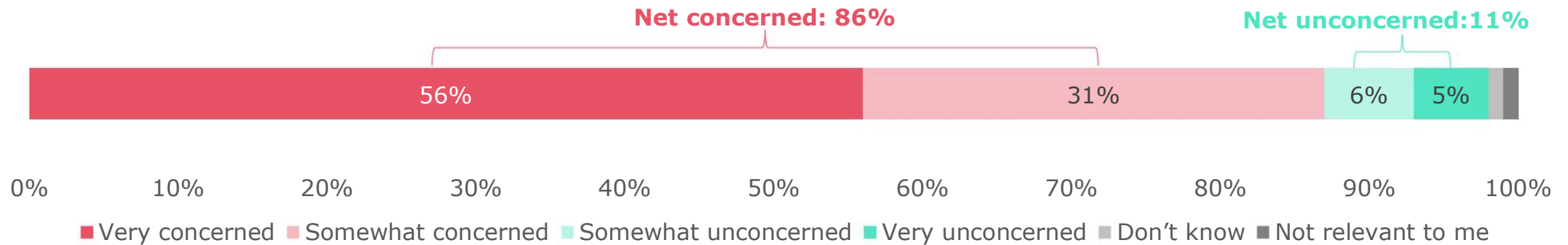
2. Mind. May 2022. <https://www.mind.org.uk/news-campaigns/news/new-research-from-mental-health-charity-says-how-many-parents-and-grandparents-are-so-worried-about-young-peoples-mental-health-it-s-giving-them-sleepless-nights/>

3. NHS. November 2022. "Mental Health of Children and Young People in England 2022" <https://digital.nhs.uk/data-and-information/publications/statistical/mental-health-of-children-and-young-people-in-england/2022-follow-up-to-the-2017-survey> Base: n=2,866

How do residents feel about and respond to the big issues of the moment?

86% of residents are concerned about cost-of-living increases

“To what extent do you personally feel worried about... the cost-of-living”



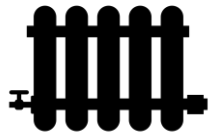
18-24 year olds are less likely to be concerned about cost-of-living increases than other age groups (75% vs 88%)

Residents aged **25-44 years old** and **those with children aged under 18** are most likely to be **very concerned** about cost of living increases.

Think Insights proprietary research suggests 90% of the public say they are concerned about cost-of-living.¹

And residents are changing their behaviour in response to this concern

66% report a change in their behaviour as a result of cost-of-living increases:



48%

report cutting back on heating use



34%

feel their mental health has been affected by CoL increases



27%

report cutting back on nutritious food



9%

report stopping or cutting back prescription medicine

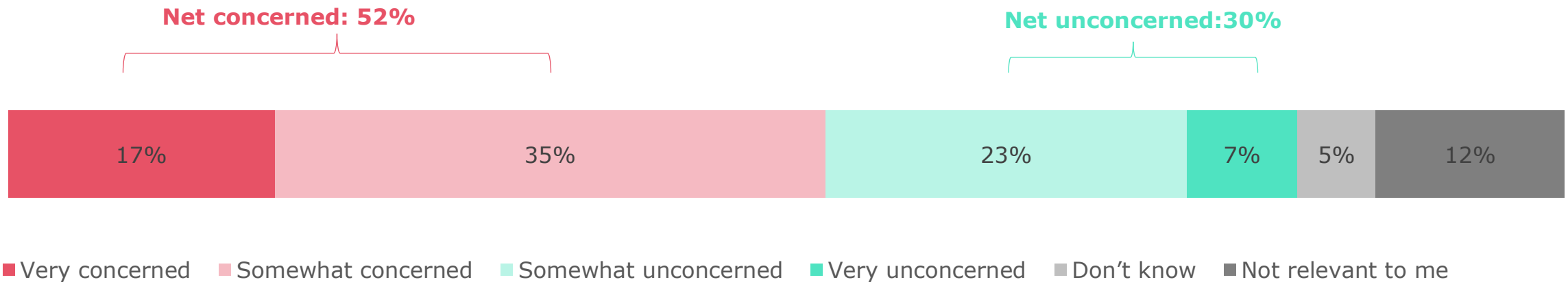


8%

have used a foodbank in the past 12 months

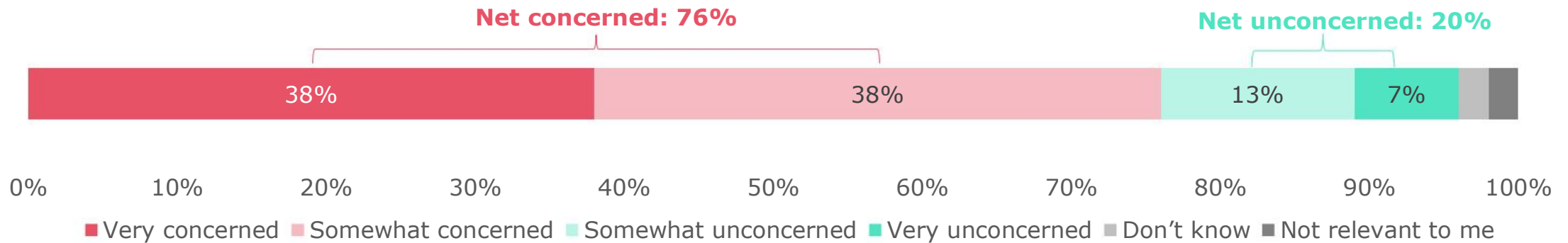
Half of residents are also worried about the local economy

“To what extent do you personally feel worried about... investment and jobs in my local area”



Three quarters are concerned about climate change

“To what extent do you personally feel worried about... climate change”



Expectations on the Council to act on climate change are high, and residents are open to change:

77% would like to see CCC do more when it comes to climate change

85% would like to see CCC do more to protect and enhance the natural environment

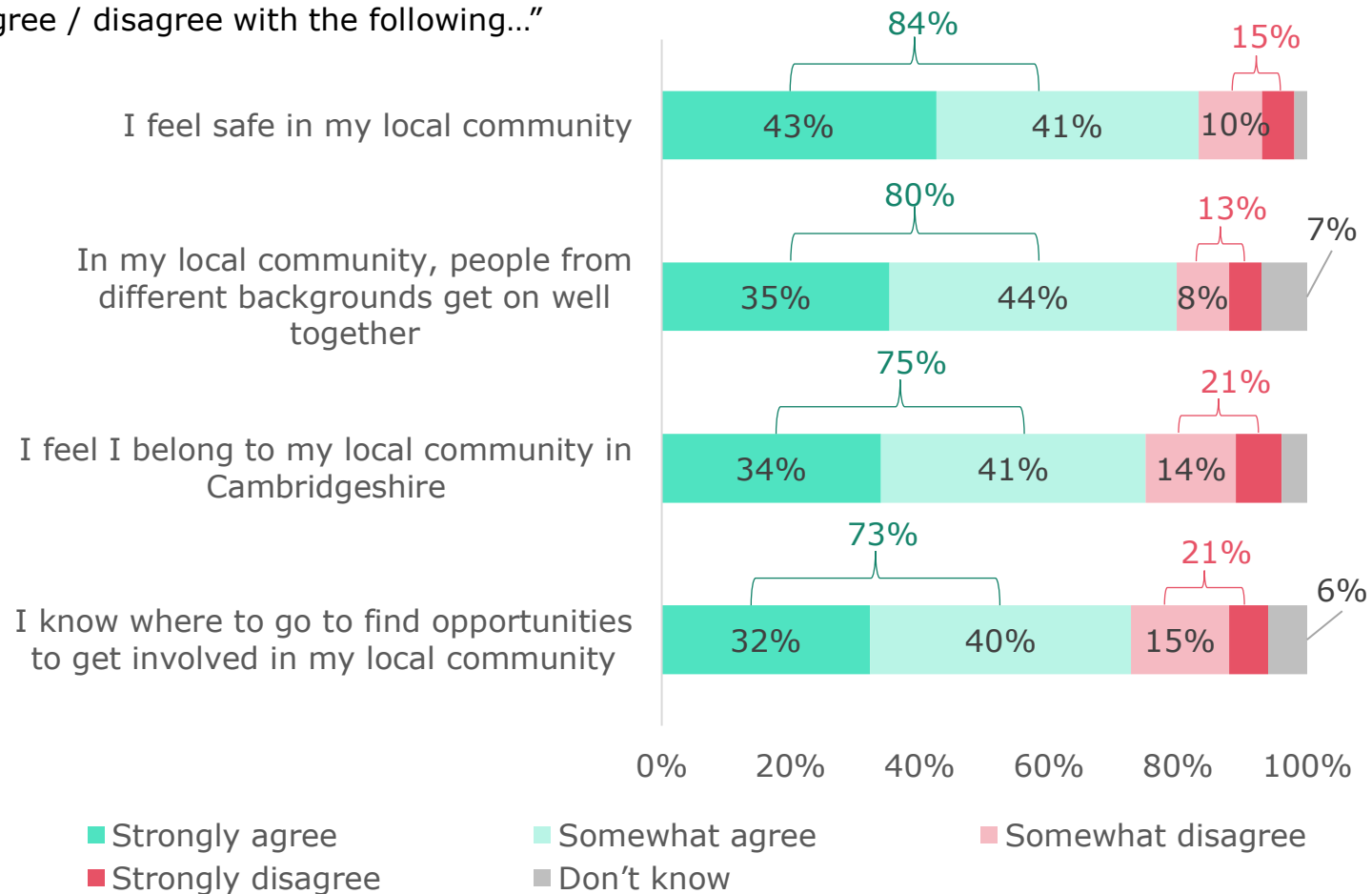
69% would be open to changing their behaviours to be more sustainable

Think Insights proprietary research suggests 71% of the public say they are concerned about climate change.¹

How do residents feel about where they live?

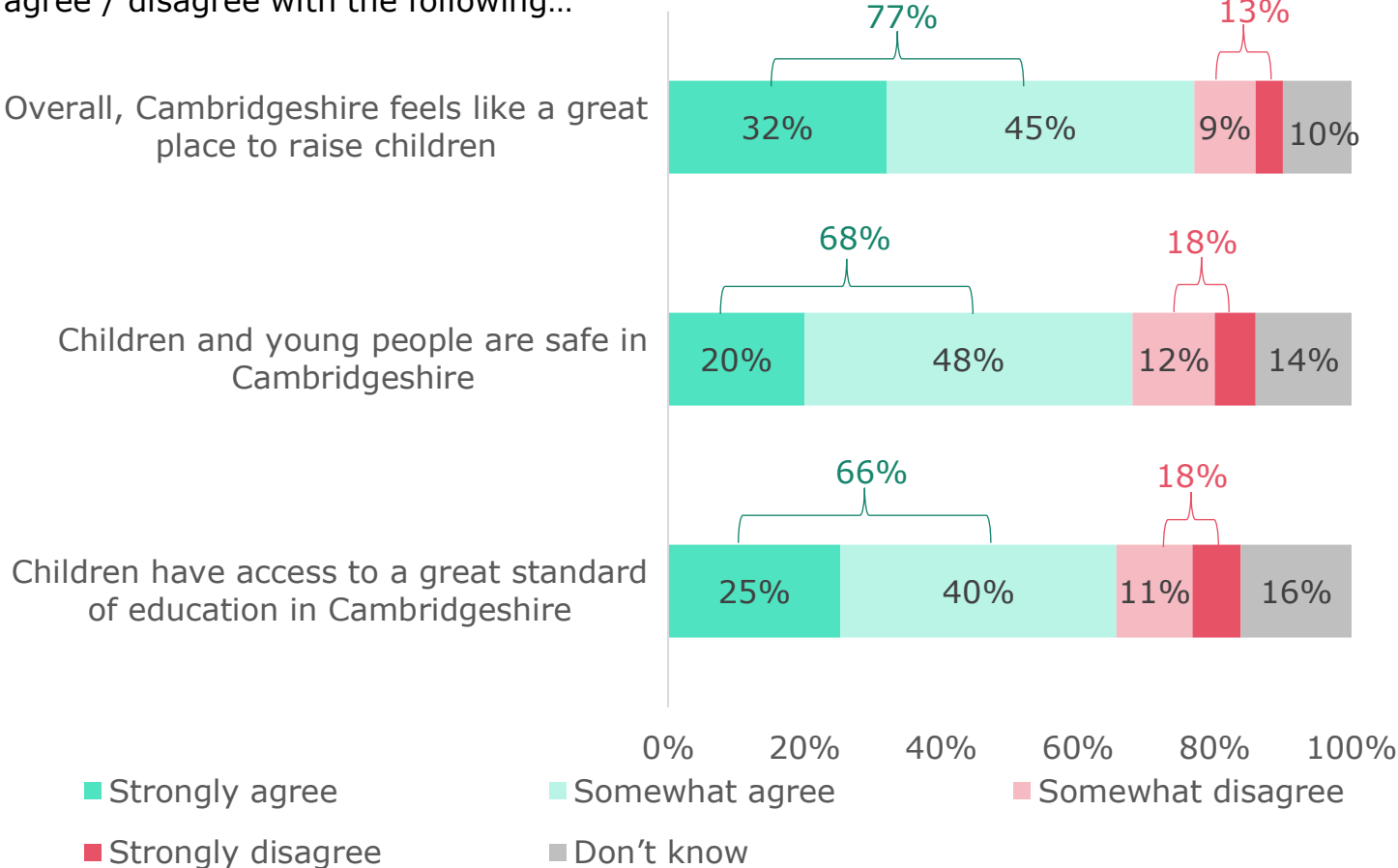
Overall, the majority feel positively about the local area

“To what extent do you agree / disagree with the following...”



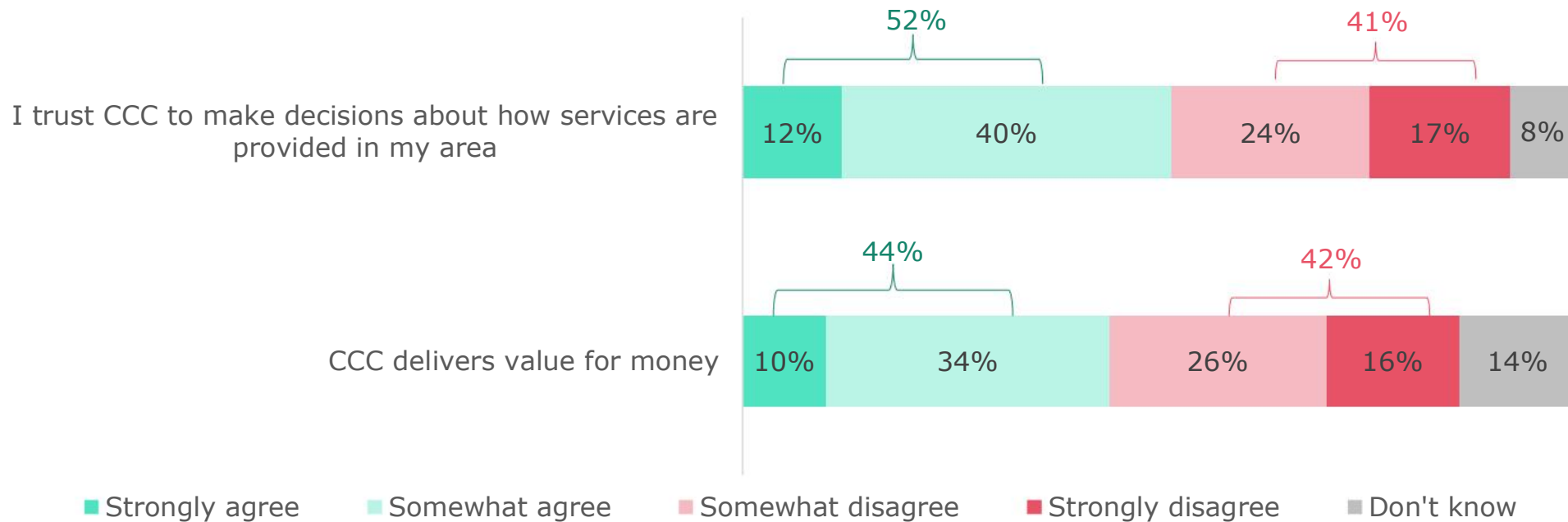
And Cambridgeshire is seen as a good place to raise children by the majority

“To what extent do you agree / disagree with the following...”



How does the Council fit into the picture?

Over half of residents say they trust CCC – though few have strong feelings either way, suggesting some uncertainty

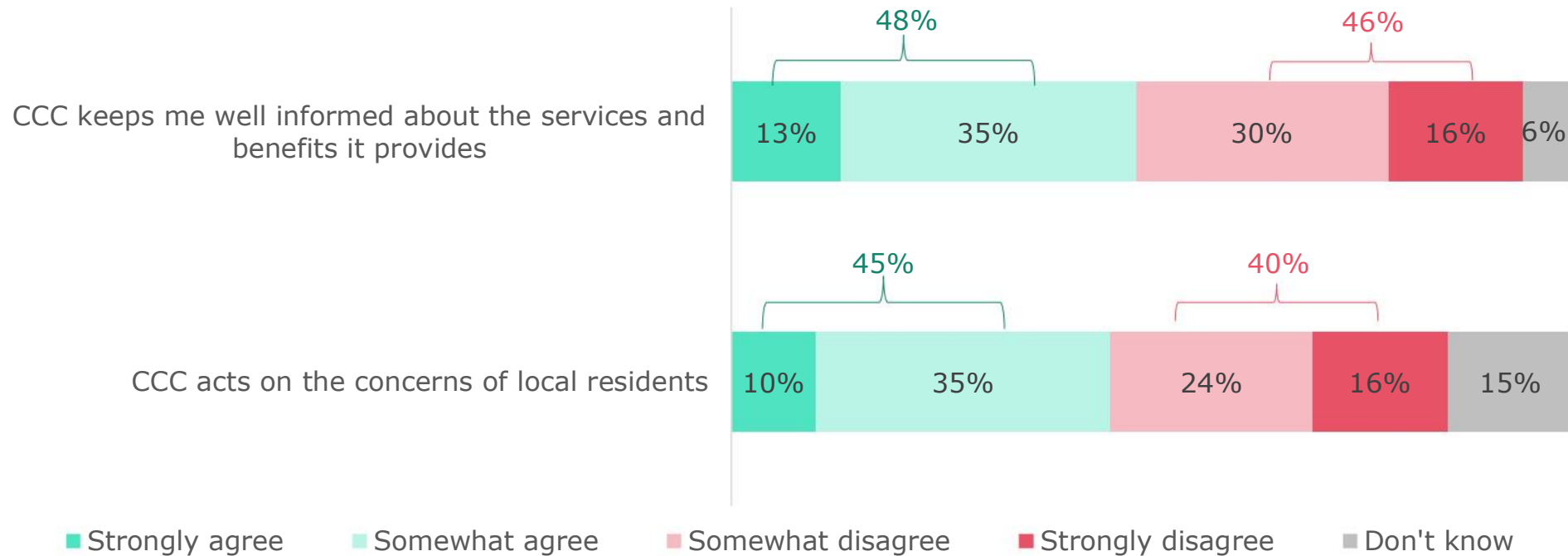


These questions mirror those asked in the **LGA residents survey** conducted in June 2023.¹ The LGA survey found that **42% agree their local council delivered good value for money**, compared to 44% of Cambridgeshire residents. Interestingly, only **2% of LGA respondents suggested they were unsure**, compared to **14% in the Cambridgeshire survey**. When asked **about trust in their local council**, the LGA survey asked a broad question and found **56% reported trusting their local council**, compared to 52% of Cambridgeshire residents who reported trust in decisions about how services are provided. *NB: these questions employ different answer scales therefore results are not directly comparable.*

Q13. I'd like you to now think about Cambridgeshire County Council's performance. To what extent do you agree or disagree with each of the following statements? Base: n=5,500

1. Local Government Association. August 2023. "Polling on resident satisfaction with councils – Round 35." <https://www.local.gov.uk/sites/default/files/documents/Resident%20Satisfaction%20Polling%20Round%2035%20-%20Accessibility.pdf>

Views are split about the extent residents see CCC responding to needs and keeping them informed of services

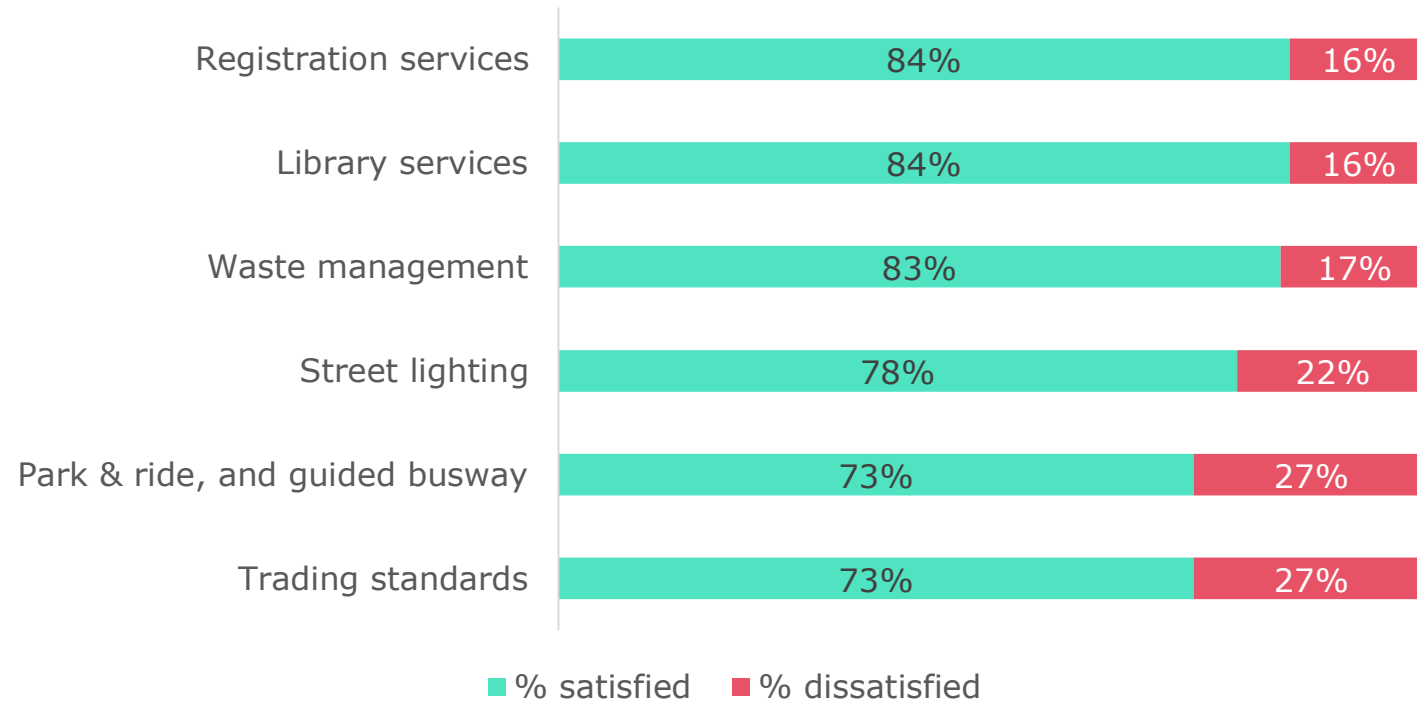


52% of respondents were found to indicate their council acts on the concerns of residents in the LGA survey¹, compared to 45% of Cambridgeshire residents. When asked how well informed their local councils keep residents about the services and benefits it provides, the LGA survey found that 55% felt they were informed compared to 48% of Cambridgeshire residents
NB: these questions employ different answer scales therefore results are not directly comparable.

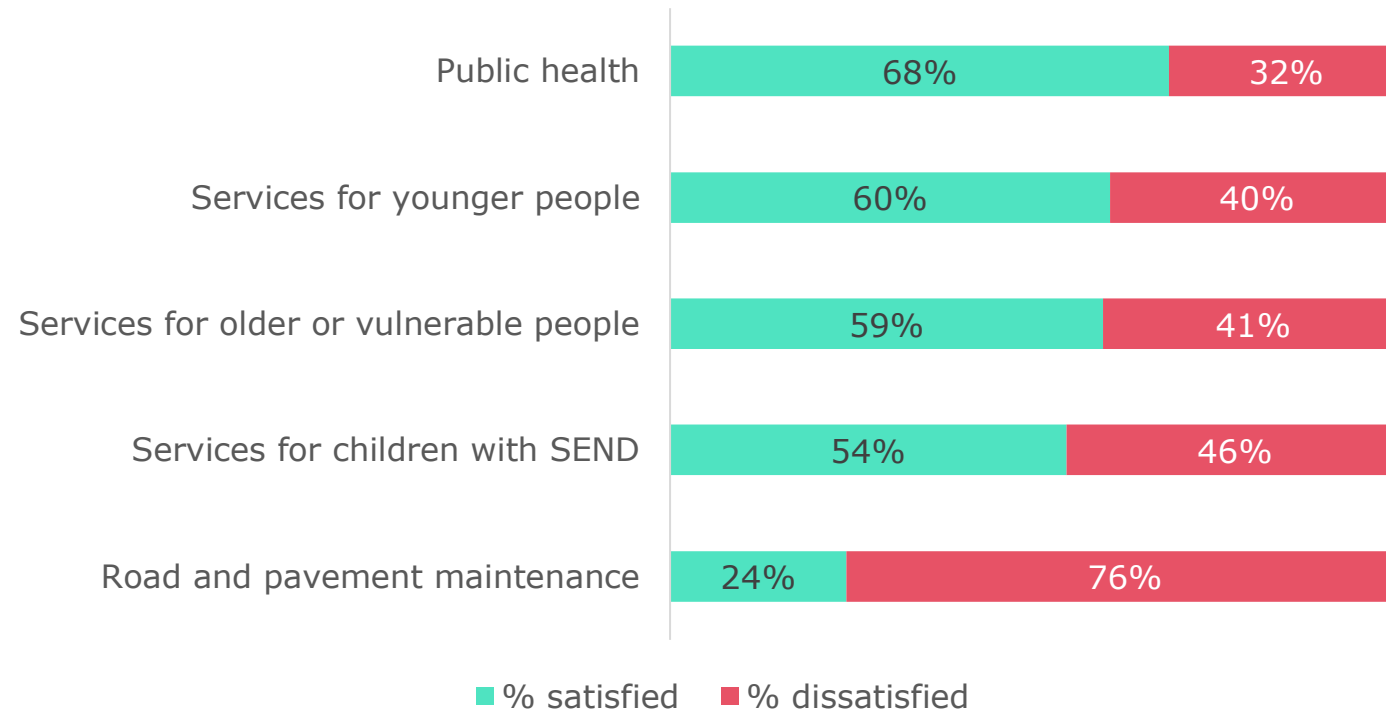
Q13. I'd like you to now think about Cambridgeshire County Council's performance. To what extent do you agree or disagree with each of the following statements? Base: n=5,500

1. Local Government Association. August 2023. "Polling on resident satisfaction with councils – Round 35."
<https://www.local.gov.uk/sites/default/files/documents/Resident%20Satisfaction%20Polling%20Round%2035%20-%20Accessibility.pdf>

Service users are most satisfied with registration, libraries and waste management



Services users are less satisfied with roads and SEND delivery



Dissatisfaction with services overall varies by age, ethnicity, gender, SEG and housing tenure.

Residents would like to see the Council acting on roads climate change and council tax to improve their quality of life

At the end of the survey residents were asked what one thing the Council could do to improve residents quality of life. Responses given were broad but the most commonly mentioned that are **within** the Council's remit to change are:



Roads and traffic management

- Fixing potholes and improving general road maintenance
- Removing the congestion charge



Climate change/care for the environment

- Provision of more green spaces
- Better recycling services



Other

- Greater communication from the Council that residents concerns are being heard
- Reduction in council tax

There were also minor mentions of reducing crime figures and investing more in education and childrens services (including SEND)

However residents also raise concerns that are outside of the Council's remit

At the end of the survey residents were asked what one thing the Council could do to improve residents quality of life. Responses given were broad but the most commonly mentioned that were **outside** of the Council's remit are:



Housing support

- More affordable housing
- More social housing
- Improve standard of housing (incl. better upkeep of social housing)



Improvements to bus services

- Greater frequency of bus services
- Greater coverage of bus services to include rural areas



Improvements to health services

- Better access to GP and dentist surgeries
- Better availability and access to mental health support



While the Council has limited ability to directly help with the above concerns, it may be possible for the Council to signpost residents towards services and support, and influence key partners responsible for these concerns.

Wrap up and reflections

The 'so what'... overarching recommendations 'in a nutshell':

Keep up the good work



Overall, quality of life is high in Cambridgeshire. Maintain quality where it exists because you're getting so much right.

