

STRATEGY AND RESOURCES



Tuesday, 02 November 2021

Democratic and Members' Services

Fiona McMillan
Monitoring Officer

10:00

New Shire Hall
Alconbury Weald
Huntingdon
PE28 4YE

**Multi Function Room, New Shire Hall, Alconbury Weald,
Huntingdon, PE28 4YE
[Venue Address]**

AGENDA

Open to Public and Press by appointment only

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 – 21st September 2021 and Action Log**

5 - 6

Item Title

[Strategy and Resources meeting 21/09/2021](#)

- 3. Petitions and Public Questions**

KEY DECISIONS

- | | | |
|----|--|----------------|
| 4. | Integrated Finance Monitoring Report for the period ending 31 August 2021 | 7 - 38 |
| 5. | Gas Supply Contract Renewal | 39 - 46 |

OTHER DECISIONS

- | | | |
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| 6. | Business Planning update for 2022-27 | 47 - 62 |
| 7. | Service committee review of the draft 2022-23 capital programme | 63 - 78 |
| 8. | Strategy and Resources Committee Agenda Plan and Training
Plan and Appointments to Outside Bodies and Internal Advisory
Groups and Panels | 79 - 80 |

Attending meetings and COVID-19

Meetings of the Council take place physically and are open to the public. Public access to meetings is managed in accordance with current COVID-19 regulations and therefore if you wish to attend a meeting of the Council, please contact the Committee Clerk who will be able to advise you further. Meetings are streamed to the Council's website: [Council meetings Live Web Stream - Cambridgeshire County Council](#). If you wish to speak on an item, please contact the Committee Clerk to discuss as you may be able to contribute to the meeting remotely.

The Strategy and Resources comprises the following members:

Councillor Lucy Nethsingha (Chair) Councillor Elisa Meschini (Vice-Chair) Councillor Chris Boden Councillor Steve Count Councillor Steve Criswell Councillor Lorna Dupre Councillor Mark Goldsack Councillor Richard Howitt Councillor Samantha Hoy Councillor Peter McDonald Councillor Mac McGuire Councillor Edna Murphy Councillor Tom Sanderson Councillor Josh Schumann and Councillor Graham Wilson

Clerk Name:	Michelle Rowe
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STRATEGY AND RESOURCES COMMITTEE MINUTES-ACTION LOG

This is the updated action log as at 25th October 2021 and captures the actions arising from the most recent Strategy and Resources Committee meeting and updates Members on the progress on compliance in delivering the necessary actions.

Minutes of 21st September 2021					
Minute number	Item title	Responsible officer(s)	Action	Comments	Completed
16	Joint Agreement Action Plan Tracking and Monitoring	A Askham	To include the Action Plan as an appendix in future reports to provide a cross reference.	Original action plan will be included as an appendix to all future JA Tracker reports.	Complete
19	Opus LGSS Update	T Kelly S Grace	The CFO agreed to provide the Committee with a detailed briefing on the operation of Opus.	Email sent on 12 October 2021.	Complete

Minutes of 6th July 2021					
Minute number	Item title	Responsible officer(s)	Action	Comments	Completed
6(b)	Integrated Finance Monitoring Report for the period ending 31 May 2021	Jon Lewis	Requested updates on the progress of the Secondary School in Wisbech	Email sent on 8 October 2021.	Complete

Integrated Finance Monitoring Report for the period ending 31 August 2021

To: Strategy & Resources Committee

Meeting Date: 2 November 2021

From: Chief Finance Officer

Electoral division(s): All

Key decision: Yes

Forward Plan ref: 2021/062

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

Recommendation: Strategy & Resources Committee (S&R) is recommended to:

- a) Approve the earmarking of £464k from income the Council expects to receive this year from the Cambridgeshire business rates pool dividend to contribute to the Council Tax Compliance and Counter-Fraud Initiative as set out in 5.1;
- b) Approve additional prudential borrowing of £450k across 2021/22 and 2022/23 for the Mill Farmhouse scheme as set out in section 6.6;
- c) Note the additional £0.4m contributions due in 2021/22 for the March Future High Street project as set out in section 6.7;
- d) Note the additional £0.3m contributions due in 2021/22 for the St Neots Future High Street project as set out in section 6.8; and
- e) Note and comment on the Finance Monitoring Report for Corporate Services (Appendix 3).

Officer contact:

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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 the Authority's forecast financial position at year-end and its key activity data for care budgets.

Finance and Key Activity

Revenue budget forecast outturn -£1.452m (0.3%) forecast year end variance, however there continues to be uncertainty about the pandemic impact in the coming months Green	This is a £0.523m increase in the forecast revenue underspend compared to last month. There is a £0.150m decrease in the forecast capital year-end expenditure compared to last month.	Capital programme forecast outturn -£1.2m (-0.7%) forecast year end variance Green
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Number of service users supported by key care budgets

Older people aged 65+ receiving long term services	Aug 21	May 21	Trend in service user numbers since May 21	Trend in average weekly unit cost since May 21
Nursing	520	492	Increasing	Stayed the same
Residential	884	864	Increasing	Stayed the same
Community	1,946	1,932	Increasing	Stayed the same

Working Age Adults receiving long term services	Aug 21	May 21	Trend in service user numbers since May 21	Trend in average weekly unit cost since May 21
Nursing	71	69	Stayed the same	Increasing
Residential	358	358	Stayed the same	Increasing
Community	2,916	2,868	Increasing	Increasing

Children in Care	Aug 21	May 21	Trend in service user numbers since May 21	Trend in average weekly unit cost since May 21
Children in Care placements	300	308	Decreasing	Increasing
Fostering and Supervised Contact	253	226	Increasing	Decreasing
Adoption	426	430	Decreasing	Stayed the same

Further details can be found in the quarterly service committee performance reports.

2.2 The key issues included in the summary analysis are:

- The overall revenue budget position is showing a forecast year-end underspend of -£1.452m. The forecast pressures are largely within Corporate Services (CS) (+£0.8m). These are offset by forecast underspends in Funding Items (-£1.5m), People & Communities (P&C) (-£0.5m) and Place & Economy (P&E) (-£0.3m). See section 3 for details.
- The Capital Programme is forecasting a year-end underspend of -£1.2m at year-end. This includes use of the capital programme variations budget. See section 6 for details

3. Revenue Budget

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

Key to abbreviations

CS Financing – Corporate Services Financing

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

Original Budget as per Business Plan £000	Forecast Variance (July) £000	Service	Current Budget for 2021/22 £000	Actual (Aug) £000	Forecast Variance (Aug) £000	Forecast Variance (Aug) %	Overall Status	DoT
64,317	-205	Place & Economy	64,266	15,118	-289	-0.4%	Green	↑
302,530	-426	People & Communities	300,069	86,229	-496	-0.2%	Green	↑
0	0	Public Health	0	-26,029	0	-	Green	↓
25,489	1,064	Corporate Services	26,307	10,970	837	3.2%	Amber	↑
31,295	0	CS Financing	31,295	2,535	0	0.0%	Green	↔
423,632	433	Service Net Spending	421,937	88,823	52	0.0%	Green	↑
11,745	-1,362	Funding Items	13,440	13,440	-1,504	-	Green	↑
435,377	-930	Grand Total Net Spending	435,377	102,263	-1,452	-0.3%	Green	↑
155,583		Schools	155,583					
590,960		Total Spending 2021/22	590,960					

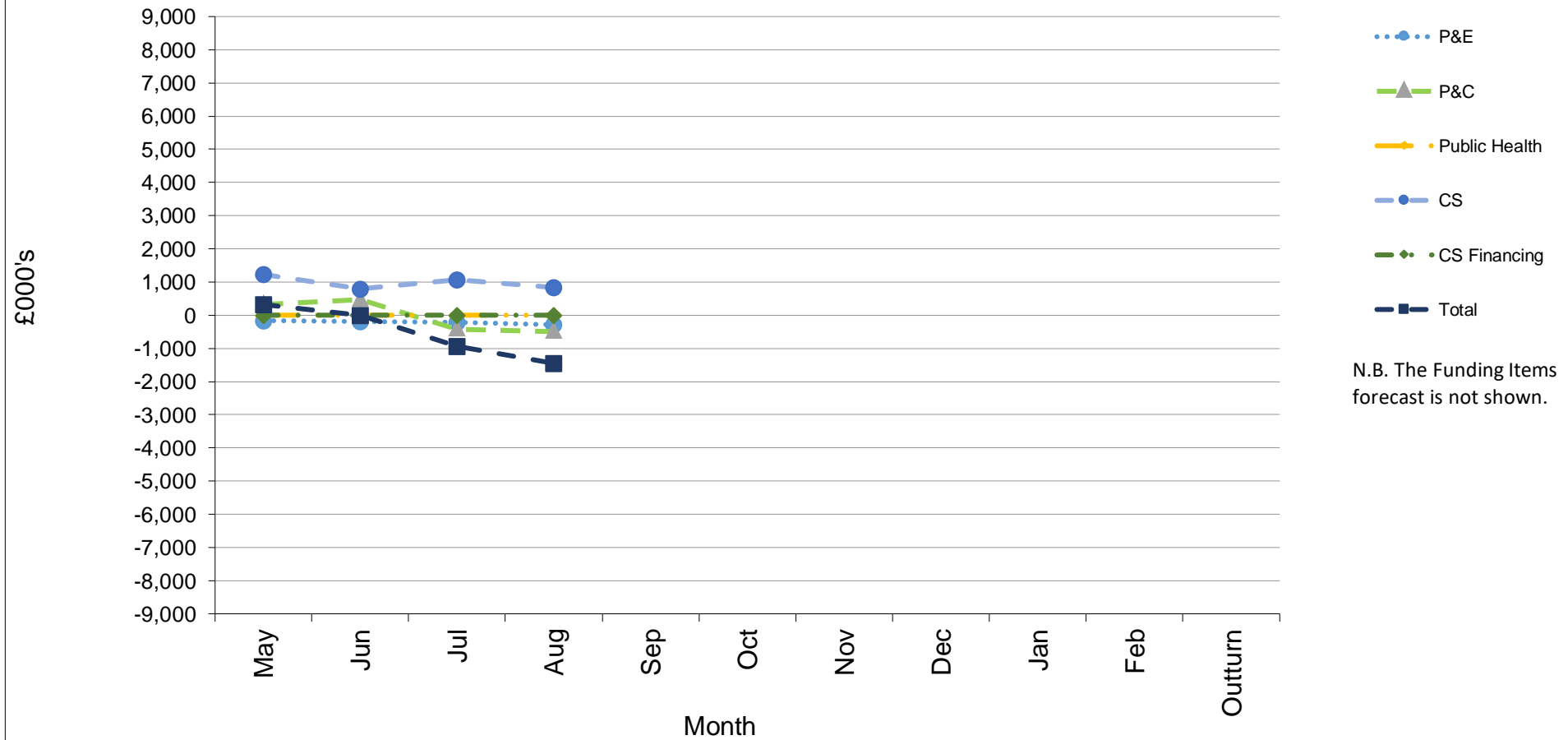
¹ The budget figures in this table are net.

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

³ The budget of £0k stated for Public Health is its cash limit budget. In addition to this, Public Health has a budget of £26.8m from ring-fenced public health grant, £15.6m from the Contain Outbreak Management Fund, £2.6m from the Enduring Transmission Grant, £1.8m from the Community Testing Grant, £1.1m from Test and Trace Support Grant and £0.5m from other grants which make up its gross budget.

⁴ The 'Funding Items' budget comprises the £9.2m Combined Authority Levy, the £424k Flood Authority Levy and £3.8m 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 2021/22



3.2 Summary of Forecast Covid-19 Related Costs by Directorate for 2021/22

Directorate	Net Covid-19 Pressure
	£000
Place & Economy	1,220
People & Communities	13,061
Corporate Services	2,680
Total	16,961

These Covid-19 related costs are a mixture of additional expenditure, reduced income, and savings not delivered as a result of the pandemic. They are also net of any external funding received to cover specific functions and pressures (such as the Contain Outbreak Management Fund). Increasingly, some of these additional costs have been included within initial budgets and as such do not impact on the services' forecast outturns reported elsewhere within this report. However, the overall costs related to Covid-19 are still required to be categorized and reported to central government.

3.3 Key exceptions this month are identified below.

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

3.3.1 Place & Economy:

-£0.289m (-0.4%) underspend is forecast. There are no exceptions to report this month; for full and previously reported details, see the [P&E Finance Monitoring Report](#).

3.3.2 People & Communities:

-£0.496m (-0.2%) underspend is forecast at year-end.

- Mental Health Services

Outturn Variance £m	Outturn Variance %
+0.612	(+4%)

A +£0.612m pressure is forecast. This is a decrease of £0.255m on the pressure position previously reported last month. It was reported last year that the Covid pandemic had a significant impact on mental health clients with the most acute needs in the short-term. However, there has been a significant increase in placements into care homes for this cohort into 2021/22. Similar to Older People's Services, there is considerable uncertainty around impact of the pandemic on longer-term demand for services, and so it is not yet clear whether the increase in placements is indicative of an emerging trend or a short-term outcome of the second wave.

In addition, pressure is emerging in community based-care with a number of high-cost supported living placements being made by Adult Mental Health services since the start of the year. It has previously been reported that Mental Health care teams are experiencing a significant increase in demand for Approved Mental Health Professional (AMHP) services, and the anticipated increase in the provision of

packages for working age adults with mental health needs may now be manifesting in reported commitment.

We will continue to review in detail the activity information and other cost drivers to validate this forecast position. This remains subject to variation as circumstances change and more data comes through the system.

- A combination of more minor variances sum with the above to lead to an overall forecast outturn of -£0.496m. For full and previously reported details, see the [P&C and PH Finance Monitoring Report](#).

3.3.3 Public Health:

- A balanced budget is forecast for year-end.
- Public Health Directorate Staffing and Running Costs

Outturn Variance £m	Outturn Variance %
-0.298	(-13%)

A -£0.298m underspend is forecast. This is due to vacant posts. The current national demand for public health specialists is making recruitment very difficult and repeat advertising is being required for some posts leading to the forecast underspend across the staffing budgets.

- A combination of more minor variances sum with the above to lead to an overall balanced budget forecast; the -£1,297k underspend being reported in the Public Health directorate will be transferred to the Public Health ring-fenced grant reserve at year-end, leading to a balanced budget overall. For full and previously reported details, see the [P&C and PH Finance Monitoring Report](#).

3.3.4 Corporate Services:

+£0.837m (+3.2%) pressure is forecast for year-end.

- Collective Investment Funds

Outturn Variance £m	Outturn Variance %
-0.290	(-53%)

A -£0.290m underspend is forecast. This relates in full to a change since last month. This is primarily due to income of £225k relating to last financial year which was not accounted for. In addition, from the latest report received we are now expecting an improvement on the return in this financial year.

- A combination of more minor variances sum with the above to lead to an overall forecast outturn of +£0.837m. For full and previously reported details, see the [CS Finance Monitoring Report](#).

3.3.5 CS Financing:

A balanced budget is forecast for year-end. There are no exceptions to report this month; for full and previously reported details, see the [CS Finance Monitoring Report](#).

3.3.6 Funding Items:

-£1.504m underspend is forecast for year-end. There are no exceptions to report this month.

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: Children in Care Placements; Special Educational Needs (SEN) Placements; Adults & Safeguarding; Adult Mental Health; Older People (OP); and Older People Mental Health (OPMH) can be found in the latest [P&C and PH Finance Monitoring Report](#) (section 5).

5. Funding Changes

5.1 Taxation Counter-Fraud Initiative, and Business Rates Pool Dividend

[In December 2019](#), the former General Purposes Committee agreed a business case for a saving to be included in the 2019-24 business plan around investing alongside the local district councils in counter-fraud and compliance activity to increase Council Tax income. A saving from this activity was included and remains in the business plan for 2022/23, but requires an up front, one off investment from all partners (relative to the proportion of additional income received). The approach has been utilised successfully in Essex and Norfolk.

The beginning of the Covid-19 pandemic disrupted planning for this work, but it has since recommenced and approval for investment is being sought in the partner councils in the second half of 2021. After extensive discussions between the partners, it is still expected that this work can deliver additional revenue in return for an upfront investment, and so the original business case agreed by committee linked above remains valid. The County's share of the upfront investment is £464k over three years, and this funds staff who will be based in the district councils, as well as an IT system that assists with the review. The partner councils are progressing with agreeing their shares of the investment. The current split of the County's investment by district council is shown below, with the total anticipated cost per district across all partners shown for comparison:

	Total costs across all partners		Contributions
Authority	Staffing £	IT costs £	County Share £
Cambridge City	140,000	41,000	98,538
East Cambs	140,000	25,000	88,956
Fenland	140,000	27,000	85,592
Huntingdonshire	140,000	49,000	99,918
South Cambs	140,000	31,000	91,079
Totals	700,000	173,000	464,082

Total estimated gross savings for the project are £2.37m over 3 years across all authorities. The County's share would be £1.26m over 3 years, which is £420k per year.

