

## Highways Service Transformation (B/R.6.207)

### Project Overview

<b>Project Title</b>	Highways Service Transformation (B/R.6.207)		
<b>Saving</b>	£500K	<b>Business Planning Reference</b>	B/R.6.207
<b>Business Planning Brief Description</b>	Significant savings will be made as part of the new Highways contract, which started in July 2017, from further integration with our contractor and new ways of working.		
<b>Senior Responsible Officer</b>	Christine May, Interim Service Director: Infrastructure Management & Operations		

### Project Approach

#### Background

##### Why do we need to undertake this project?

The Council decided to develop an integrated partnership with our suppliers, and this is at the core of the new Highways Services Contract. Our new highways integrated partnership with Skanska has the flexibility to evolve over the life of the contract to reflect Cambridgeshire's emerging changing need. This will enable financial savings to be achieved through integrated teams, breaking down traditional client/provider boundaries, which may have inhibited change previously. Our previous Highways contract had come to an end and we were required to undertake a competitive procurement process as part of this.

##### What would happen if we did not complete this project?

The long term delivery of highway services would not be sustainable, value for money would decrease and service delivery would become inefficient. Ultimately the highway network would fall into disrepair, increasing safety risks and reducing people's ability to travel. Potential impact on other services e.g. Social Care

#### Approach

##### Aims / Objectives

The Council aims to ensure that this integrated partnership approach with Skanska will be established from the very start of the contract and will mature over the life of the Contract.

This will enable financial savings to be achieved through integrated teams, breaking down traditional client/provider boundaries, which may have inhibited change previously, through a cultural change process. Also the business model will be enhanced by Service Improvement Plans and Benefit Cards and suggestions, offered during the procurement process.

To enable maximum benefits of a successful long term strategic partnership, an initial contract term of ten years has been selected with an option to extend for a further five years. However a contract reduction mechanism is also available that could potentially reduce the contract term as a result of poor performance.

##### Project Overview - What are we doing

This is the revenue element of the £2.2m savings sought in year two of the new highway contract. 10 of the 44 benefit cards relate to measures to achieve savings for 18/19 (a mix of revenue and capital).

The revenue savings will come from a combination of: re-structuring in conjunction with Skanska and Peterborough City Council; increased use of the Dragon Patcher; integrated programming and planning; driving collaboration through operational excellence and the use of a volume based discount mechanism within the new contract.

#### What assumptions have you made?

That the level of financial savings will be achieved through a more integrated approach. As well as delivering a highway service for Cambridgeshire County Council there could potentially be further work from the Greater Cambridge Partnership and the Combined Authority, who are likely to use the Highway Authority contracts to deliver the work. This could potentially create an income stream, supporting the savings proposals.

#### What constraints does the project face?

There are budgetary, policy and other interdependencies such as Partnership working and delivering the outcomes. The governance and decision making process will also factor in terms of this proposal being realised and the ability of the Contractor to deliver against these targets. There is also HR processes and industry innovations that may have an effect on the timescales and deliverability.

### Delivery Options

#### Has an options and feasibility study been undertaken?

At present, it is envisaged that savings will be achieved by:

- Negotiating better value from the contract that commenced on 1st July 2017
- Integration of staff / shared management between the authority and the provider
- More efficient processes through closer partnership working between the authority and the provider
- Efficiencies realised through using the Highways Asset Management Plan (HIAMP)
- Use of new technologies and processes (including shared IT)
- Further ideas that emerge through the service improvement plans and benefit cards offered as part of the Highway service Contract 2017

### Scope / Interdependencies

#### Scope

#### What is within scope?

It is anticipated that the services may evolve throughout the lifetime of the contract.

The following services are within the scope of the post 2017 Highway Services Contract:

- Design of highways maintenance and improvements for schemes up to design and construction value
- Construction of highways maintenance and improvements for schemes design and construction value
- Structures: provision, improvement and maintenance
- Materials testing and laboratory services
- Consultancy such as studies, feasibility assessment, checking and certification
- Supervision and management of work by others
- Routine maintenance activities including but not limited to drainage cleansing, grass cutting and other horticultural and arboricultural maintenance
- Surveys and traffic counts
- General management and IT systems
- Improvement and maintenance work to existing highways depots and design and works associated with future relocation, rationalisation or new provision

- Bridges management, inspection
- Highways safety inspections
- Highways Development Management
- Rights of Way
- Maintenance of highways asset records
- Road safety education and engineering
- Transport Strategy Development
- Provision of an Integrated Network Management Centre
- Highways condition surveys
- Flood and water management and drainage approvals
- Co-location at Vantage House, the new Highways HQ

**What is outside of scope?**

Highways functions not listed above.

**Cost and Savings**

See accompanying financial report

**Risks**

**Title**

The integration involving three different organisations will be subject to approvals within each organisation.

The proposal to increase use of / purchase more vehicles to carry out the work will be dependent on funding commitments, for example the Dragon Patcher requires a 5 year commitment.

The capitalisation of further revenue streams will be subject to scrutiny from Corporate Finance and Audit, and the scope to generate significant savings using this method could be reduced.

There are significant resource pressures in the highway sector and Cambridgeshire County Council struggles to recruit to essential delivery posts.

The volume based discount is subject to sufficient work being put through the contract (e.g. GCP and CA). However there is no obligation to put work through the contract and should work flow reduce, the impact to achieve this aspect will diminish.

**Project Impact**

**Community Impact Assessment**

**Who will be affected by this proposal?**

Road users across Cambridgeshire and county partners involved in delivering new infrastructure on the highway network.

**What positive impacts are anticipated from this proposal?**

- A more closely aligned and integrated highway service.
- Increased efficiencies.
- Improved customer service.
- Improved quality of work.
- Increased value for money.
- A safe and efficient highway network.

**What negative impacts are anticipated from this proposal?**

There should not be any negative impacts, however any new contract requires a bedding in period.

**Are there other impacts which are more neutral?**

**Disproportionate impacts on specific groups with protected characteristics**

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

# Business Case

## Consumer information and advice (B/R.6.219 )

### Project Overview

<b>Project Title</b>	Consumer information and advice (B/R.6.219 )		
<b>Saving</b>	£15K	<b>Business Planning Reference</b>	B/R 6.219
<b>Business Planning Brief Description</b>	Trading Standards now have an alternative contract in place for the delivery of consumer information and advice. Previous arrangements are no longer needed.		
<b>Senior Responsible Officer</b>	Christine May, Interim Service Director: Infrastructure Management and Operations		

### Project Approach

#### Background

##### Why do we need to undertake this project?

In 2008/9, the Trading Standards Service drew up SLAs with seven different organisations for the provision of information, advice and mediation services; three of these arrangements have already finished previously and, as such, only four remain with the following local charities:

- Cambridge Family Mediation Service - £4,980 p.a. (£10,610)
- Cambridge Ethnic Community Forum (CHESS) - £1,370 p.a. (£3,170)
- Disability Information Service Huntingdonshire (DISH) - £6,412 p.a. (£15,310)
- Citizens Advice Bureau (Cambridge and Rural) - £13,280 p.a. (£31,440)

Total cost = £26,042

All of the grants have been reduced over recent years (the original allocation is shown in brackets above) in line the council's legal requirement for a balanced budget and in recognition of the fact that the council has no statutory responsibility to provide consumer advice.

Moreover, the consumer landscape has recently changed as a result of Government policy. Most consumer advice and information is now provided by the Citizens Advice Consumer Helpline funded by Government. Consequently, the Trading Standards Service no longer requires these services from the remaining four organisations and it is proposed that the council phases out the provision of these grants over a two year period.

The current business plan proposal is to take a phased approach to the reductions with a £15k reduction in 2018/19 and the remainder of the grants removed in 2019/20.