Focus on those who need your help the most...



Some groups, especially young people, renters, lower SEG groups, disabled people and Fenland and Cambridge City residents require the most support to improve their quality of life. There is scope for the Council to fill an information gap and improve experiences.

Where you can't help - signposting is key



Raise awareness about services on offer to those who need them. Couple this with clear signposting for services outside your control to help residents reach what they need and drive satisfaction. The Council website will be a good place to start.

Framing and justifying challenging decisions is critical



Explaining *why* a measure is introduced is important (as with traffic reduction). Emphasise the decision isn't financially motivated to help reduce criticism, especially when residents are feeling the pinch.

Set goals for change



Discuss where you hope to see greatest shifts and changes next year...and how you will get there! This is just the start of the journey to understanding quality of life.

Corporate Risk Register

To: Strategy, Resources and Performance Committee

Meeting Date: 31st October 2023

From: Chief Executive

Electoral division(s): All

Key decision: No

Forward Plan ref: Not applicable

Outcome: Good risk management - including the identification of risks and triggers as well development of mitigating actions - should inform decision making and areas for improvement; lead to better overall management of the Council's business, and protect the Council's assets, workforce, finances and services.

Recommendation: The Committee is recommended to note the Corporate Risk Register.

Officer contact:

Name: Mairead Claydon
Post: Head of Internal Audit and Risk Management
Email: Mairead.Claydon@cambridgeshire.gov.uk
Tel: 01223 715542

1. Background

- 1.1 Risk Management is the process by which the Council understands and proactively considers the principal uncertainties and overall risks facing the organisation. Through effective risk management, we aim to optimise success by minimising threats. The objective is to ensure that risks that might impact upon the Council achieving its plans are identified and managed on a timely basis and in a proportionate manner. The Accounts & Audit (England) Regulations 2015 require the authority to have a sound system of internal control which includes effective arrangements for the management of risk.
- 1.2 Under the Council's constitution, the Strategy, Resources and Performance Committee (S,R&P Committee) is responsible for the development and oversight of the Council's risk management and strategy. The Audit and Accounts Committee also has important functions in relation to risk, including considering the effectiveness of the risk management arrangements and associated control environment and to seek assurances that appropriate action is being taken in response to risk.
- 1.3 Risk is inherent in our delivery of high-quality public services. The volatility, complexity and ambiguity of the Council's operating environment continues to increase, and taxpayers rightly expect transparency and accountability from the Council in managing the impacts of risk. We are committed to managing risk so that we enhance strategic planning and prioritisation and achieve our objectives with agility. The benefits of risk management include:
- Taking timely and proportionate action to prevent risks occurring or to manage effectively
 - Development and delivery of robust and effective action plans and enhancements to the governance of the organisation
 - Ensuring that decision makers are fully aware of any key risk issues associated with proposals being considered at the point of decision making
 - Demonstrating openness and accountability
- 1.4 The risk management approach adopted by the Council is based on identifying, assessing, managing and monitoring risks at all levels across the Council. Risk registers operate at three tiers across the organisation: (a) service/project specific, (b) directorate, and (c) corporate. This report provides an update on the Council's Corporate Risk Register.

2. Corporate Risk Register Updates

The full updated Corporate Risk Register can be found at Appendix 1 to this report.

Please note, on the risk matrices, "RA" denotes the Council's maximum risk appetite of 15, which is a set maximum appetite for all risks. Where risk owners have identified a target risk below this risk appetite level, this is denoted with a "T".

2.1 Corporate Risk Register Overview

- 2.1.1 The following table gives an overview of the current status of the risks on the corporate

risk register, including information on the current risk scoring compared to the scores at the previous report to Committee, and the direction of travel for each risk.

Table 1: Corporate Risk Register Overview, October 2023

Risk	Residual Risk Score Oct 23	Residual Risk Score Jul 23	Direction of Travel	Last Reviewed
1. Risk that the Council's arrangements for safeguarding vulnerable adults fail.	15	15	→	02/10/23
2. Risk of failure of the Council's arrangements to safeguard vulnerable children and young people.	15	20	↓	28/09/23
3. Risk that the Council does not have enough budget to deliver agreed short and medium term corporate objectives.	12	12	→	03/10/23
4. Risk that a serious incident occurs, preventing services from operating and /or requiring a major/critical incident response.	12	12	→	04/10/23
5. Risk of failure of corporate governance.	10	10	→	03/10/23
6. Risk that the Council's workforce is not able to meet business need.	15	15	→	02/03/23
7. Risk of failure to deliver key Council services.	10	10	→	29/09/23
8. Risk that the Council is a victim of cyber crime.	15	15	→	04/10/23
9. Risk that the Council fails to comply with Information Governance legislation and industry standards	12	12	→	15/09/23
10. Risk of failure of key contracts.	12	12	→	29/09/23
11. Risk of failure of collaborative working.	12	12	→	28/09/23
12. Risk of Climate Change.	16	16	→	21/09/23

2.1.2 The only risk on the corporate risk register showing a change in scoring since the previous reporting period is Risk 2, 'the risk of failure of the Council's arrangements to safeguard vulnerable children and young people'. This reduction follows a comprehensive review of the risk by the new Executive Director for Children, Education and Families.

2.2 New Risks / Risks De-Escalated from the Corporate Risk Register:

2.2.1 There have been no new risks added to the Corporate Risk Register since the previous report in July 2023, and no risks have been de-escalated from the corporate risk register.

2.3 Key Actions Implemented:

2.3.1 A number of actions incorporated in the Action Plans for the Corporate Risk Register have been closed since the previous report in July 2023. In particular, the following key actions have been marked as complete by Corporate Risk Owners:

- Audit and Accounts Committee to undertake a self-assessment of effectiveness in line with CIPFA guidance.
- Appointment of Independent Non-Voting Member of the Audit and Accounts Committee.
- Receipt and review of Monitoring Surveyor reports for This Land Ltd.
- Governance Review undertaken by the Service Director: Legal and Governance.
- Development and approval of a new Council IT and Digital strategy and the implementation of the Cyber Treatment Plan.
- Consultation and restructuring within the Strategy and Partnerships directorate.
- Consultation and restructuring within Children, Education and Families and Adults, Health and Commissioning (previously known as People Services).

3. Other Risk Management Updates

3.1 Corporate Leadership Team (CLT) Risk and Assurance Meeting:

3.1.1 A meeting of the CLT Risk and Assurance group took place on 10th October.

i. *Review of Risk Matrices:*

3.1.2 As part of the meeting, CLT reviewed the risk matrices currently in use at Cambridgeshire, which follow a linear 5x5 model for scoring risk (with scores of 1 – 5 for the likelihood of the risk occurring and 1 – 5 for the impact if the risk were to occur). The current model was compared with an alternative model that gives greater weighting to the impact score.

3.1.3 In order to inform the discussion, the Corporate Risk Register was scored using both the existing linear method and weighted model, for comparison. A benchmarking exercise against 10 other local authorities indicated that 7/10 used the linear method and 3/10 used a weighted model.

3.1.4 Discussion at CLT highlighted the following feedback on the risk matrix:

- It was felt that the weighting being placed on the impact score reduced rather than

increased the nuance of the scoring by pushing risks with low likelihood but high impact up the risk matrix.

- It was also discussed that officers felt that when managing risk, it was more often possible to reduce the likelihood of a risk occurring than to reduce the impact if the risk should occur. Therefore it was suggested that by weighting impact rather than likelihood, the alternative methodology may over-emphasise risks that are comparatively well controlled, while not highlighting risks where more could be done to reduce the likelihood of the risk occurring.
- It was felt that changing the approach to risk scoring could prove counter-productive at a time when the Council is seeking to continue embedding and communicating the risk management approach throughout the organisation. There would be a need to re-start the cycle of approval followed by education and training and re-embed a new process.

3.1.5 Following the discussions, CLT decided to retain the current risk matrix and methodology. They will continue to keep the methodology under review, as part of the annual review of the risk management policy, and the next CLT Risk and Assurance meeting will further review an alternative methodology placing additional weighting on the 'likelihood' scale, for comparison.

ii. *Risk Registers Review*

3.1.6 CLT reviewed the updated Corporate Risk Register and Executive Directors confirmed that since the previous meeting there have been no escalations required for risks on Directorate Risk Registers. CLT also reviewed the Adults, Health and Commissioning directorate Risk Register.

3.1.7 The mechanism for taking Directorate Risk Registers to Committee was also discussed. It is recognised that the remit of the Council's Committees does not always align to the remit of its Directorates, which can make it complex to establish which Committees should see which Directorate-level risks.

3.1.8 Following the establishment of the new Assets and Procurement Committee, it was agreed that the Head of Internal Audit and Risk Management will arrange a meeting with the Executive Director of Finance and Resources and the Executive Director of Strategy and Partnerships to discuss how best to align reporting of Directorate risk to Committee, ideally by assigning each Directorate Risk Register to a single Committee as far as possible.

3.1.9 Further guidance for officers on directorate-level risk reporting will then be produced by the Audit and Risk Management team, and the service will aim to support directorates to move to a consistent format of risk reporting using the Council's GRACE risk management system.

3.2 Risk Management Training:

3.2.1 A risk management training session for all Councillors was held on 14th September, 12 – 1.30pm online via Microsoft Teams. The session covered the basics of risk management,

the risk management policy and processes in place at the Council, and the role of Members in risk management. The training session was attended by 18 Members, and a recording of the session is available for other members to watch on the Members Learning Development site.

3.2.2 The Internal Audit and Risk Management team is planning a communications campaign regarding the updated Risk Management Policy and Toolkit, with posts on the corporate intranet and the staff newsletter planned to go out in October to raise awareness of these key policies amongst officers.

3.3 Risk Strategy Implementation Update:

3.3.1 The Internal Audit and Risk Management team is progressing the actions from the Corporate Risk Strategy shared with Committee in July 2023. Key action updates since July include:

- *Action: "The Council should review how risk information is presented as part of decision-making processes and identify any areas for improvement, as part of the development of decision-making guidance to improve quality of report writing."*

The Service Director: Legal and Governance has been undertaking an in-depth review of the Committee report template and report-writing guidance. As part of this, a greater emphasis will be placed on providing sufficient information on risk management in all reports.

- *Action: "Internal Audit to re-introduce the Corporate Risk Group on a quarterly basis with Risk Champion from each Directorate. This should ensure a wider range of perspectives are brought to bear on the CRR and will re-establish compliance with the Risk Management Toolkit."*

The Internal Audit and Risk Management team have identified key contacts across the organisation to re-form the Corporate Risk Group. In October, the team will develop a draft Terms of Reference for the group and the first meeting is planned to take place in mid-November.

3.3.2 As part of the Business Planning process, the Head of Internal Audit and Risk Management has put forward plans to introduce a dedicated Risk Manager post in the new financial year, to enhance capacity to further develop and strengthen risk management processes at the Council.

4. Alignment with ambitions

4.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

There are no significant implications for this ambition.

4.2 Travel across the county is safer and more environmentally sustainable

There are no significant implications for this ambition.

4.3 Health inequalities are reduced

There are no significant implications for this ambition.

4.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

There are no significant implications for this ambition.

4.5 Helping people out of poverty and income inequality

There are no significant implications for this ambition.

4.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised

There are no significant implications for this ambition.

4.7 Children and young people have opportunities to thrive

There are no significant implications for this ambition.

5. Source documents

5.1 Source documents

Corporate Risk Register

5.2 Location

Appendix 1

Cambridgeshire County Council CRR

20/10/2023 13:51:03

Risk		01. ASC - Council's arrangements for safeguarding vulnerable adults fail						
Likelihood	5							
	4							
	3					X//RA		
	2							
	1							
			1	2	3	4	5	
Consequence		Risk Owners Patrick Warren-Higgs		Current Score 15 Risk Appetite 15 Previous Score 15	Last Review 02/10/2023 Next Review 31/12/2023	Triggers 1. Inability to recruit, train and retain experienced staff 2. Inherent weaknesses in governance arrangements 3. Poor quality of practice not delivering statutory responsibilities, non-compliance with policies & practice guidance 4. Ineffective management oversight 5. High caseloads/demand on service 6. Internal organisational change 7. External system/regulatory changes 8. Major incident results in spike in demand for services and/or inability to access Council systems, records or buildings.	Likelihood Factors (Vulnerability) 1. Decrease in government funding 2. Failure/handback from commissioned providers 3. Increased expectations on local government 4. Increase in demand for services 5. Inflation and cost of living crisis	Potential Consequences 1. Vulnerable adult is seriously harmed 2. People lose trust in Council services and/or commissioned services 3. Council is judged to have failed in statutory duties 4. Requires improvement or inadequate CQC outcome

Controls	Adequacy	Critical Success	Assurance
01. Continuous process of updating practice and procedures, linking to local and national trends, including learning from local and national reviews such as Safeguarding Adult Reviews.	Good	Regular Reporting. Appropriate tools and support to practitioners to guide best practice.	Eastern Region Sector Led Improvement Programme Adults practice governance board. LGA Peer Review and associated Improvement Plan in readiness for CQC inspection in the next 12 months.
02. Comprehensive and robust safeguarding training, ongoing development policies and opportunities for staff, and regular supervisions that monitor and instil safeguarding procedures and practice	Good	High quality supervision and support. Professional staff are able to continue registration with their professional bodies. Dedicated resource for safeguarding training within Learning and Development, specific training strategy document which is refreshed annually.	SAB multi agency policies and procedures in place. Themed audits re safeguarding and associated learning and development. Robust training programme in place Adults practice governance board and practice guidance.
03. Clear 'People in Position of Trust' policy and guidance in relation to Adults Provide training, SAB	Good	In place, links to practice guidance in ASC and corporate HR guidance as required.	Appropriate training provided.
04. Multi-agency Safeguarding Boards and Executive Boards provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity. Coordinated work between multi-agency partners. In particular Police, County Council, Health and other agencies who are key members of the Board and subgroups.	Good	Regular reporting and shared working outcomes	SAB annual report highlighting progress against priority areas shared with Adults & Health Committee.

05. Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance	Good	Regular auditing and reporting. Ability to highlight good practice and areas for improvement, robust service level improvement plans developed as needed.	Monthly Management Audits. Annual programme of Themed Audits. Adults practice governance board. Agreed Improvement Plan with Senior Responsible Leads.
06. Regular monitoring of social care providers and information sharing meetings with other local organisations, including the Care Quality Commission. Implementation of provider of concern process as required.	Good	Regular auditing and reporting. Ability to support providers at risk.	Contracts monitoring team, care home support team & provider of concern process
07. Coordinated work between multi-agency partners for both Adults and Childrens. In particular Police, County Council and other agencies including supporting young people transitions to adulthood, with the oversight of the Safeguarding Boards	Good	Effective and safe implementation	SAB and key statutory partners
08. Continue to work with the CQC to share information.	Good	Regular reporting	Contracts monitoring team
09. Managing increasing demand and acuity to ensure adults receive right support at the right time. Regular DMT's to discuss and escalate issues.	Good	Reduced waiting times. Providing proportionate and time critical responses to those at risk.	Escalation to CLT as required.

Action Plans	Assurance	Responsibility	Target Date
<p>1. Performance Improvement Plan</p> <p>Improvement plan has been developed and agreed with key actions to take forward based on the peer improvement recommendations and national indicators. This is being reviewed fortnightly internally across key meeting groups and updated accordingly.</p> <p>The improvement plan considers DOLs in CCC, threshold assessments for people in care homes in CCC, adults and autism historical back log, OT waiting list. LD Health waiting lists linked to section 75 agreements, care and support plan delays, including brokerage of increases or changes to care packages, financial assessment and financial data entry delays.</p>	Good progress has been made on reviews due to the use of the external agency to tackle the long waiters. This will be an ongoing process		31/12/2023
<p>2. Adults Workforce Strategy</p> <p>This has been drafted and has been circulated for further comments and feedback (nationally and internally), with a view for a finalised version to be agreed. Forecasting future need, setting out recommendations and actions to retain, succession plan and ensure pipelines of future workers.</p>	Drafted and due for approval and agreement to CLT.		30/11/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		02. CSC - Failure of the council's arrangements to safeguard vulnerable children & young people																														
Likelihood	5											Risk Owners	Martin Purbrick					Current Score	15					Last Review	28/09/2023							
	4												Triggers						Risk Appetite	15					Next Review	27/12/2023						
	3										X/RA			Likelihood Factors (Vulnerability)						Potential Consequences												
	2											Consequence			<p>1. High caseloads in Children's Social Care.</p> <p>2. Lack of financial resilience.</p> <p>3. Non-compliance with safeguarding processes and procedures.</p> <p>4. Inability to recruit and retain experienced Social Workers.</p> <p>5. Lack of placement sufficiency to meet the needs of complex children and young people.</p> <p>6. Failure to secure a requires improvement outcome from Ofsted inspection.</p> <p>7. Major incident results in inability to access Council systems, records or buildings.</p> <p>8. Changes in regulatory requirements for children's social care (Stable Homes Built On Love).</p> <p>9. Lack of senior management capacity.</p> <p>10. Lack of capacity to deliver effective services within SEND.</p>						<p>1. Children's social care case loads are too high in some areas due to issues with recruitment and retention.</p> <p>2. Lack of robust assessments (undertaken in a timely way) of risk in relation to children & the family circumstances.</p> <p>3. Difficulty procuring sufficient capacity for children's placements and Home to School Transport.</p> <p>5. New quality standards and Ofsted inspection regime for unregulated supported accommodation for 16- and 17-year old looked after children and care leavers.</p> <p>6. Insufficient partnership working to deliver better outcomes for children and young people.</p> <p>7. Need for the Council to implement the demands of the Safety Valve principles.</p>	<p>1. Harm to child or young person awaiting or receiving services from the Council.</p> <p>2. Reputational damage to the Council.</p> <p>3. Financial impact.</p> <p>4. Appointment of a Children's Commissioner and notice of statutory intervention issued by the Department for Education.</p>										
	1																															
		1	2	3	4	5																										

Controls	Adequacy	Critical Success	Assurance
<p>1. Multi-agency Safeguarding Boards and Executive Boards.</p> <p>Provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity specific safeguarding situation between partners.</p>	Reasonable	<p>The LA improvement board starting on 13th October 2023</p> <p>Appointment of an independent Chair (in post since January). Partnership agreement on priority actions following Ofsted focused visit.</p>	<p>Council has acted as a single agent to ensure the right focus on safeguarding, with a lead from the Executive Director of Children's.</p> <p>The CEX's supported by the Executive Director for Childrens have agreed an Executive Board, for all the partnerships to meet on a quarterly basis, TOR are being drafted</p>
<p>2. Information-sharing and coordinated work between multi-agency partners, providers, and regulators.</p> <p>In particular Police, County Council and other agencies to identify child sexual exploitation, including supporting children and young people transitions to adulthood, with the oversight of the Safeguarding Boards.</p> <p>Regular monitoring of social care providers and information sharing meetings with other local organisations, including the Care Quality Commission.</p>	Reasonable	<p>Multi agency agreed action plan to be implemented with pace and purpose. A review by Essex sector led improvement partner to identify key areas of strengths and development.</p> <p>Improvement are being made continuously as key areas are identified.</p>	<p>Independent Safeguarding Board Chair is working collaboratively with the Executive Director for Children's on mobilising the requirements from the Ofsted focused visit at Peterborough. Better working relations with partners on preventative measures has been better developed.</p>

<p>3. Comprehensive and up-to-date Safeguarding Policies, Procedures and Practice Standards.</p> <p>Continuous process of updating practice and procedures, linking to local and national trends, including learning from local and national reviews such as Serious Case Reviews.</p>	Reasonable	<p>Safeguarding handbook and threshold documents that are understood by all staff and partners.</p> <p>Threshold document is under review. New Principle Social Worker has been recruited and in place.</p>	Partnership developing tools and pathways that support best practice around exploitation and safeguarding of vulnerable children and young people.
<p>4. Safeguarding Training & Development</p> <p>Comprehensive and robust safeguarding training, ongoing development opportunities for staff, and regular supervisions monitor and instil safeguarding procedures and practice.</p>	Good	Effective training and development ensures all staff understand and can implement key safeguarding processes. Social care academy due to launch on 20th November with new ASYE and International workers in January 2024.	<p>The outcomes of quality assurance should provide assurance over the effectiveness of staff training and development, and inform areas where further training is needed.</p> <p>The new Principal Social Worker has been recruited and in place.</p>
<p>5. Quality Assurance Framework.</p> <p>Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance.</p>	Poor	QA framework that is understood by all that are using it; reflects the lived experience of children; and helps with practice improvement, whilst supporting practice standards.	Outputs from the QA framework should provide assurance that social workers understand what they need to do to improve children's situations.
<p>6. Clear processes for reporting concerns.</p> <p>Whistleblowing policy, robust Local Authority Designated Officer (LADO) arrangements and complaints process inform practice.</p>	Good	Effective processes for reporting concerns ensure that the response to concerns is timely and effective, with the involvement of appropriate partners.	<p>Completed a review of the notification process.</p> <p>Quarterly reports from customer services (including complaints) has been established and is being shared.</p>
<p>7. Family Safeguarding Approach</p> <p>Family Safeguarding involves multi-disciplinary teams in children's social care, to keep families together and ensure children and adults services work jointly for the best outcome for the family.</p>	Reasonable	Effective and fully embedded family safeguarding approach linking services and partners.	DFE Peer Review requested to establish a baseline for the practice model to improve its implementation.
<p>8. Role of Schools Intervention Service & Schools Causing Concern.</p> <p>The Council's Schools Intervention Service supports good governance in maintained schools and conducts regular reviews of safeguarding and safe recruitment practice in schools. The Schools Causing Concern process enables concerns about school safeguarding practice to be escalated, monitored and managed by the County.</p>	Good		
<p>Full leadership team recruitment</p> <p>A permanent and stable leadership team is in place and established to provide crucial leadership across Children, Education and Families.</p>	Good	Permanent team in place and established	<p>Interim arrangements in place and working.</p> <p>All leadership roles have been successful in recruitment and will be in post in November & December 2023</p>

Action Plans	Assurance	Responsibility	Target Date
1. Corporate response to Ofsted focused visit. Previous outline of establishing a strengthening services board, however there was little appetite for this from partners. Therefore, the children's improvement board will be focused on the key areas for development.	Essex SLI is being undertaken with frontline teams to establish key areas of development and strengths. In addition, the mapping of the child's journey from the front door has been ongoing and key improvements are being made	Martin Purbrick	30/09/2023
3. Delivery of the Safety Valve programme. On an ongoing basis, the Council will deliver its commitments made via the Safety Valve programme.	A working group led by the S151 officer and Director of Education has been established to ensure robust and a purposeful implementation of the safety valve	Jonathan Lewis	30/09/2023
4. SEND Review A peer review and an internal review of SEND undertaken jointly by the Education and Policy, Programme & Delivery teams.	This is an ongoing piece of work which will be presented in CLT during September 2023.	Jonathan Lewis	20/10/2023
5. Children's Placement Sufficiency. Work to manage the local market with support from Commissioning services is underway to support placement sufficiency for Cambridgeshire. This action is likely to remain ongoing.	Strategy has been updated; now into scoping the increased capacity required.	Martin Purbrick	31/12/2023
6. Recruitment of a permanent workforce As part of the children's improvement work, there is a focus on ensuring the recruitment and support of children's workforce.	Academy will be established to better support Apprenticeships, International workers and ASYE's. Work is ongoing to reduce agency staffing and encourage more permanent workforce in CEF.		29/12/2023
Review of key areas of Children's, Education and Families services Essex is supporting Cambridgeshire with a sector led improvement review of key frontline services to help understand their strengths and key areas for development.	Essex is supporting Cambridgeshire with a sector led improvement review of key frontline services to help understand their strengths and key areas for development. In addition, CCC is mapping the child's journey to improve the effectiveness and efficiency of responding to the needs of children and young people.		31/12/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		03. The Council does not have enough budget to deliver agreed short and medium term corporate objectives							
Likelihood	5						Risk Owners Michael Hudson Current Score 12 Target Score 9 Previous Score 12 Last Review 03/10/2023 Next Review 02/01/2024		
	4								
	3			T	X	RA			
	2								
	1								
		1	2	3	4	5			
Consequence		Triggers 1. The Council spends more resources than it has by the end of the year and does not have sufficient reserves to cover cumulative variances. 2. Policies, procedures or governance framework for budget setting and monitoring fail or are circumvented. 3. Non-compliance with corporate processes. 4. Demand management, prevention or service reform activity is insufficient. 5. Inflationary pressures and market failures / supply shortages lead to rising costs. 6. Staff without appropriate skills, knowledge, experience. Greater staff turnover. 7. The Council is a victim of major fraud, cyber crime or corruption. 8. Failure to meet Safety Valve agreed trajectory - Council has to fund DSG High Needs deficit or jeopardises DfE funds. 9. Lack of clarity regarding central government grant allocations.					Likelihood Factors (Vulnerability) 1. Increased demand for services. 2. Economic/market conditions - shortage of supply of services. 3. Economic conditions - reduced income from fees/charges or taxation. 4. Changes to government funding; short term national planning. 5. Legislative and regulatory changes. 6. Partnership risks - additional costs or reduced funding in collaborations. Change programmes require additional short term risk. 7. Waste management reforms; Industrial Emissions Directive. 8. Home to School Transport and children's social care placements markets. 9. Credit loss on long term debtors.		Potential Consequences 1. Council issues a s114 report or requires capitalisation direction. 2. Breach of prudential code or capital strategy benchmark/indicators due to levels of borrowing. 3. The Council does not deliver its statutory responsibilities. 4. People do not receive the services to which they are entitled or require, and may be harmed as a result. 5. Reputational damage.

Controls	Adequacy	Critical Success	Assurance
01. Robust Business Planning process; demand/demography and inflation challenge.	Good	Continued support from CLT to act collectively to develop budget proposals which meet the financial challenge	Proposals and assumptions will be subject to scrutiny by Committees in January 2024 as well as other consultations such as the Trade Unions, Schools Forum, public, etc...
02. Robust service planning, priorities cascaded through management teams and through Our Conversations process.	Good	Staff have clarity of what is expected of them and deliver services within the available budget	Insights and Policy co-ordinating quality assurance alongside Finance staff.
03. Integrated resources and performance reporting (accountable quarterly to SR&P Committee), tracking budget, savings, activity and performance.	Good	Saving proposals delivered	Continued reporting through Committee.
04. Operational division Finance Monitoring Reports (accountable monthly to Service Committees), tracking budget, savings, activity and performance	Good	Saving proposals delivered	All reports being reviewed at DMTs
05. Scheme of Financial Management, including Budget Control Report for the Council as a whole and operational divisions	Good	Clear budget process, effective engagement with it and compliance	Training continuing.
06. Procurement processes and controls ensure that best value is achieved through procurement	Good	Realisation of procurement savings through competition. Basis for effective contract management and productivity.	Increased training and guidance being rolled out.

