

GENERAL PURPOSES COMMITTEE



Date: Tuesday, 26 March 2019

Democratic and Members' Services

Fiona McMillan
Monitoring Officer

10:00hr

Shire Hall
Castle Hill
Cambridge
CB3 0AP

**Kreis Viersen Room
Shire Hall, Castle Hill, Cambridge, CB3 0AP**

AGENDA

Open to Public and Press

CONSTITUTIONAL MATTERS

1. **Apologies for absence and declarations of interest**
Guidance on declaring interests is available at
<http://tinyurl.com/ccc-conduct-code>
2. **Minutes - 22nd January 2019 and Action Log** **5 - 20**
3. **Petitions**

OTHER DECISION

4. **Finance and Performance Report - January 2019** **21 - 30**

KEY DECISIONS

5.	Integrated Resources and Performance Report for the period ending 31st January 2019	31 - 62
	OTHER DECISIONS	
6.	The Cambridgeshire County Council People Strategy	63 - 74
7.	Transformation Fund Monitoring Report Quarter 3 2018-19	75 - 82
8.	Treasury Management Report - Quarter Three Update 2018-19	83 - 96
9.	General Purposes Committee Agenda Plan, Training Plan and Appointments to Outside Bodies and Internal Advisory Groups and Panels	97 - 102

The General Purposes Committee comprises the following members:

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

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

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

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GENERAL PURPOSES COMMITTEE: MINUTES

Date: Tuesday, 22nd January 2019

Time: 10.05a.m. – 12.40p.m.

Present: Councillors Bailey, Bates, Bywater, Count (Chairman), Criswell, Hoy (substituting for Councillor Bywater), Howell (substituting for Councillor Hickford), Hudson, Jenkins, Meschini, Schumann, Shuter, Whitehead and Williams (substituting for Councillor Dupre)

138. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies were received from Councillors Bywater, Dupre and Hickford.

139. MINUTES – 18TH DECEMBER 2018 AND ACTION LOG

The minutes of the meeting held on 18th December 2018 were agreed as a correct record and signed by the Chairman.

In noting the action log, the Chairman drew attention to the action on page 10 asking for the financial impact on the County Council of families moving out of London to be quantified. He reported that the Cambridgeshire Councils' Network (CCN) in investigating this issue had requested both empirical and anecdotal evidence. One Member queried whether any other metropolitan areas had an overspend in their children's services budget. The Chairman reported that, as far as he was aware, it was only London which had recorded underspends, although he acknowledged that there might be individual variances.

Councillor Jenkins confirmed that his action set out on page 12 had been completed. He reported that the outcome would be circulated to the Committee when available. **Action Required.**

140. PETITIONS

No petitions were received.

141. FINANCE AND PERFORMANCE REPORT – NOVEMBER 2018

The Committee was presented with the November 2018 Finance and Performance report for Corporate Services and LGSS Cambridge Office, which was showing a forecast underspend of £975k. It was noted that there had been a slight improvement due to reduced costs on IT. One Member requested more detail in relation to this reduction. **Action Required.**

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

142. INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING 30TH NOVEMBER 2018

The Committee received a report detailing the financial and performance information to assess progress in delivering the Council's Business Plan. The overall revenue budget position was showing a forecast year-end pressure of £4.4m, which was a reduction of £0.068m on the previous month. It was noted that there had been an improvement in the Commercial and Investment budget due to an over achievement of the Eastern Shires Purchasing Organisation dividend. Attention was drawn to the pressure in Adults Services, which should improve with the additional grant of £2.324m to spend to alleviate winter pressures.

The Vice-Chairwoman of Children and Young People Committee (CYPC) tabled a briefing note (attached at **Appendix A**) from the Service Director, Children's Services and Safeguarding on the reporting of children's indicators within the 'Adults and children are kept safe' performance reporting to General Purposes Committee (GPC). She reported that the targets needed adjusting because the current ones were no longer in-step with what would be considered as good practice. It was important that these targets were aligned with the Council's statistical neighbours. The Chairwoman of Adults Committee added that both adults and children were kept safe even though the pie chart on page 25 showed the Council was 'off target'. It was noted that there were only four indicators in this target. She was concerned that the presentation of this data did not provide a true reflection.

The Director: Business Improvement and Development (BI&D) acknowledged the need to present the Committee with a more meaningful presentation of the data. The Chairman suggested a workshop involving the Chairs of the relevant committees in order to identify appropriate indicators which would provide the GPC with a strategic view of the organisation. **Action Required.** One Member expressed her frustration that the indicators had only been identified a short time ago. It was therefore disappointing that they were not doing their job. She acknowledged the fact that 100% off target was not a help indicator and drew attention to the fact that there were a number of indicators with no targets.

In acknowledging that children were kept safe, a Member drew attention to the 'Places that work with children help them to reach their potential' pie chart reflecting child protection plans and schools. She suggested that the Council should be mindful of this when considering budgets, in particular whether Children's Services should receive yet more cuts. She also drew attention to the need for a correction to the statement on page 27 that "This indicator decreased from 87.0% to 93.1%". The Director: BI&D reported that this target had in fact stayed the same. The Vice-Chairwoman of CYPC reminded the Committee of the work which had taken place over the last 18 months in People and Communities to address these issues. The Chairman added that he was delighted with the speed with which the Change Programme had been progressed but the Council would not know for a few years whether it had been successful.

The Chairman drew attention to the recommendation relating to the North Angle Solar Farm project. He reported that it was one of a number of successful solar projects for the Council.

One Member expressed disappointment regarding the current £4.4m overspend. She reported that it was effectively an £11m overspend given the £7m virement. She highlighted the need to keep it in mind as it would feed into next year's budget. The Head of Finance explained that a virement of £3.4m had been made from the smoothing fund reserve. The Chairman confirmed that the appropriate underspend figure was in fact £4.4m. He acknowledged that the figures would have been different if the virement had not been made. However, it was important to note that the Council had approved a smoothing reserve to cover in year pressures, and this had been used this year to help Children's Services to move to a new model.

The nature of the Levy Account Surplus grant was queried. The Head of Finance reported that this was a one off grant. It was noted that local authorities were awaiting the consultation on the new funding settlement for 2020. The Chief Finance Officer explained that although there would be a different mechanism in future, there would still need to be adjustments but not of this nature. The Chairman added that the new funding formula would have a top and tariff system. However, in the meantime, he would continue to lobby to ensure that Cambridgeshire received a fairer funding formula.

It was resolved unanimously to:

- a) Approve additional prudential borrowing of £36,000 in 2018/19 for the North Angle Solar Farm project, as set out in section 5.7;
- b) Approve allocation of the Levy Account Surplus grant (£987,000) to the corporate grants account within Funding Items, as set out in section 6.2. This would offset pressures across the Council, reducing the transfer from the general fund reserve at year-end.

143. TRANSFORMATION FUND INVESTMENTS FOR BUSINESS PLANNING 2018-19 TO 2022-23

The Committee was asked to consider the proposed investments from the Transformation Fund which supported delivery of transformation and savings within the Council's business plan for 2019/20 to 2023/24. It was important to bear in mind that in addition to this overarching bid, there was likely to be future requests throughout the year as transformation work continued. The proposed investment of £3m to deliver £19.6m savings over the period of the Business Plan did not include transformation work which had already been funded.

Members noted that some proposals such as item 4.4 had a full business case whilst other proposals would require investment to develop a business case. There were two specific areas relating to demand management and commercial where full business cases still needed to be worked up. The Commercial and Investment Committee was currently developing a Commercial Strategy, which would set out the overall approach to investment.

However, it was important to note that external expertise would be needed for some investments, which would be transferred to the Council's workforce.

Some Members expressed concern about the lack of detail in the report. They queried why the funding was being signed off in consultation with Service Chairs rather than committees on a case by case basis. One Member stressed the need for the same level of scrutiny to continue. The Chairman reported that the current monitoring arrangements would remain in place. He highlighted the importance of GPC knowing what was in the pipeline and the level of funding needed but acknowledged that the individual business cases could continue to be presented to GPC for approval. The Director: BI&D confirmed that GPC had previously requested the pipeline be brought to Committee in time for implications regarding budget planning purposes, even if business cases still required full working up and sign off.

The Director: BI&D reported that the investments were cross cutting. She explained that for some investments the Council did not have the in house expertise. It would therefore need investment funding for specialist services, which would be drawn down from the Transformation Fund. One Member queried whether officers would be able to bring in external expertise if the skills were not available in house. The Chairman reminded the Committee that this could be carried out under officers' delegations.

Another Member queried the relationship between GPC and the relevant Policy and Service Committees. It was noted that the Business Cases would be considered by the relevant Service Committees, which would then recommend them to GPC for financial approval. GPC would need to see the Business Cases for cross cutting investments. The Chairman reminded the Committee that there was flexibility to consider whether an investment provided financial savings or was morally/outcome based.

The Chairman with the agreement of the Committee proposed an amendment to the recommendations, which involved deleting recommendations b) and c) and replacing them with a new recommendation b) to reflect the need to approve the funding for the proposal set out in 4.4 and the need for all business cases to continue to be considered via the normal council route.

It was resolved unanimously to:

- A) Approve the investment of £3m revenue from the Transformation Fund for the period up to April 2021 to support delivery of Business Plan savings in the period 2019 – 2024.
- B) Approve the funding set out in Section 4.4 of the report and all other cases via the normal council route.

144. INNOVATE AND CULTIVATE FUND

The Committee received a report requesting the continuation of funding for the Innovative and Cultivate Fund (ICF). Members were reminded that the aim of the Fund was to help community organisations with big ideas for transformative preventative work that would make a positive impact on

Council expenditure. It was noted that £644k had already been awarded. The awarding of the remaining £365k from the initial £1m to recent applications would be considered by the Recommendation Panel in January. Attention was drawn to Appendix 1 detailing the return on investment of the approved projects. In order to continue the good work of this fund, a further injection of funding was needed. It was therefore proposed that £1m should be transferred from the Transformation Fund.

The Chairman of Communities and Partnership Committee (C & PC) expressed his full support this proposal, which targeted investment at communities to reduce need rather than services. It was important that the Council enabled communities to deliver what they required. The Chairman supported this view and suggested that if a Community Impact Assessment had been carried out it would have provided a glowing endorsement of this work. Other Members in welcoming this proposal highlighted the need to support communities implement their ideas.

One Member reported that she would be abstaining. Although, she supported the Fund and was excited to see what communities could bring outside the Council, she was concerned that there was not sufficient evidence of effectiveness given the short time it had been in operation. She reminded the Committee that the Council's budget was so tight that she needed to have more evidence that these schemes could bring in savings before committing a further £1m. It was noted that the case studies attached at Appendix 2 provided a degree of understanding. One Member asked that they receive a wider circulation to District Councils, NHS, Voluntary Sector and communities. **Action Required.** The Chairman highlighted the fact that there would be savings to the Council's partners. Another Member commented that the case studies were good exemplars but could not be classified as evidence.

The Assistant Director for Housing, Communities and Youth reported that Appendix 1 provide evidence of returns which had been evaluated by Finance Officers. She acknowledged that the Council was early on in the process and that more evidence would be available in the long-term. However, the impact of the innovations so far was good. She drew attention to Section 2.3 which included plans for the fund if more funding was agreed. It also included bespoke monitoring and evaluation tools to measure project outcomes and savings and to capture and apply the learning from the projects. The Chairman of (C & PC) reported that this fund would produce data over a period of time. At the moment, the case studies were available to fill the statistical evidence gap.

It was resolved to:

Transfer a further £1m from the Transformation Fund to the Innovate and Cultivate Fund.

145. BUSINESS PLAN 2019-2020 TO 2023-24

The Chief Finance Officer (CFO) introduced a report providing an overview of the key issues contained within the Business Plan prior to formal recommendation by GPC for Council decision in February. He thanked the

Policy and Service Committees for the work that had been put in to preparing the Plan. It was noted that the report included the Community Impact Assessments (CIAs) considered by the Committees. Members were reminded that budget setting was the responsibility of Full Council. It was noted that the provisional Revenue Support Grant (RSG) Settlement rarely changed so any adjustments would be up to Council.

Attention was drawn to the updates from the December committee set out in Section 3, which included the following:

- the removal of the negative RSG in 2019/20 improving the Council's position by £7.1m.
- the announcement of a consultation on the fair funding review. The Council would, of course, continue to make its case. However, it was important to note that there would be floors and ceilings even if there was good news with the benefits likely to be phased.

Members were reminded that the report assumed an increase of 3.99% in Council Tax (this covered at 1.99% increase in general council tax and 2% increase in the Adult Social Care precept). Although the Business Plan covered a five year period, the report set out a number of options for balancing the budget in 2019/20. The CFO reported that he would be setting out the financial challenges facing the Council in his Section 25 statement to Council.

The Chairman reminded the Committee that a savings/income target of £27.4m was required next year and more than £70m was required in the medium term. He highlighted two significant changes amounting to £2m which had affected the savings return. He explained that Council would need to balance its needs against the needs of individuals. He drew attention to the funding gap of £13.134m against the £32m of options available to close the remaining budget deficit (with General Reserves remaining intact). He added that the CIAs for all the proposals had been considered by Policy and Service Committees. Where there had been changes such as to the Children's Programme, it had been evidence based.

The Chairman proposed an amendment, seconded by Councillor Criswell, to revise Recommendation 2 as follows: Review the options set out in section 4 of this paper **and decides whether there is sufficient resources and flexibility for Council to deliver** ~~to establish a balanced budget position and make recommendation to Full Council.~~ He also proposed that the current Recommendation 3 be deleted and replaced with the following:
Recommends that Council balances the budget from within the total resources as detailed in 4.2 and 4.9 in this paper. (*Additions in bold and deletions in strikethrough*).

During discussion of the amendment, one Member challenged the paperwork that stated it was possible for the Council to reduce the operating cost base by reducing service levels for Street Lighting and Bus Subsidies. The Chairman confirmed that the former was subject to a Private Finance Initiative and the latter was agreed by the Combined Authority. Although the Council could not act in isolation, there was potential for negotiated change.

On being put to the vote the amendment was carried.

One Member highlighted how frustrating it was that it was still not clear from the Administration as to how it planned to balance the budget. She felt that there was confusion with the Council not knowing what it was doing. She stressed the importance of avoiding financial surprises. She reported that it was difficult for other people to make decisions if the Administration did not set out its plans. She suggested that political reasons were the only reason why the Administration was not recommending a balanced budget at GPC, and she regarded this as poor leadership and bad management.

The Chairman was of the view that these comments were politically motivated. All parties had been given the necessary tools to balance the budget so there was no need for the opposition parties to react to the Administration's budget. All parties would therefore need to lay out their proposals which would expose the differences. All the Administration was doing was not giving the opposition parties the ability to react to its proposals rather than setting out their own points. He reminded the Committee that the budget protocol required all parties to submit their amendments to Council five clear working days before the meeting.

The Chairman of Economy and Environment Committee thanked his Committee for working on the budget and achieving a consensus. He drew attention to two business cases relating to the Historic Environment, and Transformation of the Infrastructure and Growth Service into a profit centre, which would both bring in income.

The Chairwoman of Adults Committee reported that People and Communities had risen to the challenge of achieving savings of £21m. It was important to put the £4.4m overspend into context. The Adults Services overspend was only 0.37% which was minuscule given the size of the budget.

She stressed the importance of having a balanced narrative as well as a balanced budget. All parties needed to exercise political responsibility when talking about services being delivered to the most vulnerable. She was therefore extremely concerned about the political narrative in Liberal Democrat leaflets delivered in East Cambridgeshire, which stated that the Council was facing financial meltdown and bankruptcy. She was also concerned about the misinformation relating to the slashing of Highways budgets. She reminded the Committee of the £2m additional funding which had been spent on potholes and pavements, and the additional funding of £13.1m into Highways Maintenance.

She was particularly concerned that some elderly people around Ely who relied on local authority care had been frightened by this information. She sought to reassure local residents by reminding them that the Council had invested an extra 6% per year in Older People's Services, £11m extra in Learning Disability, and impact of the Adults Positive Challenge programme. The Neighbourhood Cares Pilots were also unleashing support in communities. She highlighted a positive example of this in Soham. In conclusion, she stressed the need for a balanced narrative.

The Chairman reported that the reports of financial meltdown did not relate to this Council's budget. The Council unlike some other authorities had not needed to poach its reserves in order to balance its budget. He reminded the Committee that the Council had introduced a smoothing reserve and a Transformation Fund to help to deliver outcomes. It also had the largest public sector County Farms Estate.

The Chairman of Commercial and Investment Committee concurred with the comments raised. He stress the importance of not losing sight of the impact of such messages on vulnerable people which he regarded as unacceptable. He drew attention to section 3.5 and the prudent need to adjust the budget accordingly. He reported that the Committee had ambitious targets and was expecting an above 5% return on the council's Solar Farm at Soham.

In response, the Leader of the Liberal Democrat Group reported that the comments had been regarding the situation of the Council over the last five years. She reported that the Highways Maintenance budget had been reduced and was only going up a small amount. She felt that it was unlikely that the road network would improve over the next two years. The Council was in fact managing at state of managed deterioration and was not able to maintain its roads to the standards of five to six years ago. It was important to make clear to residents the reasons why Council Tax needed to be increased in order to provide choices. The Council needed to communicate the scale of the challenge it faced. She also drew attention to the fact that money was coming out of Adult Social Care.

The Chairman confirmed that a Code of Conduct complaint had been submitted in response to the words in the leaflet. The Liberal Democrat Group Leader felt that it was deeply inappropriate to make personal complaints about people who were not members of this Council.

The Chairman of Highways and Community Infrastructure Committee reported that all Highways Authorities would like more funding for maintenance. However, it was important to note that the Council had considered its methods in order to improve maintenance. Capital investments such as 'Dragon Patchers' had made a significant difference. It was noted that more potholes had been filled week beginning 14 January than had been reported. The Council had also been successful in attracting Government grants to repair Fenland roads. He stressed that although the Council would like more money, it was spending wisely and the results were showing on the roads. The Chairman commented that it was easy to look at the figures but this did not reflect the quality of the service or the delivery of outcomes. He added that a lot more was being achieved for the same amount of money.

One Member suggested that employing volunteers to fill gaps in school funding still meant that schools were underfunded. He acknowledged the good work to fill potholes but reminded the Committee that it would not increase the life of a road. He reported that road maintenance needed to be funded. He was currently investigating how much was spent and how the Council spent it. He expressed disappointment that the Committee could not come up with a recommendation on Council Tax. The Chairman drew attention to the fact that many organisations used volunteers to plug gaps,

which provided good outcomes for the volunteers and had been shown to improve their lives.

The Chairman of Health Committee reminded Members that the Public Health budget was ring fenced so it was more about how it was spent rather than what was spent. He praised the Committee and officers for achieving significant efficiencies, which included the merging of team leader posts and the deletion of three posts without impacting on the quality of service. The Committee had also saved money by conducting campaigns in house by using the expertise of its own officers. The Service had made savings but had also maintained quality and had even made improvements.