In order to fund this, it is proposed to earmark part of the dividend the Council expects to receive this year from the Cambridgeshire business rates pool. This pool was set up in 2020/21 and continued into 2021/22 to ensure that any growth in business rates in Cambridgeshire remained fully with the local councils. The current forecast income in 2021/22 from the pool is projected to exceed the budgeted amount, and it is proposed to earmark up to £464k of this to fund the counter-fraud work outlined above. For context the business rate pool raised £1.78m for the Council in relation to 2020/21. The actual amount receivable in relation to 2021/22 will not be known until completion of NNDR3 forms by district councils in the spring.

Strategy & Resources Committee is asked to agree to earmark up to £464k of funding to enable investment in the cross-Cambridgeshire Council Tax counter-fraud work.

6. Capital Programme

6.1 Capital financial performance

A summary of capital financial performance is shown below:

Original 2021/22 Budget as per Business Plan £000	Forecast Variance - Outturn (July) £000	Service	Revised Budget for 2021/22 £000	Actual- Year to Date (Aug) £000	Forecast Variance - Outturn (Aug) £000	Forecast Variance - Outturn (Aug) %	Total Scheme Revised Budget (Aug) £000	Total Scheme Forecast Variance (Aug) £000
96,983	-	P&E	101,981	11,665	-	0.0%	545,916	-2,044
44,588	0	P&C	43,473	6,132	0	0.0%	534,966	-651
10,261	-1,004	Corporate Services	23,266	8,274	-1,154	-5.0%	196,194	-150
-	-	Outturn adjustment	-	-	-	-	-	-
151,832	-1,004	Total Spending	168,720	26,072	-1,154	-0.7%	1,277,076	-2,845

Notes:

1. The 'Revised Budget' incorporates any changes in the funding available to what was originally budgeted. A breakdown of the use of the capital programme variations budget by service is shown in section 6.2.
2. The reported P&E capital figures do not include Greater Cambridge Partnership, which has a budget for 2021/22 of £40.0m and is currently forecasting a balanced budget at year-end.
3. The 'Total Scheme Forecast Variance' reflects the forecast variance against budget of the total expenditure for all active capital schemes across all financial years.

6.2 2021-22 capital programme variations budgets

6.2.1 A summary of the use of the 2021-22 capital programme variations budgets by services is shown below. These variation budgets are set annually and reflect an estimate of the average variation experienced across all capital schemes, and reduce the overall borrowing required to finance our capital programme. There are typically delays in some form across the capital programme due to unforeseen events, but we cannot project this for each individual scheme. We therefore budget centrally for some level of delay. Any known delays are budgeted for and reported at scheme level. If forecast underspends are reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when rephasing exceeds this budget.

Service	Capital Programme Variations Budget £000	Forecast Variance - Outturn (Aug) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Forecast Variance - Outturn (Aug) £000
P&E	-25,237	-2,650	2,650	10.50%	0
P&C	-5,805	-3,512	3,512	60.49%	0
CS	-5,620	-6,774	5,620	100.00%	-1,154
Outturn adjustment	-	-	-	-	-
Total Spending	-36,662	-12,936	11,782	32.14%	-1,154

6.2.2 As at the end of August, Corporate Services schemes have exceeded the capital variations budget allocated to them, forecasting an in-year underspend of -£1.2m. The current overall forecast position is therefore a -£1.2m underspend; the forecast will be updated as the year progresses.

6.3 Capital Current Year Key Exceptions

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

6.3.1 Place & Economy:

A balanced budget is forecast at year-end.

- Wisbech Town Centre Access Study

Revised Budget for 2021/22 £'000	Forecast Spend - Outturn (Aug) £'000	Forecast Spend - Outturn Variance (Aug) £'000	Variance Last Month (July) £'000	Movement £'000	Breakdown of Variance: Underspend/pressure £'000	Breakdown of Variance: Rephasing £'000
3,822	1,778	-2,044	0	-2,044	-2,044	0

An in-year underspend of -£2.0m is forecast. Following a decision made by the Combined Authority in August, the scope of this scheme has been reduced to delivering Design and Land purchase only. This scheme is fully funded by contributions from the Combined Authority.

- P&E Capital Variation

Revised Budget for 2021/22 £'000	Forecast Spend - Outturn (Aug) £'000	Forecast Spend - Outturn Variance (Aug) £'000	Variance Last Month (July) £'000	Movement £'000	Breakdown of Variance: Underspend/pressure £'000	Breakdown of Variance: Rephasing £'000
-25,237	-22,587	2,650	517	2,133	0	2,650

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 up to the point when rephasing exceeds this budget. Therefore, the net £2.7m underspend is balanced by use of the capital variations budget. The £2.1m change since last month relates primarily to the change in forecast on the Wisbech Town Centre Access Study scheme as reported above, together with more minor variances.

- For full and previously reported details, see the [P&E Finance Monitoring Report](#).

6.3.2 People & Communities:

A balanced budget is forecast at year-end. There are no exceptions to report this month; for full and previously reported details, see the [P&C and PH Finance Monitoring Report](#).

6.3.3 Corporate Services:

A -£1.154m (-5.0%) underspend is forecast at year-end. There are no exceptions to report this month; for full and previously reported details, see the [CS Finance Monitoring Report](#).

6.4 Capital Total Scheme Key Exceptions

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

6.4.1 Place & Economy:

A -£2.0m (-0.4%) total scheme underspend is forecast.

- Wisbech Town Centre Access Study

Total Scheme Revised Budget £'000	Total Scheme Forecast Spend - Outturn (Aug) £'000	Total Scheme Forecast Spend - Outturn Variance (Aug) £'000	Variance Last Month (July) £'000	Movement £'000
10,500	8,456	-2,044	-	-2,044

A **total scheme** underspend of -£2.0m is forecast on the Wisbech Town Centre Access Study scheme as noted earlier in section 6.3.1.

- For full and previously reported details, see the [P&E Finance Monitoring Report](#).

6.4.2 People & Communities:

A -£0.7m (-0.1%) total scheme underspend is forecast. There are no exceptions to report this month; for full and previously reported details, see the P&C Finance Monitoring Report.

6.4.3 Corporate Services:

A -£0.2m (-0.1%) total scheme underspend is forecast. There are no exceptions to report this month; for full and previously reported details, see the [CS Finance Monitoring Report](#).

6.5 Capital Funding Changes

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	16.1	3.5	-2.0	4.0	21.6	-	21.6	-	-
Basic Need Grant	-	1.0	-	-	1.0	-	1.0	-	-
Capital Maintenance Grant	3.1	2.2	-	0.7	6.1	-	6.1	-	-
Devolved Formula Capital	0.8	1.3	-	-0.0	2.0	-	2.0	-	-
Specific Grants	20.3	4.0	-2.4	5.0	26.9	-	21.9	-	-5.0
S106 Contributions & Community Infrastructure Levy	23.5	-0.3	-3.8	0.5	19.8	-	19.9	-	0.1
Capital Receipts	1.6	-	0.0	-0.3	1.3	-	1.5	-	0.2
Other Contributions	16.0	0.6	-2.8	6.7	20.5	-	18.9	-	-1.6
Revenue Contributions	-	-	-	-	-	-	-	-	-
Prudential Borrowing	70.4	21.6	-18.6	-3.9	69.5	-	74.6	-	5.1
TOTAL	151.8	33.8	-29.6	12.6	168.7	-	167.6	-	-1.2

¹ Reflects the difference between the anticipated 2020/21 year-end position used at the time of building the initial Capital Programme budget, as incorporated within the 2021/22 Business Plan, and the actual 2020/21 year-end position.

6.6 Mill Farmhouse

Additional prudential borrowing of £450k is requested across 2021/22 and 2022/23 for the Mill Farmhouse scheme, of which £58k relates to 2021/22. The scheme proposal is to demolish the existing house which has been deemed structurally beyond economical repair and to replace it with a new dwelling. Mill Farmhouse is a 3-bedroom bungalow extending to approximately 112 sqm and has been suffering from subsidence related issues for many years. This movement is particularly common in the Fenland area given the structure of the soils. This has been exacerbated by nearby large trees and movement of heavy machinery.

Following a structural survey by PRP Structural Engineers (PRP), their structural report confirmed that the dwelling's stability was compromised and beyond economic repair. The dwelling has been monitored on an ongoing basis, with only minor repairs in line with the budget having been undertaken to keep the house habitable during the tenant's occupation, whilst keeping these costs as low as possible. The dwelling has deteriorated further since the original survey to the point that a replacement dwelling is now required.

Demolishing the existing house and replacing it will enable the Council to comply with its obligations as Landlord to provide a structurally safe and habitable dwelling, as now defined by the Homes (Fitness for Human Habitation) Act 2018. A new dwelling will improve the capital value of the holding and protect annual rental income. The business case is for a total budget of £450k across 2021/22 and 2022/23 and is being requested in full now to obtain authorisation for the commencement of planning, design, competitive tendering and construction works this year. The proposal has been discussed with the County Farms Member Reference Group; a number of queries have been raised and responded to and the scheme is now forwarded to S&R for its decision. The scheme will be funded by borrowing; the annual cost of borrowing starting in 2023/24 is estimated at £18k and decreases each year thereafter.

Strategy & Resources Committee is asked to approve additional prudential borrowing of £450k across 2021/22 and 2022/23 for the Mill Farmhouse scheme.

6.7 March Future High Street Project

Fenland District Council (FDC) has engaged CCC following a successful bid for project funding to undertake the delivery of the March Future High Street Project. FDC and their appointed consultancy developed a feasibility study which contributed to the funding approval. CCC is to be the Delivery Agent for the project, which includes Preliminary Design and Investigation, Detailed Design, Construction Procurement and Construction. FDC will be the Project Sponsor and have overall responsibility for the project and will typically lead on consultation and stakeholder engagement and management. The scheme will be fully funded; CCC is due to receive funding of £336k in 2021-22 from FDC (£168k) and the Combined Authority (£168k). In total £6,023k funding is due to CCC for the scheme across 2021-22 to 2024-25.

Strategy & Resources Committee is asked to note the additional £0.4m contributions due in 2021/22 for the March Future High Street project as above.

6.8 St Neots Future High Street Project

Huntingdonshire District Council (HDC) has engaged CCC following a successful bid for project funding to undertake the delivery of the St Neots Future High Street Project. HDC and their appointed consultancy developed a feasibility study which contributed to the funding approval. CCC is to be the Delivery Agent for the project, which includes Preliminary Design and Investigation, Detailed Design, Construction Procurement and Construction. HDC will be the Project Sponsor and have overall responsibility for the project and will typically lead on consultation and stakeholder engagement and management. The scheme will be fully funded; CCC is due to receive funding of £349k in 2021-22. In total £8,522k funding is due to CCC for the scheme across 2021-22 to 2024-25.

Strategy & Resources Committee is asked to note the additional £0.3m contributions due in 2021/22 for the St Neots Future High Street project as above.

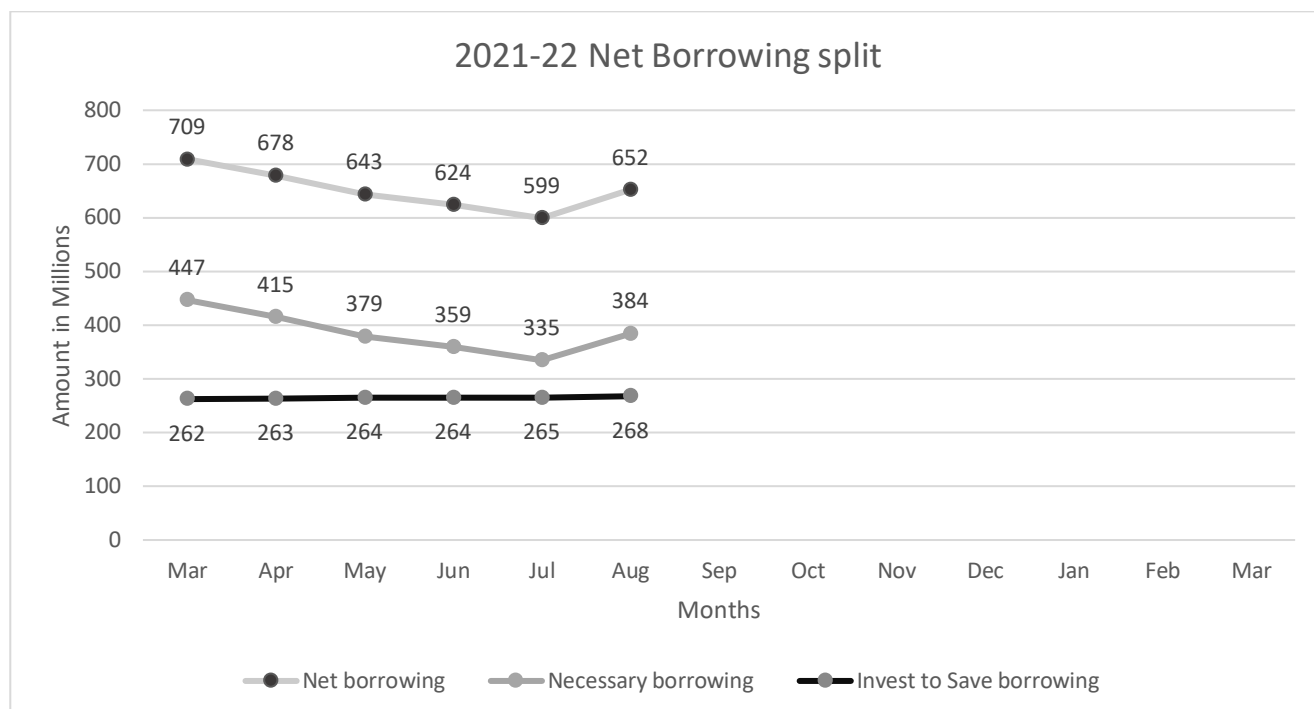
7. Balance Sheet

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

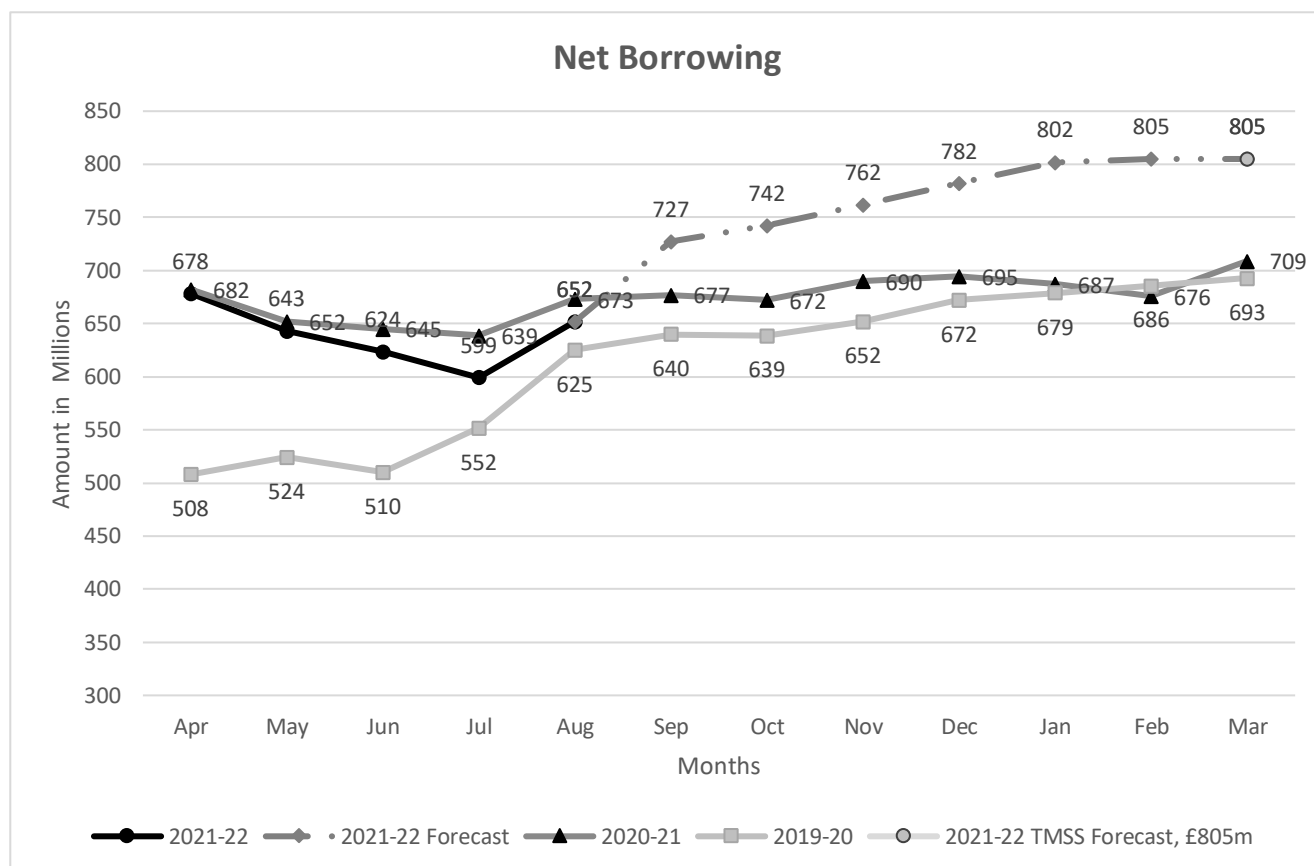
Measure	Year End Target	Actual as at the end of Aug 2021 ¹
% of income collected (owed to the council) within 90 days: Adult Social Care	85%	88%
Level of debt outstanding (owed to the council) 91 days +, £m: Adult Social Care	£3.37m	£9.59m
Level of debt outstanding (owed to the council) 91 days +, £m: Sundry	£1.71m	£2.14m
% of Undisputed Commercial Supplier Invoices Paid Within 30 Days	95.0%	95.4%
% of Undisputed Commercial Supplier Invoices Paid Within Terms	85.0%	78.3%

¹ The debt figures exclude Cambridgeshire & Peterborough CCG debts as these are considered collectable and are subject to separate reconciliation. The amount of debt owed by Cambridgeshire & Peterborough CCG exceeding one year hold was £4.62m (a reduction from £6.1m reported in 2020-21). The overdue amounts primarily relate to funding contributions to nursing care and for aftercare provided under section 117 of the Mental Health Act. The CCG now funds care homes for nursing care directly, rather than via the Council, so this issue relates to historic sums accrued between 2017 and 2019. Individual payments continue to be received and officers are working to reconcile these to payments owed and allocate against specific invoiced amounts. Both the Council and the CCG continue to work together to agree, expedite and reconcile payments for clients eligible for NHS funding.

