Agenda Item No. 15

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

To:	**Audit & Accounts Committee**
Date:	**29 July 2019**
From:	**Chief Finance Officer**
Electoral division(s):	**All**
Forward Plan ref:	**N/A** *Key decision:* **N/A**
Purpose:	**To present financial and performance information to assess progress in delivering the Council's Business Plan.**

Recommendations:	**The committee is asked to note the following recommendations made to General Purposes Committee on 16 July:**

a) Approve the carry forward of £39.3m capital funding from 2018/19 to 2019/20 and beyond as set out in section 6.6 and Appendix 5.

b) Approve -£37.0m revised phasing of capital funding for schemes as set out in section 6.6.

c) Agree the additional capital grants and Section 106 funding of £1.7m as outlined in section 6.6.

d) Note the reduction in Schools Condition Funding and approve additional prudential borrowing of £578,543 to offset the reduction, as set out in section 6.6.

e) Note the £6.6m reduction in prudential borrowing in 2019/20 in relation to the capital schemes as set out in section 6.6, and the £1.6m reduction in prudential borrowing in 2020/21, as set out in section 6.7.

f) Approve additional prudential borrowing of £3m in 2019/20 and future years for the Spring Common Academy scheme, as set out in section 6.8.

g) Approve additional prudential borrowing of £295k in 2019/20 for the Meads Farm scheme, as set out in section 6.9.

h) Note and comment on performance information as set out in section 8.

i) Approve the proposed revised approach to performance reporting set out in section 8.

j) Approve the continuous development of financial reporting to Committees, as detailed in section 9.

k) Agree to earmark £297k within reserves for Records Management, for deployment as set out in Appendix 3.

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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 a snapshot of the Authority's performance against its indicators around outcomes, its forecast financial position at year-end and its key activity data for care budgets. The presentation of performance information has been revised due to the Council's new priority outcomes – all existing KPIs are still included. Section 8 sets out details of the new outcomes and proposes a revised approach to performance reporting at GPC and Service Committees.

2.2 The key issues included in the summary analysis are:

- The overall revenue budget position is showing a forecast year-end pressure of +£0.8m (+0.2%); this is largely within People & Communities (P&C) (£3.7m pressure), Commercial & Investment (C&I) (£0.6m pressure) and LGSS Operational (£0.6m pressure), partially offset by forecast underspends of -£1.9m in Funding Items, -£1.3m in Place & Economy, -£0.7m in Corporate Services and -£0.25m in LGSS Managed. See section 3 for details.

- The Capital Programme is forecasting a balanced budget 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)

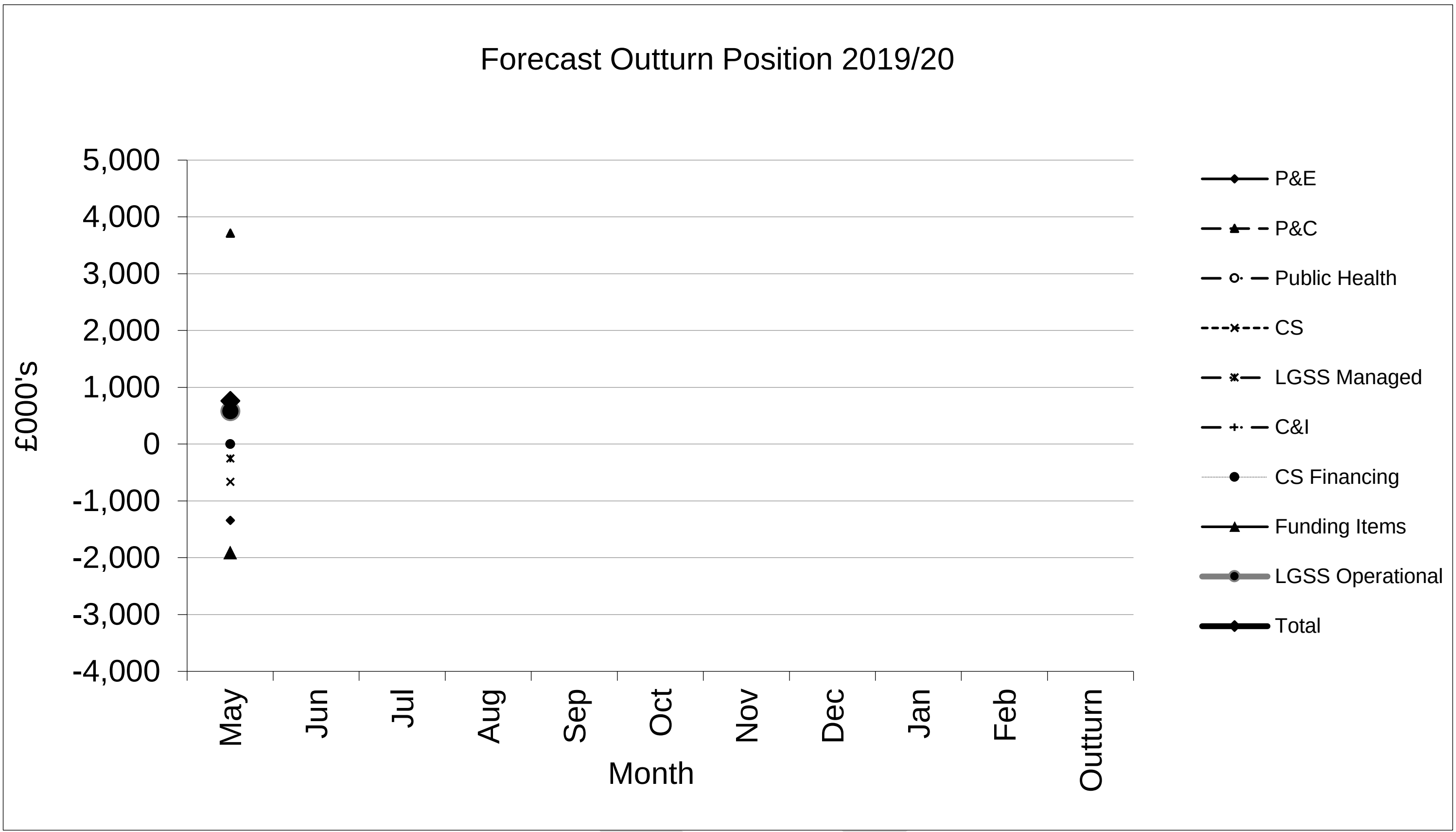
Original Budget as per Business Plan £000	Forecast Variance (April) £000	Service	Current Budget for 2019/20 £000	Actual (May) £000	Forecast Variance (May) £000	Forecast Variance (May) %	Overall Status	DoT
57,504	0	Place & Economy	52,783	821	-1,341	-2.5%	Green	↑
254,936	0	People & Communities	259,737	47,450	3,719	1.4%	Red	↓
390	0	Public Health	390	-6,925	0	-	Green	↔
10,221	0	Corporate Services	9,370	2,027	-661	-7.1%	Green	↑
14,048	0	LGSS Managed	14,457	2,194	-250	-1.7%	Green	↑
-9,502	0	Commercial & Investment	-9,493	373	626	-	Red	↓
28,161	0	CS Financing	28,161	-2,628	0	0.0%	Green	↔
355,758	**0**	**Service Net Spending**	**355,405**	**43,312**	**2,093**	**0.6%**	**Red**	↓
20,357	0	Funding Items	20,357	11,619	-1,910	-9.4%	Green	↑
376,115	**0**	**Subtotal Net Spending**	**375,762**	**54,931**	**183**	**0.0%**	**Red**	↓
		Memorandum items:						
8,161	0	LGSS Operational	8,112	4,275	582	7.2%	Amber	↓
	0	**Grand Total Net Spending**	**383,874**	**59,207**	**765**	**0.2%**	**Red**	↓
170,024		Schools	170,024					
554,300		**Total Spending 2019/20**	**553,898**					

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 £390k stated for Public Health is cash limit budget. In addition to this, Public Health has a budget of £24.7m from ring-fenced public health grant, which makes up its gross budget.