##### What would happen if we did not complete this project?

The Trading Standards Service would not be able to meet this savings target 2018/19 and budgets would become over spent.

#### Approach

##### Aims / Objectives

The aim is to ensure that consumers in Cambridgeshire have access to free, independent advice on a range of issues. With the introduction of a Government funded Citizen Advice Consumer Helpline, there is less of a

need locally for charities to provide this service as part of an SLA with Trading Standards which, in turn, can redirect funding to other areas of greater need as the council has no statutory duty to directly provide or commission consumer advice

#### **Project Overview - What are we doing**

We have undertaken a review of the existing Service Level Agreements (SLAs) with Cambridge Family Mediation Service, Cambridge Ethnic Community Service, Disability Information Service Huntingdonshire and Citizen Advice Bureau (Cambridge and Rural) to establish the nature of the consumer advice, information and guidance which these charities provide under the terms and conditions of the agreement with Trading Standards. Copies of these SLAs can be found in the documents section.

The review has established that all four organisations are obliged to provide a range of consumer advice services relating to issues such as benefits, debt, education and training, housing, transport, mobility, access, medical, health and signposting to other partners in both the statutory and voluntary sector. Other than a copy of the annual reports, there are no specific records which show the number of individuals who have accessed consumer advice and guidance from 2008 - 2017. It is therefore not possible to evidence whether removing the Trading Standards community grant will have a direct impact on clients in Cambridgeshire in terms of their access to independent consumer advice and guidance.

However, acknowledging that removing an annual grant to a charity can have a negative impact on their financial sustainability, a review of their annual financial reports has also been undertaken.

As per the annual reports, the income of the organisations in question in financial year 2015/16 were as per below (accounts for 16/17 not yet available):

Cambridge Family Mediation Service (charity number 1041476) - £275,770 (up from £251,910 in 14/15). The organisation is operating with a reserve of approx £76K.

Cambridge Ethnic Community Forum (charity number 04175678) - only required to submit abbreviated accounts due to size - £19,440 cash in bank and in hand (down from £19,584 in 14/15)

Disability Information Services Huntingdonshire (charity number 106172) - £45,900 (down from £55,251 in 14/15). The organisation declared an overspend of £5,961 in 15/16.

Citizen Advice Bureau Cambridge and Rural (charity number 1056102) - £803,244 (down from £960,575 in 14/15).

CAB are operating with a reserve of approx. £786K

In view of the annual income figures highlighted above, the probability of putting the financial sustainability of the four charities at risk is assessed as low as the community grant provided by Trading Standards is not substantial. However, to ensure that organisations that support vulnerable and/or minority groups in Cambridgeshire continue to have access to grant funding, the council is now accepting applications to the Innovate and Cultivate Fund which support projects that would make savings for the council by offsetting revenue expenditure.

#### **What assumptions have you made?**

There is an assumption that by giving written notice of six months (as per the T&Cs of existing SLA) and by phasing out the community grants over a two year period, the organisations will have time to make appropriate operational decisions and seek alternative funding if required

#### **What constraints does the project face?**

With no records confirming the number of clients supported by the four charities via the council's annual community grant, it is not possible to accurately assess community impact

## Scope / Interdependencies

### Scope

#### What is within scope?

Community grants currently awarded to:

- Cambridge Family Information Service
- Cambridge Ethnic Community Forum
- Disability Information Service Huntingdon
- Citizen Advice Bureau (Cambridge and Rural)

for the provision of consumer advice have been identified in the business case for phased withdrawal.

#### What is outside of scope?

Other community grants awarded by Trading Services and any review of the alternative national arrangements which are now in place.

## Cost and Savings

See accompanying financial report

## Risks

### Title

Lack of political support

## Project Impact

### Community Impact Assessment

#### Who will be affected by this proposal?

Cambridge Family Mediation Service  
Cambridge Ethnic Community Forum  
Disability Information Service Huntingdonshire  
Citizen Advice Bureau (Cambridge and Rural)

#### What positive impacts are anticipated from this proposal?

Awareness of the opportunity to access Innovate and Cultivate funding from Cambridgeshire County Council

#### What negative impacts are anticipated from this proposal?

Withdrawal of Trading Standards community grants will have a negative financial impact on the organisations in question

#### Are there other impacts which are more neutral?

No. However, the proposal is to phase out the community grants over a two year period in order to reduce the impact substantially and to give sufficient advance notification of the reduction/withdrawal.

## Disproportionate impacts on specific groups with protected characteristics

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

Some of the organisations support clients with protected characteristics due to the limited scope of their guidance and advice services. However, the removal of the community grants will not pose a substantial risk to the financial sustainability of these organisations and it is anticipated that they will continue to operate should this proposal be accepted

# Business Case

## Renegotiation of the Waste PFI contract (B/R.6.302)

### Project Overview

<b>Project Title</b>	Renegotiation of the Waste PFI contract (B/R.6.302)		
<b>Saving</b>	£1,000K	<b>Business Planning Reference</b>	B/R.6.302
<b>Business Planning Brief Description</b>	Transformation Fund investment to achieve the saving in proposal B/R.6.302		
<b>Senior Responsible Officer</b>	Graham Hughes Executive Director Environment and Community Services		

### Project Approach

#### Background

##### Why do we need to undertake this project?

The Chief Executives of both Amey and Cambridgeshire County Council are committed to making savings from the contract. Terms of Reference have already been agreed for the negotiating group to freely share information, to be open minded and investigate all options, to work in partnership to fairly evaluate all options available in a timely manner, to be mindful of the original commitments to investors and DEFRA and seek their approval for the changes proposed. The negotiating group will meet periodically to identify changes that will deliver the savings required and report back to the Chief Executives of each organisation. Key decisions required by CCC, will be taken by the General Purposes Committee (GPC).

##### What would happen if we did not complete this project?

Savings would have to be made elsewhere.

#### Approach

##### Aims / Objectives

To deliver savings totaling of up to £5million per annum

##### Project Overview - What are we doing

Officers from the waste team have taken a robust approach to contract management by issuing breach notices, issuing warning notices, withholding payments and making performance deductions where the contract allows and where appropriate. Contract amendments have been made to deliver short term savings. Technical trials have been carried out in an attempt to improve the marketability of the products created by processing waste and composting. A market testing exercise has been carried out to identify outlets for Refuse Derived Fuel (RDF). A negotiating group meets regularly to agree overall improvements that could be made to the contract to reduce the cost.

This contract is on a 27-year PFI so there are limited options. The base case is to do nothing and leave the contract as it is. This would result in continually escalating costs, due to changes in waste legislation, the expected continual increase of landfill tax as well as population growth and economic growth increasing the quantity of waste collected.

Beyond this, there are a range of options that include finding an off-taker for the existing product of the MBT, seeking changes in the process within the MBT to produce more valuable outputs that can then be disposed of via an off-taker, reconsidering the whole operation of the MBT or substantial changes to the structure of the

contract with Amey.

There is the option to terminate the contract however there are high costs associated as we will be liable for all unpaid costs for the infrastructure.

Each of these options carries different savings profiles and risks and at this stage, it is proposed that no options be closed down and that the option that ultimately delivers the maximum savings for Cambridgeshire is adopted. More work is required to conclude on what option that is and that work will be steered by GPC.

Negotiations are ongoing, the business case will become more detailed as negotiations progress. Although some savings have been identified it is uncertain at this stage whether they will deliver the target savings set at £5million per annum. Regular updates are taken to a Waste Member Steering Group that also provides a steer on the next stage of the negotiation for the team.

#### What assumptions have you made?

Amey are willing to consider and negotiate, and look at everything in the contract. The fact that the current regulatory environment will stay the same for the remaining term of the contract, which is due to end in 2036, is therefore difficult to assume.