07. Budget challenge and independent advisory: Finance and budget managers at all levels of the organisation to track exceptions and identify remedial actions	Good	Meeting of financial targets and deadlines. Political engagement and approval	All reports being reviewed at DMTs
08. Rigorous treasury management system plus tracking of national and international economic factors and Government policy	Good	Prudential indicators met	Reporting ongoing to Committee
09. Rigorous risk management discipline embedded in services and projects	Reasonable	Risk scoring	Reporting ongoing to Committee
10. Adequate reserves	Good	Reserves held at recommended level as per section 25 statement (4%)	s25 Report to Full Council in February 2024.
11. Integrated Financial Monitoring Report	Good	Received quarterly at S&R	Reporting ongoing to Committee
12. Anti-fraud and corruption policy	Good	Organisational awareness campaigns	On going training
13. Whistleblowing policy	Good	Organisational awareness campaigns	
14. Internal control framework	Good	Organisational awareness campaigns	Internal audit reviews
15. Fraud detection work undertaken by IA, Counter Fraud	Good	Organisational awareness campaigns	NFI reporting
16. Awareness Campaigns	Good	Organisational awareness campaigns	
17. Anti money laundering policy	Good	Organisational awareness campaigns	
18. Publication of transparency data	Good	Organisational awareness campaigns	Publication

Action Plans	Assurance	Responsibility	Target Date
01. Engagement, development and submission of credible revenue and capital plans into safety valve process	Safety Valve secured and regular reporting will now be presented as part of the Budget Monitoring reports. This position will continue to be reviewed but from the perspective of Financial Planning the next key date is the assessment of risk to inform the S151 s25 assurance of reserves.	Michael Hudson Jonathan Lewis	13/06/2024
02. CLT work with councillors to present a balanced budget for 2023/24 and 2024/25, including regular monitoring and scr	Programme of planned delivery of process.	Michael Hudson Stephen Moir	31/03/2024
03. Capital Programme Board and CLT full scrutiny and supervision of proposal and savings plan development.	These meetings continue and will inform the s151 Officer s25 risk assessment of reserves.	Michael Hudson Tom Kelly	12/02/2024
04. Programme management of financial reporting, as well as continued strengthening of the budget monitoring and setting	Provide assurances over the robustness of estimates and forecasts.	Michael Hudson	31/01/2024
05. Programme and project delivery governance: Waste Management; Energy income mobilisation	On going Board meetings	Michael Hudson Frank Jordan	01/04/2024

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		04. A serious incident occurs, preventing services from operating and /or requiring a major/critical incident response.															
Likelihood	5											Risk Owners	Sue Grace	Current Score	12	Last Review	04/10/2023
	4											Risk Appetite	15	Next Review	03/01/2024		
	3											Triggers	Likelihood Factors (Vulnerability)		Potential Consequences		
	2											1. Loss of large quantity of staff or key staff	1. Ongoing risk of environment hazards such as flooding and severe weather	1. Inability to deliver services to vulnerable people, resulting in harm to them			
	1											2. Loss of key premises (including temporary denial of access)	2. Pandemic	2. Inability to meet legislative and statutory requirements			
												3. Loss of IT, equipment or data	3. Cyber Attack / Cyber Crime (see Risk 09)	3. Increase in service demand			
Consequence		1	2	3	4	5	4. Loss of a key supplier	4. Possible power outages caused by gas shortages	4. Reputational damage								
							5. Loss of utilities or fuel	5. Resource issues due to shared service 'decoupling'									
							6. Decreasing resilience in CCC services due to ongoing financial constraints and cost reduction										
							7. Serious major external incident										
							8. Officer non-compliance with Business Continuity planning or processes										
							9. Co-operation and engagement of partners										

Controls	Adequacy	Critical Success	Assurance
1. Corporate and service Business Continuity Plans Up to date business continuity plans available across the Council.	Reasonable	All services have up-to-date Business Continuity Plans which provide a clear and comprehensive plan for how services will respond in the event of a major/critical incident to minimise business disruption.	The Emergency Planning Team maintains a tracker of BC plan completion across the Council. Currently the team are working on reviewing BCPs and getting this up to date (see Action Plan).
2. Corporate communication channels in case of emergency. The Emergency Planning team work with Communications Teams in Cambridgeshire and Peterborough to respond to any emergency incidents. The Council's Emergency Messaging System allows contact with staff via SMS in the event of IT system disruption.	Good	The Council is able to communicate effectively externally and internally in the event of a major/critical incident.	The Emergency Planning team maintain a close relationship with the Communications team.
3. Cambridgeshire & Peterborough Local Resilience Forum The LRF allows multi-agency collaboration regarding local resilience issues. The LRF follows a clear process to allow agencies across the region to share information, plan and prepare for major incidents, and maintains a tactical response process.	Good	The Council is able to work effectively with other agencies across Cambridgeshire & Peterborough in responding to a major/critical incident.	Executive Director of Strategy & Partnerships sits on the LRF Board to represent Cambridgeshire County Council.

4. IT disaster recovery arrangements Up to date IT disaster recovery plans in place.	Reasonable	ICT downtime and disruption to front-line business is minimised in the event of an IT critical incident or loss of data.	Disaster Recovery tested thoroughly ahead of data centre move and then put into action 'live' during the data centre move in November 2021.
5. Resilient Internet feed	Good		"Considerable work undertaken to strengthen and improve resilience of network, high proportion of WFH for staff and Members can be sustained. Regular monitoring process and escalation"
6. Corporate Emergency Plan	Reasonable		Corporate Emergency Plans put into operation through recent incidents (2020/21 and 2021/22) including Flooding and Severe Weather. The CCC Emergency Management Plan is currently being updated (June 2023) to reflect organisational changes.

Action Plans	Assurance	Responsibility	Target Date
Business Continuity Plan Testing Once the corporate review of BCPs is complete, the Emergency Planning team will re-implement a programme of service-level testing of BC plans and a corporate BC testing exercise.		Stewart Thomas	01/04/2024
Corporate review of Business Continuity Plans. Emergency Planning Team supporting service Business Continuity leads to review Business Continuity Plans.	The Emergency Planning Team maintain a tracker of corporate and service BCPs and are now reviewing and updating this to understand current completion and quality levels of service BCPs. BC Awareness sessions for Team Managers were launched in February 2023 to re-establish contact with BC leads and sessions are currently booked in with Directorates to December 2023. The Emergency Planning Team took part in Worldwide 'Business Continuity Awareness Week' in May 2023 run by the Business Continuity Institute with internal communication & promotional material sent to staff.	Stewart Thomas	31/01/2024
Internal Audit of Business Continuity Planning		Mairead Claydon	31/01/2024
IT Disaster Recovery Exercise		Michael Hudson	31/12/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		05. Failure of corporate governance							
Likelihood	5						Risk Owners Emma Duncan Current Score 10 Risk Appetite 15 Previous Score 10 Last Review 03/10/2023 Next Review 01/01/2024		
	4								
	3					RA			
	2					X			
	1								
		1	2	3	4	5			
		Consequence					Triggers 1. Major business disruption. 2. Lack of management oversight. 3. Negative inspection judgement . 4. Poor financial management. 5. Insufficient finance. 6. Personal Data is inappropriately accessed or shared. 7. Lack of awareness of or preparedness for legislative changes. 8. Lack of clear corporate policy framework. 9. Officer non-compliance with policy framework.	Likelihood Factors (Vulnerability) 1. Current local financial pressures. 2. Ongoing national reduction in public sector funding. 3. Changes to statutory/Legislative duties. 4. Current major corporate restructures and service change. 5. Increasing instances of Councils not able to meet expenditure commitments due to pressures in the local government sector.	Potential Consequences 1. Harm to people as a result of them not getting services they need or are entitled to. 2. Criminal or civil action against the Council. 3. Negative impact on Council's reputation. 4. Lack of control over financial or operational delivery. 5. S114 Report or Public Interest Report. 6. S5 Report.

Controls	Adequacy	Critical Success	Assurance
01. Monitoring Officer role.	Good	Lack of or reduced risk of successful legal challenge to decision making.	Monitoring Officer attends all CLT meetings. MO sign-off on all legislative changes and legal implications on Committee papers.
02. Annual Governance Statement (AGS).	Good	AGS process ensure that the Council reviews the effectiveness of its corporate governance arrangements and its compliance with the corporate governance framework.	Annual Governance Statement published as part of Statement of Accounts.
03. Code of Corporate Governance (CoCG).	Good	Annual review of the Code of Corporate Governance provides assurance that the Council has a robust governance framework in place.	Code of Corporate Governance updated annually on the external website.
04. Business Planning process used to identify and address changes to legislative/regulatory requirements	Good		
05. The Council's Constitution, including Scheme of Financial Management, Contract Procedure Rules, Scheme of Delegation etc.	Good	Officers and Members comply with statutory obligations	
06. Corporate Complaints procedure and response to Local Government & Social Care Ombudsman reviews.	Good	The Council can identify and respond to any breaches of legislative or statutory obligations.	

07. Service managers kept up to date with changes by Monitoring Officer / Pathfinder, Government departments, professional bodies, involvement in regional and national networks	Good	Lack of or reduced risk of successful legal challenge to decision making	
08. New Committee report template and process developed following the Governance Review. Key statutory and legislative considerations in Committee reports are highlighted in sufficient detail and signed off by key officers prior to submission to Committee.	Good	Committee papers and key decisions are scrutinised to identify any statutory/legislative impact.	Sign-off by key officers is evidenced in Committee paper appendices.
09. Roles of Statutory Officers. inc. Head of Paid Service, Section 151 Officer, Director of Adult Social Services, Caldicott Guardian, etc.	Good	Active postholders for all statutory roles for the Council.	
10. Statutory Officers Group Statutory Officers Group meetings to discuss corporate governance arrangements and issues, and to reflect on recurring themes relating to Council improvement.	Good	Regular scrutiny of corporate governance by senior officers.	
11. Performance Management Framework Performance management is a tool that allows us to measure whether we are on track to achieve our corporate priorities. If we are off-track, we change our activities to improve service delivery, value for money and the outcomes people experience.	Reasonable	Clear information on organisational performance against objectives provided in a timely way to decision-makers.	Performance reporting to Committees and CLT.
12. Corporate Clearance Group The Corporate Clearance Group has been established to ensure draft reports receive sufficient corporate review prior to being submitted to Committee.	Good	All Committee reports are subject to corporate scrutiny and challenge to ensure that Committee decisions are taken on the basis of sufficient, robust information.	A report tracker is in place to verify that reports on Committee forward plans are received and reviewed by the Corporate Clearance Group.

Action Plans	Assurance	Responsibility	Target Date
01. Corporate Response to the Covid Public Inquiry.			31/03/2023
02. Implement Action Plan from Annual Governance Statement.	Implementation to be reviewed on an ongoing basis by Statutory Officer Group.	Emma Duncan	31/03/2024

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		06. The Council's workforce is not able to meet business need										
Likelihood	5						Risk Owners	Janet Atkin	Current Score	15	Last Review	05/10/2023
	4								Risk Appetite	15	Next Review	03/01/2024
	3					X/RA	Triggers	<ul style="list-style-type: none"> 1. Skills shortage in key areas including partners. 2. Employee retention beneath optimal leading to unhealthy level of turnover. 3. Low levels of employee engagement. 4. Failure to achieve a healthy organisational culture and environment. 5. Ineffective or inadequate workforce planning. 6. Financial pressures mean the Council is not able to offer pay in line with the market. 7. Decline in Council's reputation as an employer. 8. High absence levels. 9. Inability to recruit and develop staff 10. Organisational change 11. Working days lost to strike action/ industrial action 	Likelihood Factors (Vulnerability)	Potential Consequences		
	2										<ul style="list-style-type: none"> 1. Cost of living is increasing at a rate that is causing major concern for many of our workforce. 2. Acute skills shortage in key areas including partners. 3. Increased challenges across all areas of the council's functions in recruiting. 4. Changing expectations regarding how and where staff want to work. 5. The extent and scale of change programmes being undertaken across the Council including the separation of services across CCC and PCC can heighten the likelihood of disruption and challenge with motivation and engagement. 6. Significant demand in services. 7. Increased workplace expectations of employees. 	<ul style="list-style-type: none"> 1. The Council is unable to recruit & retain staff with the right skills and experience. 2. Failure to deliver effective services or Council objectives. 3. Reputational damage to the Council. 4. Low morale and negative impact on staff wellbeing. 5. Expenditure on costly interims or agency staff. 6. Workforce lacks relevant skills, knowledge and training and is not continually developed.
	1											
		1	2	3	4	5						
Consequence												

Controls	Adequacy	Critical Success	Assurance
<p>A. Fair Recruitment Policy. A Children's Workforce Board has been re-established under the leadership of the new DCS to focus on workforce challenges including recruitment.</p> <p>This meeting continues to focus on key areas of challenge and concern, engaging with our providers of agency workers as well around hard to fill posts to identify opportunities to improve candidate attraction.</p>	Good	Staffing levels support service delivery.	Outcomes of actions from Recruitment and Retention Board.

<p>B. Regular Employee Engagement Surveys established to identify and respond quickly to emerging issues and concerns. Full independent employee engagement survey carried out in September 2023 and will be re-run every three years moving forward.</p> <p>A number of key topics have been covered and going forward will be revisited annually including Wellbeing; Equality, Diversity and Inclusion, and How We Work. The results of these engagement surveys are discussed with CLT for an action plan to be signed off and published on Camweb clearly setting out the organisational commitment to matters raised.</p>	Good	Employee Engagement is demonstrated through employees seeing the value of and therefore contributing to these opportunities to shape the organisation as an employer.	CLT see results of engagement surveys and agree action plans to respond to the survey.
<p>C. 5 year People Strategy, endorsed by Members with accompanying action plan to ensure the right focus on recruitment, retention and talent management.</p> <p>New People Strategy has been launched and has a clear focus on the shifting employment market and employment challenges that the Council faces, to establish clear plans for the workforce.</p>	Good	Clear workforce plan in place for the Council.	Success of the People Strategy is measured through employee engagement surveys and feedback from key services/exit interviews. Additionally, an annual report is presented to Staffing and Appeals Committee.
<p>D. Dedicated Recruitment Team supporting the whole Council. Targeted recruitment campaigns and new e-recruitment system.</p> <p>The team engage with services to understand the specific and differing challenges that they face and target recruitment campaigns accordingly, as well as maximising usage of social media channels.</p> <p>A new e-recruitment system has been implemented (in last 12 months).</p>	Good	The Council is able to recruit staff with the right skills and experience.	<p>Impact of recruitment campaigns is reviewed by the Recruitment Board. Decisions on spending on major recruitment campaigns are approved by the Board.</p> <p>Ongoing recruitment project has an emphasis on recruiting managers acting as Council ambassadors and not just focusing on their own area/vacancy, to improve attractiveness of Council as an employer to all applicants.</p>
<p>E. Appraisal system linked to performance management</p>	Good	Staff retention is enhanced.	Directorate-level review of outcomes followed by CLT review of appraisal and performance outcomes.
<p>F. Role of HR Business Partners.</p> <p>HR Business Partners work with services to anticipate and meet demands within service areas. BPs attend management meetings and meet Service Directors regularly.</p>	Good	Services are supported in successful recruitment, engagement, development and retention of staff.	Feedback from HR Business Partners regarding organisational engagement.
<p>G. Annual report to Staffing and Appeals Committee</p> <p>Reports are delivered to Staffing and Appeals Committee in February each year setting out a clear review of the workforce profile and activity during the year as well as key policy changes, employee engagement activity and an update around employee wellbeing.</p>	Good	Impact of workforce policies and engagement is measured and evaluated to inform future policy development.	Report is taken to Committee in February.

H. Report on quarterly basis to CLT and to management teams on workforce and performance. CLT received monthly reports on Health, Safety and Wellbeing. Quarterly dashboard reports on workforce matters including absence and turnover are provided to Directorate Management Teams for them to keep a focus on their workforce profile and any emerging or potential concerns.	Good	CLT and Directorate Management teams are able to identify and address any emerging or potential concerns.	Reports are provided to DMTs quarterly.
I. Use of Consultants Policy and Interim & Agency Workers Policy.	Reasonable	Hiring managers use appropriate and compliant routes to market to obtain interim, agency staff and consultants.	Regular reporting on use of consultants, interims and agency staff to CLT and Audit & Accounts Committee. Internal Audit review of Use of Consultants & Interims planned for 2023/24. Consultancy policy ownership has transferred to Procurement. Head of Procurement and Head of HR have been attending Management Team meets within services to raise awareness of these policies and to discourage any procurement of staff/workers without seeking advice.
J. Agency Staff framework with Opus.	Good	Hiring managers use Opus as an accessible and cost-effective route to market for agency staff and as a provider of the skills and expertise we need to reach through our joint venture.	HR team manage Opus contract. Opus reporting has improved significantly with implementation of weekly returns for Social Care, Adults and Children's and monthly returns for other services. HR Advisory have introduced a reconciliation of returns to services to confirm accuracy of reports.
K. Well established consultative framework with trade unions. Chief Executive joins the meetings on a regular basis.	Good	Well established and positive relationships enable constructive discussions with trade union colleagues around any challenging workforce related matters, as well as an opportunity to gain valuable insights and contributions to help shape policy development.	
L. New Learning & Development platform and work of the Learning & Development team.	Good	Staff are able to access targeted learning and development opportunities and the Council can monitor training undertaken.	Rates of training completion.
M. Equality Diversity & Inclusion Working Group. EDI Working Group meets monthly to discuss EDI issues and engage staff across the organisation.	Good	The Council has a strong culture of equality, diversity and inclusion which supports staff engagement and retention.	Staff feedback in EDI engagement surveys and exit interviews.
N. Employee Wellbeing offer and new Employee Engagement & Wellbeing Advisor post.	Good	Staff are supported to maintain wellbeing, reducing absence and supporting employee engagement and retention.	Staff feedback in Engagement Surveys and exit interviews.

Action Plans	Assurance	Responsibility	Target Date
<p>Children's Workforce Improvement Programme.</p> <p>Programme to address challenges in children's workforce retention and recruitment, launched in September 2022 and led by Chief Executive. This piece of work has broadened in scope. Target date revised to reflect this - March 24.</p>		Janet Atkin	30/03/2024
<p>The values and behaviours framework will be reviewed in line with the next iteration of the People Strategy.</p> <p>The People Strategy was approved in May and work is underway to develop an action plan and review of Values</p>		Janet Atkin	31/12/2023
<p>Work with the service directors to create a comprehensive L&D framework to support the wider People Strategy.</p> <p>Can only be completed once People strategy in place and agreed therefore target date to be aligned – December 23.</p>		Janet Atkin	31/12/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		07. Failure to Deliver Key Council Services									
Likelihood	5						Risk Owners Stephen Moir	Current Score	10	Last Review	03/10/2023
	4							Risk Appetite	15	Next Review	01/01/2024
	3							Previous Score	10		
	2					RA	Triggers		Likelihood Factors (Vulnerability)		Potential Consequences
	1					X	<p>01. This risk may be triggered by the realisation of any of the other risks on the Corporate Risk Register:</p> <ul style="list-style-type: none"> - Failure of safeguarding arrangements (Risks 1 and 2) - Failure of financial management (Risk 3) - Impact of a major/critical incident (Risk 4), cyber attack (Risk 8) or climate change (Risk 12) - Failure of corporate governance (Risk 5), key contracts (Risk 10) or partnership and collaborative working (Risk 11) - Insufficient workforce (Risk 6) - Failure to comply with Information Governance legislation (Risk 9) <p>02. Changing county demography and high levels of growth create pressure on Council resources and increase the risk that funding does not match demand; this may also be exacerbated by weak demand management process within the Council.</p> <p>03. Failure to identify changing policy or legislation, or an inability to respond to changes in policy or legislation.</p> <p>04. Failure to develop, effectively communicate and implement clear Council strategies and service plans, including the Business Plan.</p> <p>05. Insufficient corporate oversight of performance.</p> <p>06. Non-compliance with corporate policies and procedures.</p> <p>07. Failure of arrangements for health and safety.</p> <p>08. Major organisational change.</p>		<p>01. Changes to local authority finance and funding regime.</p> <p>02. High levels of growth in Cambridgeshire outstripping predictions and creating increased demand for key services.</p> <p>03. Pandemic</p> <p>04. Current high rate of organisational change and consultations.</p> <p>05. Economic uncertainty due to national and international events</p> <p>06. Local Elections</p> <p>07. Service provider unable to continue service (if not managed under Risk 10)</p>		<p>01. Harm or risk to vulnerable people.</p> <p>02. Statutory penalties.</p> <p>03. Reputational damage to the Council.</p> <p>04. Government or regulatory intervention.</p> <p>05. Financial consequences.</p>
		1	2	3	4	5			Consequence		

Controls	Adequacy	Critical Success	Assurance
1. Role of the Corporate Leadership Team (CLT) CLT have a leading role in ensuring that the Council delivers key services and legislative requirements. Individual directors have performance plans setting out required service delivery in their areas.	Good	CLT meet weekly and have agenda'd time to discuss emerging or urgent matters, as well as monitoring KPIs, budget and the Corporate Risk Register.	Council Directors complete Directors Assurance Statements for the Annual Governance Statement providing assurance over the control of risk and compliance with corporate governance requirements in their area.

2. Strategic Framework & Business Plan A clear corporate strategy and strategic framework feeding down into service plans, medium term financial strategy etc.	Reasonable	The Council's Strategic Framework should clarify the Council's aims with regards to service delivery to officers and Members.	
3. Role of Council Committees Cross-party decision-making in Council Committees provide oversight and challenge to decision-making, policy-making and performance of Council services.	Good		
4. Systems providing oversight of Council performance and service delivery. The Council's Performance Framework and Key Performance Indicators, along with associated systems for identifying performance issues such as the Complaints Procedure and Feedback Policy, provide corporate oversight of performance and delivery of key services.	Reasonable	Senior management and Members have accurate and timely overview of Council performance.	
5. Demand forecasting. The Council operates forecasting mechanisms to inform budget setting and long-term planning. This includes placement sufficiency processes to inform provision of school and early years places.	Good	The Council has an accurate view of likely demand for services in the short and long term.	

Action Plans	Assurance	Responsibility	Target Date
1. Redevelopment of the Council's Performance Framework.		Sue Grace	31/12/2023
2. Review of corporate approach to Business Planning and budget planning, Strategic Framework and service planning.		Sue Grace	31/12/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		08. The Council is a victim of cyber crime.				
Likelihood	5			X		
	4					
	3					RA
	2					
	1					
		1	2	3	4	5
		Risk Owners Michael Hudson				
		Current Score 15 Risk Appetite 15 Previous Score 15				
		Last Review 04/10/2023 Next Review 03/01/2024				
		Triggers				
		Likelihood Factors (Vulnerability)				
		Potential Consequences				
		01. Data loss 02. Denial of IT services 03. Malware attack 04. Phishing attack 05. Ransomware attack 06. Telephone Toll Fraud 07. Major vulnerability 08. DR for IT Services 09. Data mishandling/breach 10. Training arrangements fail 11. Password attack 12. SQL injection attack 13. Monitoring does not identify threats 14. In-house expertise/resource is stretched/reduced 15. Outdated or unpatched systems				
		01. Increasing malicious attempts from various sources 02. Malicious Emails to staff increasing 03. Non-compliance by staff or partners with IT Security policies				
		01. Regulatory breach subject to ICO action, reputational harm to the Council and disclosure of private information. 02. Inability or degradation in the ability of Council staff to access any computer based service hosted outside of the Council network. It will most likely also impact any services that the council hosts for access by the public. Finally it would also impact any VOIP services operated by the council. 03. Infection of Council systems by malware, causing a degradation of Council systems. 04. Credentials and/or data being made available to unauthorised third parties. This could result in ICO action, reputational damage to the Council and the unauthorised release of confidential information. 05. Loss of access to Council data, a financial ransom to recover access, reinstatement and restore operations to recover access, release of confidential data, reputational harm and ICO action. The exact impact will depend on how well mitigation reduce the impact of the attack. 06. Financial loss for the Council. The Council may also suffer reputational damage or information loss risks if the breacher of the system attempts to impersonate the Council. 07. Systems are exploited by using known\unknown vulnerabilities. 08. There is a risk that the functionality of the new DR solution has not taken place since implementation in August 2021 November 2021 and a retest will be required to provide assurances following platform changes. The consequence of not retesting is that if there is an incident which requires DR to be invoked it will be testing the solution during a live event.				
		Consequence				

Controls	Adequacy	Critical Success	Assurance
01. Phishing detection and prevention controls	Good	Phishing attempts are prevented or detected and dealt with.	<p>The service confirmed that multiple layers of Phishing detection are in place and these will delete or mark messages as appropriate. External messages are also marked as such as they contain a higher risk of Phishing.</p> <p>Multifactor authentication is used to reduce the likelihood of successfully exploiting Phished credentials.</p> <p>A simulation phishing exercise was completed in May 2022 which resulted in 178 users entering their password/credentials, which equates to 2.47% of the total delivered emails. Targeted training was offered to these individuals.</p>
02. Vulnerability detection and mitigation controls	Good	Vulnerabilities are identified internally and externally and patched in a timely manner – 14 days for vulnerabilities rated high or critical on the CVSS scoring system.	<p>Firewall, Email, Website access and end-device technical controls are used to eliminate or reduce the risk on known/unknown vulnerabilities from being exploited. NCSC Early Warning, WARP and other third-part intelligence source are used to identify vulnerabilities as soon as possible.</p> <p>There has been no action required or vulnerabilities detected from last 6 Months of WARP Threat Roundups. No NCSC Early Warning threat has been received since 16/12/2021. Other information and web sources are also monitored by the service on a regular basis to identify potential vulnerabilities.</p> <p>Additional assurances can be provided via progression of PSN Remediation Action Plan and outcomes of DLUHC (Department of Levelling Up) testing.</p>
03. Disaster Recovery Testing	Reasonable	Schedule of DR testing and reporting of outcomes.	<p>The last DR test occurred as part of the data centre move in November 2021. A failover was successfully completed in March 2022 at Sand Martin House Data Centre.</p> <p>If DR is invoked systems will be available however platform system changes will require DR to be retested to ensure performance and functionality is available in the new environment.</p>

04. Robust policies and procedures including the new IT Strategy and the existing Information Management & Governance policy framework.	Good	Accessibility and awareness of comprehensive, up-to-date IT and Cyber security policies and guidance.	Upcoming implementation of the new IT Strategy, toolkit materials and review of current policy suite. New IT strategy is being based on the National Strategy and will show how the service will support the 5 objectives: Manage, Protect, Detect, Minimise and Develop. A new toolkit has also recently been procured - ISO27001, PCI DSS and Cyber Essentials and these materials further strengthen this control.
05. Staff training on the correct handling of private data, and to use technical controls available to the Council to enable this.	Good	Completion of e-learning and delivery of sessions at Council wide sessions, such as Cambridgeshire Conversations	Cyber Security E-learning has sufficient coverage, but completion levels require improvement. A council wide one-hour Cyber Griffin session is planned to be delivered by the City of London Police on the 22nd March 2023. Up to 1,000 staff can join the training session.
06. Use multiple layer of anti-malware protection on Firewalls, email and end-points to prevent malware with frequent signature updates.	Good	Anti-malware protection	Malware protection is provided by Trend Micro Apex One (contract ends 23/3/24), Microsoft 365 (rolling Monthly Contract) and PaloAlto (MLL Eastnet Contract).
07. Use technical controls to limit access to the Council VOIP system to the UK only.	Good	VOIP system access control and usage reports	Normal usage is monitored by the provider and Council staff so that any deviation from normal use patterns can be identified and alerted.
08. Use the automated denial of service mitigation service provided by our wide area network provider MLL. This will inform us of any denial of service attempts and mitigation activities.	Good	MLL monitoring notifications	The service has never received a DOS or DDOS warning from MLL since established there was a process in place.
09. Cyber Security Board and Technical Group	Good	Regular meeting and reporting on cyber security	The purpose of the Cyber Security group is to ensure that IT best practice security is monitored and managed uniformly across CCC and PCC, defining the secure use and management of our IT systems.
10. Information Governance Management Board	Good	Regular meeting and reporting on cyber security arrangements and actions.	The IMB provides advice and guidance on all elements of IM/IG. This includes leading on cyber security arrangements.
11. ITDS Recruitment Campaigns	Good	The service retains and develops workers with IT specialisms.	Team currently has 3 qualified CISP officers and apprenticeship routes are established.

12. IT Business Continuity Planning processes	Reasonable	BCP in place for IT and service specific IT risks are considered in other service's BCP	An LGSS IT BCP from 2018 was provided to audit by Emergency Planning. No current version is in place but work is ongoing with Emergency Planning to get in place.
13. ICT Security Procurements	Reasonable	Due diligence processes are adhered to when making IT procurements to ensure the Council's IT security systems are not compromised	RFQ sets out standard procurement requirements however this process is under review.
14. Information Risk Owner role; Data Protection Officer role; Caldicott Guardians	Good	Defined responsible officers are in place	Defined within the Information Governance Framework.
15. Performance monitoring – corporate IT KPIs on IT Security	Good	Performance Monitoring is regularly undertaken to ensure IT security arrangements are sufficient	No assurances at present. TBC.
16. Communication strategy	Good	Ad-hoc communications and publicity work to raise awareness of IT security	Internal engagement team publishes ad-hoc and reactive comms regarding IT security. Further comms work include Cambridgeshire Conversations sessions.
17. Limitations to FOI requests	Good	Limitations on details the Council can release in FOI answers in relation to council system infrastructure	New process established to restricting level of detail given in FOI requests in regards to Council IT infrastructure as not to expose Council to cyber risk.