One Member reported that she had been critical of the Business Plan consultation exercise last year and it had been recorded that she would be consulted this year. She had not been consulted and remained critical. She queried the statement regarding the use of capital receipts expenditure to fund transformation. The Head of Finance reported that there would be £3.3m funding available next year. He explained that there were detailed guidelines and each case was checked by the Council's external auditors. The same Member acknowledged that the Council had worked hard to do more with less. However, she felt that this was no longer possible. She drew attention to the lack of money in public services. In particular, she highlighted Children's Services where additional funding had still be outstripped by increased demand. Although, Schools' Forum had agreed a small increase in funding, she explained that many schools would be experiencing a decrease due to the impact of Special Educational Needs and Disability. It was important therefore to recognise that there were real areas of public services under intense pressure. Whilst the Authority was nowhere near meltdown, it was important to make the point to the public that the funding situation was very tight.

The Chairman hoped that everyone was aware of the efforts being made to lobby the Government. All areas of the County including the Police and Fire as well as the County Council were underfunded as a result of archaic formulas. The Council was expecting a new funding formula and had received positive news regarding the turnaround of negative RSG. Further lobbying had resulted in additional funding for Adult Social Care and Highways, which had gone a significant way to assist budgetary pressures or improve services. He would continue to lobby for a formula which was fit for purpose. He drew attention to the Council's Strategic Framework and, in particular the priority outcomes, as it was important to identify what the Council wanted to deliver.

In conclusion, the Chairman thanked the Committee and officers throughout the organisation for their work on the Business Plan.

It was resolved to:

1. Consider the Business Plan, including supporting budget, business cases, consultation responses and other material, in light of all the planning activities undertaken to date.

2. Review the options set out in section 4 of this paper and decide whether there was sufficient resources and flexibility for Council to deliver a balanced budget position.
3. Recommends that Council balances the budget from within the total resources as detailed in 4.2 and 4.9 in this paper.
4. Endorse the priorities and opportunities as set out in the Strategic Framework.
5. Authorise the Chief Finance Officer, in consultation with the Leader of the Council, to make technical revisions to the Business Plan, including the foregoing recommendations to the County Council, so as to take into account any changes deemed appropriate, including updated information on District Council Tax Base and Collection Funds, Business Rates forecasts and Collection Funds and any grant changes.

146. GENERAL PURPOSES COMMITTEE AGENDA PLAN, TRAINING PLAN AND APPOINTMENT TO OUTSIDE BODIES, AND INTERNAL ADVISORY GROUPS AND PANELS

The Committee considered its agenda and training plans. It was noted that the reserve meeting in February would be used for a workshop with Strategic Management Team on the People Strategy, and to consider any urgent items if necessary.

It was resolved unanimously to:

- a) review its agenda plan attached at Appendix 1 to the report; and
- b) review its training plan attached at Appendix 2 to the report.

147. EXCLUSION OF PRESS AND PUBLIC

It was resolved unanimously:

That the press and public be excluded from the meeting during the consideration of the following report on the grounds that it was likely to involve the disclosure of exempt information under paragraphs 3 & 5 of Schedule 12A of the Local Government Act 1972, as it referred to information relating to the financial or business affairs of any particular person (including the authority holding that information) and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

148. WASTE PRIVATE FINANCE INITIATIVE (PFI) CONTRACT

Councillors Bailey and Williams declared non-statutory disclosable interests under the Code of Conduct, as follows:

- Councillor Bailey – Chairman of Regulatory Services Committee, East Cambridgeshire District Council, and Director of East Cambridgeshire Street Scene Limited

- Councillor Williams – Lead Cabinet Member for Finance, South Cambridgeshire District Council

The Committee considered a report on the Waste Private Finance Initiative Contract.

It was resolved unanimously:

to agree the recommendations as set out in the report.

Chairman

Briefing note on the children's indicators within the 'Adults and Children are kept safe' Performance Reporting for General Purposes Committee

Background

There are a number of performance indicators for children that make up this global indicator, which is reporting as 100% off target.

In my report for Children and Young People's Committee, I noted that we needed to adjust some of the key performance targets because the current ones are no longer in-step with what would be considered as good practice.

One example is the rate of children on a child protection plan per 10,000. The target against which these this performance is currently measured is **30 per 10,000**. This is too low: our statistical neighbour average is currently **37 per 10,000** and our current performance is in line with this at **37.1 per 10,000**. Were our rate to be 30 per 10,000, I would be worried that we were failing to identify all the children in the county who needed to be protected from harm. Current performance, because it is in line with statistical neighbour averages, strongly indicates that we are keeping children safe.

In relation to this indicator, I recommended that we align with the statistical neighbour average in the Children and Young People's Committee report in December.

I will be working with Business Intelligence to agree new performance targets to report against for the new financial year.

Detailed information about performance targets reported

Re-referrals – the percentage of children re-referred within 12 months of a previous referral

The change in this performance indicator as reported indicates improving performance. The target is 20% and the reported performance is 20.4% - which is to all intents and purposes, on target.

This is an indicator where there is an ideal range. If re-referrals are too low, it indicates that we do not end involvements with families quickly enough. If it is too high, it means that we are not taking referrals sufficiently seriously.

Performance across the Eastern Region ranges from 14% to 25%. My recommendation would be that to be on target, this indicator be considered on target if it is between the range of 17% and 22%.

This would put our reported performance as on target. The actual rate in December was 19%, which is on target by either measure.

Child Protection

The reported increase in the rate of children on child protection plans from 36.8 to 37.1 per 10,000 population equates to increase in numbers of four children. As noted

above, the average of our statistical neighbours is 37, meaning that we are precisely where we would expect to be. If numbers on child protection plans are too low, it indicates that we are likely to be failing to identify children who are at risk of harm.

The indicator relating to **children being subject to a child protection plan for the second or subsequent time** is a very volatile one, because the numbers involved are so small. It is a useful indicator for officers but requires knowledge of the child level data that sits behind it in order for its meaning to be clear.

Children in Care

Members are of course aware that numbers of children in care are significantly higher than they should be. The target needs to be recalibrated to enable us to plot our progress against the targets that we now have in place following the restructure of children's social care services.

The main target is to bring the number of children in care in line with the average of our statistical neighbours by the end of 2020/21. This is to a rate of 46.3 per 10,000. I will work with Business Intelligence to look at a series of targets over the next two years that will measure performance against the trajectory required.

Achieving this will take time, but the significant changes to the structure of children's social care will enable us to deliver.

Lou Williams

GENERAL PURPOSES COMMITTEE

Minutes-Action Log



Introduction:

This log captures the actions arising from the General Purposes Committee on 22nd January 2019 and updates members on the progress on compliance in delivering the necessary actions. This is the updated action log as at 18th March 2019.

Minutes of 22nd January 2019

Item No.	Item	Action to be taken by	Action	Comments	Completed
139.	Minutes – 18th December 2018 and Action Log	R Lumley Cllr Jenkins	The outcome of the in depth analysis to facilitate informed decision making in future with respect to Highways Maintenance £90m expenditure (ending in 2022-23) to be circulated to the Committee.	Work complete and will be discussed at the 12 March H&CI committee, following which a discussion group will be arranged with interested Members to explore further.	Complete – passed to relevant service committee (H&CI).
141.	Finance and Performance Report – November 2018	T Kelly	The Committee requested more information in relation to the reduction in IT forecast overspend.	Sent to GPC on 13 March 2019.	Completed.

142.	Integrated Resources and Performance Report for the period ending 30th November 2018	A Askham	To arrange a workshop involving the Chairs of the relevant committees in order to identify appropriate indicators which would provide the Committee with a strategic view of the organisation.	Workshop session arranged for 7 May 2019.	Completed.
144.	Innovate and Cultivate Fund	S Ferguson	Case studies attached at Appendix 2 to receive a wider circulation to District Councils, NHS, Voluntary Sector and communities.		

Minutes of 18th December 2018

Item No.	Item	Action to be taken by	Action	Comments	Completed
133.	Integrated Resources and Performance Report for the Period Ending 31st October 2018	L Williams T Kelly	The Chairman asked the Service Director to quantify financially the impact on the County Council of families moving out of London, and to ask the County Councils' Network to investigate this issue.	Following a request from CCC and others, the County Councils Network are investigating the impact of internal migration. Major work is underway nationally to reset and influence the fair funding formula with respect to Children's Services. Through its submission to consultation and via technical work at Association of Directors of Children's Services & Society of County Treasurers, CCC is lobbying for a detailed approach that reflects growth, relative needs and efficiency at the lowest local level.	Completed.

FINANCE AND PERFORMANCE REPORT – JANUARY 2019

To: General Purposes Committee

Meeting Date: 26 March 2019

**From: Director of Corporate and Customer Services
Chief Finance Officer**

Electoral division(s): All

Forward Plan ref: Not applicable Key decision: No

Purpose: To present to General Purposes Committee (GPC) the January 2019 Finance and Performance Report for Corporate Services and LGSS Cambridge Office.

The report is presented to provide GPC with an opportunity to comment on the projected financial and performance outturn position, as at the end of January 2019.

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

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

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

2. MAIN ISSUES

- 2.1 Attached as **Appendix A**, is the January 2019 Finance and Performance report.

2.2 Revenue:

At the end of January, Corporate Services (including the LGSS Managed, Deputy Chief Executive and Financing Costs) is forecasting an underspend of £1,639k. There is one new significant forecast outturn variance (over £100k) to report.

The LGSS Cambridge Office budget is forecasting an overspend of £48k and there are no significant forecast outturn variances (over £100k) to report. This element of the budget is monitored by the LGSS Joint Committee and is not the responsibility of General Purposes Committee.

Financing Costs are forecasting an underspend of £1.74m at year-end. There are no new significant variances to report.

2.3 Capital:

At the end of January Corporate Services, Transformation and LGSS Managed are forecasting an in-year underspend of £0.54m on capital budgets, and a total scheme underspend of £0.2m. There are no new significant variances (over £500k) to report this month.

LGSS Operational is forecasting a balanced position on capital budgets. There are no new significant variances (over £500k) to report for LGSS Operational schemes.

2.4 Performance:

Corporate Services has 12 performance indicators for which data is available. 8 indicators are currently at green, 3 at amber and 1 at red status.

Performance information for LGSS Cambridge Office is not currently available.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 A good quality of life for everyone

There are no significant implications for this priority.

3.2 Thriving places for people to live

There are no significant implications for this priority.

3.3 The best start for Cambridgeshire's children

There are no significant implications for this priority.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

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

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

4.3 Statutory, Risk and Legal Implications

There are no significant implications within this category.

4.4 Equality and Diversity Implications

There are no significant implications within this category.

4.5 Engagement and Consultation Implications

There are no significant implications within this category.

4.6 Localism and Local Member Involvement

There are no significant implications within this category.

4.7 Public Health Implications

There are no significant implications within this category.

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

Source Documents	Location
CS and LGSS Cambridge Office Finance & Performance Report (January 2019)	1 st Floor, Octagon, Shire Hall, Cambridge

Corporate Services and LGSS Cambridge Office**Finance and Performance Report – January 2019****1. SUMMARY****1.1 Finance**

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

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

Monthly Indicators	Red	Amber	Green	Total
December (Number of indicators)	1	3	8	12

2. INCOME AND EXPENDITURE

Outturn Variance (Previous) £'000	Directorate	Budget £'000	Actual £'000	Outturn Variance £'000	Outturn Variance %	Status
-96	Corporate & Customer Services	6,707	6,518	-200	-3.0%	Green
220	Corporate Savings & Funding	-1,039	-499	220	21.2%	Amber
-7	Business Improvement & Development	875	1,154	-5	-0.5%	Green
-43	Deputy Chief Executive	325	235	-43	-13.1%	Green
0	Legal & Governance	90	37	0	0.0%	Green
-1,738	Financing Costs	25,983	10,074	-1,738	-6.7%	Green
126	LGSS Managed	11,186	10,128	126	1.1%	Amber
-1,537	Total	44,127	27,646	-1,639	-3.7%	

2.1 Overall Position

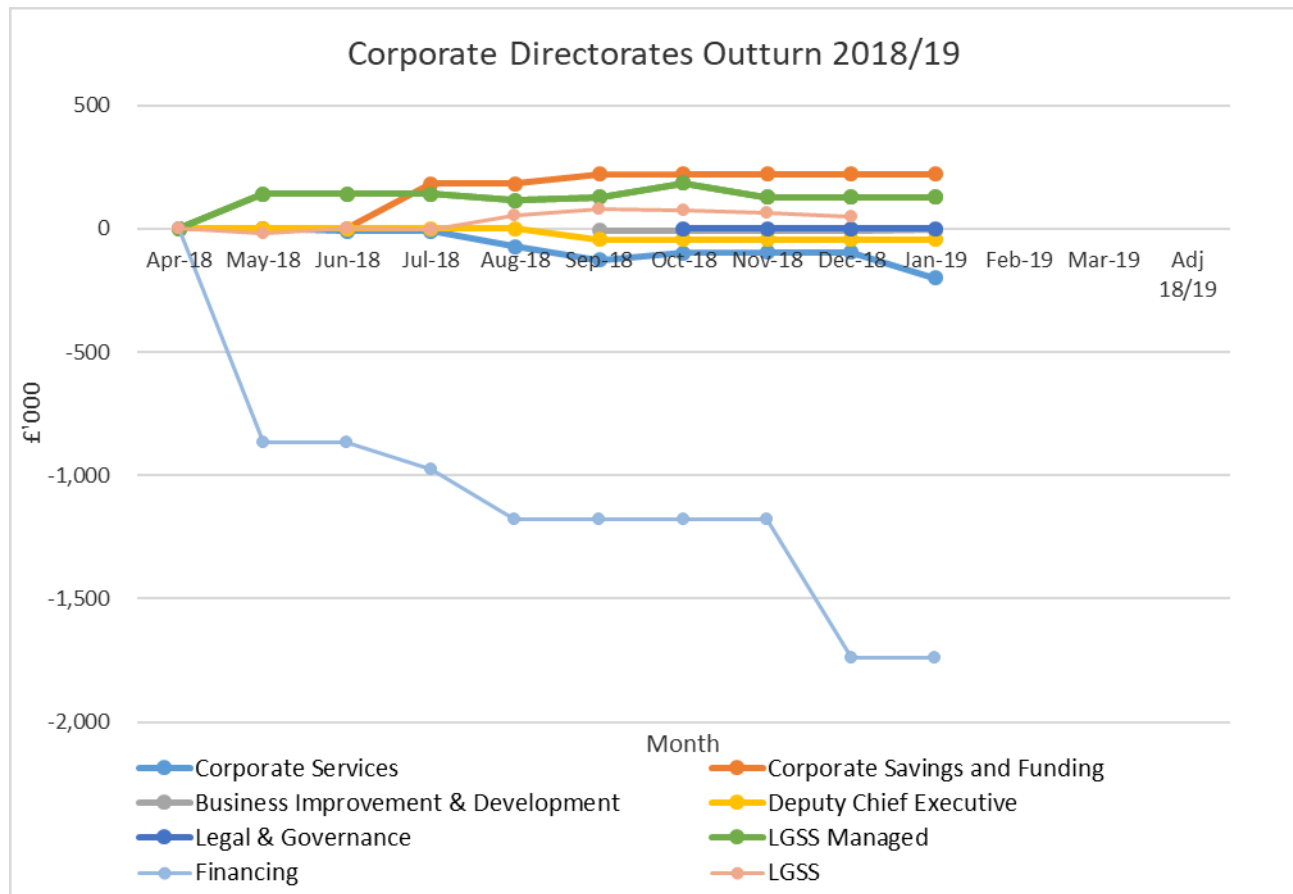
The service level budgetary control report for Corporate Services, LGSS Managed and Financing Costs for January 2019 can be found in [CS appendix 1](#).

The service level budgetary control report for LGSS Cambridge Office for January 2019 can be found in [LGSS appendix 1](#). Pressures and deficits within LGSS Operational budgets are the responsibility of the Joint Committee. Formal risk sharing arrangements are in place such that changes in service or financing impacting one partner are isolated from impacting other partners. In practice, this means that where there is risk (or additional requirements for) in-year savings for back-office services shared with or facing

Northamptonshire County Council, these do not impact on the service received by Cambridgeshire County Council (CCC) or impact any overspend to be handled by CCC.

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

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



2.1.1 Significant Issues – Corporate and Customer Services

Corporate and Customer Services budgets are currently predicting an underspend of £200k which is an additional underspend of £104k compared to the previous forecast. This is mainly due to reduced costs in Customer Services and IT & Digital.

Customer Services is reporting an underspend of £152k which is an increase of £101k from the previous forecast. This is due to several vacancies in the team which are expected to be filled in the coming months.

2.1.2 Significant Issues – Corporate Savings and Funding

Corporate Savings and Funding budgets are currently predicting an overspend of £220k, which is the same as last month. This is due to savings targets that are not expected to be met in the year.

There are no new exceptions to report this month.

2.1.3 Significant Issues – Business Improvement & Development

Business Improvement & Development budgets are currently predicting an underspend of £5k, which is a decrease of £2k from the previous forecast.

There are no new exceptions to report this month.

2.1.4 Significant Issues – Deputy Chief Executive

The Deputy Chief Executive budget is currently predicting an underspend of £43k, which is the same as the previous forecast.

There are no new exceptions to report this month.

2.1.5 Significance Issues- Legal and Governance

The Legal and Governance budget is currently predicting a balanced outturn, which is the same as the previous forecast.

There are no new exceptions to report this month.

2.1.6 Significant Issues – LGSS Managed

LGSS Managed budgets are currently predicting an overspend of £126k at year-end, which is the same as the previous forecast.

There are no new exceptions to report this month.

2.1.7 Significant Issues – Financing Costs

Financing costs are currently predicting an underspend of £1.74m, which is the same as the previous forecast.

There are no new exceptions to report this month.

2.1.8 Significant Issues – LGSS Cambridge Office

LGSS Cambridge Office is currently predicting an overspend of £48k, which is a decrease of £16k from last month. This is due to an increased underspend on Human Resources costs.

There are no new exceptions to report this month.

2.2 Additional Income and Grant Budgeted this Period

(De minimis reporting limit = £30,000)

There were no new items recorded during January 2019.

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

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

2.3 Virements and Transfers to / from Reserves (including Operational Savings Reserve)

(De minimis reporting limit = £30,000)

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

Corporate and Saving & Funding:

	£000	Notes
Customer Services	62	Virement from Children's Services to fund additional resources in the contact centre
IT and Digital Services	-46	Virement to PCC Shared Services savings target from shared head of IT and Digital
Non-material virements (+/- £30k)		

Corporate and Saving & Funding:

	£000	Notes
PCC Shared Services	46	Virement from IT & Digital Services towards savings target
PCC Shared Services	27	Virement from Business Intelligence towards savings target
Non-material virements (+/- £30k)		

Business Improvement and Development:

	£000	Notes
Business Intelligence	-27	Virement to PCC shared Services savings target from shared head of business intelligence from September 2018
Non-material virements (+/- £30k)		

A full list of Virement and Transfer for Corporate Services and LGSS Managed can be found in [CS appendix 4](#)

A full list of Virement and Transfers for LGSS Cambridge Office can be found in [LGSS appendix 4](#).

3. BALANCE SHEET

3.1 Reserves

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

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

3.2 Capital Expenditure and Funding

Expenditure

- Corporate Services and Transformation schemes have a capital budget of £4.9m in 2018/19 and there is expenditure of £2.1m to date. In-year, an overspend of £1.0m is predicted. The total scheme forecast is on budget.

There are no new material variances to report this month.