## Delivery Options

#### Has an options and feasibility study been undertaken?

This contract is on a 27-year PFI so there are limited options. The base case is to do nothing and leave the contract as it is. This would result in continually escalating costs, due to changes in waste legislation, the expected continual increase of landfill tax as well as population growth and economic growth increasing the quantity of waste collected.

Beyond this, there are a range of options that include finding an off-taker for the existing product of the MBT, seeking changes in the process within the MBT to produce more valuable outputs that can then be disposed of via an off-taker, reconsidering the whole operation of the MBT or substantial changes to the structure of the contract with Amey.

There is the option to terminate the contract however there are high costs associated as we will be liable for all unpaid costs for the infrastructure.

Each of these options carries different savings profiles and risks and at this stage, it is proposed that no options be closed down and that the option that ultimately delivers the maximum savings for Cambridgeshire is adopted. More work is required to conclude on what option that is and that work will be steered by GPC.

## Scope / Interdependencies

### Scope

#### What is within scope?

Everything in terms of the contract is in scope, including re-financing, changes to processing methods, all types of waste, reducing the services provided under the contract and the nature of the relationship with Amey. A high-level negotiating group has been set up with senior representatives from both organisations, including the CCC Chief Finance Officer. The negotiating group will be responsible for identifying the changes required to deliver the savings required and confirming the scope in future.

## Cost and Savings

See accompanying financial report

## Risks

### Title

Changes in regulatory environment.

Financing risk

Inertia risk- for example if Amey are not co-operative

There are a number of parties behind the PFI, such as lenders and DEFRA, so there is a risk that they will not agree

Reputational risk.

Changes in the exchange rate, following the EU referendum

## Project Impact

### Community Impact Assessment

#### Who will be affected by this proposal?

No CIA completed as contractual changes proposed do not impact on the provision of services to the public at this stage.

#### What positive impacts are anticipated from this proposal?

N/A

#### What negative impacts are anticipated from this proposal?

N/A

#### Are there other impacts which are more neutral?

N/A

### Disproportionate impacts on specific groups with protected characteristics

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

N/A

# Business Case

## Highways Development Management - increase income forecast- (B/R.7.120)

### Project Overview

Project Title	B/R.7.120 Highways Development Management - increase income forecast		
Saving	£200K	Business Planning Reference	B/R.7.120
Business Planning Brief Description	Increased income from charges made to developers seeking highway agreements. In previous years we have over achieved on our income targets so this represents a more realistic forecast,		
Senior Responsible Officer	Bob Menzies - Service Director: Strategy and Development		

### Project Approach

#### Background

##### Why do we need to undertake this project?

Due to a large amount of growth, a more realistic forecast has been made on the income that can be achieved due to an increase in service delivery.

##### What would happen if we did not complete this project?

Yearly financial adjustments would have to continue.

#### Approach

##### Aims / Objectives

There is no change in service delivery, but instead due to the large amount of growth a more realistic forecast of income has been identified.

### Scope / Interdependencies

#### Scope

##### What is within scope?

Forecast for Highways Development Management

### Cost and Savings

See accompanying financial report

### Project Impact

#### Community Impact Assessment

##### Who will be affected by this proposal?

There will be no impact on the community as the service offer is not changing as a result of this proposal.

##### What positive impacts are anticipated from this proposal?

N/A

**What negative impacts are anticipated from this proposal?**

N/A

**Are there other impacts which are more neutral?**

N/A

**Disproportionate impacts on specific groups with protected characteristics**

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

N/A

# Business Case

## Partner's Contribution to Removing Park and Ride Charges (B/R.6.104 )

### Project Overview

<b>Project Title</b>	Partner's Contribution to Removing Park and Ride Charges (B/R.6.104 )		
<b>Saving</b>	£600K	<b>Business Planning Reference</b>	B/R 6.104
<b>Business Planning Brief Description</b>	We plan to remove charges to the public for parking at park and ride sites. In order to deliver this we have secured additional contributions from our partners which will replace half the lost income from the charges previously in place		
<b>Senior Responsible Officer</b>	Bob Menzies		

### Project Approach

#### Background

##### Why do we need to undertake this project?

Cambridge is served by five park and ride sites at Trumpington, Madingley Road, Milton, Newmarket Road and Babraham Road. In addition, there are two sites along the Guided Busway at Longstanton and St. Ives. The cost of running the sites is currently funded through a combination of income from on-site car parking charges and departure charges paid by the bus and coach operators.

The ridership from the Park and Ride sites has fallen by around 18% since the introduction of the parking charges in 2014 but it should be noted that there is no certainty that if the charges are removed, the lost patronage will be recovered. There was an immediate 14% reduction in patronage when the charges came in, and subsequently patronage has declined in line with national trends. Therefore, it is quite possible that patronage has just settled at a new level and that amongst passengers, the charge itself is not now acting as a deterrent to travel. In this respect, Stagecoach have indicated to officers that it is the operation of the ticket machines rather than the charge that they are most concerned about.

However we are now at the stage where the passenger numbers have fallen to such an extent that the bus operator has indicated that on some routes maintaining a ten minute frequency throughout the day is no longer commercially viable, and without an increase in patronage they would propose reducing the frequency of some services. At the same time, they have stated that if the charge is removed by next April they would not reduce frequency and they would also hold fares at present levels. This is designed to try and kick-start people back onto the service.

In light of these conversations with bus operators and based on feedback from customers who have expressed their dissatisfaction with the park & ride charge, it is proposed that the charge be removed from April 2018 and the running cost of the Park & Ride sites be covered on a 50/50 basis by Greater Cambridge Partnership and Cambridgeshire County Council

##### What would happen if we did not complete this project?

Removing the £1.00 parking charge at the county's Park & Ride sites was a key promise during the Conservative Party's election campaign in May 2017. Failure to complete the project could erode voter confidence.

Having a good working relationship with Stagecoach and other bus companies using the Park & Ride sites is also of crucial importance to the council and it is important that the council supports efforts to improve access to bus services and increase passenger numbers. Failure to do so could see bus companies offer a reduced service which has a negative impact on customers and on the council's reputation in terms of access to public transport.

## Approach

### Aims / Objectives

The aim is to remove the charge for customers parking at the sites and to substitute the parking charge with public funding.

### Project Overview - What are we doing

A range of funding options have been explored with E&E Committee throughout this financial year with the view to testing the feasibility of removing park & ride charges from April 2018.

It is proposed for the council to enter into a deal with the Greater Cambridge Partnership to share funding the annual running cost of £1.2 million with CCC funding their contributions via income generated from bus lane enforcement and on-street parking charges.

### What assumptions have you made?

That removing the charge may increase users of park & ride facilities

That Greater Cambridge Partnership will continue to fund beyond 18/19

### What constraints does the project face?

There is a strong dependency on [#PR00198 ETE BP - Improved Bus Lane enforcement \(B/R 7.119\)](#) and [#PR000196 ETE BP - Increase on street parking fees \(B/R.7.118\)](#) which, between them, have an income forecast of £600K, i.e. the cost that CCC would need to fund in order to be able to remove P&R charges. If these income streams fail, there may be a budget pressure.

## Scope / Interdependencies

### Scope

#### What is within scope?

Park & Ride £1.00 parking charges for seven sites across Cambridgeshire:

- Milton
- Newmarket Road
- Trumpington
- Babraham Road
- Madingley Road
- St Ives
- Longstanton

## Project Dependencies

### Title

Income generation from on-street parking

Income generated from Bus Lane enforcement

## Cost and Savings

See accompanying financial report

## Non Financial Benefits

### Title

Increase P&R passenger numbers

Improved customer satisfaction

## Risks

### Title

Removing the parking charge may not increase passenger numbers

Removing P&R charges creates a new budget pressure

## Project Impact

### Community Impact Assessment

#### Who will be affected by this proposal?

Car drivers using Park & Ride

#### What positive impacts are anticipated from this proposal?

Removing the parking charge at Cambridgeshire's Park & Ride sites improves the customer experience of using the site with no need to purchase a parking ticket either online or via the machine on site unless they wish to stay for a duration exceeding 24 hours.