Action Plans	Assurance	Responsibility	Target Date
01. Business Continuity Plan for IT services to be developed with Emergency Planning	Currently in progress	Katherine Hlalat	30/03/2024
02. Corporate IT Security KPIs and reporting to be developed – such as Cyber Security and IG e-learning training complet	Currently in progress, however initial perspective is that there will be a single KPI on training. With additional reporting and dashboards being produced to report on the estate as this is a continually moving feat.	Julian Patmore	30/03/2024
03. PSN Remedial Plan, completion of all outstanding actions	Last few items remain, on target to complete	Julian Patmore	31/10/2023
04. DR retesting to be scheduled	Will be scheduled in once SAN replacement procurent has been finalised and will be included in one of the tasks within the implementation	Michael Hudson	30/12/2023
05. Ensure DPIAs are completed for all systems (where they have not already been completed)	Review to be undertaken of quality	Ben Stevenson	31/03/2024

06. Review partnership arrangements where data is either being processed or controlled on our behalf, or where we are hosted	PSN being sought	Julian Patmore	31/03/2024
07. Partnership Directory. Create a partnership directory to understand our relationships with partners and the responsibilities of either party		Katherine Hlalat	31/03/2024
08. Apply lessons learnt from recent cyber attack.		Julian Patmore	31/03/2024

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		09. The Council fails to comply with Information Governance legislation and industry standards															
Likelihood	5											Risk Owners	Emma Duncan	Current Score	12	Last Review	15/09/2023
	4													Risk Appetite	15	Next Review	30/12/2023
	3											Triggers		Likelihood Factors (Vulnerability)		Potential Consequences	
	2											1. High staff turnover and use of agency and interim staff.	This risk is closely linked to Risk 08, 'the Council is a victim of cybercrime', and IT security vulnerabilities will increase the likelihood of a breach of Information Governance legislation.	There is a risk that a lack of oversight and control of information management leads to information being mis-handled, which would expose the organisation to: * Legal action/Information Commission Officer involvement. * Damage to the reputation of the council and adverse publicity. * Complaints. * Data subjects suffer loss, detriment and distress as result of poor management of data. This will include records management, contractual obligations, case management, training and awareness.			
	1											2. Out of date IT systems or staff failure to install patches.					
		1	2	3	4	5	3. Cybercrime and phishing attacks.										
						4. Lack of training/awareness among staff.											
						5. Insufficient physical security of buildings.											
						6. Staff removing physical records from the office.											
Consequence																	

Controls	Adequacy	Critical Success	Assurance
01. Mandatory data protection and security training for all staff	Good	95% of staff have undergone online training or face to face training dependent on risks faced.	Quarterly reports on training completion rates.
02. Use of Data Protection Impact Assessments (DPIAs) in all projects and procurements	Good	Register of DPIAs identifies which have seen a DPIA completed, signed off and managed. Ongoing review of DPIAs so it is not a one off assessment.	Ongoing review and creation of register.
03. Regular communications to all staff and at key locations (e.g. printers)	Good	CamWeb used to promote key messages in a structured and engaging way each quarter. IG attend DMTs on a quarterly basis to hear of issues and resolve problems.	Annual report to Joint Information Management Board.

04. Information Management Board, chaired by senior info risk owner (CLT member), with representative of all directorates along with DPO and both Caldicott Guardians. Board oversees IG and cyber security activity	Good	Board meetings to be held every quarter and led by CLT members.	Quarterly meetings and IM Board reporting.
05. A comprehensive set of information and security policies.	Good	Policies reviewed and refreshed annually with redundant documents removed.	Annual report to Joint IM Board.
06. Established procedure for notifying, handling and managing data breaches	Good	Compliance with policy and clear reporting on breaches.	Report to CLT on a six-monthly basis on breaches and impact. Report to Joint IM board on a quarterly basis. Chief Exec and director notified of high-risk breaches.
07. Subject Access Requests responded to within the statutory timeframe.	Good	Targeting compliance rate of 90% SARs completed within statutory timeframe.	Quarterly report of progress towards 90% within statutory timeframe to both Strategy & Resources Committee and Joint IM Board. Six monthly report to CLT.
8. FOI responses issued within the statutory timeframe.	Good	Targeting compliance rate of 90% FOIs completed within statutory timeframe.	Quarterly report of progress towards 90% within statutory timeframe to both Strategy & Resources Committee and Joint IM Board. Six monthly report to CLT.

Action Plans	Assurance	Responsibility	Target Date
Awareness and communications regular updates via Cambweb, DMTs and conversations to keep awareness levels up	Visibility on Cambweb	Ben Stevenson	31/03/2024
Completion of NHS DSP Toolkit Ensures areas of compliance considered and how met for Public Health and Adult	Publication of toolkit and any audits	Ben Stevenson	31/12/2023
Implement learning from incidents Ensure that processes are reviewed and trends analysed	Lack of repeat incidents in service areas where processes are reviewed and changed	Ben Stevenson	31/03/2024
Mandatory training Training to be delivered annually to all staff, relevant to services and councils	BI reports to identify non completers Raised with directors and CLT to ensure completion Annual training	Ben Stevenson	31/12/2023
Review of IG policies Annual review of policies and updating to ensure best practice shared	Published policies approved by IM board	Ben Stevenson	30/10/2023

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		10. Failure of key contracts.								
Likelihood	5									
	4									
	3			T	X	RA				
	2									
	1									
		1	2	3	4	5				
		Risk Owners	Michael Hudson			Current Score	12	Last Review	29/09/2023	
						Target Score	9	Next Review	28/12/2023	
						Previous Score	12			
		Triggers			Likelihood Factors (Vulnerability)			Potential Consequences		
		<p>01. Different partnership arrangements and/or contracts have conflicting aims or priorities.</p> <p>02. Large scale handback / collapse of major suppliers for economic/profitability reasons</p> <p>03. Supply chain failure and/or significant cost increases in supply chain or CPI.</p> <p>04. The Council fails to identify key/business-critical contracts.</p> <p>05. Lack of robust, formally agreed contract documents to set deliverables, performance and governance arrangements for all key contracts.</p> <p>06. Failure to compliantly procure key contracts leads to legal challenge.</p> <p>07. Contracts lack clear corporate owners; or contract owners have a conflict of interest between their CCC role and external interests.</p> <p>08. Contracts fail to drive desired deliverables/outcomes through appropriate penalties/rewards.</p> <p>09. Lack of in-house contract management expertise.</p> <p>10. Third party fraud committed by or against suppliers and/or internal fraud or corruption in collusion with suppliers.</p> <p>11. Relationship breakdown with key contractors, potentially leading to a legal dispute.</p> <p>12. Heavy reliance on single suppliers leading to lack of a diversified supply chain.</p> <p>13. Policy or leadership changes in central government.</p>			<p>01. Uncertainty and major change programmes underway within the Council.</p> <p>02. Significant economic and inflationary volatility.</p> <p>03. Industrial Emissions Directive and the Best Available Techniques conclusions (BATc).</p> <p>04. Capacity and experience to deliver robust contract and supplier relationship management for key contracts.</p> <p>05. Understanding of market conditions for the specific markets in which the key contracts sit.</p>			<p>01. Financial impact of credit loss or default on monies owed.</p> <p>02. Revenue impact of increased costs or reduced income returns.</p> <p>03. Interruption to outcomes and service delivery.</p> <p>04. Construction quality and health & safety matters.</p> <p>05. Reputational damage.</p> <p>06. Failure to fulfil statutory duties.</p>		
		Consequence								

Controls	Adequacy	Critical Success	Assurance
01. Contract Procedure Rules and associated guidance and training.	Good		
02. Contracts Register.	Good		
03. Procurement Governance Board.	Reasonable		

04. Business Continuity Planning processes.	Poor		
05. Head of Diligence & Best Value role.	Reasonable		
06. Corporate due diligence processes.	Good		
07. Declarations of Interest processes within the Codes of Conduct for officers and members	Reasonable		
08. Corporate process for identifying key partnerships and contracts.	Reasonable		
09. Budget monitoring and forecasting processes.	Good		
10. Contract Management Toolkit in place. Contract management training is delivered to key contract managers via the Government Commercial Function.	Good		

Action Plans	Assurance	Responsibility	Target Date
01. Business Continuity strengthened	This should be carried out by all service managers with support and constructive challenge from Procurement & commercial and Emergency Planning.	Stewart Thomas	31/12/2023
02. Develop clear definition of the term 'key contract' with reference to the contract risk assessments already under wa		Clare Ellis	31/12/2023
03. Implement additional support for key contracts including from a business continuity perspective.		Clare Ellis	31/03/2024
04. Implement the new Sustainable Procurement Strategy		Clare Ellis	31/12/2024
05. Undertake regular Contract Register reviews to ensure that new 'key contracts' are captured by the process above.		Clare Ellis	31/03/2025

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		11. Failure of collaborative working.							
Likelihood	5						Risk Owners Sue Grace	Current Score 12 Target Score 12 Previous Score 12	Last Review 28/09/2023 Next Review 28/12/2023
	4			T					
	3				X	RA			
	2						Triggers 01. Different partnership arrangements have conflicting aims or priorities. 02. The Council fails to identify and manage key/business critical partnerships. 03. Lack of robust, formally agreed partnership agreements or equivalent to set scope, deliverables and governance arrangements for all key partnerships. 04. Partnerships lack clear corporate owners; or partnership owners have a conflict of interest between their CCC role and external interests. 05. Partnership agreements fail to drive desired deliverables/outcomes. 06. Relationship breakdown with key partners, potentially leading to a legal dispute. 07. Policy or leadership changes in central government or local partnership organisations. 08. Lack of transparency regarding the operation of key partnerships.	Likelihood Factors (Vulnerability) 1. Uncertainty and major change programmes underway within CCC and partner organisations. 2. Restricted budgets across sector, coupled with significant economic and inflationary volatility. 3. Current negotiations regarding LD pooled budgets.	Potential Consequences 01. Financial impact of partnership failure particularly where budgets are pooled. 02. Revenue impact of increased costs or reduced income returns. 03. Interruption to outcomes and service delivery. 04. Reputational damage. 05. Failure to fulfil statutory duties.
	1								
		1	2	3	4	5			
Consequence									

Controls	Adequacy	Critical Success	Assurance
01. Partnerships Advice & Guidance Document.	Poor	Clear guidance is available to Council officers and members on operating effectively in partnerships.	The Council's Partnerships Governance Advice & Guidance document is currently under full review (see Action Plan).
02. Grants to Voluntary Organisations Policy.	Good	Officers have clear guidance on how to manage award of grant monies effectively, to ensure that grants achieve best value and are awarded to partners who are able to deliver the agreed objectives.	Grants Policy is due for Internal Audit compliance review in 2023/24 (see Action Plan).
03. Appointments to Outside Bodies Process	Good	Officers and Members have guidance on the law around serving on external bodies, and Democratic Services maintain a record of Member appointments to outside bodies.	Democratic Services produce an Annual Report on Member Representation on Outside Bodies.
04. Council's Strategic Framework	Good	Clear statement of our Vision and Ambitions as a basis for our collaborative working.	Strategic Framework as approved at full Council in February 2023 as part of the budget setting process
05. Regular liaison with key partners ICS, CPCA, District & City Council, CAPALC (Cambs & Peterbr' Association of Local Councils), CPSB (Cambs & Peterbr' Strategic Board).	Good	Partners are clear about where they can work together for the benefits of the communities of Cambridgeshire	CLT regular review of strategic partnership activity and how this contributes to the Council's ambitions.

Action Plans	Assurance	Responsibility	Target Date
01. Review and update Partnerships Advice & Guidance document linking in to the Appointments to Outside Bodies Process.	Document review has started and is in progress, will include Democratic Services and other key stakeholders. Review and update of document to be completed before end of 2023, with final sign off in January 2024.	Sue Grace	31/01/2024
02. Conduct a fact-finding exercise to review our key partnerships, engagements and collaborative work.	Plan agreed for fact-finding, strategic partnerships are starting to be identified and initial work started. Fact-finding to be carried out over October-December 2023, will be informed by direct engagement with services as well as by risk and dependencies information in service plans coming out of Business Planning.	Sue Grace	31/01/2024
03. Identify opportunities for collaborative working around shared ambitions with our key partners	This is ongoing with several key partners already well engaged. Recruitment to the project manager post for Decentralisation/Closer to Communities pilots is complete. This will aid in identifying more opportunities.	Sue Grace	31/01/2024

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Risk		12. Climate Change					Risk Owners	Current Score	Last Review
Likelihood	5						Frank Jordan	16	05/10/2023
	4				X			Target Score 12	Next Review 27/12/2023
	3				T	RA	Triggers	Previous Score 16	
	2						<p>Triggers</p> <ol style="list-style-type: none"> Carbon reductions are not realised across the Council and Cambridgeshire. Internal skills, knowledge and resources not available to address the issue Partnerships not effectively managed. Government climate and environmental regulation and strategy amended. Availability of funding . Projects to deliver carbon reductions and/or biodiversity enhancement not delivered Carbon reduction and biodiversity enhancement is not appropriately embedded into the organisation's service delivery mechanisms. Supply chain insufficiently developed to deliver low carbon solutions and/or biodiversity enhancements at pace, scale and price to deliver the CCES in Cambridgeshire. Behavioural change required in communities and/or workforce is not realised. Insufficient awareness from staff and Members of key policies and procedures. 	<p>Likelihood Factors (Vulnerability)</p> <ol style="list-style-type: none"> Increased demand on services reduces capacity to deliver the strategy. Need to balance competing priorities. Revised legislation/regulation. Supply chain weaknesses – increases costs and risks for the Council. Global competition for resources drives significant macro-economic changes to markets e.g. Ukraine war, Covid. New technologies and innovations are complex to implement in current economic environment. Inflationary pressures. Changes to government funding regimes and/or approaches. 	<p>Potential Consequences</p> <ol style="list-style-type: none"> Failure to deliver statutory duties and legislative requirements. Significant political and reputational damage to the Council for not acting on the climate emergency that has been declared. Significant longer-term risks and costs to health, society, economic and financial position of the County and the Council if mitigation and adaptation measures are not effective. Resilience of services at risk due to climate impacts impeding Officers and/or service users delivering or accessing services. Legal challenge on the Council's failure to deliver the Council's targets.
	1								
		1	2	3	4	5			
Consequence									

Controls	Adequacy	Critical Success	Assurance
01. Council policy on the CCES and action plan in place to guide decarbonisation and nature recovery priorities	Good	CCES approved and first mobilisation plan in place.	Annual review of action plan and CCES targets.
02. Implementation of the Phase 1 Net Zero Enabling Programme to improve knowledge, skills, governance and resource capacity.	Good	Governance established feeding directly into Corporate Leadership Team (CLT). Recruitment underway to increase capacity. Phase 2 and Phase 3 mobilisation programmes developed	Decarbonisation plans in place for high carbon emitting areas. Improved data integration for dynamic reporting on annual carbon budgets.
03. Performance management - Annual Carbon Footprint Report and monitoring of progress against CCES targets.	Reasonable	Baseline assessments in place for carbon and biodiversity. Forecast annual carbon budget.	Annual carbon footprint published. Trajectory to Net Zero by 2030 reviewed.
04. Quarterly reporting to CLT on progress with the CCES by the Executive Director Place & Sustainability.	Reasonable	Reporting template agreed and started from October 2022.	Quarterly reports on CLT forward agenda.
05. Delivery and Programme Management of the CPCA Climate Change Action Plan.	Reasonable	CCC puts in place a delivery programme to support the CPCA. CPCA puts resources in place to deliver the action plan.	Reporting to the CPCA Climate Working group and the Independent Commission for Climate.

06. Continued involvement in various strategic partnerships/collaborative spaces to feedback information and establish collaborative working approaches e.g. Local Climate Change Officers Group, UK100, ADEPT, UKPN Innovation Teams, Biodiversity Officers group, Fenland SOIL.	Reasonable	Sharing best practice for policy and delivery improvements.	Reporting via the Climate Change and Environment Board.
07. Climate and Environment Training Programme to all staff, consisting of e-learning module(s) and Carbon Literacy Training for all senior staff and Members.	Good	20 Members and 50 Officers trained, including majority of CLT.	Achieving equivalent of Gold CLT standard. All Senior Managers to P4 to attend training. Aspire towards 80% of Members trained.
08. Maintaining a watching brief on governmental policy, legislative and funding positions to enable pro-active responses to emerging changes	Good	Increase external funding success for decarbonisation projects	£1.2m of external funding to deliver CCES
09. Corporate Performance Outcome agreed to cover Climate Change and Sustainability.	Good	All staff will have a corporate outcome regarding Climate Change and Sustainability included in their outcomes and impacts targets as part of the corporate Our Conversations process.	Services, teams and individual staff consistently work towards achieving the Council's Climate Change strategy and aims.

Action Plans	Assurance	Responsibility	Target Date
01. Annual review of action plan and CCES targets.	CCES Action Plan - Risk Approach	Sheryl French	31/10/2023
02. Delivery of the Enabling Net Zero Phase 1 programme of work.	Programme monitoring via the Programme Board.	Sheryl French	31/12/2023
03. Delivery of CPCA Action Plan areas led by CCC.	Quarterly progress reports to the CPCA Officer Board and Member Board.	Maggie Pratt	31/12/2023
04. Integration of climate and environment into procurement strategy and frameworks e.g. Climate Change Charter, implementation of the Social Value toolkit, training and support for commissioning officers.	The Climate Charter is live and being used for all procurements valued over £100,000. The Council's Sustainable Procurement Strategy was agreed in February 23 and is starting to be delivered. Social value is considered in all procurements valued over £100,000. Further work is being done on considering how to reduce carbon in existing contracts.	Clare Ellis	31/12/2023
05. Corporate Asset Management Strategy Incorporation (and delivery) of carbon reduction and biodiversity improvements into CCC management approaches and to use CCC assets to drive net zero system change. This is carried out as the norm in all project work irrespective of the formal Corporate Property Strategy being in place.	The updated Asset Management Strategy and Corporate Landlord approach (when this is completed and delivered).	Chris Ramsbottom	30/06/2024
06. Climate / environment integrated into CCC operations and systems including Carbon Valuation; Net Zero by Design; Triple bottom Line.	Monitoring of Capital Programme Board papers to ensure papers include carbon valuation. Signing off significant implications on all committee papers that are Key Decisions	Emily Bolton Sarah Wilkinson	31/12/2023

07. KPIs including the Council's Net Zero targets of 2030 & 2045 and carbon budget reporting when agreed and in place.	Quarterly reporting to Committee on Net Zero targets as part of the Council's performance framework.	Rachel Hallam	31/12/2023
08. Engagement and awareness campaign To deliver behavioural change and empower individuals, communities and businesses to act independently of the Council: a) internal and b) external.	Annual comms service and campaigns plan (and reports back to the Net Zero Board) signed off by CLT and Chairs & Vice Chairs and monitored quarterly.	Christine Birchall	31/12/2023
09. On-going market development/ skills/Cleantech.	Via the CPCA Climate Action plan and its wider skills work via the Greater South East Net Zero Hub.	Sheryl French	31/12/2023
10. Annual Carbon footprinting – New data to fill known data provision gaps	Annual publication of the Council's carbon and area footprints for publication on the Council's website.	Rachel Hallam Sarah Wilkinson	31/12/2023
11. Funding & financing for Net Zero 2030	Via Workstream 3 of the Climate Change and Environment Programme. Linked to the business planning process and balancing of funding against other priorities.	Sheryl French Stephen Howarth	31/12/2023
12. Funding and Financing Framework for 2045.	Via Workstream 3 of the Climate Change and Environment Programme. Subject to CANFFUND bid, results in November 2023	Sheryl French Stephen Howarth	31/12/2024
13. On-going closer collaboration with Govt departments to share Net Zero successes, projects and programmes to inform government policy.	Working with the government on task and finish groups. Collaborating through membership organisations e.g. ADEPT to inform policy.	Sheryl French	31/12/2024

Risk Path: Cambridgeshire County Council CRR/Cambridgeshire County Council

Risk Category:

Linked Objective(s):

Corporate Performance Report – Quarter 1 2023-24

To:	Strategy, Resources and Performance Committee
Meeting Date:	31st October 2023
From:	Executive Director for Strategy and Partnerships Executive Director for Finance and Resources
Electoral division(s):	All
Key decision:	No
Forward Plan ref:	Not Applicable
Outcome:	To provide the Committee with a performance monitoring information update.
Recommendation:	The Committee is recommended to: a) Note on performance information and act, as necessary. b) Note and comment on the transfer of some Key Performance Indicators from the Strategy, Resources and Performance to Assets and Procurement Committee.

Officer contact:

Name: Richard Springbett
Post: Governance and Performance Manager, Strategy and Partnerships
Email: Richard.Springbett@cambridgeshire.gov.uk

1. Background

- 1.1 Following the Council adopting a new Strategic Framework and Performance Management Framework in February 2022. This new Performance Management Framework confirmed that Policy and Service Committees should:
- Set outcomes and strategy in the areas they oversee.
 - Select and approve addition and removal of Key Performance Indicators (KPIs) for the committee performance report.
 - Track progress quarterly.
 - Consider whether performance is at an acceptable level.
 - Seek to understand the reasons behind the level of performance.
 - Identify remedial action.
- 1.2 This report, delivered quarterly, continues to support the Committee with its performance management role. It provides an update on the status of the selected Key Performance Indicators (KPIs) which track the performance of the services the Committee oversees.
- 1.3 The applicable indicators for this committee can be found in Appendix 1, which contain the following information on:
- Current and previous performance and the projected linear trend.
 - Current and previous targets. Note, not all indicators have targets. This may be because they are being developed or the indicator is being monitored for context.
 - Red / Amber / Green / Blue (RAGB) status.
 - Direction for improvement. This will show whether an increase or decrease is good.
 - Change in performance. This shows whether performance is improving (up) or deteriorating (down).
 - The performance of our statistical neighbours. This is only available, and therefore included, where there is a standard national definition of indicator.
 - Indicator description.
 - Commentary on the indicator.
- 1.4 The following RAGB statuses are being used:
- Red – current performance is 10% or more from target.
 - Amber – current performance is off target by less than 10%.
 - Green – current performance is on target or better by up to 5%.
 - Blue – current performance is better than target by 5% or more.
 - Baseline – indicates performance is currently being tracked in order to inform the target setting process.
 - Contextual – these measures track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target.
 - In Development - measure has been agreed, but data collection and target setting are in development.

2. Main Issues

2.1 Current performance of indicators monitored by the Committee is as follows:

Status	Number of KPIs	Percentage of KPIs*
Red	2	11%
Amber	5	28%
Green	4	22%
Blue	5	28%
Baseline	2	11%
Contextual	-	0%
In Development	-	0%
Suspended	-	0%

**Figures may not add to 100 due to rounding.*

2.2 Commentary on selected blue/green indicators is as follows:

2.2.1 Indicator 205: Amount of Social Value achieved.

During the first quarter of 2023/24, £293,000 has been committed by suppliers with just over £7,000 delivered against the Social Value target of £5,000 per quarter. Delivery is monitored and checked by both the relevant contract managers and the Social Value Portal working on behalf of the Council.

2.2.2 Indicator 217: Website Quality Assurance Score

The quality assurance score has increased slightly from 97% to 98%. The score is 12% above the target score. The target score itself continues to increase and is now at 86%. The Web Team continues to produce high quality content and are fixing any broken links in a short time period.

2.3 Commentary on red indicators is as follows:

2.3.1 Indicator 169: % of contract waivers submitted less than 5 days before their proposed start date.

Performance has declined again in this quarter, with 18%, or 7 of the late waivers being connected to contracts starting at the beginning of the financial year. It should be noted that whilst the figure for this quarter is still too high, it is a reduction from 3 of the previous 4 quarters from the last financial year.

The 'Community Pharmacies Waiver' for £112k was approved, given that it was a unique service in providing easy access to communities who are at high risk of poor health or have health needs.

The urgent works to Haviland Childrens Home necessitating a waiver for £140k was approved, given this was a case involving a Statutory Service where it was necessary to act urgently due to an unforeseen emergency which involved immediate risk of injury or

damage or to prevent serious disruption to services.

The urgent building compliance works waiver stated for £133k was rejected by the Section 151 Officer, this was because there was not enough detail and justification as to reasoning for the works required.

In order to seek improved compliance within the £25k and £100k waiver approval, The Head of Procurement and Commercial has contacted all Executive Directors to remind them about the need for compliance with our own Contract Procedure Rules and with Public Contract Regulations (2015) if the waiver is required.

The Head of Procurement and Commercial is also engaging with Directorate Management Teams along with the Service Director: Legal and Governance to ensure enhanced understanding of the requirement to compliance with the Authority's Standing Orders, including the scheme of financial delegation and contract procedure rules.

Individual managers responsible for contracts are reminded to prepare ahead for any contracts that are due to expire at the end of the financial year. The Council's business planning process now includes an overview of contracts owned by each service and it is expected that this will further strengthen forward planning and compliance going forwards.

Contract management training at a foundation level has been made available to all contract managers and, so far, 10 contract managers have taken up the offer of free advanced training provided by the Government Commercial College, which started in October, with a further 8 places secured. Without securing the free places, this would create a cost to the Council £117,000.

2.3.2 Indicator 212: Number of staff who have completed Introduction to First Aid

Staff continue to complete the courses and within the first quarter of 2023 - 2024 there have been 655 completions. The Health and Safety team will continue to promote the course via the Corporate Leadership Team and the Directorate Health and Safety Meetings to ensure that the target of 3,000 by the end of the financial year is met.

2.3.3 With the formation of the new Assets and Procurement Committee, the following KPIs are proposed to be removed from being reported on at Strategy, Resources and Performance and to be reported on through Assets and Procurement Committee:

Indicator Reference	Indicator Title
Indicator 169	% of contract waivers submitted less than 5 days before their proposed start date
Indicator 171	Rent per acre obtained from the agricultural estate
Indicator 205	Amount of Social Value achieved
Indicator 206	Percentage of annual spend on purchased goods or services that is with suppliers that are based local

3. Joint Agreement Action Plan Progress

3.1 The table below reports progress for the Joint Agreement Open Actions that have been transferred to Strategy, Resources and Performance oversight

Ref	Action	Milestone	Lead Officer(s)	Success criteria	Baseline position May 2021	Achieved	Update / comments by lead officer
F.9	New Project Management Framework and Strategic Programme Management Office (SPMO)	Nov '21 Complete Revised to May 2023 to align with restructure of the current Policy, Design and Delivery service	Executive Director of Strategy and Partnerships	SPMO established	No SPMO in place	In progress	Project Management Framework has been agreed and is being applied to activity. Our change and transformation projects have been migrated to 'Project Online' (a Microsoft tool). The restructure of the Strategic Programme Management Office, as part of the new Policy, Insight and Performance service is now implemented. All corporate performance work has transferred to the new team and reporting against corporate programmes and projects is in development.

4. Alignment with ambitions

4.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes.

There are no significant implications for this ambition.

4.2 Travel across the county is safer and more environmentally sustainable.

There are no significant implications for this ambition.

4.3 Health inequalities are reduced.

There are no significant implications for this ambition.

- 4.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs

There are no significant implications for this ambition.

- 4.5 Helping people out of poverty and income inequality.

There are no significant implications for this ambition.

- 4.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised.

The indicators proposed here provide an overview of performance in key priority areas, to enable appropriate oversight and management of performance.

- 4.7 Children and young people have opportunities to thrive.

There are no significant implications for this ambition.