7.2 The graph below shows the estimated split of the net borrowing between necessary borrowing and Invest to Save borrowing. Of the gross borrowing in 2021-22, it is estimated that £268m 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.



7.3 The graph below shows net borrowing (borrowings less investments) on a month-by-month basis and compares the position with previous financial years. At the end of August 2021, investments held totalled £135.6m (excluding all 3rd party loans, Equity and This Land) and gross borrowing totalled £787.6m, equating to a net borrowing position of £652.0m.



7.4 The Council's cash flow profile – which influences the net borrowing requirement – varies considerably during the year, due to the timing difference between outgoing payments (payroll, supplier payments etc.) and income streams (grants, council tax etc.). As illustrated by 2020-21 actual net borrowing positions, cash flows at the

beginning of the year are typically stronger than at the end of the year, as many grant receipts are received in advance of spend (and due to the current Covid-19 pandemic the Council is in receipt of further grants compared to before the pandemic). The 2021-22 net borrowing position is expected to take a similar path, rising more substantially towards the end of the financial year as capital projects are progressed to completion and financed.

- 7.5 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 2021-22 TMSS was set in February 2021, it anticipated that net borrowing would reach £805.0m by the end of this financial year.
- 7.6 From a strategic perspective, the Council continues to temporarily utilise cash-backed resources in lieu of additional borrowing (known as internal borrowing) and where borrowing is undertaken loans are raised for shorter terms, both to generate net interest cost savings and consequently holding less investments reduces the Council's exposure to credit risk. However, this approach carries with it interest rate risk and officers continue to monitor options as to the timing of any potential longer-term borrowing should underlying interest rates be forecast to rise in a sustained manner.
- 7.7 There is a link between the capital financing borrowing requirement, the net borrowing position and consequently net interest costs. However, the Debt Charges budget is prudently formulated with sensitivity to additional factors including projected levels of cash-backed reserves, forecast movements in interest rates, and the overall borrowing requirement for the Council over the life of the Business Plan and beyond.
- 7.8 Further detail around the Treasury Management activities can be found in the latest [Treasury Management Report](#).
- 7.9 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. Alignment with corporate priorities

8.1 Communities at the heart of everything we do

There are no significant implications for this priority.

8.2 A good quality of life for everyone

There are no significant implications for this priority.

8.3 Helping our children learn, develop and live life to the full

There are no significant implications for this priority.

8.4 Cambridgeshire: a well-connected, safe, clean, green environment

There are no significant implications for this priority.

8.5 Protecting and caring for those who need us

There are no significant implications for this priority.

9. Significant Implications

9.1 Resource Implications

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

9.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

9.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

9.4 Equality and Diversity Implications

There are no significant implications within this category.

9.5 Engagement and Consultation Implications

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

9.6 Localism and Local Member Involvement

There are no significant implications within this category.

9.7 Public Health Implications

There are no significant implications within this category.

9.8 Environment and Climate Change Implications on Priority Areas

9.8.1 Implication 1: Energy efficient, low carbon buildings.

Status: Positive

Explanation: The Mill Farmhouse capital proposal includes building a replacement dwelling. The new build will be completed in accordance with the latest building and design standards and regulations, incorporating in its design energy efficient design and energy provision from renewable sources, which complies with the Council's latest climate change targets and policies.

9.8.2 Implication 2: Low carbon transport.

Status: Neutral

Explanation: There are no significant implications within this category

9.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.

Status: Neutral

Explanation: There are no significant implications within this category

9.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.

Status: Neutral

Explanation: There are no significant implications within this category:

9.8.5 Implication 5: Water use, availability and management:

Status: Neutral

Explanation: There are no significant implications within this category

9.8.6 Implication 6: Air Pollution.

Status: Neutral

Explanation: There are no significant implications within this category

9.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.

Status: Neutral

Explanation: There are no significant implications within this category

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Tom Kelly

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement? No

Name of Officer: Not applicable

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

If a Key decision, have any Environment and Climate Change implications been cleared by the Climate Change Officer? Yes

Name of Officer: Emily Bolton

10. Source documents

10.1 Source documents

- P&E Finance Monitoring Report (August 21)
- P&C and PH Finance Monitoring Report (August 21)
- CS Finance Monitoring Report (August 21)
- Capital Monitoring Report (August 21)
- CCC Debt Reporting Pack (August 2021)
- CCC Prompt Payment Report (August 2021)

Appendix 1 – transfers between Services throughout the year

(Only virements of £1k and above (total value) are shown below)

Budgets and Movements	P&C £'000	P&E £'000	CS Financing £'000	Corporate Services £'000	Financing Items £'000
Opening Cash Limits as per Business Plan	302,530	64,317	31,295	25,489	11,745
Adult's and Children's Recruitment transfer to HR	-177			177	
Permanent element of 2021-26 BP mileage saving C/R.6.104	-164	-5		169	
Centralisation of postage budget	-93	-40		133	
Redundancy and Pensions Corporate Services budget move to P&C	846			-846	
ICT Service (Education) transfer from CS to P&C	-200			200	
Communications transfer	-21			21	
Budget rebaselining as approved by S&R, 6th July	-2,411			716	1,695
Transfer of Qtr 1 Mileage Savings	-234	-7		240	
PPE budget to Property	-7			7	
Current budget	300,076	64,266	31,295	26,299	13,440
Rounding	0	0	0	0	0

Appendix 2 – Reserves and Provisions

Fund Description	Balance at 31 March 2021 £000s	Movements in 2021-22 £000s	Balance at 31 Aug 2021 £000s	Forecast Balance at 31 March 2022 £000s	Notes
- County Fund Balance	26,094	1,619	27,713	29,166	
1 P&C	0	0	0	0	
2 P&E	0	0	0	0	
3 CS (LGSS Cambridge & Shared Services)	925	-22	903	903	
General Reserves subtotal	27,019	1,597	28,617	30,069	
4 Insurance	4,830	-91	4,739	4,739	
Specific Earmarked Reserves subtotal	4,830	-91	4,739	4,739	
5 P&C	0	0	0	0	
6 P&E	0	0	0	0	
7 Corporate Services	0	0	0	0	
Equipment Earmarked Reserves subtotal	0	0	0	0	
8 P&C	8,540	160	8,700	3,426	Savings realised through change in MRP policy. Includes remainder of COVID-19 Support Grant 1st, 2nd, 3rd and 4th tranches Carry forward of unspent grant to spend in accordance with purposes for which the grant was given. At 2020-21 year-end £14.6m related to specific Covid related grants.
9 PH	2,801	0	2,801	2,513	
10 P&E	5,184	-17	5,167	3,626	
11 Corporate Services	3,867	-20	3,847	2,818	
12 Transformation Fund	30,653	-4,063	26,590	21,448	
13 Innovate & Cultivate Fund	687	300	987	358	
14 Corporate- COVID	26,987	0	26,987	26,987	
15 Specific Risks Reserve	2,140	0	2,140	2,140	
16 This Land Credit Loss & Equity Offset	5,850	0	5,850	5,850	
17 Revaluation & Repair Usable (Commercial Property)	2,940	0	2,940	2,940	
18 Collection Fund Volatility & Appeals Account	3,690	0	3,690	3,690	
19 Grant carry forwards	20,332	-20,332	0	0	
Other Earmarked Funds subtotal	113,671	-23,972	89,698	75,796	
SUBTOTAL	145,520	-22,466	123,054	110,604	
20 P&C	3,592	0	3,592	0	Section 106 and Community Infrastructure Levy balances.
21 P&E	7,315	941	8,256	0	
22 Corporate Services	10,861	1,151	12,012	0	
23 Corporate	49,816	17,220	67,037	54,152	
Capital Reserves subtotal	71,584	19,312	90,897	54,152	
GRAND TOTAL	217,105	-3,154	213,951	164,756	

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 2021 £000s	Movements in 2021-22 £000s	Balance at 31 Aug 2021 £000s	Forecast Balance at 31 March 2022 £000s	Notes
1 P&E	0	0	0	0	
2 P&C	1,955	0	1,955	1,955	
3 Corporate Services	2,093	0	2,093	2,093	
Short Term Provisions subtotal	4,048	0	4,048	4,048	
4 Corporate Services	3,613	0	3,613	3,613	
Long Term Provisions subtotal	3,613	0	3,613	3,613	
GRAND TOTAL	7,661	0	7,661	7,661	

Appendix 3

Service: Corporate Services

Subject: Finance Monitoring Report – August 2021

Key Indicators

Previous Status	Category	Target	Current Status	Section Ref.
Green	Income and Expenditure	Balanced year end position	Amber	1.1 – 1.3
Green	Capital Programme	Remain within overall resources	Green	2

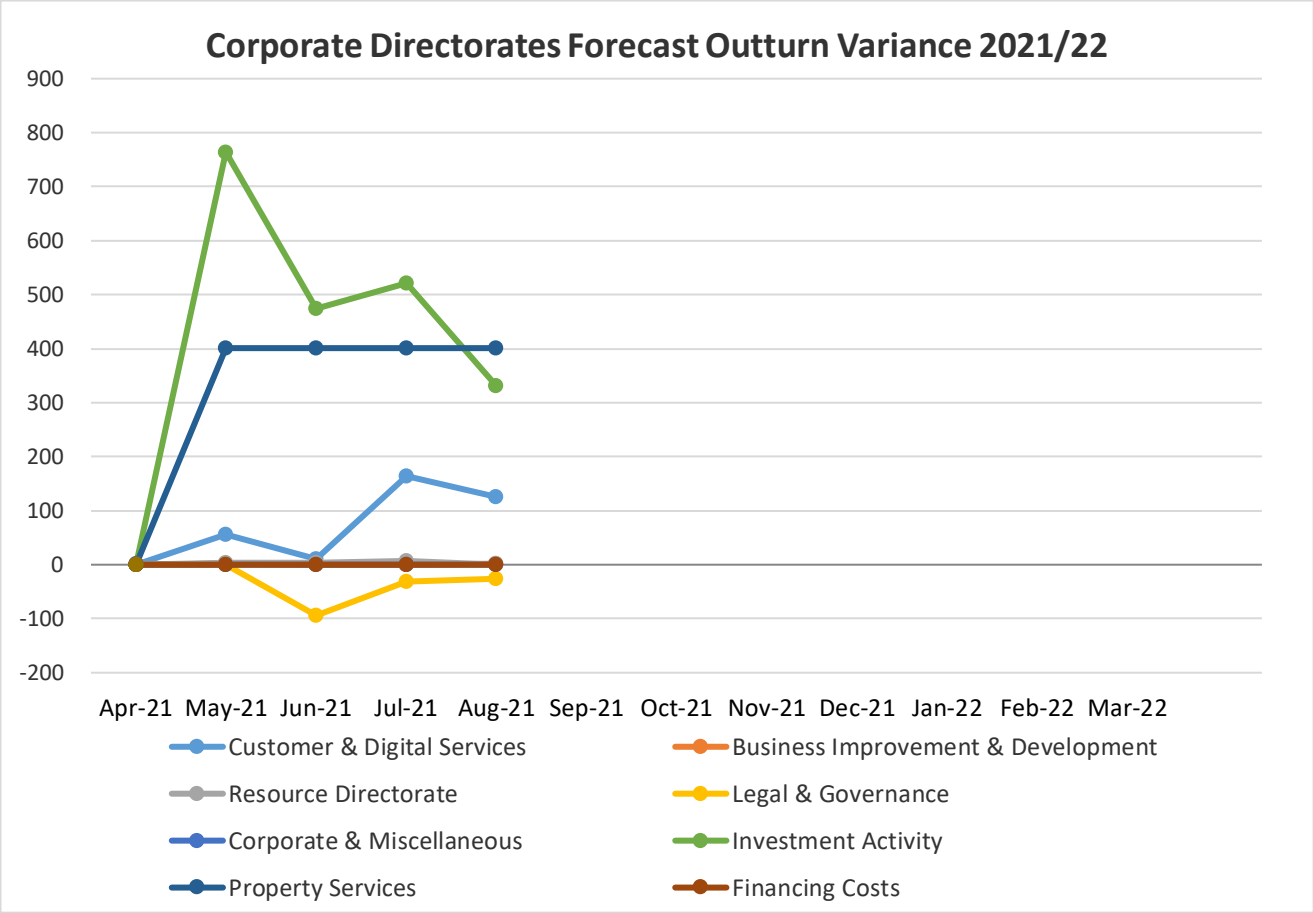
Contents

Section	Item	Description	Page
1	Revenue Executive Summary	High level summary of information; By Directorate Narrative on key issues in revenue financial position	2-5
2	Capital Executive Summary	Summary of the position of the Capital programme	6
3	Savings Tracker Summary	Summary of the latest position on delivery of savings	6
4	Technical Note	Explanation of technical items that are included in some reports	6-7
Appx 1	Service Level Financial Information	Detailed financial tables for Corporate Services	8-9

1. Revenue Executive Summary

1.1 Overall Position

Corporate Services & Financing has a budget of £57,602k in 2021/22 and is currently forecasting an overspend of £837k.



1.2 Summary of Revenue position by Directorate

The service level budgetary control report for Corporate Services & Financing Costs for the year 2021/22 can be found in [appendix 1](#).

Outturn Variance (previous) £'000	Directorate	Budget £'000	Actual £'000	Outturn Variance £'000	Outturn Variance %	Status
164	Customer & Digital Services	16,901	9,509	126	0.7%	Amber
0	Business Improvement & Development	1,656	1,780	2	0.1%	Amber
7	Resources Directorate	6,980	57	1	0.0%	Amber
-31	Legal & Governance	2,345	895	-26	-1.1%	Green
0	Corporate & Miscellaneous	6,923	1,332	0	0.0%	Green
521	Investment Activity	-11,056	-4,640	332	3.0%	Green
401	Property Services	2,557	2,039	401	15.7%	Amber
0	Financing Costs	31,295	2,535	0	0.0%	Green
1,064	Total	57,602	13,505	837	1.5%	Amber

Further analysis can be found in appendix 2 for Corporate Services

1.3 Significant Issues

Corporate Services are currently forecasting an overspend of £837k a decrease of £227k since last month.

Significant issues are detailed below:

Customer & Digital Services

Corporate and Digital Services budgets are currently forecasting an overspend of £126k, an improvement of £38k from the position reported last month. This favourable movement is mainly due to an additional staff vacancy saving in Customer Services and Emergency Management.

Business Improvement & Development

Business Improvement & Development budgets are currently forecasting an overspend of £2k.

There are no exceptions to report this month.