- LGSS Managed has a capital budget of £6.0m in 2018/19 and there is expenditure of £1.3m to date. In-year, an underspend of £1.6m is forecast. The total scheme forecast is an underspend of £172k.

There are no new material variances to report this month.

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

There are no new material variances to report this month.

Funding

- Corporate Services and Transformation schemes have capital funding of £5.4m in 2018/19. The Corporate Services capital programme as a whole is forecasting an overspend of £1.0m, as detailed above.

There are no new material variances to report this month.

- LGSS Managed has capital funding of £6m in 2018/19. The LGSS Managed capital programme as a whole is forecasting an underspend of £1.6m in 2018/19, as reported above. This will reduce the Prudential Borrowing requirement by this amount.

There are no new material variances to report this month.

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

There are no new material variances to report this month.

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

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

4. PERFORMANCE

- 4.1 The key performance indicators for Corporate and Customer Services and LGSS Managed Services are set out in [CS Appendix 7](#). Key performance indicators for LGSS Cambridge Office are not reported here as the information for these is not yet available.

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

**INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING
31ST JANUARY 2019**

To: **General Purposes Committee**

Date: **26 March 2019**

From: **Chief Finance Officer**

Electoral division(s): **All**

Forward Plan ref: **2019/002**

Key decision: **Yes**

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

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

- a) **Approve the allocation of the Brexit Funding for Local Government grant (£87,500) to the corporate grants account within Funding Items as set out in section 5.2;**
- b) **Approve accounting for a write-off of £85k: Thoughts of Others Ltd overpayment invoice following the liquidation of that company as set out in section 6.2;**
- c) **Approve -£2.0m revised phasing of prudential borrowing from 2018/19 to 2019/20 for the £90m Highways Maintenance schemes as set out in section 7.7;**
- d) **Note the +£1.348m additional Devolved Formula Capital funding to be received by People and Communities (P&C) from the Education and Skills Funding Agency (ESFA) as set out in section 7.7;**
- e) **Note the reduction in total required prudential borrowing of £3m in relation to the EastNet scheme as set out in section 7.8.1;**
- f) **Approve prudential borrowing of £620,000 in 2019/20 for the Mosaic IT Infrastructure scheme, as set out in section 7.8.2;**
- g) **Approve prudential borrowing of £150,000 in 2019/20 and a further £150k for each of the next 2 financial years for the Essential Cambridgeshire County Council (CCC) Business Systems Upgrades project, as set out in section 7.8.3;**
- h) **Approve additional prudential borrowing of £95,700 in 2019/20 for the Swaffham Prior Community Heat Scheme as set out in section 7.9;**
- i) **Approve additional prudential borrowing of £150,000 in 2019/20 for the Cambourne Village College Scheme as set out in section 7.10; and**
- j) **Approve a revision in the agreed level of loan permitted to Viva, to up to £450k, for capital expenditure on the Soham Mill project, delegating agreement of final terms to the Chief Finance Officer in consultation with the Chairman of GPC (see section 8.10).**

Officer contact:		Member contacts:	
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Tel:	01223 703599	Tel:	01223 706398

1. PURPOSE

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

2. OVERVIEW

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

2.2 Change in indicators:

Data available as at: 31/01/2019

Outcomes: **95 indicators** about outcomes are monitored by service committees. These have been grouped by outcome area and their status is shown below.

Older people live well independently

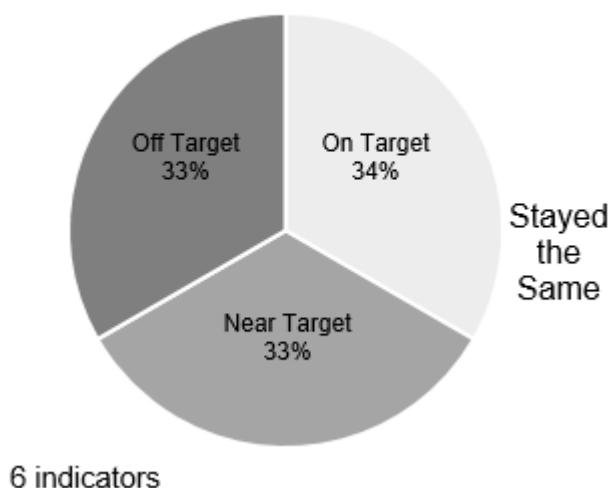


7 indicators, 2 of which do not have targets

Current performance shows the number of new people entering long term care last year compared favourably to the Eastern region as a whole. 9 out of 10 people who were supported by the reablement service (a short term service which supports people to recover after crisis) did not subsequently need a long-term service. This is well above the national average. It is anticipated that performance in signposting to further information or advice only, rather than long term services, will improve also as Adult Early Help and Neighbourhood Cares teams employ community and voluntary resources.

Performance in delayed transfers of care remains off-target. The Council is continuing to invest considerable amounts of staff and management time into improving processes, identifying clear performance targets and clarifying roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital. Delays in arranging residential, nursing and domiciliary care for patients being discharged from Addenbrooke's remain the key drivers of Adult Social Care (ASC) bed-day delays.

People with disabilities live well independently

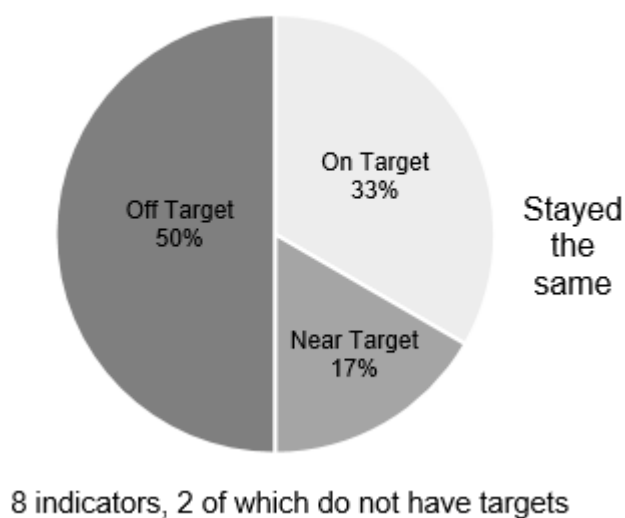


Current performance figures show that more than 8 out of 10 adults in contact with secondary mental health services are living independently (better than target) and 14% of this client group are in employment (also better than target).

In the last biennial carers' survey, just over a third of carers supported by the local authority said they were satisfied with their support, which is just under target. The next survey is underway now.

The proportion of learning disability service users in paid employment is low and there is an action plan to improve this. The proportion of adults receiving direct payments has been falling recently and investigation around the causes is underway.

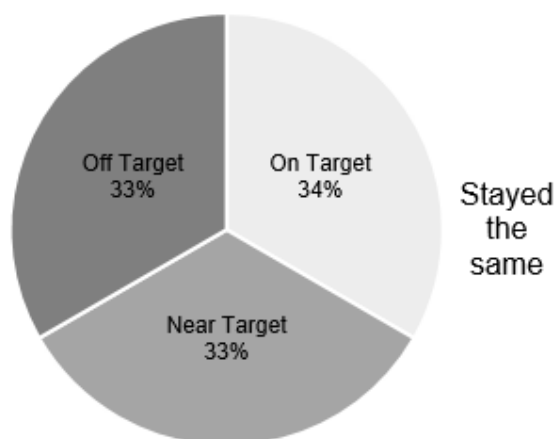
Adults and children are kept safe



Current performance figures show that in 95% of adult safeguarding enquiries outcomes were at least partially achieved (a nationally defined indicator) and more than 80% of people who have used these services say they have made them feel safer.

In children's services, re-referrals to children's social care within 12 months of a previous referral is at the current appropriate target level. Caseloads are high which is reflected in rate of children with child protection plans and the number of looked after children. Work is underway to address this.

People live in a safe environment

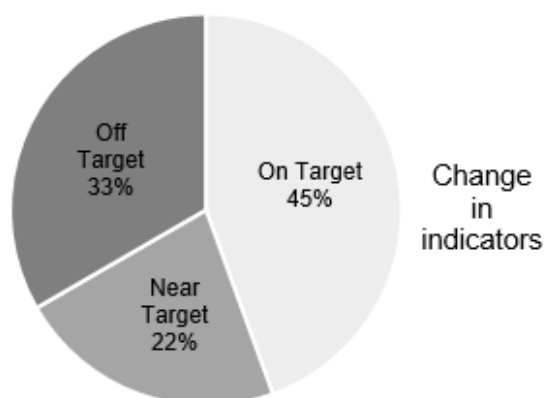


6 indicators, 3 of which do not have targets

Latest performance information shows that 99.5% of all streetlights are working, and the total energy use is within 3% of target (currently 11.32 million Kwh over the most recent 12 month period).

The provisional total for people killed or seriously injured on the roads to the end of September 2018 is lower than the same period of the previous year and the overall trend is downwards. However it is still above target and the Highways and Community Infrastructure Committee is monitoring a Road Safety Action Plan to reduce the number of people killed or seriously injured on the county's roads.

The Cambridgeshire economy prospers to the benefit of all residents



18 indicators, 9 of which do not have targets

Current performance shows that 96.7% of premises in Cambridgeshire have access to at least superfast broadband, which is better than target.

Annual road condition surveys show that maintenance should be considered on 2.7% of our principal road network and 6% of our non-principal road network; both of these are better than target. More of the classified roads in Fenland require maintenance than in other parts of the county; although significant investment has recently been carried out in the Fenland area associated with the Department for Transport (DfT) Challenge Fund bid, and the effects of some of these works will not have been included in this year's survey. Inspections of the quality of workmanship of highways defects did not show any repairs as defective in the past month.

There is a national decline in bus passenger journeys and the 2018 figure for Cambridgeshire is below target. Moving forward the trend may be helped by the removal of parking charges at Park and Ride sites and through the introduction of Greater Cambridge Partnership schemes, although these are not planned until 2019/20 at the earliest.

Places that work with children help them to reach their potential

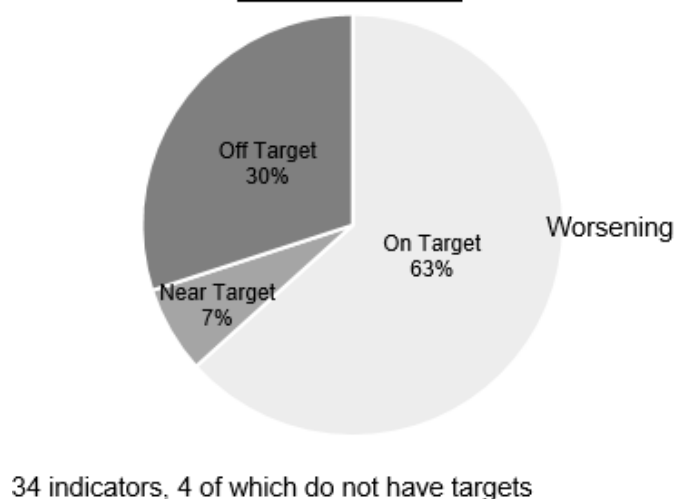


Current performance shows 8 out of 10 primary-aged children and 9 out of 10 secondary-aged children attend schools judged 'good' or 'outstanding' by Ofsted. All children attending nurseries are attending 'good' or 'outstanding' settings. Nearly 9 out of 10 children attending special schools are attending 'good' or 'outstanding' schools.

In 2018, 61.4% of children taking end of Key Stage 2 tests achieved reading writing and maths combined at the expected standard, this was an improvement compared to previous year but below target and national average. At Key Stage 4, the average Attainment 8 score increased slightly in comparison to the previous year. It is slightly below target but above national average.

Performance in persistent absence from school and fixed term exclusions are both better than statistical neighbour and national averages.

People lead a healthy lifestyle and stay healthy for longer



Cycle journeys in 2018 showed a growth of 71% compared to a 2004/05 baseline, which is above target.

Performance of sexual health and contraception services is good. Performance of lifestyle services including personal health trainers and weight loss services is good. Health visiting and school nursing performance is generally good.

There was an improvement in 2018 in the percentage of children with excess unhealthy weight to 17.5% of children aged 4-5. However there was a slight increase amongst children aged 10-11 to 28.4%. Both of these figures are better than the national average.

The smoking cessation programme is currently off target but performance is on an upward trajectory.

Health checks programmes are off target in terms of volume. However, GP health checks is comparable to last year and outreach health checks have increased across the county except in Fenland. Further events have been booked and a mobile service has been

Key Pressures
<ul style="list-style-type: none">- Nursing placements for older people are increasing against the April 18 baseline.- The number of children in care has significantly increased this financial year.- The number of children on a child protection plan has increased this financial year. <p>See following page for details.</p>

2.3 The master file of performance indicators and latest Corporate Risk Register are available [here](https://tinyurl.com/yd96a2vw), (<https://tinyurl.com/yd96a2vw>).

Finance and Risk

Revenue budget forecast

+£3.4m (0.9%)
variance at end of
year

RED

This is a £0.084m decrease
in the revenue forecast
pressure since last month.

This is a +£3.185m increase
in the forecast in-year
capital expenditure
compared to last month.

Capital programme forecast

-£14.3m (-4.8%)
variance
at end of year

GREEN

Residual risk score	Green	Amber	Red
Number of risks	0	8	2

*Latest Review: January 2019

Transformation Programme	Transformation Fund
43 Early ideas ↓ 196 Business cases in development ↓ 23 Projects being implemented ↔	13 projects rated Green ↑ 1 rated Amber (reflecting some need to re-phase savings) ↔ 2 rated Red (risk of non-delivery of savings or benefits) ↔

Number of service users supported by key care budgets

Older people aged 65+ receiving long term services

	Jan-19	Apr-18	Trend since Apr-18
Nursing	448	410	Increasing
Residential	841	847	Stayed the same
Community	2,099	2,023	Increasing

Adults aged 18+ receiving long term services

	Jan-19	Apr-18	Trend since Apr-18
Nursing	30	26	Increasing
Residential	315	309	Stayed the same
Community	1,924	1,933	Stayed the Same

Children open to social care

	Jan-19	Apr-18	Trend since Apr-18
Looked after children	759	715	Increasing
Child protection	499	483	Increasing
Children in need*	2,358	2,225	Increasing

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

Public Engagement

	Jan-19	Apr-18	Trend since Apr-18
Contact Centre Engagement	15,920 Phone Calls 7,402 Other	12,763 5,316	Increasing Increasing
Website Engagement (cambridgeshire.gov.uk)	218,547 Users 319,396 Sessions	154,319 229,409	Increasing Increasing

The number of service users is a key indicator of the demand for care budgets in social care, information about the contacts with the public across web and phone channels is a key indicator of both service delivery and transformation.

2.4 The key issues included in the summary analysis are:

- The overall revenue budget position is showing a forecast year-end pressure of +£3.4m (+0.9%); a decrease of £0.084m on the forecast pressure reported in December . There have been increases in People & Communities (P&C) offset by decreases in Commercial & Investment (C&I), Corporate Services (CS) and Place & Economy (P&E). The LGSS Operational forecast is a £48k pressure. See section 3 for details.
- The Capital Programme is forecasting a year-end underspend of -£14.3m. This includes use of the capital programme variations budget. See section 7 for details.

3. REVENUE BUDGET

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

Key to abbreviations

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

Forecast Variance (Dec) £000	Service	Current Budget for 2018/19 £000	Actual (Jan) £000	Forecast Variance (Jan) £000	Forecast Variance (Jan) %	Overall Status	DoT
0	Place & Economy	55,356	45,311	-78	-0.1%	Green	↑
4,388	People & Communities	243,175	187,236	4,830	2.0%	Red	↓
-391	Public Health	629	-6,631	-391	-	Green	↔
74	Corporate Services	6,958	7,445	-28	-0.4%	Amber	↑
126	LGSS Managed	11,186	10,128	126	1.1%	Amber	↔
6,758	Commercial & Investment	-8,797	3,006	6,428	-	Red	↑
-1,738	CS Financing	25,983	10,074	-1,738	-6.7%	Green	↔
9,217	Service Net Spending	334,490	256,569	9,149	2.7%	Red	↑
-2,864	Funding Items	15,677	6,638	-2,864	-18.3%	Green	↔
-2,950	Open Purchase Order Reconciliation	0	-2,950	-2,950	-	Green	↔
3,403	Subtotal Net Spending	350,167	260,257	3,335	1.0%	Red	↑
Memorandum items:							
64	LGSS Operational	8,835	6,173	48	0.5%	Amber	↑
3,467	Grand Total Net Spending	359,002	266,430	3,383	0.9%	Red	↑
Schools		198,140					
Total Spending 2018/19		557,142					

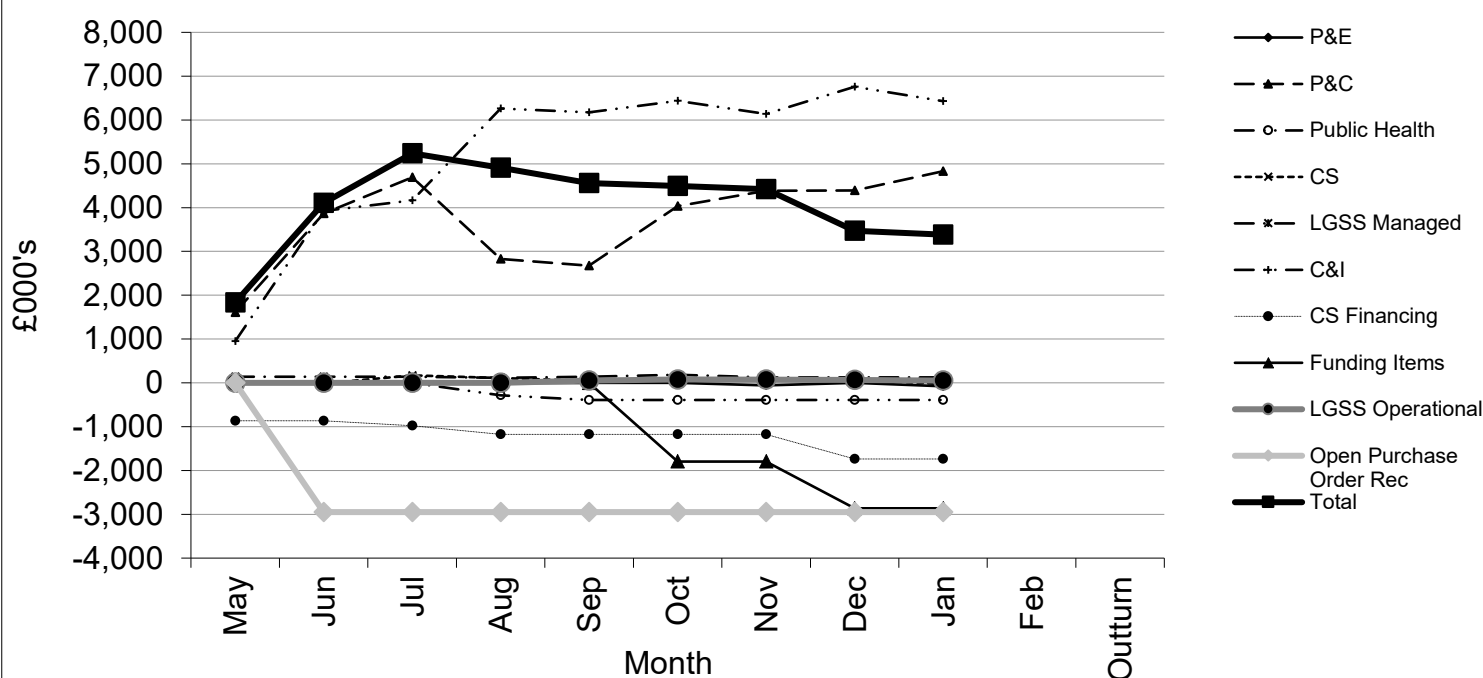
¹ The budget figures in this table are net.