5. Source documents

- 5.1 Source documents

Appendix 1 Strategy Resources and Performance Q1 23-24

Produced on:

01 August 2023



Performance Report

Quarter 1

2023/24 financial year

Strategy, Resources and Performance Committee

Strategy and Partnerships Directorate
Cambridgeshire County Council
governanceandperformance@cambridgeshire.gov.uk

Key



Data Item	Explanation
Target / Pro Rata Target	The target that has been set for the indicator, relevant for the reporting period
Current Month / Current Period	The latest performance figure relevant to the reporting period
Previous Month / previous period	The previously reported performance figure
Direction for Improvement	Indicates whether 'good' performance is a higher or a lower figure
Change in Performance	Indicates whether performance is 'improving' or 'declining' by comparing the latest performance figure with that of the previous reporting period
Statistical Neighbours Mean	Provided as a point of comparison, based on the most recently available data from identified statistical neighbours.
England Mean	Provided as a point of comparison, based on the most recent nationally available data
RAG Rating	<ul style="list-style-type: none"> • Red – current performance is off target by more than 10% • Amber – current performance is off target by 10% or less • Green – current performance is on target by up to 5% over target • Blue – current performance exceeds target by more than 5% • Baseline – indicates performance is currently being tracked in order to inform the target setting process • Contextual – these measures track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target. • In Development - measure has been agreed, but data collection and target setting are in development
Indicator Description	Provides an overview of how a measure is calculated. Where possible, this is based on a nationally agreed definition to assist benchmarking with statistically comparable authorities
Commentary	Provides a narrative to explain the changes in performance within the reporting period
Actions	Actions undertaken to address under-performance. Populated for 'red' indicators only
Useful Links	Provides links to relevant documentation, such as nationally available data and definitions

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
20.0%	↓	50.0%	31.5%	Declining

RAG Rating

Red

Indicator Description

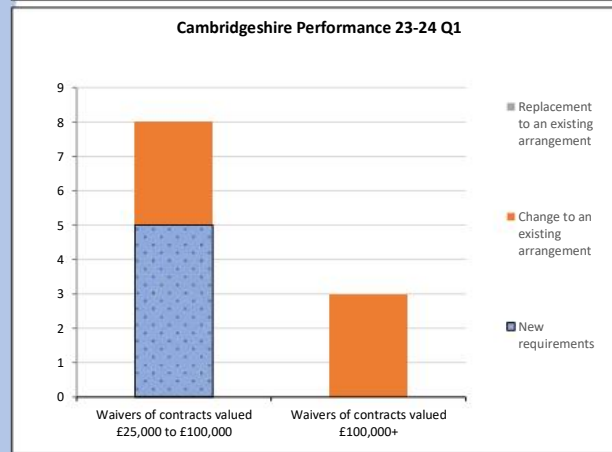
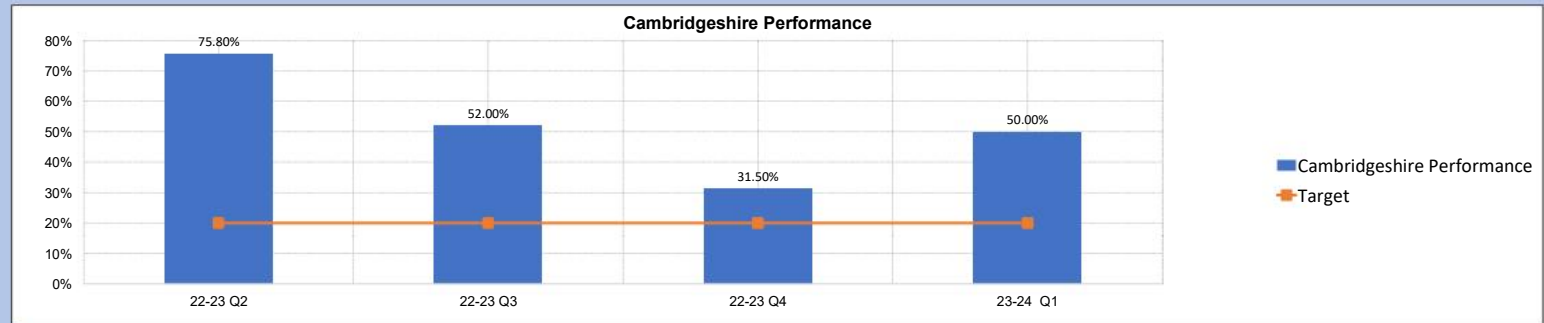
Public Contract Regulations (2015) require all contracts valued over £25,000 to be advertised and to follow a competitive process. External audit findings mean that there is a cross Council drive to promote and enable effective and compliant procurement practice.

The Council's Contract Procedure Rules allow for exceptions/waivers to be applied for in specific circumstances where the contract is valued either below the relevant UK Procurement Threshold or below the Key Decision Threshold of £500,000. Waiver requests are submitted via the Council's online system and approval needs to be obtained from various officers dependent on the value of the waiver. There are occasions where, by their very nature, waivers will be requested within a short timescales to the contract start date – for examples in cases of emergency or extreme urgency. However, it is important that apart from these circumstances, waiver submission leave enough time for a procurement should a waiver request be denied.

Tracking this indicator allows the Council to identify the number, type and value of waivers being submitted in such a way as to prevent non-compliant procurement practice and to enable us to develop communications, training and other initiatives to reduce this risk to the Council.

The KPI takes the date the waiver was submitted and the date the contract is due to start and calculates the time difference between the two dates. It is designed to provide an understanding of whether waivers are submitted in sufficient time to allow for alternative action should the waiver request be denied.

The target of 20% takes into account that valid reasons for waivers include emergencies and urgent situations whilst also anticipating that the majority of waivers should be applied for sufficiently early in the procurement planning process to allow for alternative courses of action.



Detail of waivers of contracts for new requirements valued £100,000+

Supplier	Contract Detail	Contract Value
Cambridgeshire Community Pharmacies	Community pharmacy provision	£112,543
React2It Buildings Services	Urgent works to Haviland Children's Home	£140,000
React2It Buildings Services	Urgent building compliance works	£133,170

Commentary

Performance has declined again in this quarter, with 18%, or 7 of the late waivers being connected to contracts starting at the beginning of the financial year. It should be noted that whilst the figure for this quarter is still too high, it is a reduction from 3 of the previous 4 quarters from the last financial year.

The 'Community Pharmacies Waiver' for £112k was approved, given that it was a unique service in providing easy access to communities who are at high risk of poor health or have health needs. The urgent works to Haviland Childrens Home necessitating a waiver for £140k was approved, given this was a case involving a Statutory Service where it was necessary to act urgently due to an unforeseen emergency which involved immediate risk of injury or damage or to prevent serious disruption to services. The urgent building compliance works waiver stated for £133k was rejected by the Section 151 Officer, this was because there was not enough detail and justification as to reasoning for the works required.

In order to seek improved compliance within the £25k and £100k waiver approval, The Head of Procurement and Commercial has contacted all Executive Directors to remind them about the need for compliance with our own Contract Procedure Rules and with Public Contract Regulations (2015) if the waiver is required.

Actions

Contract managers are reminded to prepare ahead for any contracts that end at the end of the financial year. Business planning now includes an overview of contracts held in a particular team and it is anticipated that this will help this process in future years. Contract management training at foundation level has been made available to all contract managers and 10 contract managers have taken up the offer of free advanced training provided by the Government Commercial College starting in October, with a further 8 places secured. Without securing the free places, this would have cost the Council £117,000.

Target	Current	Previous	Direction for Improvement	Change in Performance
£107	£146	£144	↑	Improving

RAG Rating

Blue

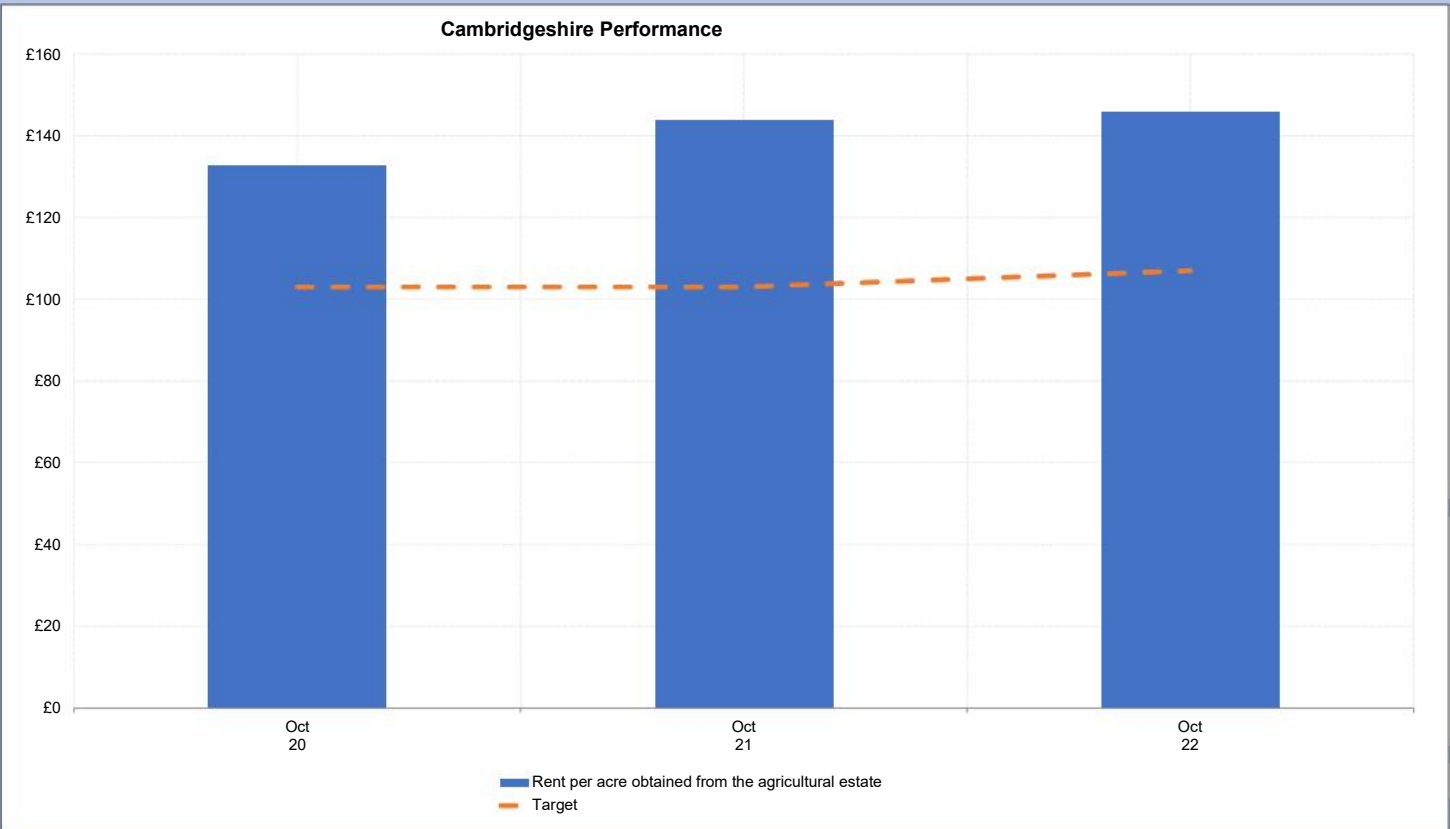
Indicator Description

Data source:
Currently the set of excel spreadsheets owned by rural estates team are used to record the rent which feeds into the budget. Defra data records set the market rent for the East of England Region. Base data is taken from enancy agreements with new rents recorded by the parties (Landlord & Tenant) on a signed and dated rent memorandum attached to the agreement and recorded on excel spreadsheets.Future development of an internal asset management data base is planned.

This KPI records annual change in rental income measured against the previous year's recorded rent. Reported as a % change on previous year for the total rural portfolio as rent (£) per acre for the agricultural tennacies. The rent per acre figure enables some comparison with regional market rents in the agricultural sector which are published annually by defra and other commentators. For a new letting Market Rent is defined by The Royal Institution of Chartered Surveyors (RICS) as 'The estimated amount for which an interest in real property should be leased on the valuation date between a willing lessor and a willing lessee on appropriate lease terms in an arm's length transaction, after proper marketing and where the parties had acted knowledgeably, prudently and without compulsion.' Rent Review (mid tenancy) of agricultural rent (per acre) is impacted by a number of complex factors - soil type, crop type, type of tenancy & external influences such as input costs and world commodity markets.

Comparator:
Market Rents (£ per hectare/acre) for the East of England reported annually by Defra in January for the previous year. Most up to date figures are for 2021.

Target:
annual rent (£ per acre)achieved tracks defra rent per acre for East of England (variance +/- 10%). Currently CCC agricultural rents are above the published East of England average in 2021 but the defra metric requires checking - ie is it bare land or for equipped holdings.



Commentary

Agricultural legislation enables review of rents every 3 years with 12 months notice required. 12 rent reviews on holdings were carried out in 2022 and Cambridgeshire County Council has increased the passing rent by an average of 12.83% in October 2022. There were fewer big increases this year as most that were lower were increased last year. Further, relets to existing tenants and new lettings (34 in total start date October 2022) have also increased the rental level, an average increase of 10% has been achieved from the new lettings. The rents achieved are good in the current climate of decreased subsidy payments and uncertainty in the industry.

Actions

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
90.0%	↑	84.0%	87.0%	Declining

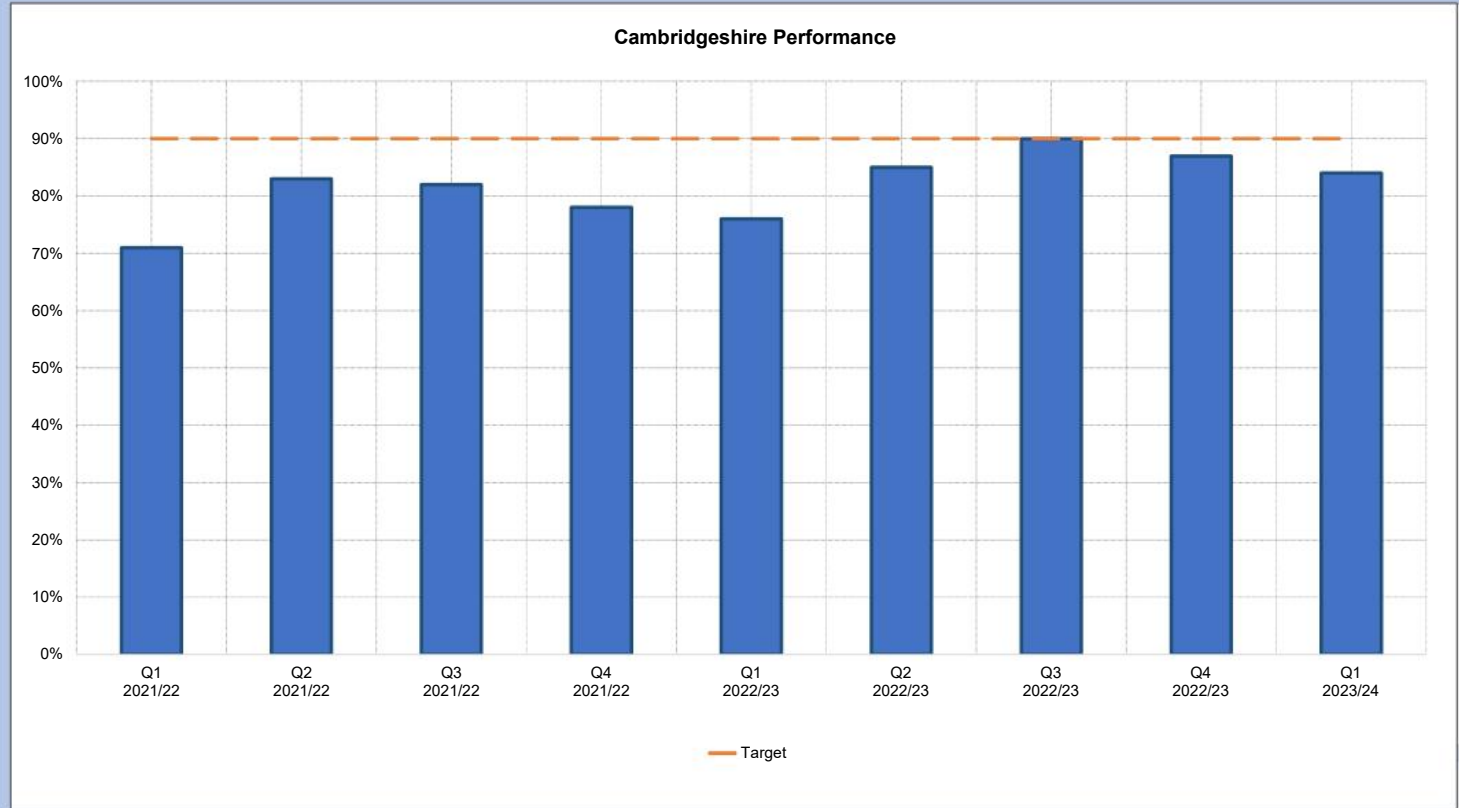
RAG Rating

Amber

Indicator Description

The percentage of FOI responses issued within statutory timescales of 20 working days as required by legislation or 40 working days if the timescale is extended to consider the public interest test.

This measurement was adjusted in December 2021 to increase the relevance of the information provided. Prior to this date, the KPI measured the percentage of FOI responses issued within three months.



Commentary

There has been continued good performance with 84% of all FOIs responded to in time despite continued higher levels of requests than received previously. The Council has maintained a similar performance when compared to that in the 2022-23 financial year. 132 FOI responses were issued in May and a further 104 in June.

Useful Links

Actions

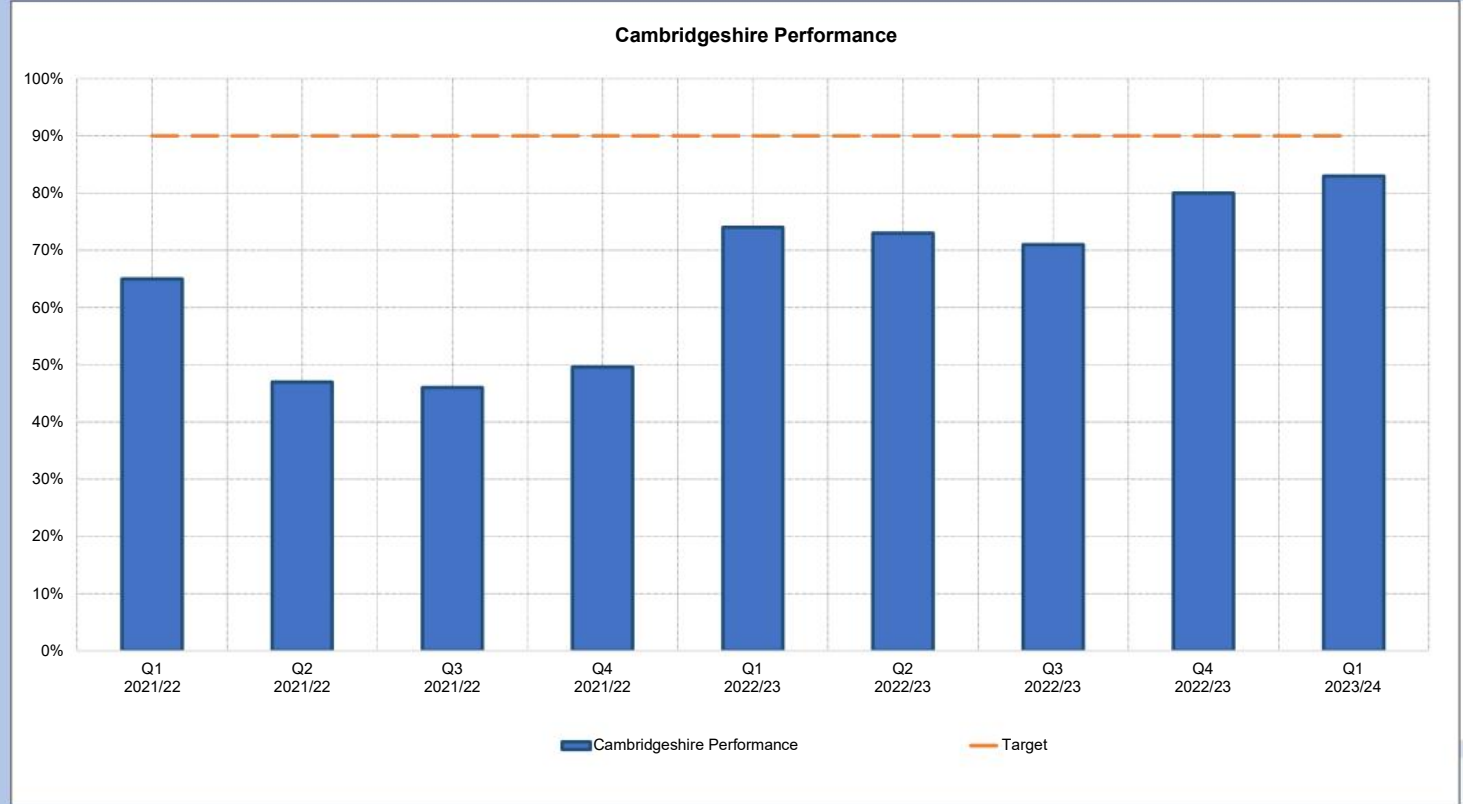
Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
90.0%	↑	83.0%	80.0%	Improving

RAG Rating

Amber

Indicator Description

Percentage of Subject Access Requests completed within statutory timescales of one calendar month or if extended to three calendar months as permitted.



Commentary

The team continue to make good progress with 83% of responses issued on time for the first quarter, showing further improvement from the last quarter of 2022-2023. We continue to make efforts to increase this response rate and maintain the good start to the year despite continued high volumes of requests received.

Useful Links

Actions

Indicator 184: Statutory returns completed on time

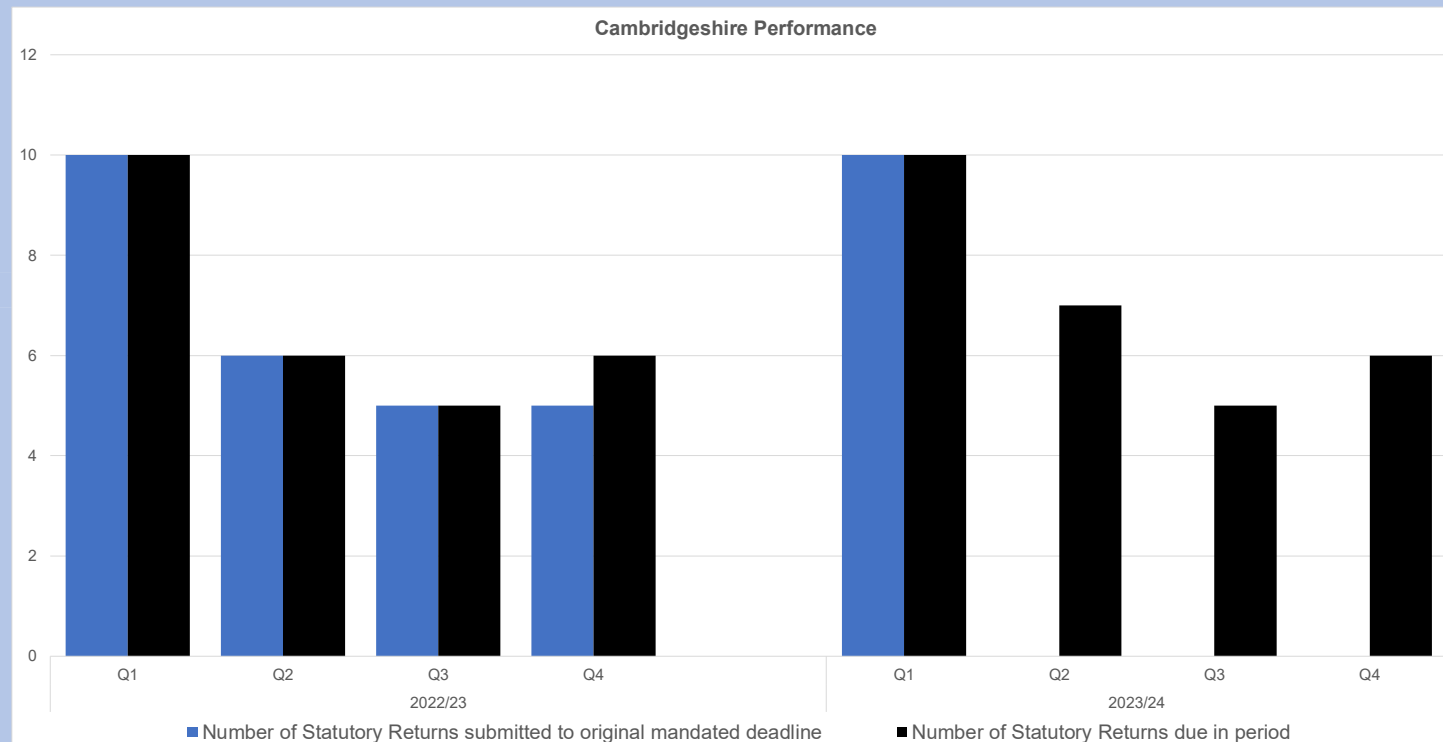
Target	Direction for Improvement	Current period	Previous period	Change in Performance
100%	↑	100%	83%	Improved

RAG Rating

Green

Indicator Description

The Council's Policy & Insight team leads on, and supports the submission of, a number of key statutory data returns to central government departments and regulatory bodies regarding Adult Social Care and Children & Young People. A list is available on request.



Commentary

5 out of 6 returns met the mandated deadline over Q4 but an extension was required for the "SEN2" return which focussed on children and young people in receipt of an Education Health and Care Plan (EHCP) provided to the Department for Education annually. This was due to the complexity involved in transitioning from an aggregated data set to a person-level return which exposed a number of data quality issues in the underlying dataset which needed to be addressed.

All mandated deadlines were met in Q1 2023/24 financial year.

Useful Links

[A list of all the datasets that local government must submit to central government.](#)

Actions

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
65.0%	↑	59.0%	n/a	n/a

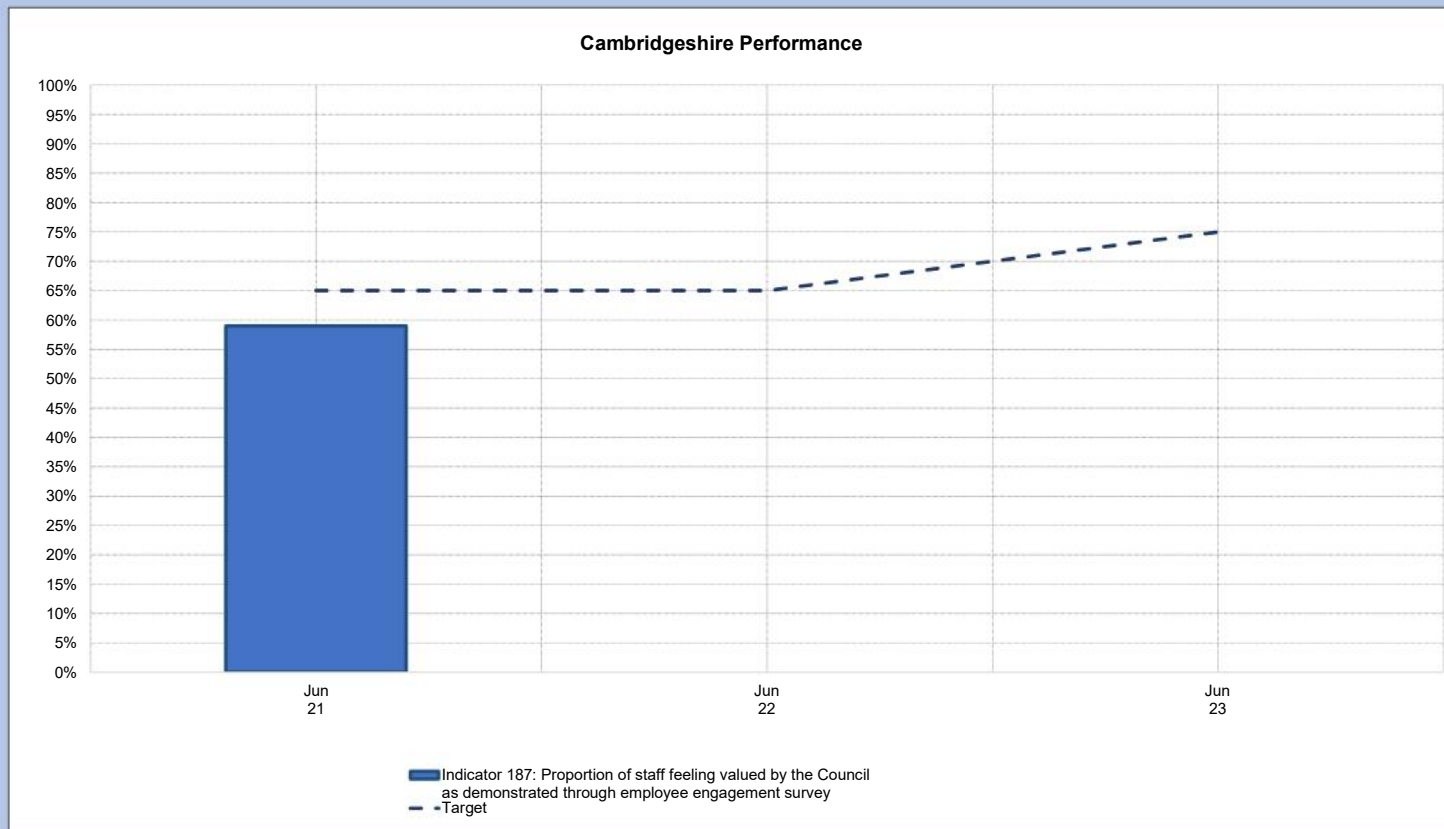
RAG Rating

Amber

Indicator Description

The number of people feeling valued by their employer was measured in June 2021 and the % of respondents who responded positively was 59%.

These targets will be re-based and re-set following the completion of the full workforce survey, independently and externally commissioned via Ipsos MORI, which is referred to in the commentary section of this indicator.



