

GENERAL PURPOSES COMMITTEE



Tuesday, 23 March 2021

Democratic and Members' Services
Fiona McMillan
Monitoring Officer

10:00

Shire Hall
Castle Hill
Cambridge
CB3 0AP

COVID-19

During the Covid-19 pandemic Council and Committee meetings will be held virtually for Committee members and for members of the public who wish to participate. These meetings will be held via Zoom and Microsoft Teams (for confidential or exempt items). For more information please contact the clerk for the meeting (details provided below).

AGENDA

Open to Public and Press

CONSTITUTIONAL MATTERS

1. **Apologies for absence and declarations of interest**

Guidance on declaring interests is available at
<http://tinyurl.com/ccc-conduct-code>

2. **Minutes – 26th January 2021 and Action Log**

3 - 8

View minutes here

[General Purposes Committee meeting 26/01/2021](#)

3. **Petitions and Public Questions**

KEY DECISIONS

- | | | |
|----|---|----------------|
| 4. | Integrated Finance Monitoring Report for the period ending 31 January 2021 | 9 - 50 |
| | OTHER DECISIONS | |
| 5. | Covid-19 Update Report (to follow) | |
| 6. | Opus LGSS Update | 51 - 60 |
| 7. | Treasury Management Report – Quarter Three Update 2020-21 | 61 - 74 |
| 8. | General Purposes Committee Agenda Plan, Training Plan and Appointments to Outside Bodies and Internal Advisory Groups and Panels | 75 - 80 |

The General Purposes Committee comprises the following members:

Councillor Steve Count (Chairman) Councillor Anna Bailey Councillor Ian Bates
 Councillor Simon Bywater Councillor Steve Criswell Councillor Lorna Dupre Councillor
 Derek Giles Councillor Mark Goldsack Councillor Mark Howell Councillor Peter Hudson
 Councillor David Jenkins Councillor Noel Kavanagh Councillor Peter McDonald
 Councillor Elisa Meschini Councillor Lucy Nethsingha Councillor Tom Sanderson and
 Councillor Josh Schumann

For more information about this meeting, including access arrangements please contact

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

GENERAL PURPOSES COMMITTEE MINUTES-ACTION LOG

This is the updated action log as at 15th March 2021 and captures the actions arising from the most recent General Purposes Committee meeting and updates Members on the progress on compliance in delivering the necessary actions.

Minutes of 26th January 2021					
Minute number	Item title	Responsible officer(s)	Action	Comments	Completed
304	Performance report – Quarter 2 2020-21 financial year	Andy Mailer Liz Robin	Requested more information on the work being undertaken to fully understand the variations and an explanation of the commentary for Indicator 201: Percentage of clients who successfully complete treatment – Adults (All Substances).	This will be addressed in the relevant commentary provided in the Q4 performance report.	Complete
		Andy Mailer Christine Birchall	Indicator 188: Better Connected Survey (professional membership body for digital and IT leaders) - Information was requested on how often the data was collected, why there had been no information since 2018 and what else was being done to measure the Council's website interactions	Data for this indicator has now been obtained and an update will be provided in the Q4 performance report.	Complete
		Andy Mailer Steve Cox	Indicator 39: Principal roads where maintenance should be considered and Indicator 41: Non-principal roads where maintenance should be	This will be addressed in the relevant commentary provided in the Q4 performance report.	Complete

			considered - queried whether the performance of these indicators marked as “blue” reflected the actuality on the ground	P&E are reviewing all KPIs indicators to ensure they are more indicative of the services we provide and this action will be considered as part of the process. New and reviewed indicators will be included in the first performance report for 2021/22.	
		Andy Mailer Steve Cox	Indicator 32: Growth in cycling from a 2004/05 average baseline. The Chairman asked the Highways and Transport Committee to review this indicator taking into account the impact of the Covid pandemic.	<p>This will be addressed in the relevant commentary provided in the Q4 performance report.</p> <p>P&E are reviewing all KPIs indicators to ensure they are more indicative of the services we provide and this action will be considered as part of the process. New and reviewed indicators will be included in the first performance report for 2021/22.</p>	Complete
		Andy Mailer Ben Stevenson	Indicator 180: Percentage of Freedom of Information requests answered within 20 days and Indicator 181: Percentage of complaints responded to within 10 days - The Business Intelligence Manager acknowledged that the pandemic had impacted on performance and suggested that Members be provided with a briefing.	<p>This will be addressed in the relevant commentary provided in the Q4 performance report.</p> <p>P&E are reviewing all KPIs indicators to ensure they are more indicative of the services we provide and this action will be considered as part of the process. New and reviewed indicators will be included in the first performance report for 2021/22.</p>	Complete
		Andy Mailer Steve Cox	Indicator 43: Killed or seriously injured (KSI) casualties – 12 month rolling total - queried given the reduction in traffic during the	This will be addressed in the relevant commentary provided in the Q4 performance report.	Complete

			pandemic why the current performance was 324 against a ceiling target of 251.	P&E are reviewing all KPI's indicators to ensure they are more indicative of the services we provide and this action will be considered as part of the process. New and reviewed indicators will be included in the first performance report for 2021/22.	
		A Mailer Steve Cox	Indicators 40a, b and c – Classified A, B and C road condition – narrowing the gap between Fenland and other areas of the County- welcomed the fact that targets were being met. However, it was queried what would happen to those targets in the future to narrow the gap further.	The Place and Economy performance indicators are being reviewed with service leads and members, and the appropriateness of the target will be assessed as part of that review. P&E are reviewing all KPI's indicators to ensure they are more indicative of the services we provide and this action will be considered as part of the process. New and reviewed indicators will be included in the first performance report for 2021/22.	Complete
		A Mailer	The Director of Business Improvement and Development proposed that future reports include the links to the minutes of the various policy and service committees where individual indicators were discussed in detail.	This will be included in the GPC report where it the policy and service committees are able to meet in advance of the GPC report being finalised.	Complete
305.	Integrated Finance Monitoring Report for the period ending 30 November 2020	Steve Cox	Expressed concern, as the Local Member for St Neots The Eatons, regarding the lack of gully cleansing in the Division, which had been reported to the Chairman of Highways and	As per the recent FOI request, asking a similar question, I can confirm that there has been no planned gully clearance work undertaken in St Neots. However there has been gully clearance work carried out on a reactive basis. Unfortunately given the system currently in	Complete

			<p>Transport Committee. The Committee was advised that two areas causing concern had been marked as completed when the work had not taken place. Attention was drawn to a Freedom of Information request which showed that the gullies in St Neots had not been cleansed for five years. In response, the Chairman reported that cleansing was dependent on a prioritisation process. He added that he would ask officers to provide a response on both issues.</p>	<p>place for managing highway assets it is not possible to easily provide a figure for the work that has taken place.</p> <p>Our system records data on a street location basis and when an order is raised by our officers for gully or drainage work, it links to a code for drainage. This code can be used for any repairs to drains or gullies, for example; a loose drain, a missing drain cover or a blocked gulley. In addition, orders can be raised for numerous streets in the same location or parish. This means that a manual check on every order raised during this period and a manual filter of the description of works would be required to produce the data requested. In addition to this, our system's financial coding was changed in 2019/20, which means it is not a simple task to manually check each order across two sets of financial codes.</p> <p>What we can confirm is that a gully crew in a day will typically be able to clear 150-200 gullies per machine, depending on the condition of the gully when inspected and the work required to clear the drain. In the past, we have had two in-house crews and just recently we have added two additional crews which allows us to confirm we are currently clearing in excess of 600 gullies per day. Please note however that come the 1st April 2021 this daily figure will reduce, as we revert back to using only our two in-house crews.</p>	
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				<p>A works order is in place for the gullies in St Neots to be cleaned, as part of the cyclic programme in April 2021.</p> <p>With regard to the second point, work marked as complete despite the work still being outstanding; it is acknowledged that the current IT reporting system is not operating as effectively as it could, in part to the system coming towards the end of its life. Whilst short term improvements are being explored, the longer-term plan is to undertake a procurement exercise to replace the current Highway IT system, which would include the reporting module. This process has commenced and officers in Highways are working closely with colleagues in IT to develop a specification for the new system. Future reports on progress of this procurement will be provided via the Highways & Transport committee.</p>	
306.	Covid-19 Update Report	Liz Robin	Circulate the District epidemiology to the Committee.		
		Liz Robin	Councillor McDonald, reported that the Granta Medical Practices had received no vaccine delivery last week or this week. The Director of Public Health agreed to investigate with the Clinical Commissioning Group.	This was checked with the Clinical Commissioning Group and the Granta PCN had received a supply of vaccine, so the action is completed.	Complete

		Christine Birchall	Requested the possibility of receiving a general overview of the state of the vaccination programme including all the vaccination sites. The Chairman asked officers to contact Councillor Meschini to make sure she had access to the relevant information.	The Head of Communications confirms that this action has been completed.	Complete
308.	Development of Asset-Based Area (ABA) Approach to Commissioning and Delivery	Will Patten Jo Melvin	The need for a diagram detailing how all the adult social care programmes such as Buurtzorg, Neighbourhood Cares, Adults Positive Challenge, Asset Based Area Concept, Place Based Commissioning, Think Communities and Cambridgeshire Local related to each other. The Chairman asked officers to provide a briefing with the relevant pictorial information.	E-mail sent to Members on 17 February 2021	Complete

Integrated Finance Monitoring Report for the period ending 31 January 2021

To:	General Purposes Committee
Meeting Date:	23 March 2021
From:	Chief Finance Officer
Electoral division(s):	All
Key decision:	Yes
Forward Plan ref:	2021/002
Outcome:	The Committee will receive financial and related information and assess progress in delivering the business plan. The Committee will consider variations & budget amendment requests, promoting stewardship of public funds and deciding allocation of resources.
Recommendation:	<p>General Purposes Committee (GPC) is recommended to:</p> <ul style="list-style-type: none"> a) Note the £0.277m additional contributions for Local Highways Improvements as set out in section 6.6; b) Note the £0.670m additional contributions for Highways Maintenance schemes as set out in section 6.6; c) Note the additional £1.3m capital grants and contributions due to be received by Connecting Cambridgeshire, £240k in 2020/21 and £1,060k in 2021/22, as set out in section 6.7; d) Approve additional prudential borrowing of £448k in 2020/21 and £480k in 2021/22 (total £928k budget) for the Alconbury Civic Hub Solar Carports scheme, as set out in section 6.8; e) Approve additional prudential borrowing of £3.145m in 2021/22 for Schools Low Carbon Heating Investments at Comberton Village College and The Galfrid Primary school, as set out in section 6.9; f) Approve amendment to the capital budget to facilitate incorporation of a company limited by shares, wholly owned by the County Council, for the Swaffham Prior Community Heat project, as set out in section 6.10; g) Note the intention to invest for treasury management purposes into collective Infrastructure Funds, subject to endorsement by the C&I Committee in March, as set out in section 7.7; and h) Note the £0.25m additional capital grant funding for the Girton to Oakington Cycling scheme, previously recommended in the December 2020 report, as set out in Appendix 3.

Officer contact:

Name: Tom Kelly
Post: Head of Finance
Email: Tom.Kelly@cambridgeshire.gov.uk
Tel: 01223 703599

Member contacts:

Names: Councillor Count
Post: Chairman
Email: Steve.Count@cambridgeshire.gov.uk
Tel: 01223 706398

1. Purpose

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

2. Overview

- 2.1 The following summary provides 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 -£4.9m (-1.2%) forecast year end variance, however there is major uncertainty about pandemic impact in the final quarter of the year Green	<p>This is a £0.345m increase in the revenue underspend since last month's forecast.</p> <p>Forecast use of grant for Covid-19 pressures has increased by £0.6m.</p> <p>There is an £11.3m decrease in the forecast capital year-end variance compared to last month.</p>	Capital programme forecast outturn -£28.3m (-13.9%) 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	Jan-21	May-20	Trend since May 20
Nursing	500	472	Increasing
Residential	892	898	Increasing
Community	1,869	1,861	Stayed the same

Adults aged 18+ receiving long term services	Jan-21	May-20	Trend since May 20
Nursing	73	72	Stayed the same
Residential	353	351	Stayed the same
Community	2,403	2,360	Increasing

Children open to social care	Jan-21	Apr-20	Trend since Apr 20
Children in Care	670	730	Decreasing
Child Protection	423	324	Increasing

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 -£4.9m. The pressures are largely within People & Communities (P&C) (+£7.7m) and Commercial & Investment (C&I) (+£2.9m). These are offset by underspends in Funding

Items (-£12.5m), Corporate Services (-£1.7m), CS Financing (-£0.9m) and Place & Economy (P&E) (-£0.3m). See section 3 for details.

- The Capital Programme is forecasting a year-end underspend of -£28.3m 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 (Dec) £000	Service	Current Budget for 2020/21 £000	Actual (Jan) £000	Forecast Variance (Jan) £000	Forecast Variance (Jan) %	Overall Status	DoT	Covid-19 Financial Impact £000	Lost Sales, Fees & Charges Compensation	Non Covid-19 Financial Impact £000
56,470	-516	Place & Economy	56,443	46,637	-323	-0.6%	Green	↓	4,853	-2,884	-2,292
275,096	7,640	People & Communities	275,592	209,722	7,656	2.8%	Red	↓	15,518	-2,762	-5,100
0	0	Public Health	0	-14,479	0	-	Green	↓	157	0	-157
29,440	-2,159	Corporate Services	34,769	31,512	-1,724	-5.0%	Amber	↓	1,567	-12	-3,279
-9,277	2,605	Commercial & Investment	-9,159	-4,292	2,940	-	Red	↓	2,883	-40	97
29,570	-890	CS Financing	29,570	12,285	-890	-3.0%	Green	↔	0	0	-890
381,299	6,680	Service Net Spending	387,216	281,385	7,660	2.0%	Red	↓	24,978	-5,698	-11,620
16,844	-11,800	Funding Items	16,844	7,827	-12,567	-	Green	↑	-12,499	0	-68
398,143	-5,120	Subtotal Net Spending	404,060	289,212	-4,907	-1.2%	Green	↓	12,479	-5,698	-11,689
6,286	557	Memorandum items: LGSS Operational	97	1,088	0	-	Green	↑	0	0	0
	-4,563	Grand Total Net Spending	404,157	290,300	-4,907	-1.2%	Green	↑	12,479	-5,698	-11,689
148,989		Schools	148,989								
553,418		Total Spending 2021/21	553,146								