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

³ The budget of £629k stated for Public Health consists of £391k cash limit and £238k funded from the carried forward Public Health reserve. In addition to this, Public Health has a budget of £25.4m from ring-fenced public health grant, which makes up its gross budget.

⁴ The 'Funding Items' budget comprises the £9.0m Combined Authority Levy, the £392k Flood Authority Levy and £6.2m change in general and corporate reserves budget requirement. The forecast outturn on this line reflects any variance in the amount received from corporate grants and business rates from what was budgeted; a negative outturn indicates a favourable variance, i.e. more income received than budgeted.

Forecast Outturn Position 2018/19



3.2 Key exceptions this month are identified below.

3.2.1 **Place & Economy:** -£0.078m (-%) underspend is forecast at year-end.

- | | £m | % |
|--|--------|------|
| <ul style="list-style-type: none"> Parking Enforcement – a -£425k underspend is forecast. This relates in full to a change since last month. Whilst we have seen slight declines in the enforcement of established bus gates and bus lanes (with two at very high compliance levels) the introduction of new cameras did produce substantially more Penalty Charge Notices (PCNs) than expected. Although it is expected behaviours will improve there is still a continued expectation, especially with the introduction of further new enforcement cameras, the income will continue at a similar level this financial year. | -0.425 | (-%) |
| <ul style="list-style-type: none"> A combination of more minor variances, and previously reported exceptions disclosed in individual reports sum with the above to lead to an overall outturn of -£0.078m. For full and previously reported details see the P&E Finance & Performance Report, (http://tinyurl.com/y58fsreg). | | |

3.2.2 **People & Communities:** +£4.830m (+2.0%) pressure is forecast at year-end.

- | | £m | % |
|---|--------|--------|
| <ul style="list-style-type: none"> Special Educational Needs and Disability (SEND) Specialist Services – a +£9.231m pressure is forecast. This is an increase of £1.865m on the position previously reported in October, of which £1.787m relates to a change since last month. Pressures on SEND Specialist Services (0-25yrs) continue to increase reflecting the system wide pressures on SEND due to a continuing rise in overall numbers and complexity of need. There was a net increase of 500 Education, Health and Care Plans (EHCPs) over the course of the 2017/18 academic year (13%) and an average of | +9.231 | (+18%) |

10 additional EHCPs a week throughout the 2018/19 academic year to date. Despite additional funding of £1.4m from the DfE, announced in December, approximately £8m of this pressure relates to the Dedicated Schools Grant (DSG) and will be carried forward as part of the overall DSG deficit into 2019/20. Work is ongoing with Schools Forum to develop options to reduce expenditure and produce a sustainable system within the available High Needs Block. £1.2m of the pressure within this area is base budget and therefore impacts on the Council's bottom line. The significant changes are outlined below:

- **High Needs Top- Up Funding** – a +£4.457m pressure is forecast. This is an increase of £0.957m on the position previously reported in October (and relates in full to a change since last month). As well as the overall increases in EHCP numbers creating a pressure on the Top-Up budget, the number of young people with EHCPs in Post-16 Further Education is continuing to increase significantly as a result of the provisions laid out in the 2014 Children and Families Act. This element of provision is causing the majority of the forecast overspend on the High Needs Top-Up budget.
- **Funding to Special Schools and Units** – a +£2.586m pressure is forecast. This is an increase of £0.633m on the position previously reported in October (and relates in full to a change since last month). As the number of children and young people with an EHCP increase, along with the complexity of need, we see additional demand for places at Special Schools and High Needs Units. The extent of this is such that a significant number of spot places have been agreed and the majority of our Special Schools are now full.
- **SEN Placements** – a +£0.250m pressure is forecast. This is a decrease of £0.268m on the position previously reported in May (and relates in full to a change since last month). The majority of this decrease is due to increased contributions from partners.
- **Out of School Tuition** – a +£0.791m pressure is forecast. This is an increase of £0.500am on the position previously reported in May (and relates in full to a change since last month). This is due to a combination of extended provision and also new tuition packages being put in place due to placement breakdowns. This is a continuation of the current theme experienced to date this financial year, resulting in a higher number of children accessing tuition packages than the budget can accommodate.
- **Older People's and Physical Disabilities Services** – a +£1.274m pressure is forecast across Older People's and Physical Disabilities Services. This is a £0.351m increase in the pressure previously reported in November, of which £0.316m relates to a change since last month. Unit costs of care continue to increase, as have numbers of people Page 42 of 102

+1.274 (+2%)

expensive types of care. This is partly to be expected over winter, but this has started from a position that is over the budgeted activity levels, and is exacerbated by work ongoing to accelerate discharges from hospitals as well as constraints in the domiciliary care market. In addition to the work embodied in the Adults Positive Challenge Programme to intervene at an earlier stage so the need for care is reduced or avoided, work is ongoing within the Council to bolster the domiciliary care market, and the broader care market in general.

- **Strategic Management - Children & Safeguarding**– a +£0.500m pressure is forecast, which relates in full to a change since last month. This is as a result of under-achievement of vacancy savings. Given the pressures across the service the level of realised vacancies has not been as high as in the previous year and in the Safeguarding teams, agency use has been necessary to fulfil statutory safeguarding responsibilities by covering vacant posts. In the recent Ofsted inspection, inspectors said that one of the most important issues for us to tackle was that of caseloads which are too high in some parts of the service. High caseloads is partly the result of vacancies. We therefore need to assess the extent to which vacancy savings are realistic within children's services.

+0.500 (+13%)
- **Adoption**– a +£0.373m pressure is forecast, of which £0.125m relates to a change since last month. This change is due to a rise in the Adoption/ Special Guardianship Order (SGO) allowances and provision of a further two external inter agency placements. In 2018/19 additional demand is forecast on our need for adoptive placements. We have re-negotiated our contract with Coram Cambridgeshire Adoption (CCA) based on an equal share of the extra costs needed to cover those additional placements. The increase in Adoption placements is a reflection of the good practice in making permanency plans for children outside of the looked after system and results in reduced costs in the placement budgets.

+0.373 (+7%)
- **Home to School / College Transport – Mainstream** – a +£0.300m pressure is forecast, of which £0.100m relates to a change since last month. This is primarily as a result of quotes being received at a higher cost than that expected based on previous years' costs. In addition, there has been a higher than usual number of in-year admissions requests where the local school is full. These situations require us to provide transport to schools further away, outside statutory walking distance.

+0.300 (+3%)
- **Looked After Children (LAC) Transport**– a balanced budget is now forecast. This is a +£0.300m decrease in the pressure previously reported in November and relates in full to a change since last month. This follows a detailed review of current commitments and significant reductions in costs due to the introduction of more efficient routes, including the utilisation of existing services wherever possible.

+0.0 (0%)
- **Financing DSG** – a -£8.038m required contribution from DSG is forecast. This is a -£1.473m increase in the required contribution

-8.038 (-13%)

previously reported in October, of which £1.395m relates to a change since last month. This represents the amount that will be drawn down from the DSG reserve in excess of what was budgeted to cover pressures in DSG-funded areas. These pressures are primarily High Needs Top Up Funding (£4.457m), Funding to Special Schools and Units (£2.586m), Out of School Tuition (£0.791m) and SEN Placements (£0.250m) as described above, as well as Early Years Specialist Support (£0.130m), 0-19 Organisation & Planning (-£0.05m) and SEND Specialist Services (-£0.126m).

- A combination of more minor variances, and previously reported exceptions disclosed in individual reports sum with the above to lead to an overall outturn of +£4.830m. For full and previously reported details see the [P&C Finance & Performance Report](http://tinyurl.com/yxt3ajpr), (<http://tinyurl.com/yxt3ajpr>).

3.2.3 **Public Health:** -£0.391m (-%) underspend is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [PH Finance & Performance Report](http://tinyurl.com/y2wkbc5v), (<http://tinyurl.com/y2wkbc5v>).

3.2.4 **Corporate Services:** -£0.028m (-0.4%) underspend is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/yy9urvvg), (<https://tinyurl.com/yy9urvvg>).

3.2.5 **LGSS Managed:** +£0.126m (+1.1%) pressure is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/yy9urvvg), (<https://tinyurl.com/yy9urvvg>).

3.2.6 **CS Financing:** -£1.738m (-6.7%) underspend is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/yy9urvvg), (<https://tinyurl.com/yy9urvvg>).

3.2.7 **Commercial & Investment:** +£6.428m (-%) pressure is forecast at year-end.

- | | £m | % |
|---|--------|------|
| <ul style="list-style-type: none"> • Shareholder Company Dividends— a -£341k underspend is forecast, of which -£172k relates to a change since last month. A total rebate of £631k is due to be received from ESPO, which exceeds the £200k budgeted for income from ESPO. This is partially offset by the budget for a dividend from LGSS Law which will not be received. | -0.341 | (-%) |
| <ul style="list-style-type: none"> • A combination of more minor variances, and previously reported exceptions disclosed in individual reports sum with the above to lead to an overall outturn of +£6.428m. For full and previously reported details see the C&I Finance & Performance Report, (http://tinyurl.com/y4mayj4l). | | |

3.2.8 **Open Purchase Order Reconciliation:** -£2.950m underspend is forecast. There are no exceptions to report this month.

3.2.9 **LGSS Operational:** +£0.048m (+0.5%) pressure is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/yy9urvvg), (<https://tinyurl.com/yy9urvvg>).

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

4. KEY ACTIVITY DATA

- 4.1 The latest key activity data for: Looked After Children (LAC); Special Educational Needs (SEN) Placements; Adult Social Care (ASC); Adult Mental Health; Older People (OP); and Older People Mental Health (OPMH) can be found in the latest [P&C Finance & Performance Report](http://tinyurl.com/yxt3ajpr), (<http://tinyurl.com/yxt3ajpr>) (section 2.5).

5. FUNDING CHANGES

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

5.2 Brexit Funding for Local Government

On 27th January 2019 the Secretary of State for Housing, Communities and Local Government announced that Government is allocating £56.5m of new funding to support local authorities as they make preparations for Brexit. Across 2018/19 and 2019/20 all county councils will receive £175,000 unringfenced funding with the expectation that this will be used to fund preparatory work for Brexit-related activities. This funding is being distributed directly to local authorities under Section 31, Local Government Act 2003. Cambridgeshire County Council's allocation for 2018/19 is £87.5k (with another £87.5k due in 2019/20).

It is proposed that this additional income is held in the corporate grants section of Funding items, and transferred to corporate reserves at year end, subject to General Purposes Committee (GPC) approval.

General Purposes Committee is asked to approve the allocation of the Brexit Funding for Local Government grant (£87,500) to the corporate grants account within Funding Items. This will offset pressures across the Council, reducing the transfer from the general fund reserve at year-end.

6. DEBT WRITE-OFFS

- 6.1 As per the Scheme of Financial Management, debts over £25,000 recommended to be written off will be reported to the General Purposes Committee to seek authorisation to write off.

6.2 Thoughts of Others Ltd debt write-off request

Thoughts of Others Ltd has gone into liquidation prior to CCC receiving payment of an invoice for £85,193.57 (including VAT).

A Young Person (YP) was placed at Thoughts of Others as a 16 year old with a Deprivation of Liberty Safeguards (DoLS) in place. Thoughts of Others was considered the only suitable provision identified as able to meet the YP's needs at that time, particularly given that the YP was subject to DoLS, effectively requiring the provider to prevent the YP from leaving the property alone.

The provider also had a school located nearby, which the YP attended. The Council ordinarily pays for goods and services after receipt. In this instance, this was not an option given the placement was deemed necessary: the provider terms were 3 months payment in advance, CCC agreed

All pre-placement checks were carried out and this included a financial referencing check which advised a risk score of 2, representing a lower than average risk of business failure.

The decision to pay 3 months in advance and meet supplier terms was one taken due to the high risks around the placement and the need to secure a provision that could meet the YP's needs given the YP had a DoLS in place. This was an isolated case and the service is clear that payment in advance should not be agreed for future placements.

All payments to the provider were stopped as soon as we were made aware of the business failure and an invoice for a period of 9.5 weeks of pre-paid service which could not now be utilised was raised.

The Council is in contact with the liquidator, K J Watkin & Co, and has registered its debt under the Insolvency Rules 2016. Once the remaining assets of the company have been realised there is the possibility of some further rebate which the Council will continue to pursue. However, the liquidator has outlined that local authority funders are not a priority creditor (unpaid staff wages take precedence for instance) and there is no realistic prospect of collecting the majority of the funds owed back. In these circumstances the Council is advised to account for a write-off.

General Purposes Committee is asked to approve the debt write-off of the £85,193.57 Thoughts of Others overpayment invoice (including VAT) following the liquidation of the company.

7. CAPITAL PROGRAMME

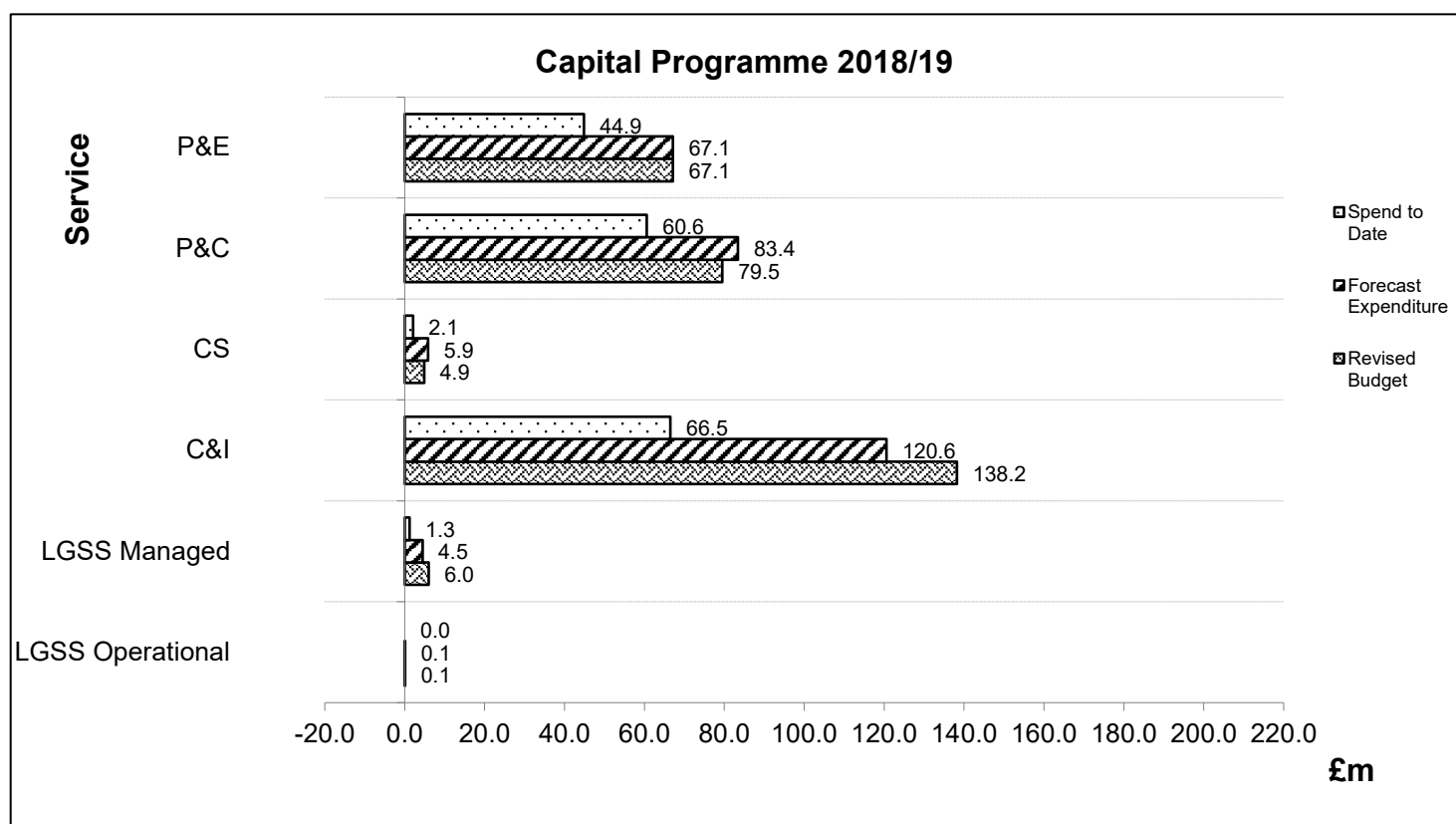
7.1 A summary of capital financial performance by service is shown below:

2018-19							TOTAL SCHEME	
Original 2018/19 Budget as per Business Plan £000	Forecast Variance - Outturn (Dec) £000	Service	Revised Budget for 2018/19 £000	Actual-Year to Date (Jan) £000	Forecast Variance - Outturn (Jan) £000	Forecast Variance - Outturn (Jan) %	Total Scheme Revised Budget (Jan) £000	Total Scheme Forecast Variance (Jan) £000
35,956	-	P&E	67,115	44,902	-	0.0%	444,549	-
87,820	-0	P&C	79,505	60,587	3,908	4.9%	670,781	15,874
2,038	1,014	CS	4,865	2,078	1,014	20.8%	19,041	-
6,415	-1,556	LGSS Managed	6,013	1,257	-1,556	-25.9%	6,963	-172
123,274	-16,929	C&I	138,217	66,509	-17,651	-12.8%	266,164	-147
-	-	LGSS Operational	134	-	-	0.0%	2,025	-
-	-	Outturn adjustment	-	-	-	-	-	-
255,503	-17,471	Total Spending	295,849	175,333	-14,286	-4.8%	1,409,523	15,555

Notes:

1. The 'Revised Budget' incorporates any changes in the funding available to what was originally budgeted. A breakdown of the use of the capital programme variations budget by service is shown in section 7.2.
2. The reported P&E capital figures do not include Greater Cambridge Partnership, which has a budget for 2018/19 of £26.1m and is currently forecasting an in-year underspend of £6.3m at year-end.

3. The 'Total Scheme Forecast Variance' reflects the forecast variance against budget of the total expenditure for all active capital schemes across all financial years.



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

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

2018/19					
Service	Capital Programme Variations Budget	Forecast Variance - Outturn (Jan)	Capital Programme Variations Budget Used	Capital Programme Variations Budget Used	Revised Forecast Variance - Outturn (Jan)
	£000	£000	£000	%	£000
P&E	-14,931	-11,594	11,594	77.65%	0
P&C	-10,469	-6,561	6,561	62.68%	3,908
CS	-951	1,014	0	0.00%	1,014
LGSS Managed	-1,479	-3,035	1,479	100.00%	-1,556
C&I	-33,805	-51,456	33,805	100.00%	-17,651
LGSS Operational	0	0	0	-	0
Outturn adjustment	-	-	-	-	-
Total Spending	-61,635	-71,633	53,439	86.70%	-14,286

7.3 As at the end of January 2019, People & Communities (P&C) is forecasting an overall utilisation of -£6.6m of the -£10.5m capital programme variations budget originally allocated to P&C. At this stage of the financial year it is forecast that P&C will not require any further capital programme variations budget. LGSS Managed and Commercial and Investment schemes have exceeded the capital variations budget allocated to them, forecasting in-year underspends of -£1.6m and -£17.7m respectively. Taking these forecasts altogether gives an overall forecast underspend of -£14.3m across the capital programme.