4 The ‘Funding Items’ budget comprises the £8.7m Combined Authority Levy, the £407k Flood Authority Levy and £11.2m change in general and corporate reserves budget requirement. The forecast outturn on this line reflects any variance in the amount received from corporate grants and business rates from what was budgeted; a negative outturn indicates a favourable variance, i.e. more income received than budgeted.



3.2 Key exceptions this month are identified below.

3.2.1 **Place & Economy:** -£1.341m (-2.5%) underspend is forecast at year-end.

	£m	%
• **Parking Enforcement**– a -£0.650m underspend is forecast. Bus lane enforcement is providing additional income in excess of the budget set. This income is difficult to predict and therefore the budget holder will monitor the financial position on a regular basis, updating the forecast accordingly.	-0.650	(-%)
• **Highways Development Management** – a -£0.500m underspend is forecast. There is an expectation that Section 106 and Section 38 fees will come in higher than budgeted for new developments which will lead to an overachievement of income. However, this is an unpredictable income stream and the forecast outturn is updated regularly.	-0.500	(-%)

- A combination of more minor variances sum with the above to lead to an overall outturn of -£1.341m. For full details see the [P&E Finance & Performance Report](https://tiny.cc/29na9y), (https://tiny.cc/29na9y).

3.2.2 **People & Communities:** +£3.719m (+1.4%) pressure is forecast at year-end.

	£m	%
• **Strategic Management - Adults –** a -£2.475m underspend is forecast. This is due to £2.475m of funding from the Social Care Support and Improved Better Care Fund (IBCF) grants being applied to partially mitigate opening pressures in Older People's and Physical Disabilities Services detailed in the next two notes	-2.475	(-49%)

below, in line with one of the specific purposes of those grants. The IBCF spending plan will need to be agreed by Health and Wellbeing Board as part of the annual Better Care Fund process.

• **Older People's Services** – a +£4.458m pressure is forecast. *Older People's and Physical Disability Services* (OP/PD) have experienced increases in the unit costs of, and the number of people in, the most expensive types of care since the start of the previous financial year (concentrated in the last five months). This has resulted in both an opening pressure, as costs by the start of 2019/20 were higher than assumed when budgets were set in the third quarter of 2018/19, and a projected increase in that pressure in-year as the unit cost trend is expected to continue. Part of this pressure is as a result of a continuing focus on discharging people from hospitals as quickly as is appropriate, which can result in increasing numbers of people in expensive types of care, at least in the short-term. This has the further impact of increasing cost as supply in that sector is limited, exacerbated by competing in some areas with the NHS for similar types of high cost care placements. Improving discharge processes and integrated commissioning are key mitigations being worked on. The opening pressure is addressed partly through application of part of the Social Care Support and Improved Better Care Fund (IBCF) grants, shown against the *Strategic Management – Adults line* as noted above.	+4.458	(+8%)
• **Physical Disabilities Services**– a +£0.436m pressure is forecast. This reflects the carried forward pressure from 2018/19. This was due to an increase in client numbers and the number of people with more complex needs requiring more expensive types of care going up. The total savings expectation in this service for 2019/20 is £269k, and this is expected to be delivered in full through the Adults Positive Challenge Programme of work, designed to reduce demand, for example through a reablement expansion and increasing technology enabled care to maintain service user independence.	+0.436	(+4%)
• **Home to School Transport - Special** – a +£0.300m pressure is forecast. We are continuing to see significant increases in pupils with Education Health Care Plans (EHCPs) and those attending special schools, leading to a corresponding increase in transport costs. Alongside this, we are seeing an increase in complexity of need resulting in assessments being made by the child/young person's Statutory Assessment Case Work Officer that they require individual transport, and, in many cases, a passenger assistant to accompany them. A strengthened governance system around requests for costly exceptional transport requests introduced in 2018/19 is resulting in the avoidance of some of the highest cost transports as is the use of personal transport budgets offered in place of costly individual taxis. The P&C Finance &	+0.300	(+3%)

Performance Report, (https://tiny.cc/8ioa9y) outlines further actions being taken to mitigate the position.

- **SEND Specialist Services** – a +£0.300m pressure is forecast within the Statutory Assessment Team due to the ceasing of a grant that has funded additional capacity in previous years, which is still required to meet demand for statutory deadlines for Education Health Care Plans (EHCP) assessments and reviews.

  Whilst not currently included in the figures, a significant pressure is expected on the High Needs Block of the Dedicated Schools Grant (DSG). This is a ring-fenced grant and as such overspends do not affect the Council's bottom line but are carried forward as a deficit balance into the next year. In 2018/19 we saw a total DSG overspend across SEND services of £8.7m which, combined with underspends on other DSG budgets, led to a deficit of £7.2m carried forward into 2019/20. Given the ongoing increase in numbers of pupils with EHCPs it is likely that a similar overspend will occur in 2019/20, however this will become clearer as we move towards the start of the new academic year. — +0.300 (+3%)

- **Looked After Children Placements** – a +£0.350m pressure is forecast. Recent activity in relation to gang related crime has resulted in additional high cost secure placements being required. These are one off costs and we will be asking for reserves to fund this. In addition, we have not seen the numbers of children in care decrease yet; though this is still expected. We have seen a net increase in in house foster carers and the commissioning service has reduced some unit costs of placements. — +0.350 (+2%)

- **Children in Care** – a +£0.350m pressure is forecast. A pressure of c£350k is anticipated across Staying Put (£125k) and Unaccompanied Asylum Seeking Children (Over 18) budgets (£225k). In both areas the central government grant does not match anticipated expenditure. Work is underway to further refine this forecast — +0.350 (+2%)

- A combination of more minor variances sum with the above to lead to an overall outturn of +£4.389m. For full details see the P&C Finance & Performance Report, (https://tiny.cc/8ioa9y).

3.2.3 **Public Health:** a balanced budget is forecast for year-end. There are no exceptions to report this month; for full details see the PH Finance & Performance Report, (https://tiny.cc/ypoa9y).

3.2.4 **Corporate Services:** -£0.661m (-7.1%) underspend is forecast.

	£m	%
PCC Shared Services – a +£0.300m pressure is forecast. PCC Shared Services has a savings target of £711k in 2019/20; of this £311k has already been identified and it is expected that a further £100k can be made in year. The remaining £300k saving target is not expected to be met in 2019/20.	+0.300	(+56%)

	£m	%
• **Central Services and Organisation-Wide Risks**– a -£0.582m underspend is forecast. This -£582k is being reported to offset the £582k overspend on LGSS Cambridge Office.	-0.582	(-42%)
• **Demography Reserve**– a -£0.322m underspend is forecast. This -£322k is being reported as a mitigation to offset pressures.	-0.322	(-100%)

- A combination of more minor variances sum with the above to lead to an overall outturn of +£0.661m. For full details see the CS & LGSS Finance & Performance Report, (https://tiny.cc/2uoa9y).

3.2.5 **LGSS Managed:** -£0.250m (-1.7%) underspend is forecast.