#### What negative impacts are anticipated from this proposal?

None identified

#### Are there other impacts which are more neutral?

None identified

### Disproportionate impacts on specific groups with protected characteristics

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

None identified

# Business Case

## Ongoing Concessionary Fares Underspend (B/R.6.105)

### Project Overview

<b>Project Title</b>	Ongoing Concessionary Fares Underspend (B/R.6.105)		
<b>Saving</b>	£400k	<b>Business Planning Reference</b>	BR 6.105
<b>Business Planning Brief Description</b>	Due to changes in legislation and the increasing pension age, fewer people are eligible for concessionary bus fares - creating a reduced budget requirement in this area.		
<b>Senior Responsible Officer</b>	Bob Menzies		

### Project Approach

#### Background

##### Why do we need to undertake this project?

As per the Transport Act 2000, there are two types of concessionary bus fares – statutory concessions (i.e. those which local authorities must provide in accordance with national legislation) and non-statutory, discretionary concessions (i.e. those which local authorities can provide from their own funds if they so wish).

The basic statutory concession in England provides for free bus travel for older and disabled people during off-peak times. The eligible age for the concession is rising to 66 by October 2020 and currently stands at around 62.5. The change in eligibility criteria means a reduction in numbers of pensioners applying for concessionary bus passes which, in turn, reduces the pressure on the council's concessionary fare budget.

The Passenger Transport Service is monitoring bus journeys and applications for concessionary bus passes. Records show that there were 106,157 passes in circulation in 2015 and there are currently 85,394. However, as the team has recently had a change in the software used for data collection, these figures may not be 100% accurate. Nevertheless, they confirm the anticipated drop in application numbers.

At the end of 2015/16, the concessionary fare budget closed with an underspend of around £300K. As this was the first time for this to have happened, no changes were made to the budget at the time but as the same underspend was observed in 2016/17, it appears to be a new pattern of spend. On this basis, a £300K savings figure was agreed for 2017/18 and it is proposed to increase this amount to £400K for 2018/19 as numbers are still reducing.

No policy change is proposed and this initiative will have no adverse impact on customer's access to free bus journeys. Concessionary bus passes will continue to be provided to those who meet the eligibility criteria.

The council will continue to monitor usage and applications made for concessionary bus passes in order that the future budget can be amended in the event that the trend reverses over the coming year.

##### What would happen if we did not complete this project?

The underspend would remain in the concessionary fare budget rather than be used to offset the waste budget

#### Approach

##### Aims / Objectives

To adjust the concessionary fare budget to align with current predicted underspend of £400K

#### **Project Overview - What are we doing**

The Passenger Transport Service is managing the budget related to concessionary bus fares and as expenditure is demand-led, the service has for a number of years been monitoring customer journeys and applications for concessionary bus passes for those passengers who meet the eligibility criteria.

As per the updated Transport Act 2000, the eligibility criteria has been amended so that the age related criteria is changed in line with pensionable age and the council consequently has fewer customers who are eligible for a concessionary bus pass.

As a result, there is currently an underspend on concessionary fare budget of £400K and, in line with last year's decision, it is proposed that this underspend is diverted to the waste management budget.

#### **What assumptions have you made?**

It is assumed that the current downward trend in application numbers for concessionary bus passes will continue

#### **What constraints does the project face?**

The service is demand led and it is difficult to accurately predict customer behaviour and take-up

### **Scope / Interdependencies**

#### **Scope**

##### **What is within scope?**

Concessionary fare budget

##### **What is outside of scope?**

All other budgets

### **Cost and Savings**

See accompanying financial report

### **Risks**

#### **Title**

Inaccurate prediction of service demand

### **Project Impact**

#### **Community Impact Assessment**

##### **Who will be affected by this proposal?**

As no policy change is proposed as part of this initiative, there are no adverse impact on customers or communities

##### **What positive impacts are anticipated from this proposal?**

N/A

##### **What negative impacts are anticipated from this proposal?**

N/A

##### **Are there other impacts which are more neutral?**

N/A

**Disproportionate impacts on specific groups with protected characteristics**

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

N/A

# Business Case

## Move to full cost recovery for non-statutory highway works (B/R.6.213)

### Project Overview

Project Title	Move to full cost recovery for non-statutory highway works (B/R.6.213)		
Saving	£100K	Business Planning Reference	B/R.6.213
Business Planning Brief Description	Recharging the cost of officer time, not just the actual cost of work, for privately funded or part privately funded highway works		
Senior Responsible Officer	Christine May, Interim Service Director: Infrastructure Management & Operations		

### Project Approach

#### Background

##### Why do we need to undertake this project?

Currently non-statutory privately funded and third party highway works do not cover their full cost, specifically the cost of officer time. The team want to introduce a time recording system and new processes for costing and charging for schemes from the public and third parties such as parishes. The time recording system will also give greater transparency regarding the actual cost of schemes and will enable an accurate quote for work to be provided in advance of a scheme starting. In addition to costs being fully recovered, a stronger understanding of how officer time is spent will support managers in allocating resources and setting service objectives, as well as managing expectations with Members and the public more effectively.

##### What would happen if we did not complete this project?

The service could not accurately track, monitor and charge for these non-statutory schemes and other budgets would effectively subsidize the non-statutory works.

#### Approach

##### Aims / Objectives

- To be able to accurately cost and charge for non-statutory privately funded highway works
- To have a stronger understanding of how officer time is spent in order to support managers in allocating resources and setting service objectives
- To increase transparency with regards to the actual cost of schemes
- To be able to provide an accurate quote for work in advance of it starting
- To be able to manage expectations regarding delivery of the work with applicants.

##### Project Overview - What are we doing

We will need to work with ETE Committees and engage with all Members regarding this proposal. We will also need to engage with parishes as their costs will increase as a result of this proposal. The implementation of a time-recording system is vital to the success of this proposal and the commercialisation agenda across ETE, therefore early work to investigate the options for this is already underway. We will also need to train and educate staff regarding recording their time and the development of a commercial culture amongst staff will be required to ensure the success of the proposal.

##### What assumptions have you made?

- Ability to recruit staff to do this work/retain current staff
- That there is a market for a Local Authority to operate in this way.

- That an effective time recording system will be implemented.
- That applicants (Parishes) continue to submit applications for privately funded highway schemes despite the costs increasing.

**What constraints does the project face?**

- That the time recording system is set up and rolled out so that staff can start to use this system.
- The recruitment and retention of a viable resource pool to deliver schemes.

**Delivery Options**

**Has an options and feasibility study been undertaken?**

1. Do nothing. This would not achieve any savings or other benefits.
2. We could outsource all of the works under the new Highways contract and stipulate that CCC receives a share of the income. A private sector provider could market and generate more income, but we would lose a high degree of Member input and income.
3. CCC could create its own trading arm; a formal consultancy. This could include MID and would generate more income due to the size of the schemes involved. However, a new 10 year highway services contract has recently commenced. Therefore the option now is to look for greater integration with Skanska.
4. We could combine with other neighbouring authorities to work together and deliver this work. This would increase the resilience of the team and create centres of excellence. Work is underway to integrate with Peterborough City Council.
5. The proposed approach, which allows us to generate income to fully recover costs while retaining control and Member input.

**Scope / Interdependencies**

**Scope**

**What is within scope?**

The rollout and use of a time recording system will initially begin with the Highway Projects and Road Safety team and those teams / members of staff that support the delivery of privately funded local highway schemes (e.g. Policy and Regulation team, Asset Management Team, Traffic Signals team etc.).