Resources Directorate

The Resources Directorate budgets is currently forecasting an overspend of £1k, a decrease of £6k from the previous forecast.

There are no exceptions to report this month.

Legal and Governance

Legal and Governance budgets are currently forecasting an underspend of £26k, a decrease of £5k from the previous forecast.

There are no exceptions to report this month.

Corporate & Miscellaneous

Corporate & Miscellaneous budgets are currently forecasting a balanced position.

Investment Activity

Investment Activity is currently forecasting an overspend of £332k, a decrease of £189k since last month due to:

- A review has been undertaken of the current advertising and sponsorship income. Opportunities are being explored for further products to achieve some advertising and sponsorship income, as well as discussions being held with local authority partners to achieve greater economies of scale in joint contractual arrangements. A contract previously held for some advertising income has now expired, having been in place for some years, and the opportunity to update terms is being taken and we expect to return to the market for procurement in the autumn. To reflect the time required to negotiate these arrangements, we anticipate a temporary in-year reduction of the target to £100k.
- The Collective Investment Funds budget is currently forecasting an overachievement of £290k. We're expecting an improved return in investment from the multi-class credit fund, and £225k for a period during last financial year which was not budgeted for.

Property Services

Property Services is currently forecasting an overspend of £401k, same as the previous forecast.

There are no exceptions to report this month.

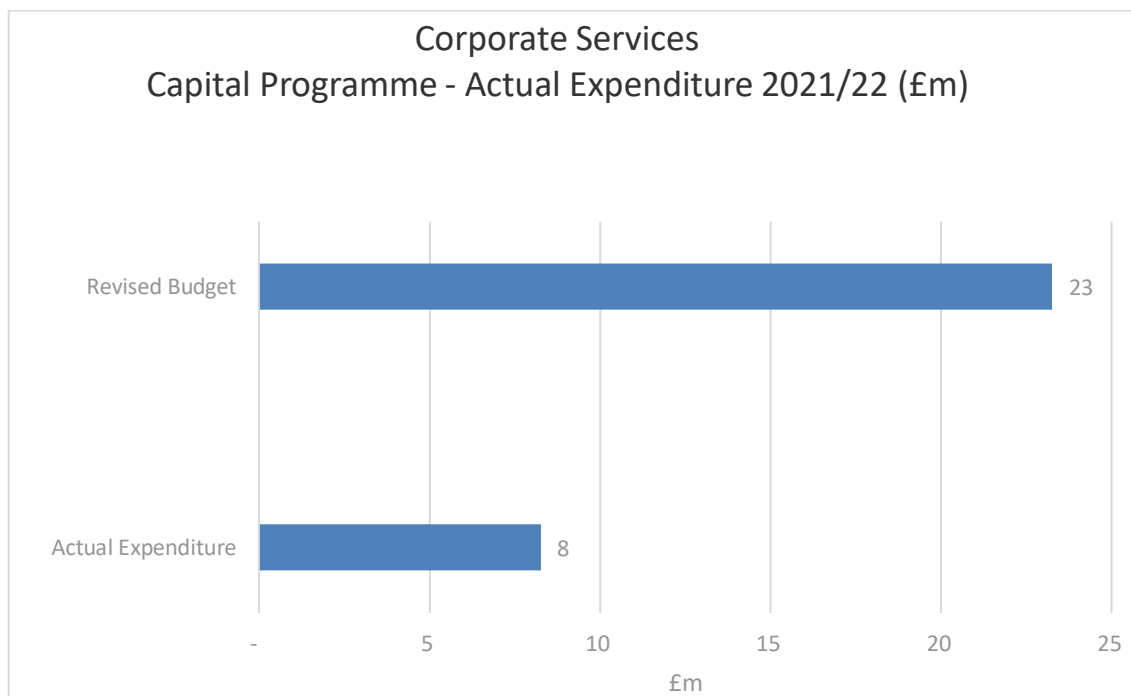
Financing Costs

Financing costs are currently predicting a balanced position.

2. Capital Executive Summary

2.1 Expenditure

Corporate Services has a capital budget of £23,266k and expenditure to date of £8,274k in 2021/22.



There are no exceptions to report this month.

Please note the variations budget has been updated to reflect the recent changes to the hierarchy, resulting in a lower figure and therefore increasing the overall budget from £15m to £23m.

Details of the capital variances and funding can be found in appendix 3

2.2 Funding

Corporate Services has a capital budget of £15m in 2021/22. This includes £5m of funding carried forward from 2020/21.

Mill Farmhouse

Additional prudential borrowing of £450k is requested across 2021/22 and 2022/23 for the Mill Farmhouse scheme, of which £58k relates to 2021/22. The scheme proposal is to demolish the existing house which has been deemed structurally beyond economical repair and to replace it with a new dwelling. Mill Farmhouse is a 3-bedroom bungalow extending to approximately 112 sqm and has been suffering from subsidence related issues for many years. This movement is particularly common in the Fenland area given the structure of the soils. This has been exacerbated by nearby large trees and movement of heavy machinery.

Following a structural survey by PRP Structural Engineers (PRP), their structural report confirmed that the dwelling's stability was compromised and beyond economic repair. The

dwelling has been monitored on an ongoing basis, with only minor repairs in line with the budget having been undertaken to keep the house habitable during the tenant's occupation, whilst keeping these costs as low as possible. The dwelling has deteriorated further since the original survey to the point that a replacement dwelling is now required.

Demolishing the existing house and replacing it will enable the Council to comply with its obligations as Landlord to provide a structurally safe and habitable dwelling, as now defined by the Homes (Fitness for Human Habitation) Act 2018. A new dwelling will improve the capital value of the holding and protect annual rental income. The business case is for a total budget of £450k across 2021/22 and 2022/23 and is being requested in full now to obtain authorisation for the commencement of planning, design, competitive tendering and construction works this year. The proposal has been discussed with the County Farms Member Reference Group; a number of queries have been raised and responded to and the scheme is now forwarded to S&R for its decision. The scheme will be funded by borrowing; the annual cost of borrowing starting in 2023/24 is estimated at £18k and decreases each year thereafter.

3. Savings Tracker Summary

The savings tracker is produced quarterly. The Q1 table can be found in appendix 4

4. Technical Notes

A technical financial appendix has been included as appendix 5 for Corporate Services.

This appendix covers:

- Grants that have been received by the service, and where these have been more or less than expected
- Budget movements (virements) into or out of corporate services from other services (but not within corporate services), to show why the budget might be different from that agreed by Full Council
- Service reserves – funds held for specific purposes that may be drawn down in-year or carried-forward – including use of funds and forecast draw-down.

Appendix 1 – Corporate Services Level Financial Information

Previous Forecast Outturn Variance £000's	Service	Budget 2021/22 £000's	Actual August 2021 £000's	Forecast Outturn Variance £000's	Forecast Outturn Variance %
-	Customer & Digital Services	-	-	-	
30	Director, Customer & Digital Services	415	300	21	5%
3	Chief Executive	130	2	3	2%
17	Communication and Information	737	425	13	2%
-91	Customer Services	2,034	821	-117	-6%
215	IT & Digital Service	2,499	2,101	218	9%
-3	IT Managed	7,197	4,446	-3	0%
0	Elections	170	14	0	0%
-42	Human Resources	1,622	681	-42	-3%
0	Health, Safety & Wellbeing	181	39	0	0%
34	Learning & Development	1,916	680	34	2%
164	Customer & Digital Services Total	16,901	9,509	126	1%
	Business Improvement & Development				
1	Policy, Design and Delivery	613	1,133	3	1%
-1	Business Intelligence	1,043	647	-1	0%
0	Business Improvement & Development Total	1,656	1,780	2	0%
	Resources Directorate				
0	Resources Directorate	374	136	0	0%
7	Professional Finance	1,835	1,073	0	0%
0	Procurement	613	268	0	0%
-2	CCC Finance Operations	338	121	1	0%
0	Shared Finance Operations	434	387	0	0%
0	Insurance	2,229	164	0	0%
0	External Audit	75	-96	0	0%
1	Shared Services	1,082	-1,997	0	0%
7	Resources Directorate Total	6,980	57	1	0%
	Legal & Governance				
0	Legal & Governance Services	103	60	0	0%
0	Information Management	875	311	0	0%
12	Democratic & Member Services	326	117	16	5%
-43	Members' Allowances	1,041	407	-43	-4%
-31	Legal & Governance Total	2,345	895	-26	-1%
	Corporate & Miscellaneous				
0	Central Services and Organisation-Wide Risks	3,989	0	0	0%
0	Investment in Social Care Capacity	1,300	0	0	0%
0	Subscriptions	110	32	0	0%
0	Authority-wide Miscellaneous	94	-129	0	0%
0	Transformation Fund	1,429	1,429	0	0%
0	Corporate & Miscellaneous Total	6,923	1,332	0	0%
	Investment Activity				
521	Property Investments	-3,544	-232	522	15%
0	Shareholder Company Dividends & Fees	-491	16	0	0%
0	Housing Investment (This Land Company)	-6,063	-3,918	0	0%
0	Contract Efficiencies & Other Income	-201	-0	100	50%
0	Collective Investment Funds	-544	11	-290	-53%
0	Investments	26	108	0	0%
0	Renewable Energy Investments	-239	-626	0	0%
521	Commercial Activity Total	-11,056	-4,640	332	3%
	Property Services				
400	Facilities Management	5,181	2,228	400	8%
0	Property Services	799	383	0	0%
1	Property Compliance	204	-550	1	0%
-0	County Farms	-4,329	174	0	0%

Previous Forecast Outturn Variance £000's	Service	Budget 2021/22 £000's	Actual August 2021 £000's	Forecast Outturn Variance £000's	Forecast Outturn Variance %
1	Strategic Assets	703	-196	1	0%
401	Property Services Total	2,557	2,039	401	16%
	Financing Costs				
0	Debt Charges and Interest	31,295	2,535	0	0%
0	Financing Costs Total	31,295	2,535	0	0%
1,064	Total	57,602	13,505	837	1%

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

Gas Supply Contract Renewal

To: Strategy and Resources Committee

Meeting Date: 2 November 2021

From: Steve Cox, Executive Director, Place and Economy and
Tom Kelly, Director of Resources

Electoral division(s): All

Key decision: Yes

Forward Plan ref: 2021/064

Outcome: The Council continues to have a supply of mains gas secured at best value to those properties that require it.

Recommendation: The Committee is asked to:

- a) agree to renew the mains gas supply contract using the ESPO framework for the supply period 1 April 2023 to 31 March 2027;
- b) agree that expenditure on gas supplies may exceed £500,000 during the contract period as set out in Section 2.8 of the report; and
- c) discuss with ESPO how the Council can encourage a transition to greener fuels.

Officer contact:

Name: Sarah Wilkinson
Post: Energy Manager
Email: sarah.wilkinson@cambridgeshire.gov.uk
Tel: 01223 729157

Member contacts:

Names: Councillors Lucy Nethsingha and Cllr Elisa Meschini
Post: Chair/Vice-Chair
Email: lucy.nethsingha@cambridgeshire.gov.uk /
elisa.meschini@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

- 1.1 Cambridgeshire County Council is responsible for the utility bills at a number of properties, including around 70 of its sites that are connected to mains gas supply. The remaining sites are heated by either electricity, renewables or other fuels.
- 1.2 The Council's current contract for the supply of mains gas expires on 31 March 2023. The contract was procured through the Eastern Shires Purchasing Organisation (ESPO) framework. ESPO have contacted the Council asking us to confirm if we wish to renew the contract for the next supply period from April 2023 to March 2027.
- 1.3 The intended outcome is that the Council continues to have a supply of mains gas to those properties that require it, and the best value to the Council is secured.

2. Main Issues

Procurement process

- 2.1 ESPO have already carried out a full procurement process and appointed a sole supplier to their framework. The gas framework for the period 1 April 2023 to 31 March 2027 was awarded to Total Energies Gas and Power Ltd after a full tender exercise. An open procedure was used for this procurement and two tenders were submitted. The framework is fully EU/UK Compliant. ESPO have already done the procurement work, so there is no need for the Council to run a full tender.
- 2.2 ESPO have over 4,000 customers utilising their gas framework. The supplier appointed by ESPO is Total Energies Gas and Power Limited, which is the Council's current supplier. ESPO have historically provided a good service to the Council and continuity of supply would be advantageous as switching to an alternative supplier would require significant administration.
- 2.3 The Council's procurement team have advised that it would be sensible to continue to use the ESPO framework for this service because the Council does not have the in-house expertise or resource to be trading on wholesale energy markets directly, nor would it be in its interest to do so. Furthermore the Council will get better prices by going through a purchasing organisation such as ESPO. The only viable alternative would be to use a different purchasing organisation such as Crown Commercial Services, but there would be no advantage to doing this.

Gas pricing

- 2.4 The contract does not fix what the actual gas prices will be; it is for ESPO to then trade on wholesale markets to secure the best prices on the Council's behalf. Unit prices for gas are expected to increase each year by estimated average 4.11% (based on forecasts from the Department for Business, Energy and Industrial Strategy) but this could vary a lot from one year to the next. Gas prices are primarily influenced by the wholesale markets, global politics and supply issues, and secondly UK taxes. These factors will be the same no matter who our supplier is.

- 2.5 The price of gas is extremely volatile, therefore ESPO have adopted a flexible, aggregated, risk management approach to energy procurement. The contract is based on a fixed 'supplier margin' which shall remain fixed for the full duration of the contract. ESPO have to date performed well in securing low prices for the Council and its other public sector customers.

Gas usage

- 2.6 There is a large variation in gas usage from one year to another as it depends on the weather. The average annual gas usage in total for all Council properties over the last three years was 6,337,600 kWh use per year but this is on a declining trend. If there is a cold winter though it will go up again. In the financial year April 2020 to March 2021, the Council used 5,759,521 kWh of gas, and this had a carbon footprint of 1,197 tonnes carbon dioxide equivalent (CO₂e).

Transition to low carbon heating

- 2.7 The decline in gas usage will steepen in the next couple of years as the Council comes off gas onto renewable heating at more of its sites. 22 projects are already in progress this year that are expected to save approximately 2,200,000 kWh gas per year, so the Council can expect gas usage in the contract period to be at least a third lower than it is now. These projects will also save approximately 357 tonnes CO₂e emissions per year. Future years will bring further reductions in gas usage but the size of the reductions are hard to predict. Assuming that the Council retains the low carbon heating programme funded currently via the Environment Fund and applications for Public Sector Decarbonisation Scheme grants, to meet its carbon reduction targets, gas usage could even be close to zero by 2027.

Contract value

- 2.8 The contract value is very hard to estimate, because the eventual expenditure depends on both gas usage and pricing. The Council's spend on gas over the last three years was on average £223k per year. On that basis the contract value could be up to £900k, but this is extremely unlikely due to the expected reduced usage of gas in future as a result of 22 buildings this year replacing gas with heat pumps and more buildings to follow. The overall gas contract value for the four years 2023-27 is therefore estimated to be nearer to £488k, based on estimated price increases and reductions in usage. The gas expenditure could be far less if the Council accelerated the low carbon heating programme but this financial benefit is replaced through increased electricity costs. The carbon benefit is that the Council purchase on a green electricity tariff and grid electricity is decarbonising.
- 2.9 ESPO fees are 29p per meter per day. Based on our current portfolio that would be £8,044 per year (around 4% of current total cost) but will reduce as the Council dispose of sites or take them off gas. This is good value for the service we get. The framework also provides access to associated services including Bill Validation Services, Automated Meter Reading (AMR) and new meter connections, and includes a Dedicated Account Manager. ESPO also provides comprehensive support encompassing supply point administration, portfolio management and price

validation, general queries and advice related to the contract, and supply and market intelligence.

- 2.10 Legal advice has been obtained from Pathfinder Legal Services to review the contract terms and conditions, and no significant issues have been raised. Sites can be removed from the framework without penalty in the event of disposal of the site or permanent disconnection of the gas supply. ESPO have also confirmed that no penalties will apply in relation to any 'minimum annual quantity' if the Council reduces usage of gas for any individual site.

Timing

- 2.11 Although the contract is for the supply period from April 2023, ESPO require the Council to sign the Agreement for the renewal by 30 November 2021. The long lead in time is required because, to secure the best value for their customers, ESPO purchase gas up to 18 months in advance of the usage period. This means that purchasing for the new contract period will commence in October/November 2021. They need to have an understanding of how many customers are joining the basket prior to this start date, so they understand the amount of gas required and can ensure they get the best value for money for all customers.
- 2.12 The expenditure on this contract would be within 'business as usual' existing revenue budgets.