Commentary

The County Council has formally commissioned a whole workforce survey for 2023, which replaces this historic approach to measuring engagement levels. Given that this scorecard covers only the first quarter of performance for 2023/24, the results from this survey are not yet available. This is expected to be available as part of the Quarter 4 performance report, given that the fieldwork for the survey was undertaken in September 2023. The overall response rate to the survey of 54% will ensure that a statistically reliable and valid series of results will be forthcoming.

Useful Links

Actions

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
80.0%	↑	84.10%	87.39%	Declining

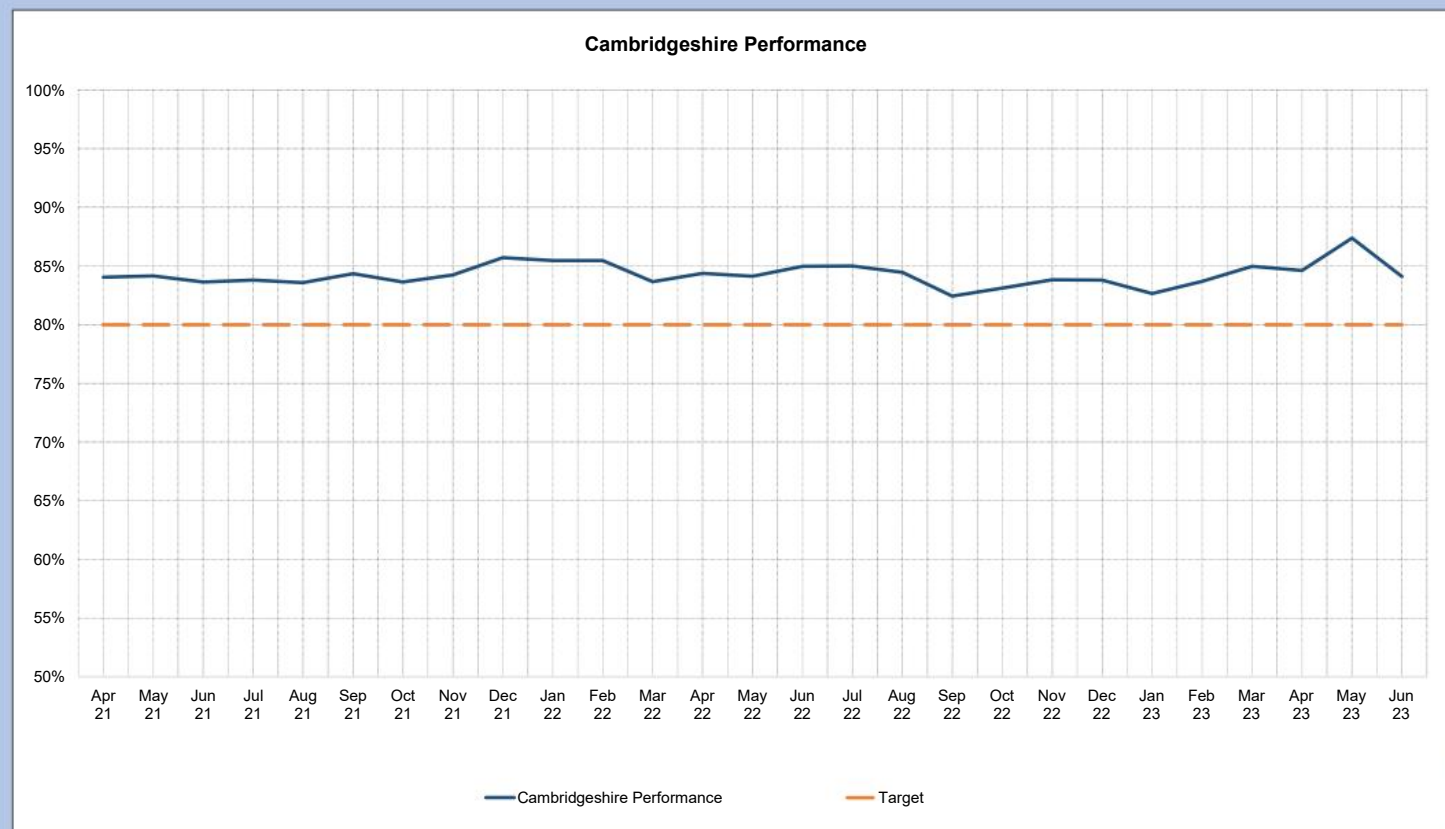
RAG Rating

Blue

Indicator Description

Percentage of customer enquiries we deal with that are marked as resolved or transferred, against total number of enquiries recorded. For us, resolved means we have dealt with a customers enquiry to a full resolution. We also class transferred calls as resolved as the request would be to speak to another member of staff, therefore the enquiry is resolved. If we are unable to resolve an enquiry and need to pass it on to a service representative to deal with this would be marked as unresolved. This measures how effectively we are able to meet the customer service standard of dealing with requests at first point of contact.

This is measured in different ways across the industry, but we feel this is the most accurate and meaningful way of measuring this to ensure we are delivering good customer service for our residents. Any unresolved contacts are reviewed to see if we can work with the service to increase our knowledge in some areas to increase the resolution rate. The target is then adjusted in line with any amendments. We envisage this target reducing in the coming years as more contacts move to digital channels and we are left with dealing with more complex enquiries. We have other internal service KPI's as well as a number of advisor KPI's which mitigates any risks of bias. Audits also take place regularly with all advisors to check accuracy of recording.



Commentary

Over the period of April to June 2023 we saw 2 months where the First Contact Resolution percentage stayed around the 84% mark whilst also experiencing a slight spike in May to over 87%.

Actions

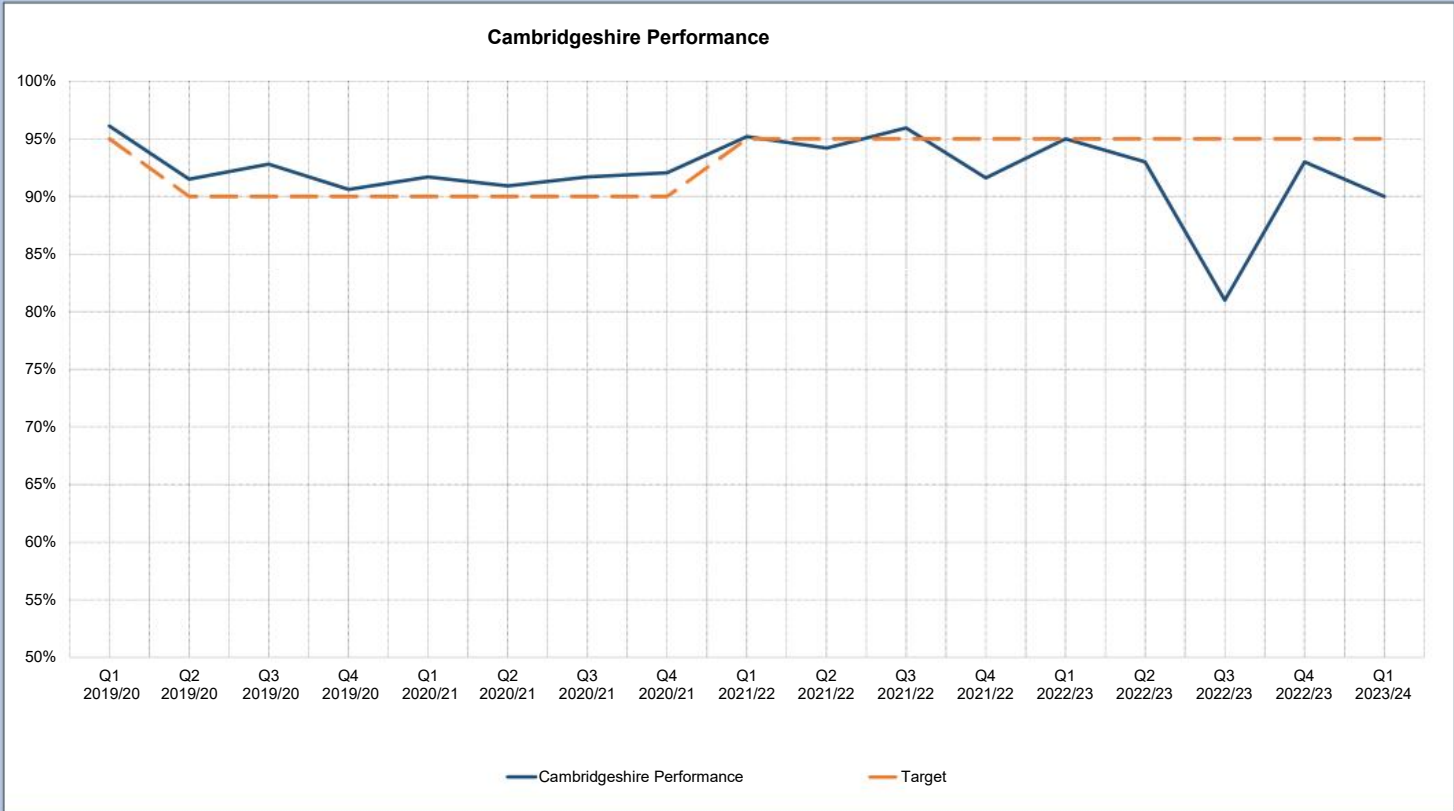
Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
95.0%	↑	90.0%	93.0%	Declining

RAG Rating

Amber

Indicator Description

For IT Support, a request is defined as a new request from a user for information, advice, a standard change or access to a service. Requests will include system access requests, changes to IT profiles and laptop applications.



Commentary

The figures are as follows:

April - 1079 out of 1233 requests met SLA = 88%

May - 1472 out of 1696 requests met SLA = 87%

June - 1398 out of 1464 requests met SLA = 95%

Q1 - 3949 out of 4393 requests met SLA = 90%

In May, we started to push contact via the Hornbill online chat service which speeds up initial response times; however, it has also resulted in a significant increase in call numbers and therefore workload.

Actions

The IT service is planning to produce more video guides to allow for greater self-service and concentrate analyst resource on the areas of greatest need. Seeking to increase staff retention so that skill levels are maintained on the Service Desk.

Indicator 204: Annual forecast of the gross income from our commercial investment as a percentage of initial investment

Return to Index

October 2023

Target	Direction for Improvement	2023-24 Forecast	Previous Quarter	Change in Performance
6.0%	↑	5.79%	5.71%	Improving

RAG Rating

Amber

Indicator Description

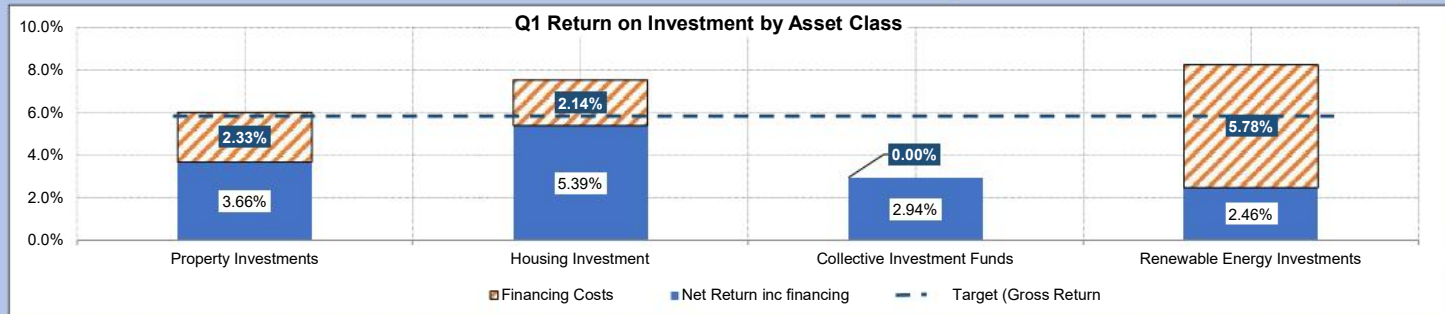
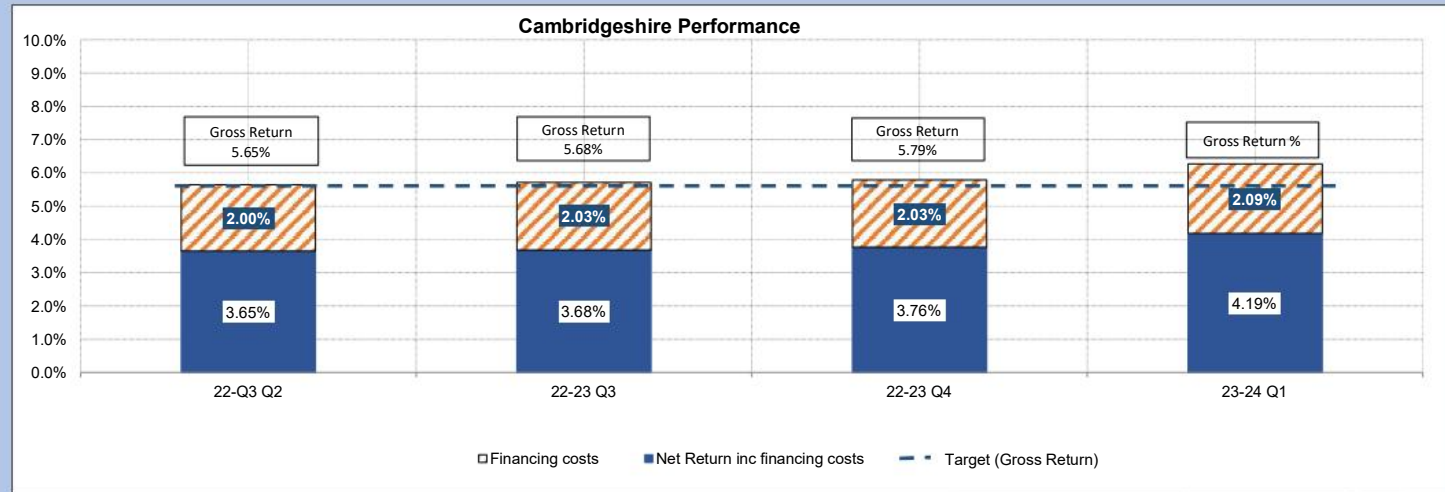
This indicator projects our expected gross income from the commercial investments that provide an income yield or interest receivable against a 6% target.

This indicator should be used to judge the performance of our commercial investment portfolio as a whole. It should not be used to predict any differences in actual income against budget. This is detailed within the Finance Monitoring Report.

The return figure includes investment that has already been made, as well as any additional investment expected within the financial year. The figures look at the full year effect, even where investments have not been held for the whole year.

The return is shown both gross (the total of the blue and orange blocks) and net (the blue blocks) of financing costs; the orange blocks therefore equate to the level of financing costs. The lower graph shows the return per asset class; different classes of asset are expected to deliver different levels of return.

This indicator reflects the income return from these assets, rather than the asset growth or total return (reflecting local government accounting regulations).



Commentary

Performance against this indicator has improved year-to-year; 2019-20: 5.4%, 2020-21: 5.5%, 2021-22: 5.8%. However, it has dropped slightly to 5.75% in 2022-23 as a result of a small decrease in interest due from loans to This Land following a scheduled repayment of one loan during 2021-22. In addition, Triangle Solar Farm has overperformed in previous years, but price changes mean it did not achieve its target. The income expected across these investments in 2023-24 is £19.1m with a net income of £12.6m after financing costs. Within this indicator, interest from This Land and the Infrastructure Fund are performing well. The solar farm is performing as per the budget at this stage in the year. Unit 13 Evolution Business park will be losing a tenant at the end of August, viewings are currently taking place. The student accommodation levels for 2022-23 academic year recovered, with new lettings being taken for 2023-24 academic year, with 85% room bookings confirmed. Letting negotiations are in progress for one of the Units at Cromwell Leisure Park, but unit 1 and 3 remain unlet. Unit 1 has been empty since the investment was made.

Actions

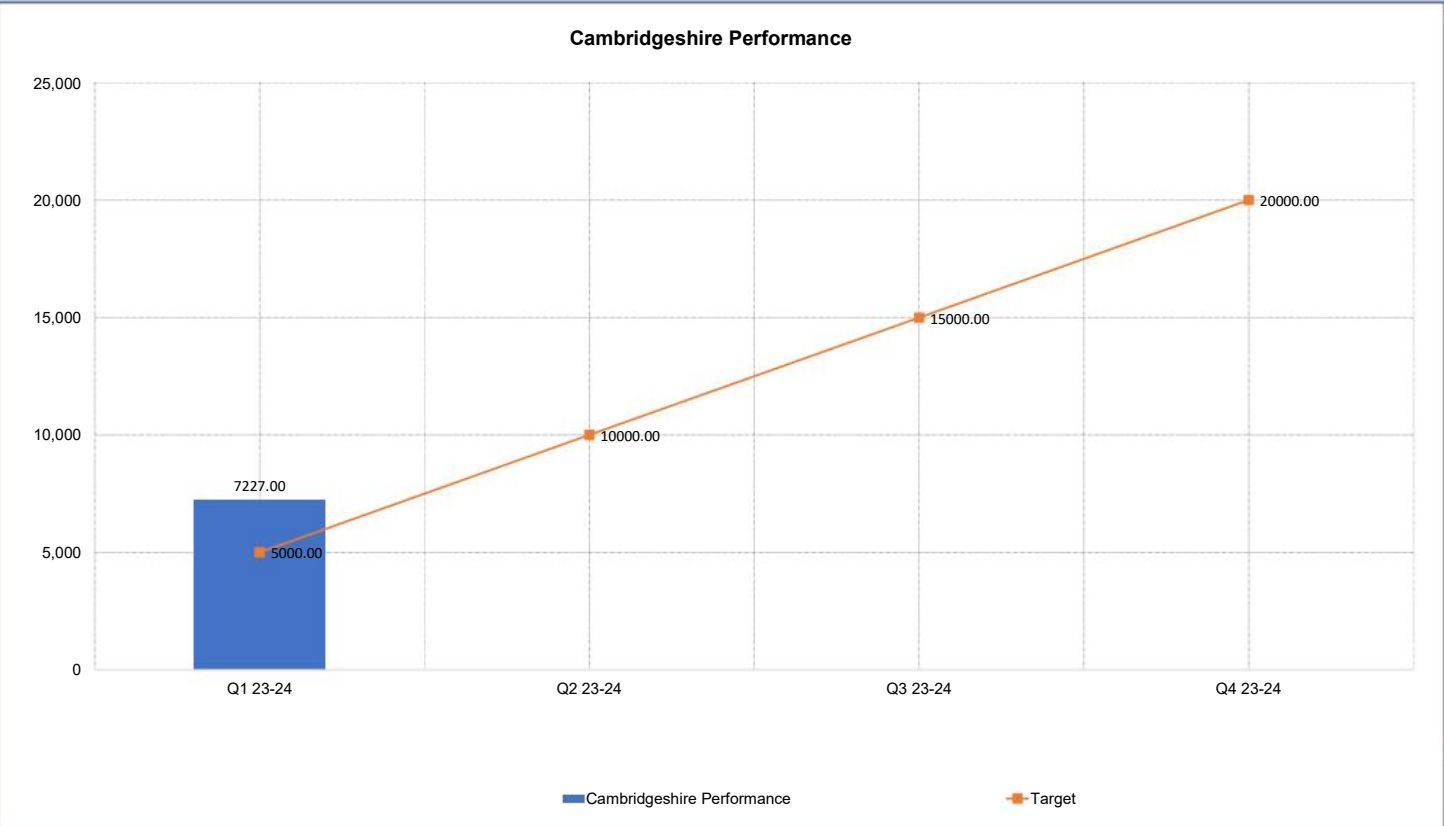
Consider relative allocation between different collective investment funds and in view of the updated CIPFA prudential code and inflation risks.
Consider outcome of new tenant negotiations at Cromwell Leisure Park.

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
£5,000	↑	£ 7,227.0	N/A	N/A

RAG Rating

Blue

Indicator Description
 Social value achieved via purchasing and contractual arrangements.
 Data will be collated via the Social Value Portal and internal mechanisms.
 Target of £20,000 to be delivered during 2023/24, with that target rising by £5,000 in each of 2024/25 and 2025/26.



Commentary
 During the first quarter of 2023/24, £293,000 has been committed by suppliers with just over £7,000 delivered against the Social Value target of £5,000 per quarter. Delivery is monitored and checked by both the relevant contract managers and the Social Value Portal working on behalf of the Council.

Useful Links
[National TOMs Framework 2019 Guidance](#)
[Social Value Portal](#)

Actions
 No actions required at this time.

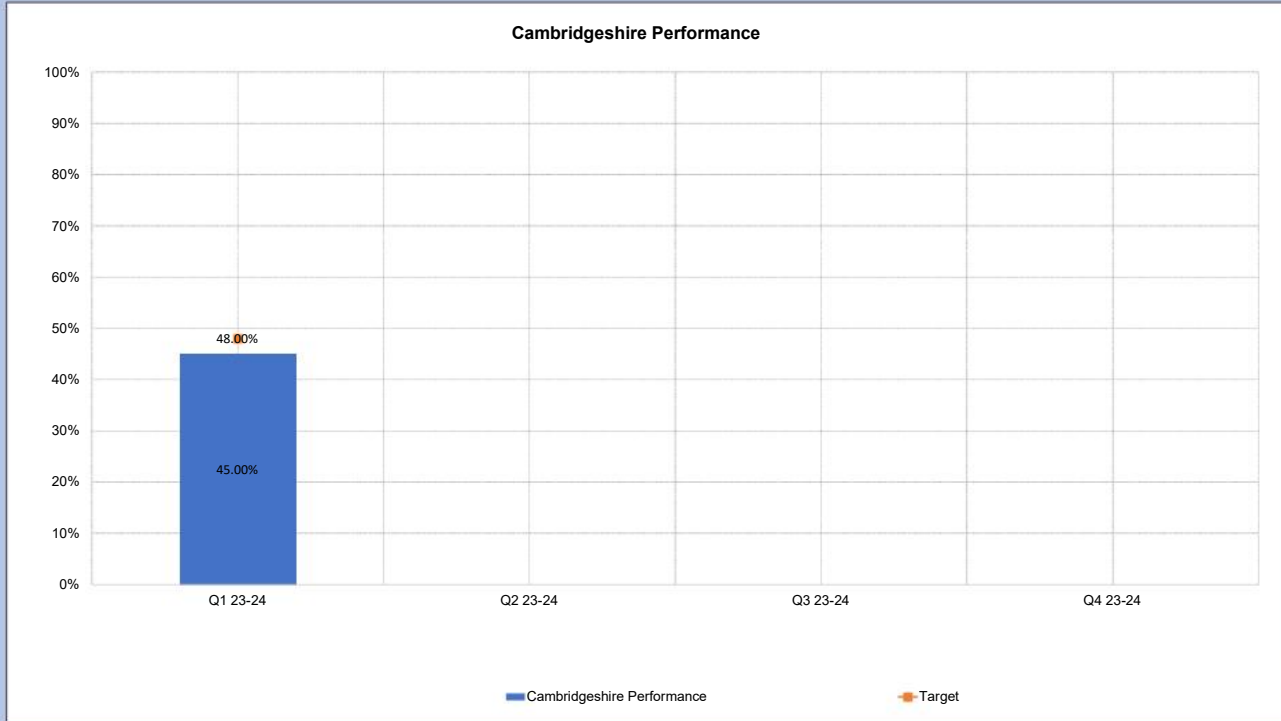
Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
48.0%	↑	45.0%	N/A	N/A

RAG Rating

Amber

Indicator Description

% of overall contract value awarded to businesses and third sector organisations in Cambridgeshire. A baseline for this has been set using 2022/23 data and this has been used to establish a target for improvement. The target of 48% was chosen as a realistic increase after analysing the last 3 years and seeing how much influence could be achieved over the spend. Data will be captured from the Contract Register using the supplier's registered address.



Commentary

Local businesses in this case have been identified using CB and PE postcodes. The spend data will not include individual spend under £5,000 (as this does not have to be attributed to a contract) or spend via systems other than ERP, our principal finance system. It should be noted that the Council cannot reserve or in any other way favour local SMEs during procurement processes, building local spend will therefore be driven by market engagement.

Useful Links

Actions

An event for SMEs is being organised for November 2023, the purpose of this event is to enable and encourage SMEs to access the Council's contract opportunities.

Indicator 212: Number of staff who have completed Introduction to First Aid

[Return to Index](#)

October 2023

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
750	↑	655	N/A	Declining

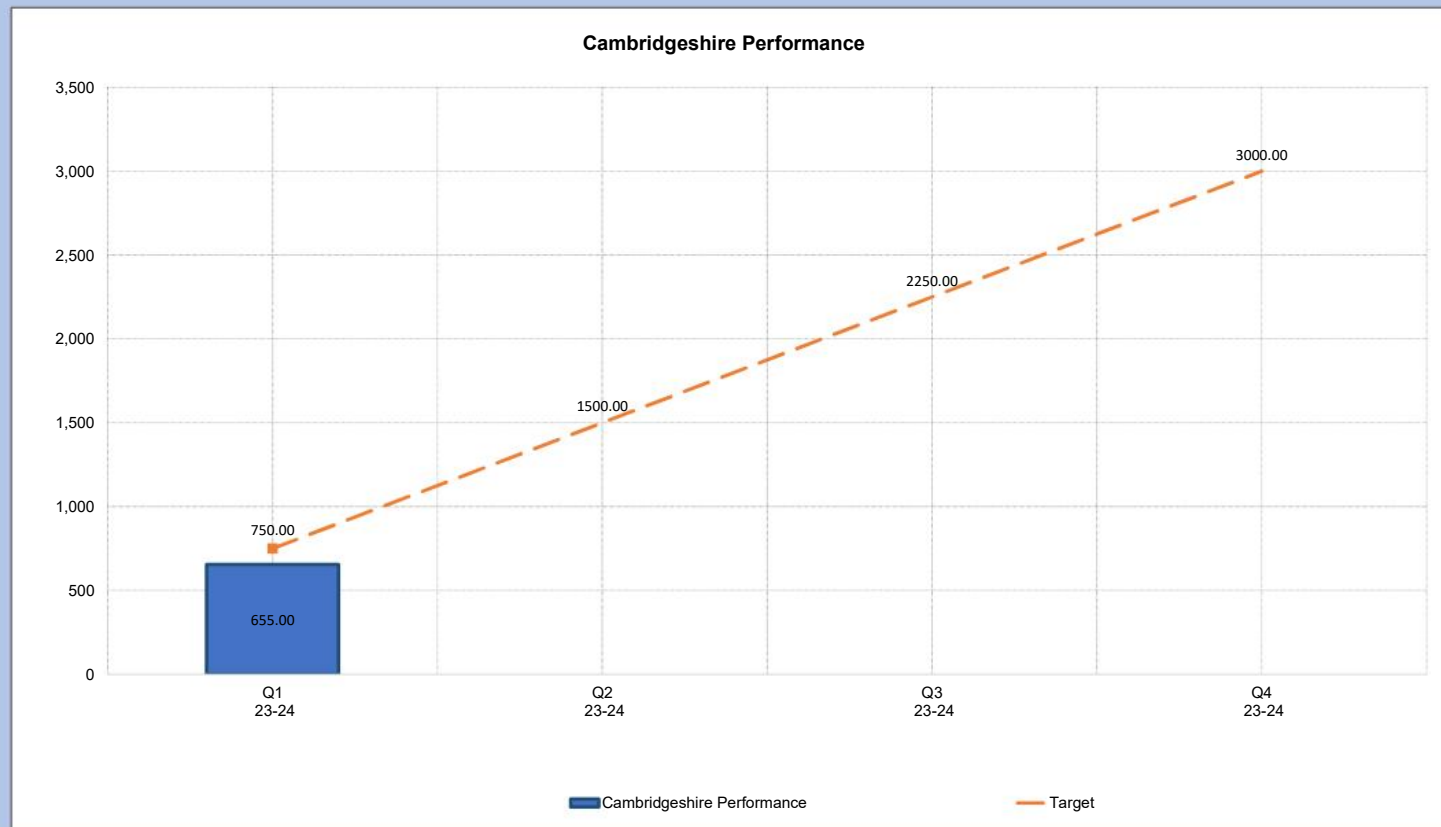
RAG Rating

Red

Indicator Description

This indicator measures how many staff have completed the 'Introduction to First Aid' & the 1 day Emergency First Aid course. These are mandatory courses which must be completed every year, that will enable staff to have a basic understanding of first aid requirements whilst working in an agile way.

Some staff do not need to complete the course as they may have already completed a more advanced course as part of their role within the County Council (e.g. they may have a First Aid certificate aquired outside of work). This has informed the setting of a target of 3000 staff.



Commentary

The Introduction to first aid course was launched in October 2021. So far 22% of the target of 3000 employees completing the Introduction to First Aid has been completed. The target of 3000 completions was met during the last financial year (2022/2023) and the chart has been updated and replaced with a year by year graph rather than an accumulative chart.