There is also scope to include ongoing maintenance (commuted sums) following scheme delivery, this could provide a sustained and increased income, whilst reducing pressure on future maintenance budgets.

This proposal fits into the wider organisational agenda of fully recovering costs and commercialisation.

**Project Dependencies**

**Title**

The time-recording system is a key dependency as it is not possible to go forward with this proposal before that is implemented.

There are also dependencies on partners, such as the contractor/service provider and their supply chain.

There are also links to regulation, as the work of the Policy and Regulation team is statutory.

**Cost and Savings**

See accompanying financial report

**Non Financial Benefits**

**Non Financial Benefits Summary**

- The embedding of project management best practice by use of proper time recording.

- The instilling of a commercial mind-set within staff, in line with the commercialisation agenda.

**Title**

**Risks**

**Title**

This is a competitive market, so there is a risk of potential customers choosing other providers.

Possible lack of Member support, as this will affect all of their patches.

Reputational risk

Culture change takes longer to embed than expected which means that income targets are not achieved.

**Project Impact**

**Community Impact Assessment**

**Who will be affected by this proposal?**

The proposal will affect all those that wish to apply for privately funded or third party highway improvement schemes

County Council staff will have to change their mind set and approach to delivering these schemes, ensuring that time is recorded accurately in order to recover the full cost of schemes.

**What positive impacts are anticipated from this proposal?**

- Reduced pressure on already stretched budgets, therefore potential for the money to go further.
- Greater transparency regarding small scale highway improvement schemes.
- County staff becoming more commercially minded.
- Increased certainty that schemes will be delivered due to appropriate resource and better programme management.

**What negative impacts are anticipated from this proposal?**

- The cost of schemes to communities will increase.
- Poorer communities may not be able to fund highway improvements.
- Could lead to an increased divide between areas of the county.

**Are there other impacts which are more neutral?**

There are no neutral impacts.

**Disproportionate impacts on specific groups with protected characteristics**

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

The likelihood is that the cost of schemes will increase; therefore some of the more deprived communities may not be able to afford to pay for highway improvement schemes. However there are still other types of funding available through the local transport plan that will ensure the whole county benefits from highway improvements.

# Business Case

## Street Lighting - conversion to LED (B/R.6.216)

### Project Overview

<b>Project Title</b>	Street Lighting - conversion to LED (B/R.6.216)		
<b>Saving</b>	£95K	<b>Business Planning Reference</b>	B/R.6.216
<b>Business Planning Brief Description</b>	Saving on energy costs by introducing more energy efficient LED lights where there is a business case to do so.		
<b>Senior Responsible Officer</b>	Christine May, Interim Service Director: Infrastructure Management & Operations		

### Project Approach

#### Background

##### Why do we need to undertake this project?

CCC have identified at least 2675 'accrued lights' that could benefit from being upgraded to LEDs. These are lights from potentially older developments (with older, less efficient lighting solutions) that CCC have taken on responsibility for since the start of the PFI contract. As a result, these lights were not upgraded to the more efficient PFI lanterns during the Core Investment Programme.

Whilst we are currently waiting on updated figures from Balfour Beatty, early indicative costs are below:

Total replacement costs: £735,000

Potential Annual Energy Savings: £95,000 p.a

Payback period for investment: 7.4 years

The current payback period suggests this could be sensible for CCC to look into as part of an Invest-to-Save programme. We have requested Balfour Beatty to provide more accurate, updated figures that we can then put forward as part of a project proposal. However, CCC may not be able to get the same terms and conditions on these LED lanterns as we receive on the current PFI lanterns. As a result, CCC may need to account for some additional risk that it may need to take on towards the end of the PFI contract or pay for increased insurance/guarantees. This may make the payback period less favourable than it initially appears.

##### What would happen if we did not complete this project?

We would miss the opportunity to capture savings.

#### Approach

##### Aims / Objectives

To gain energy savings from LED implementation

##### Project Overview - What are we doing

The project is to upgrade c.2,700 older style lanterns to LEDs. These street lights were not upgraded as part of the Core Investment Programme as they did not form part of the original inventory. These lights have been accrued into the PFI since contract commencement, mostly from road adoptions.

##### What assumptions have you made?

LED lights are more energy efficient

## Scope / Interdependencies

### Scope

#### What is within scope?

Approximately 2,700 older style lanterns have been identified to be upgraded to LED lanterns.

## Cost and Savings

See accompanying financial report

## Non Financial Benefits

### Non Financial Benefits Summary

LED lighting uses less energy and therefore there are environmental benefits.

#### Title

## Risks

### Title

Agreeing the terms of the change in the PFI contract

## Project Impact

### Community Impact Assessment

#### Who will be affected by this proposal?

No significant impact on the general population or any specific groups.

#### What positive impacts are anticipated from this proposal?

N/A

#### What negative impacts are anticipated from this proposal?

N/A

#### Are there other impacts which are more neutral?

N/A

## Disproportionate impacts on specific groups with protected characteristics

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

N/A

# Business Case

## Redistribution of parking income (B/R.6.217)

### Project Overview

<b>Project Title</b>	Redistribution of parking income (B/R.6.217)		
<b>Saving</b>	£500K	<b>Business Planning Reference</b>	B/R.6.217
<b>Business Planning Brief Description</b>	Use a greater proportion of on-street parking income to fund highways and transport works as allowed by current legislation.		
<b>Senior Responsible Officer</b>	Christine May, Interim Service Director: Infrastructure Management and Operations		

### Project Approach

#### Background

##### Why do we need to undertake this project?

Keeping the highway clear of snow and ice is a statutory duty for us, one which if not fulfilled, impacts on people's ability to access jobs and services they need. The costs of the service are significant and with overall revenue pressures, if alternative ways of funding some of the winter maintenance budget are not found, there may be pressures to reduce the service. This is therefore a means of protecting the overall service provision.

##### What would happen if we did not complete this project?

It would impact on the council's wider financial plan if winter operations continued to be fully funded by revenue or alternatively gritting routes would have to be cut and the County Council would be at risk of failing its statutory duty, as well as creating an environment that was detrimental to road safety.

#### Approach

##### Aims / Objectives

To use surplus in the on-street account to enable the County Council to carry out a statutory function (winter maintenance/operations), whilst reducing pressure on a reducing revenue budget.

##### Project Overview - What are we doing

Utilising surplus from the on-street parking account to cover the cost of undertaking winter gritting (of footways and carriageways) across Cambridge City and South Cambridgeshire. In turn this will free up significant revenue funding, helping to relieve pressure on the County Council's revenue position and assist the realisation of a balanced budget.

##### What assumptions have you made?

That the on-street account will continue to generate sufficient surplus in order to cover the cost of a proportion of the winter maintenance budget.

##### What constraints does the project face?

The ability to cover a proportion of the winter maintenance budget is constrained by the amount of surplus generated by the on-street account and the national legislation associated with use of the on-street account.

## Scope / Interdependencies

### Scope

#### What is within scope?

Winter operations for Cambridge City and South Cambridgeshire

#### What is outside of scope?

Winter operations in Huntingdonshire, Fenland & East Cambridgeshire

## Cost and Savings

See accompanying financial report

## Non Financial Benefits

### Non Financial Benefits Summary

Maintaining the County Council's ability to fulfil our statutory duty.

### Title

## Risks

### Title

## Project Impact

### Community Impact Assessment

#### Who will be affected by this proposal?

No-one is affected by this proposal if it goes ahead, residents, visitors and businesses are affected if gritting routes are reduced, as indeed with the County Council for not meeting its statutory duty.

#### What positive impacts are anticipated from this proposal?

Enables the Highway Authority to maintain current gritting levels and meet statutory duty.