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

7.4.1 **Place & Economy:** a balanced budget is forecast at year-end.

	£m	%
<ul style="list-style-type: none"> £90m Highways Maintenance schemes – an in-year pressure of +£1.3m is forecast. This is a change of +£1.8m on the -£0.6m in-year underspend position previously reported in December, however this reverts the forecast back to that reported in November. This is due to the timing of reporting both the additional change in Local Highways Maintenance funding and then the decision to rephase £2m of prudential borrowing budget into 2019-20 as a result. (See section 7.7 for further details of the rephasing request.) 	+1.3	(+41%)
<ul style="list-style-type: none"> King's Dyke– an in-year underspend of -£0.6m is forecast. This is a change of -£0.6m on the +£0.002m in-year pressure previously reported in September and relates in full to a change since last month. The revised forecast spend for 2018/19 has been revised down from £6m to £5.4m to reflect the fact that we are expecting to be in contract with Kier slightly later than previously anticipated although initial enabling works from the main contract are intended to commence under a Letter of Intent and the overall programme should not be affected. 	-0.6	(-9%)
<ul style="list-style-type: none"> Cycling Schemes – an in-year underspend of -£1.5m is forecast across Cycling Schemes. This is an increase of -£0.5m on the underspend previously reported in November and relates in full to a change since last month. This is due to rephasing on the following scheme: <ul style="list-style-type: none"> Abbey-Chesterton Bridge: an in-year underspend of £1.5m is forecast. This is due to delays in finalising land deals; the budget will be carried forward into 2019/20. 	-1.5	(-47%)
<ul style="list-style-type: none"> Libraries– an in-year underspend -£2.6m is forecast across library schemes. This is an increase of -£1.4m on the underspend previously reported in August and relates in full to a change since last month. This is due to rephasing on the following schemes: <ul style="list-style-type: none"> Milton Road Library: An in-year underspend of -£0.4m is forecast as the expenditure on the refit of the new library is now unlikely to take place until the new financial year. Replacement of two Library mobiles: An in-year underspend of -£0.3m is forecast. Due to the long procurement process, expenditure for these vehicles will now not take place until next financial year. 	-2.6	(-92%)

- Sawston Community Hub: An in-year underspend of -£1.4m is forecast, which is an increase of -£0.7m on the underspend previously reported in August. Due to legal and land issues this scheme has been delayed. The scheme is now projected to be completed in 2019-20.
- **P&E Capital Variation** – as agreed by the Capital Programme Board, any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall. Therefore the net £11.6m underspend is balanced by use of the capital variations budget; this is an increase of £0.9m on the use of variations budget reported last month and relates primarily to the underspends on King's Dyke, Cycling Schemes and Libraries, offset by the revised phasing on the £90m Highways Maintenance schemes as reported above. +11.6 (+78%)
- For full and previously reported details see the [P&E Finance & Performance Report](http://tinyurl.com/y58fsreg), (<http://tinyurl.com/y58fsreg>).

7.4.2 **People & Communities:** +£3.9m (+4.9%) accelerated spend is forecast after utilising -£6.6m of the -£10.5m capital programme variations budget allocated to P&C.

- | | £m | % |
|--|------|--------|
| <ul style="list-style-type: none"> ● Basic Need – Secondary – an in-year underspend of -£6.5m is forecast. This is a decrease of £1.1m on the underspend previously reported in November, of which £0.9m relates to a change since last month. This is mainly due to rephasing on the following schemes: <ul style="list-style-type: none"> ○ Northstowe Secondary & Special has experienced reduced rephasing of £1.5m from £5.7m to £4.2m since last month. The overall £4.2m rephasing in 2018/19 is due to a requirement for piling foundations on the site, which will lead to an increase in total scheme cost and also extend the build time; however £1.5m of the initial £5.7m rephasing has been regained due to full works being able to commence on site. ○ North West Fringe School; This scheme has slipped by a further £50k to £350k since November as the scheme has not yet progressed. ○ Wisbech Secondary scheme has experienced £100k of accelerated expenditure as works were expected to commence ahead of the anticipated schedule, however there has been a further delay due to potential revised scope. | -6.5 | (-18%) |
| <ul style="list-style-type: none"> ● P&C Capital Variation – as agreed by the Capital Programme Board, any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall. Therefore the net £6.6m underspend is balanced by use of the capital variations budget; this is a decrease of -£1.1m on the use of variations budget reported last month and primarily relates to the change in Basic Need- Secondary as reported above, together with more minor variances. As at January 2019, £6.6m of the £10.5m Capital Variation budget has | +3.9 | (+37%) |

been utilised and this is unlikely to change in the remainder of the financial year.

- For full and previously reported details see the [P&C Finance & Performance Report](http://tinyurl.com/yxt3ajpr), (<http://tinyurl.com/yxt3ajpr>).

7.4.3 **Corporate Services:** a +£1.0m (+20.8%) in-year pressure is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/yy9urvvg), (<https://tinyurl.com/yy9urvvg>).

7.4.4 **LGSS Managed:** a -£1.6m (-25.9%) in-year underspend is forecast after the capital programme variations budget has been utilised in full. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/yy9urvvg), (<https://tinyurl.com/yy9urvvg>).

7.4.5 **Commercial & Investment:** a -£17.7m (-12.8%) in-year underspend is forecast after the capital programme variations budget has been utilised in full.

- | | £m | % |
|---|-------|--------|
| <ul style="list-style-type: none"> • Commercial Investments – an in-year underspend of -£36.5m is forecast. This is an increase of -£0.5m on the underspend position previously reported in August and relates in full to a change since last month. The Council considers investment opportunities as they arise and has not been successful on all occasions; investments are made when the yield is in line with the Council's acquisitions strategy. The commercial acquisitions strategy is under review, taking account of latest government guidance. It is advantageous to the Council to coincide commercial investments with capital receipts, which are predominantly related to land values for sites transferred to This Land. | -36.5 | (-48%) |
| <ul style="list-style-type: none"> • For full and previously reported details see the C&I Finance & Performance Report, (http://tinyurl.com/y4mayj4l). | | |

7.4.6 **LGSS Operational:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/yy9urvvg), (<https://tinyurl.com/yy9urvvg>).

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

7.5.1 **Place & Economy:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details see the [P&E Finance & Performance Report](http://tinyurl.com/y58fsreg), (<http://tinyurl.com/y58fsreg>).

7.5.2 **People & Communities:** a +£15.9m (+2%) total scheme overspend is forecast. There are no exceptions to report this month; for full and previously reported details see the [P&C Finance & Performance Report](http://tinyurl.com/yxt3ajpr), (<http://tinyurl.com/yxt3ajpr>).

7.5.3 **Corporate Services:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/yy9urvvg), (<https://tinyurl.com/yy9urvvg>).

7.5.4 **LGSS Managed:** a -£0.2m (-3%) total scheme underspend is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/yy9urvvg), (<https://tinyurl.com/yy9urvvg>).

7.5.5 **Commercial & Investment:** a -£0.1m (-0%) total scheme underspend is forecast. There are no exceptions to report this month; for full and previously reported details see the [C&I Finance & Performance Report](#), (<http://tinyurl.com/y4may4l>).

7.5.6 **LGSS Operational:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#), (<https://tinyurl.com/yy9urvvg>).

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

Funding Source	B'ness Plan Budget £m	Rolled Forward Funding ¹ £m	Revised Phasing £m	Additional/Reduction in Funding £m	Revised Budget £m	Outturn Funding £m	Funding Variance £m
Department for Transport (DfT) Grant	17.5	4.1	-0.4	9.1	30.3	30.3	-0.0
Basic Need Grant	24.9	-	-	-	24.9	24.9	-
Capital Maintenance Grant	4.0	-	0.2	-	4.2	4.2	-
Devolved Formula Capital	1.0	0.7	-	1.2	2.9	2.9	-0.0
Specific Grants	6.5	4.4	-1.0	-	9.9	8.2	-1.8
S106 Contributions & Community Infrastructure Levy	11.0	3.0	-0.5	-0.5	12.9	10.7	-2.2
Capital Receipts	81.1	-	-15.9	-	65.2	47.1	-18.2
Other Contributions	12.1	-	-3.6	5.9	14.3	14.3	-
Revenue Contributions	-	-	-	-	-	-	-
Prudential Borrowing	97.3	92.4	-72.9	14.3	131.1	139.0	7.9
TOTAL	255.5	104.6	-94.2	30.0	295.8	281.6	-14.3

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

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

Funding	Service	Amount (£m)	Reason for Change
Revised Phasing (£90m Highways Maintenance schemes)	P&E	-£2.0	<p>Following the additional £6.653m of Local Highways Maintenance funding reported in the December report, £2m worth of schemes which previously formed part of the £90m Highways Maintenance schemes are now being funded by this additional funding. Consequently £2m of prudential borrowing on the £90m Highways Maintenance schemes is requested to be rephased into 2019-20.</p> <p>General Purposes Committee is asked to approve -£2.0m revised phasing of prudential borrowing from 2018/19 to 2019/20 for the £90m Highways Maintenance schemes.</p>
Addition/Reduction in Funding – Devolved Formula Capital	P&C	+£1.3	<p>In January 2019 the Education and Skills Funding Agency (ESFA) announced an additional £1.348m of Devolved Formula Capital funding to be given to Cambridgeshire Maintained Schools for 2018/19.</p> <p>General Purposes Committee is asked to note the additional 2018/19 +£1.348m Devolved Formula Capital funding to be received by P&C from the Education and Skills Funding Agency (ESFA).</p>

7.8 Corporate Services and LGSS Managed IT scheme requests.

- 7.8.1 In 2017-18, the EastNet project had an allocated capital budget of £5.5m funded from prudential borrowing. Due to an extremely diligent and successful procurement process for the new Public Service Network contract, called EastNet, we can now reduce the original capital requirement by £1.9m. The estimated cost is now £3.6m, of which £2.5m will be funded by prudential borrowing and £1.1m from other contributions (this is a new funding stream).

General Purposes Committee is asked to note the reduction in total required prudential borrowing of £3m in relation to the EastNet scheme.

7.8.2 Request for *additional 2019/20 funding*:

Another critical IT project has been the Mosaic project, the replacement Adult Services' case and financial management system. The complexity of this project, and the link between this project and the new Enterprise Resource Planning (ERP) system, has meant that the Mosaic project has taken longer to implement than originally anticipated. The case management part of Mosaic went live in October 2018 whereas the migration of the finance element is being done incrementally, given the risk associated with the high volume and high total value of the transactions in Adult Services. We expect the finance part of Mosaic to be fully implemented by June 2019. As members of GPC are aware, from the report that went to committee on 29 May 2018, whilst we removed Children's

services from the Mosaic project the core product is still fully required for the Adult Services work so the removal of Children's Services did not mean we had a reduction in the costs of Mosaic. As a result of this longer implementation we expect the Mosaic project to overspend against the revised budget by £620k, increasing the budget from £2.5m to £3.12m. Additional total scheme funding of £620k is therefore requested for 2019/20 for the Mosaic IT Infrastructure scheme. The annual cost of borrowing for this scheme (total borrowing £3.12m) will start in 2020/21 at £366k, and decreases each year thereafter.

General Purposes Committee is asked to approve reappropriated prudential borrowing of £620,000 in 2019/20 for the Mosaic IT Infrastructure scheme.

7.8.3 Request for *additional 2019/20 and future years funding*:

Alongside the above described IT projects we have a constant programme of replacing smaller scale but essential business systems and infrastructure. We currently have a capital fund for this work of £150k per annum for Essential CCC Business Systems Upgrades schemes. Current projects include replacing the fobs for remote access, upgrading the hardware used by the highways line of business system and network traffic monitoring. We are looking to have this capital fund replenished on an annual basis to ensure we are able to meet the demands of the services and continue to support our flexible working. Larger scale projects will continue to be supported through individual capital bids. Additional funding of £150k is therefore requested for each of the next 3 financial years 2019/20 to 2021/22 for the Essential CCC Business Systems Upgrades schemes

The annual cost of borrowing for this scheme (total borrowing £750k) will start in 2022/23 at £258k, and decreases each year thereafter.

General Purposes Committee is asked to approve reappropriated prudential borrowing of £150,000 in 2019/20 and a further £150k for each of the next 2 financial years for the Essential CCC Business Systems Upgrades schemes.

7.9 Request for additional 2019/20 funding:

At the November 2018 meeting, the Commercial & Investment (C&I) Committee supported the proposal to submit an application to Government for a total project development grant of £290,000 to bring forward a detailed business case and implementation plan for a low carbon community heat scheme for Swaffham Prior. The outcome of the grant application is scheduled for 15th February 2019. This project would be to install a district heat network with an energy centre in Swaffham Prior, removing the village from a reliance on oil for heating and hot water needs and onto a renewable and sustainable heat system. The report to C&I Committee can be found [here](#). The initial grant application is for a feasibility study for which additional prudential borrowing of £95.7k is requested in 2019/20, constituting a match-funding contribution of 33% to draw down the £194.3k government grant. The scheme will be funded by the match-funded borrowing and the government grant; the annual cost of borrowing for this scheme will start in 2020/21 at £6k, and decreases each year thereafter.

General Purposes Committee is asked to approve additional prudential borrowing of £95,700 in 2019/20 for the Swaffham Prior Community Heat Scheme.

7.10 Request for additional 2019/20 funding:

Additional funding of £150k is requested in 2019/20 for the Cambourne Village College scheme. This is an existing scheme in the 2019-20 Business Plan, reference A/C.02.010. The current scheme provides for the expansion of Cambourne Village College by a further two forms of entry, taking the school from its present capacity of 1,050 places for 11-16 year olds to provide 1,350 places from September 2019. Required survey work has confirmed the presence of Great Crested Newts. This will require considerable mitigation working alongside Natural England. The work required will delay practical completion of the project until December 2019; as such the new school buildings will not be available until January 2020 (the Spring Term).

However, the additional school places are required in September 2019. A formal increase to the school's admission number has already been agreed and applications for places based on the increased capacity have been received. There is now an obligation to place these children on the roll of Cambourne Village College.

This can be achieved by providing four teaching spaces in temporary accommodation until the capital project completes. The mobiles will be leased/rented for this period. The total cost of rental and work to prepare the ground and provide utilities for this amount of time is estimated at £150,000. The additional £150k will be funded by borrowing; the annual cost of borrowing will start in 2023/24 at approximately £8k, and decreases each year thereafter.

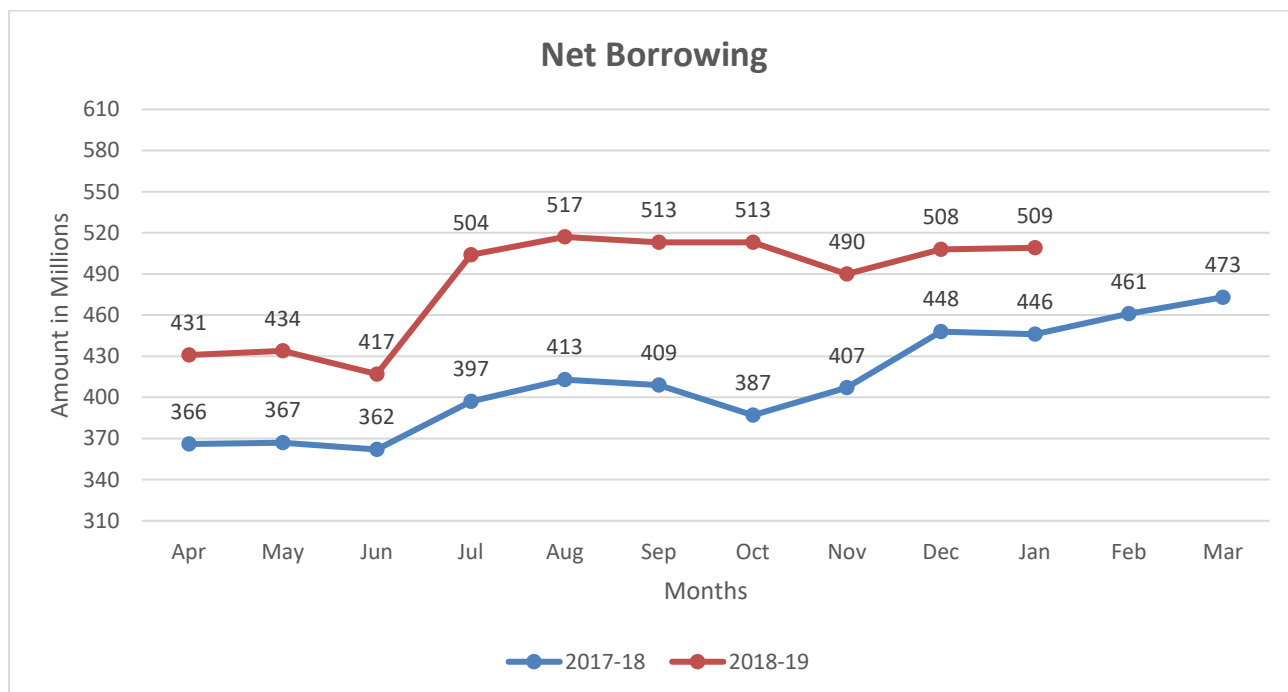
General Purposes Committee is asked to approve additional prudential borrowing of £150,000 in 2019/20 for the temporary accommodation for the Cambourne Village College Scheme.

8. BALANCE SHEET

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

Measure		Year End Target	Actual as at the end of Jan 2019
Level of debt outstanding (owed to the council) 91 days +, £m	Adult Social Care	£3.37m	£5.34m
	Sundry	£1.71m	£3.97m

8.2 The graph below shows net borrowing (borrowings less investments) on a month by month basis and compares the position with the previous financial year. The levels of investments at the end of January 2019 were £107m (excluding 3rd party loans) and gross borrowing was £616m, equating to a net borrowing position of £509m. Of the gross borrowing, it is estimated that £125m relates to borrowing for Invest to Save or Invest to Earn schemes, including loans we have issued to 3rd parties in order to receive a financial return.



- 8.3 The Treasury Management Strategy Statement (TMSS) sets out the plan for treasury management activities over the forthcoming year. It identifies the expected levels of borrowing and investments based upon the Council's financial position and forecast capital programme. When the 2018-19 TMSS was set in February 2018, it was anticipated that net borrowing would reach £683m at the end of this financial year. Based upon latest projections of Balance Sheet cash-backed reserves and the Capital Programme borrowing requirements, this is now forecast to be lower at £620m. This position will be monitored as the year progresses to establish the full year final position.
- 8.4 In addition to the £616m gross borrowing position at January 2019, a further £27m of loans with start dates in February 2019 have been secured to bring in the additional finance required to replace £45m of loans due to mature before the financial year end (a net reduction in gross borrowing of £18m). Investment balances (excluding 3rd party loans) will be run down and applied to fund expenditure demands which will converge the gross and net borrowing positions. This leaves a further borrowing requirement of £22m still to secure later this financial year, but this will be kept under review subject to delivery of the capital programme.
- 8.5 From a strategic perspective, the Council is currently utilising cash backed balances and undertaking shorter term borrowing to generate net interest savings. This approach carries with it interest rate risk, and officers are monitoring options as to the timing of any potential longer term borrowing should underlying rates be forecast to rise in a sustained manner.
- 8.6 There is a link between the annual capital programme borrowing requirement, the net borrowing position and consequently net interest charges. However, the Debt Charges budget is formulated in the context of 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.
- 8.7 The Council's cash flow profile varies considerably during the year, due to the timing difference between outgoing payments (payroll, supplier payments etc.) and income streams (grants, Council tax etc.). 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.