	£m	%
• **IT Managed** – a -£0.250m underspend is forecast. This is due to an in-year saving on laptop replacement, as some of the stock purchased using capital budget will be used in this year.	-0.250	(-6%)

- For full details see the CS & LGSS Finance & Performance Report, (https://tiny.cc/2uoa9y).

3.2.6 **CS Financing:** a balanced budget is forecast for year-end. There are no exceptions to report this month; for full details see the CS & LGSS Finance & Performance Report, (https://tiny.cc/2uoa9y).

3.2.7 **Commercial & Investment**: +£0.626m (-%) pressure is forecast at year-end.

	£m	%
• **Housing Investment (This Land Company)** – a +£0.475m pressure is forecast. This relates to interest received on loans made to This Land, and the underachievement is a result of land values (contingent on planning progress and independent valuation) and the company's readiness to receive construction loan financing.	+0.475	(+8%)

- A combination of more minor variances sum with the above to lead to an overall outturn of +£0.684m. For full details see the C&I Finance & Performance Report, (https://tiny.cc/nzoa9y).

3.2.8 **Funding Items:** a -£1.910m underspend is forecast at year-end. This is due to 2018/19 surplus Council Tax and NNDR surpluses as set out in section 5.2.

3.2.9 **LGSS Operational:** +£0.582m (+7.2%) pressure is forecast at year-end.

	£m	%
• **LGSS Cambridge Office** – a +£0.582m pressure is forecast. Of this £460k relates to a shortfall against the trading target for LGSS. Further trading is not currently being pursued whilst the review of the LGSS operating model is ongoing. This pressure is offset by funds held in corporate services as this risk had been anticipated at budget setting.	+0.582	(+7%)

- For full details see the CS & LGSS Finance & Performance Report, (https://tiny.cc/2uoa9y).

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

4. KEY ACTIVITY DATA

4.1 The latest key activity data for: Looked After Children (LAC); Special Educational Needs (SEN) Placements; Adult Social Care (ASC); Adult Mental Health; Older People (OP); and Older People Mental Health (OPMH) can be found in the latest P&C Finance & Performance Report, (https://tiny.cc/8ioa9y), (section 2.5).

5. FUNDING CHANGES

5.1 Where there has been a material change in 2019/20 grant allocations to that budgeted in the Business Plan (BP) i.e. +/- £175k, this will require Strategic Management Team (SMT) discussion in order to gain a clear and preferred view of how this additional/shortfall in funding should be treated. The agreed approach for each grant will then be presented to the GPC for approval.

5.2 Council Tax and NNDR Surpluses from 2018/19

Based upon the latest information on the 2018/19 Council Tax and NNDR surpluses declared by the Districts, and recent similar trends across four of the five districts, it is affordable for the Council to recognise £1.910m of this in revenue this year. Looking ahead, for 2019/20 onwards the Council is making greater use of district Council tax base growth estimates rather than relying on trend percentage uplifts.

It is therefore proposed that £1.910m Council Tax and NNDR surplus is recognised in revenue in 2019/20.

6. CAPITAL PROGRAMME

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

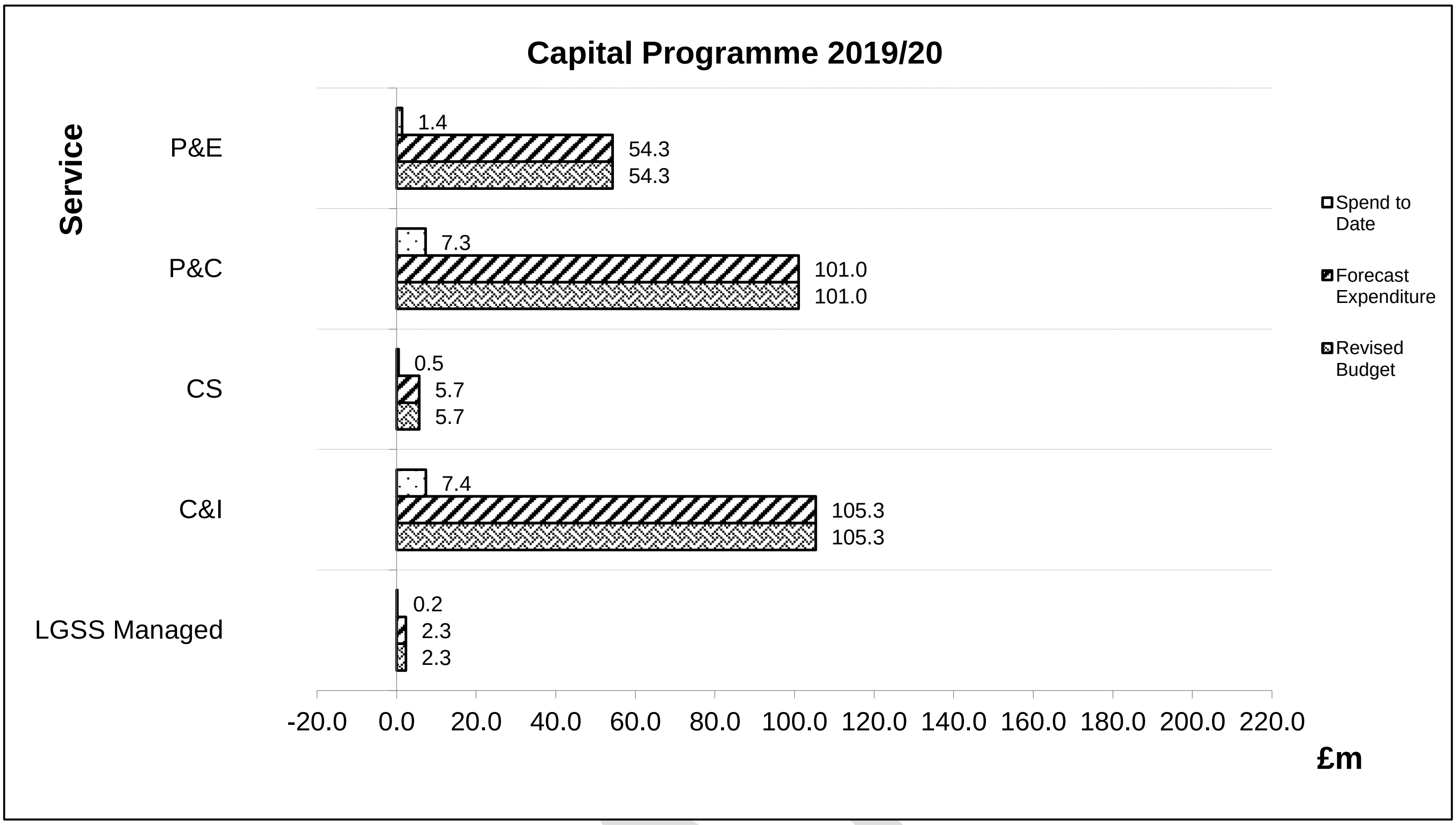
2019-20						TOTAL SCHEME	
Original 2019/20 Budget as per Business Plan £000	Service	Revised Budget for 2019/20 £000	Actual-Year to Date (May) £000	Forecast Variance - Outturn (May) £000	Forecast Variance - Outturn (May) %	Total Scheme Revised Budget (May) £000	Total Scheme Forecast Variance (May) £000
43,908	P&E	54,310	1,408	-	0.0%	410,592	-
129,267	P&C	101,001	7,284	-	0.0%	674,287	-
3,457	CS	5,725	478	-	0.0%	22,939	-
2,827	LGSS Managed	2,339	214	-	0.0%	6,688	-
90,443	C&I	105,330	7,401	-	0.0%	303,871	-
-	Outturn adjustment	-	-	-	-	-	-
269,902	**Total Spending**	**268,705**	**16,785**	**-**	**0.0%**	**1,418,377**	**-**

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 2019/20 of £29.7m and is currently forecasting an in-year underspend of £11.0m at year-end.