#### What negative impacts are anticipated from this proposal?

On-street account surplus is not available for use on other transport & highway related items.

#### Are there other impacts which are more neutral?

### Disproportionate impacts on specific groups with protected characteristics

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

# Business Case

## Contract Savings on Signals (B/R.6.218)

### Project Overview

<b>Project Title</b>	Contract Savings on Signals (B/R.6.218)		
<b>Saving</b>	£100K	<b>Business Planning Reference</b>	B/R.6.218
<b>Business Planning Brief Description</b>	Savings from retendering a new contract for signals on the highway, which came into force in September 2016.		
<b>Senior Responsible Officer</b>	Christine May, Interim Service Director: Infrastructure Management and Operations		

### Project Approach

#### Background

##### Why do we need to undertake this project?

Cambridgeshire County Council and Peterborough City Council had previously appointed a single contractor to maintain their Intelligent Transport Systems (ITS). Their arrangement was up for renewal following the end of a 10 year contract. A joint procurement process was agreed with 3 additional neighbouring authorities and as a result a new contract was agreed as of September 2016. The new contract established an efficient and effective route to deliver the maintenance of ITS and the delivery of new equipment, supporting existing investment programmes.

Section 41 of The Highways Act 1980 imposes a duty on the Highway Authority to maintain highways at public expense. Failure to maintain our traffic signal asset will be in breach of the act and put at great risk the safety of travelling public, including cyclists and pedestrians.

##### What would happen if we did not complete this project?

As the contract was coming to an end it was imperative that Cambridgeshire County Council found a new contractor that would ensure the maintenance of signals was maintained.

#### Approach

##### Aims / Objectives

To appoint a contractor that would enhance efficiencies whilst reducing procurement costs in appointing individual contractors for specialist work.

##### Project Overview - What are we doing

Cambridgeshire County Council acted as the lead authority on behalf of the other 4 authorities. LGSS Law and LGSS Procurement have supported this through the drafting of the contract and managing the procurement process. A considerable amount of support was received from the partner authorities in the production of the specification, contract documents and evaluation of the submissions from bidders.

For each authority to deliver the service they enter into their own 'call-off' contract under the framework with the single supplier. Cambridgeshire's call-off period started 04/09/2016.

### Cost and Savings

See accompanying financial report

## Project Impact

### Community Impact Assessment

#### Who will be affected by this proposal?

This will not impact on service provision/users. The £100k saving was as a result of the County Council Signals Team pro-actively joining with neighbouring authorities to procure and deliver the traffic signal service. The benefits were generally financial although by having the same joint contractor covering our neighbours provides a robust resource regionally.

#### What positive impacts are anticipated from this proposal?

N/A

#### What negative impacts are anticipated from this proposal?

N/A

#### Are there other impacts which are more neutral?

N/A

### Disproportionate impacts on specific groups with protected characteristics

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

# Business Case

## Improved Bus Lane enforcement (B/R 7.119)

### Project Overview

<b>Project Title</b>	Improved Bus Lane enforcement (B/R 7.119)		
<b>Saving</b>	£400K	<b>Business Planning Reference</b>	B/R.7.119
<b>Business Planning Brief Description</b>	We are installing more cameras to do more bus lane enforcement to keep traffic moving on our roads. Where people are caught driving in bus lanes we will enforce penalties.		
<b>Senior Responsible Officer</b>	Christine May, Interim Service Director: Infrastructure Management and Operations		

### Project Approach

#### Background

##### Why do we need to undertake this project?

There are some areas with rising bollards which is out-dated technology and expensive to maintain therefore where possible this is being replaced with bus gate enforcement using automatic number plate recognition to enforce the restriction.

##### What would happen if we did not complete this project?

The ongoing maintenance costs would increase, along with the likelihood that over time we are unable to repair the bollards due to obsolete technology. This would result in increased and unauthorised traffic using restricted roads. In turn this would increase congestion and have a negative effect on air quality.

#### Approach

##### Aims / Objectives

- Effective enforcement of restrictions on traffic movement
- Replace obsolete, redundant and temperamental technology
- Reduce ongoing maintenance costs (reducing the pressure on revenue budgets)
- Install measures that are self-financing (via the issue of fines)
- Reduced impact on road users when bollards have to be repaired on site - road closures / diversion routes etc.
- Removes physical features that can prove to be obstacles for cyclists, causing safety issues.

##### Project Overview - What are we doing

- Will need to advertise and consult on changes
- Change signage and streets
- Installing cameras
- Updating back office systems to ensure enforcement can take place
- Need to ensure there is back office capacity
- Carry out communication with stakeholders

##### What assumptions have you made?

- Drivers will continue to drive into restricted areas
- That the fines will be more than the cost to install

##### What constraints does the project face?

- Capacity of the back office to ensure enforcement can take place
- The proposed sites are more complicated than sites that have already been changed
- There is a strong dependency on #PR00196 ETE BP - Increase on street parking fees (B/R 7.118) and #PR00206 ETE BP - Removing Park & Ride charges through partnership contributions (B/R.6.104) which, between them, have an income target of £600K, i.e. the cost that CCC would need to fund in order to be able to remove P&R charges

## Scope / Interdependencies

### Scope

#### What is within scope?

Those sites that currently have rising bollard technology - replaced rolled out in a phased approach.

#### What is outside of scope?

Site outside of Cambridge City.

## Cost and Savings

See accompanying financial report

## Project Impact

### Community Impact Assessment

#### Who will be affected by this proposal?

Motorists who chose to ignore restrictions and illegally drive in bus lanes around Cambridge

#### What positive impacts are anticipated from this proposal?

- If effective, it will improve bus movement and prevent cars going into restricted areas

#### What negative impacts are anticipated from this proposal?

Removal of a physical barrier to stop unauthorised motorists.

#### Are there other impacts which are more neutral?

Enforcement remains, just the type of enforcement changes.

### Disproportionate impacts on specific groups with protected characteristics

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

N/A

# Business Case

## Increase on street parking fees (B/R.7.118)

### Project Overview

<b>Project Title</b>	Increase on street parking fees (B/R.7.118)		
<b>Saving</b>	£200K	<b>Business Planning Reference</b>	B/R.7.118
<b>Business Planning Brief Description</b>	It is proposed to increase on-street parking fees to encourage visitors to Cambridge to use alternatives such as Park and Ride - the projected income will also therefore increase		
<b>Senior Responsible Officer</b>	Graham Hughes, Executive Director Economy Transport and Environment		

### Project Approach

#### Background

##### Why do we need to undertake this project?

It is in line with the overall objective of Greater Cambridge Partnership to tackle peak time congestion in Cambridge, on-street parking fees are being reviewed to promote modal shift to more sustainable methods of travel.

##### What would happen if we did not complete this project?

There would be little shift in the methods of transport that communities use and as a result continued challenges with peak time congestion.

#### Approach

##### Aims / Objectives

- To support the aims of Greater Cambridge Partnership in tackling congestion through Cambridge, through effective management of on-street parking.

##### Project Overview - What are we doing

- Will need to complete a legal order to increase the fees
- Will need to change the tariffs and signage on all machines
- The public will need to be informed of the changes

##### What assumptions have you made?

- The projected savings that will be made

##### What constraints does the project face?

- There are impending changes in central Government regarding implementing new parking charges that would require full public consultation. Currently, for minor tariff changes this isn't required therefore if central changes are made - this could delay the implementation.

- There is an upfront cost associated with the tariff changes, however it is anticipated this will be covered by the increased income.

- There is a strong dependency on [#PR00198 ETE BP - Improved Bus Lane enforcement \(B/R 7.119\)](#) and [#PR00206 ETE BP - Removing Park & Ride charges through partnership contributions \(B/R.6.104\)](#) which, between them, have an income target of £600K, i.e. the cost that CCC would need to fund in order to be able to remove P&R charges

## Scope / Interdependencies

### Scope

**What is within scope?**

On-street pay and display parking in Cambridge City.