'Green gas'

- 2.13 Total Energies do also offer a 'green gas' tariff. The term 'green gas' refers to biomethane, which is produced from waste plant material and organic waste through a process called anaerobic digestion. Customers who purchase the green gas tariff are not supplied with biomethane directly, but the supplier purchases sufficient Renewable Gas Guarantee of Origin (RGGO) certificates to match the quantity of gas purchased. RGGOs are issued to producers of biomethane for the amount they produce and then sold on separately and can only be used once (similar to the process of Renewable Electricity Guarantees of Origin (REGOs) for green electricity tariffs). However, unlike electricity (which can be produced from 100% renewable sources such as solar), burning gas still releases carbon into the atmosphere, even if it is green gas. The advantage of green gas is that it is from biological sources rather than fossil fuels. These biological sources would have absorbed the equivalent amount of carbon during the plant's growth phase, making the emissions 'carbon neutral' (but not zero carbon emissions), however when the gas is burnt it does still emit carbon emissions and this occurs at a far quicker rate than the original absorption. The other challenge with green gas is that the sustainability of this option depends on the source of the biological material, which is unknown.
- 2.14 The prices for the green gas tariff are set each year so it is unknown what the cost of this option would be from 2023, but at the moment, the green gas option costs around 30% more than the standard tariff. At 2020-21 prices and usage, the green gas option would have added £61,485 to the Council's annual gas bill. The carbon footprint, based on 2020-21 usage, would have reduced from 1,197 tonnes CO₂e to 1,146 tonnes CO₂e (a saving of 51 tonnes or 4% reduction). The carbon footprint of

the green gas option would still need to be reported but just outside of the definitions of 'scopes 1 to 3' (direct and indirect emissions). The extra cost of green gas, based on 2020-21 prices and usage, would therefore be £1,218 per tonne of CO₂e saved. For comparison, the value of carbon for public policy appraisal set by the UK government is currently £245 per tonne. Due to the uncertainty of the costs and potential carbon savings of the green gas option from 2023, further discussion on the different options is required.

3. Alignment with corporate priorities

- 3.1 Communities at the heart of everything we do
There are no significant implications for this priority.
- 3.2 A good quality of life for everyone
There are no significant implications for this priority.
- 3.3 Helping our children learn, develop and live life to the full
There are no significant implications for this priority.
- 3.4 Cambridgeshire: a well-connected, safe, clean, green environment
Please see section 4.8 below.
- 3.5 Protecting and caring for those who need us
There are no significant implications for this priority.

4. Significant Implications

- 4.1 Resource Implications
The report above sets out details of significant implications in Sections 2.4 to 2.9.
- 4.2 Procurement/Contractual/Council Contract Procedure Rules Implications
The report above sets out details of significant implications in Sections 2.1 to 2.3, and 2.11 to 2.12.
- 4.3 Statutory, Legal and Risk Implications
The report above sets out details of significant implications in paragraph 2.10.
- 4.4 Equality and Diversity Implications
There are no significant implications within this category, as the proposal does not impact on individuals.
- 4.5 Engagement and Communications Implications
There are no significant implications within this category.
- 4.6 Localism and Local Member Involvement
There are no significant implications within this category.
- 4.7 Public Health Implications
There are no significant implications within this category.

4.8 Environment and Climate Change Implications on Priority Areas:

4.8.1 Implication 1: Energy efficient, low carbon buildings.

Positive/neutral/negative Status: neutral

Explanation: Although the use of gas causes carbon emissions, the Council's choice of supplier has no impact on the quantity of gas used.

4.8.2 Implication 2: Low carbon transport.

Positive/neutral/negative Status: neutral

Explanation: No effect

4.8.3 Implication 3: Green spaces, peatland, afforestation, habitats and land management.

Positive/neutral/negative Status: neutral

Explanation: No effect

4.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.

Positive/neutral/negative Status: neutral

Explanation: No effect

4.8.5 Implication 5: Water use, availability and management:

Positive/neutral/negative Status: neutral

Explanation: No effect

4.8.6 Implication 6: Air Pollution.

Positive/neutral/negative Status: neutral

Explanation: No effect

4.8.7 Implication 7: Resilience of our services and infrastructure, and supporting vulnerable people to cope with climate change.

Positive/neutral/negative Status: neutral

Explanation: No effect

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Stephen Howarth

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

Name of Officer: Henry Swan

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

Name of Legal Officer: Fiona McMillan

Have the equality and diversity implications been cleared by your Service Contact? Yes

Name of Officer: Elsa Evans

Have any engagement and communication implications been cleared by Communications? Yes

Name of Officer: Ken McErlain

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

Name of Officer: Sheryl French

Have any Public Health implications been cleared by Public Health? Yes

Name of Officer: Iain Green

If a Key decision, have any Environment and Climate Change implications been cleared by the Climate Change Officer?

Yes

Name of Officer: Emily Bolton

5. Source documents

[ESPO Mains Gas Framework](#)

[Valuation of greenhouse gas emissions: for policy appraisal and evaluation](#)

Business Planning update for 2022-27

To: Strategy and Resources Committee

Meeting Date: 2 November 2021

From: Chief Executive
Chief Finance Officer

Electoral division(s): All

Key decision: No

Forward Plan ref: Not applicable

Outcome: This report continues the process of setting a business plan and financial strategy for 2022-2027 which will culminate at the February Full Council. Through this report, Members will gain awareness of:

- the current business and budgetary planning position and estimates for 2022-2027
- the principal risks, contingencies and implications facing the Committee and the Council's resources
- the process and next steps for the Council in agreeing a business plan and budget for future years

Recommendation: It is recommended that the Committee:

- a) note the progress made to date and next steps required to develop the business plan for 2022-2027; and
- b) comment on and endorse the budget and savings proposals that are within the remit of the Committee as part of consideration of the Council's overall Business Plan.

Officer contact:

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Tel: 01223 729051 / 01223 703599

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Post: Chair/Vice-Chair
Email: lucy.nethsingha@cambridgeshire.gov.uk
elisa.meschini@cambridgeshire.gov.uk
Tel: 01223 706398

1. Purpose and background

- 1.1 The Council's Business Plan sets out how we will spend the resources we have at our disposal to achieve our vision and priorities for Cambridgeshire, and the outcomes we want for people. This paper provides an overview of the updates to the Council's financial position since September 2021 when Committees were provided with an update on the draft Business Plan for 2022-27. The paper sets out the changes to key assumptions impacting financial forecasts, further risks and opportunities and next steps required to balance the budget and agree the Council's Business Plan for 2022-27.
- 1.2 For context, the previous update on business planning provided to committee in September can be found here: [Strategy and Resources](#)
- 1.3 The update in September showed a budget gap in the first year of the new business plan, 2022/23, that was larger than in the previous business plan. This was due to refreshed estimates of the impact of demand growth on services, and several new service pressures requiring funding.
- 1.4 This update shows the progress that has been made to identify opportunities to re-baseline budgets, make savings, and generate additional income, resulting in progress being made towards closing the budget gap in 2022/23. At the same time, further service pressures and investments are proposed to be funded. The result of these is a budget gap at this stage of £19.5m for 2022/23, and gaps in future years are set out at the end of the table in Section 3.2.

2. Context

- 2.1 On 9 February 2021, Full Council agreed the Business Plan for 2021-2026. This included a balanced budget for the 2021-22 financial year with the use of some one-off funding but contained significant budget gaps for subsequent years as a result of expenditure exceeding funding estimates. These budget gaps (expressed as negative figures) were:

2021-22	2022-23	2023-24	2024-25	2025-26
balance	-£22.2m	-£14.7m	-£15.1m	-£12.0m

- 2.2 The impacts of COVID-19 on the Council have been unprecedented and the pandemic remains a key factor and uncertainty in planning our strategy and resource deployment over the coming years. The Council continues to take a central role in coordinating the response of public services to try and manage the complex public health situation, impact on vulnerable people, education of our children and young people and economic consequences. Looking ahead we know that challenges remain as the vaccination programme progresses and winter illnesses re-emerge. We are already seeing the impacts of the pandemic on our vulnerable groups as well as those who have become vulnerable as a result of health or economic impact of the pandemic. Longer term there will be significant increases and changes in the pattern of demand for our services alongside the economic aftereffects. In this draft business plan, there are COVID-19 impacts across demand for services, pricing and supplier changes, and impacts on funding and income. Emerging work is shifting the Council's decision-making framework to prioritise sustainable development for

our county, whereby our citizens' social foundations are strengthened in the context of pandemic recovery and ongoing ecological emergency.

- 2.3 Whilst the financial settlement for the response to the pandemic last year was sufficient, predicting the on-going implications and financial consequences of COVID-19 remains challenging, particularly in terms of the impact on demand for council services. It is especially important this year that we keep these estimates under review as circumstances are so changeable over the course of this year. In this update, there is a reduction in the assessed cost of older people's services as a result of review of the "baseline" level of demand and need. This is shown in the table at 3.2 as a £2.4m budget reduction, reflecting that the number of people receiving support at the beginning of this year was lower than planned for, the result of COVID-19 loss. During this year there has been growth in numbers for support, and patterns of demand are challenging to predict.
- 2.4 Besides the pandemic, the other major risks and uncertainties in setting budgets for 2022-27 include the potential for national policy changes, such as reform of social care funding, the need for a multi-year funding settlement from government, the availability and sustainability of supply chains and resources, and changing patterns of demand for our services that has been a longer-term trend. The Council must make its best estimate for the effect of known pressures when setting its budget and retain reserves to mitigate against unquantifiable risks.
- 2.5 Government has announced that there will be significant reform of social care funding with effect from October 2023, this includes a cap on the amounts that people will have to contribute to their care costs during their lifetime and significant revisions to the asset thresholds for making contributions towards those costs. £5.4bn per annum has been identified nationally as the cost of these changes and further details are awaited in terms of how this will be operated. There are wide and complex changes for the Council as a result, including:
- the direct impact of the funding reforms on lifetime caps and asset thresholds
 - the need to assess a much wider number of people, including those who would previously have fully funded their own care (self-funders) who will be counting their costs towards the cap
 - an anticipated reduction in the difference in prices of care purchased by individuals and local authorities
 - the impact of the new Health & Social Care levy on costs, both on the Council and suppliers (and for employers and employees)

It is important to note that the new funds announced nationally do not address underlying funding issues for social care, such as historic funding or surges in demand and costs emerging from the pandemic.

- 2.6 With changes in local and national policy coinciding with hopes for a stabilisation of the public health response to the pandemic, the overarching themes we have identified to help us develop the Business Plan are as follows:
- Economic recovery
 - Prevention and Early Intervention
 - Decentralisation

- Environment & climate emergency
- Social Value
- Efficiency and effectiveness of Council services

3. Financial Overview

3.1 The September report set out in detail the changes to demand and inflation projections that make up a significant part of the initial budget refresh. We are now in a stage generally of identifying ways to close the budget gap through savings, income generation and budget rebaselining. We will also continue to review funding assumptions as further government announcements or local taxation estimates are made.

3.2 Following the addition of the next round of proposals to partially close the budget gap, as well as further service pressures and investments, the revised budget gap is set out in the table below:

	£000				
	2022-23	2023-24	2024-25	2025-26	2026-27
Budget gap at September Committees	23,411	16,123	17,903	14,678	14,256
Budget Reviews and Re-baselining					
Budget rebaselining in Adults	-2,405				
Budget rebaselining in Children's	-250				
Inflation and Demand Adjustments					
Staff costs inflation refresh	331	326	328	327	329
Adults demand projection adjustments	-73	-28	-29	-30	10
Service Pressures & Investments					
Pressures in Children's Services and Education	-250	250	732		
Pressures in Corporate Services	1,297	-246	-5	-35	-35
Pressures in Place & Economy	260		-650		-1,000
Investments in Adults & Health	322	170			
New or Amended Savings					
New savings in Adults & Health	-1,361	70			
New savings in Communities	-450				
New savings in Corporate Services	-29				
Savings rephasing Children's Services	46	-54	-100		
Savings rephasing in Adults & Health	543	568	-51	31	
New savings in Place & Economy	-335	-130			
Other changes					
Energy schemes - phasing of spend and income	-938	932	287	-18	-131
Commercial income rephasing & Covid impact	519	-99	-296	-90	57
Changes in funding estimates	-1,157	329	-60	1,682	484
Revised budget gap at October/November Committees	19,481	18,211	18,059	16,545	13,970
Change in budget gap	-3,930	2,088	156	1,867	-286

3.3 More detail about the proposals that make up this table relevant to this committee are set out in section 4 below.

- 3.4 It is important to bear in mind that the lines in the table in 3.2, and the equivalent table presented to the committee in September, only show the changes made compared to the current business plan. In some cases, there were already proposals effecting 2022/23 budgets and beyond in the current business plan. The full set of proposed budget changes for this committee can be found in the attached budget table in Appendix 1.
- 3.5 There remains a significant budget gap for 2022/23 and growing gaps in future years. Intensive work is continuing to identify further mitigations, and to review pressures that are already proposed to be funded.

4. Overview of Strategy and Resources Draft Revenue Programme

- 4.1 This section provides an overview of new pressures and risks and the savings and income proposals within the remit of the Committee.

- 4.2 As mentioned in the September Committee Paper, a large IT pressure has been identified. The revenue budgets for IT have been through a number of changes over recent years. These changes broadly sit in these categories:

- Result of the repatriation from LGSS and the legacy of decisions taken during the time that IT was delegated to LGSS
- Changes in how IT services are purchased and managed across the Council, including the move to Cloud based services
- New services or parts of services that were not previously used by CCC - for example the Shared Health Care Record (an important enabler of health and care integration)

These cost increases are particularly apparent in the area of systems and software where additional modules and features are needed to support changes in how individual services use some systems and how the Council as a whole uses IT. In order to ensure fit for purpose laptops for staff and members it is anticipated that a significant number of devices will need to be replaced in the next 18 months. Overall, there is a continuing shift from one off capital expenditure to ongoing revenue commitment for cloud-based subscription services. Further details of this pressure will be presented to committee in December.

- 4.3 Furthermore, figures for expected returns from commercial activity have been refreshed, and in several cases have resulted in a reduction in the overall level of income expected. The ongoing effects of COVID-19 have affected returns, particularly in the Council's student accommodation and a Council-owned leisure park. We will continue to review the likely income through the rest of this financial year. Further income generation ideas are currently being explored, the details of which will be presented to committee in December.
- 4.4 In addition to known pressures, there are also significant risks to the draft budget. The current staff inflation figures are based on the employers' offer in 2021/22 of 1.75% for all years. This figure was rejected by unions during the first week of October, who requested for a minimum increase of 10%. Any agreed figure above 1.75% would result in an additional budget pressure for 22/23 and subsequent financial years. The Council will continue to monitor negotiations and plan accordingly.
- 4.5 Three Business Planning Proposals for the Committee are currently in development:

- **Member Allowances:** It was estimated that -29k savings can be made due to the updated scheme for Members allowances. We are continuing to review this estimate and may be able to expand it, particularly taking account of reduced mileage expenses claimed by Members. It is important to note this saving may reduce should Committee roles change or the pay award, mentioned above, be higher than the currently budgeted 1.75% figure.
- **County Farms:** Agriculture legislation permits rent reviews every three years with 12 months' notice required. As rent reviews during 2021-22 are nearing completion, the indications are that for those farms reviewed this year and for re-lets and new tenancy, the passing rent is rising by around 15% on average. Agricultural rents do not directly relate to a single inflation indices and it is acknowledged there are major uncertainties currently facing farming. The Council has secured additional rental increases recently as a result of catching up reviews previously due. Taken together we expect to put forward a healthy percentage increase for farms rent for the next financial year with ongoing increases at a more stable level thereafter.
- **Council Tax Counter Fraud:** To increase the Cambridgeshire tax base by ensuring that any discounts, reductions, or exemptions granted are correct, regularly monitored, and withdrawn promptly if eligibility criteria cease to be met. The original business case gained General Purposes Committee approval in December 2019 and this income is now expected to commence in 2022/23. Continued partnership working has resulted in the full business case being refreshed; modelled on Single Person Discount figures (across all districts) to demonstrate the potential tax base increase. Diversion of District Council Revenues & Benefits Council teams during the pandemic is the reason progress has not been made earlier. There are further details and a link to the original case set out in the Integrated Finance Monitoring Report at this meeting.

The proposals within the remit of the Committee are also described in the business planning tables (Appendix 1) with more detail to follow in the business cases.

- 4.6 The Committee is asked to comment on these proposals. Further detail and any additional business cases will then come in full to committee in December ready for recommending to Strategy and Resources Committee in January 2022, for consideration as part of the Council's development of the Business Plan for the next five years. Please note that the proposals are still draft at this stage, and it is only at Full Council in February 2022 that proposals are finalised and become the Council's Business Plan.