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



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

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

2019-20					
Service	**Capital Programme Variations Budget £000**	**Forecast Variance - Outturn (May) £000**	**Capital Programme Variations Budget Used £000**	**Capital Programme Variations Budget Used %**	**Revised Forecast Variance - Outturn (May) £000**
P&E	-13,505	0	0	0.00%	0
P&C	-13,399	0	0	0.00%	0
CS	-1,431	0	0	0.00%	0
LGSS Managed	-585	0	0	0.00%	0
C&I	-26,312	0	0	0.00%	0
Outturn adjustment	-	-	-	-	-
Total Spending	**-55,232**	**0**	**0**	**0.00%**	**0**

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

6.3.1 **Place & Economy:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the P&E Finance & Performance Report, (https://tiny.cc/29na9y).

6.3.2 **People & Communities:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the P&C Finance & Performance Report, (https://tiny.cc/8ioa9y).

6.3.3 **Corporate Services:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the CS & LGSS Finance & Performance Report, (https://tiny.cc/2uoa9y).

6.3.4 **LGSS Managed:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the CS & LGSS Finance & Performance Report, (https://tiny.cc/2uoa9y).

6.3.5 **Commercial & Investment**: a balanced budget is forecast at year-end. There are no exceptions to report this month; for full details see the C&I Finance & Performance Report, (https://tiny.cc/nzoa9y).

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

6.4.1 **Place & Economy:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full details see the P&E Finance & Performance Report, (https://tiny.cc/29na9y).

6.4.2 **People & Communities:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full details see the P&C Finance & Performance Report, (https://tiny.cc/8ioa9y).

6.4.3 **Corporate Services:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full details see the CS & LGSS Finance & Performance Report, (https://tiny.cc/2uoa9y).

6.4.4 **LGSS Managed:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full details see the CS & LGSS Finance & Performance Report, (https://tiny.cc/2uoa9y).

6.4.5 **Commercial & Investment**: a total scheme balanced budget is forecast. There are no exceptions to report this month; for full details see the C&I Finance & Performance Report, (https://tiny.cc/nzoa9y).

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

Funding Source	B'ness Plan Budget £m	Rolled Forward Funding1 £m	Revised Phasing £m	Additional/ Reduction in Funding £m	Revised Budget £m	Outturn Funding £m	Funding Variance £m
Department for Transport (DfT) Grant	16.0	0.5	-0.3	1.4	**17.6**	17.6	-
Basic Need Grant	6.9	-	-	-	**6.9**	6.9	-
Capital Maintenance Grant	4.7	-	-	-1.1	**3.5**	3.5	-
Devolved Formula Capital	1.0	2.0	-	-0.2	**2.8**	2.8	-
Specific Grants	8.4	0.0	-	0.7	**9.1**	9.1	-
S106 Contributions & Community Infrastructure Levy	19.4	3.3	-13.0	0.4	**10.2**	10.2	-
Capital Receipts	45.4	10.4	-10.5	-	**45.3**	45.3	-
Other Contributions	24.6	3.2	-	0.0	**27.7**	27.7	-
Revenue Contributions	10.1	-	-	-	**10.1**	10.1	-
Prudential Borrowing	133.4	20.0	-13.2	-4.7	**135.4**	135.4	0.0
TOTAL	**269.9**	**39.3**	**-37.0**	**-3.6**	**268.7**	**268.7**	**0.0**

1 Reflects the difference between the anticipated 2018/19 year end position used at the time of building the initial Capital Programme budget, as incorporated within the 2019/20 Business Plan, and the actual 2018/19 year end position.

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

2019/20 funding changes

Funding	**Service**	**Amount (£m)**	**Reason for Change**
Rolled Forward Funding	All Services	+£39.3	The Capital Programme Board has reviewed overspends and underspends at the end of 2018/19, and many of these are a result of changes to the timing of expenditure, rather than variations against total costs. As such, this funding is still required in 2019/20 to complete projects. Of the £39.3m funding to be carried forward, £20.0m relates to prudential borrowing, of which £13.8m relates to a rephasing of the Housing Schemes. Further details are available in Appendix 5, which shows capital roll-forwards. **General Purposes Committee is asked to approve the carry forward of £39.3m capital funding from 2018/19 to 2019/20 and beyond.**
Revised Phasing	All Services	-£37.0	There have been some changes to schemes since the 2019/20 Business Plan was finalised. The following schemes have been rephased resulting in the following changes to their 2019/20 funding requirement: **P&E, - £3.5m:** • Waste – Household Recycling Centre (HRC) Improvements (-£3,266k) • Guided Busway (-2,960k) • Highways Maintenance (carriageways only from 2015/16 onwards) (+2,723k) **P&C, -£30.9m** • Sawtry Infants (-2,254k) • Sawtry Junior (-2,325k) • Histon Additional Places (-6,588k) • Waterbeach Primary School (-293k) • WING Development – Cambridge (-6,304k) • Northstowe secondary (+£2,644k) • North West Fringe secondary (-2,618k) • Fenland Secondary, Wisbech (-9,125k) • Cambourne West secondary (-430k) • Samuel Pepys (-2,539k) Other schemes below the de minimis make up the difference. **Capital programme variations budgets, -£2.6m:** In 2016/17 the Capital Programme Board recommended that a 'Capital Programme

			Variations' line be included for each Service, which effectively reduces the capital programme budget. Capital programme variations budgets were included in the 2019/20 Business Plan, but these have been revised for 2019/20 as a result of the rolled forward and revised phasing exercise carried out in May 19 as above. **General Purposes Committee is asked to approve the -£37.0m revised phasing of funding in relation to schemes as set out above.**
Additional/ Reduction in Funding (Specific Grants and Section 106 contributions)	P&E and P&C	+£1.7	**<u>P&E, +£1.8m:</u>** **Pothole Action Fund, +£0.8m:** Cambridgeshire County Council has received £0.8m of additional grant funding from DfT for the purpose of repairing potholes and protecting local roads from future severe weather, either through permanent patching repairs or preventative resurfacing works. **Highways England, +£0.56m:** A new grant has been awarded in 2019/20 (£0.560m) via Highways England through the Department for Transport's (DfT) Designated Funds Programme, providing a contribution to the feasibility, design and delivery of the Northstowe Heritage Facility. **Additional Section 106 contributions, +£0.4m:** Additional Section 106 contributions of £0.400m are being made from developers in relation to the St Neots Northern Footway and Cycle Bridge. **<u>P&C, -£0.1m:</u>** **Additional SEN grant, £0.5m:** Additional SEN grant was announced by Central Government on 30th Jan 2019 (£524k). **Reduction in Schools Condition Funding, -£0.6m:** A reduction in Schools Condition Funding of £578,543 was announced by Central Government in March 2019 reflecting Academy converters. **General Purposes Committee is asked to agree the additional capital grants and Section 106 funding of £1.7m as outlined above.**