**What is outside of scope?**

Off-street car parks (managed by Cambridge City Council)  
Resident's parking schemes, including visitor parking permits  
Parking outside of Cambridge City

## Cost and Savings

See accompanying financial report

## Project Impact

### Community Impact Assessment

**Who will be affected by this proposal?**

- People travelling in/around Cambridge
- Businesses if customers are using spaces

**What positive impacts are anticipated from this proposal?**

- Promotes a more sustainable method of travel and a reduction in congestion

**What negative impacts are anticipated from this proposal?**

- Implication of cost increase for users

**Are there other impacts which are more neutral?**

### Disproportionate impacts on specific groups with protected characteristics

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

# Business Case

## Relocation of Huntingdon Registration Office (B/R.6.220)

### Project Overview

<b>Project Title</b>	Relocation of Huntingdon Registration Office (B/R.6.220)		
<b>Saving</b>	£20K	<b>Business Planning Reference</b>	B/R.6.220
<b>Business Planning Brief Description</b>	By moving the Huntingdon Registration Service office into the library we can make efficiencies and savings by sharing staff and space.		
<b>Senior Responsible Officer</b>	Christine May, Interim Service Director: Infrastructure Management and Operations		

### Project Approach

#### Background

##### Why do we need to undertake this project?

The reasons for undertaking this project are as follows:

- To make space in Lawrence Court and have a lead in time to be ready to accommodate the new Medical Examiner Service which needs to be in place by April 2019. The Medical Examiner Service could almost double the existing Coroner team so significant space is likely to be required.
- To allow the Coroner Service to make better use of the space in Lawrence Court.
- To facilitate interim arrangements for the Coroner Service in Lawrence Court to enable remedial building works to take place. This will require a significant number of staff to move out of the building whilst works are taking place, and it may be more cost effective to do this as a permanent move straight away
- To make better use of Cambridgeshire County Council's building assets.
- To support the strategic plan for libraries by contributing to the vision of libraries being a front door for council services.
- To contribute to the government's "Think Libraries First" agenda (libraries as a "one stop shop")

In response to the current economic climate it is essential to make efficient use of building and staff assets. This project would make better use of our buildings and also support the partnership working between services which will improve the use of staff resources. The project will also prevent the need for more expensive additional accommodation elsewhere.

##### What would happen if we did not complete this project?

If we do not deliver this project we will miss an opportunity to make better use of building assets, and will need to invest in more accommodation elsewhere for the incoming Medical Examiner Service.

We will not be able to maximise the use of building space which will have a particularly negative impact on the Coroner Service. If the Registration Service remains in Lawrence Court then the Coroner Service will not be able to go ahead with plans to adapt the ceremony room and use more of the meeting rooms which would allow them to host jury inquests in the building rather than hiring space elsewhere. As a result they will have to continue paying to hire rooms for jury inquests, and will not have space for the Medical Examiner Service in April 2019.

The proposed solution is an opportunity for increased partnership working between the Registration Service and the Library Service in Huntingdon, which will be missed if we do not take up this option.

## Approach

### Aims / Objectives

The key objectives of this project are as follows:

- To move the majority of the Registration Service into the library building (The Registration Service ceremony room and some storage will remain in Lawrence Court)
- To increase the available space in Lawrence Court for the Coroner Service and to be ready to host the Medical Examiner Service in April 2019.

### Project Overview - What are we doing

Maximising the use of space.

### What assumptions have you made?

Assumption that we need customer facing rooms for the Registration Service.

## Delivery Options

### Has an options and feasibility study been undertaken?

#### Option L1

Move the Registration Service into the library.

Registration Service to have two new rooms plus the use of an existing room.

Library to have **one new room** to replace the one that they give to the Registration Service.

#### Option L2

Move the Registration Service into the library.

Registration Service to have two new rooms plus the use of an existing room.

Library to have **two new rooms**: one to replace the one that they give to the Registration Service plus a second room that can be rented out.

#### Option L3

Leave the Registration Service in Lawrence Court and do not provide any extra space for the Coroner Service and do not accommodate the Medical Examiner Service

## Scope / Interdependencies

### Scope

#### What is within scope?

- Alterations to the library building.
- Moving the Registration Service into the library.

#### What is outside of scope?

- Repair work on Lawrence Court.
- Alterations to the ceremony room in Lawrence Court.
- Moving the Medical Examiners Service into Lawrence Court

## Project Dependencies

### Title

Repair work to Lawrence Court

Library Transformation programme

## Cost and Savings

See accompanying financial report

## Non Financial Benefits

### Non Financial Benefits Summary

- Increased number of people going into the library; 2016-17 figures show an average of 190 people per week attend Registration Service appointments.
- Contribute to the government's "Think Libraries First" agenda ;libraries as a "one stop shop".
- Support the strategic plan for libraries by contributing to the vision of libraries being a front door for council services.
- Facilitate interim arrangements for the Coroner Service in Lawrence Court to allow remedial building works to take place.
- Vacating Lawrence Court will facilitate the development of Coroner Service delivery, and allow the new Medical Examiner Service to be accommodated in April 2019.
- Provision of an extra room for hire could help local community groups and services and supports the prevention agenda.
- The extra room could also be used for CCC meetings, public facing meetings and for touchdown when it is not otherwise in use.

## Risks

Title
Funding
Disruption to library service caused by building works
Disruption to services caused by move
The new location arrangements may have a negative impact on Registration Service customers
Members of the public may not know where to go to access services
The new location arrangements may have a negative impact on Library Service customers

## Project Impact

### Community Impact Assessment

#### Who will be affected by this proposal?

This project will affect members of the public who use the Registration Service or Library Service in Huntingdon. No specific group will be impacted any more than the general population.

#### What positive impacts are anticipated from this proposal?

N/A

#### What negative impacts are anticipated from this proposal?

N/A

#### Are there other impacts which are more neutral?

N/A

### Disproportionate impacts on specific groups with protected characteristics

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

# Business Case

## ETE BP - Library Transformation and reinvestment in Library Book Fund (B/R. 6.208) + (B/R.6.209)

### Project Overview

<b>Project Title</b>	ETE BP - Library Transformation and reinvestment in Library Book Fund (B/R. 6.208) + (B/R.6.209)		
<b>Saving</b>	Cost neutral	<b>Business Planning Reference</b>	B/R.6.209&B/R.6.208
<b>Business Planning Brief Description</b>	Library Transformation and reinvestment in the book fund following reductions made in 2017-18		
<b>Senior Responsible Officer</b>	Christine May Interim Service Director: Infrastructure Management and Operations		

### Project Approach

#### Background

##### Why do we need to undertake this project?

The drivers for transforming the library service in Cambridgeshire include:

- Savings of £230,000 in the 2018/19 business plan in order to reinstate budget into the Stock Fund
- DCMS guidance, as set out in 'Libraries Deliver: Ambition for Public Libraries in England 2016-2021'
- Improving outcomes for library users and all citizens across Cambridgeshire, including vulnerable groups
- To create a service that is both excellent and as self-sustaining as possible

This Transformation Programme, running from May 2017-May 2018, will set out to define the future of Cambridgeshire's Library Service and how it supports the Council's priorities, meets the needs of our citizens, and offers an attractive service to its users.

Alongside developing a clear vision for the future, this programme will explore the ways in which short-term savings and longer-term financial sustainability can be achieved. These options and subsequent proposals will be explored in collaboration with members, library staff, users and the wider community.

Cambridgeshire's Library Service is delivered through 32 libraries, 11 community-managed libraries, 3 mobile libraries and a range of digital and online channels, including a self-service catalogue, eBooks, eAudio, eMagazines/Newspapers, and online reference resources.