- 8.8 Further detail around the Treasury Management activities can be found in the latest [Treasury Management Report](https://tinyurl.com/y84h4899), (<https://tinyurl.com/y84h4899>).
- 8.9 The Council's reserves include various earmarked reserves (held for specific purposes), as well as provisions (held for potential liabilities) and capital funding. A schedule of the Council's reserves and provisions can be found in [Appendix 2](#).
- 8.10 Proposed revision to loan to VIVA Arts & Community Group (Soham Mill)
At the 29 May 2018 meeting, General Purposes Committee approved a loan to a local organisation (Viva) for £150k (repayable over 25 years) for capital expenditure on the Soham Mill project. The County Council was approached by Viva with a business case and request for loan financing to enable development of Spencer Mill, Soham. The capital loan requested was originally for £150k, repayable over 25 years; following further consideration by Viva across its business plan and funding streams, the request has now been increased. The requested loan is now for up to £450k, which would entail repayment of a predecessor loan and consolidation into a single arrangement with the County Council.

Legislation and the Council's Treasury Management Strategy permit the Authority to make loans to third parties for the purpose of capital expenditure. The CCC Third Party Loans Policy states that this will be undertaken when it supports the delivery of improved outcomes for the residents of Cambridgeshire.

Viva propose redevelopment of the Mill as a social and cultural hub for Soham, as well as the charity's headquarters. The project will regenerate the area, Viva has demonstrated strong local support - there is no large community facilities in Soham and no purpose-built theatre or arts centre in East Cambridgeshire. Advance of a loan by the County Council will also enable significant Heritage Lottery Funding towards the project.

The Chief Finance Officer has reviewed the information supplied by Viva, and advises that the charity reports a sound financial position and robust plans to repay the loan to schedule or earlier. The project is recommended as enabling economic development within Soham, as well as producing a financial return on the loan for the County Council.

A financial referencing has been carried out on the Viva Arts and Community Group Ltd., the linked trading company, which has shown a minimum risk of business failure. The loan will be secured against the value of assets held by Viva. At the date of publication of this report, the Council is clarifying the security/collateral with Viva and its other funders. Confirmations will be secured in accordance with the third party loan policy before entering into an agreement and confirming the amount to be loaned (up to £450k).

The overall return on investment for the County Council on the new element of the loan is calculated to be approximately £66k (return on investment of approximately £97k for the full £450k loan).

General Purposes Committee is invited to approve a revision in the agreed level of loan to Viva, to £450k, and associated amendments required to the capital programme and treasury monitoring.

9. ALIGNMENT WITH CORPORATE PRIORITIES

9.1 A good quality of life for everyone

There are no significant implications for this priority.

9.2 Thriving places for people to live

There are no significant implications for this priority.

9.3 The best start for Cambridgeshire's children

There are no significant implications for this priority.

10. SIGNIFICANT IMPLICATIONS

10.1 Resource Implications

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

10.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

10.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

10.4 Equality and Diversity Implications

There are no significant implications within this category.

10.5 Engagement and Consultation Implications

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

10.6 Localism and Local Member Involvement

There are no significant implications within this category.

10.7 Public Health Implications

There are no significant implications within this category.

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

Have any engagement and communication implications been cleared by Communications?	No Name of Officer: Not applicable
Have any localism and Local Member involvement issues been cleared by your Service Contact?	No Name of Officer: Not applicable
Have any Public Health implications been cleared by Public Health	No Name of Officer: Not applicable

Source Documents	Location
P&E Finance & Performance Report (January 19) P&C Finance & Performance Report (January 19) PH Finance & Performance Report (January 19) CS and LGSS Cambridge Office Finance & Performance Report (January 19) C&I Finance & Performance Report (January 19) Performance Management Report & Corporate Scorecard (January 19) Capital Monitoring Report (January 19) Report on Debt Outstanding (January 19)	1 st Floor, Octagon, Shire Hall, Cambridge

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

	P&C	Public Health	P&E	CS Financing	Corporate Services	LGSS Managed	C&I	LGSS Op	Financing Items
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Opening Cash Limits as per Business Plan	239,124	629	41,428	25,983	7,207	11,126	-8,188	8,871	33,685
Post BP adjustments	208				203	58	-433	-36	
Greater Cambridge Partnership budgets not reported in CCC budget					-863				
Use of earmarked reserves for Community Transport			84						-84
Cleaning contract savings transfer					36		-36		
Organisational structure review	-70				70				
Use of earmarked reserves for Community Transport			211						-211
Funding from General Reserves for Children's services reduced grant income expectation as approved by GPC	295								-295
Funding from General Reserves for New Duties – Leaving Care as approved by GPC	390								-390
Savings forthcoming from change in LEP governance arrangements applied to corporate savings target			-43		43				
Grand Arcade shop rental income transfer from Libraries to Property Services			50				-50		
Use of Smoothing Fund Reserve for P&C	3,413								-3,413
Transfer of advocacy budget to Corporate Services	-95				95				
Transfer of LGSS Law dividend target to C&I							-90	90	
Transfer of Monitoring Officer budget to Corporate services					90			-90	
Transfer of Bookstart contribution from Children's centres to Library services	-12		12						
Technical adjustment re Combined Authority Levy			13,615						-13,615
Children's Commissioning contribution towards Shared Services savings target	-14				14				
Transfer from Multi-Agency Safeguarding Hub to Contact Centre	-62				62				
Current budget	243,176	629	55,357	25,983	6,957	11,184	-8,797	8,835	15,677
Rounding	1	0	1	0	-1	-1	1	0	0

APPENDIX 2 – Reserves and Provisions

Fund Description	Balance at 31 March 2018	2018-19		Forecast Balance 31 March 2019	Notes
		Movements in 2018-19	Balance at 31 January 2019		
	£000s	£000s	£000s	£000s	
General Reserves					
- County Fund Balance	13,392	2,568	15,960	12,522	Service reserve balances transferred to General Fund after review
- Services					
1 P&C	0	0	0	0	
2 P&E	0	0	0	0	
3 CS	0	0	0	0	
4 LGSS Operational	0	0	0	0	
subtotal	13,392	2,568	15,960	12,522	
Earmarked					
- Specific Reserves					
5 Insurance	3,175	-1,008	2,168	2,168	
subtotal	3,175	-1,008	2,168	2,168	
- Equipment Reserves					
6 P&C	64	0	64	0	
7 P&E	30	-30	0	0	
8 CS	30	-27	3	3	
9 C&I	680	-654	26	0	
subtotal	804	-711	93	3	
Other Earmarked Funds					
10 P&C	464	-80	384	151	Includes liquidated damages in respect of the Guided Busway
11 PH	2,567	0	2,567	1,899	
12 P&E	5,382	183	5,565	3,780	
13 CS	2,677	-191	2,486	2,909	Savings realised through change in MRP policy. Includes £1m transfer from Transformation Fund approved by GPC 22nd Jan 2019. This table has been presented on the basis of the £3.413m draw down approved in the August IR&PR section 6.2.
14 LGSS Managed	63	0	63	0	
15 C&I	552	106	658	573	
16 Transformation Fund	21,877	4,984	26,861	22,528	
17 Innovate & Cultivate Fund	844	852	1,696	1,453	
18 Smoothing Fund	0	0	0	0	
subtotal	34,426	5,854	40,280	33,293	
SUB TOTAL	51,798	6,703	58,501	47,986	
Capital Reserves					
- Services					
18 P&C	778	32,932	33,710	27,532	Section 106 and Community Infrastructure Levy balances.
19 P&E	10,200	-1,455	8,745	1,000	
20 LGSS Managed	0	0	0	0	
21 C&I	0	36,379	36,379	52,590	
22 Corporate	43,561	17,903	61,463	50,682	
subtotal	54,539	85,759	140,297	131,804	
GRAND TOTAL	106,337	92,462	198,799	179,790	

In addition to the above reserves, specific provisions have been made that set aside sums to meet both current and long term liabilities that are likely or certain to be incurred, but where the amount or timing of the payments are not known. These are:

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

APPENDIX 3 – Corporate Risk Register Summary

5					
4				6	2
3			3 10	4 7 9	1
2			8	5	
1					
	1	2	3	4	5

Consequence

Risk #	Risk	Risk Owner	Residual Risk Level	Review Date
1	01. Vulnerable children or adults are harmed	Wendi Ogle-Welbourn	15	31/03/2019
2	02. The Business Plan (including budget and services) is not delivered	Chris Malyon	20	31/03/2019
3	03. Personal data is inappropriately accessed or shared	Sue Grace	9	31/03/2019
4	04. A serious incident occurs, preventing services from operating and / or requiring a major incident response	Sue Grace	12	31/03/2019
5	05. The Council does not deliver its statutory or legislative obligations	Fiona McMillan	8	31/03/2019
6	06. Our resources (human resources and business systems, CCC and providers) are not sufficient to meet business need	Gillian Beasley	16	31/03/2019
7	07. The infrastructure and services (e.g. transport, education, services for children, families and adults) required to meet the current and future needs of a population is not provided at the right time	Graham Hughes	12	31/03/2019
8	08. The Council is a victim of major fraud or corruption	Gillian Beasley	6	31/03/2019
9	09. Inequalities in the county continue	Gillian Beasley	12	31/03/2019
10	10. Change and transformation of services is not successful	Chris Malyon	9	31/03/2019

The residual risk levels are the same as the last summary reported in October 18.

THE CAMBRIDGESHIRE COUNTY COUNCIL PEOPLE STRATEGY

To: General Purposes Committee

Meeting Date: 26th March 2019

From: Chief Executive

Electoral division(s): All

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

Purpose: The Committee is asked to consider the approach taken to the development of the People Strategy and to review and comment on the proposed strategy that will be presented to Full Council on 14th May 2019.

Recommendation: The Committee is asked to recommend the People Strategy to Full Council for approval.

<i>Officer contact:</i>		<i>Member contacts:</i>	
Name:	Martin Cox	Names:	Councillors Count & Hickford
Post:	HR Director	Post:	Chair/Vice-Chair
Email:	MCox@northamptonshire.gov.uk	Email:	Steve.Count@cambridgeshire.gov.uk Roger.Hickford@cambridgeshire.gov.uk
Tel:	07921 092743	Tel:	01223 706398

1. BACKGROUND

- 1.1 A People Strategy outlines the approach an organisation takes to attract, deploy, develop and engage a workforce to deliver current and future business ambitions. Cambridgeshire County Council's last People Strategy was for the period 2006 – 2010. Since this time, our workforce and Council have undergone considerable change.
- 1.2 It is proposed that the new People Strategy will span the same timeframe of 2019 – 2021. This will include the period of change that will take place as the hub and spoke model is developed and the Cambs2020 project is implemented.

2. MAIN ISSUES

- 2.1 A new people strategy is needed for the Council to plan how we will best utilise our employees to achieve the vision, ambitions and priorities for the citizens of Cambridgeshire. The strategy will outline how we develop our workforce to be resilient to change whilst taking opportunities to embrace the new ways of working that collaboration, partnership working and transformation will bring to us over the coming years.
- 2.2 The people strategy is not a refresh of the old strategy, it is a completely new strategy for Cambridgeshire. However, it is not intended to be a standalone document or project with new themes. It is developed to enable the Corporate Strategy and Strategic Framework by outlining how we can align our workforce to best achieve these ambitions and priorities.
- 2.3 Once approved and launched, an action plan will be developed to accompany the people strategy that will include new actions as well as the pulling together all of the people implications of programmes, initiatives and projects that are already being undertaken across Cambridgeshire. The action plan will have clear accountability and will be regularly reviewed.
- 2.4 The strategy was developed through a workforce assessment process across the Council, which included over 25 senior managers being engaged on their current service priorities and challenges. Managers were asked about their workforce demand, supply, business critical roles as well as upcoming strategic projects and plans that may have people implications. The HR team have also engaged senior management teams and existing programme and project boards.
- 2.5 A draft of this People Strategy was the subject of a positive General Purposes Committee workshop session on the 26th February 2019. The workshop feedback reshaped the strategy and expanded the 5 Themes. The feedback focused on bringing clarity to the Council's ambitions for the workforce, ensuring the strategy is open and clear - adding detail into the themes - and expanding the focus on partnership working. The workshop also focused on the support that is, and could be provided, for this strategy by Members. This has resulted in this revised version of the strategy as attached.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 The People Strategy is intended to support our employees in developing the skills necessary for the future, enabling change and engagement; retaining and recruiting the best people to help achieve the following Corporate Priorities:-

- **A good quality of life for everyone**
- **Thriving places for people to work**
- **The best start for Cambridgeshire's children**

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

The impact on Cambridgeshire employees is two-fold. Significant work will be needed to implement the actions outlined in the Strategy, however it is expected that the responsibility for the majority of these actions will be assigned to existing project groups and work-streams. Secondly, the existing and future workforce of Cambridgeshire will benefit from the outcomes of the Strategy as the Council becomes a more resilient, engaged and people focused organisation.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

4.3 Statutory, Legal and Risk Implications

There are no significant implications within this category, the strategy will align to existing HR and legislative requirements.

4.4 Equality and Diversity Implications

The strategy will consider and champion equality within our existing workforce. No direct or adverse equality implications are expected.

4.5 Engagement and Communications Implications

Considerable employee engagement and communications will take place once the Strategy has been approved. The County Council's Communications team will be engaged to assist with internal communications.

4.6 Localism and Local Member Involvement

There are no significant implications within this category.

4.7 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes, via Strategic Management Team.
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Not applicable
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Not applicable
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Martin Cox, HR Director
Have any engagement and communication implications been cleared by Communications?	Yes, the strategy has been shared with the Communications team and a full communications plan will be approved by Christine Birchall prior to launch.
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Not applicable
Have any Public Health implications been cleared by Public Health	Not applicable

Source Documents	Location
None	Not applicable

Our People Strategy

Cambridgeshire 2019 - 2021

Part One: Introduction

The future of work is a nationally debated topic, with changes predicted through the increase of automation, changing models for work and structures, and a change in the way and place that we all work.

We know for certain that **how** we work is changing and we need to ensure that the Council is able to respond to the different demands that our citizens will come to expect. Alongside this are changes needed to make sure that our workforce is involved and engaged and that we are all proud of our impact across Cambridgeshire.

Our corporate strategy and strategic framework sets out how we intend to achieve our vision and outcomes for the citizens of Cambridgeshire in the face of an increasingly challenging landscape. However, it is our employees who will play a major part in making our vision and outcomes a reality. Through a series of statements describing the expectations and experience for life as an employee of Cambridgeshire County Council in 2021, this people strategy outlines how our workforce – our people – will be aligned to the corporate strategy to achieve our priority outcomes.

Our ambitious programme of transformation puts community outcomes firmly at the centre of all that we do and starts a new phase of enterprise, investment and commercial growth. These involve new ways of working and require us all to develop new skills. Alongside this we need to make sure that we have a lean, flexible and efficient workforce that undertake the right roles with the right level of autonomy and decision-making.

This people strategy builds upon our corporate, equality, commercial and digital strategies to describe a whole systems approach to drive the management of our people. It outlines how we as a Council will change over the next three years, the impact this will have on our people and working experiences, and the transformation and opportunities our employees can expect from us.

This joined up approach is needed to resource, attract, deploy, develop and retain our workforce to ensure that we can deliver our current and future priority outcomes and to remain flexible enough to deal with the levels of change which have become a norm within local government.

Priority Outcomes 2019-2021

A good quality of life for everyone

Thriving places for people to live

The best start for Cambridgeshire's children

Priority Themes 2019 -2021

Embedding a demand management approach across the business

Developing a range of forward looking data and insight

Developing a place based model of practice across all services

Developing a workforce that works in the ways and places that matter to citizens

Developing strength and depth in our commercial activity

Involving citizens in the design and development of our services

Taking a system wide and long term view in everything that we do

Part Two: Our Future

Our people vision is:

To attract, develop and retain an agile and flexible workforce that develops creativity and commerciality, whilst working in the ways and places that matter to citizens.

Our ability to deliver this vision will depend on a number of internal and external factors:

- ⇒ How well we attract new people to work for us – how we compete in competitive local and national employment markets
- ⇒ Our capacity to implement change within the Council
- ⇒ How we support our employees to role model our behaviours
- ⇒ By 2020 there will be five generations in the workplace; how we understand the drivers, skills and abilities of all generations
- ⇒ How we can develop a flexible and adaptable workforce that allows us to reach citizens when and where they need us to.

Many of us will have a change in work base over the coming years as we move to a 'Hub and Spoke' model of operation in 2020.

It may be that we have fewer roles in the future as services start to be delivered by others, but a smaller workforce within the Council itself does not necessarily

mean fewer jobs. Roles will operate elsewhere within the public sector system and across our partners.

We will all be talking a much more outwardly facing approach to our work by 2021, and this will mean working closer with our partners, bringing both challenges and opportunities our way. Closer links with our District Councils and partners means that services will not always be delivered by us – they will be carried out by the people best placed to deliver them for the community.

We have already started to see the benefits that sharing resources and people can bring to our customers and communities. In addition to the long-running successful partnerships and shared services arrangements that already exist across the Council, we have recently started sharing a senior management structure with Peterborough City Council.

We will continue on our journey to work closely with Peterborough, exploring opportunities to share structures, policies, practices and resources. These exciting changes will inevitably lead us to embrace new ways of working, adopting new mind-sets and developing new skills and behaviours. We'll have the opportunity to work alongside different colleagues, learning from each other and helping to make a real difference within the two Councils.

Throughout this change, we will design structures and solutions that:

- ⇒ place citizens at the centre of all service activity, seeing our people drawing on their strengths and experience
- ⇒ bring new skills such as commercialism into a local government environment
- ⇒ promote self-management, allowing employees to adopt creative and flexible approaches to their work
- ⇒ remove organisational barriers, enabling our employees to easily work across partners and structures to best serve our citizens
- ⇒ encourage all of our workforce to embrace technology to ensure we are lean, flexible and able to adapt to change.

We need to respond to financial challenges by adopting a commercial stance to all that we do to generate revenue and savings where possible.

Our organisational culture needs to support and drive this transformation; throughout this challenging time it is vital that our people feel engaged and supported, and we prioritise employee well-being and resilience.

This people strategy, people deal and accompanying action plan will help us all to work closer with Members, partners and citizens to positively face the changes that lie ahead.

Part Three: Our People Strategy

The people strategy will help position Cambridgeshire as a 21st Century Council for a sustainable and thriving future. The strategy has been designed in conjunction with managers and employees across the Council and, alongside the accompanying people plan, the strategy focuses on five main themes outlining how we will achieve our transformation through our people.