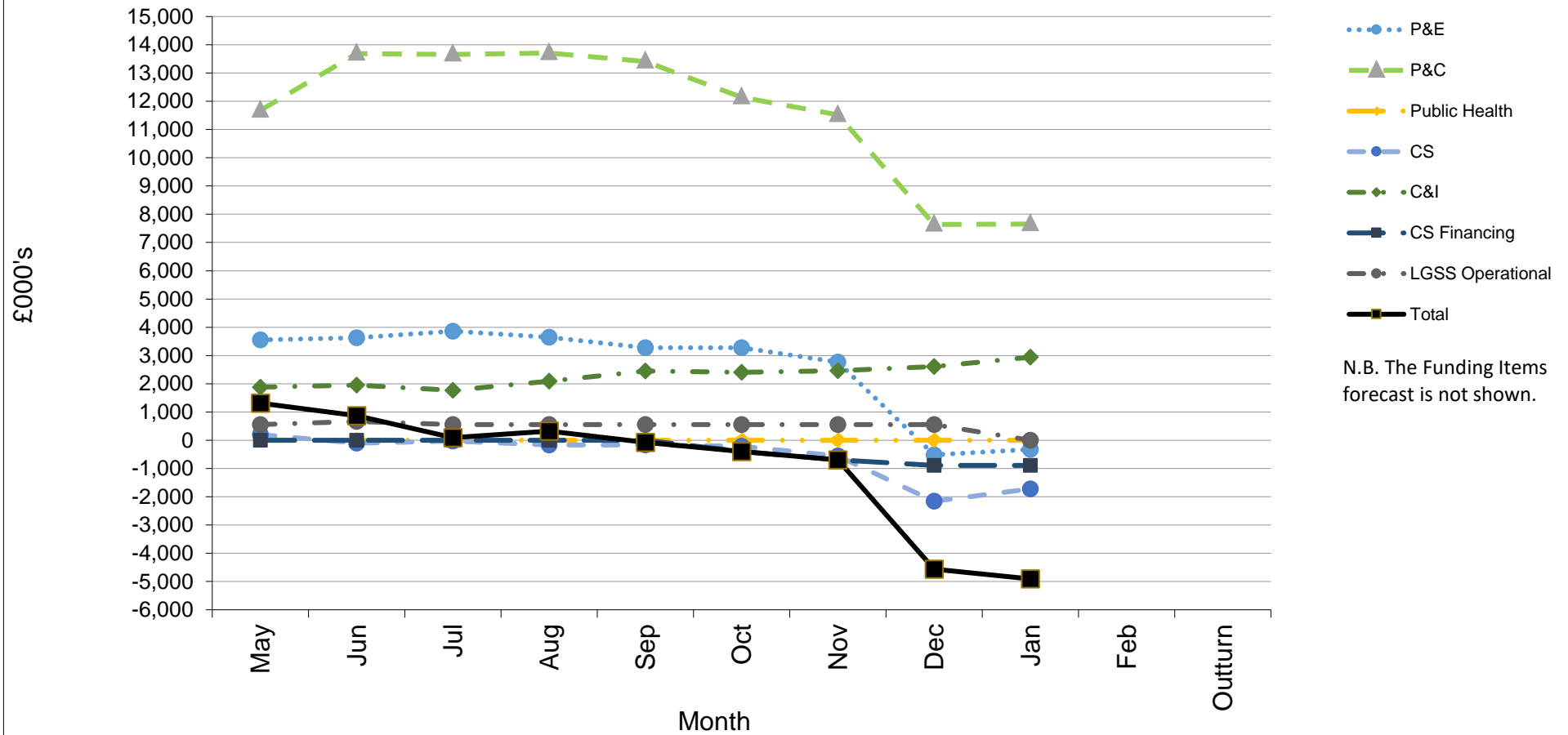
¹ The budget figures in this table are net.

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 £26.4m from ring-fenced public health grant, £6.8m from the Contain Outbreak Management Fund and £2.5m from Test and Trace Support Grant, which make up its gross budget.

⁴ The 'Funding Items' budget comprises the £9.0m Combined Authority Levy, the £416k Flood Authority Levy and £7.4m 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 2020/21



3.1.1 In addition to the County Council forecast shown above for management accounting purposes, the Council is also monitoring and estimating the full potential financial consequences of the pandemic through an additional and enhanced process. The latest position as at 12 March is shown below:

£000	Sum of Gross uppe	Column L													
Apr-Feb	Row Labels	Ring Fenced Grant	New Commitments	Income forgone	Savings Shortfall	Total	MHCLG	NHS	DSG	PCC	T&T	COMF	Other	SFC	Net total
31,137	Adults		32,975	404	4,892	38,271		-10,733		-218			-14,252		13,068
2,427	C&I		207	2,203	374	2,784									2,784
4,709	Communities		4,427	998		5,425				-148		-50	-2,624		2,603
7,531	CYP	1,916	3,382	3,297	1,220	9,814			-1,916	-36	-75		-1,042		6,745
1,428	GPC		1,535	542	650	2,727				-271	-91				2,365
4,670	Health		11,940		17	11,957					-2,327	-9,450	0		180
1,457	E&S		975	556		1,531									1,531
4,935	H&T		4,187	3,430	475	8,092							-2,142		5,950
	Total	1,916	59,628	11,430	7,628	80,602									
							-34,893							-5,229	-40,122
58,294	GRAND TOTAL	1,916	59,628	11,430	7,628	80,602	-34,893	-10,733	-1,916	-673	-2,493	-9,500	-20,060	-5,229	-4,895

Key to abbreviations

MHCLG	– Ministry of Housing, Communities & Local Government
DSG	– Dedicated Schools Grant
PCC	– Peterborough City Council
T&T	– Test & Trace
SFC	– Sales, Fees and Charges
C&I	– Commercial & Investment
CYP	– Children and Young People
GPC	– General Purposes Committee
E&S	– Environment & Sustainability
H&T	– Highways & Transport
COMF	- Contain Outbreak Management Fund

Other funding includes the Infection Control Grant, Transport funding from the Combined Authority, and grants from DEFRA and DWP.

- 3.1.2 This method of estimating the financial impact on the Council differs from the overall forecast shown on a management accounting basis. The approach remains that GPC continues to hold the MHCLG unringfenced funding centrally to offset a variety of risks across different departments of the Council. Two recent developments have led to short term improvements in the Council's financial position. Firstly, the MHCLG has assessed all of the Council's claims to date for lost sales, fees and charges compensation as payable, and these amounts have now been fully reflected in forecasts. Secondly, the additional restrictions, especially the November and 2021 lockdowns mean that the future increases in demand and recovery costs of the pandemic have been delayed into next financial year and beyond. These are the major reasons for the overall in-year underspend position reported in section 3.1.
- 3.1.3 General Purposes Committee has earmarked the unringfenced funding received for the purposes of responding to the pandemic and it has been acknowledged through the business planning process that a budget reset is likely to be needed in the Summer given the additional uncertainties this year. The Council continues to face extensive and significant risks related to its budgetary position, meaning that the improving short term financial position can contribute to mitigate some of the longer term pressures likely to arise from:
- demand impacts resulting from the pandemic, noting the additional uncertainty in budget setting going into the new year
 - future winter pressures and the longer term impact on the health and care economy, including NHS operational pressures and long term health conditions, provider (care home) and workforce sustainability as well as increased frailty of clients and seasonal peaks.
 - the local government pay claim submitted by the Unions to Local Government Employers is significantly in excess of the restricted budgetary provision that the Council has made through budgeting (derived from the nationally announced public sector "freeze").
 - the risk to local taxation levels cannot be fully quantified until the economic impacts of the pandemic are clearer alongside the interventions and support from government recently announced
 - there is expected to be an increase in the doubtful debt provision required by the Council as a result of increasing amounts owed to the Council and delayed collection, also connected to worsening personal and business finances owing to the economic climate.

3.2 Key exceptions this month are identified below.

3.2.1 Place & Economy:

-£0.323m (-0.6%) underspend is forecast at year-end. There are no exceptions to report this month; for full and previously reported details, see the [P&E Finance Monitoring Report](#).

3.2.2 People & Communities:

+£7.656m (+2.8%) pressure is forecast at year-end.

- Strategic Management - Adults

Outturn Variance £m	Outturn Variance %
+7.995	(+129%)

A +£7.995m pressure is forecast. This is an increase of £1.233m on the position previously reported last month. This reflects the assumption that a portion of funding will need to be earmarked to meet the unpredictable rises in care costs over the medium term.

- Learning Disability Partnership (LDP)

Outturn Variance £m	Outturn Variance %
+1.696	(+3%)

A £1.696m pressure is forecast. This is an increase of £0.489m on the position previously reported in September, of which £0.361m relates to a change since last month. The increase is primarily due to the expectation that negotiated provider uplifts this year will exceed available budget, and there is also a reduction in client contributions below what was budgeted, as a small number of service users with large care packages who were previously assessed to pay the full cost of their care have revised financial assessments.

- Older People's Services

Outturn Variance £m	Outturn Variance %
-2.000	(-4%)

A -£2.000m underspend is forecast. This is a decrease of £2.124m on the pressure position previously reported last month. The forecast has been reducing since the autumn as ongoing care costs have been finalised for people discharged from hospital before September being lower than originally expected. A prudent approach was taken in forecasting for the return of service users with assessed social care need to Council funding streams following the end of health funding. However, the financial impact of ongoing provision of care to this cohort has been lower than originally anticipated due to a proportion of clients not requiring long-term bed-based placements and a reassessment of the income due from clients contributing towards the cost of their care.

Although the impact of the pandemic in relation to short-term demand and the availability of alternative funding streams have resulted in the reported in-year underspend, there remains considerable risk around the impact it will have on longer-term demand and the pressures that may emerge over the next few years. We know that there is a growing number of people who have survived Covid but have been left with significant needs that we will need to meet.

- Integrated Community Equipment Service

Outturn Variance £m	Outturn Variance %
+1.248	(+116%)

A +£1.248m pressure is forecast, which is an increase of £0.428m on the position previously reported last month. This increase is primarily due to the decision not capitalise a further £0.4m of equipment spend. At this point, over the medium term the cost of borrowing exceeds the revenue saving from capitalisation so it is prudent to not capitalise £1.3m of eligible equipment spend in 2020/21.

- Strategic Management - Children & Safeguarding

Outturn Variance £m	Outturn Variance %
-1.000	(-29%)

A -£1.000m underspend is forecast. This is an increase of -£0.400m on the underspend position previously reported in October, of which -£0.200m relates to a change since last month. This increased underspend consists of a further -£200k due to a combination of posts becoming vacant and recruitment to vacancies taking longer than anticipated in the current climate, and an additional -£200k of unapplied social care grant.

- Adoption

Outturn Variance £m	Outturn Variance %
-0.660	(-11%)

A -£0.660m underspend is forecast. *[Please note that the underspend has been being reported by P&C since August but has been omitted from this Integrated report in error.]* The underspend is an increase of -£0.275m on the position reported by P&C in August (-£0.385m) and a decrease of £0.090m on the position reported in P&C in October (-£0.750m). During the 2020/21 financial year, the service has a high number of young people in care turning 18 years old and for the majority of children this will see the allowances paid to their carers ceasing. The service review on this area of activity to ensure allowances received by carers are in line with children's needs and family circumstances has now been completed and as a result additional savings identified.

- SEND Specialist Services (0 - 25 years)

Outturn Variance £m	Outturn Variance %
+12.814	(+19%)

An £12.814m pressure is forecast. This is an increase of £1.221m on the position previously reported in October and relates in full to a change since last month. Based on current available funding levels compared to the continuing increase in the number of children and young people with an Education, Health and Care Plan (EHCP), and the complexity of need of these young people, the underlying in-year pressure on the High Needs Block element of the Dedicated Schools Grant (DSG) funded budgets is estimated to be in the region of £12.5m for 2020/21. This includes savings in relation to funding devolved to secondary schools through the Behaviour and Attendance Improvement Partnerships (BAIP's) implemented from September and savings as a result of a number of high cost placements. Due to Covid-19 a number of the remaining savings initiatives have been delayed and as such savings will not be realised until next year; however this may also be at risk as we are predicting increased need post lockdown and children returning to school.

- **Financing DSG**

Outturn Variance £m	Outturn Variance %
-12.265	(-18%)

A -£12.265m required contribution from the Dedicated Schools Grant (DSG) is forecast. This is an increase of £0.979m on the position previously reported in October, of which £0.972m relates to a change since last month. This contribution represents the amount that will be drawn down from the DSG reserve in excess of what was budgeted to cover pressures in DSG-funded areas. Within P&C, spend of £69.3m is funded by the ring-fenced Dedicated Schools Grant. Pressures on SEND Financing (£12.74m); SEN Placements (£1.52m); Out of School Tuition (£0.18m) and savings within SEND Specialist Services (-£0.87m); High Needs Top Up Funding (-£0.33m); Funding to Special Schools and Units (-£0.33m); Alternative Provision and Inclusion (-£0.29m); 0-19 Organisation & Planning (-£0.20m) and Home to School Transport – Special (-£0.15m) will be carried forward as a deficit on the DSG. The final DSG balance brought forward from 2019/20 was a deficit of £16.6m.

- A combination of more minor variances sum with the above to lead to an overall forecast outturn of +£7.656m. For full and previously reported details, see the [P&C Finance Monitoring Report](#).

3.2.3 Public Health:

A balanced budget is forecast for year-end.

- **Sexual Health & Contraception**

Outturn Variance £m	Outturn Variance %
-0.356	(-7%)

A -£0.356m underspend is forecast, of which -£0.224m relates to a change since last month. This service has a small Covid-related pressure due to an inability to access funding from Sexual and Reproductive Health Procurement assigned to the new Sexual Health Prevention Services until April 1 2021. This is more than offset by activity on prescribed testing being lower than the level budgeted for. Over the Covid period, we have paid commissioned providers based on 2019/20 activity levels to provide some

certainty; without this arrangement spend would likely have been considerably lower and presented a sustainability problem to providers. Budgets for this service were set based on an assumed higher level of activity that has been impacted by Covid. At the end of quarter 3, the activity has continued to be lower than expected, and so the forecast underspend has increased.

- A combination of more minor variances sum with the above to lead to an overall balanced budget forecast; the -£1,439k 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 [PH Finance Monitoring Report](#).

3.2.4 Corporate Services:

-£1.724m (-5.0%) underspend is forecast for year-end.

- Customer Services

Outturn Variance £m	Outturn Variance %
-0.301	(-15%)

A £0.301m underspend is forecast. The Children's Social care funding was being negotiated in September and there have been difficulties associated with recruiting to Advisor posts whilst the service is being delivered virtually, which has resulted in staff vacancies leading to savings in payroll. Most recently, all vacancies have now been recruited to with a start date of February 2021. In addition, there have been decreased costs in Blue Badge work and additional income received from Waste management contributing to savings. There has also been an increase of £60k in the underspend forecast since last month due to confirmed additional income from the CCC Children's team.

- Demography Reserve

Outturn Variance £m	Outturn Variance %
-0.322	(-100%)

A -£0.322m underspend is forecast. This is because Covid-19 related demand pressures are expected to be fully funded by Government grants and underlying demand and demography is in line with business plan forecasts so the additional Demography Reserve budget is not required.

- Within corporate services, there is budgetary provision for the costs of an external accountancy firm to conclude an internal audit investigation which reported to the Audit & Accounts Committee in February. These costs amount to £68k.
- A combination of more minor variances sum with the above to lead to an overall forecast outturn of -1.724m. For full and previously reported details, see the [CS & LGSS Finance Monitoring Report](#).

3.2.5 CS Financing:

-£0.890m (-3.0%) underspend is forecast for year-end. There are no exceptions to report this month; for full and previously reported details, see the [CS & LGSS Finance Monitoring Report](#).

3.2.6 Commercial & Investment:

+£2.940m (-%) pressure is forecast for year-end.

- Facilities Management

Outturn Variance £m	Outturn Variance %
+0.320	(+5%)

A £0.320m pressure is forecast. This is mainly due to the following:

- The 2020/21 revenue budget for the Alconbury Weald Civic Hub is £175k. Based on the expected completion date for the building (Spring 2021), this budget is not required during 2020/21, therefore creating a -£175k underspend.
 - The Shire Hall Car Park income budget is forecasting to underachieve by £90k in 2020/21. This is based on not charging for the car park for 3 months, and less income being received now charging has recommenced.
 - Buildings maintenance has continued with costly repairs needed for various properties; however, we have seen a saving on utility bills & general costs due to the temporary closure of buildings, £350k
 - Lease Car Vehicle Costs of £55k, contract costs that cannot be recovered due to Covid-19 restrictions on staff travel.
- A combination of more minor variances sum with the above to lead to an overall forecast outturn of +2.836m. For full and previously reported details, see the [C&I Finance Monitoring Report](#).