Additional/ Reduction in Funding (Prudential borrowing)	P&C	+£0.6	As noted above, a reduction on Schools Condition Funding of £578,543 was announced by Central Government in March 2019 reflecting Academy converters. This funding is still required for schools condition works; additional prudential borrowing is therefore requested to offset the reduction in grant funding. **General Purposes Committee is asked to note the reduction in Schools Condition Funding and to approve additional prudential borrowing of £578,543 to offset the reduction.**
Additional/ Reduction in Funding (Prudential borrowing)	P&C	-£6.6	A saving of £1m on the tender and overall scheme cost for Northstowe Secondary has resulted in a reduction in the required prudential borrowing of £1m in 2019/20. An overall cost reduction of the scheme to amalgamate Eastfield Infant and Westfield Junior School as requested by the Children and Young People's Committee of £7.2m is expected, with £5.585m of this being seen in 2019/20. This will result in a reduction in the required prudential borrowing of £5.6m in 2019/20. **General Purposes Committee is asked to note this £6.6m reduction in prudential borrowing in 2019/20 in relation to the above schemes.**

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

Future years' funding changes to Total Schemes

Funding	Service	Amount (£m)	Reason for Change
Additional/Reduction in Funding (Prudential borrowing)	P&C	-£1.6m	As outlined above, an overall cost reduction of the scheme to amalgamate Eastfield Infant and Westfield Junior School as requested by the Children and Young People's Committee of £7.2m is expected, of which £1.646m relates to future years (2020/21). **General Purposes Committee is asked to note the £1.6m reduction in prudential borrowing in 2020/21 in relation to the St Ives, Eastfield / Westfield / Wheatfields scheme.**

6.8 At the July 2019 meeting of the Children and Young People (CYP) Committee, the committee was asked to recommend to General Purposes Committee the inclusion of the Spring Common Academy capital scheme in the 2019/20 capital programme. Further work has been undertaken in liaison with the school's Headteacher to identify the priorities for capital investment to address basic need and the suitability of accommodation at Spring Common Special School. The re-assessment of the school's current accommodation has identified the need to provide the school with spaces which are suitable for 175 children and young people aged 2–19 with complex special educational needs and disabilities (SEND). The original milestone 1 report produced July 2017 was costed at £7.2million. By appointing a project team, including a design and build contractor, to revisit the original report, the size and value of the scheme has been reduced. The estimated total cost for the new scheme is £3m. The report to CYP Committee can be found here, with details in section 2.31 to 2.39. The scheme will be funded by borrowing; the annual cost of borrowing for this scheme will start in 2022/23 at £166k, and decreases each year thereafter.

General Purposes Committee is asked to approve additional prudential borrowing of £3m in 2019/20 and future years for the Spring Common Academy scheme.

6.9 Additional funding is £295k requested in 2019/20 for the Meads Farm project. This project is to demolish the existing house at Meads Farm and to replace it with a new dwelling. The purpose of the scheme is to comply with the Council's obligations as Landlord. To do this, we need a structurally safe and habitable dwelling, as now defined by the Homes (Fitness for Human Habitation) Act 2018. The current dwelling has significant structural issues and is beyond economic repair, as confirmed in the structural report and subsequent letter. Subsequently planning consent has been obtained for demolition of the existing dwelling and a new 3 bedroom detached dwelling to be built on the site. The scheme will be funded by borrowing; the annual cost of borrowing for this scheme will start in 2020/21 at £16k, and decreases each year thereafter.

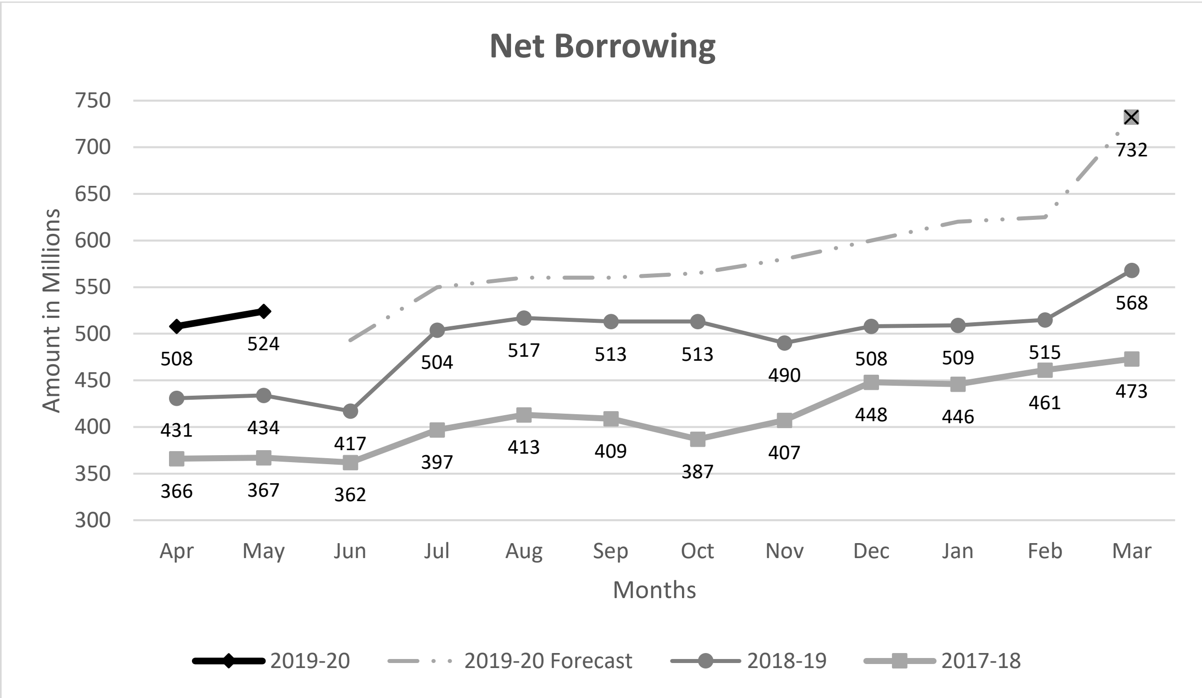
General Purposes Committee is asked to approve additional prudential borrowing of £295k in 2019/20 for the Meads Farm scheme.

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 May 2019**
Level of debt outstanding (owed to the council) 91 days +, £m	Adult Social Care	£3.37m	£9.29m
	Sundry	£1.71m	£5.51m

7.2 The graph below shows net borrowing (borrowings less investments) on a month by month basis and compares the position with the previous financial year. At the end of May 2019, investments held totalled £74m (excluding 3rd party loans) and gross borrowing totalled £598m, equating to a net borrowing position of £524m. Of the gross borrowing, it is estimated that £172m 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 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 the comparative 2017-18 and 2018-19 actual net borrowing positions, cash flows at the beginning of the year are typically stronger than at the end of the year, as many grant receipts are received in advance of spend. The 2019-20 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.

7.4 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 2019-20 TMSS was set in February 2019, it anticipated that net borrowing would reach £732.1m by the end of this financial year.

7.5 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 Councils 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.

7.6 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.

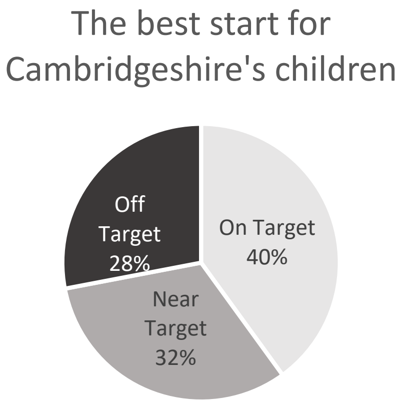
7.7 Further detail around the Treasury Management activities can be found in the latest Treasury Management Report, (https://tinyurl.com/y6t9eojk).