5. Next steps

5.1 The high-level timeline for business planning is shown in the table below.

October / November	Service Committees provided with an update of the current position along with information about business cases being prepared and their estimated savings or investment
November / December	Completed business cases go to committees for consideration. Draft Strategic Framework and MTFS to Strategy and Resources Committee.
January	Strategy and Resources Committee will review the whole draft Business Plan for recommendation to Full Council
February	Full Council will consider the draft Business Plan

6. Alignment with corporate priorities

The purpose of the Business Plan is to consider and deliver the Council's vision and priorities and section 1 of this paper sets out how we aim to provide good public services and achieve better outcomes for communities, whilst also responding to the changing challenges of the pandemic. As the proposals are developed, they will consider the corporate priorities:

- 6.1 Communities at the heart of everything we do
- 6.2 A good quality of life for everyone
- 6.3 Helping our children learn, develop and live life to the full
- 6.4 Cambridgeshire: a well-connected, safe, clean, green environment
- 6.5 Protecting and caring for those who need us

7. Significant Implications

7.1 Resource Implications

The proposals set out the response to the financial context described in section 4 and the need to change our service offer and model to maintain a sustainable budget. The full detail of the financial proposals and impact on budget will be described in the financial tables of the business plan. The proposals will seek to ensure that we make the most effective use of available resources and are delivering the best possible services given the reduced funding.

7.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications for the proposals set out in this report.

7.3 Statutory, Legal and Risk Implications

The proposals set out in this report respond to the statutory duty on the Local Authority to deliver a balanced budget. Cambridgeshire County Council will continue to meet the range of statutory duties for supporting our citizens.

7.4 Equality and Diversity Implications

As the proposals are further developed ready for December service committees, they will include, where required, Equality Impact Assessments that will describe the impact of each proposal, in particular any disproportionate impact on vulnerable, minority and protected groups.

7.5 Engagement and Communications Implications

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

7.6 Localism and Local Member Involvement

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

7.7 Public Health Implications

It will be important to secure a better understanding of the impact of COVID-19 upon Public Health outcomes along with other service areas. There is emerging evidence of increases on obesity and smoking along with other key Public Health areas. Over the longer term this will increase demand for preventative and treatment services.

7.8 Environment and Climate Change Implications on Priority Areas

The climate and environment implications will vary depending on the detail of each of the proposals. The implications will be completed accordingly within each business case in time for the December committees.

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 CCC Head of Procurement? Yes

Name of Officer: Henry Swan

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

Name of Legal Officer: Fiona McMillan

Have the equality and diversity implications been cleared by your Service Contact?

Yes

Name of Officer: Beatrice Brown

Have any engagement and communication implications been cleared by Communications?
Yes

Name of Officer: Christine Birchall

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

Name of Officer: Julia Turner

Have any Public Health implications been cleared by Public Health?
Yes

Name of Officer: Val Thomas

If a Key decision, have any Environment and Climate Change implications been cleared by
the Climate Change Officer?

Yes

Name of Officer: Emily Bolton

8. Source Documents

Appendix 1a: Introduction to the finance tables

Appendix 1b: Finance tables (Table 3)

Appendix 1a – Introduction to the Finance Tables

In the full business plan, there are usually six finance tables. Tables 1-3 and 6 relate to revenue budgets, while tables 4 and 5 relate to capital budgets and funding. At this stage of the business planning cycle, we only produce table 3 for revenue, along with the capital tables.

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

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

Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview
Budget Period: 2022-23 to 2026-27

		Detailed Plans	Outline Plans					
Ref	Title	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	Description	Committee
1	OPENING GROSS EXPENDITURE	62,171	43,792	26,087	8,877	-4,995		
C/R.1.001	Permanent Virements and budget preparation adjustments	716	-	-	-	-	Virements approved by Strategy and Resources committee in July	S&R
C/R.1.007	Base funding for the PDD Team	-	-	-	1,682	-	2021. Funding for the Policy, Design & Delivery Team.	S&R
1.999	REVISED OPENING GROSS EXPENDITURE	62,887	43,792	26,087	10,559	-4,995		
2	INFLATION							
C/R.2.001	Inflation	1,141	979	1,010	1,051	1,104	Inflation for CS and C&I combined.	S&R
2.999	Subtotal Inflation	1,141	979	1,010	1,051	1,104		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
C/R.4.001	Repatriation of LGSS services	-500	-	-	-	-	- Phased reversal of temporary funding to cover the transition of services back into the Council from LGSS.	S&R
C/R.4.018	IT - Continued Remote Working	-189	-189	-	-	-	- Costs of data and licenses increased during the pandemic with more staff working remotely. This cost was expected to be partly temporary and this line is the phased reversal of this short-term funding. If a higher level of remote working continues into next year the cost will remain high.	S&R
C/R.4.021	IT - Microsoft Enterprise Agreement	167	114	-	-	-	- Cambridgeshire County Council uses Microsoft software extensively across all services. The Council is licensed to do so under the terms of its Microsoft Enterprise Agreement, which was renewed last year and the cost of the new contract increased. Following the migration to Office 365 and reviewing the strategic requirements of the organisation in areas such as reporting (PowerBI) and automation (Power Apps) additional licences are required at an additional cost.	S&R
C/R.4.022	Information Management	56	-	-	-	-	- Increase in permanent staffing is required to meet our obligations and maintain compliance.	S&R
C/R.4.025	Pandemic risks provision	-1,200	-600	-	-	-	- Phased reversal of temporary funding intended to mitigate against risks during the pandemic.	S&R
C/R.4.026	Chief Executive	155	-	-	-	-	- Increased costs resulting from the decision to have a dedicated Chief Executive for Cambridgeshire	S&R
C/R.4.027	IT - Systems	58	99	-5	-	-	- There are emerging requirements for additional modules in existing systems to meet new requirements and planned projects in services. There may also be a period of dual running of systems in the Education space as services are migrated from one to the other.	S&R

Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview
Budget Period: 2022-23 to 2026-27

		Detailed Plans					Outline Plans		Committee
Ref	Title	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	Description		
C/R.4.028	IT - Telephony	76	-	-	-	-	- Estimating for the increase expected in Telephony support.		S&R
C/R.4.029	IT - Hardware & Infrastructure	730	-380	-	-	-	- In order to ensure fit for purpose laptops for staff and members it is anticipated that a significant number of devices will need to be replaced in the next 18 months. We need to increase the core infrastructure budget due to an ongoing pressure and for the higher costs associated with the impact of infrastructure services such as backup, cyber security moving to the cloud.		S&R
C/R.4.030	IT - Shared Health Care Record	50	50	-	-	-	- This is the estimated revenue costs to CCC for funding towards the Cambridgeshire & Peterborough Shared Health Care Record.		S&R
C/R.4.031	Property Services	209	-	-	-	-	- The budget for the statutory maintenance of corporate buildings is insufficient for the increased costs of the planned maintenance.		S&R
C/R.4.032	Pathfinder Legal Services dividend expectation	-30	-36	-	-	-	- Pathfinder Legal Services (formerly) LGSS Law Ltd was in deficit in 2017-18 and 2018-19, and the company has retained losses as result. Following significant changes including improvements in fee earner utilisation and in management and direction, the company has returned to profitability in 2020. This line reflects that a dividend is likely to be payable. The primary financial purpose of the company is to provide cost effective services, which is achieved through fees, rather than the delivery of dividend.		S&R
C/R.4.033	Stanground Closed Landfill Site - operating costs	-	120	3	3	3	3 The Council is installing a solar park facility and battery storage system at the Stanground closed landfill site, capital project reference F/C.2.121. These are the expected operating costs.		E&GI
C/R.4.034	Renewable Energy - Soham	40	6	6	-	-	- Operating costs associated with the capital investment in Renewable Energy, at the Soham Solar Farm. Links to capital proposal C/C.2.102 in BP 2016-17.		E&GI
4.999	Subtotal Pressures	-378	-816	4	3	3			
5	INVESTMENTS								
C/R.5.002	Demand risk in social care	-1,300	-	-	-	-	- This is the planned reversal of short-term funding provided to mitigate the risk in delivering stretch savings-targets in social care through 2020/21 and 2021/22.		S&R
C/R.5.005	Renewable Energy Soham - Interest Costs	-10	-9	-10	-	-	- The Council has invested in building a solar park at Triangle Farm, Soham. These are the borrowing costs associated with the scheme to be repaid using income from the sale of energy.		E&GI
C/R.5.006	St Ives Smart Energy Grid - Interest Costs	-	309	-4	-4	-5	-5 The Council is building a Smart Energy Grid at St Ives Park & Ride site, capital project reference F/C.2.118. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.		E&GI
C/R.5.007	Babraham Smart Energy Grid - Interest Costs	-	298	-3	-3	-3	-3 The Council is building a Smart Energy Grid at the Babraham Park & Ride site, capital project reference F/C.2.119. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.		E&GI

Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview
Budget Period: 2022-23 to 2026-27

		Detailed Plans	Outline Plans					
Ref	Title	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	Description	Committee
C/R.5.008	Stanground Closed Landfill Site - Interest Costs	-	453	-5	-5	-5	The Council is installing a solar park facility and battery storage system at the Stanground closed landfill site, capital project reference F/C.2.121. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy and provision of grid services.	E&GI
C/R.5.009	North Angle Solar Farm, Soham - Interest Costs	1,179	-13	-12	-13	-13	The Council is installing a solar park facility at North Angle Farm, Soham, capital project reference F/C.2.123. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.	E&GI
C/R.5.010	Commercial Investments - Interest Costs	-35	-35	-35	-35	-35	The Council is developing a portfolio of commercial property investments. These are the associated borrowing costs to be repaid using rental income generated from the leases of these properties.	S&R
C/R.5.011	Swaffham Prior Community Heat Scheme - Interest Costs	-	366	-4	-3	-3	These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of carbon credits.	S&R
C/R.5.108	Financing the Energy Investment Unit	-224	-	-	-	-	Planned reversal of temporary transformation funded scheme. Ongoing funding of this service is being explored.	S&R
C/R.5.110	Home to Schools and Adults Social Care Transport	-71	-	-	-	-	Planned reversal of temporary transformation funded scheme.	S&R
C/R.5.114	Increase in Financial Assessment Team capacity	-64	-	-	-	-	Planned reversal of temporary transformation funded scheme.	S&R
C/R.5.115	Think Communities - Creating a Unified Approach	370	-1,028	-	-	-	Ongoing transformation fund scheme through to 2023/24. Investment in our approach to Think Communities, sustaining the infrastructure that has been developed during the pandemic, approved by GPC in September 2020.	S&R
C/R.5.116	Cambridgeshire Lifeline Project	-31	-	-	-	-	Planned reversal of temporary transformation funded scheme	S&R
C/R.5.117	Micro-Enterprise Development Pilot	-60	-	-	-	-	Planned reversal of temporary transformation funded scheme	S&R
C/R.5.119	Development of an Asset-Based Area Approach to Commissioning and Delivery	2	2	-92	-	-	Ongoing transformation funded scheme through to 2024/25. Development of a sustainable model of community-based care and support for adults using an Asset-Based Area approach to commissioning and delivery. The project aims to delay demand for long term adult social care and improve outcomes for adults with care and support needs in the community.	S&R
C/R.5.120	Adult Social Care Transport	-70	-	-	-	-	Planned reversal of temporary transformation funded scheme	S&R
C/R.5.121	LGA Behavioural Insights Programme 2021-22	-20	-	-	-	-	Planned reversal of temporary transformation funded scheme	S&R
C/R.5.901	Reversal of 18-19 Transformation Fund Investments	-143	-	-	-	-	Transformation funded projects are provided with investments for 1-3 years in order to deliver ongoing savings. This is the reversal of the investment for schemes funded in 2018-19. It is anticipated that further transformation funds will come through for funding in 2019-20.	S&R
5.999	Subtotal Investments	-477	343	-165	-63	-64		

Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview
Budget Period: 2022-23 to 2026-27

		Detailed Plans	Outline Plans					
Ref	Title	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	Description	Committee
6	SAVINGS							
C/R.6.104	Reduction in staff mileage	378	-	-	-	-	- This is the planned reversal of a temporary saving in staff mileage taken during the period where working from home predominated. While this saving was expected to be short-term, we will review whether more of a permanent saving can be taken.	S&R
C/R.6.105	Members Allowance	-29	-	-	-	-	- Revised budget for the new scheme approved for Members' Allowances.	S&R
C/R.6.106	Contract Savings	-249	-	-	-	-	- The ability to renegotiate or procure to achieve contractual savings is likely to remain compromised in 2021, with recovery in 2022.	S&R
6.999	Subtotal Savings	100	-	-	-	-		
	UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-19,481	-18,211	-18,059	-16,545	-13,970		
	TOTAL GROSS EXPENDITURE	43,792	26,087	8,877	-4,995	-17,922		
7	FEES, CHARGES & RING-FENCED GRANTS							
C/R.7.001	Previous year's fees, charges & ring-fenced grants	-36,682	-39,436	-41,920	-43,534	-44,154	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	S&R
C/R.7.002	Changes to Fees and Charges from previous years	-	-	-	-	-	- Changes to Fees and Charges from previous years.	S&R
C/R.7.003	Fees and charges inflation	-68	-100	-107	-114	-122	Uplift in external charges to reflect inflation pressures on the costs of services.	S&R
	Changes to fees & charges							
C/R.7.101	Council Tax: Counter Fraud & Compliance	-650	-	-	-	-	- We will seek to work with Cambridgeshire District Councils to develop a joint action plan to increase the Council tax collected in Cambridgeshire. We will invest in more effective identification of fraudulent or incorrectly claimed Council tax discounts and in compliance activity to ensure residents are paying the correct levels of Council tax. We will establish a gain sharing mechanism to ensure that extra income generated as a result of the scheme is shared fairly between District Councils and the County Council.	S&R
C/R.7.105	Renewable Energy Soham - Income Generation	-13	-14	-13	-	-	- Income generation resulting from capital investment in solar farm at Soham. Links to capital proposal C/C.2.102 in BP 2016-17.	E&GI
C/R.7.106	St Ives Smart Energy Grid - Income Generation	-	-117	-5	-6	-6	- The Council is building a Smart Energy Grid at St Ives Park & Ride site, capital project reference F/C.2.118. This is the expected income to be generated from the sale of energy.	E&GI
C/R.7.107	Babraham Smart Energy Grid - Income Generation	-	-351	-3	-9	-28	- The Council is building a Smart Energy Grid at the Babraham Park & Ride site, capital project reference F/C.2.119. This is the expected income to be generated from the sale of energy.	E&GI

Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview
Budget Period: 2022-23 to 2026-27

		Detailed Plans		Outline Plans			Description	Committee
Ref	Title	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000		
C/R.7.108	Stanground Closed Landfill Site - Income Generation	-	-510	-23	-24	-25	The Council is installing a solar park facility and battery storage system at the Stanground closed landfill site, capital project reference F/C.2.121. This is the expected income to be generated from the sale of energy and provision of grid services.	E&GI
C/R.7.109	North Angle Solar Farm, Soham - Income Generation	-1,565	-60	-35	-36	-36	The Council is installing a solar park facility at North Angle Farm, Soham, capital project reference F/C.2.123. This is the expected income to be generated from the sale of energy.	E&GI
C/R.7.110	Swaffham Prior Community Heat Scheme - Income Generation	-210	-4	-53	-57	-66	This is the expected income to be generated from the sale of carbon credits.	S&R
C/R.7.111	Commercial Income	-500	-750	-750	-	-	Commercial return from the Council's Commercial Strategy, to be generated by the newly developed Commercial Team.	E&GI
C/R.7.115	Brunswick House - Income Generation	-27	-70	-62	-65	-65	Estimated annual rent increase.	S&R
C/R.7.116	Cromwell Leisure - Income Generation	129	-94	-	-	-	Estimated change in annual rent, including one vacant unit in 22-23.	S&R
C/R.7.117	Tesco - Income Generation	29	-52	-53	-54	-56	Estimated annual rent increase.	S&R
C/R.7.118	Evolution Business Park - Income Generation	8	-29	-16	-43	-17	Estimated annual rent increase.	S&R
C/R.7.119	Independent Living Service: East Cambridgeshire	-	-	-319	-212	-	Rent received from the lease of the new building.	S&R
C/R.7.120	County Farms - Commercial uses	-175	-	-	-	-	Conversion of barns on the County Farms Estate for non-agricultural commercial uses, including storage and distribution.	E&GI
C/R.7.150	COVID Impact - Cromwell Leisure	-108	-16	-	-	-	Cromwell Leisure consists of a cinema and three restaurant units. Almost a full recovery is expected in 2022. We anticipate that we will receive a reduction in rent from the cinema unit in the first part of the year.	S&R
C/R.7.151	COVID Impact - County Farms	87	-117	-175	-	-	The reduction on rental income due to COVID is expected, with full recovery in 2024-25.	S&R
C/R.7.152	COVID Impact - Pooled Property Fund Investment	-21	-	-	-	-	The Pooled Property Fund Investment (CCLA) is expected to start recovery in late 2020-21, but with the risk of further challenges ahead a forecast of 5% income reduction is likely.	S&R
C/R.7.153	COVID Impact - Brunswick House	-	-	-	-	-	Brunswick House (BH) has 251 direct let student beds. This scenario is forecasting a 10% reduction in the occupancy levels in due the fact that some students will stay at home and opt for online learning and a drop in international student numbers is expected.	S&R

Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview
Budget Period: 2022-23 to 2026-27

		Detailed Plans	Outline Plans					
Ref	Title	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	Description	Committee
C/R.7.154	COVID Impact - Commercial Income	558	-849	-	-	-	- For the additional income expected across the Commercial Strategy, based on the current funds for investments, we forecast that the 2021-22 & 2022-23 target will be achieved in full by 2023-24.	S&R
C/R.7.201	Changes to ring-fenced grants Change in Public Health Grant	-228	649	-	-	-	- Change in ring-fenced Public Health grant to reflect expected contribution from Public Health to budget gap, and thereafter the expected removal of the grant ringfence.	S&R
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-39,436	-41,920	-43,534	-44,154	-44,519		
	TOTAL NET EXPENDITURE	4,356	-15,833	-34,657	-49,149	-62,441		
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
C/R.8.001	Budget Adjustment	-4,356	15,833	34,657	49,149	62,441	Net budget balance of Corporate Services.	S&R
C/R.8.002	Public Health Grant	-649	-	-	-	-	- Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.	S&R
C/R.8.003	Fees & Charges	-38,005	-41,138	-42,752	-43,372	-43,737	Fees and charges for the provision of services.	S&R
C/R.8.004	Arts Council Funding	-782	-782	-782	-782	-782	Ring-fenced grant from the Arts Council to part-fund Cambridgeshire Music.	S&R
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-43,792	-26,087	-8,877	4,995	17,922		

Service committee review of the draft 2022-23 capital programme

To: Strategy & Resources Committee

Meeting Date: 2 November 2021

From: Chief Finance Officer

Electoral division(s): All

Key decision: No

Forward Plan ref: Not applicable

Outcome: To inform the Council's Business Plan for 2022-23 by presenting to Committee an overview of the draft Business Plan Capital Programme for Corporate Services and providing Members with the opportunity to comment on the draft proposals and endorse their development.