3.2.7 Funding Items:

-£12.567m underspend is forecast for year-end. £12.499m relates to forecast usage of the unbudgeted Covid-19 support grant from MHCLG in relation to forecast pressures as a result of the Covid-19 pandemic. The amount of Covid-19 grant identified as required this financial year has increased by £0.6m since the previous report last month. GPC has earmarked the amounts for responding to the pandemic and unused amounts at year-end will remain earmarked in reserves for this purpose, taking account of the significant pressures included within the 2021-26 business plan.

3.2.8 LGSS Operational:

A balanced budget is forecast for year-end. (The previously reported £557k pressure as a result of the shortfall on the £919k savings target set for LGSS for 2019/20 has now been transferred to Corporate Services as part of the LGSS repatriation. The previously reported -£557k underspend on the Central Services and Organisation-Wide Risks budget within Corporate Services offsets the pressure.) There are no exceptions to report this month; for full and previously reported details, see the [CS & LGSS Finance Monitoring Report](#).

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

4. Savings Tracker

- 4.1 The “Savings Tracker” report is a tool for summarising delivery of savings. Within the tracker the forecast is shown against the original saving approved as part of the 2020-21 Business Planning process. Currently, the Council is on track to deliver £9.1m of savings against its original plan. Blue rated savings total £0.3m, exceeding the target on those initiatives. Green rated savings total £7.8m. The Savings Tracker as at the end of quarter 3 is included as [Appendix 4](#) to this report. It is also important to note the relationship with the reported position within this report. As pressures arise in-year, further mitigation and/or additional savings will be required to deliver a balanced position.

A summary of Business Plan savings achieved in previous years as per the savings tracker is shown below for comparison:

Financial Year	Business Plan Original Savings £m	Savings Delivered £m	Total Variance £m
2016-17	43.4	35.5	7.9
2017-18	33.4	27.1	6.3
2018-19	38.3	27.8	10.5
2019-20	15.8	13.2	2.6
TOTAL	130.9	103.6	27.3

- 4.2 A summary of 2020-21 Business Plan savings by RAG rating is shown below:

RAG Status	Number of Savings	Total Original Savings £000	Total Variance £000	RAG Status	Number of Savings	Total Original Savings £000	Total Variance £000	RAG Status	Number of Savings	Total Original Savings £000	Total Variance £000	RAG Status	Number of Savings	Total Original Savings £000	Total Variance £000	RAG Status	Number of Savings	Total Original Savings £000	Total Variance £000	Total Original Savings	Total Variance
Blue	1	-250	-20	Green	27	-7,813	0	Amber	3	-620	253	Red	2	-5,200	4,577	Black	7	-2,046	2,046	-15,929	6,856

5. Key Activity Data

- 5.1 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 Finance Monitoring Report](#) (section 5).

6. Capital Programme

6.1 Capital financial performance

A summary of capital financial performance is shown below:

Original 2020/21 Budget as per Business Plan £000	Forecast Variance - Outturn (Dec) £000	Service	Revised Budget for 2020/21 £000	Actual-Year to Date (Jan) £000	Forecast Variance - Outturn (Jan) £000	Forecast Variance - Outturn (Jan) %	Total Scheme Revised Budget (Jan) £000	Total Scheme Forecast Variance (Jan) £000
29,051	-	P&E	60,191	29,528	-	0.0%	433,031	-
61,817	-61	P&C	50,754	35,657	-670	-1.3%	574,180	-2,950
11,006	-2,240	Corporate Services	16,134	3,786	-2,940	-18.2%	74,043	-1,336
74,569	-14,712	C&I	76,906	38,660	-24,703	-32.1%	434,146	-11,413
-	-	Outturn adjustment	-	-	-	-	-	-
176,443	-17,014	Total Spending	203,986	107,632	-28,314	-13.9%	1,515,400	-15,699

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 2020/21 of £38.0m and is currently forecasting an in-year underspend of -£11.1m 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 2020-21 capital programme variations budgets

6.2.1 A summary of the use of the 2020-21 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.

Service	Capital Programme Variations Budget £000	Forecast Variance - Outturn (Jan) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Forecast Variance - Outturn (Jan) £000
P&E	-12,043	-7,327	7,327	60.84%	0
P&C	-6,523	-7,193	6,523	100.00%	-670
CS	-4,010	-6,950	4,010	100.00%	-2,940
C&I	-17,625	-42,328	17,625	100.00%	-24,703
Outturn adjustment	-	-	-	-	-
Total Spending	-40,201	-63,799	35,485	88.27%	-28,314

6.2.2 As at the end of January, C&I, Corporate Services and P&C schemes have exceeded the capital variations budget allocated to them, forecasting in-year underspends of -£24.7m, -£2.9m and -£0.7m respectively. The current overall forecast position is therefore an -£28.3m 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. Regarding the Highways capital slippage reported below, for context, the P&E capital programme is built on the assumption that there will be 20% slippage and so there is a capital programme variation budget of -£12m. Unlike the other areas of the Capital Programme in CCC, this full amount of slippage has not occurred to date but the service is still forecasting on target as there is likely to be a small amount of further slippage before year end. Highways are forecasting an in-year underspend of £2,458m which is less than the 20% assumption.

- Safety Schemes - A1303 Swaffham Heath Road Crossroads

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance : Rephasing £'000
500	30	-470	0	-470	0	-470

An in-year underspend of -£0.5m is forecast. This scheme has been delayed due to land acquisitions. The scheme will be completed in 2021/22.

- Delivering the Transport Strategy Aims- Highway schemes

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance : Rephasing £'000
2,501	1,011	-1,490	0	-1,490	0	-1,490

An in-year underspend of -£1.5m is forecast. A number of schemes within this area have been delayed and will be completed in 2021/22.

The main schemes are:

- Cambridge Victoria Ave/Maids Causeway – Pedestrian & Cycle Improvements – design and consultation difficulties have delayed delivery on site.
- Cambridge –Oxford Rd/Windsor Rd traffic calming – Consultation delays – revised plan upon public consultation comments. Further consultation to take place.
- Meldreth – Footpath 9 – work being done in conjunction greenway project and land purchase is required.
- Cambridge, new footpath Worts Causeway – delays due to Covid pressures.
- Cambridge, West Road traffic calming – delays due to Covid pressures.
- Godmanchester to Hinchbrook Park – cycle improvements – delays due to Covid pressures.
- Cambridge, Barton Rd/Grantchester St – crossing improvement – delays due to Covid pressures.
- Cambridge, Storeys Way – Traffic control measures and improve cycle route – work currently being done as part of the Emergency Active Travel fund.

- Carriageway Maintenance – Safety fencing renewals

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance : Rephasing £'000
740	400	-340	0	-340	0	-340

An in-year underspend of -£0.3m is forecast. This is mainly due to the A505 Road Safety audits – we are currently awaiting a response from the Road Safety Audit and the Street Lighting Audit before this project can proceed. Highways will then need to get road space approval from Highways England before the work can commence. This scheme is now expected to straddle this financial year and 2021-22.

- Carriageway Maintenance - Countywide Surface Dressing programme

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance : Rephasing £'000
3,696	3,416	-280	0	-280	0	-280

An in-year underspend of -£0.3m is forecast. Less surface dressing has taken place this year due to Covid restrictions; additional prep patching (see below) has taken place to ensure a full programme is carried out in 2021-22.

- Carriageway Maintenance – Countywide Prep patching for Surface Dressing programme

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance : Rephasing £'000
992	1,242	250	0	250	0	250

An in-year pressure of £0.3m is forecast. Less surface dressing (see above) has taken place this year due to Covid restrictions; additional prep patching has taken place to ensure a full programme is carried out in 2021-22.

- Carriageway Maintenance – Whittlesey, Ramsey Road

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance : Rephasing £'000
695	200	-495	0	-495	0	-495

An in-year underspend of -£0.5m is forecast. This scheme will continue into 2021-22 as the Eastern Highways Alliance Framework contract was not operational until Oct 2020, putting back the schemes being delivered by it.

- Bridge Strengthening – St Ives Flood Arches

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance : Rephasing £'000
437	100	-337	0	-337	0	-337

An in-year underspend of -£0.3m is forecast. There was a delayed start due to Covid restrictions, and heritage approvals from English Heritage and Huntingdonshire District Council are awaited. £500k has been allocated for this scheme to be completed in 2021-22.

- Bridge Strengthening – Schemes under £400k

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance : Rephasing £'000
2,769	3,143	374	0	374	0	374

An in-year pressure of £0.4m is forecast. Additional work has been undertaken this year (accelerated spend) to utilise the in-year shortfall in spend for the St Ives Flood Arches (see above).

- £90m Highway maintenance – B1050 Willingham, Shelford Road

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance : Rephasing £'000
839	517	-322	0	-322	-250	-72

An in-year underspend of -£0.3m is forecast. The scope of the work has been reduced by £250k to compensate for funding required for the B1044 Huntingdon scheme (see below under £90m Highway Maintenance – Other schemes).

- £90m Highway maintenance – B1382 Prickwillow, Pudney Hill Road

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance : Rephasing £'000
900	0	-900	0	-900	0	-900

An in-year underspend of -£0.9m is forecast. This scheme will begin in 2021-22 as the Eastern Highways Alliance Framework contract was not operational until Oct 2020, putting back the schemes being delivered by it. The scheme will start after the University Boat Race, which is due to take place in early April.

- £90m Highway Maintenance – Other schemes

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance : Rephasing £'000
3,062	3,460	398	-20	418	0	398

An in-year pressure of £0.4m is forecast. Underspends on other £90m schemes (e.g. the B1050 Willingham, Shelford Road scheme reported above) are being used to fund pressures on these schemes. This includes the B1044 Huntingdon, Stukeley Road, Ermine Street scheme.

- Pothole Funding – A1198 Caxton / Papworth / Hilton

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance : Rephasing £'000
890	600	-290	0	-290	0	-290

An in-year underspend of -£0.3m is forecast. Work on this scheme is expected to come in cheaper than originally budgeted. The spare funding will be utilised to fund pressures on other pothole schemes (see below).

- Pothole Funding- other schemes

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance : Rephasing £'000
810	1,185	375	0	375	0	375

An in-year pressure of £0.4m is forecast. Increased costs are forecast for a number of projects. The pressure will be covered by underspends on other pothole schemes (e.g. see the A1198 Caxton / Papworth / Hilton underspend above) and will be within the allocated grant.

- Pothole Grant Funding- Additional DfT Allocation (surface treatments)

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance : Rephasing £'000
4,201	2,371	-1,830	-1,190	-640	0	-1,830

An in-year underspend of -£1.8m is forecast. This is an increase of -£0.6m on the underspend position previously reported last month. This is primarily due to a further project now being delivered in 2021/22 due to the delay in the new Eastern Highways Alliance Framework contract being operational; the B1093 Manea, Fifty Road – carriageway shaping scheme, £390k.

- P&E Capital Variation

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance : Rephasing £'000
-12,043	-4,716	7,327	2,795	4,532	0	7,327

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 £7.3m underspend is balanced by use of the capital variations budget; the change this month relates primarily to the underspends on Safety schemes, Delivering the Transport Strategy Aims, Carriageway Maintenance, £90m Highway maintenance and Pothole Funding schemes, partially offset by the small net pressure on Bridge Strengthening schemes 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 -£0.7m (-0.1%) in-year underspend is forecast at year-end.

- Basic Need- Primary

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance : Rephasing £'000
13,178	12,879	-349	-170	-179	-50	-299

- An in-year underspend of -£0.3m is forecast across Basic Need- Primary schemes. The main schemes included in the variance are the ones outlined below, together with other more minor variances below £250k:

- St Neots, Wintringham Park primary

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance : Rephasing £'000
3,900	4,350	450	450	0	282	168

There is a forecast pressure of £400k expected due to additional costs incurred by the contractor due to the Covid-19 pandemic. The 2021-22 Business plan will request additional budget of £282 as a result. £168k of the additional costs can be absorbed from expected future savings in contingency budgets.

- St Ives, Eastfield / Westfield primary

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000	Breakdown of Variance: Underspend/ pressure £'000	Breakdown of Variance : Rephasing £'000
400	50	-350	-350	0	0	-350

Rephasing has been incurred: condition surveys are still being undertaken which will mean that most of the works will occur in 2021-22.

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

6.3.3 Corporate Services:

A -£2.940m (-18.2%) underspend is forecast at year-end.

- Capitalisation of Transformation Team

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000	Breakdown of Variance: Underspend/pressure £'000	Breakdown of Variance : Rephasing £'000
2,182	1,200	-982	0	-982	-982	0

An in-year underspend of £1.0m is forecast. The amount of funding required from capital receipts for the Transformation Team in 2020-21 is expected to be £1,200k, a forecast underspend of £982k.

Following a review of capital flexibility regulations, the Council's Section 151 Officer has determined that some staff costs which were forecast to be capitalised should be reallocated as revenue costs. Also, several staff have been redeployed to work on COVID-19 activities which is chargeable to the grant.

This will reduce the capital receipts requirement in 2020-21 by £982k.

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

6.3.4 Commercial & Investment:

A -£24.703m (-32.1%) underspend is forecast at year-end.

- Housing Schemes

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000	Breakdown of Variance: Underspend/pressure £'000	Breakdown of Variance : Rephasing £'000
42,300	29,414	-12,886	-9,800	-3,086	0	-12,886

An in-year underspend of -£12.9m is forecast. This is an increase of £3.1m on the underspend position previously reported in October and relates in full to a change since last month. As a result of positive cashflows into the company, lending to This Land will be lower than originally expected this year. Loans are released according to progress on works and review by the monitoring surveyor. The forecast reflects the schedule of loan funding advanced to date, as well as assumptions around timing of loans to be issued for the next phase. This will reduce the borrowing requirement in year by £12.4m and the capital receipts requirement by £0.4m.

- North Angle Solar Farm

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000	Breakdown of Variance: Underspend/pressure £'000	Breakdown of Variance : Rephasing £'000
5,014	974	-4,040	0	-4,040	0	-4,040

An in-year underspend of -4.0m is forecast. The planning timetable for the North Angle project has been revised due to additional planning requirements and the incorporation of some design changes, which has resulted in a minor delay to the construction timetable. Pre-mobilisation works, including road reinforcement, were expected to take place during the current financial year but will now occur in early 2021-22.

- Building Maintenance

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000	Breakdown of Variance: Underspend/pressure £'000	Breakdown of Variance : Rephasing £'000
1,042	583	-459	-0	-459	-	-459

An in-year underspend of -£0.5m is forecast. The building work expected for March Community Centre, Huntingdon Youth Centre, Butts Grove and Yaxley has been delayed. The work required will be re-assessed in 2021-22.

- Decarbonisation Fund

Revised Budget for 2020/21 £'000	Forecast Spend - Outturn (Jan) £'000	Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000	Breakdown of Variance: Underspend/pressure £'000	Breakdown of Variance : Rephasing £'000
4,500	1,183	-3,317	-944	-2,373	0	-3,317

An in-year underspend of -£3.3m is forecast. This is an increase of -£2.4m on the underspend position previously reported in November and relates in full to a change since last month. There are 13 projects expected to complete in this phase. The revised forecast is based on the cost of the work that is due to take place this financial year.

- For full and previously reported details, see the [C&I 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 total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details, see the [P&E Finance Monitoring Report](#).

6.4.2 People & Communities:

A -£3.0m (-0.5%) 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 -£1.336m (-1.8%) total scheme underspend is forecast.

- Capitalisation of Transformation Team

Total Scheme Revised Budget £'000	Total Scheme Forecast Spend - Outturn (Jan) £'000	Total Scheme Forecast Spend - Outturn Variance (Jan) £'000	Variance Last Month (Dec) £'000	Movement £'000
9,064	8,082	-982	-	-982

A total scheme underspend of -£1.0m is forecast on the Capitalisation of Transformation Team for the reasons given earlier in section 6.3.3.