Actions

Staff continue to complete the courses and within the first quarter of 2023 - 2024 there have been 655 completions. The Health & Safety team will continue to promote the course via the Corporate Leadership Team and the Directorate Health and Safety Meetings to ensure that the target of 3,000 by the end of the financial year is met.

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
TBC	↓	9,488	9,714	Improving

RAG Rating

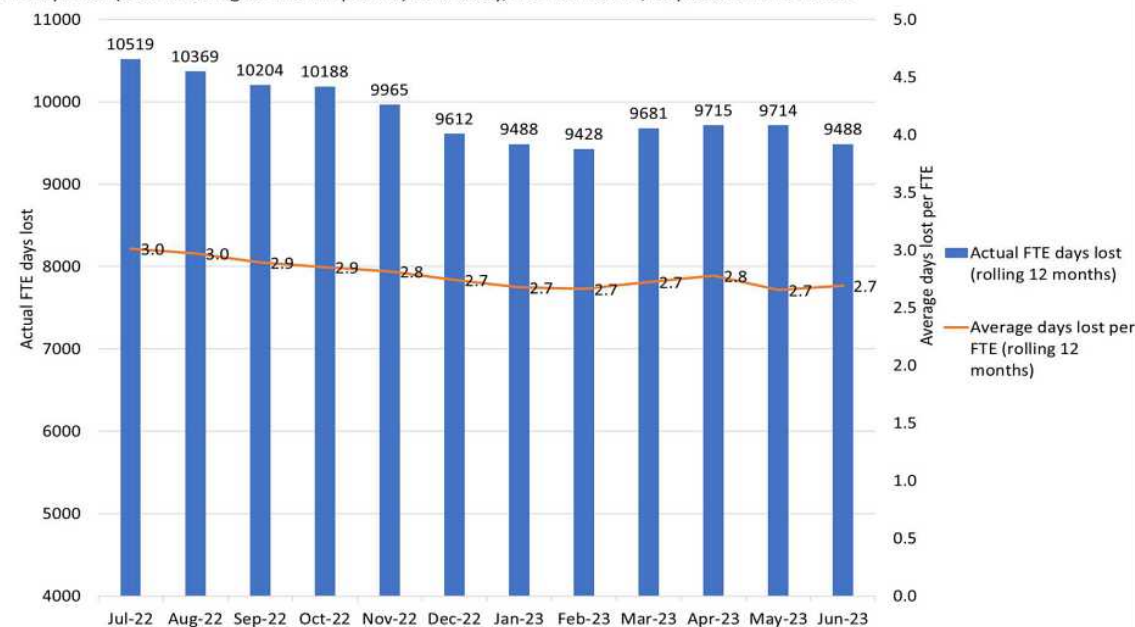
Baseline

Indicator Description

The table shows a 12 month rolling absence for all County Council absence related to anxiety, mental health, depression and stress.

The actual full time equivalent (FTE) days lost is in blue. The orange line represents the average absence by FTE.

FTE days lost (over a rolling 12 month period) to anxiety, mental health, depression and stress



	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23
Actual FTE days lost (rolling 12 months)	10519	10369	10204	10188	9965	9612	9488	9428	9681	9715	9714	9488
Average days lost per FTE (rolling 12 months)	3.0	3.0	2.9	2.9	2.8	2.7	2.7	2.7	2.7	2.8	2.7	2.7

Wellbeing support

Support and interventions aimed at support for mental health and to reduce absence related to mental health conditions include:

- Employee Assistance Programme (EAP)
- Occupational Health
- Access to Work/ Remploy
- Stress MOT
- Return to work meetings
- Wellbeing Conversations and Wellness Action Plans
- Phased return/reasonable adjustments/SARA
- Mental Health First Aiders
- Agile/flexible working options
- Mental Health Awareness Training (procurement complete)
- Wellbeing Hours, blogs and promotion of resources
- Psychological support for social care teams via the ICS Hub

Commentary

The actual full time equivalent (FTE) days lost due to absence related to anxiety, mental health, depression and stress is now lower than levels that we saw at the start of 2022, and the average absence by FTE (related to anxiety, mental health, depression, and stress) has also decreased and is now in line with the figure we saw at the start of 2022 (2.7 days per FTE). Anxiety mental health and depression remains the top reason for long term absence (21days+) and 4th for short term absence. Stress is the second top reason for long term absence. As this metric is based on rolling 12 month data, it continues to be important to monitor this metric over the coming months.

Employee mental health is supported by multiple interventions including the employee assistance scheme (EAP), which has a utilisation rate of c. 19% of our employee headcount. 1087 calls were made to the service in the period June 2022 to May 2023, of which 924 were counselling calls. Counselling cases include a mixture of face to face, telephone, and online sessions, with online being by far the most used. The top 3 reasons for counselling calls were Anxiety (289), Low Mood (164), and Partner (98). 82 calls related to 'Employment', with the most reasons within that being Role, Support, and Demands. Only 5 related to Change and 4 to Redundancy. There were 7 Management Referral cases. Excluding schools, who now have their own contract, the Directorates with the highest call numbers were Adults and Safeguarding (229), Children's Social Care (184), and Strategy and Partnerships (105). After engaging in structured therapy, the Generalised Anxiety Disorder (GAD-7) average score reduced from 1.8 to 0.8 and the average Patient Health Questionnaire (PHQ-9) score reduced from 1.3 to 0.6. Two awareness sessions for Members were held and recorded in July 2023 as this service is available to Members too.

Wellbeing-related training continues to be well attended, with more than 200 people having completed the Wellbeing and Mental Health Awareness workshop, which launched this year, and 470 having completed the e-learning. Our popular Menopause Awareness workshops have created opportunities to hear feedback from colleagues about how to improve wellbeing at work, such as the trial of emergency period products in selected office buildings.

Actions

The August Wellbeing Hour was hosted by Maximus and focused on support available from Access to Work for supporting colleagues with stress. Our September Wellbeing Hour focused on Financial Wellbeing, and launched a new Financial Wellbeing workshop, to offer improved understanding and skills for colleagues to support this aspect of their wellbeing. September also saw the launch of a County Council Wellbeing Hub Camweb page. We are working with NHS colleagues as part of our ICS Workforce plan to explore access for County Council colleagues to the Cambridgeshire & Peterborough Staff Mental Health Service.

Indicator 214: Staff turnover (rolling 12 month average)

[Return to Index](#)

October 2023

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
TBC	↓	12.0%	12.4%	Improving

RAG Rating

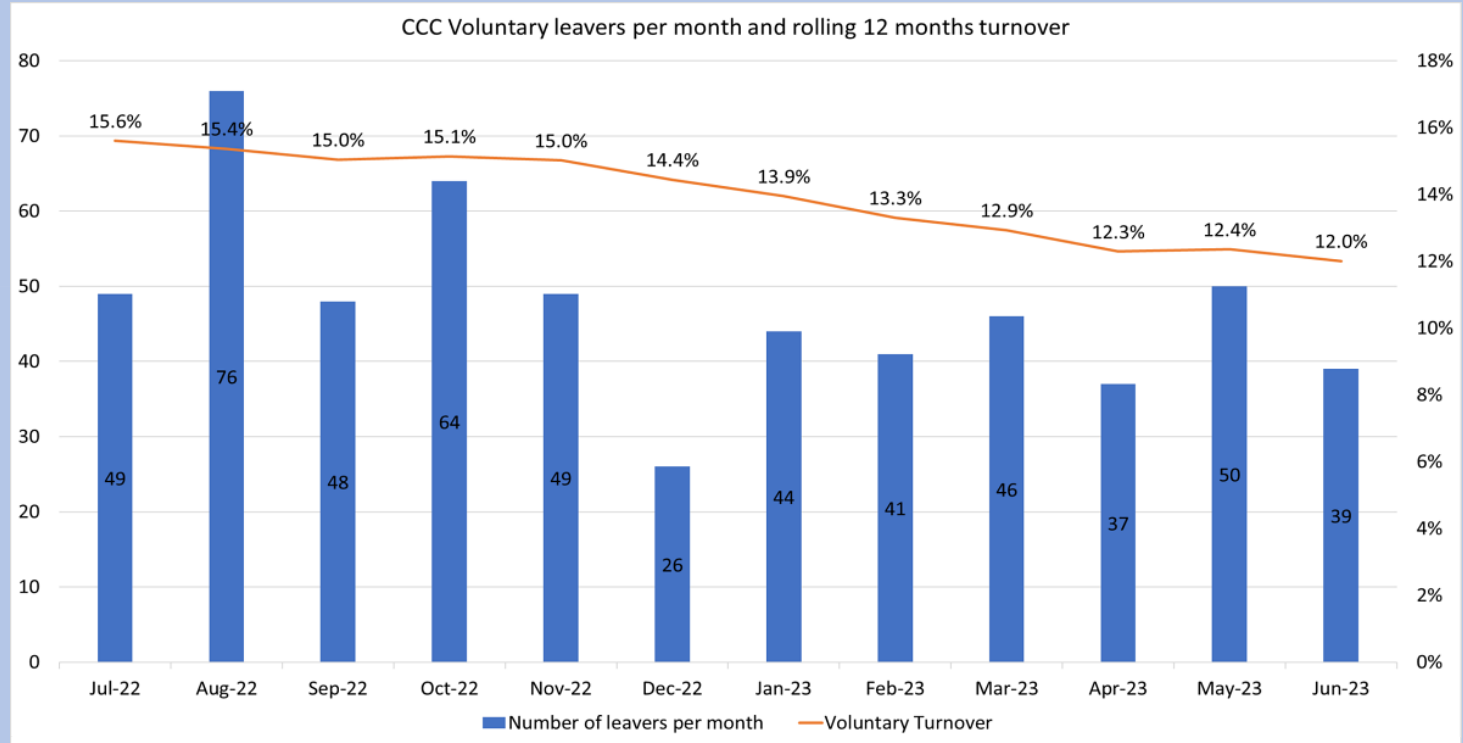
Baseline

Indicator Description

The orange line confirms the rolling 12 month average turnover which is calculated by number of voluntary leavers / average headcount over a 12 month period. The value for Dec 22 summarises the period Jan 22 - Dec 22.

In blue is the number of leavers for that month e.g. in Oct 22, 64 employees left employment with CCC. This is a count of voluntary leavers. If an employee is in two positions, both are counted in this number as they have left both roles.

The target for this indicator is to be confirmed. The intention is to reduce turnover, specifically early attrition of people with less than 12 months' service. This KPI will be further developed to include a focus on measuring the early attrition of new starters with the aim of ensuring that our recruitment, onboarding and induction is good, and that people's experience is positive.



Turnover and Service

Of the total voluntary leavers for the rolling 12 months period ending 31 Dec 2022, 10% had 6 months or less service which is the three percent lower than the previous reporting period. The average length of service for voluntary leavers in the same period is 6.4 years, reducing to 4.6 years when excluding those retiring.



Commentary

Turnover had been increasing as is the case in most organisations, however for the second part of the 2022 we have starting to see this figure decline.

We are still seeing the affects of the pandemic restrictions roadmap as the data reflects a rolling 12 months. The last step in the roadmap, step 4 (July 21), should now become less significant in this rolling 12 month data set as time moves on.

Traditionally less people change employment over the Christmas period and December 2022 saw a lower than usual number of leavers too (verses December 2021 with 59 voluntary leavers and an average number of leaver per month for the year at 56) . This could also be attributed to the current increase in cost of living and people having less confidence to change employers. This reduced number of leavers for December has also contributed to the continuing decline in CCC voluntary turnover rate.

Actions

HR Service have recruited a Retention Advisor who is actively involved in the Children's Workforce Programme project aimed at improving recruitment and retention of Social Workers in Childrens services. Exit interviews are being completed with a focus on Social Workers, Senior Practitioners and Team Managers, collating the data and presenting back to the board. The team are also in the process of setting up regular 'check ins' with new starters to ensure we capture and address any issues early on.

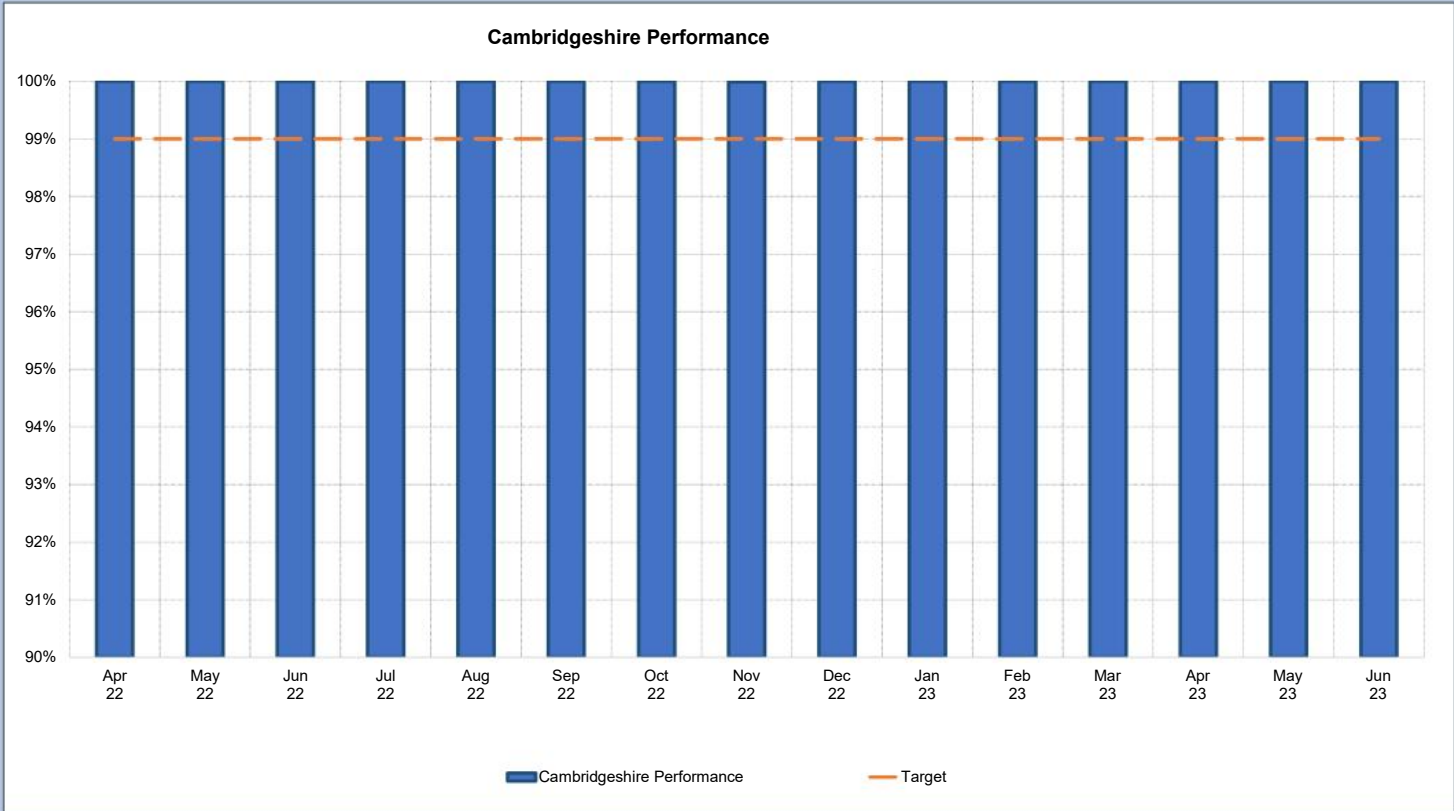
The HR Service have a dedicated Retention Advisor who offers face to face exit interviews with any leaver who would like to and particularly targets leavers from Children's social Care, this is to gain valuable intelligence regarding the reasons for leaving and by collating the data and feeding back into the service and the Workforce Board improvements can be made. In addition the retention advisor meets with new starters to Children's social care on 6 occasions during the first few weeks and months to understand the experience and again identify opportunities for improvement and highlight good practice

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
99.0%	↑	100.00%	100.00%	Unchanged

RAG Rating

Green

Indicator Description
 This relates to the availability of remote access to the CCC network - excluding planned outages for maintenance



Commentary
 The figure for Q1 relates to the new PaloAlto Secure Web Gateway, which replaced the Citrix VPN during Q1.

Actions

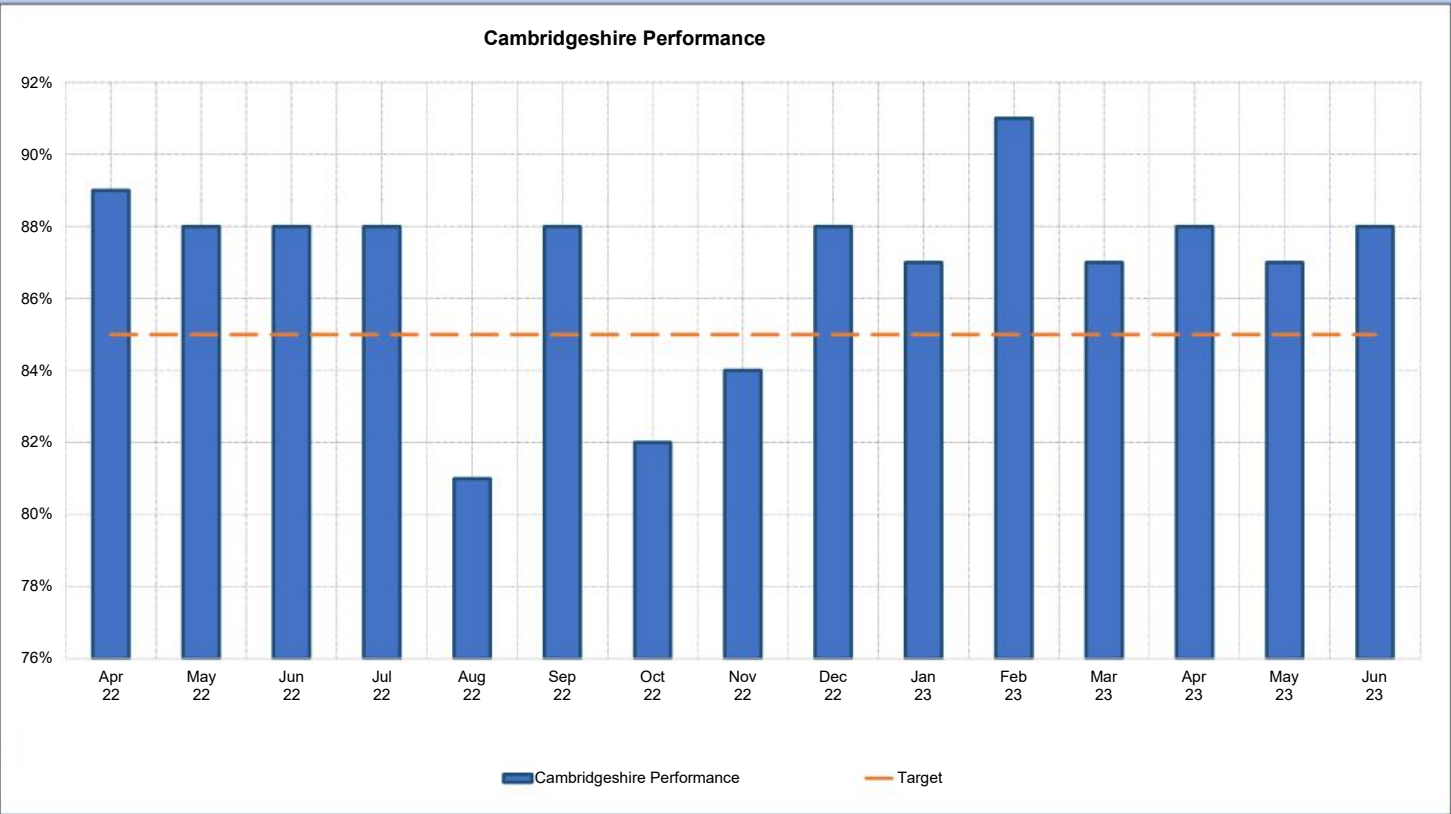
Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
85.0%	↑	88.0%	87.0%	Improving

RAG Rating

Green

Indicator Description

Once a call is resolved, the requestor receives an email asking them to complete a survey, they are asked to judge the service between 1-5 stars. This measure will take the % of submitting Excellent.



Commentary

5* ratings are above target for the whole of Q1.

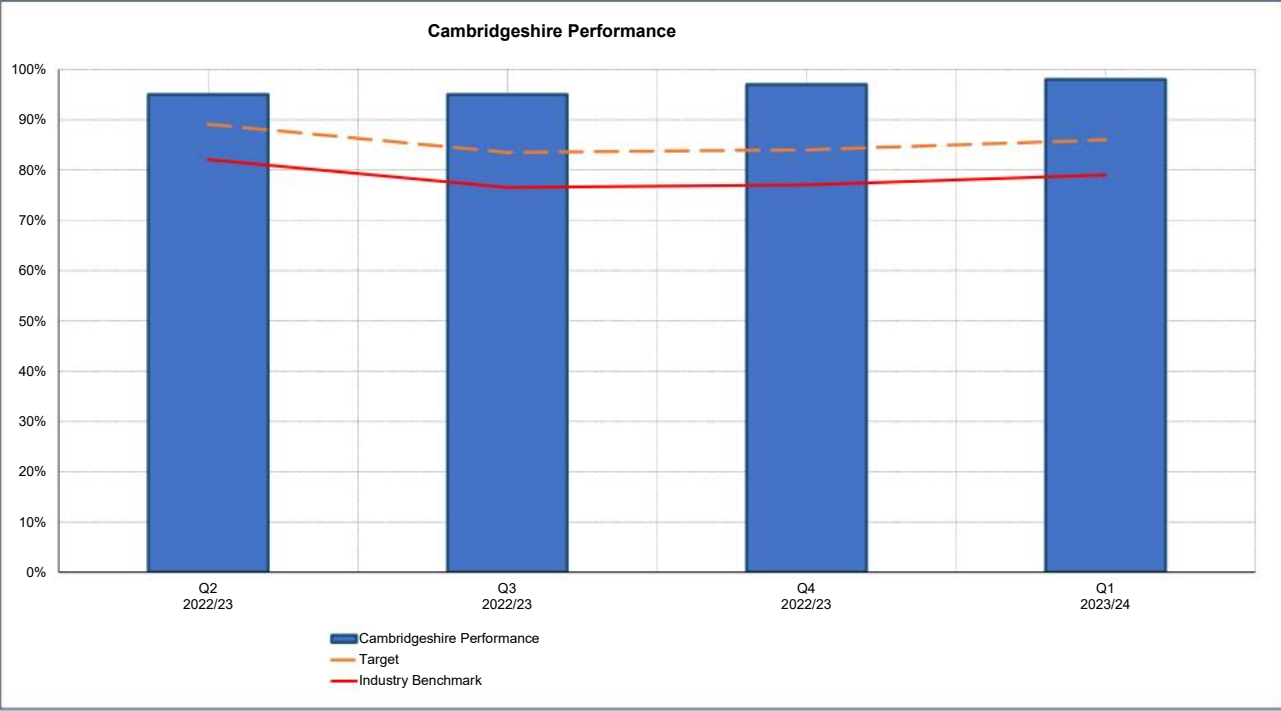
Actions

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
86.0%	↑	98.0%	97.0%	Improving

RAG Rating

Blue

Indicator Description
 Measures content quality, content freshness, security and user experience of the County Council's main public website.
 Reported data is an average of weekly scores for the last week in the reported month.
 The target is set to track at 7% above the industry benchmark score for Government and this updates every quarter.



Commentary
 The graph shows the quality assurance of the County Council website compared to the target score (7% above the industry standard).
 The quality assurance score has increased slightly from 97% to 98%. The score is 12% above the target score. The target score itself continues to increase and is now at 86%. The web team continues to produce high quality content and are fixing any broken links in a short time period.

Actions

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
92.0%	↑	95.0%	95.0%	Unchanged

RAG Rating

Green

Indicator Description

Accessibility checks based on selected success criteria from the Web Content Accessibility Guidelines (WCAG), a legal international standard for accessibility. These checks cover common issues that affect a website's accessibility compliance.

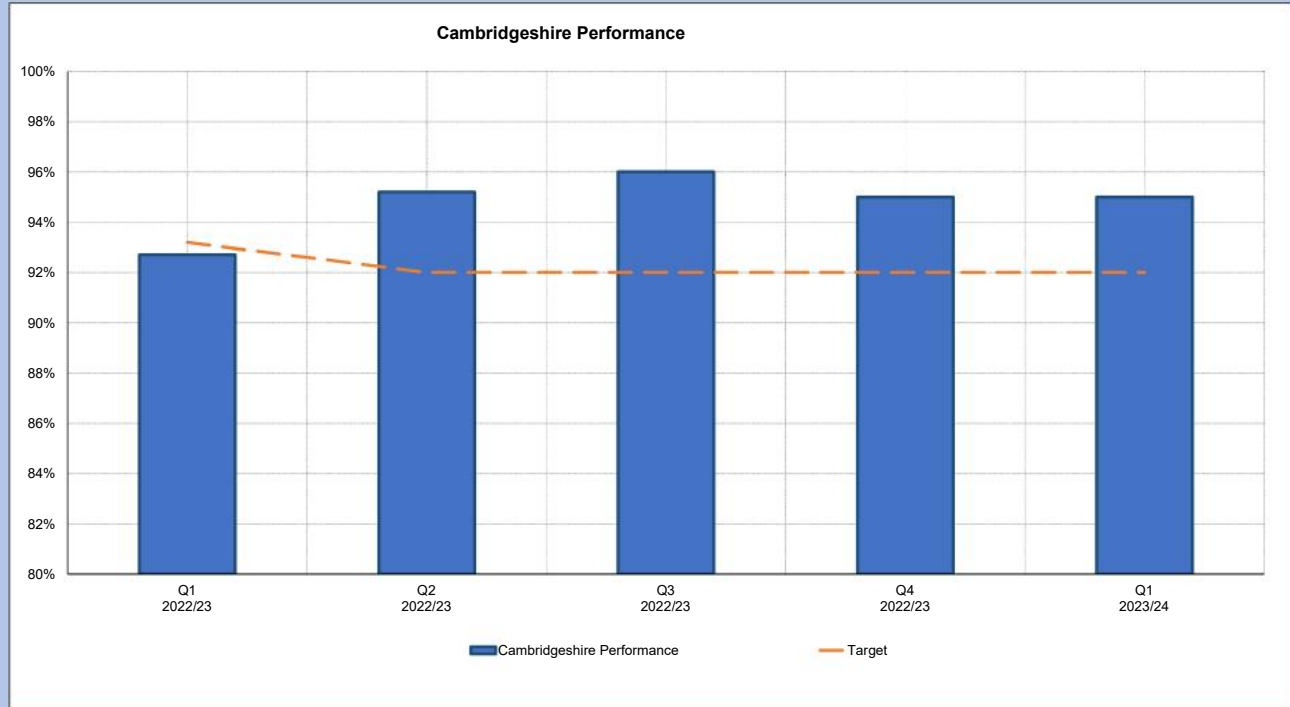
New regulations on accessibility came into force for public sector bodies in 2018 - <https://www.gov.uk/guidance/accessibility-requirements-for-public-sector-websites-and-apps>. We must make our website accessible by making it 'perceivable, operable, understandable and robust'.

The web team carryout weekly audits of the website to ensure the site is meeting the required accessibility standards. All new content is htoroughly checked to make sure it is accessible and we are currently updated all legacy documents (PDFs) to make sure they meet the new standards. The team uses a number of resources to do this including our Website Content Playbook - <https://www.cambridgeshire.gov.uk/website-content-playbook>

We have also developed an Accessibility E-Learning course to enable all staff to understand hte accessibility reguatiions and make their own content accessible.

Reported data is an average of weekly scores in the reported time period.

The target has changed to a fixed score of 92%, from a score that tracked at 7% above the industry standard - see commentary for details.



Commentary

The accessibility score has remained at 95% for this quarter. Since the last reporting period, we have continued to monitor and fix any accessibility issues, while publishing new accessible content.

Actions

Amendment to Local Government Pension Scheme Employer Discretions Policy

To: Strategy, Resources and Performance Committee

Meeting Date: 31st October 2023

From: Executive Director of Strategy and Partnerships

Electoral division(s): All

Key decision: No

Forward Plan ref: Not applicable

Outcome: The Committee is asked to approve an amendment to the position on shared cost Additional Voluntary Contributions (AVCs) specified in the Council's Local Government Pension Scheme (LGPS) Employer Discretions policy. This is to enable us to introduce salary sacrifice shared cost AVCs as an employee benefit.