The following statements, grouped into five themes describe Cambridgeshire County Council in 2021. They provide descriptions of actions that will have been taken and development opportunities that will have been offered. The aim is that they help us all to visualise how it will look and feel being an employee of Cambridgeshire County Council in 2021. The accompanying people strategy action plan will identify the work needed to take us from where we are in 2019, to the statements described below.

Theme 1: Skills, Development and Behaviours

Employees:

- ⇒ Our employees are facilitators and negotiators, focusing on outcomes to help our communities find solutions that best fit their needs.
- ⇒ All employees are digitally competent, and confident in using technology to promote and enhance agile and flexible working.
- ⇒ Employees at all levels of our Council are supported to make decisions that result in a positive impact for our citizens.
- ⇒ Creativity is encouraged, enabling us all to be entrepreneurs and maximise the use of available resources.
- ⇒ Increased automation as well as significant changes to the way in which we work means that we all work in different ways and have had to develop different skills. We are resilient and able to manage change effectively.
- ⇒ Learning and development initiatives encourage our employees to take responsibility for their own management, skilling them up to problem solve and manage their own time and work.

Managers:

- ⇒ Our managers are 'confident managers', adept at listening, applying emotional and personal responses to allow an adaptive style of management. We have improved the softer skills of our managers to complement our employment policies and practices.
- ⇒ Managers lead across the Council, working across Directorate boundaries to lead flexible and agile teams. All managers are empowered and supported to make decisions individually and are aware of their individual rather than collective responsibility in decision making.
- ⇒ We have developed negotiation skills across our managers, helping them to be confident in commercial decision making and encourage creativity and commerciality within their teams.

Talent Management:

- ⇒ We have clear career pathways that allow us to grow our own talent through graduate development schemes, apprentices and clear career pathways, taking a long term view of our professional, technical and vocational skills.
- ⇒ Induction and development initiatives enable us to develop a workforce that works in the way and places that matter to citizens.
- ⇒ We know where we have areas of expertise and we work together both internally and with partners to share and develop skills and knowledge.
- ⇒ Our flexibility allows skilled and experienced employees to move across teams and partner organisations as demand and priorities change.
- ⇒ The Cambridgeshire behaviours outline the relationship between the organisation and our employees – these are fully embedded across the Council.
- ⇒ Recruitment, learning, training and development initiatives are aligned to our behaviours.

Theme 2: Wellbeing

- ⇒ We recognise the link between wellbeing and engagement and we take a proactive approach to keeping people at work.
- ⇒ Employees take responsibility for their wellbeing, and as a Council we understand this means both physical and mental wellbeing.
- ⇒ An excellent programme of activities is available and accessible to all, promoting wellbeing at work, and in our home lives.
- ⇒ Wellbeing champions help promote activities across the Council and suggestions for additional wellbeing activities are sought.
- ⇒ We have a range of assistance and support available to help resolve any concerns our people may have.
- ⇒ Our 'Resect at Work' and 'Raising Workplace Concerns' policies are widely known, with employees knowing how to, and not afraid to, raise concerns.
- ⇒ We work closely with our Public Health colleagues to ensure our managers are trained to proactively support their employees' wellbeing.
- ⇒ We understand that a work life balance often means work and home life blending, and encourage and support employees to manage this.
- ⇒ Supportive teams create peer challenge and support for employees.
- ⇒ Our County Councillors are mindful of employee wellbeing, and closer working relationships between Members and Officers means that Members play a role in supporting and advocating wellbeing.

Theme 3: Resourcing

- ⇒ We think carefully about the roles and skills that we need to deploy our workforce in the right way, recognising that we might not be best placed to deliver all of our services.
- ⇒ Our flexibility allows skilled and experienced employees to move across or rotate around teams as demand and priorities change
- ⇒ We recruit the right people to the right roles using flexible and innovative recruitment practices.
- ⇒ We have excellent links with schools, colleges and universities as well as utilising our apprenticeship levy funds to build our talent pipeline for the future.
- ⇒ Through active promotion of our benefits we successfully compete in local and national labour markets.
- ⇒ Recruitment activity pays consideration to our gender pay gap action plan, and aims to positively help reduce our gender pay gap.
- ⇒ Our recruitment practices encourage us to share resources across partners and communities.
- ⇒ We design roles and structures that ensure decision making is made in the right place and our structures are not unnecessarily hierarchical.
- ⇒ Recruitment practices and adverts encourage part time and flexible working arrangements.
- ⇒ Roles are developed and recruited to in localities – empowering front line employees and ensuring that communities have access to the services they need.

Theme 4: Employee Engagement

- ⇒ Our workforce is engaged and enjoys working for the Council.
- ⇒ Employees are actively involved in our transformation agenda and the Cambs2020 programme, and we look at ways of engaging and energising all segments and generations of our workforce. This engagement helps to shape our new ways of working.
- ⇒ We seek our employees' views on their working experience, how things can be improved and we act upon this feedback.
- ⇒ Levels of employee engagement have increased and are evidenced through regular employee surveys.
- ⇒ The culture of the Council provides a supportive environment where performance is well managed.
- ⇒ A variety of communication channels means that reliance on email is reduced.
- ⇒ Our employees know when they can make decision, and when they need to refer or discuss issues with their manager, and they have formal and informal mechanisms for raising these issues.
- ⇒ Equality and diversity is welcomed enabling our employees to thrive, achieve and want to stay, and we have a workforce that is culturally competent and aware.
- ⇒ Employee communication is consistent, transparent and readily available through a number of channels within in all office locations, and our employees take responsibility for ensuring they are up to date with Council information.
- ⇒ Work has become a thing that we all do, and not a place that we go – meaning that we all feel engaged and involved, wherever we are working from.

Theme 5: Reward and Recognition

- ⇒ Pay and reward strategies are regularly reviewed.
- ⇒ Flexible reward packages allow us to remain competitive in local and national employment markets and to reward our employee's within financial constraints
- ⇒ Our pay policies and pay scales are widely published and reviewed to ensure transparency and fairness of these across our workforce.
- ⇒ At a time of continued budgetary reductions we look at rewarding and recognising our people for their valuable contribution in ways other than monetary, and we maximise the value and accessibility of our non-financial benefits.
- ⇒ We appreciate our people for their hard work, we celebrate our successes, and we understand the differing motivations and needs of our people.
- ⇒ We promote the value of our rewards so our people understand the value of their benefits.
- ⇒ We review our gender pay gap regularly, and take active and fair steps to reduce the gap
- ⇒ Managers and Members regularly contact employees to offer thanks and recognition for work done.
- ⇒ Our performance management scheme encourages a culture of recognition and praise.

Part Four: Our People Deal

Our people deal sets out an agreement between the organisation and our people.

	Our commitment to the people deal:	Your commitment to the people deal:
Skills, Development and Behaviours	We will provide you with the environment, training and tools to allow you to succeed and perform to your best, and you are clear about the values and behaviours expected of you.	You take responsibility for your own development and seek out opportunities to further your skills, knowledge and learning.
Wellbeing	We care about the health and wellbeing of our employees and actively provide opportunities for you to remain healthy and engaged at work.	You will take proactive steps to improve your overall health and wellbeing.
Resourcing	We will focus on resourcing a future-ready workforce so you find it easy to progress and move roles across the Council.	You actively engage with organisational initiatives, working across traditional team boundaries to develop the community and achieve our priorities.
Employee Engagement	We will provide you with opportunities to make comment, suggestions and influence decisions that affect us all as employees.	You recognise that the values and behaviours of the organisation are similar to your own and you are proud to demonstrate them as you deliver services to our citizens.
Reward and Recognition	We will recognise your impact and achievements, thank you for your hard work and celebrate your successes.	You will play your role in creating a supportive workplace environment where every person is encouraged to thrive.

Part Five: The People Strategy Action Plan

Our people strategy will be owned by all of our people. As Cambridgeshire County Council employees we all have a responsibility to ensure that the strategy is embedded into the work that we do. The people plan outlines the actions needed to shape us into the Council described in the themes above. The plan will be reviewed quarterly to monitor progress and to consider changes that internal initiatives or external factors may have on the actions.

The journey ahead is challenging, but by bringing our people together, we truly can work as one.

TRANSFORMATION FUND MONITORING REPORT QUARTER 3 2018-19

To: General Purposes Committee

Meeting Date: 26 March 2019

From: Julia Turner, Transformation Manager

Electoral division(s): All

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

Purpose: To outline progress in delivery of the projects for which transformation funding has been approved at the end of the third quarter of the 2018/19 financial year.

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

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

- 1.1 General Purposes Committee (GPC) has responsibility for the stewardship of the Transformation Fund, approving business cases for new proposals and reviewing progress of the existing projects.
- 1.2 The Transformation Fund provides one off funding to encourage projects where an invest to save, invest to improve, or invest to innovate bid can underpin service improvements and deliver improved outcomes and future efficiencies.
- 1.3 This report provides GPC with an overview of how the current proposals are delivering improved outcomes as well as financial objectives. Service Committees continue to review relevant projects in detail as appropriate.
- 1.4 The Transformation Fund bids that support the 2019-2024 Business Plan are being further developed to be presented at the relevant service committee following approval at January GPC:
- Embedding a demand management approach across the business
 - Developing a range of forward looking data and insight to guide our choices
 - Developing a place based model of practice across all services
 - Developing strength and depth in our commercial activity

2.0 OUTCOMES FOR CURRENT PROJECTS

- 2.1 The table below gives an overview of the current projects including their financial RAG rating. It also outlines the non-financial outcomes and benefits anticipated from each scheme.

Project	Brief description of project	Outcomes and benefits
Total Transport C/R.5.102 GREEN	Scrutinising contract services to ensure the Council delivers the most efficient mainstream school transport services whilst ensuring all eligible pupils receive free transport in line with the Council's policy on journey times.	<ul style="list-style-type: none">• More effective and co-ordinated Home to School Transport service• Improved experience for service users
External Funding C/R.5.011 AMBER	Fund the Advertising and Sponsorship Coordinator capacity to develop the council-wide structures and processes to identify and lever in new external funding opportunities.	<ul style="list-style-type: none">• Advertising and sponsorship skills within the organisation• Cambridgeshire County Council (CCC) initiatives can be financially supported

Pilot additional Safeguarding posts in MASH C/R.5.001 GREEN	<p>To move resource into the Contact Centre for initial screening of work to reduce the number of contacts being passed through to MASH (Multi Agency Safeguarding Hub) and assessment teams.</p>	<ul style="list-style-type: none"> • A more resilient IFD (Integrated Front Door) for Children's services both in Peterborough City Council (PCC) and CCC, and one which is better placed to meet the needs of an increasing population.
Support Investment in modernising social care payments C/R.5.002 GREEN	<p>Investing in modern payment mechanisms in social care; including payment cards and establishing a direct debit system</p>	<ul style="list-style-type: none"> • Provide an efficient and easy to engage with system for service users
Dedicated Social Work & Commissioning capacity LD C/R.5.003 RED	<p>Dedicated social work, commissioning and specialist assistive technology capacity to deliver the ongoing programme of service user reassessments, service re-design and provider negotiation work in learning disability services</p>	<ul style="list-style-type: none"> • Promoting independence through use of technology
Additional capacity to conduct financial assessments in Adults C/R.5.004 GREEN	<p>Additional capacity to ensure that the correct client contribution is being charged in line with updated Care Act guidance and upcoming changes to CCC Fairer Contributions Policy</p>	<ul style="list-style-type: none"> • Service users will be paying the correct client contribution amount
Investment in upstream MH social work C/R.5.005 GREEN	<p>Investment in additional capacity as part of the integrated care model for people with mental health needs through the Cambridgeshire and Peterborough NHS Foundation Trust.</p>	<ul style="list-style-type: none"> • Reducing need by ensuring social care support is in place through early intervention, working closely with primary care, adult early help teams and within communities
Housing Review C/R.5.006 RED	<p>To carry out a review of the initiatives funded by Housing Related Support and inform recommendations, ensuring that any impacts of the proposed savings are understood and taken into account. Working with partners to identify innovative solutions to meet our housing needs.</p>	<ul style="list-style-type: none"> • Meeting accommodation needs for our most vulnerable clients • Working in partnership with District colleagues

LAC Placement budget savings C/R.5.007 BLUE	Funded the campaign to recruit more in house foster carers (launched in September 2018) to reduce the reliance on IFA foster carers, a review of high cost placements and fee negotiations with IFA providers.	<ul style="list-style-type: none"> Increased the number of in house foster carers to place children with Looked After Children (LAC) are placed in the most appropriate placement with the right level of care and support.
Learning Services Review C/R.5.008 GREEN	Investment in dedicated specialist skills required to support the Director of Learning in reviewing the current model, facilitating delivery of a new approach and the establishment of new partnerships across the education	
Case reviews of specialist transport provisions C/R.5.009 GREEN	Provide additional capacity within the Social, Education Transport Team to review LAC Transport processes and provision	
Social Work capacity to review out of area placements C/R.5.013 GREEN	To enable people with learning disabilities who have been placed out of county to move closer to their family by identifying an alternative placement which is closer to home	<ul style="list-style-type: none"> People with learning disabilities who it is appropriate to move back into county will be closer to their existing support networks which is associated with better outcomes. Parents /carers will no longer need to travel significant distances to visit service users.
Library Service C/R.5.010 GREEN	To provide time limited business development capacity. Investment to also include budget for marketing, minor building works, and investments in new technology solutions	<ul style="list-style-type: none"> Maximising the impact of libraries to communities Generating new income streams

3.0 FINANCIAL OUTCOMES

3.1 The table below summarises the overall financial performance of the current Transformation Fund projects as at the end of the third quarter of the 2018/19 financial year.

RAG Rating	No of current Schemes	Total Investment to Q3 (£000)	Total Investment Committed for the project (£000)	Savings / income for the project to Q3 (£000)	Forecast savings / income up to end of 2018/19 for the project (£000)	Budgeted future years savings for projects (as per 2018/19 Business Plan, (£000))
Blue	1	0	705	-2,234	-2,390	0
Green	9	322	1,450	-3,678	-4,254	0
Amber	1	4	40	-50	-150	0
Red	2	549	1,036	-1,964	-2,091	-3,730
Total	13	876	3,231	-7,926	-8,885	-3,730

3.2 The tables below show the details of the schemes which are currently rated as RED or AMBER.

PROJECT: Dedicated social work and commissioning capacity - Learning Disability			RED
Investment to date	Total project Investment Committed	Savings to date	Total scheme savings anticipated
£549,000	£1,864,000	-£1,991,000	-£3,100,000
This project is rated as RED, however, the service report that they expect the full savings to be made by the end of the financial year.			

PROJECT: Housing Review			RED
Investment to date	Total project Investment Committed	Savings to date	Total scheme savings anticipated
£0	£250,000	-£100,000	-£1,000,000
This project is rated as RED due to phasing, the investment has not been drawn down at as the end of Q3 and therefore the expected savings will be delayed.			

PROJECT: External Funding			AMBER
Investment to date	Total project Investment Committed	Savings to date	Total scheme savings anticipated
£4,275	£40,000	£50,000	£200,000
This project is rated as AMBER due to phasing, therefore the expected savings are delayed but still expected to be achieved.			

4.0 ALIGNMENT WITH CORPORATE PRIORITIES

4.1 A good quality of life for everyone

The individual Transformation Fund bids identify where the specific project supports this outcome.

4.2 Thriving places for people to live

There are no significant implications for this priority.

4.3 The best start for Cambridgeshire's children

The individual Transformation Fund bids identify where the specific project supports this outcome.

5.0 SIGNIFICANT IMPLICATIONS

5.1 Resource Implications

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

Transformation team resource as at 31st December 2018 = 35.19 FTEs

5.2 Procurement/Contractual/Council Contract Procedure Rules Implications

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

5.3 Statutory, Legal and Risk Implications

There are no significant impacts for this category.

5.4 Equality and Diversity Implications

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

5.5 Engagement and Communications Implications

There are no significant impacts for this category.

5.6 Localism and Local Member Involvement

There are no significant impacts for this category.

5.7 Public Health Implications

There are no significant impacts for this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes – Chris Malyon and Tom Kelly
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	N/A
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	N/A
Have the equality and diversity implications been cleared by your Service Contact?	N/A
Have any engagement and communication implications been cleared by Communications?	N/A
Have any localism and Local Member involvement issues been cleared by your Service Contact?	N/A
Have any Public Health implications been cleared by Public Health	N/A

Source Documents	Location
None	Not applicable

TREASURY MANAGEMENT REPORT – QUARTER THREE UPDATE 2018-19

To: **General Purpose Committee**

Meeting Date: **26th March 2019**

From: **Chief Finance Officer**

Electoral division(s): **All**

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

Purpose: **To provide the third quarterly update on the Treasury Management Strategy 2018-19, approved by Council in February 2018.**

Recommendation: **The General Purposes Committee is recommended to note the Treasury Management Report.**

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

- 1.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice for Treasury Management recommends that members be updated on treasury management activities regularly (annual, mid-year or quarterly reports). This report, therefore, ensures this Council is implementing best practice in accordance with the Code.

2. ECONOMIC CLIMATE

- 2.1 A detailed commentary from the Council's treasury advisors of the current economic climate is provided at **Appendix A** to this report. In brief summary, Q3 saw:

- The economy lost some momentum after a strong quarter (ended 30th September);
- There was a further acceleration in wage growth;
- Early signs that lower oil prices will soon depress inflation;
- The Chancellor delivered what was seen as a giveaway in the autumn Budget;
- The Monetary Policy Committee inertia on interest rates
- Parliament was deadlocked over Brexit;
- Equity markets worldwide were hit hard by global growth fears.

3. INTEREST RATE FORECAST

- 3.1 The latest forecast for UK Bank Rate along with PWLB borrowing rates (certainty rate) from the Council's treasury advisors is set out below:

Table 1: Interest Rate Forecast

Link Asset Services Interest Rate View											
	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21
Bank Rate View	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%	1.50%	1.50%	1.75%	1.75%
5yr PWLB Rate	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%
10yr PWLB Rate	2.50%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%
25yr PWLB Rate	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%	3.40%	3.40%	3.50%	3.50%
50yr PWLB Rate	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%

- 3.2 There are many risks to the forecast set out above, principally around the timing and pace of further rate rises, and a listing of underlying assumptions is attached at **Appendix B**. Budget estimates prudently include sensitivity analysis of the impact that a slower than forecast economic recovery would have upon the Council, and any impact of changes to interest rates is reported through the Budget Monitoring process.

4. INVESTMENTS

- 4.1 The Treasury Management Strategy Statement (TMSS) for 2018-19, which includes the

Annual Investment Strategy, was approved by the Council on 6th February 2018. It sets out the Council's investment priorities as being:

1. Security of Capital;
2. Liquidity; and then
3. Yield

4.2 The Council will aim to achieve the optimum return (yield) on investments commensurate with proper levels of security and liquidity.