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

6.4.4 Commercial & Investment:

An -£11.413m (-2.6%) total scheme underspend is forecast. There are no exceptions to report this month; for full and previously reported details, see the [C&I 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	17.8	-	5.2	3.6	26.6	25.0	-1.6
Basic Need Grant	20.6	-	-	-	20.6	20.6	-
Capital Maintenance Grant	3.9	-	-	1.2	5.1	5.1	-
Devolved Formula Capital	0.8	1.4	-	-0.0	2.2	2.2	-
Specific Grants	9.0	0.1	2.7	5.2	17.1	20.4	3.4
S106 Contributions & Community Infrastructure Levy	8.5	2.7	-2.9	7.0	15.4	15.2	-0.1
Capital Receipts	7.3	11.3	0.0	-5.1	13.5	3.5	-10.0
Other Contributions	11.4	0.0	1.7	8.7	21.8	21.2	-0.7
Revenue Contributions	-	-	-	-	-	-	-
Prudential Borrowing	97.1	46.0	-59.7	-1.8	81.7	62.4	-19.3
TOTAL	176.4	61.6	-52.9	18.9	204.0	175.7	-28.3

¹ Reflects the difference between the anticipated 2019/20 year end position used at the time of building the initial Capital Programme budget, as incorporated within the 2020/21 Business Plan, and the actual 2019/20 year end position.

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

Funding	Service	Amount (£m)	Reason for Change
Additional/ Reduction in Funding (Other contributions)	P&E	£0.3	Local Highways Improvements: £277k additional contributions are anticipated from third parties compared to the original budget. General Purposes Committee is asked to note the £0.277m additional contributions for Local Highways Improvements as above.
Additional/ Reduction in Funding (Other contributions)	P&E	£0.7	Highways Maintenance (£90m) schemes under £500k: £670k contributions are anticipated from Network Rail in relation to Abbots Ripton Station Road. General Purposes Committee is asked to note the £0.670m additional contributions for Highways Maintenance schemes as above.

6.7 Connecting Cambridgeshire's Digital Technology Grants for Business scheme

Connecting Cambridgeshire has secured over £1million funding from the European Regional Development Fund (ERDF) and Cambridgeshire & Peterborough Combined Authority (CPCA) to support the growth and resilience of small and medium-sized enterprises (SMEs) in Cambridgeshire and Peterborough. The Digital Technology Grants for Business scheme aims to increase the number of local SMEs making productive use of digital technologies to boost their business - by helping them to invest in digital equipment, systems and support. The scheme will run from February 2021 until the end of August 2021. SMEs in Cambridgeshire and Peterborough with plans or ideas to grow, improve or sustain their business using digital technology can now apply for a grant of between £2,000 and £10,000 to cover up to 80% of their total project costs.

Connecting Cambridgeshire is due to receive £240k capital grants and contributions in 2020/21 and £1,060k in 2021/22. In addition, revenue funding of £34k is due in 2020/21 and £75k in 2021/22.

General Purposes Committee is asked to note the additional £1.3m capital grants and contributions due to be received by Connecting Cambridgeshire, £240k in 2020/21 and £1,060k in 2021/22.

- 6.8 Additional prudential borrowing is requested for the Alconbury Civic Hub Solar Carports project. This is a project to improve the carbon footprint of Council's new Civic Hub building in Alconbury Weald through installing a solar canopy over the car park that will charge electric vehicles on site and that can be used directly by the building to offset the use of grid electricity. In February 2020 the Commercial & Investment (C&I) committee approved a £200k development budget and in July 2020 the Environment & Sustainability (E&S) committee approved a £248k budget for some time-sensitive foundation works to

align with the Civic Hub construction. Further information can be found in the [C&I paper](#) and the [E&S paper](#). At the March 2021 E&S committee meeting the committee is being asked to agree the investment case for the installation of the solar carports. The E&S committee is also being asked to delegate authority to the Executive Director of P&E and Chief Financial Officer, in consultation with the Chair of the E&S Committee and the Green Investment Advisory Group to sign a contract for the construction and operation of the project conditional on a planning approval and the final business case demonstrating a positive Net Present Value. Further information on the investment can be found in the March 2021 [E&S paper](#). The full business case is for a total budget of £928k across 2020/21 and 2021/22. The scheme will be funded by borrowing; the annual cost of borrowing will start in 2022/23 estimated at £47k, and decreases each year thereafter.

General Purposes Committee is asked to approve additional prudential borrowing of £448k in 2020/21 and £480k in 2021/22 (total £928k budget) for the Alconbury Civic Hub Solar Carports scheme.

- 6.9 Additional prudential borrowing is requested for the Schools Low Carbon Heating Investments at Comberton Village College and The Galfrid Primary school in 2021/22. In May 2020 the Commercial & Investment Committee agreed a development budget for low carbon heating projects at Comberton Village College and The Galfrid Primary School. It was envisaged that these projects would involve the Council installing and operating Ground Source Heat Pumps (GSHPs) at the schools and selling heat to the schools via Heat Supply Agreements. Projects were noted as being dependent on securing Renewable Heat Incentive (RHI) funding via Tariff Guarantees, requiring planning consent, not offering a commercial rate of return, but being of interest due to the substantial carbon savings on offer. Development activity has now reached a point where a decision on whether to invest is required. At the March 2021 E&S committee meeting the committee is being asked to agree the investment case for the Comberton Village College Low Carbon Heat Network and The Galfrid Primary School Ground Source Heat Pump Project. The E&S committee is also being asked to delegate authority to the Executive Director of P&E and Chief Financial Officer, in consultation with the Chair of the E&S Committee and the Green Investment Advisory Group to sign contracts for project construction and operation, and for heat supply to the schools. Further information on the investment can be found in the March 2021 [E&S paper](#). The full cost of the two projects is anticipated to be £3.358m. A further £3.145m is therefore requested above the original £213k approved development budget. The schemes will be funded by borrowing; the annual cost of borrowing will start in 2022/23 estimated at £202k, and decreases each year thereafter.

General Purposes Committee is asked to approve additional prudential borrowing of £3.145m in 2021/22 for Schools Low Carbon Heating Investments at Comberton Village College and The Galfrid Primary school

- 6.10 The Swaffham Prior Community Heat Network (SPCHN) project and investment was agreed in principle by the E & S Committee in January 2021 and the future budget implications reflected in the business plan agreed by Full Council in February 2021. The commercial arrangements for the project were previously agreed by C&I Committee in May 2020. These included the establishment of a special purpose vehicle (SPV) wholly owned by the council. This will be a company limited by shares with a £100 equity investment by the Council at incorporation. The use of an SPV is a requirement for receiving almost £3m of funding from the Heat Networks Investment Project (HNIP). The SPV will play a limited role in the SPCHN, restricted to managing the construction and

maintenance of the pipe network used to provide heat to individual homes. The ownership of the network, all matters relating to the Energy Centre that will produce the heat from ground source and air source heat pumps, and communications with customers will all be done by the Council directly.

To comply with HNIP requirements the SPV needs to be set up before the end of March 2021. The technical arrangements for this are being handled by Sharpe Pritchard LLP, who are the external legal advisors for the SPCHN project.

General Purposes Committee is asked to agree to amend the capital budget to include incorporation of a company limited by shares, wholly owned by the Council, for the Swaffham Prior Community Heat project.

7. Balance Sheet

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

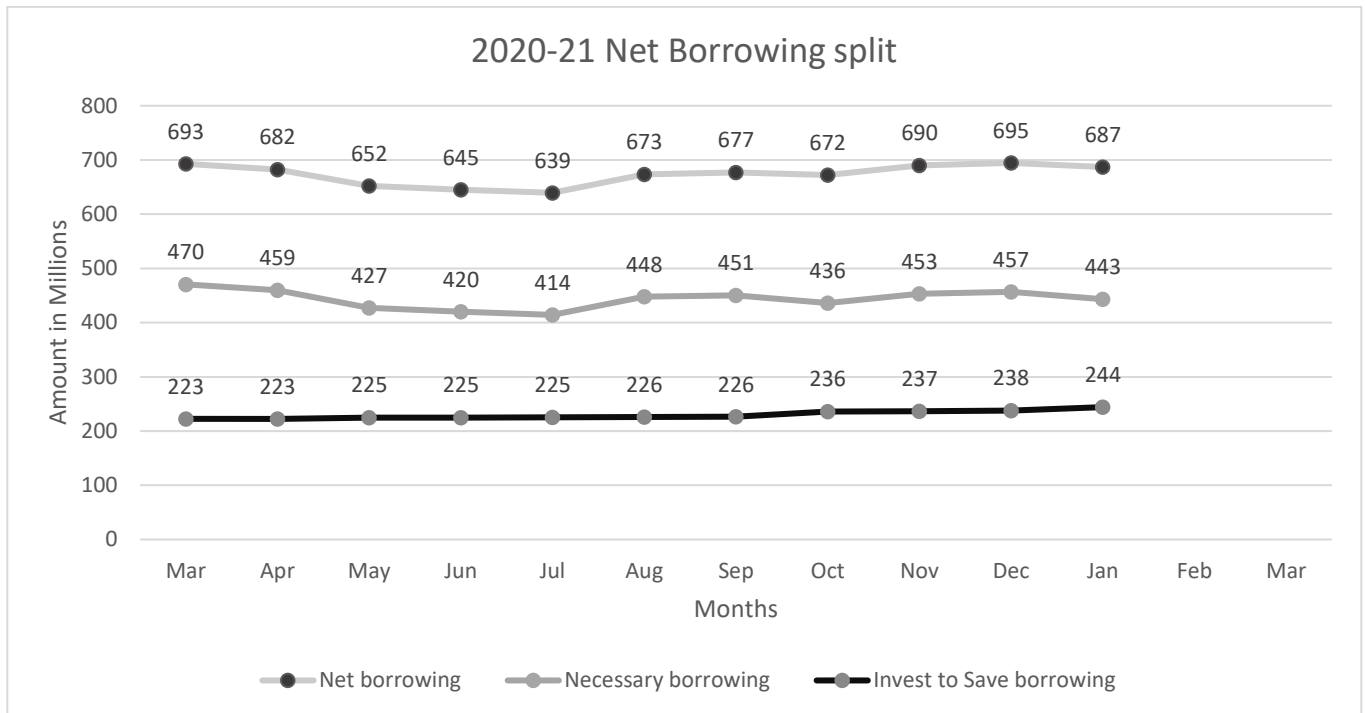
Measure	Year End Target	Actual as at the end of Jan 2021
Level of debt outstanding (owed to the council) 91 days +, £m: Adult Social Care	£3.37m	£8.33m
Level of debt outstanding (owed to the council) 91 days +, £m: Sundry	£1.71m	£2.48m
% of Undisputed Commercial Supplier Invoices Paid Within 30 Days	95.0%	97.7%
% of Undisputed Commercial Supplier Invoices Paid Within Terms	85.0%	81.8%

7.1.1 These debt figures exclude Cambridgeshire & Peterborough CCG debts as these are considered collectable. The amount of debt owed by Cambridgeshire & Peterborough CCG exceeding one year hold is £5.92m. 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. Both the Council and the CCG continue to work together to agree, expedite and reconcile payments for clients eligible for NHS funding. There is a strong focus in both organisations in resolving these issues, with the Chief Finance Officers meeting fortnightly to oversee focus and negotiate an improved position during March 2021.

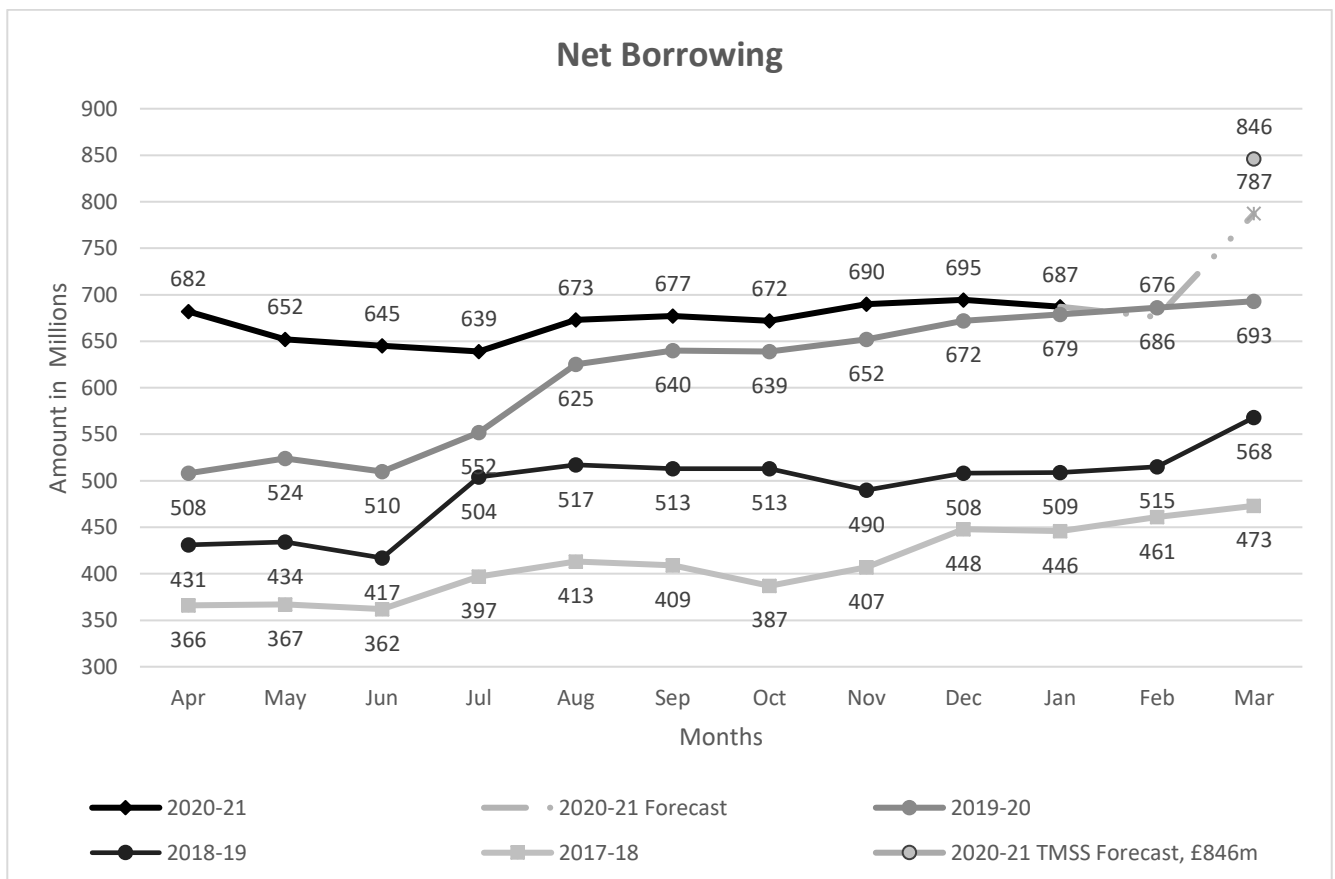
7.1.2 In [January 2021, the Audit & Accounts Committee](#) considered a detailed report on the debt management position, following repatriation of Debt Management from LGSS to direct CCC oversight at the end of 2020. A number of improvements in processes and effectiveness have already been identified and are being implemented. It is also likely that the Council will need to increase its doubtful debt provision, partly as a result of the pandemic's economic impact. Steps are also being taken to prepare for the [briefing space](#) debt respite scheme announced nationally.

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 2020-21, it is

estimated that £244m 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 the previous financial year. At the end of January 2021, investments held totalled £117.6m (excluding all 3rd party loans) and gross borrowing totalled £804.8m, equating to a net borrowing position of £687.2m.