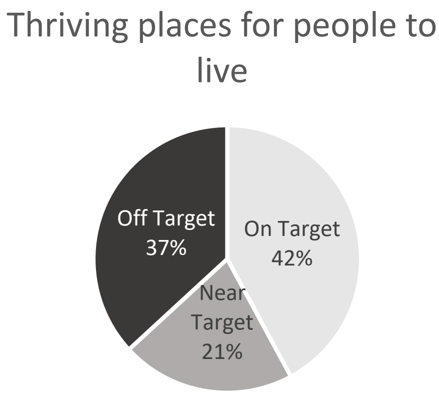
7.8 The Council’s reserves include various earmarked reserves (held for specific purposes), as well as provisions (held for potential liabilities) and capital funding. A schedule of the Council’s reserves and provisions can be found in Appendix 2.

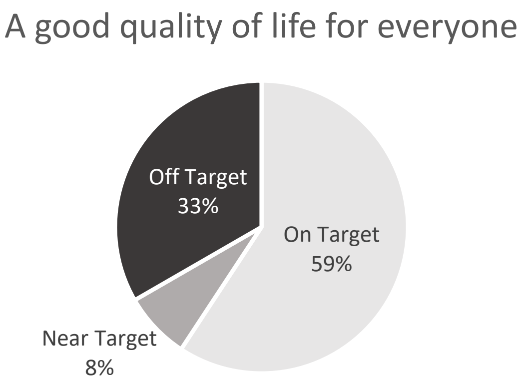
8. PERFORMANCE

8.1 In February 2019 Full Council agreed a new corporate strategy, with 3 Council outcomes, instead of the previous 7. Existing KPIs have been reorganised into these three outcome areas, as follows:

	On Target	Near Target	Off Target	No Target	Total
The best start for Cambridgeshire's children	10	8	7	7	32
Thriving places for people to live	8	4	7	15	34
A good quality of life for everyone	16	2	9	2	29
Total	**34**	**14**	**23**	**24**	**95**







Direction of travel for the outcome areas is not available as the baskets of indicators are newly organised into these groups.

The master file of performance indicators and latest Corporate Risk Register are available at https://tinyurl.com/yd96a2vw. Commentary on the new outcome areas is as follows:

8.2 The best start for Cambridgeshire's children

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

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

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

In children's services caseloads are high which is reflected in rate of children with child protection plans and the number of looked after children. Work is underway to address this.

8.3 Thriving places for people to live

Current performance figures show that more than 8 out of 10 adults in contact with secondary mental health services are living independently (better than target) and 15% of this client group are in employment (also better than target).

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

The proportion of learning disability service users in paid employment is low and there is an action plan to improve this.

Latest performance information shows that 99.8% of all streetlights are working, and the total energy use is within 1% of target (10.96 million KwH) and is currently 10.90 million KwH over the most recent 12 month period.

The provisional total for people killed or seriously injured on the roads to the end of February 2019 (381) is lower than the same period in the previous year (409) but has increased since December 2018 (354). However, the overall trend is downward and the Highways and Community Infrastructure Committee is monitoring a Road Safety Action Plan to reduce the number of people killed or seriously injured on the county's roads.

Current performance shows that 96.8% of premises in Cambridgeshire have access to at least superfast broadband, which is better than target.

The number of successful County Matter planning applications has increased since last quarter, with 100% of applications determined within 13 weeks or within a period agreed by the applicant up until March 2019, up from 90% at the end of December 2018.

The percentage of schemes delivered to the agreed programme dates has also increased from 88% to 93% since the last quarter and is close to the target of 95%.

8.4 **A good quality of life for everyone:**

The year to date targets for the number of Personal Health Plans produced and number of healthy eating groups held are being exceeded month on month by 105% (147) and 106% (51) by the end of April 2019 respectively.

However, the year to date targets for Personal Health Plans completed by pre-existing GP based and extended services are not being met as of April 2019 with 56% (63) and 29% (17) of the targets being met respectively. Although it should be noted that new targets have been set for the new financial quarter when counts were reset.

Clients that completed weight loss courses and achieved a 5% weight loss has also increased from 27% in March 2019 to 36% in April 2019, exceeding the target of 30%. The number of children recruited for weight management programmes who maintained or reduced their BMI Z score has also increased from 67% in March 2019 to 100% in April 2019, also exceeding the target of 80%. However, the number of healthy eating groups held by pre-existing GP based services has declined slightly below target at 96% (43). The number of clients completing their PHPs is not meeting the target, currently at 75% (21) of the year to date target. Again, it should be noted that the counts and targets have been reset with the new financial year.

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

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

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

8.5 **Proposal for revised approach to corporate performance reporting**

Recent reports have aggregated the status of indicators that are monitored by service committees into pie charts to give an overall view on whether the Council is on target for service delivery and outcomes for each area. This style was chosen in a workshop with GPC in order to balance the need to allow service committees to be responsible for the services they oversee, and to choose which indicators they are monitoring, but also to allow for a summary position to be shown so as to keep the IRPR focused on high level strategic issues. There has been feedback that this is not showing Members what they need. Issues include:

- It is not clear which specific indicators are red or green
- The pie charts show a snapshot value

- Sometimes the basket of indicators change, for example following a service committee review
- The commentary on each pie chart is so summarised that it does not offer enough detail for Members to engage with the detail of the issues
- The timelines for the report do not allow for fully integrated commentary to be prepared
- Performance indicators often lag significantly behind the time period the finance report refers to
- The detail of performance issues is often covered in service committees which can allow time for in depth discussion of the issues

8.6 It is therefore proposed that General Purposes Committee receives a quarterly performance report, organised by outcome area, separate from the finance report, which features exceptions that are above a materiality threshold set by the number of people or items affected by the performance indicator. Exceptions will be determined as 10% below target or 5% above target. The report will consist of the information relevant to the indicator from the Policy and Service Committee report, with the same information about history, commentary, and forecast performance. It will include a summary page showing the percentage of indicators at or off target by outcome area.

8.7 The purpose of the performance discussion at GPC is for Members to provide an update on key areas of high and low performance and explore whether by acting as a whole Council performance can be corrected or further improved (or shared across other areas). Members will have discussed the information at Policy and Service Committees in the fortnight prior to GPC so should be in a position to explain actions taken as a result of that discussion. The recommendation of the report is therefore proposed to remain ‘to note and comment’.

8.8 Although the substantive proposal is to detached performance monitoring from financial monitoring at Committees, the activity data sections: metrics which link key areas of activity driving costs (e.g. LAC placements / Adults placements / SEND placements) will be retained within finance reports to inform the financial position.

8.9 Policy and Service Committees should receive a quarterly performance report, based on a set of KPIs determined by the Committee which relate to the areas the Committee is responsible for, and organised by outcome area. The performance report will provide an indicator to a page, with appropriate commentary, a chart of historical performance and a forecast of future performance; an example is shown in Appendix 4.

8.10 It is proposed that the performance indicators do not change as a result of this format change and that review cycles continue as they would have done. Reports will be made in June, September, December and March, each providing information up to the end of the previous quarter. This will allow time for information collection, indicator calculation, and discussion by management teams, before entering the Committee report drafting and preparation cycle.