Cambridge Central Library welcomes 700,000 visitors per annum, and with over half a million issues is the fourth busiest library in England. 60% of the county population have a library card and the service issues 2.6m items, receives 2.3m visits, hosts around 3000 activities, and supports 250 reading groups per annum.

The stock fund provides the resources available in all libraries including books, newspapers, magazines, audio books, CDs, DVDs and online licenses for eBooks and online reference resources. The fund also provides specialist material such as large print, foreign languages, braille, dyslexia-friendly resources, and a wide range of health and other information for independent living and targeted audiences. The stock fund also supports

intelligent systems that help manage the stock and enable staff efficiencies, including purchasing automated catalogue records and producing activity reports to facilitate effective spending.

Cambridgeshire's Library Service is part of the SPINE (Shared Partnership in the East) consortium which allows cross-border lending of books as well as a regional purchasing consortium which enables discounts.

#### Previous Reductions

The following table shows the stock fund since 2012:

2012/13	£813,221.00
2013/14	£1,138,003.00
2013/14	£1,147,150
2014/15	£946,979.00
2016/17	£761,483.00
2017/18	£387,381.00

#### 2017/18 Book Fund

In 2017/18, Cambridgeshire's Library Service has managed the reduction in the book fund to £387,381 by reducing expenditure to minimise the impact to customers. This has been done by making the following changes covering every area of book fund expenditure:

- Stock for Community Libraries, local history stock, inter-library loans, bibliographical data, and servicing costs have been reduced from £72,000 to £52,000
- Newspapers and reference stock has been reduced from £53,000 to £5,000
- Digital databases, e-books, e-audio books and e-newspapers has been reduced from £60,300 to £25,000. That change has been noticed nationally by the Society of Chief Librarians and by the Libraries Taskforce
- Audio-visual material including CDs and DVDs has been reduced from £40,000 to £0
- Large-print books and audio books have been reduced from £65,000 to £25,000
- Adult lending stock, including reservations, non-fiction and fiction, has been reduced from £272,190 to £173,000
- Children's lending stock has been reduced from £138,778 to £81,768

In terms of comparison to other areas, the latest published figures from CIPFA are from 2016/17. This was when the book fund in Cambridgeshire was £761,483.00. That figure equated to £1084 per 1000 population. In comparison, our CIPFA statistical neighbours funded, on average, £1200 per 1000 population.

#### What would happen if we did not complete this project?

Failure to undertake a successful transformation of Cambridgeshire's Library Service may result in reductions in service provision to meet financial requirements.

The stock (book) fund enables the library service to invest in books and other items which are valued and wanted by our service users. Failure to reinstate this funding would limit Cambridgeshire's libraries in their ability to provide the statutory service. In particular, reductions in the stock fund have resulted in a significant decline in the number of new titles that the Library Service is able to provide, and it tends to be the new titles which library users reserve.

#### Approach

##### Aims / Objectives

The aim of this project is to firstly reinstate funding which was reduced for a one-year period in 2017/18, enabling the Library Service to provide resources which are valued and used by visitors to Cambridgeshire's libraries, as a core element of our statutory service provision.

Furthermore, this project will explore ways in which the library service can continue to transform to better meet the needs of its users and continue to contribute towards the council's wider outcomes.

## **Income Generation**

In August and September 2017 we held a series of stakeholder engagement events across the county to test some early ideas and seek people's suggestions for the service. Throughout the engagement, library users have re-iterated the importance of libraries, both in their 'traditional' role as a place for books, but also as a central location in their local communities that provide a wide range of support and activities that foster a sense of community and belonging

On the whole, participants at the engagement sessions were positive about the idea of the Library Service generating income as means of increasing financial sustainability. There were a number of ideas that participants had for how this could be achieved. Out of 117 comments received regarding charging, 102 participants felt that the service should start charging for services, activities or events that the service already provides and to expand this offer. (A full summary of the comments received by stakeholders can be found online)

Following the comments received from stakeholders showing favour towards income generation for the library service, we will develop a detailed action plan setting out how we propose to generate additional income. This will follow themes such as:

- Maximising the use of our buildings
- Fees and Charges
- Developing new chargeable services
- Donations and Philanthropy
- Arts and cultural events

## **Internal Commissioning Opportunities**

Cambridgeshire Library Service currently delivers the Community Health Information Service on behalf of Public Health, the Bookstart book gifting programme on behalf of Children's Services, the Engage programme of activity for older people on behalf of Adult Social Care, and has just been awarded a contract by the Home Office to support visa applicants. Library services across the country have a proven track record of expanding their offer to deliver wider council and public services.

When discussing the idea of the Library Service delivering an extended offer of public services, attendees at the engagement sessions were generally supportive but had some concerns about this way of working and the effect that it may have on capacity of staff to manage at individual libraries.

We will take these views on board when exploring the potential for libraries to deliver an extended offer of support for citizens of Cambridgeshire. Over the coming months, we will work alongside the Commissioning Directorate and continue to engage with stakeholders to understand where libraries can add value for citizens.

In order to fully develop the proposals and implement an income generation strategy in the Library Service, we will be submitting a Transformation fund bid to allow for the recruitment of a 1-year fixed term Business Development Manager position and initial investment for income generation proposals.

The total value of income generating and commissioning initiatives has the potential to meet the short term financial challenge.

## **What assumptions have you made?**

It is assumed that Income Generation and Internal Commissioning proposals will achieve the required income to make a reinvestment in the Book Fund.

It is assumed that the required investment needed to implement Income Generation proposals will be

achieved through a bid for Transformation Funding.

#### What constraints does the project face?

The project is constrained by the following:

- The level of income that can be achieved through income generation proposals.
- The ability to secure internal commissioning arrangements to deliver more council services through the library service

### Delivery Options

#### Has an options and feasibility study been undertaken?

This proposal is part of the wider Libraries Transformation Programme.

### Scope / Interdependencies

#### Scope

##### What is within scope?

Ensuring that a minimum of £230,000 is reinvested into the Book Fund through a range of Income Generating and Internal Commissioning proposals

##### What is outside of scope?

Wider transformation of the Library Service, which is an ongoing process with a view to delivering additional savings / financial sustainability for the Service.

### Project Dependencies

#### Title

Library Service Transformation

### Cost and Savings

See accompanying financial report

### Non Financial Benefits

#### Non Financial Benefits Summary

We will increase the offer that is provided by our library service both in terms of learning, leisure and cultural activities but also more targeted support services for more vulnerable people in society.

Non-financial benefits of reinstating the book fund include providing a better service to users of the libraries, enabling them to reserve and borrow new or recent books and giving the Library Service the opportunity to purchase books and other items which are requested by service users.

#### Title

### Risks

#### Title

Failure of Libraries Transformation Programme to generate income/savings to enable this

### Project Impact

## Community Impact Assessment

### Who will be affected by this proposal?

Library users and members of the wider community

### What positive impacts are anticipated from this proposal?

Positive impacts anticipated from proposals include:

- A wider range of support on offer for vulnerable adults and young people both in library buildings and via outreach in the community.
- The above will provide early help for vulnerable adults in society leading to a reduction in the need for intensive, ongoing care and support.
- A broader range of cultural and learning activities and events delivered through the library service
- Extended literacy and numeracy support for children, young people and adults
- A wider range of books and sources of information available to Cambridgeshire citizens due to reinvestment in the Book Fund.
- The ability for citizens passionate about their libraries to make a contribution towards these services.

### What negative impacts are anticipated from this proposal?

There are currently no negative impacts for citizens anticipated from this project.

### Are there other impacts which are more neutral?

## Disproportionate impacts on specific groups with protected characteristics

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