- 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 2019-20 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 2020-21 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 2020-21 TMSS was set in February 2020, it anticipated that net borrowing would reach £846.0m by the end of this financial year. Based on the 2019-20 outturn position and subsequent revisions to the capital programme, and a further decrease in C&I and CS of £19.4m, the net borrowing is currently predicted to be below this, at £787.0m 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). Officers are cognisant of the interest rate risk associated with the focus on short term borrowing within the loan portfolio. Opportunities are being taken to secure longer term loans to shift this profile, particularly now that the additional premium on PWLB borrowing has been reduced.
- 7.7 At the [March meeting of the Commercial & Investment Committee](#), that Committee is invited to endorse an investment in the region of £22m in Infrastructure Funds for the purposes of treasury management. This stems from an assessment that the Council has sufficient cashflow certainty over the next 3-5 years to invest additional balances on a longer term basis, and that this will be financially advantageous to the Council rather than maximising internal borrowing (see above), and that this outweighs the additional risk to security and liquidity of funds. This follows the strategic advice received from an external advisor during 2020 regarding the diversity of the whole investment portfolio, and detailed due diligence on the different funds recommended to C&I by a further advisor. Subject to Committee endorsement, the actual deployment of funds to this form of investment is permitted under the treasury management strategy, and delegated to the Chief Finance Officer.
- 7.8 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. 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 A good quality of life for everyone

There are no significant implications for this priority.

8.2 Thriving places for people to live

There are no significant implications for this priority.

8.3 The best start for Cambridgeshire's children

There are no significant implications for this priority.

8.4 Net zero carbon emissions for Cambridgeshire by 2050

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 Alconbury Civic Hub Solar Carports scheme in recommendation (d) represents further investment into generating clean electricity to offset the usage of grid electricity, acting to decarbonise the national grid and enhancing the Civic Hub as a flagship building. The Ground Source heat pumps in recommendation (e) will reduce school energy consumption and carbon emissions.

9.8.2 Implication 2: Low carbon transport.

Status: Positive

Explanation: A proportion of the electricity generated by the Alconbury Civic Hub solar carports in recommendation (d) will be used to charge electric vehicles (EVs) on site offsetting the use of grid electricity.

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

Status: Positive

Explanation: Soft landscaping is included within the scope of the Alconbury Civic Hub solar carports project in recommendation (d), which includes a shade tolerant planting mix beneath the solar car ports.

9.8.4 Implication 4: Waste Management and Tackling Plastic Pollution.

Status: Neutral

Explanation: Borehole drilling in relation to the Ground Source heat pumps in recommendation (e) will result in a small amount, non-harmful, arisings. Packaging waste associated with delivery of materials will be managed by supply chain procurement conditions which Bouygues are required to apply via our contract with them.

9.8.5 Implication 5: Water use, availability and management:

Status: Neutral

Explanation: No impact on water use, availability, or management.

9.8.6 Implication 6: Air Pollution.

Status: Positive

Explanation: The Alconbury Civic Hub Solar Carports scheme in recommendation (d) will be generating clean energy which offsets grid-supplied electricity, the majority of which is produced by burning fossil fuels. In principle the reduction in gas and oil consumption reduces production of air pollutants in particular NOx.

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

Status: Positive

Explanation: The Alconbury Civic Hub Solar Carports scheme in recommendation (d) increases the volume of electricity generated from renewable energy technology, thereby reducing reliance on grid infrastructure. The Ground Source heat pump projects in recommendation (e) will no longer rely on global supply chains for oil and gas providing both cost certainty and supply resilience.

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 the LGSS 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 (January 2021)

P&C Finance Monitoring Report (January 2021)

PH Finance Monitoring Report (January 2021)

CS and LGSS Cambridge Office Finance Monitoring Report (January 2021)

C&I Finance Monitoring Report (January 2021)

Capital Monitoring Report (January 2021)

Report on Debt Outstanding (January 2021)

CCC Prompt Payment Report (January 2021)

10.2 Location

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)

Budgets and Movements	P&C £'000	Public Health £'000	P&E £'000	CS Financing £'000	Corporate Services £'000	C&I £'000	LGSS Op £'000	Financing Items £'000
Opening Cash Limits as per Business Plan	275,096	0	56,470	29,570	29,441	-9,277	6,286	16,844
Greater Cambridge Partnership budgets not reported in CCC budget					-649			
Cambridgeshire Music and Outdoor Education - moving from C&I to P&C	-72					72		
Integrated Finance- moving from LGSS to Corporate Services					6		-6	
Transfer re Social Work recruitment	31				-31			
Transfer for temporary relocation of Babbage House staff					-15	15		
Transfer from Democratic Services to School Organisation and Planning Service	29				-29			
Transfer from Fostering to Communications	-34				34			
Transfer of IT trainer budgets from LGSS to Corporate Services IT & Digital Service					262		-262	
Transfer of IT CCC SLA, Customer Services, Desktop and laptop charges to LGSS to replace annual recharging	-20				-655		675	
Transfer of Ely Archives property costs from P&C to County Offices	-78					78		
County Offices and Early Help District Delivery Service adjustments	-5					5		
Transfer of Recruitment team from P&C to Corporately Managed	-212				212			
Transfer budget for additional Information Management storage					20	-20		
Transfer IT networks budget from IT Managed to IT Operations					-202		202	
Transfer Children's Centres CPSN and VOIP budgets	-9				9			
Transfer Desktop and Application support budgets to IT Operations					-175		175	
Centralisation of postage budgets	-93		-40		133	0		
Transfer of P&E Management restructure savings from PCC Shared Service			-22		22			
Transfer Non-Exec Director fees budget to C&I					35	-35		
Budget for New Homes Bonus contribution no longer required for Greater Cambridge Partnership					376			
Repatriation of Procurement from LGSS to Corporate Services					373		-373	
Repatriation of Finance Operations from LGSS to Corporate Services					45		-45	
Repatriation of Human Resources from LGSS to Corporate Services					1,340		-1,340	

Repatriation of Health, Safety & Wellbeing from LGSS to Corporate Services					182		-182	
Repatriation of Learning & Development from LGSS to Corporate Services					1,586		-1,586	
Repatriation of Finance Assessments from LGSS to P&C	569						-569	
Repatriation of IT & Digital Services from LGSS to Corporate Services					340		-340	
Repatriation of IT Managed from LGSS to Corporate Services					2,807		-2,807	
Budget allocation to cover extra 0.75% LGE pay increase	389	0	35		-440	4	12	
Allocation of Dec-Mar Lead Authority Service budgets for 20-21					172		-172	
Repatriation adjustments					-63		63	
Repatriation of Social Care Finance Operations from LGSS to Corporate Services					732		-732	
LGSS Transition project adjustments - Professional Finance					-531		531	
LGSS Transition project adjustments - Shared Services					-569		569	
Current budget	275,592	0	56,443	29,570	34,769	-9,159	98	16,844
Rounding	0	0	0	0	0	0	1	0

Appendix 2 – Reserves and Provisions

Fund Description	Balance at 31 March 2020 £000s	Movements in 2020-21 £000s	Balance at 31 Jan 2021 £000s	Forecast Balance at 31 March 2021 £000s	Notes
- County Fund Balance	17,658	1,829	19,487	24,394	
1 P&C	0	0	0	0	
2 P&E	0	0	0	0	
3 CS (LGSS Cambridge & Shared Services)	825	-228	597	752	
General Reserves subtotal	18,483	1,601	20,084	25,146	
4 Insurance	4,165	10	4,175	3,587	
Specific Earmarked Reserves subtotal	4,165	10	4,175	3,587	
5 P&C	0	0	0	0	
6 P&E	0	0	0	0	
7 CS	3	-3	0	0	
8 C&I	0	0	0	0	
Equipment Earmarked Reserves subtotal	3	-3	0	0	
9 P&C	1,097	-8	1,089	1,097	Includes liquidated damages in respect of the Guided Busway
10 PH	2,728	167	2,895	2,069	
11 P&E	4,669	307	4,976	1,312	
12 Corporate Services	5,423	-2,535	2,888	2,433	Savings realised through change in MRP policy.
13 C&I	705	26	731	680	
14 Transformation Fund	24,593	7,261	31,853	26,846	Includes COVID-19 Support Grant 1st, 2nd, 3rd and 4th tranches
15 Innovate & Cultivate Fund	972	-94	878	156	
16 Corporate	14,612	20,282	34,894	22,395	
Other Earmarked Funds subtotal	54,799	25,406	80,205	56,988	
SUBTOTAL	77,450	27,014	104,464	85,722	
17 P&C	2,518	0	2,518	0	Section 106 and Community Infrastructure Levy balances.
18 P&E	5,024	7	5,031	0	
19 C&I	11,632	324	11,956	12,518	
20 Corporate	60,761	9,334	70,095	54,854	
Capital Reserves subtotal	79,935	9,665	89,600	67,372	
GRAND TOTAL	157,385	36,679	194,064	153,094	

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 2020 £000s	Movements in 2020-21 £000s	Balance at 31 Jan 2021 £000s	Forecast Balance 31 March 2021 £000s	Notes
1 P&E	0	0	0	0	
2 P&C	224	-24	200	200	
3 Corporate Services	2,093	0	2,093	2,093	
4 C&I	0	0	0	0	
Short Term Provisions subtotal	2,317	-24	2,293	2,293	
5 Corporate Services	3,613	0	3,613	3,613	
Long Term Provisions subtotal	3,613	0	3,613	3,613	
GRAND TOTAL	5,930	-24	5,906	5,906	

Appendix 3 – Recommendations from December 20 report

The December Integrated Finance Monitoring Report included one recommendation to General Purposes Committee (GPC) that has not yet received approval, as the last Integrated Finance Monitoring Report to be presented at a meeting of GPC was the November report, on 26th January 2021.

GPC is asked to approve the recommendation from the December report.

December 2020 Integrated Finance Monitoring Report

One recommendation concerning capital funding changes, found in section 6.6:

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

Funding	Service	Amount (£m)	Reason for Change
Additional/ Reduction in Funding (Specific Grants)	P&E	£0.25	<p>Girton to Oakington Cycling scheme - £250k additional capital grant is anticipated from Highways England in relation to this scheme.</p> <p>General Purposes Committee is asked to note the £0.25m additional capital grant funding for the Girton to Oakington Cycling scheme as above.</p>

Appendix 4 – Savings Tracker 2020-21 Quarter 3

RAG	Reference	Title	Description	Budgeted Investment - Prior Years £000	Actual Investment - Prior Years £000	Budgeted Investment - 20-21 £000	Actual Investment - 20-21 £000	Original Saving - Prior Years	Original Phasing - Q1	Original Phasing - Q2	Original Phasing - Q3	Original Phasing - Q4	Original Saving 20-21	Savings Achieved - Prior Years	Current Forecast Phasing - Q1	Current Forecast Phasing - Q2	Current Forecast Phasing - Q3	Current Forecast Phasing - Q4	Forecast Saving 20-21	Variance from Plan £000	Saving complete ?	% Variance	Direction of travel	Forecast Commentary
Blue	A/R.6.114	Learning Disabilities Commissioning	A programme of work commenced in Learning Disability Services in 2016/17 to ensure service-users had the appropriate level of care; some additional work remains, particularly focussing on high cost placements outside of Cambridgeshire and commissioning approaches, as well as the remaining part-year impact of savings made part-way through 2019/20.	1,536	1,520	0	0	-5,681	-62	-63	-62	-63	-250	-4,558	-138	-77	-33	-22	-270	-20	No	-8.00	↑	-
Red	A/R.6.176	Adults Positive Challenge Programme	Through the Adults Positive Challenge Programme, the County Council has set out to design a new service model for Adult Social Care, which will continue to improve outcomes whilst also being economically sustainable in the face of the huge pressure on the sector. This is the second year of saving through demand management, building on work undertaken through 2019/20, focussing on promoting independence and changing the conversation with staff and service-users to enable people to stay independent for longer. The programme also has a focus of working collaboratively with partner organisations in 2020/21. In later years, the effect of the Preparing for Adulthood workstream will continue to have an effect by reducing the level of demand on services from young people transitioning into adulthood.	2,000	2,213	0	0	-3,800	-950	-950	-950	-950	-3,800	-3,102	-230	-47	-70	-48	-415	3,385	No	89.08	↔	Delivery of the APC demand management saving has been heavily impacted by Covid. The focus on hospital discharges and emergency work has resulted in saving delivery within assistive technology and reablement (two key areas) to be significantly below the pre-Covid profile. Work has been undertaken to evaluate what savings can still be delivered next year, and a portion has been removed in business planning. A key focus for delivering the remaining saving will be in reablement, as well as a cross-cutting workstream to ensure changing the ocnversation principles are being used in all parts of the service.
Green	A/R.6.179	Mental Health Commissioning	A retender of supported living contracts gives an opportunity to increase capacity and prevent escalation to higher cost services, over several years. In addition, a number of contract changes have taken place in 2019/20 that have enabled a saving to be taken.	0	0	0	0	0	-120	0	-12	-12	-144	0	-120	0	-12	-12	-144	0	No	0.00	↔	On track
Black	A/R.6.181	Review of commissioned domiciliary care	A review will be undertaken to ensure that the hours of domiciliary care we provide are required to meet people's needs, particularly ensuring that care is tailored to individuals' lifestyles. This should allow fewer hours to be commissioned, for example, where there are care calls that are not needed, and release some capacity to use elsewhere. This is associated with a transformation fund investment, providing capacity to undertake this work.	0	0	0	0	0	-75	-75	-75	-75	-300	0	0	0	0	0	0	300	No	100.00	↔	Impaired due to Covid-19.
Green	A/R.6.182	Improved Better Care Fund	A review has been conducted of expenditure funded by ringfenced social care grants, particularly the IBCF. A number of areas of spend (those not achieving sufficient outcomes) are proposed to be discontinued, with funding redirected to meet demand pressures.	0	0	0	0	0	-170	0	0	0	-170	0	-170	0	0	0	-170	0	Yes	0.00	↔	Complete
Green	A/R.6.201	Cambridgeshire Skills	'Cambridgeshire Learning & Skills' is being transformed into 'Cambridgeshire Skills' a new stand-alone, self-financing service which aims to deliver more substantial, direct delivery of adult learning and skills, particularly targeted at those furthest away from learning and work to support their social and economic wellbeing.	0	0	0	0	0	-180	0	0	0	-180	0	-180	0	0	0	-180	0	Yes	0.00	↔	Saving complete
Green	A/R.6.202	Youth Justice / Youth Support	A reduction in staff capacity (£15k) and grants to external organisations (£15k) across the Youth Offending and Youth Support Services.	0	0	0	0	0	-30	0	0	0	-30	0	-30	0	0	0	-30	0	Yes	0.00	↔	Saving complete
Green	A/R.6.255	Children in Care - Placement composition and reduction in numbers	Through a mixture of continued recruitment of our own foster carers (thus reducing our use of Independent Foster Agencies) and a reduction in overall numbers of children in care, overall costs of looking after children and young people can be reduced in 2020/21.	2,271	1,367	0	0	-1,311	-783	-784	-783	-784	-3,134	-1,311	-783	-784	-783	-784	-3,134	0	No	0.00	↔	Current forecast indicating savings will be made.
Green	A/R.6.257	Early Help offer within Children's services	This saving will be achieved by ensuring that early help services are targeted in as effective and efficient a way possible.	0	0	0	0	0	-187	-188	-187	-188	-750	0	-187	-188	-187	-188	-750	0	No	0.00	↔	Some delays in the restructure due to Covid, as reported on the Covid log, but service are looking to pull these back through vacancy savings.
Green	A/R.6.266	Children in Care Stretch Target - Demand Management	Please see A/R.6.255 above.	2,271	1,367	0	0	0	-375	-375	-375	-375	-1,500	0	-375	-375	-375	-375	-1,500	0	No	0.00	↔	Current forecast is a £c285k overspend but savings plans are being refined and put in place to bring forecast back to balance by year end, although potential Covid spike in CiC numbers could need to be managed.
Green	A/R.6.267	Children's Disability 0-25 Service	The Children's Disability 0-25 service has been restructured into teams (from units) to align with the structure in the rest of children's social care. This has released a £50k saving on staffing budgets. In future years, ways to reduce expenditure on providing services to children will be explored in order to bring our costs down to a level closer to that of our statistical neighbours.	0	0	0	0	0	-12	-13	-12	-13	-50	0	-12	-13	-12	-13	-50	0	Yes	0.00	↔	Saving taken from budget and staffing forecasts within revised budget.
Green	A/R.6.268	Utilisation of Education Grants	Contribution from the LAC Pupil Premium Grant to fund work with children in care	0	0	0	0	0	-12	-13	-12	-13	-50	0	-12	-13	-12	-13	-50	0	Yes	0.00	↔	Saving complete
Green	A/R.6.269	Review of Education support functions	Review of Education support functions including business support.	0	0	0	0	0	-43	-43	-43	-42	-171	0	-43	-43	-43	-42	-171	0	Yes	0.00	↔	Saving complete
Black	A/R.6.270	Home to School Transport	Review of Home to School Transport processes and provision to include procurement, shared services, demand management and supporting independence	0	0	129	0	0	0	-200	-200	-200	-600	0	0	0	0	0	0	600	No	100.00	↓	Savings were due to be achieved through a number of workstreams including route reviews and independent travel training. Travel training requires pupils to be in school and to be trained on public buses which has not been possible for the majority of the year. A decision was also taken to delay tender rounds recognising the pressure on the transport sector, reducing available savings from route reviews.
Green	A/R.7.102	Registration Service - Certificate Income	An increase in statutory charges for certificates has resulted in an increase in income collected by the Registration Service.	0	0	0	0	0	-35	-35	-35	-35	-140	0	-35	-35	-35	-35	-140	0	Yes	0.00	↔	Saving complete
Amber	A/R.7.105	Income from utilisation of vacant block care	We currently have some vacancies in block purchased provision in care homes. Income can be generated to offset	0	0	0	0	0	-37	-38	-37	-38	-150	0	0	0	0	-12	-12	138	No	92.00	↓	This saving has been impaired by the change in the care home market as a result of covid 19. There are now more vacancies in care