4.3 The table below summarises the maturity profile of the Council's investment portfolio at the end of Q3 2018-19 (excluding third party loans):

Table 2 – Investment maturity profile at end of Q3 2018-19

Product	Access Type	Maturity Period			
		0d	0-3m	Total	
		£m	£m	£m	%
Money Market Funds	Same-Day	39.5		39.5	51.0
Bank Call Account	Instant Access	7.9		7.9	10.2
Local Authorities	Fixed Term	0.0	20.0	20.0	25.8
Certificate of Deposits	Fixed Term / Tradeable	0.0	10.0	10.0	13.0
Total		47.4	30.0	77.4	100.0
%		61.2	38.8	100.0	

4.4 Set out below are details of the amounts outstanding on loans and share equity investments classed as capital expenditure advanced to third party organisations at the end of Q3:

- This Land Ltd - £46.486m; loans advanced to Council's wholly owned property company. In addition the Council held £1.792m equity in the company;
- Arthur Rank Hospice Charity - £3.680m; loan to local charitable organisation for development of a new hospice facility. Secured against property assets;
- UK Municipal Bonds Agency (MBA) – £0.400m; to establish the agency to raise bond finance as an alternative to Public Works Loan Board (PWLb) & markets;
- Estover Playing Field 2015 CIC - £0.350m; loan to an arm's length community interest company (CIC) for expenditure on acquisition and development of the Estover Playing Field to provide local economic development. Guaranteed by March Town Council;
- LGSS Law - £0.325m; loan to jointly owned public sector shared services venture to aid the cashflow of the company; and
- Wisbech Town Council - £0.150m; loan towards the acquisition and restoration of Wisbech Castle.

4.5 Financial markets trade on confidence and certainty, and although the Bank of England forward guidance is aimed at providing this, markets remain sceptical. Investment rates

have increased from historical lows following the base rate rises, but remain relatively low in short to medium-term durations, with limited pickup in value for longer durations.

- 4.6 At 31st March 2018 investment balances totalled £26.8m, held in Money Market Funds and Call/Notice accounts. This figure excludes third party loans and share capital which are set out above. Due to the nature of various government funding streams and timing of capital expenditure, the average level of funds available for investment purposes during quarter three was £65.1m. Short-term loans will be repaid as they mature but in the meantime, short-term investments have been placed in accordance with the Council's approved investment strategy.
- 4.7 Investment balances are forecast to reduce by the financial year end as internal resources from temporary positive cashflow surpluses are applied to fund expenditure demands in lieu of fully funding the borrowing requirement (internal borrowing) on a net basis. This process effectively reduces the cost of carrying additional borrowing at a higher cost than the income that could be generated through short term investment of those balances, as well as reducing investment counterparty credit risk.
- 4.8 The Council's investments outperformed against the most comparable weighted duration benchmark by 9 basis points (equivalent to £17k more than benchmark return). Any impact upon latest budget projections for the financial year are reported through the Budget Monitoring process.

Table 3: Benchmark Performance – Q3 2018-19

Benchmark	Benchmark Return	Council Performance
1m LIBID	0.61%	0.70%

- 4.9 Leaving market conditions aside, the Council's return on investments is influenced by a number of factors, the largest contributors being the duration of investments and the credit quality of the institution or instrument:
- Credit risk is the consideration of the likelihood of default and is controlled through the creditworthiness policy approved by Council.
 - The duration of an investment introduces liquidity risk; the risk that funds cannot be accessed when required.
 - Interest rate risk; the risk that arises from fluctuating market interest rates.
- 4.10 These factors and associated risks are actively managed by the LGSS Integrated Finance Treasury team.

5. BORROWING

- 5.1 The Council can raise cash through borrowing in order to fund expenditure on its capital programme for the benefit of Cambridgeshire. The amount of new borrowing needed each year is determined by capital expenditure plans and projections of the Capital Financing Requirement, underlying borrowing requirement, forecast cash-backed reserves and both current and forecast economic conditions.

- 5.2 Overall borrowing outstanding increased during Q3 when compared to Q2 by £22.9m. At Q2, the Council held £562.8m of borrowing, of which £137.5m matured in less than 1 year. At the end of Q3, the Council held £585.7m of borrowing, of which £165.6m matures in less than 1 year. The net additional borrowing was primarily taken short-term for durations up to one year, with one loan of two years, all from other Local Authorities.
- 5.3 Table 4 below sets out the maturity profile of the Council's borrowing portfolio at the end of Q3. The majority of loans are PWLB loans and have a fixed interest rate and are long term in nature which limits the Council's exposure to interest rate fluctuations.

Table 4: Borrowing Maturity Profile – Q2 2018-19

Term Remaining	Borrowing	
	£m	%
Under 12 months	165.603	28.2
1-2 years	60.160	10.3
2-5 years	86.286	14.7
5-10 years	62.566	10.7
10-20 years	58.990	10.1
20-30 years	46.595	8.0
30-40 years	20.000	3.4
40-50 years	35.000	6.0
Over 50 years	50.500	8.6
TOTAL	585.700	100.0

- 5.4 Market Lender Option Borrower Option (LOBO) loans are included at their final maturity rather than their next potential call date. In the current low interest rate environment the likelihood of lenders exercising their option to increase the interest rates on these loans - and so triggering the Council's option to repayment at par - is considered to be low.
- 5.5 The Council is in an internally borrowed cash position and balances will need to be replenished at some point in the future (subject to expenditure demands). Officers continue to assess cashflow forecasts against projected movements in borrowing rates. Sharp or sustained movements in borrowing rates will increase the likelihood of additional borrowing.
- 5.6 The Council has entered into a Framework Agreement and Joint and Several Guarantee arrangement with the UK Municipal Bonds Agency (MBA). This included the advance of seed capital shares of £0.4m as reported in paragraph 4.4 above. It is hoped this will allow for the Council to potentially raise loan finance through MBA as an alternative to PWLB and market loans. Feedback from the MBA suggests a bond issue is not currently imminent alongside current economic and market uncertainty. There is strong support to the MBA from the Local Government Association.

6. BORROWING RESTRUCTURING

- 6.1 No borrowing rescheduling was undertaken during the Q3. Rescheduling opportunities are limited in the current economic climate. For PWLB loans, due to the spread between the carrying rate of existing borrowing and early redemption rates, substantial exit (premium) costs would be incurred. For market borrowing, the lender uses the certainty of the loans cashflow profile to hedge against forecast interest rate movements and so would pass the cost of unwinding these instruments onto the Council as an exit (premium) cost.
- 6.2 Officers continue to monitor the position regularly, and are in ongoing dialogue with the market loan lenders who may be open to negotiating on exit costs in return for early repayment of principal. Further updates on this position will be reported should they materialise.

7. TREASURY AND PRUDENTIAL INDICATORS

- 7.1 The Council's approved Treasury and Prudential Indicators (affordability limits) were approved alongside the TMSS. It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits.
- 7.2 During the financial year to date the Council has operated within the Treasury and Prudential Indicators set out in the Council's TMSS, shown in **Appendix C**.

8. ALIGNMENT WITH CORPORATE PRIORITIES

8.1 A good quality of life for everyone

There are no significant implications for this priority.

8.2 Thriving places for people to live

There are no significant implications for this priority.

8.3 The best start for Cambridgeshire's children

There are no significant implications for this priority.

9. SIGNIFICANT IMPLICATIONS

9.1 Resource Implications

This report provides information on performance against the Treasury Management Strategy. Decisions on treasury management, which are driven by the capital programme and the Council's overall financial position, will impact the Debt Charges Budget and are reported through the Budget Monitoring process.

9.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications for this category.

9.3 Statutory, Legal and Risk Implications

The Council continues to operate within the statutory requirements for borrowing and investments. Further details can be found within the Prudential Indicators in **Appendix C**.

9.4 Equality and Diversity Implications

There are no significant implications for this category.

9.5 Engagement and Communications Implications

There are no significant implications for this category.

9.6 Localism and Local Member Involvement

There are no significant implications for this category.

9.7 Public Health Implications

There are no significant implications for this category.

Implications	Officer Clearance
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 LGSS Head of Procurement?	Not applicable
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Not applicable
Have the equality and diversity implications been cleared by your Service Contact?	Not applicable
Have any engagement and communication implications been cleared by Communications?	Not applicable
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Not applicable
Have any Public Health implications been cleared by Public Health	Not applicable

Source Documents	Location
None	Not applicable

Appendix A

Economic Commentary; Extract from Treasury Advisors (Link Asset Services)

UK

- After weak economic growth of only 0.1% in quarter one, growth picked up to 0.4% in quarter 2 and to 0.6% in quarter 3. However, uncertainties over Brexit look likely to cause growth to have weakened again in quarter four. After the Monetary Policy Committee raised Bank Rate from 0.5% to 0.75% in August, it is little surprise that they have abstained from any further increases since then. We are unlikely to see any further action from the MPC until the uncertainties over Brexit clear. In the event of a 'disorderly exit', the MPC have said that rates could go up or down, though it is probably much more likely to be down so as to support growth. Nevertheless, the MPC does have concerns over the trend in wage inflation which peaked at a new post financial crisis high of 3.3%, (excluding bonuses), in the three months to October. The main issue causing this is a lack of suitably skilled people due to the continuing increase in total employment and unemployment being near to 43 year lows. Correspondingly, the total level of vacancies has risen to new highs.
- As for CPI inflation itself, this has been on a falling trend, reaching 2.3% in November. However, in the November Bank of England Inflation Report, the latest forecast for inflation over the two year time horizon was raised to being marginally above the MPC's target of 2%, indicating a slight build up in inflationary pressures.
- The rise in wage inflation and fall in CPI inflation is good news for consumers as their spending power is improving in this scenario as the difference between the two figures is now around 1%, i.e. a real terms increase. Given the UK economy is very much services sector driven, an increase in household spending power is likely to feed through into providing some support to the overall rate of economic growth in the coming months.

EU

- Growth fell in quarter 3 to 0.2% from 0.4% in quarter 2 but this is likely to be a one off blip caused primarily by a one off fall in car production. The ECB forecast growth in 2018 to be 1.9% falling to 1.7% in 2020. The ECB ended its programme of quantitative easing purchases of debt in December, which now means that the central banks in the US, UK and EU have all now ended the phase of post financial crisis expansion of liquidity supporting world financial markets.

US

- The massive easing of fiscal policy in 2018 fuelled a (temporary) boost in consumption in 2018 which generated an upturn in the strong rate of growth; this rose from 2.2%, (annualised rate), in quarter 1 to 4.2% in quarter 2 and 3.5% in quarter 3. The strong growth in employment numbers has fed through to an upturn in wage inflation which hit 3.1% in November, however, CPI inflation overall fell to 2.2% and looks to be on a falling trend to drop below the Fed's target of 2% during 2019.
- The Fed increased rates another 0.25% in December to between 2.25% and 2.50%, this being the fifth increase in 2018 and the ninth in this cycle. However, they did also reduce

Appendix A Continued.

their forecast for further increases from three to two. This latest increase compounded investor fears that the Fed is over doing the rate and level of increases in rates and that it is going to cause a US recession as a result.

- There is also much evidence in previous monetary policy cycles of the Fed's series of increases doing exactly that. Consequently, we have seen stock markets around the world plunging under the weight of fears around the Fed's actions, the trade war between the US and China, an expectation that world growth will slow, Brexit etc.

Asia

- In China, economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and credit systems.
- Japan has been struggling to stimulate consistent significant GDP growth and to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy.

Appendix B

Interest Rate Forecast Commentary; Extract from Treasury Advisors (Link Asset Services)

Underlying assumptions to the interest rate forecast are:

After the August increase in Bank Rate to 0.75%, the first above 0.5% since the financial crash, the MPC has since then put any further action on hold, probably until such time as the fog of Brexit clears and there is some degree of certainty of what the UK will be heading into. It is particularly unlikely that the MPC would increase Bank Rate in February 2019 ahead of the deadline in March for Brexit, if no agreement on Brexit has been reached by then. The Interest Rate Forecast is based on a central assumption that there is an agreement on a reasonable form of Brexit. In that case, then we think that the MPC could return to increasing Bank Rate in May 2019 but then hold fire again until February 2020. However, this is obviously based on making huge assumptions which could be confounded. In the event of a 'disorderly Brexit', then cuts in Bank Rate could well be the next move.

The balance of risk to the UK is:

- The overall balance of risks to economic growth in the UK is probably neutral.
- The balance of risks to increases in Bank Rate and shorter term PWLB rates, are probably also even and are broadly dependent on how strong GDP growth turns out, how slowly inflation pressures subside, and how quickly the Brexit negotiations move forward positively.

Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

- Brexit – if it were to cause significant economic disruption and a major downturn in the rate of growth.
- Bank of England monetary policy takes action too quickly, or too far, over the next three years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- A resurgence of Eurozone sovereign debt crisis.
- Weak capitalisation of some European banks.
- Minority governments in Germany, Spain, Portugal, Netherlands, Ireland and Belgium.
- Further increases in interest rates in the US could spark a sudden flight of investment funds from more risky assets e.g. shares, into bonds yielding a much improved yield.
- There are concerns around the level of US corporate debt which has swollen massively during the period of low borrowing rates in order to finance mergers and acquisitions.
- Geopolitical risks, especially North Korea, but also in Europe and the Middle East, which could lead to increasing safe haven flows.

Upside risks to current forecasts for UK gilt yields and PWLB rates are:

- Brexit – if both sides were to agree a compromise that removed all threats of economic and political disruption.
- The US Fed causing a sudden shock in financial markets through misjudging the pace and strength of increases in its Fed Funds Rate and in the pace and strength of reversal of QE, which then leads to a fundamental reassessment by investors of the relative risks

Appendix B continued.

of holding bonds, as opposed to equities. This could lead to a major flight from bonds to equities and a sharp increase in bond yields in the US, which could then spill over into impacting bond yields around the world.

- The Bank of England is too slow in its pace and strength of increases in Bank Rate and, therefore, allows inflation pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.
- UK inflation, whether domestically generated or imported, returning to sustained significantly higher levels causing an increase in the inflation premium inherent to gilt yields.

Appendix C

Treasury and Prudential Indicators

Prudential Indicator	2018/19 Indicator	2018/19 Q3
Authorised limit for external debt (Inc' loans raised to on-lend to Housing & Investment Company)	----- £1,014.6m -----	
Operational boundary for external debt (Inc' loans raised to on-lend to Housing & Investment Company)	----- £984.6m -----	
Capital Financing Requirement (CFR)	£954.6m	£765.9m
Ratio of financing costs to net revenue streams	8.1%	7.6%
Incremental impact of capital investment decisions:-		
a) Increase in council tax (band D) per annum.	£16.02p	£15.42p
Upper limit of fixed interest rates based on net debt	150%	109%
Upper limit of variable interest rates based on net debt	65%	-9%
Principal sums invested > 364 days (exc' third party loans)	£0m	£0m
Maturity structure of borrowing limits:-		
Under 12 months	Max. 80% Min. 0%	30.9%
12 months to 2 years	Max. 50% Min. 0%	10.3%
2 years to 5 years	Max. 50% Min. 0%	14.7%
5 years to 10 years	Max. 50% Min. 0%	10.7%
10 years and above	Max. 100% Min. 0%	33.4%

- The Treasury Management Code of Practice guidance notes requires that maturity is determined by the earliest date on which the lender can trigger repayment, which in the case of LOBO loans is the next break/call point.

GENERAL PURPOSES COMMITTEE AGENDA PLAN

Published on 1st March 2019

Agenda Item No.9



Cambridgeshire
County Council

Notes

Committee dates shown in bold are confirmed.

Committee dates shown in brackets and italics are reserve dates.

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

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

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

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

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

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
26/03/19	1. Minutes – 22/01/19	M Rowe		13/03/19	18/03/19
	2. Resources and Performance Report (January) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (January)	R Barnes	2019/002		
	4. Transformation Fund Monitoring Report Quarter 3 2018/19	A Askham	Not applicable		
	5. Treasury Management Report – Quarter 3	C Oliver/ J Lee	Not applicable		
	6. People Strategy*	L Fulcher	Not applicable		
<i>[30/04/19] Provisional Meeting</i>					
28/05/19	1. Minutes – 26/03/19	M Rowe		14/05/19	17/05/19

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	2. Resources and Performance Report (March) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (March)	R Barnes	2019/003		
	4. Treasury Management Report – Quarter 4 and Outturn Report*	C Oliver/ J Lee	Not applicable		
	5. Transformation Funding - Resilience and Independence in SEND Environment - Post Room and Records	S Howarth/ J Turner	2019/035		
	6. Plastics Strategy*	S French/ E Bolton	Not applicable		
<i>[26/06/19] Provisional Meeting</i>					
16/07/19	1. Minutes – 26/03/19	M Rowe		03/07/19	08/07/19
	2. Resources and Performance Report (May) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (May)	R Barnes	2019/010		
	4. Transformation Fund Monitoring Report Quarter 4 2018/19	A Askham	Not applicable		
<i>[20/08/19] Provisional Meeting</i>					
26/09/19	1. Minutes – 16/07/19	M Rowe		13/09/19	18/09/19
	2. Resources and Performance Report (July) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	3. Integrated Resources and Performance Report (July)	R Barnes	2019/011		
	4. Medium Term Financial Strategy	C Malyon	Not applicable		
	5. Capital Strategy	C Malyon	Not applicable		
	6. Transformation Fund Monitoring Report Quarter 1 2019/20	A Askham	Not applicable		
	7. Treasury Management Report – Quarter 1 2019-20	C Oliver/ J Lee	Not applicable		
22/10/19	1. Minutes – 26/09/19	M Rowe		09/10/19	14/10/19
	2. Resources and Performance Report (July) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (August)	R Barnes	2019/012		
26/11/19	1. Minutes – 22/10/19	M Rowe		13/11/19	18/11/19
	2. Resources and Performance Report (September) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (September)	R Barnes	2019/013		
	4. Treasury Management Report – Quarter 2*	C Oliver/ J Lee	Not applicable		
	5. Draft 2019/20 Capital Programme and Capital Prioritisation	C Malyon	Not applicable		
	6. Business Planning 2019-20 to 2023-24 – update	C Malyon	Not applicable		
	7. Transformation Fund Monitoring Report Quarter 2 2019-20	A Askham	Not applicable		
17/12/19	1. Minutes – 26/11/19	M Rowe		04/12/19	09/12/19

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	2. Resources and Performance Report (October) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report – (October)	R Barnes	2019/014		
	4. Amendments to Business Plan Tables (if required)	C Malyon	Not applicable		
	5. Draft Revenue and Capital Business Planning Proposals for 2020-21 to 2024-2025 (whole Council)	C Malyon	Not applicable		
	6. Treasury Management Strategy	C Oliver/ J Lee	Not applicable		
28/01/20	1. Minutes – 17/12/19	M Rowe		15/01/20	20/01/20
	2. Resources and Performance Report (November) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report – (November)	R Barnes	2020/001		
	4. Local Government Finance Settlement	C Malyon	Not applicable		
	5. Business Plan*	C Malyon	Not applicable		
	6. Consultation Report	S Grace	Not applicable		
<i>[25/02/20] Provisional Meeting</i>					
24/03/20	1. Minutes – 28/01/20	M Rowe		11/03/20	16/03/20
	2. Resources and Performance Report (January) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (January)	R Barnes	2020/002		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	4. Transformation Fund Monitoring Report Quarter 3 2019/20	A Askham	Not applicable		
	5. Treasury Management Report – Quarter 3	C Oliver/ J Lee	Not applicable		
<i>[28/04/20] Provisional Meeting</i>					
02/06/20	1. Minutes – 24/03/20	M Rowe		19/05/20	22/05/20
	2. Resources and Performance Report (March) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (March)	R Barnes	2020/003		
	4. Treasury Management Report – Quarter 4 and Outturn Report*	C Oliver/ J Lee	Not applicable		

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