Recommendation: The Committee is asked to:

- a) agree that the advisory limit on the level of debt charges (and therefore prudential borrowing) should be kept at the levels set out in section 3.4.;
- b) note the overview and context provided for the 2022-23 Capital Programme for Corporate Services; and
- c) Comment on the draft proposals for Corporate Services' 2022-23 Capital Programme and endorse their development.

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1. Capital Strategy

- 1.1 The Council strives to achieve its vision through delivery of its Business Plan. To assist in delivering the Plan the Council needs to provide, maintain, and update long term assets (often referred to as 'fixed assets'), which are defined as those that have an economic life of more than one year. Expenditure on these long-term assets is categorised as capital expenditure and is detailed within the capital programme for the Council.
- 1.2 Each year the Council adopts a ten-year rolling capital programme as part of the Business Plan. The very nature of capital planning necessitates alteration and refinement to proposals and funding during the planning period; therefore, whilst the early years of the Business Plan provide robust, detailed estimates of schemes, the later years only provide indicative forecasts of the likely infrastructure needs and revenue streams for the Council.
- 1.3 The Council's Capital Strategy is revised each year to ensure it is up to date, fully comprehensive and considers any new statutory or recommended guidance. The Chartered Institute for Public Finance and Accountancy (CIPFA) have issued a new publication this year; Capital Strategy Guidance 2021 – a whole organisation approach. As such, the Capital Strategy will be significantly re-written, taking on board this new guidance and aligning itself with the priorities and direction of the Council and will be reviewed by Strategy and Resources (S&R) Committee in December.
- 1.4 As all capital schemes have the potential to impact on the revenue position, in order to ensure that resources are allocated optimally, capital programme planning needs to be determined in parallel with the revenue budget planning process. This report therefore also forms part of the process set out in the Capital Strategy whereby the Council updates, alters and refines its capital planning over an extended planning period. New schemes have been developed by Services and all existing schemes have been reviewed and updated as required before being presented to the Capital Programme Board and subsequently Service Committees for further review and development.

2. Development of the 2022-23 capital programme

- 2.1 The Council continues to follow the approach utilised in previous years. Any Invest to Save/Earn schemes generated through work in order to deliver revenue savings or ongoing income streams are reviewed and assessed through the existing approach for developing and prioritising capital schemes.
- 2.2 All capital schemes are funded using capital resources or borrowing, as this is the most financially sensible option for the Council due to the ability to borrow money for capital schemes and defray the cost of that expenditure to the Council over the life of the asset. Therefore, any Invest to Save or Earn schemes will continue to be funded over time by the revenue payback they produce via savings or increased income.
- 2.3 Prioritisation of schemes (where applicable) is included within this report to be reviewed individually by Service Committees alongside the addition, revision and update of schemes. Prioritisation of schemes across the whole programme will also be reviewed by S&R Committee in December, after firm spending plans are considered again by Service Committees. S&R Committee will review the final overall programme in January, in

particular regarding the overall levels of borrowing and financing costs, before recommending the programme as part of the overarching Business Plan for Full Council to consider in February.

- 2.4 There are several schemes in progress where work is underway to develop the scheme, however they are either not sufficiently far enough forward to be able to include any capital estimate within the Business Plan, or a draft set of figures have been included but they are, at this stage, highly indicative. The following are the main schemes that this applies to at this stage:
- Waterbeach Waste Treatment Facilities - this scheme has been included; however, figures are highly indicative at this stage.
 - Independent Living Services - the expansion of this programme is moving through the committee process and has not yet been included within the plan.
- 2.5 Where the Covid-19 pandemic has had an impact on the costs of a capital scheme and this has been quantified, this has been worked into revised budgets based on the current situation. However, any further changes to Government guidelines in response to the pandemic would also require further revision of costs/timescales, and therefore capital budgets. In addition, there have been signs of a sharp inflationary rise on construction costs; where the impact of this is known or can be estimated, it has been included, but further rises are anticipated.

3. Revenue Implications

- 3.1 All capital schemes can have a potential two-fold impact on the revenue position, relating to any cost of borrowing through interest payments and repayment of principal and the ongoing revenue costs or benefits of the scheme. Conversely, not undertaking schemes can also have an impact via needing to provide alternative solutions, such as Home to School Transport (e.g., transporting children to schools with capacity rather than investing in capacity in oversubscribed areas).
- 3.2 The Council is required by the CIPFA's Prudential Code for Capital Finance in Local Authorities 2017 to ensure that it undertakes borrowing in an affordable and sustainable manner. In order to ensure that it achieves this, S&R Committee is to review and recommend an advisory limit on the annual financing costs of borrowing (debt charges) over the life of the Plan to ensure that the level of borrowing arising from the capital programmes proposed by Service committees is prudential. In order to afford a degree of flexibility from year to year, changes to the phasing of the limit is allowed within any three-year block (the current block starts in 2021-22), so long as the aggregate limit remains unchanged. Ultimately, if S&R Committee does not consider borrowing levels to be affordable and sustainable it has the option not to recommend the Business Plan to Council.
- 3.3 Acknowledging the Council's strategic role in stimulating economic growth across the County, e.g. through infrastructure investment, it is recommended that any new, or changes to existing, capital proposals that are able to reliably demonstrate revenue income / savings at least equal to the debt charges generated by the scheme's borrowing requirement continue to be excluded from contributing towards the advisory limit. Any capital proposals generated through transformation work will be on an Invest to Save/Earn basis and

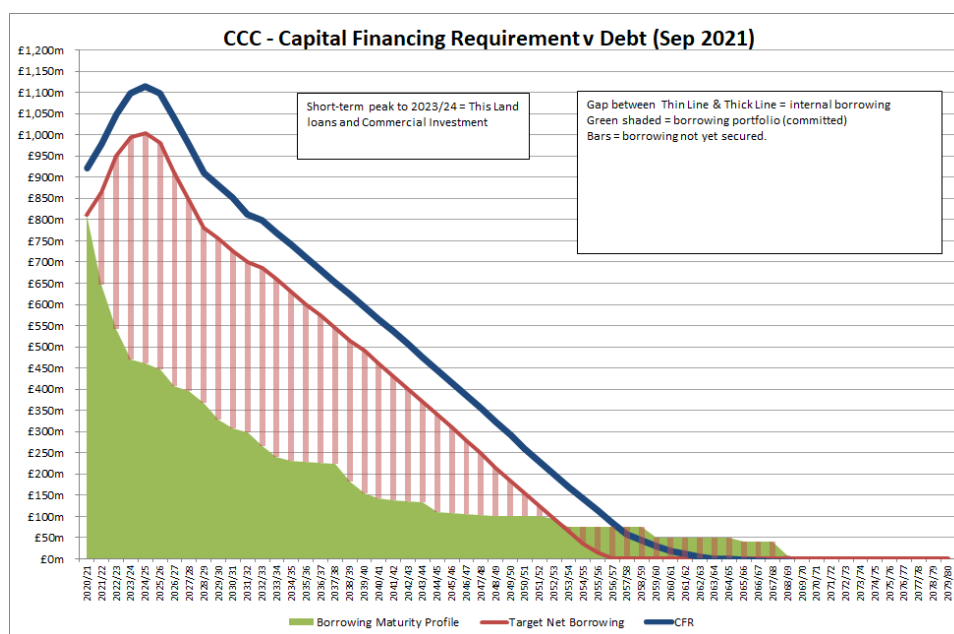
therefore meet this criterion. In line with the approach set out in the Capital Strategy, S&R Committee will still need to review the timing of the repayment, in conjunction with the overall total level of debt charges when determining affordability.

- 3.4 The table below sets out the current advisory limit on debt charges (restated for the change in Minimum Revenue Provision (MRP) policy agreed by General Purposes Committee (GPC) in January 2016) that S&R Committee is asked to review and confirm whether it is still appropriate. The limit was originally set several years ago and has been increased by around 2% each year since. It is compared against the draft debt charges budget based on the capital programme being discussed by committees in October and November. As this work is ongoing with further revision to tables to be discussed in December, these figures are likely to change. Capital Programme Board is actively supporting services in its review of the programme through consideration and challenge of updated Business Cases, with a view to reducing the revenue impact of the programme wherever possible. The debt charges budget is also currently undergoing a thorough review of interest rates, internal cash balances and Minimum Revenue Provision charges.

Financing Costs	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m	2026-27 £m
2022-23 draft BP (net figures excluding Invest to Save / Earn schemes)	30.5	33.0	37.7	41.5	40.1	42.3
Recommend limit	39.7	40.5	41.3	42.2	43.0	43.9
HEADROOM	-9.3	-7.6	-3.6	-0.7	-2.9	-1.5
Recommend limit (3 years)	121.5			129.1		
HEADROOM (3 years)	-20.5			-5.1		

- 3.5 The revenue cost of financing capital for commercial activity schemes are recharged from the debt charges budget to individual schemes in order to be able to easily report the net revenue benefit of this activity. As such, the debt charge figures above exclude the impact of the Invest to Save/Earn schemes.
- 3.6 Whilst noting that the impact of the Invest to Save/Earn schemes is not included above, even though the debt charges limit is not breached, S&R Committee still has an obligation to ensure that the overall total level of debt remains affordable. The following table and chart show the proportion of net budget (excluding schools) that is forecast to be spent on debt charges, and the estimated increase in borrowing levels over the period of the 2022-23 plan. Maintaining the proportion of budget spent on debt charges at 2022/23's level (9.7%) would reduce the revenue cost of capital schemes but would require a reduction or rephasing of the draft capital programme.

	2022-23	2023-24	2024-25	2025-26	2025-26
Debt charges (including Invest to Save / Earn schemes) as a percentage of Net Service Expenditure	9.7%	10.1%	10.6%	10.0%	10.1%
Debt charges (excluding Invest to Save / Earn schemes) as a percentage of Net Service Expenditure	6.3%	6.2%	6.8%	7.6%	8.1%



4. Capital Prioritisation

- 4.1 An Investment Appraisal of each capital scheme (excluding schemes with 100% ring-fenced funding) is undertaken / revised as part of the Investment Proposal, which allows the scheme to be scored against a weighted set of criteria such as strategic fit, business continuity, joint working, investment payback and resource use. Schemes that are already committed (i.e., where the asset is already part constructed, or we have entered into a commitment to incur expenditure) are not subsequently scored; nor are schemes that are fully funded by non-borrowing resources.
- 4.2 This process allows schemes within and across all Services to be ranked and prioritised against each other, in light of the finite resources available to fund the overall Programme and in order to ensure the schemes included within the Programme are aligned to assist the Council with achieving its targeted outcomes. However, it should be noted that it is difficult to score many of the school schemes for use of non-borrowing funding, as the allocation of Basic Need / Capital Maintenance grants and prudential borrowing is often arbitrary and could in theory be moved around. A summary of results for all scored schemes will be provided to S&R Committee in December.
- 4.3 The process and criteria used for prioritising schemes is due to be reconsidered over the coming months to bring it in line with the updated Strategic Framework and key priorities of

the new administration, with the intention to have the new system fully operational for the next round of planning.

5. Summary of the draft capital programme

5.1 The revised draft Capital Programme is as follows:

Service Block	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'000	Later Yrs £'000
People and Communities	89,313	140,378	74,080	36,418	16,296	23,688
Place and Economy	73,956	24,013	22,414	11,973	11,997	23,182
Corporate Services	12,245	2,510	2,426	1,080	800	12,800
Total	175,514	166,901	98,920	49,471	29,093	59,670

5.2 This is anticipated to be funded by the following resources:

Funding Source	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'000	Later Yrs £'000
Grants	50,373	22,459	25,241	23,996	19,047	21,437
Contributions	32,582	68,846	27,318	12,420	39,749	81,990
Capital Receipts	1,348	3,343	3,349	2,000	2,000	8,000
Borrowing	76,495	77,484	50,010	11,206	2,147	14,244
Borrowing (Repayable)*	14,716	-5,231	-6,998	-151	-33,850	-66,001
Total	175,514	166,901	98,920	49,471	29,093	59,670

* Repayable borrowing nets off to zero over the life of each scheme and is used to bridge timing gaps between delivery of a scheme and receiving other funding to pay for it.

All funding sources above are offset by an amount included in the capital variation budget, which anticipates a degree of slippage across all programmes and then applies that slippage to individual funding sources.

5.3 The following table shows how each Service's borrowing position has changed since the 2021-22 Capital Programme was set:

Service Block	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'000	Later Yrs £'000
People and Communities	-3,945	-26,983	27,081	23,501	8,004	1,529	-3,575
Place and Economy	-2,279	12,051	-1,467	2,661	-7	-8	-1,802
Corporate Services	294	11,672	511	-1,841	-180	-129	6,188
Corporate and Managed Services – relating to general capital receipts	-	-	-	-	-	-	-
Total	-5,930	-3,260	26,125	24,321	7,817	1,392	811

5.4 The table below categorises the reasons for these changes:

Reasons for change in borrowing	2021-22 £'000	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'000	Later Yrs £'000
New	4,728	12,298	12,557	24,610	2,435	210	0
Removed/Ended	-6,327	-27,554	-7,950	-2,912	-2,125	-150	-430
Minor Changes/Rephasing*	-14,421	20,284	-1,802	-2,980	730	-99	3,065
Increased Cost (includes rephasing)	-5,737	11,515	26,207	19,295	8,909	-4,525	0
Reduced Cost (includes rephasing)	-152	-893	0	0	0	0	-4,525
Change to other funding (includes rephasing)	-1,627	-14,935	3,376	-10,470	-1,977	6,123	1,402
Variation Budget	19,779	-4,207	-5,851	-3,753	-263	-310	1,407
Capitalisation of Interest	-2,173	232	-412	531	108	143	-108
Total	-5,930	-3,260	26,125	24,321	7,817	1,392	811

*This does not off-set to zero across the years because the rephasing also relates to pre-2021-22.

6. Overview of Corporate Services draft capital programme

6.1 The revised draft capital programme for the Corporate Services is as follows:

	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'000	Later Years £'000
Corporate Services & Transformation	5,287	1,788	1,682	-	-	-
Investments	6,450	350	350	350	-	-
Property Services	2,441	600	600	600	600	1,800
Strategic Assets	1,012	400	400	400	400	1,200
Capital Programme Variation	-2,945	-628	-606	-270	-200	-3,200
Total	12,245	2,510	2,426	1,080	800	12,800

The full list of Corporate Services capital schemes are shown in the draft capital programme at Appendix A.