Recommendation: The Committee is recommended to approve that the Council's LGPS Employer Pensions Discretions Policy be amended to incorporate the proposed changes.

Officer contact:

Name: Sarah Haig

Post: Human Resources Policy Manager, Strategy and Partnerships

Email: Sarah.Haig@Cambridgeshire.gov.uk

Tel: 01223 699442

1. Background

- 1.1 The Council is continually looking for ways to enhance the employee benefit options for its workforce. On this basis it is seeking to introduce shared cost AVCs via a salary sacrifice arrangement. This approach will allow employees to increase their pension benefits while making the tax and NIC (National Insurance Contribution) savings. It also will result in employer NIC savings for the Council. To enable the Council to do this, it is seeking agreement to amend the policy position in its LGPS Employer discretions policy that relates to shared cost AVCs.

2. Main Issues

- 2.1 The LGPS regulations require employers who participate in the LGPS to have a Discretions Policy. Discretions are powers that enable employers to choose how to apply the scheme in respect of certain provisions.
- 2.2 Regulation 17(1) of the LGPS regulations relates to shared cost AVCs. Employers are required to specify whether they contribute to shared cost AVC arrangements and if so in what circumstances they will do this and how much they will contribute. The Council's LGPS Employer Discretions Policy (provided in appendix 1) currently states that "The Council does not contribute to any shared cost AVC".
- 2.3 The Council is seeking approval to change its position to the following "*The Council will pay shared cost AVCs where an employee has elected to pay AVCs by salary sacrifice. The amount of these employer shared cost AVCs will not exceed the amount of salary sacrificed by the employee. This is a discretion of the Council which is subject to the employee meeting the conditions for acceptance into the salary sacrifice shared cost AVC scheme*".
- 2.4 This amendment will enable the Council to introduce salary sacrifice shared cost AVCs as an employee benefit. This approach will result in savings for those employees who choose to take advantage of the scheme and for the Council where they do so. This employee benefit is already offered by a significant number of councils including Cambridge City Council, South Cambridgeshire District Council, Peterborough City Council and Milton Keynes Council.
- 2.5 With a standard shared cost AVC, the cost is shared between the employee and the employer. With a salary sacrifice arrangement the employee voluntarily sacrifices a set amount of their gross salary. This amount is used to pay the employer contribution to the shared cost AVC. The employee then pays £1.00 as their personal contribution.
- 2.6 The advantage of a salary sacrifice shared cost AVC over a standard AVC is that, as well as receiving income tax savings, the employee will not pay employee NIC on the amount of pay that they have sacrificed. This is a way for the employee to pay the same level of AVCs at a lower cost.
- 2.7 As an employer the Council make a saving in employers NIC of 14.30% of the salary sacrifice amount for each employee that opts into this arrangement.

- 2.8 60 employees currently pay for standard AVCs. If 90% of the current AVC members transfer to the salary sacrifice shared cost AVC arrangement, we can expect to achieve immediate annual employer NIC savings of £30,299.
- 2.8 In addition, this will provide a more affordable option for others who may wish to purchase AVCs but do not currently do so. The Council will promote this widely. For each 1% of its workforce that are LGPS members that take up the option, approximately £20,000 would be saved.
- 2.9 The costs of engaging a provider to administer the scheme will be fully met from the employer NIC savings achieved, leaving the Council with a net saving. The provider is being procured in compliance with the Council's Contract Procedure Rules.

3. Alignment with ambitions

- 3.1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes - There are no significant implications for this ambition.
- 3.2 Travel across the county is safer and more environmentally sustainable - There are no significant implications for this ambition.
- 3.3 Health inequalities are reduced - There are no significant implications for this ambition.
- 3.4 People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs - There are no significant implications for this ambition.
- 3.5 Helping people out of poverty and income inequality – This proposal will allow us to offer employees a cost-effective way to increase the pension benefits they will receive in retirement.
- 3.6 Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised - There are no significant implications for this ambition.
- 3.7 Children and young people have opportunities to thrive - There are no significant implications for this ambition.

4. Significant Implications

4.1 Resource Implications

The savings that can be achieved by this approach are outlined in 2.7 and 2.8.

There is an anticipated positive impact for the Council's workforce to adding a new employee benefit available for its workforce. In addition, having an attractive employee benefits package helps the Council to attract individuals to work for its organisation.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications of making a change to this pension discretion.

- 4.3 Statutory, Legal and Risk Implications
There are no significant implications in this area.
- 4.4 Equality and Diversity Implications
There are no significant implications within this category.
- 4.5 Engagement and Communications Implications
There are no significant implications within this category.
- 4.6 Localism and Local Member Involvement
There are no significant implications within this category.
- 4.7 Public Health Implications
There are no significant implications within this category.
- 4.8 Climate Change and Environment Implications on Priority Areas
 - 4.8.1 Implication 1: Energy efficient, low carbon buildings.
Neutral
 - 4.8.2 Implication 2: Low carbon transport.
Neutral
 - 4.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.
Neutral
 - 4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.
Neutral
 - 4.8.5 Implication 5: Water use, availability and management:
Neutral
 - 4.8.6 Implication 6: Air Pollution.
Neutral
 - 4.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.
Neutral

Have the resource implications been cleared by Finance?

Yes

Name of Financial Officer: Tom Kelly

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement and Commercial? Yes

Name of Officer: Clare Ellis

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal? Yes

Name of Legal Officer: Emma Duncan

Have the equality and diversity implications been cleared by your EqIA Super User?

Yes

Name of Officer: Faye McCarthy

Have any engagement and communication implications been cleared by Communications?

Yes

Name of Officer: Christine Birchall

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes

Name of Officer: Sue Grace

Have any Public Health implications been cleared by Public Health?

Yes

Name of Officer: Kate Parker

5. Source documents

5.1 None.

Local Government Pension Scheme Employer Discretions Policy

Reviewed and published April 2019

The Local Government Pension Scheme regulations require employers who participate in the Local Government Pension Scheme (LGPS) to draw up and publish a discretions policy and to keep it under review.

Discretions are powers that enable employers to choose how to apply the scheme in respect of certain provisions. Discretions only apply at the time of application and are subject to change.

When the Council sets and reviews these employer discretions, consideration is given to:

- Cost – discretionary powers come with a cost attached - policies mustn't lead to a loss of confidence in public services, therefore have to be affordable
- Basis on which decisions are made – policies should not be so rigid or restrictive as to prevent flexibility where a possibly unanticipated situation requires it
- Equality – criteria that do not discriminate and where decisions are objectively justified

The Council has limited resources and needs to maintain a balanced budget. Any exercise of discretion and must be contained within existing service budgets, therefore discretions are only exercised in exceptional circumstances.

There are many employer discretions in the current Scheme regulations and several more still existing from previous Schemes; however only a relatively small number of employer discretions have to be published.

The **LGPS Employer Discretions Policy** is therefore the Council's written policy statement detailing all mandatory employer discretions, plus a number of non-mandatory employer discretions the LGPS recommend employers also publish. These are summarised in the Overview table on page 2.

Some of these discretions are also referred to in relevant HR policies, for example the Flexible Retirement and Managing Redundancy policies.

Cambridgeshire Pension Fund Board publish the Administering Authority discretions on their website at <http://pensions.cambridgeshire.gov.uk/>.

Overview

	Scheme	(must be published) Mandatory discretions relating to...	(recommended for publication) Non-mandatory discretions relating to...	
A	<u>2014 Scheme Regulations</u> ¹ For active members and members who ceased active membership after 31 March 2014 (excluding councillor members)	Exercised on/after 01.04.14 (as at 14 May 2018)	<ol style="list-style-type: none"> 1. Granting additional pension 2. Shared Cost Additional Pension Contributions 3. Flexible retirement 4. 85 year rule 5. Actuarial reduction 6. Variable APC employer contributions 	<ol style="list-style-type: none"> 7. Shared Cost AVCs 8. Transferring in non-LGPS pension rights 9. Joining LGPS membership 10. Determining contribution band 11. Regular lump sum payments 12. Pensionable Pay 13. Deferred benefits
B	<u>2008 Scheme Regulations</u> For members who ceased active membership between 1 April 2008 and 31 March 2014 (excluding councillor members)		<ol style="list-style-type: none"> 1. Actuarial reduction 85 2. year rule 	n/a
C	<u>LGPS Regulations 1997</u> For active councillor members, deferred councillor members who ceased active membership on/after 1 April 1998 AND any other members who ceased active membership between 1 April 1998 and 31 March 2008.		<ol style="list-style-type: none"> 1. Deferred benefits 2. 85 year rule 3. Actuarial reduction 	n/a
D	<u>LGPS Regulations 1995</u> For members who ceased active membership before 1 April 1998		n/a	1. Employer consent retirement
E	Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006	<ol style="list-style-type: none"> 1. Redundancy payments 2. Lump sum compensation 		
F	Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2000	<ol style="list-style-type: none"> 1. Abatement during re-employment 2. Reduction following cessation of re-employment 3. Apportionment of survivor benefit 4. Effects of remarriage, new civil partnership or co-habitation on survivor's compensation payments 		
G	Local Government (Discretionary Payments) (Injury Allowances) Regulations 2011	<ol style="list-style-type: none"> 1. Whether to pay injury allowances 		

¹ Effective from 1 April 2014, as at 14 May 2018

2014 Scheme Regulations

The policy in respect of each employer discretion is set out below. However, the council may give further consideration, where there are exceptional circumstances and clear merit and/or where the cost is not considered to be significant or material.

Employer Discretion		Regulation	CCC policy
Granting additional pension	Whether to grant additional pension to an active member or within 6 months of ceasing to be an active member by reason of redundancy or business efficiency (by up to £6,822 p.a - figure at 1 April 2018)	R31	The Council do not make such voluntary contributions.
Shared cost APCs	Whether, where an active Scheme member wishes to purchase extra annual pension of up to £6,822 (figure at 1 April 2018) by making Additional Pension Contributions (APCs), to (voluntarily) contribute towards the cost of purchasing that extra pension via a Shared Cost Additional Pension Contribution (SCAPC)	R16(2)(e) & R16(4)(d)	The Council do not make such voluntary contributions.
	Whether to extend 30 day deadline for member to elect for a shared cost APC upon return from a period of absence from work with permission with no pensionable pay (otherwise than because of illness or injury, relevant child-related leave or reserve forces service leave)	R16(16)	The Council will only extend the 30 day deadline in specific circumstances (e.g. purchasing additional annual leave) and on a case-by-case basis where there are considered to be reasonable grounds for allowing a member to have more time to make an election.
Flexible retirement	Whether all or some benefits can be paid if an active member aged 55 or over and with at least 2 years qualifying service reduces their hours or grade (flexible retirement)	R30(6) & TP11(2)	The Council will consider flexible retirement requests on a case by case basis, only in circumstances where the Council invites employees to make an application due to workforce transition requirements. No uninvited applications from employees will be considered.
	Whether to waive, in whole or in part, actuarial reduction to benefits paid on flexible retirement	R30(8)	The Council will consider each case on its merits.
85 year rule	Whether to "switch on" the 85 year rule for a member voluntarily drawing benefits on or after age 55 and before age 60 (other than on the grounds of flexible retirement).	TPSch 2, para, 1(2) & 1(1)(c)	The Council will not "switch on" the 85 year rule.

--	--	--	--

Employer Discretion		Regulation	CCC policy
Waive actuarial reduction	<p>Whether to waive any actuarial reduction for a member voluntarily drawing benefits before normal pension age other than on the grounds of flexible retirement (where the member has both pre 1/4/14 and post 31/3/14 membership) on</p> <p>a) compassionate grounds (pre 1/4/14 membership) and in whole or in part on any grounds (post 31/3/14 membership) if the member was not in the Scheme before 1/10/06,</p> <p>b) compassionate grounds (pre 1/4/14 membership) and in whole or in part on any grounds (post 31/3/14 membership) if the member was in the Scheme before 1/10/06, will not be 60 by 31/3/16 and will not attain 60 between 1/4/16 and 31/3/20</p> <p>c) compassionate grounds (pre 1/4/16 membership) and in whole or in part on any grounds (post 31/3/16 membership) if the member was in the Scheme before 1/10/06 and will be 60 by 31/3/16</p> <p>d) compassionate grounds (pre 1/4/20 membership) and in whole or in part on any grounds (post 31/3/20 membership) if the member was in the Scheme before 1/10/06, will not be 60 by 31/3/16 and will attain 60 between 1/4/16 and 31/3/20</p>	TP3(1), TPSch 2 para 2(1), B30(5) & B30A(5)	<p>The Council will waive any actuarial reduction for active members who wish to retire from age 55 onwards, on compassionate grounds.</p> <p>The Council will not waive any actuarial reduction for deferred members on compassionate grounds.</p> <p>The Pension Policy defines compassionate grounds.</p>
	Whether to waive, in whole or in part, actuarial reduction on benefits which a member voluntarily draws before normal pension age other than on the grounds of flexible retirement (where the member only has post 31/3/14 membership)	R30(8)	The Council will not waive any actuarial reduction.
Variable APC employer contributions	Whether, how much, and in what circumstances to contribute to a share cost APC scheme	R16(2)(e) & R16(4)(d)	The Council do not make such voluntary contributions.
Shared cost AVCs	Whether, how much, and in what circumstances to contribute to shared cost AVC arrangements.	R17(1) & definition of SCAVC in RSch 1	The Council do not contribute to any shared cost AVC.

Transferring in non LGPS pension rights	Extend normal time limit for acceptance of a transfer value beyond 12 months from joining the LGPS	R100(6)	The Council do not extend the normal time limits, except in exceptional circumstances where it may be reasonable, e.g. where an election was made in time, but not received by the Pension Fund (evidence form posted)
---	--	---------	--

Employer Discretion		Regulation	CCC policy
Joining LGPS membership	Whether to extend the 12 month option period for a member to elect that post 31 March 2014 deferred benefits should not be aggregated with a new employment	R22(8)(b)	The Council do not extend the normal time limits, except in exceptional circumstances where it may be reasonable, e.g. where an election was made in time, but not received by the Pension Fund (evidence form posted)
	Whether to extend the 12 month option period for a member to elect that post 31 March 2014 deferred benefits should not be aggregated with an ongoing concurrent employment	R22(7)(b)	The Council do not extend the normal time limits, except in exceptional circumstances where it may be reasonable, e.g. where an election was made in time, but not received by the Pension Fund (evidence form posted)
Employee contribution rate	How the pension contribution band to which an employee is to be allocated on joining the Scheme, and at each subsequent April, will be determined and the circumstances in which the employer will, in addition to the review each April, review the pension contribution band to which an employee has been allocated following a material change which affects the member's pensionable pay in the course of a Scheme year (1 April to 31 March)	R9(1) & R9(3)	The Council's Pensions policy explains how employee's contribution bands are assessed.
Regular lump sum payments	In determining Assumed Pensionable Pay, whether a lump sum payment made in the previous 12 months is a "regular lump sum"	R21(5)	The Council does not include any "regular lump sum" to determine assumed pensionable pay for periods of absence, except when determining calculations for ill health retirement or death in service when the Council will consider each case on its merits. In such cases, the primary criteria will be whether it could reasonably be expected that the member would have been likely to receive that regular payment for the foreseeable future.

Pensionable Pay	Where in the Employer's opinion, the pensionable pay received in relation to an employment (adjusted to reflect any lump sum payments) in the 3 months (or 12 weeks if not paid monthly) preceding the commencement of Assumed Pensionable Pay (AP)), is materially lower than the level of pensionable pay the member would have normally received, decide whether to substitute a higher level of pensionable pay having had regard to the level of pensionable pay received by the member in the previous 12 months.	R21(5A) & R21(5B)	Where pensionable pay in the 3 month period prior to commencement of APP is materially lower than the level of pay that would normally have been received, the Council will not normally substitute this with a higher level of pensionable pay, except when determining calculations for ill health retirement or death in service when the Council will consider each case on its merits.
Employer Discretion		Regulation	CCC policy
Deferred benefits	Whether to extend the 12 month option period for a member (who did not become a member of the 2014 Scheme by virtue of TP5(1)) to elect that pre 1 April 2014 deferred benefits should be aggregated with a new employment	TP10(6)	The Council do not extend the normal time limits, except in exceptional circumstances where it may be reasonable, e.g. where an election was made in time, but not received by the Pension Fund (evidence form posted)

2008 Scheme Regulations

The policy in respect of each employer discretion is set out below, however, the council may give further consideration where there are exceptional circumstances and clear merit, or where the cost is not considered to be significant or material.

Employer Discretion		Regulation	CCC policy
Waive reduction	Whether to waive, on compassionate grounds, the actuarial reduction applied to deferred benefits paid early under B30 and B30A	B30A(5), TPSch 2, para 2(1)	The Council will not waive any actuarial reduction for deferred members on compassionate grounds.
85 year rule	Whether to switch on the 85 year rule for a pensioner member with deferred benefits voluntarily drawing benefits on or after age 55 and before age 60	TPSch 2, para1(2) & 1(1)C)	The Council will not "switch on" the 85 year rule.

1997 Scheme Regulations

The policy in respect of each employer discretion is set out below, however, the council may give further consideration where there are exceptional circumstances and clear merit, or where the cost is not considered to be significant or material.

Employer Discretion		Regulation	CCC policy
Employer consent retirement	Grant an application for early payment of deferred benefits on or after age 50 and before age 55.	31(2)	The Council do not allow any applications
85 year rule	Whether to switch on the 85 year rule for a member with deferred benefits voluntarily drawing benefits on or after age 55 and before age 60.	TPSch 2, para 1(2) & 1(1)(f) & R60	The Council will not "switch on" the 85 year rule.
Waive reduction	Waive, on compassionate grounds, the actuarial reduction applied to deferred benefits paid early	31(5)	The Council will not waive any actuarial reduction on deferred benefits.

1995 Scheme Regulations

The policy in respect of each employer discretion is set out below, however, the council may give further consideration where there are exceptional circumstances and clear merit, or where the cost is not considered to be significant or material.

Employer Discretion		Regulation	CCC policy
Employer consent retirement	Whether to grant an application for early payment of deferred benefits on or after age 50 on compassionate grounds.	D11(2)c	The Council will not allow any applications.

Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 (as amended)

Employer Discretion		Regulation	CCC policy
Redundancy Pay on actual weeks' pay	To base redundancy payments on an actual weeks pay where this exceeds the statutory weeks' pay limit.	5	The Council will base redundancy payments on an actual weeks pay where this exceeds the statutory weeks' pay cap.
Lump sum compensation	To award lump sum compensation of up to 104 weeks' pay in cases of redundancy, termination of employment on efficiency grounds, or cessation of a joint appointment.	6	The Council does not award any lump sum payment.

Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2000 (as amended)

These Regulations still apply to any Compensatory Added Years previously awarded before 1 April 2007.

Employer Discretion		Regulation	CCC policy
Abatement during reemployment	Whether and to what extent to reduce or suspend the member's annual compensatory added years payment during any period of re-employment in local government	17	<p>The appropriate reduction referred to in Regulation 17(1) shall be the lower of</p> <ul style="list-style-type: none"> (i) the annual compensation and associated pensions increases thereon, and (ii) the amount by which the aggregate of: - <ul style="list-style-type: none"> a. the annual rate of pay in the new employment, b. the annual compensation and associated pensions increases thereon, and c. the annual pension and associated pensions increases thereon, <p>exceeds the annual rate of pay at the termination date of the employment that gave rise to the award of compensation, with official increases (i.e. with the appropriate pensions increase factor applied).</p>
Employer Discretion		Regulation	CCC policy
Reduction following cessation of reemployment	How to reduce the member's annual compensatory added years payment following the cessation of a period of reemployment in local government	19	The appropriate reduction referred to in Regulation 19 (1) shall be determined in the same manner as would previously have been the case under Regulation 16 of the Local Government (Discretionary Payments) Regulations 1996.
Apportionment of survivor benefit	How to apportion any surviving spouses' or civil partner's annual compensatory added years payment where the deceased person is survived by more than one spouse or civil partner	21(4)	The Council will apportion any surviving spouses' annual compensatory added years' payment equally between spouses.

Effects of remarriage, new civil partnership or co-habitation on survivor's compensation payments	Whether, in respect of the spouse of a person who ceased employment before 1 April 1998 and where the spouse or civil partner remarries, enters into a new civil partnership or cohabits after 1 April 1998, the normal pension suspension rules should be dis-applied i.e. whether the spouse's or civil partner's annual compensatory added years payments should continue to be paid	21(7)	In a case where a person ceased employment before 1st April 1998 with an award of annual compensation, died, and their surviving spouse or civil partner had not, as at 1 April 1998, entered into a subsequent marriage, civil partnership or period of cohabitation the Council will determine that paragraph (5), (6), (6A) or (6B) of Regulation 21 of The Local Government (Early Termination of Employment) (Discretionary Compensation)(England and Wales) Regulations 2000, as appropriate, shall not apply. I.e. their surviving spouses or civil partner's compensation will continue during any subsequent remarriage or if they cohabit or enter into a new civil partnership.
	If, under the preceding decision, the authority's policy is to apply the normal suspension rules, whether the spouse's or civil partner's annual compensatory added years payment should be reinstated after the end of the remarriage, new civil partnership or cohabitation	21(5)	Not applicable as 21(7) applies.

Local Government (Discretionary Payments) (Injury Allowances) Regulations 2011

The policy in respect of each employer discretion is set out below, however, the council may give further consideration where there are exceptional circumstances and clear merit, or where the cost is not considered to be significant or material.

	Employer Discretion	Regulation	CCC policy
Injury allowances	Whether to grant an injury allowance following reduction in remuneration as a result of sustaining an injury or contracting a disease in the course of carrying out duties of the job.	3(1)	The Council does not grant any injury allowance.
	Amount of injury allowance following reduction in remuneration as a result of sustaining an injury or contracting a disease in the course of carrying out duties of the job.	3(4) and 8	Not applicable as 3(1) applies
	Determine whether person continues to be entitled to an injury allowance awarded under regulation 3(1) (reduction in remuneration as a result of sustaining an injury or contracting a disease in the course of carrying out duties of the job).	3(2)	Not applicable as 3(1) applies
	Whether to grant an injury allowance following cessation of employment as a result of permanent incapacity caused by sustaining an injury or contracting a disease in the course of carrying out duties of the job.	4(1)	The Council does not grant any injury allowance.

	Amount of injury allowance following cessation of employment as a result of permanent incapacity caused by sustaining an injury or contracting a disease in the course of carrying out duties of the job.	4(3) and 8	Not applicable as 4(1) applies
	Determine whether person continues to be entitled to an injury allowance awarded under regulation 4(1) (loss of employment through permanent incapacity)	4(2)	Not applicable as 4(1) applies
	Whether to suspend or discontinue injury allowance awarded under regulation 4(1) (loss of employment through permanent incapacity) if person secures paid employment for not less than 30 hours per week for a period of not less than 12 months.	4(5)	Not applicable as 4(1) applies
	Whether to grant an injury allowance following cessation of employment with entitlement to immediate LGPS pension where a regulation 3 payment (reduction in remuneration as a result of sustaining an injury or contracting a disease in the course of carrying out duties of the job) was being made at date of cessation of employment but regulation 4 (loss of employment through permanent incapacity) does not apply.	6(1)	The Council does not grant any injury allowance.
	Determine amount of any injury allowance to be paid under regulation 6(1) (payment of injury allowance following the cessation of employment)	6(1)	Not applicable as 6(1) applies
	Determine whether and when to cease payment of an injury allowance payable under regulation 6(1) (payment of injury allowance following the cessation of employment)	6(2)	Not applicable as 6(1) applies
	Whether to grant an injury allowance to the spouse, civil partner, co-habiting partner or dependent of an employee who dies as a result of sustaining an injury or contracting a disease in the course of carrying out duties of the job	7(1)	The Council does not grant any injury allowance.
	Employer Discretion	Regulation	CCC policy
	Determine amount of any injury allowance to be paid to the spouse, civil partner, nominated co-habiting partner (for awards made on or after 1 April 2008 the requirement to nominate a cohabiting partner has ceased) or dependent under regulation 7(1) (employee who dies as a result of sustaining an injury or contracting a disease in the course of carrying out duties of the job)	7(2) and 8	Not applicable as 7(1) applies
	Determine whether and when to cease payment of an injury allowance payable under regulation 7(1) (employee who dies as a result of sustaining an injury or contracting a disease in the course of carrying out duties of the job)	7(3)	Not applicable as 7(1) applies

Agenda Item No.9

Strategy, Resources and Performance Committee Agenda Plan

Notes

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.

The following are standing agenda items which are considered at every Committee meeting:

- Minutes of previous meeting and Action Log
- Agenda Plan, Training Plan and Appointments to Outside Bodies and Internal Advisory Groups and Panels

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
19/12/23	Integrated Finance Management Report for the Period Ending 31st October 2023	S Howarth	2023/022	06/12/23	11/12/23
	Business Planning Proposals for 2024-29	T Kelly	Not applicable		
	Corporate Services Performance Report Quarter 2	R Springbett	Not applicable		
	Treasury Management Report – Quarter 2*	E Tod	Not applicable		
30/01/24	Integrated Finance Management Report for the Period Ending 30th November 2023	S Howarth	2024/001	17/01/24	22/01/24
	Corporate Business Planning Strategies – Strategic Framework	S Grace	Not applicable		
	Business Plan*	T Kelly	Not applicable		
26/03/24	Integrated Finance Management Report for the Period Ending 31st January 2024	S Howarth	2024/002	13/03/24	18/03/24

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
07/05/24 Reserve date				24/04/24	26/04/24

Please contact Democratic Services democraticservices@cambridgeshire.gov.uk if you require this information in a more accessible format

STRATEGY AND RESOURCES COMMITTEE TRAINING PLAN

The Training Plan below includes topic areas for S&R approval. Following sign-off by the details for training and development sessions will be worked up.

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
1.	Link Treasury Management	Local Government Finance – Third session as part of Members’ Induction Programme		November 2021	Tom Kelly	Virtual	Cllrs Bulat, Corney, Coutts, Kindersley, S King, McDonald, Milnes, Murphy, Shailer, Sharp, Taylor, Thompson, van de Ven & Whelan	14	Not applicable
2.	Performance Management training and case study research	In response to recommendations from the Peer Review and an internal audit. Members will be involved in reviewing and revising Key Performance Indicators that will be reported to Policy and Service Committees.		3 February 2022	Tom Barden	One hour session with PowerPoint presentation and live polls	All Members	18	Not applicable

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
3.	Procurement Training for Members	To understand how procurement works		7 October 2022	T Kelly C Ellis	An hour on Teams	Cllrs Bulat, Costello, Cox-Condron, Dupré, Goodliffe, M King, McDonald, Rae, Shailer, Taylor and Whelan	11	Not applicable
4.	Strategic Framework Workshop	This will inform the business planning process		8 November 2022	S Grace T Kelly	Just over an hour on Teams	Cllrs Beckett, Costello, Count, Criswell, Dupré Gough, Howitt Murphy, Nethsingha, Rae, Sanderson Shailer, Sharp and Wilson	14	Not applicable

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
5.	The complaints process and how this can help Members manage their own in-boxes, including letters from MPs	To understand how the Council manages complaints.		21 February 2023	S Grace D Snowdon	Just over an hour on Teams	Batchelor, Bradnam, Cox Condron, Costello, Coutts, Daunton, Dew, Goodliffe, Gough, Hathorn, Hay, Kindersley, Meschini, Prentice, Sharp, Slatter, Taylor, Thompson, Wilson	19	Not applicable
6.	Digital Strategy is being prepared by the IT & Digital Service to support the vision and the ambitions of the Council over the next three years.	To input into the draft Digital Strategy		12 June 2023	S Smith J Patmore	An hour on Teams	Beckett Bulat, Costello, Hathorn, S King, Taylor, Thompson, Whelan, Wilson	9	Not applicable

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
7.	Risk Management Training	Overview of risk management		14 September 2023	M Hudson T Kelly M Claydon	An hour and a half on Teams	D Ambrose-Smith A Bradnam A Bulat P Coutts C Daunton L Dupré B Goodliffe R Hathorn A Hay S King E Murphy N Shailer A Sharp P Slatter S Taylor F Thompson A Whelan G Wilson	18	Not applicable

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
8.	Briefing on the impact of a cyber attack on Council services as part of its emergency planning arrangements.			7 November 2023	M Hudson S Grace J Patmore K Foley S Thomas	An hour on Teams			Not applicable
9.	Procurement Training for Members	Essentials on procurement governance, but also the legislative change coming forward and some of the specifics for the Council.		29 November 2023	M Hudson T Kelly C Ellis	An hour on Teams			