RAG	Reference	Title	Description	Budgeted Investment - Prior Years £000	Actual Investment - Prior Years £000	Budgeted Investment - 20-21 £000	Actual Investment - 20-21 £000	Original Saving - Prior Years	Original Phasing - Q1	Original Phasing - Q2	Original Phasing - Q3	Original Phasing - Q4	Original Saving 20-21	Savings Achieved - Prior Years	Current Forecast Phasing - Q1	Current Forecast Phasing - Q2	Current Forecast Phasing - Q3	Current Forecast Phasing - Q4	Forecast Saving 20-21	Variance from Plan £000	Saving complete ?	% Variance	Direction of travel	Forecast Commentary
		provision by self-funders	the vacancy cost by allowing people who pay for their own care to use these beds																					home beds across the market than previously. This reduces the likelihood of being able to sell our vacant block beds to people who pay for their own care as there is more choice across the market and it is anticipated only minimal savings will be delivered this year.
Red	A/R.7.106	Client Contributions Policy Change	In January 2020, Adults Committee agreed a set of changes to the charging policy for adult social care service-user contributions. We expect this to generate new income of around £1.4m in 2020/21, and are modelling the full-year impact into 2021/22.	0	0	153	0	0	-350	-350	-350	-350	-1,400	0	0	0	-183	-25	-208	1,192	No	85.14	↑	Delivery of the saving in-year is expected to be significantly impaired. The impact of the pandemic in conjunction with resourcing issues has impacted on timescales for commencing the programme of reassessments following amendment of the contributions policy.
Green	B/R.6.102	Waste	Reduction in the amount of Waste being landfilled.	0	0	0	0	0	-100	-100	-100	-100	-400	0	-100	-100	-100	-100	-400	0	No	0.00	↔	-
Green	B/R.6.204	Road Safety	H&CI committee members approved the implementation of a new transformative model for delivering all elements of road safety (education, engineering, school crossing patrols, safety cameras, audits etc). The approach is an integrated model with Peterborough, built around core and commercial activities. The £50k will be achieved through more efficient working practices (moving resource online and co-location)	0	0	0	0	0	-12	-13	-12	-13	-50	0	-12	-13	-12	-13	-50	0	No	0.00	↔	-
Green	B/R.6.214	Street Lighting - contract synergies	Every year the budget is changed to reflect the level of synergy savings which will be achieved from the joint contract. This will not lead to any reduction in street lighting provision.	800	228	0	0	-216	5	5	5	6	21	-216	5	5	5	6	21	0	No	0.00	↔	-
Black	B/R.7.119	Income from Bus Lane Enforcement	Utilising additional bus lane enforcement income to fund highways and transport works, as allowed by current legislation.	0	0	0	0	0	-162	-163	-162	-163	-650	0	0	0	0	0	0	650	No	100.00	↔	Due to COVID, existing income target not being met.
Black	B/R.7.120	Deployment of current surpluses in civil parking enforcement to transport activities	Deployment of current surpluses in civil parking enforcement to transport activities, including a contribution to Park & Ride, as allowed by current legislation.	0	0	0	0	0	-85	-85	-85	-85	-340	0	0	0	0	0	0	340	No	100.00	↔	Due to COVID, existing income target not being met.
Black	C/R.6.103	External Auditor fee	Saving to be achieved from reduction in expenditure on External Audit, as per fees set by Public Sector Audit Appointments	0	0	0	0	0	-3	-4	-4	-4	-15	0	0	0	0	0	0	15	No	100.00	↔	No further reduction this year, after a number of years of falling external audit prices for local government, the Redmond Review and auditor action is likely to lead to increases.
Green	C/R.6.106	Reduction in costs on Redundancy, Pensions & Injury budget	Reduction in costs on Redundancy, Pensions & Injury budget, held within Corporate Services.	0	0	0	0	-30	0	0	0	-10	-10	-20	0	0	0	-10	-10	0	No	0.00	↔	-
Green	C/R.6.108	Democratic Services	Savings from efficiencies in the Democratic Services team and additional income from public sector partners.	0	0	0	0	0	0	0	0	-30	-30	0	-30	0	0	0	-30	0	No	0.00	↔	-
Green	C/R.7.102	Business rates income from Alconbury Enterprise Zone	Cambridgeshire County Council's shared of retained business rates income from the Alconbury Weald Enterprise Zone.	0	0	0	0	0	-22	-23	-22	-23	-90	0	-22	-23	-22	-23	-90	0	No	0.00	↔	-
Green	E/R.6.033	Drug & Alcohol service - funding reduction built in to new service contract	This saving has been built into the contract for Adult Drug and Alcohol Treatment Services which was awarded to Change Grow Live (CGL) and implemented in October 2018. The savings are being achieved through a new service model with strengthened recovery services using cost effective peer support models to avoid readmission, different staffing models, and a mobile outreach service.	0	0	0	0	-162	-32	-32	-32	-31	-127	-162	-32	-32	-32	-31	-127	0	No	0.00	↔	On track
Green	E/R.6.034	Recommissioning of the Integrated Contraception and Sexual Health (iCASH) Service contract	This saving has been deferred from 2019/20 into 2020/21 and refers to the recommissioning of integrated sexual and reproductive health services described under saving E/R.6.042	0	0	0	0	0	-4	-4	-4	-3	-15	0	-4	-4	-4	-3	-15	0	No	0.00	↔	On track
Green	E/R.6.042	Joint re-procurement of Sexual Health Services	The re-commissioning of Integrated Sexual and Reproductive Health Services (SRH) for one service across Cambridgeshire and Peterborough. Peterborough City Council will delegate authority to Cambridgeshire County Council to commission, contract and performance manage the successful bidder on its behalf. Service efficiencies and transformational changes will secure the planned savings.	0	0	0	0	0	-12	-12	-12	-14	-50	0	-12	-12	-12	-14	-50	0	No	0.00	↔	On track
Amber	E/R.6.043	Joint re-procurement of Integrated Lifestyle Services	Re-commissioning of the integrated lifestyle services as one service across Cambridgeshire and Peterborough. Peterborough City Council will delegate authority to Cambridgeshire County Council to commission, contract and performance manage the new provider.	0	0	0	0	0	-12	-12	-12	-14	-50	0	0	-7	-12	-14	-33	17	No	34.00	↓	Delivery of this saving has been delayed due to Covid-19
Green	F/R.6.003	Babbage House closure	The lease on Babbage House is due to end in 2020-21, and will not be renewed.	369	239	0	0	0	-99	-99	-99	-100	-397	0	0	0	-397	0	-397	0	No	0.00	↔	-
Green	F/R.6.108	Energy Efficiency Fund - Repayment of Financing Costs	Savings to be generated from Energy Efficiency Fund capital investment. Element to repay financing costs. Links to capital proposal B/C.5.029	0	0	0	0	-58	0	0	0	-8	-8	-58	0	0	0	-8	-8	0	No	0.00	↔	-
Green	F/R.7.105	Renewable Energy Soham - Income Generation	Income generation resulting from capital investment in solar farm at Soham. Links to capital proposal C/C.2.102 in BP 2016-17.	0	0	0	0	-282	-4	-5	-4	-5	-18	-282	-18	0	0	0	-18	0	No	0.00	↔	-
Black	F/R.7.106	Utilisation/commercialisation of physical assets	One Public Estate	0	0	0	0	-21	-9	-9	-9	-9	-36	21	0	0	0	0	0	36	No	100.00	↔	-
Black	F/R.7.110	Return on Commercial Property Investments	The Council is developing a portfolio of commercial property investments. This is the rental income generated from the leases of these properties.	1,000	145	257	0	-4,700	-26	-26	-26	-27	-105	-2,600	0	0	0	0	0	105	No	100.00	↔	This was a small extension of the current target; due to the pandemic there is pressure on rental returns from some of the assets.
Green	F/R.7.113	Invest to Save Housing Schemes - Income Generation	The Council is a major landowner in Cambridgeshire and this provides an asset capable of generating both revenue and capital returns. This will require CCC to move from being a seller of sites to being a developer of sites, through a Housing Company. In the future, CCC will operate to make best use of	0	0	0	0	-8,406	0	0	0	54	54	-3,575	0	0	0	54	54	0	No	0.00	↔	On track

RAG	Reference	Title	Description	Budgeted Investment - Prior Years £000	Actual Investment - Prior Years £000	Budgeted Investment - 20-21 £000	Actual Investment - 20-21 £000	Original Saving - Prior Years	Original Phasing - Q1	Original Phasing - Q2	Original Phasing - Q3	Original Phasing - Q4	Original Saving 20-21	Savings Achieved - Prior Years	Current Forecast Phasing - Q1	Current Forecast Phasing - Q2	Current Forecast Phasing - Q3	Current Forecast Phasing - Q4	Forecast Saving 20-21	Variance from Plan £000	Saving complete ?	% Variance	Direction of travel	Forecast Commentary
			sites with development potential in a co-ordinated and planned manner to develop them for a range of development options, generating capital receipts to support site development and significant revenue and capital income to support services and communities.																					
Green	F/R.7.127	County Farms - Commercial uses	Conversion of barns on the County Farms Estate for non-agricultural commercial uses, including storage and distribution.	0	0	0	0	0	-18	-19	-19	-19	-75	0	-38	0	-37	0	-75	0	No	0.00	↔	-
Amber	F/R.7.129	Pooled Property Fund Investment (CCLA)	In accordance with the Council's treasury management strategy, the Commercial & Investment Committee has supported a pooled property fund investment. The Local Authorities' Pooled Property Fund, managed by CCLA, has over £1.1bn invested spread across property classes throughout the UK. The Council has funds available to invest with a long-term horizon and the expected net returns are shown on this line.	0	0	0	0	0	-105	-105	-105	-105	-420	0	-95	-80	-80	-67	-322	98	No	23.33	↔	Anticipate lose 23% of annual return from CCLA fund, due to the fund granting rental holidays in turn to tenants
Green	F/R.7.130	Increase in ESPO dividend	Increase in ESPO dividend	0	0	0	0	0	0	0	0	-250	-250	0	0	0	0	-250	-250	0	No	0.00	↔	-
Green	G/R.6.004	Capitalisation of interest on borrowing	Through a change in the Council's accounting policy in 2017-18, the cost of borrowing within all schemes will be capitalised. This will help to better reflect the cost of assets when they actually become operational.	0	0	0	0	-308	0	0	0	-49	-49	-319	0	0	0	-49	-49	0	No	0.00	↔	-

Key to RAG ratings

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

Opus LGSS Update

To: General Purposes Committee

Meeting Date: 23 March 2021

From: Deputy Chief Executive & Chief Finance Officer

Electoral division(s): All

Key decision: No

Outcome: The report sets out some proposed changes in respect of Opus Limited, a joint venture company, which provides agency workers to its shareholding councils. The outcome required is to gain the Committee's agreement to a new shareholder structure and profit distribution methodology following the changes to the local government structure in Northamptonshire with effect from 1st April.

Recommendation: It is recommended that the Committee approves:

- a) The change to CCC's shareholding in Opus Limited in order to support the potential on-boarding of other Local Authority partners;
- b) The change in dividend distribution policy to one based on "Gross Margin" generated by throughput of work;
- c) The appointment of the Director of Customer and Digital Services as the Shareholder Representative on the Board of the Company.

Officer contact:

Name: Chris Malyon
Post: Deputy Chief Executive & CFO
Email: chris.malyon@cambridgeshire.gov.uk
Tel: 01223 699241

Member contacts:

Names: Councillor Steve Count
Post: Chairman
Email: steve.count@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

- 1.1 General Purposes Committee (GPC) approved the creation of a new company, Opus LGSS People Solutions, in July 2016. The Company was established so that the Council could access agency staff without the margins charged by private sector providers and would benefit from direct access to a wider pool of staff resources. Under the proposal, CCC and Opus (who are owned by Suffolk County Council) were the initial shareholders. The GPC paper also outlined the intention and benefits of other LGSS partners joining as shareholders at the end of their existing contractual arrangements.
- 1.2 Northamptonshire County Council (NCC) joined the arrangements as planned in August 2017 and Milton Keynes Council (MKC) joined as a shareholder in September 2018, which was approximately a year later than originally envisaged at the time of the GPC paper.
- 1.3 Delegation in relation to the creation and on-going arrangements was given to the LGSS Managing Director in consultation with the Chair of the GPC Committee and the Council's S151 Officer.
- 1.4 Since incorporation the Opus Cambridgeshire, Northamptonshire and Milton Keynes joint venture has realised excellent financial performance as follows:

Financial year	Net profit	Commentary
2017/18	£131k loss (Actual)	Initial period, loss expected due to set-up costs. CCC – from Jan 17 NCC – from Aug 17
2018/19	£129k (Actual)	Set-up costs recovered MKC – from Aug 18
2019/20	£320k (Actual)	£200k dividend paid to Shareholders
2020/21	£260k (Forecast)	Impact of Covid-19
2021/22	£350k (Forecast)	Expected growth from PCC and District Councils

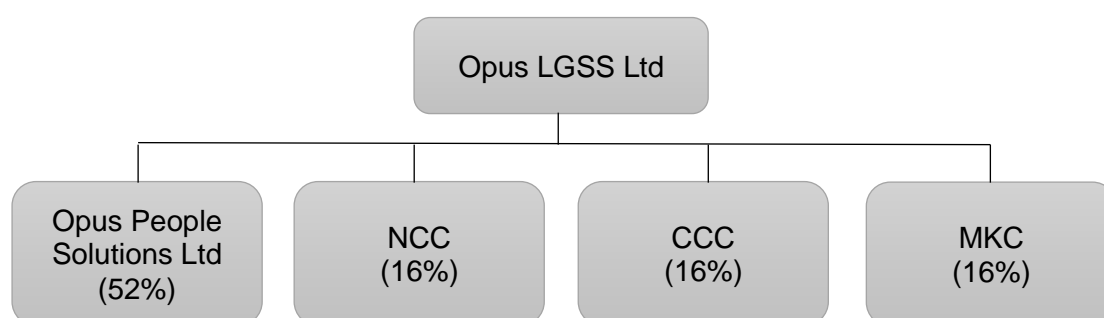
Projected dividends to be paid for the 2020/21 financial year are expected to be similar to that paid in 2019/20.