6.2 It is anticipated to be funded by the following resources:

Funding Source	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	2026-27 £'000	Later Years £'000
General Capital Receipts	-	2,000	2,000	2,000	2,000	8,000
Prudential Borrowing	6,012	-833	-923	-920	-1,200	-5,596
Prudential Borrowing (Repayable)*	4,885	-	-	-	-34,329	-75,972
Ring Fenced Capital Receipts	1,348	1,343	1,349	-	-	-
Other Contributions					34,329	86,368
Total	12,245	2,510	2,426	1,080	800	12,800

**The large negative figures in later years relate to This Land loans being repaid.*

6.3 The following changes have been made to existing schemes from the 2021- 22 Business Plan:

- IT Strategy: The budget for this scheme has been rephased to reflect the timing of the work. As project resources have been required to work on the resolution of the data centre's air-conditioning issue, projects within the current financial year have been delayed and will be finalised in 2022-23. This scheme is to be funded from prudential borrowing.
- Data Centre Relocation: The budget for this scheme has been rephased to reflect the timing of the work. The move of Cambridgeshire's data centre was scheduled to take place in April 2021 however was delayed due to problems with the air-conditioning units within the Sand Martin House building. Budget will now be required in 2022-23. This scheme is to be funded from prudential borrowing.
- Housing Schemes: The budget for this scheme has been reprofiled to reflect the revised loan schedule included within the new Business Plan of This Land, the Council's solely owned housing company.

6.4 The following new schemes are proposed for 2022-23:

- Condition Survey Works – Condition surveys have reviewed the structural, M&E and internal finishes of corporate buildings. The surveys are reviewed by the Property Services team to determine priority and criticality. Indicative costs are applied to each element of work. The scheme intends to make the necessary repairs to bring buildings back to a decent standard, considering statutory requirements, property H&S and compliance. The business case is for a total budget of £1,841m in 2022-23. This scheme is to be funded from prudential borrowing.
- Mill Farmhouse, Somersham - The scheme proposal is to demolish the existing house which has been deemed structurally beyond economical repair and to replace it with a new dwelling. The £58k 2021-22 element of the scheme is being considered at this meeting as part of the Integrated Finance Monitoring Report; the remaining £392k 22-23 is yet to be approved. The full business case is for a total budget of £450k across 2021-22 and 2022-23 and will be funded by borrowing.

7. Alignment with corporate priorities

The purpose of the Business Plan is to consider and deliver the Council's vision and priorities and this paper sets out how we aim to provide good public services and achieve better outcomes for communities, whilst also responding to the changing challenges of the pandemic. As the proposals are developed, they will consider the corporate priorities:

- 7.1 Communities at the heart of everything we do
- 7.2 A good quality of life for everyone
- 7.3 Helping our children learn, develop and live life to the full
- 7.4 Cambridgeshire: a well-connected, safe, clean, green environment
- 7.5 Protecting and caring for those who need us

8. Significant Implications

8.1 Resource Implications

The resource implications have been noted within the main body of the report.

8.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications for this priority.

8.3 Statutory, Legal and Risk Implications

There is a risk that capital schemes which are expected to result in revenue income do not deliver the level of income expected.

8.4 Equality and Diversity Implications

There are no significant implications for this priority.

8.5 Engagement and Communications Implications

There are no significant implications for this priority.

8.6 Localism and Local Member Involvement

Local Members will be engaged where schemes impact on their area and where opportunities for strategic investment arise.

8.7 Public Health Implications

There are no significant implications for this priority.

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Tom Kelly

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

Name of Officer:

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

Name of Legal Officer:

Have the equality and diversity implications been cleared by your Service Contact?

Not applicable

Name of Officer:

Have any engagement and communication implications been cleared by Communications?

Not applicable

Name of Officer:

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

Name of Officer:

Have any Public Health implications been cleared by Public Health?

Not applicable

Name of Officer:

9. Source documents

9.1 The 2021-22 Business Plan, including the Capital Strategy, Capital Planning and Forecast

9.2 [Business plan 2021 to 2022 - Cambridgeshire County Council](#)

Appendix A

Section 3 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2022-23 to 2031-32

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	Later Years £000
Ongoing	2,365	2,307	-2,038	372	394	730	800	-200
Committed Schemes	197,762	168,192	12,050	2,138	2,032	350	-	13,000
2021-2022 Starts	450	58	392	-	-	-	-	-
2022-2023 Starts	1,841	-	1,841	-	-	-	-	-
TOTAL BUDGET	202,418	170,557	12,245	2,510	2,426	1,080	800	12,800

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	Later Years £000
C/C.01	Corporate Services & Transformation											
C/C.1.006	Data Centre Relocation	Removal and relocation/transformation of all IT		Committed	5,408	3,408	2,000	-	-	-	-	-
C/C.1.007	IT Strategy	Implementation of the first phase of the IT Strategy to support sharing of services across Cambridgeshire and Peterborough. To include: - CRM and Digital - Shared Data - Shared Infrastructure - Office 365		Committed	3,259	1,760	1,499	-	-	-	-	-
C/C.1.008	IT Infrastructure Refresh	Upgrades/refresh of the core CCC IT systems that underpin use of IT across the Council. This essential work will ensure that the critical IT Infrastructure continues to be fit for purpose and supports changes in technology and business requirements		Committed	674	462	106	106	-	-	-	-
C/C.1.009	Capitalisation of Policy, Design & Delivery team	Funding the Policy, Design & Delivery team from capital instead of revenue, by using the flexibility of capital receipts direction.		Committed	12,632	7,586	1,682	1,682	1,682	-	-	-
	Total - Corporate Services & Transformation				21,973	13,216	5,287	1,788	1,682	-	-	-
C/C.02	Investments											
C/C.2.001	Housing schemes	The Council is a major landowner in Cambridgeshire and this provides an asset capable of generating both revenue and capital returns. CCC has moved from being not only a seller of sites, but also a developer of sites, through a Housing Company. CCC is continuing to make the best use of its sites with development potential in a co-ordinated and planned manner, developing them for a range of options, generating capital receipts to support site development and also significant revenue and capital income to support services and communities.		Committed	155,171	136,071	6,100	-	-	-	-	13,000

Appendix A

Section 3 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2022-23 to 2031-32

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	Later Years £000	
C/C.2.002	Development Funding	Capital expenditure related to planning applications.		Committed	1,788	388	350	350	350	350	-	-	S&R
	Total - Investments				156,959	136,459	6,450	350	350	350	-	13,000	
C/C.03	Property Services												
C/C.3.003	Building Maintenance	This budget is used to carry out replacement of failed elements and maintenance refurbishments.		Ongoing	6,707	1,907	600	600	600	600	600	1,800	S&R
C/C.3.004	Condition Survey Works	Condition surveys have reviewed the structural, M&E and internal finishes of corporate buildings. The surveys are reviewed by the Property Services team to determine priority and criticality. Indicative costs are applied to each element of work. The scheme intends to make the necessary repairs to bring buildings back to a decent standard, taking into account statutory requirements, property H&S and compliance.		2022-23	1,841	-	1,841	-	-	-	-	-	S&R
	Total - Property Services				8,548	1,907	2,441	600	600	600	600	1,800	
C/C.04	Strategic Assets												
C/C.4.006	County Farms investment (Viability)	To invest in projects which protect and improve the County Farms Estate's revenue potential, asset value and long term viability.		Ongoing	2,700	300	300	300	300	300	300	900	S&R
C/C.4.007	Local Plans - representations	Making representations to Local Plans and where appropriate following through to planning applications with a view to adding value to County Farms and other Council land, whilst meeting Council objectives through the use / development of such land.		Ongoing	900	100	100	100	100	100	100	300	S&R
C/C.4.009	Shire Hall Relocation	As part of the Cambs 2020 vision, the Council plans to vacate Shire Hall and relocate to outside of Cambridge.	TBC	Committed	18,737	18,517	220	-	-	-	-	-	S&R
C/C.4.010	Mill Farmhouse, Somersham	The scheme proposal is to demolish the existing house which has been deemed structurally beyond economical repair and to replace it with a new dwelling.		2021-22	450	58	392	-	-	-	-	-	0
	Total - Strategic Assets				22,787	18,975	1,012	400	400	400	400	1,200	

Appendix A

Section 3 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2022-23 to 2031-32

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	Later Years £000	
C/C.06 C/C.6.001	Capital Programme Variation Variation Budget	The Council includes a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-7,942	-	-3,038	-628	-606	-270	-200	-3,200	S&R
C/C.6.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Committed	93	-	93	-	-	-	-	-	S&R
	Total - Capital Programme Variation				-7,849	-	-2,945	-628	-606	-270	-200	-3,200	
	TOTAL BUDGET				202,418	170,557	12,245	2,510	2,426	1,080	800	12,800	

Funding	Total Funding £000	Previous Years £000	2022-23 £000	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	Later Years £000
Government Approved Funding								
Total - Government Approved Funding	-	-	-	-	-	-	-	-
Locally Generated Funding								
Capital Receipts	21,851	5,851	-	2,000	2,000	2,000	2,000	8,000
Prudential Borrowing	26,099	29,559	6,012	-833	-923	-920	-1,200	-5,596
Prudential Borrowing (Repayable)	21,295	116,261	4,885	-	-	-	-33,850	-66,001
Ring-Fenced Capital Receipts	11,626	7,586	1,348	1,343	1,349	-	-	-
Other Contributions	121,547	11,300	-	-	-	-	33,850	76,397
Total - Locally Generated Funding	202,418	170,557	12,245	2,510	2,426	1,080	800	12,800
TOTAL FUNDING	202,418	170,557	12,245	2,510	2,426	1,080	800	12,800

Appendix A

Section 3 - C: Corporate and Managed Services

Table 5: Capital Programme - Funding

Budget Period: 2022-23 to 2031-32

Summary of Schemes by Start Date					Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	
Ongoing					2,365	-	-	-2,604	14,994	-10,025	
Committed Schemes					197,762	-	-	124,151	18,483	55,128	
2021-2022 Starts					450	-	-	-	-	450	
2022-2023 Starts					1,841	-	-	-	-	1,841	
TOTAL BUDGET					202,418	-	-	121,547	33,477	47,394	

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	Committee
C/C.01	Corporate Services & Transformation										
C/C.1.006	Data Centre Relocation		-	Committed	5,408	-	-	-	-	5,408	S&R
C/C.1.007	IT Strategy		-	Committed	3,259	-	-	-	-	3,259	S&R
C/C.1.008	IT Infrastructure Refresh		-	Committed	674	-	-	-	-	674	S&R
C/C.1.009	Capitalisation of Policy, Design & Delivery team		-	Committed	12,632	-	-	-	12,632	-	S&R
	Total - Corporate Services & Transformation		-		21,973	-	-	-	12,632	9,341	
C/C.02	Investments										
C/C.2.001	Housing schemes		-57,793	Committed	155,171	-	-	124,151	5,851	25,169	S&R
C/C.2.002	Development Funding		-	Committed	1,788	-	-	-	-	1,788	S&R
	Total - Investments		-57,793		156,959	-	-	124,151	5,851	26,957	
C/C.03	Property Services										
C/C.3.003	Building Maintenance		-	Ongoing	6,707	-	-	-	-	6,707	S&R
C/C.3.004	Condition Survey Works		-	2022-23	1,841	-	-	-	-	1,841	S&R
	Total - Property Services		-		8,548	-	-	-	-	8,548	
C/C.04	Strategic Assets										
C/C.4.006	County Farms investment (Viability)		-7,400	Ongoing	2,700	-	-	-	-	2,700	S&R
C/C.4.007	Local Plans - representations		-	Ongoing	900	-	-	-	-	900	S&R
C/C.4.009	Shire Hall Relocation	TBC	-45,200	Committed	18,737	-	-	-	-	18,737	S&R
C/C.4.010	Mill Farmhouse, Somersham		-	2021-22	450	-	-	-	-	450	0
	Total - Strategic Assets		-52,600		22,787	-	-	-	-	22,787	
C/C.06	Capital Programme Variation										
C/C.6.001	Variation Budget		-	Ongoing	-7,942	-	-	-2,604	-1,006	-4,332	S&R
C/C.6.002	Capitalisation of Interest Costs		-	Committed	93	-	-	-	-	93	S&R
	Total - Capital Programme Variation		-		-7,849	-	-	-2,604	-1,006	-4,239	
C/C.9.001	Excess Corporate Services capital receipts used to reduce total prudential borrowing			Ongoing	-	-	-	-	16,000	-16,000	CS
	TOTAL BUDGET				202,418	-	-	121,547	33,477	47,394	

Appendix A

Capital Investment Appraisals Summary of Scores

Ref	Title	Capital Scheme Category	(1) Meets Outcomes & Enablers 12/100	(2) Bold Economic Investment 15/100	(3) Asset Management Strategy 5/100	(4) Statutory Obligation 15/100	(5) Business Interruption / Risk 10/100	(6) Partnership Benefits 5/100	(7) Business Case 4/100	(8) Asset Life 7/100	(9) Value for Money 15/100	(10) Non- borrowing Funding 12/100	Total Score 100/100
C/C.1.006	Data Centre Relocation	CS - Corporate Services	12	0	0	0	10	5	4	3	0	0	34
C/C.1.007	IT Strategy	CS - Corporate Services	12	0	0	0	0	5	4	3	0	0	24
C/C.1.008	IT Infrastructure Refresh	CS - Corporate Services	0	0	5	0	10	5	4	3	0	0	27
C/C.1.009	Capitalisation of Policy, Design & Delivery	CS - Corporate Services & Transf	8	0	0	0	0	0	0	0	0	12	20
C/C.2.001	Housing Schemes	CS - Investments	12	15	5	0	5	5	4	7	5	12	70
C/C.2.002	Development Fund	CS - Investments	0	0	0	0	0	0	4	7	0	0	11
C/C.3.003	Building Maintenance	CS - Property Services	8	0	5	0	10	0	0	5	0	0	28
C/C.3.004	Condition Survey Works	CS - Property Services	8	0	5	0	10	0	0	5	0	0	28
C/C.4.006	County Farms investment (Viability)	CS - Strategic Assets	4	0	0	0	0	5	0	7	15	0	31
C/C.4.007	Local Plans - representations	CS - Strategic Assets	8	0	5	0	0	5	0	7	0	0	25
C/C.4.009	Shire Hall Relocation	CS - Strategic Assets	12	0	5	0	10	5	4	7	15	0	58
C/C.4.010	Mill Farmhouse, Somersham	CS - Strategic Assets	4	0	0	5	10	0	4	7	0	0	30

Agenda Item No.8

Strategy and Resources Committee Agenda Plan

Notes

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

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

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

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

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

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
02/11/21	Integrated Finance Monitoring Report for the period ending 31 August 2021	R Barnes	2021/062	20/10/21	25/10/21
	Gas Supply Contract Renewal	S Wilkinson	2021/064		
	Business Planning Update	T Kelly	Not applicable		
	Capital Report	T Kelly	Not applicable		
17/12/21	Corporate Finance Report (August, September & October)	T Kelly	Not applicable	06/12/21	9/12/21
	Draft Revenue and Capital Business Planning Proposals for 2022-21 to 2026-2027 (whole Council)	T Kelly	Not applicable		
	Integrated Finance Monitoring Report for the Period Ending 31st October 2021	R Barnes	2021/024		
	Treasury Management Report – Quarter 2	K Kent-Augustin	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Draft 2021/22 Capital Programme and Capital Prioritisation	T Kelly	Not applicable		
	Joint Agreement Performance Tracker and Peer Review Action Plan	A Askham	Not applicable		
	Oasis Centre, Wisbech	J Carroll	Not applicable		
	Corporate Risk Register	A Askham	Not applicable		
27/01/22	Business Plan* [recommended for determination by Council] (includes Local Government Finance Settlement and Consultation Report)	T Kelly	Not applicable	19/01/22	24/01/22
	Integrated Finance Monitoring Report for the Period Ending 30th November 2021	R Barnes	2022/003		
	Insurance Retender	M Greenall	TBC		
29/03/22	Integrated Finance Monitoring Report for the Period Ending 31st January 2022	R Barnes	2022/002	16/03/22	21/03/22
	Treasury Management Report – Quarter 3	K Kent-Augustin	Not applicable		
	Corporate Services Report (including financial monitoring)	A Askham/ T Kelly/ S Grace	Not applicable		
	No Car Zones	M Staton	Not applicable		
	Joint Agreement Performance Tracker and Peer Review Action Plan	A Askham	Not applicable		
03/05/22 Reserve date				19/04/22	22/04/22

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