8.11 GPC also plays a general, strategic role in business planning. Information and insight about the needs of the county which do not specifically relate to the services the Council provides will help GPC to be aware of the world outside the direct services the Council provides. The Joint Strategic Needs Assessment core dataset is an excellent basis for this information, if supplemented by further datasets. This would cover (approximately – detailed specification subject to further discussion):

- Population growth and characteristics (JSNA)
- Drivers for change (JSNA)
- New developments (JSNA)
- Economy – deprivation (JSNA)
- Economic activity and sectors (added)
- Labour market (added)
- Education, training and skills amongst adults (added)
- Benefit and welfare claimants (JSNA)
- Disease prevalence (JSNA)
- Health and care use (JSNA)
- Community safety (added)
- Education, training and skills amongst young people (JSNA)

General Purposes Committee is asked to approve the revised approach to performance reporting as set out above in section 8.

9. FINANCE REPORTING

9.1 To coincide with the review of performance reporting outlined in the previous section, consideration has also been given to the financial elements of this report for the year ahead. Financial monitoring reports (management accounts) are produced on a monthly basis (between May and year-end) and considered by officers and lead members and then published in the public domain at: https://www.cambridgeshire.gov.uk/council/finance-and-budget/finance-&-performance-reports/ , (https://tinyurl.com/yd96a2vw).

9.2 A review to standardise reporting formats across Committees was completed ahead of the 2018-19 financial year and to coincide with the introduction of the ERP Gold system which overhauled financial reporting to budget holders and budget reviewers that forms the basis of the consolidated information which is published. This has held through the 2018-19 financial year largely successfully, with queries and challenge in the Committee forums focused on the content of the financial monitoring rather than the format, and a reduced tendency to incrementally bespoke reports to different audiences to meet individual requests.

9.3 Regular and real-time financial monitoring is an essential component of the Council's budgetary control: a key focus for the LA given the constrained funding environment and a complex and volatile demand-led spending picture. A further recent development has been the regular incorporation of the savings tracker as part of the financial reporting provided to Committees. To sustain the strong governance "pyramid" that Committee oversight brings to financial monitoring and review at all levels of the organisation, the approach to periodic reporting is suggested as follows:

a) Finance Reports – produced monthly and published online (May - Year End)
b) Reported to Committees – at all scheduled substantive Committee meetings (but not reserve dates, as this prompts uneven reporting instigated by other (often non-financial) business)
c) Tracker – 3 times per annum

9.4 At the beginning of 2019-20 the opportunity will also to be taken to re-prioritise the order of the service committee reports and streamline more technical sections, removing repetition, so that content is focused on concise accounts of the forecast position on an exception/recent change basis. Drawing on good practice at another county council, greater standardisation and summary will also be brought to the capital monitoring sections, in order to distinguish between changes in cost and slippage/accelerated spend.

9.5 Although the substantive proposal is to detached performance monitoring from financial monitoring at Committees, the activity data sections: metrics which link key areas of activity driving costs will be retained within finance reports to inform the financial position.

General Purposes Committee is asked to approve the continuous development of financial reporting to Committees, as detailed above in section 9.

10. ALIGNMENT WITH CORPORATE PRIORITIES

10.1 **A good quality of life for everyone**

There are no significant implications for this priority.

10.2 **Thriving places for people to live**

There are no significant implications for this priority.

10.3 **The best start for Cambridgeshire's children**

There are no significant implications for this priority.

11. SIGNIFICANT IMPLICATIONS

11.1 **Resource Implications**

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

11.2 **Procurement/Contractual/Council Contract Procedure Rules Implications**

There are no significant implications within this category.

11.3 **Statutory, Legal and Risk Implications**

There are no significant implications within this category.

11.4 **Equality and Diversity Implications**

There are no significant implications within this category.

11.5 **Engagement and Consultation Implications**

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

11.6 **Localism and Local Member Involvement**

There are no significant implications within this category.

11.7 **Public Health Implications**

There are no significant implications within this category.

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

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

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

	P&C	Public Health	P&E	CS Financing	Corporate Services	LGSS Managed	C&I	LGSS Op	Financing Items
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Opening Cash Limits as per Business Plan	254,936	390	57,504	28,161	10,221	14,048	-9,502	8,161	20,357
Greater Cambridge Partnership budgets not reported in CCC budget					-602				
Transfer of LGSS Change Form Agreement for the Local Safeguarding Monies	50							-50	
Budget Build correction- Impact of Local Government Pay offer on CCC Employee Costs					-430	430			
External audit fees budget transfer					27	-27			
19/20 Council tax income generation proposal to precept income codes					200				
Transfer of Cultural & Community Services from P&E to P&C	4,721		-4,721						
Movement of Contract Efficiency saving target from Corporate Services					49		-49		
Inflation allocation adjustment for Children's Services Legal from CS	30				-30				
Remove Traded Services Central income target from Central Services Risks budget.					-58		58		
Correction of apprenticeship levy					-7	7			
Current budget	**259,737**	**390**	**52,783**	**28,161**	**9,370**	**14,458**	**-9,493**	**8,111**	**20,357**
Rounding	0	0	0	0	1	1	0	-1	0

APPENDIX 2 – Reserves and Provisions

Fund Description	Balance at 31 March 2019	2019-20		Forecast Balance 31 March 2020	Notes
		Movements in 2019-20	Balance at 31 May 2019		
	£000s	£000s	£000s	£000s	
General Reserves					
- County Fund Balance	12,850	4,699	17,549	16,784	
- Services					
1 P&C	0	0	0	0	
2 P&E	0	0	0	0	
3 CS	0	0	0	0	
4 LGSS Operational	112	0	112	0	
subtotal	12,962	4,699	17,661	16,784	
Earmarked					
- Specific Reserves					
5 Insurance	4,060	-31	4,029	4,029	
subtotal	4,060	-31	4,029	4,029	
- Equipment Reserves					
6 P&C	8	0	8	8	
7 P&E	0	0	0	0	
8 CS	3	0	3	3	
9 C&I	56	0	56	0	
subtotal	67	0	67	11	
Other Earmarked Funds					
10 P&C	286	0	286	286	
11 PH	2,886	0	2,886	2,586	
12 P&E	5,927	-100	5,827	6,162	Includes liquidated damages in respect of the Guided Busway
13 CS	3,193	0	3,193	3,358	
14 LGSS Managed	63	0	63	0	
15 C&I	684	0	684	679	
16 Transformation Fund	24,504	5,975	30,479	19,227	Savings realised through change in MRP policy.
17 Innovate & Cultivate Fund	1,561	0	1,561	1,127	
subtotal	39,104	5,875	44,979	33,426	
SUB TOTAL	**56,193**	**10,543**	**66,736**	**54,250**	
Capital Reserves					
- Services					
18 P&C	29,463	0	29,463	29,463	
19 P&E	6,069	113	6,182	1,000	
20 LGSS Managed	0	0	0	0	
21 C&I	20,415	13,200	33,615	0	
22 Corporate	54,694	8,138	62,832	53,224	Section 106 and Community Infrastructure Levy balances.
subtotal	110,641	21,451	132,092	83,687	
GRAND TOTAL	**166,834**	**31,994**	**198,828**	**137,937**	

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 2019	2019-20		Forecast Balance 31 March 2020	Notes
		Movements in 2019-20	Balance at 31 May 2019		
	£000s	£000s	£000s	£000s	
- Short Term Provisions					
1 P&E	0	0	0	0	
2 P&C	200	0	200	200	
3 CS	0	0	0	0	
4 LGSS Managed	3,460	0	3,460	3,460	
5 C&I	0	0	0	0	
subtotal	3,660	0	3,660	3,660	
- Long Term Provisions					
6 LGSS Managed	3,613	0	3,613	3,613	
subtotal	3,613	0	3,613	3,613	
GRAND TOTAL	**7,273**	**0**	**7,273**	**7,273**	

APPENDIX 3 - Records Management Option Appraisal

As part of the Council's Digital Information Strategy there is a commitment to move away from paper records to digital/electronic records as well as effectively and efficiently managing the paper files which need to be kept. CCC currently manages over 20,000 boxes of paper records, this options appraisal considers the different options to manage both Live and Archived (non-live) records.