- 1.5 In addition to the excellent financial performance of the Joint Venture, the councils have received the following benefits:
- Over £2m (9% of overall spend) has been saved by councils in the first 3 years to January 2020 in respect of the cost of agency staff.
 - CCC, NCC and MKC have seen annual spend on temporary workers reduce by more than £5m (20% of overall spend) in the same time-period.

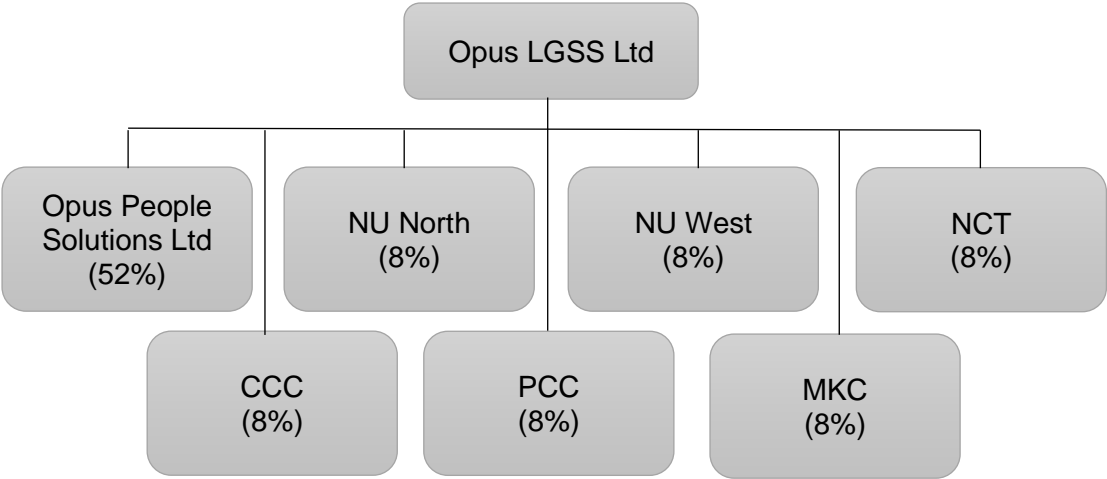
- Strong relationships have developed with operational management and the wider organisation via Opus teams being embedded on site, delivering quality recruitment solutions at pace, which provides significant savings to both the time and resources of CCC, NCC and MKC.
- Excellent customer satisfaction (96%), compliance (100%) and direct fill rate levels (88% direct fill rates outside of social work) have been delivered across all sites.
- Opus have upheld and enforced CCC, NCC and MKC policies and processes and have supported the organisations through recruitment freezes.

2. Proposed Changes to the Structure of the Company

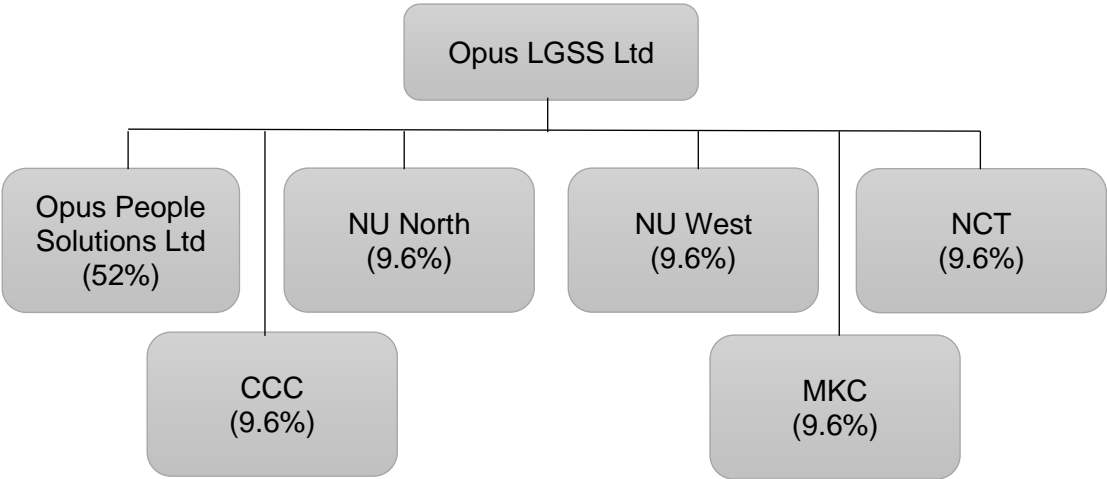
- 2.1 As a consequence of the changes to local government that are occurring in Northamptonshire, an alternative structure needs to be considered for Opus. The changes in Northamptonshire will see the creation of a Northamptonshire Children's Trust (NCT), and the creation of two new Unitary Councils.
- 2.2 It is possible that Peterborough City Council (PCC) will also join the joint venture.
- 2.3 In terms of the changes in NCC, and the creation of the three new entities, Opus will continue to provide recruitment services to the new entities under the Successor Rights provision in place. In order to maintain the quantum throughput of the vehicle, following the organisational changes in Northamptonshire the shareholders are therefore being asked to consider an alternative shareholding structure. The proposals put changes to the structure are set out below.
- 2.4 The current Shareholding structure is as follows:



2.5 Following the establishment of the two new Unitary Councils and the Children’s Trust in Northamptonshire and if Peterborough City Council were to join the vehicle the joint venture shareholding structure would be as follows:



2.6 If Peterborough were not to join, then the shareholding would be as indicated below:



2.7 The Opus joint venture offers a shareholding in the business, including a right to a dividend and a seat on the Board, which gives complete transparency of financial and operational performance, and input and influence on the strategic direction of the company.

3. Profit Distribution

3.1 In conjunction with the proposed shareholding amendments, the Opus Board also want to change the way that any future profits are distributed. Once the Opus Board has approved that a Dividend will be payable, all Dividends are currently distributed proportionately to the relative shareholdings. This approach however does nothing to reflect how much each shareholder contributes to the profit of the Company and therefore offers no incentives to maximise the throughput.

- 3.2 In addition, given that the potential additional shareholders would disproportionately benefit those organisations that place less business through the Company, the Board are recommending that future dividends are distributed on the basis of Gross Margin generated on the throughput of work by each of the shareholding councils. This will protect Cambridgeshire's position compared to maintaining the current methodology with a greater number of shareholders.
- 3.3 Furthermore, in order to ensure that new shareholding organisations do not benefit from the funds accumulated by the Company to date, it is proposed that any profit and loss reserves as at 31 March 2021 will be allocated to the existing shareholders in line with the existing shareholding held.
- 3.4 An element of reserves will be retained within the business for working capital purposes, however if distributed in the future, these sums will be distributed based on the current shareholding prior to the changes which, if approved, will take effect from 1st April 2021.
4. Protecting The Council's Position
- 4.1 Any CCC accumulated profits as at 31st March will be protected under the current dividend distribution methodology. The proposed changes will however affect future distributions. Even though it is possible for the Board to propose further changes in the future that could disadvantage this Council, the Council is protected under the terms of the Shareholders Agreement. The relevant extract from the Agreement and the associated Reserved Matters are set out in the Appendix 1 to this report.
- 4.2 Any distribution of funds/assets etc is a reserved matter and therefore requires the approval of all shareholders. This Council would therefore have the right of veto on any proposal that detrimentally affects this Council's position.
- 4.3 In addition, it may be useful to point out that the shareholding change does not dilute CCC's (or any shareholders) control over the company. Voting rights remain the same, as do the Reserved Matters and with the dividend policy being linked to the throughput each council puts through the company, this protects their share and right to the distributable funds even in a scenario of the company dissolving and parties going their separate ways.
- 4.4 Whilst the focus of this paper will naturally be on the change to the shareholding and profit sharing arrangements of the Company the key benefit to the Shareholders actually derives from reduced margins and access to a larger resource pool.

- 4.5 The change of profit distribution methodology will detrimentally affect both this Council and Milton Keynes Council who both contribute similar levels of activity through the Company. Based on the 19/20 distributable profit (£200k) the impact of adopting the proposed distribution method on that year's dividend is set out below:

Authority	Current Split - £k	Based on throughput £K
Opus	104	104.0
CCC	32	24.8
NCC	32	47.7
MKC	32	23.5

- 4.6 The table clearly demonstrates that Northamptonshire County Council places as much activity through the Company as the other two partners combined. As a consequence it is unlikely that any proposal that is not based on throughput will be acceptable to the two new Northamptonshire unitary councils and the Children's Trust.

5. Board Representation

- 5.1 To date, the Councils' representation on the Board of the Company has been undertaken by an officer of LGSS, currently the Acting Managing Director. With the changes to both the Company and LGSS, this is clearly not appropriate going forward. The Council therefore need to appoint someone to represent the Council's interests on the Board of the Company. Having discussed this at the Council's Strategic Management Team, and given the highly operational nature of the business, it is recommended that this role continues to be filled by an officer. It is proposed that this role is undertaken by the Director of Customer and Digital Services, as that post is now responsible for the Human Resources Service.

6. Options

- 6.1 As highlighted above any change to the shareholding or profit distribution cannot be undertaken without the agreement of all shareholders. Given the imminent local government changes in Northamptonshire the status quo is not an option. The two local authorities and Children's Trust in Northamptonshire do have succession rights but these organisations generate a higher proportion of the turnover of the Company. The Council does however have a few options available to it:
- Accept the proposed structure and accept that the Council is likely to receive less 'dividend' based on its current use of Opus agency staff;
 - Refuse to accept the proposed structure and propose an alternative;
 - Attempt to retain the status quo and seek that the current benefit attributable to NCC is shared by its successor organisations.
- 6.2 We are aware that the new councils in Northamptonshire would not accept any proposal that does not reflect their throughput to the vehicle and are prepared to establish their own vehicle if necessary. Given the financial impact on the reduction

surplus coming back to Cambridgeshire by a change in the methodology (as highlighted in the table above) it is felt that on balance the Council would benefit more by retaining the new partners within the vehicle going forward.

7. Alignment with corporate priorities

7.1 A good quality of life for everyone

There are no significant implications for this priority.

7.2 Thriving places for people to live

There are no significant implications for this priority.

7.3 The best start for Cambridgeshire's children

There are no significant implications for this priority.

7.4 Net zero carbon emissions for Cambridgeshire by 2050

There are no significant implications for this priority.

8. Significant Implications

8.1 Resource Implications

The financial and human resource implications are set out in the report. There are no property or IT related matters appertaining to the content of the report.

8.2 Procurement/Contractual/Council Contract Procedure Rules Implications

None.

8.3 Statutory, Legal and Risk Implications

As set out in the report.

8.4 Equality and Diversity Implications

None.

8.5 Engagement and Communications Implications

None.

8.6 Localism and Local Member Involvement

None

8.7 Public Health Implications

None.

8.8 Environment and Climate Change Implications on Priority Areas

None.

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 the LGSS Head of Procurement?

No – not applicable

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 MacMillan

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

No – not applicable

Have any engagement and communication implications been cleared by Communications?

No – not applicable.

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

No – not applicable.

Have any Public Health implications been cleared by Public Health

No – not applicable.

9. Source documents

9.1 Opus Shareholders Agreement

6. MATTERS REQUIRING CONSENT OF SHAREHOLDERS

- 6.1 Each party shall procure that the Company shall not, without the prior written approval of all Shareholders carry out any of the Reserved Matters.

Schedule 2

Reserved Matters

- i. the making of any material change in the nature of the Business or the jurisdiction in which it is managed and controlled;
- ii. the issue or allotment of any shares in the capital of the Company or any Subsidiary Undertaking of the Company or the creation of any other security or the grant of any option or rights to subscribe in respect thereof or to convert any instrument into such shares;
- iii. the reduction of the share capital or variation of the rights attaching to any class of shares in the capital of the Company or any Subsidiary Undertaking of the Company or any redemption, purchase or other acquisition by the Company of any shares or other securities of the Company or any Subsidiary Undertaking of the Company;
- iv. the passing of any resolution or the presentation of any petition for the voluntary winding-up or administration of the Company or any Subsidiary Undertaking of the Company;
- v. the sale, transfer or disposal of the whole or a substantial part of the Business, or any dilution of the Company's interest in any Subsidiary Undertaking;
- vi. the formation of any Subsidiary Undertaking or the acquisition of or investment in any other company or business;
- vii. the merger or amalgamation of the Company or any Subsidiary Undertaking of the Company with any other company or the participation in any partnership or joint venture;
- viii. the application for the listing of any shares or debt securities on any stock exchange or market;
- ix. the incurring of any borrowings or other indebtedness (other than normal trade credit or any loans as detailed in the Business Plan) or the giving of any guarantees;
- x. the approval and/or adoption of the Business Plan (or annual budget or any variation of the Business Plan or annual budget from time to time;
- xi. the entering into any purchase, sale, lease or licence of any freehold or leasehold property above £10,000 in the case of a purchase or sale or £10,000 annual value in case of lease or licence (other than in accordance with the Business Plan);

- xii. the approval of any Company branding or variation to the Company branding (to the extent that this is not dealt with in the Business Plan);
- xiii. any changes to the articles of association of the Company or any Subsidiary Undertaking of the Company;
- xiv. the execution, modification, termination or renewal of any agreement, arrangement or transaction between the Company or any Subsidiary Undertaking of the Company and any third party:
 - 1. under which the Company shall pay an annual sum in excess of the amount already approved in the Annual Business Plan for that purpose; or
 - 2. is outside the ordinary course of the Company's business or is otherwise there on arm's length terms; or
 - 3. is a transaction or arrangement with any Shareholder or Director or any person who is connected (within the meaning of section 1122 of the Corporation Tax Act 2010) to any Shareholder or Director; or
- xv. the registration of any person as a member of the Company other than the Shareholders in respect of their initial investment and/or any permitted transferees;
- xvi. the establishment or amendment of:
 - 1. any profit-sharing, share option, bonus or other incentive scheme of any nature for directors or employees other than in accordance with the Annual Business Plan; or
 - 2. any pension scheme
- xvii. the dismissal of any Director, officer or employee in circumstances in which the Company or any Subsidiary Undertaking of the Company incurs or agrees to bear redundancy or other costs in excess of the public sector exit cap or any different amount specified in regulations issued under section 154 of the Small Business, Enterprise and Employment Act 2015 that are in effect at the time;
- xviii. the treatment of and distribution of any surpluses generated by the Company including the distribution of any dividend.

Treasury Management Report – Quarter Three Update 2020-21

To: General Purposes Committee

Meeting Date: 23 March 2021

From: Chief Finance Officer

Electoral division(s): All

Key decision: No

Outcome: To provide the quarterly update on the Treasury Management Strategy 2020/21, approved by Council in February 2020.

Recommendation: The General Purposes Committee is recommended to note the Treasury Management Quarter Three Report for 2020/21.