Evaluation Methodology

In ensuring an objective outcome is achieved for the option evaluation, the selected options have been examined against a set of evaluation criteria and the flowing process:

- Evaluation criteria is pre-defined and the same criteria is used for appraising all options.
- Individual options are given a score (1-3 with 1 being the lowest and 3 the highest) to indicate how well they can fulfil each evaluation criterion with a positive outcome.
- Finance/Cost is an important area and therefore this has been scored from 2-10 (2 - most expensive option to 10 - least expensive option).
- The 'recommended' option is determined based on an overall balanced score being achieved by the selected option.

Option Evaluation Criteria

The evaluation criteria focuses on the following areas:

- **Design, Scope and Efficiency:** How each option meets the Organisation's strategic objectives and demonstrates flexibility to meet current and future needs:
  a) To provide alternative and effective ways to deliver services, currently hosted in Shire Hall and across the County
  b) To redesign the way in which we work as an organisation, supporting and embracing flexible ways of working which can support the modern workforce
  c) Moving to more efficient methods of managing records, ensuring consistency, reliability and security
- **Financial:** Assessment of the costs and affordability
- **Risk Assessment:** Understand the scope of risk, potential impacts and mitigations. This will include assessing the length of time implementing the option and its potential impacts.

OPTIONS EXAMINED

Five options were examined in this evaluation exercise:

- **Option 1** – Do Nothing (on site storage) – leave records in paper format and store onsite as required.
- **Option 2** – Outsource Full Storage – send all paper records to store offsite then to scan on demand (digitise) those records which need to be recalled.
- **Option 3** – Self Digitise all paper records over 7.5 - 8 years
- **Option 3A** – Self Digitise all paper records over 4 years
- **Option 4** – Outsource Digitisation of paper files with lifespan >10 years.

Evaluation Outcome

The following are the scores of each option against the evaluation criteria. A high score indicates the option is capable of meeting the majority of the requirements or delivering the best possible outcome. Scoring from 1-3 (1=does not meet, 2=meets and 3=exceeds), with the exception of Financial which is scored on a scale from 2 – 10 with 10 being the most cost effective.

Evaluation Criterion	Option 1	Option 2	Option 3	Option 3A	Option 4
Design, Scope and Efficiency	1	2	3	3	3
Financial (see Appendix C)	4	10	6	8	2
Risk Assessment	1	2	1	1	2
Total Score	**6**	**14**	**10**	**12**	**7**

Option 2 – Offsite storage is the preferred option.

Approach to the rationalisation of Live (open) files

The Council's Digital Information Strategy states that services should be moving towards managing electronic files, likewise through physical office moves every team needs to review the documents they hold with the overall aim for services to reduce and digitise their records.

With the support of JMT (Joint Management Team) - Change Champions, Service staff and Project team members are identifying assets held, their location, format and status. This information will be used to update the corporate information asset register.
The approach to rationalisation is:

1. Challenge the physical storage of services by meeting with representatives (Change champions for the service). Mapping out each building and reviewing physical storage. Identifying the following:
    - Out of date information that is no longer required/outside retention.
    - Highlight where the information is held elsewhere physically and / or digitally.
    - Confirm what legislation covers the retention.
    - Where there is scope to reduce space used to store stationery and other consumables.
2. Services to pare down and destroy those documents which are not needed.
3. Of that which remains, determine what records need to be :
    - Stored off site
    - Stored on site
    - Scanned

Some very limited scanning can take place for paper records held by services, however there will not be any wide scale scanning of paper records.

TOTAL COSTS – REQUEST FOR EARMARKED FUNDS

Planned deployment

	Records Manager	Support Staff	Scanning
2019/2020	£51K	£45K	£50K
2020/2021	£51K	£100K	
Total	£102K	£145K	£50K

Total = £297K

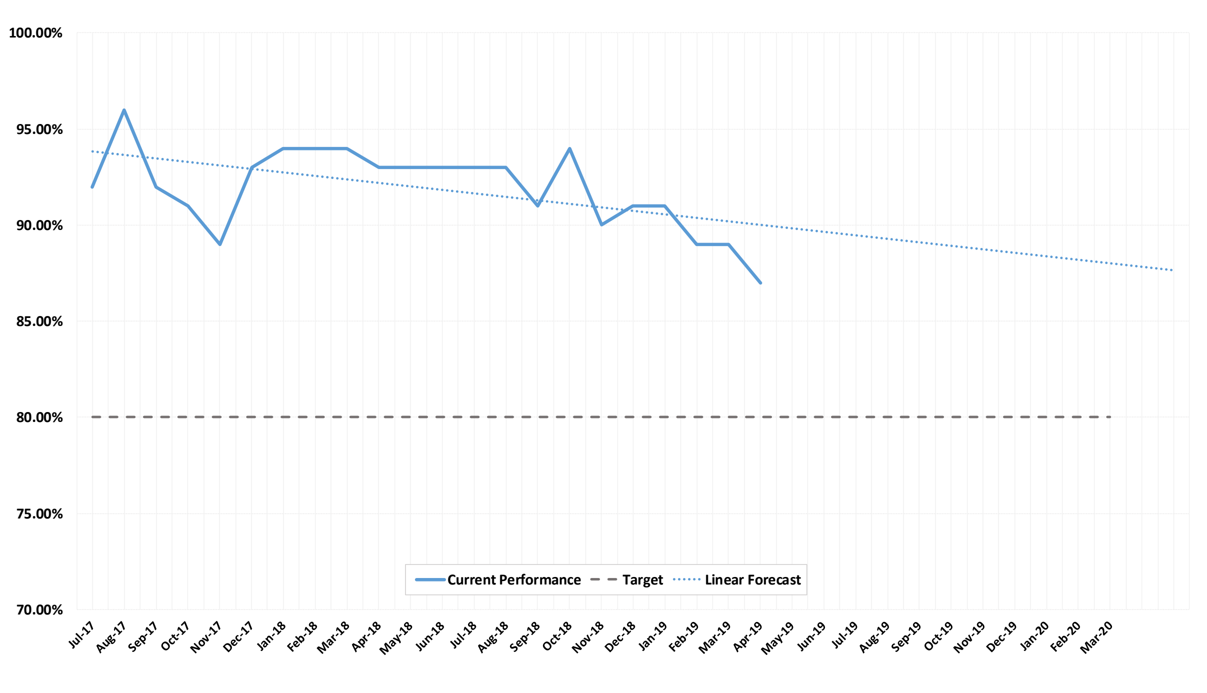
General Purposes Committee is requested to agree to earmark £297k within reserves for Records Management, for deployment as above.

APPENDIX 4 – Performance New Indicator Per Page Report

Indicator 50: GUM ACCESS - % seen within 48 hours (% of those offered an appointment) **May-19**

Target	Current Month	Previous Month	Direction for Improvement	Change in Performance
80.00%	87.00%	89.00%	↑	↓

Statistical Neighbours Mean (2017/18)	England Mean (2017/18)	RAG rating
N/A	N/A	G



Indicator Description

Description + Rationale of Indicator

Useful Links

Local Authority Interactive Tool (LAIT):
https://www.gov.uk/government/publications/local-authority-interactive-tool-lait

LG Inform:
https://lginform.local.gov.uk/

Commentary