Officer contact:

Name: Tom Kelly
Post: Head of Finance
Email: treasury@cambridgeshire.gov.uk
Tel: 01223 715568

Member contacts:

Names: Councillor Steve Count
Post: Chairman
Email: steve.count@cambridgeshire.gov.uk
Tel: 01223 706398

1. Background

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

2. Economic Climate Summary

- 2.1 A current economic commentary is included at Appendix 1, which has been provided by Link Asset Services, the Council's treasury management advisers. Some of the key points to note are set out below.
- 2.2 The Bank of England's Monetary Policy Committee (MPC) kept the Bank Rate unchanged at its key quarterly meeting on 5th November 2020. However, it revised its economic forecast to take into account of the second national lockdown from 5th November to 2nd December 2020. A new stimulus package of £150bn was agreed, with a start date of January 2021, to extend quantitative easing to support the economy.
- 2.3 The Bank of England left the base rate at 0.1%, and there was no mention of a negative interest rate, which suggests that the MPC remains some way from being persuaded of the case for such a policy at least for the next 6-12 months.
- 2.4 Overall, the pace of recovery of the UK economy from the shock of the pandemic was not expected to be in the form of a rapid V shape, but a more elongated and prolonged one. The initial recovery was sharp after quarter 1 saw growth at -3.0% followed by -18.8% in quarter 2 and then an upswing of +16.0% in quarter 3; this still left the economy 8.6% smaller than in Q4 2019. Subsequently, there has been rapid back-tracking on easing restrictions due to rising case numbers and a new national lockdown from November and severe restrictions being imposed across all four nations in January 2021. However, the distribution of vaccines and the expected consequent removal of COVID-19 restrictions, should allow Gross Domestic Product (GDP) to rebound rapidly in the second half of 2021 so that the economy could climb back to its pre-pandemic peak as soon as late in 2022.
- 2.5 The final agreement regarding the UK's withdrawal from the European Union was agreed on 24th December 2020 and eliminated a significant downward risk to the UK economy.

3. Interest Rate Forecast

- 3.1 The latest forecast for UK Bank Rate along with Public Works Loan Board (PWLB) borrowing rates (certainty rate) from the Council's treasury advisors is set out in Table 1 overleaf.
- 3.2 Following the HM Treasury review of PWLB margins over gilt yields on 25th November 2020, all forecasts below now include the 1% reduction in the non-Housing Revenue Account (HRA) Certainty Rate (now gilt yields plus 80bps)

announced as a result of the review.

Table 1 Interest Rate Forecast (%) Nov 9, 2020

Link Group Interest Rate View		9.11.20											
These Link forecasts have been amended for the reduction in PWLB margins by 1.0% from 26.11.20													
	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
BANK RATE	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
3 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
6 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
12 month ave earnings	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
5 yr PWLB	0.80	0.80	0.80	0.80	0.90	0.90	0.90	0.90	0.90	1.00	1.00	1.00	1.00
10 yr PWLB	1.10	1.10	1.10	1.10	1.20	1.20	1.20	1.20	1.20	1.30	1.30	1.30	1.30
25 yr PWLB	1.50	1.60	1.60	1.60	1.60	1.70	1.70	1.70	1.70	1.80	1.80	1.80	1.80
50 yr PWLB	1.30	1.40	1.40	1.40	1.40	1.50	1.50	1.50	1.50	1.60	1.60	1.60	1.60

The above table shows a reduction of 1.0% on PWLB margins – gilt yields plus 80bps.

Gilt yields / PWLB rates

3.3 Gilt yields had already been on a generally falling trend up until the coronavirus crisis hit western economies during March 2020. After gilt yields initially spiked upwards in March, we have seen yields fall sharply in response to major western central banks taking rapid policy action to deal with excessive stress in financial markets during March, and starting massive quantitative easing driven purchases of government bonds: these actions also acted to put downward pressure on government bond yields at a time when there has been a huge and quick expansion of government expenditure financed by issuing government bonds. At the close on 31st December 2020, all gilt yields from 1 to 8 years were in negative territory, while even 25-year yields were only at 0.84% and the 50 year at 0.64%.

3.4 Following on from the PWLB consultation review on 31st July, the Chancellor published the result of the consultation on 25th November 2020 and announced the conclusion of the review of margins over gilt yields for PWLB rates; the standard and certainty margins were reduced by 1% but a prohibition was introduced to deny access to borrowing from the PWLB for any local authority which had purchase of assets for yield in its forward looking three year capital programme. The new margins over gilt yields, applicable to Cambridgeshire, are as follows: -

- PWLB Certainty Rate is gilt plus 80 basis points (G+80bps)
- Local Infrastructure Rate is gilt plus 60bps (G+60bps)

3.5 There is likely to be little upward movement in PWLB rates over the next three years as it will take the UK a prolonged period to eliminate spare capacity in the economy so that inflation might start to become a sufficient concern for both the MPC to consider raising Bank Rate, and for gilt holders to require a higher yield.

4. Summary Net Borrowing Position

4.1. At the end of December 2020, investments held totalled £72.9m (excluding 3rd party loans) and gross borrowing totalled £767.6m, equating to a net borrowing

position of £694.7m. The actual net borrowing excluding 3rd party loans is included in the table below.

- 4.2 Further analysis on borrowing and investment is set out in the next two sections. A snapshot of the Council's debt and investment position is shown in the table below.

Table 2 Net Borrowing Q3

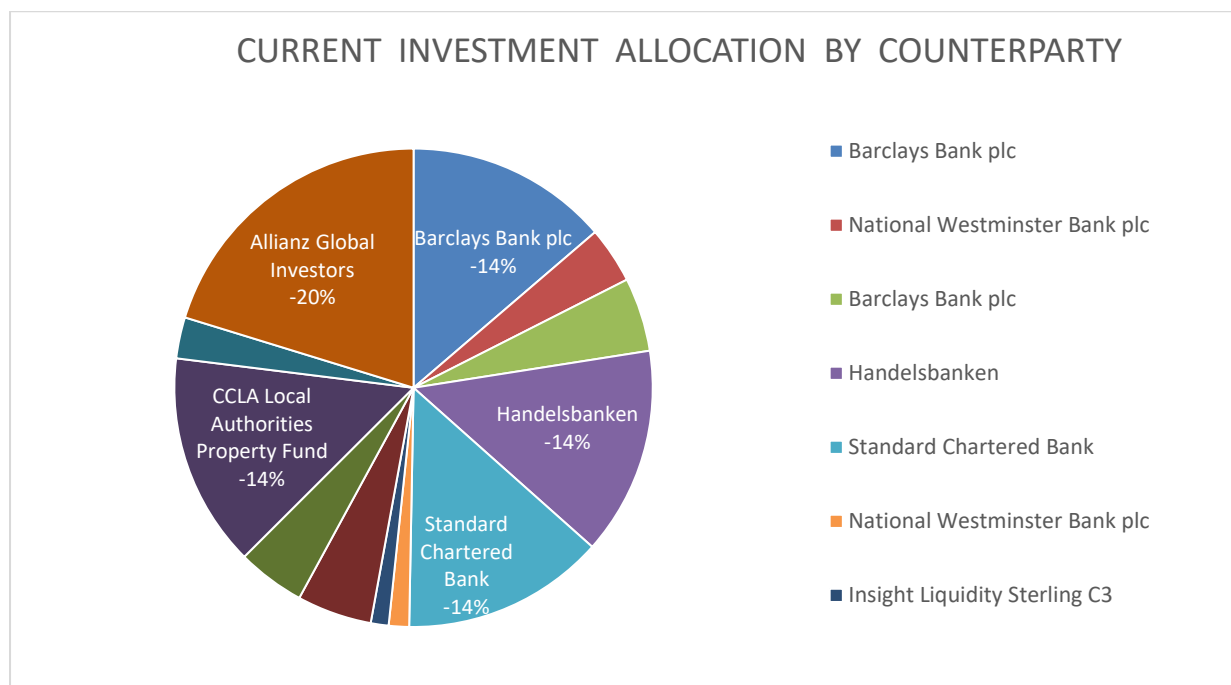
	Actual as at 31 Oct 2020	Actual as at 30 Nov 2020	Actual as at 31 Dec 2020
	£m	£m	£m
Long term Borrowing (>12mth)	660.7	640.7	655.6
Short term Borrowing (<12mth)	142.0	142.0	112.0
Total Borrowings	802.7	782.7	767.6
Treasury Investment	129.9	92.2	72.9
TOTAL Net Debt/Borrowings	672.8	690.5	694.7

5. Investments

- 5.1 The Treasury Management Strategy Statement (TMSS) for 2020/21, including the Annual Investment Strategy for financial assets, was approved by Council in February 2020. It sets out the Council's investment priorities as being:
1. Security of Capital;
 2. Liquidity; and then
 3. Yield
- 5.2 The Council will aim to achieve the optimum return (yield) on investments commensurate with proper levels of security and liquidity. As shown by the interest rate forecasts in section 3, it is now impossible to earn the level of interest rates commonly seen in previous decades as all short term money market investment rates are barely above zero now that Bank Rate is at 0.10%. Some entities, including more recently the Debt Management Account Deposit Facility (DMADF), are offering negative rates of return in some shorter time periods. Given this environment and the fact that increases in Bank Rate are unlikely to occur before the end of the current forecast horizon of 31st March 2024, investment returns are expected to remain low.
- 5.3 At 31st December 2020 the Council's investment balances totalled £72.9m; the balance is split between Money Market Funds, Call/Notice accounts and CCLA and Allianz collective investment funds (see below). The balance excludes Third Party Loans and Share Capital.

- 5.4 **Property Fund Update:** Conditions remained difficult in the sector in the final months of 2020 as fresh restrictions limited mobility and forced shop closures. Despite this unhelpful background valuations stabilised before rising in November, the first increase for two years. Values rose broadly. Industrial assets were once again the best performers but there were improvements in parts of the retail sector. Transaction volumes were below the long- term average but showed a welcome increase in the final months of the year. Strong efforts to protect the income flow of the Fund resulted in a 93% collection rate.
- 5.5 **Multi-Class Credit Fund:** At the end of Q3, the CCC holding in the fund had increased in value by £257,971, which equates to a share price of £102.40, bringing the fund's value to £14,757,970. The Council originally invested £14.5m in September.

Figure 3: CCC Investments allocation by Counterparty



- 5.6 The table below summarises the maturity profile of the Council's investment portfolio at the end of Q3 2020/21 (excluding Third Party Loans):

Table 3 - Investment maturity profile at end of Q3 2020/21

Product	Access Type	Maturity Period					
		0d	0-3m	3-6m	~5yrs	Total	
		£m	£m	£m	£m	£m	%
Money Market Funds	Same-Day	7.9				7.9	10.8
Bank Call Account	Instant Access	16.7				16.7	22.9
Certificate of Deposits	Fixed Term / Tradeable		0.00	20.0		20.0	27.4
Notice Account	35 Day Notice			1.0		1.0	1.4
Pooled Property Fund	Redemption Period Applies				10.5	10.5	14.4
Pooled Diversified Income Fund	Redemption – two days				2.0	2.0	2.7
Pooled Multi-class credit Fund	Redemption Period Applies				14.8	14.8	20.3
Total		24.6	0.00	21.0	27.3	72.9	100.0
%		34.0	0.00	29.0	37.0	100.0	

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

Table 4 Third Party Loans Principal Outstanding end of Q3 2020/21

Loan Counterparty	Original Amount (£m)	Amount Outstanding (£m)	Repayment Year
Arthur Rank Hospice Charity	4.000	3.440	2042/43
Estover Playing Field 2015 CIC (Guaranteed by March Town Council)	0.350	0.249	2024/25
Wisbech Town Council	0.150	0.150	2043/44
VIVA Arts & Community Group	0.300	0.296	2043/44
Total Third Party Loans	4.800	4.131	

In addition, there is £112.17m on loan to This Land Finance Ltd (a company wholly owned by Cambridgeshire County Council).

- 5.8 As forecast in the quarter 2 report, investment balances have reduced significantly from £95.3m at 30th September as internal resources from temporary positive cashflow surpluses are applied to fund expenditure demands in lieu of fully funding the borrowing requirement (internal borrowing) on a net basis. This process effectively reduces the cost of carrying additional borrowing at a higher cost than the income that could be generated through short term investment of those balances, as well as reducing investment counterparty credit risk.

Table 5: Average Benchmark Performance – Q3 2020/21

	Benchmark	Benchmark Return	Council Performance
Q1	3m LIBID	0.61%	0.60%
Q2	3m LIBID	0.60%	0.63%
Q3	3m LIBID	-0.08%	0.06%
Q3(YTD)	3m LIBID	-2.34%	0.43%

- 5.9 Leaving market conditions aside, the Council's return on investments is influenced by a number of factors, the largest contributors being the duration of investments and the credit quality of the institution or instrument:

- Credit risk is the consideration of the likelihood of default and is controlled through the creditworthiness policy approved by Council.
- The duration of an investment introduces liquidity risk; the risk that funds can't be accessed when required.
- Interest rate risk: the risk that arises from fluctuating market interest rates.

These factors and associated risks are actively managed by the Council's Finance team.

6. Borrowing

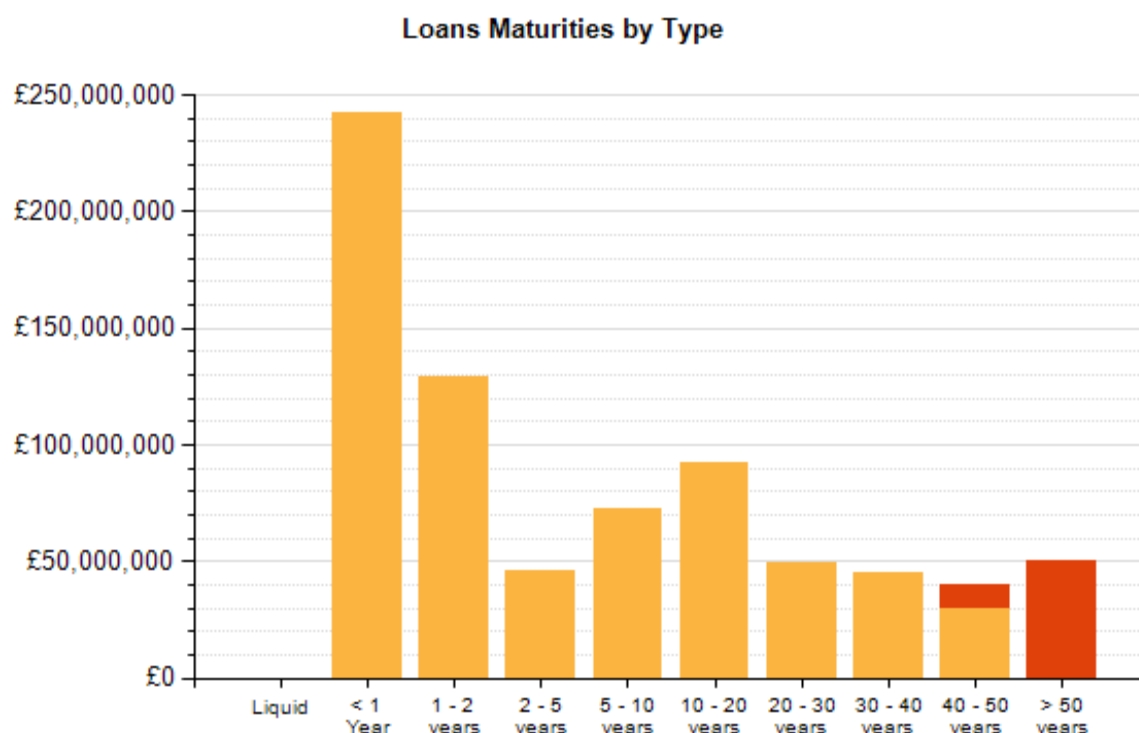
- 6.1 The Council can raise cash through borrowing in order to fund expenditure on its capital programme for the benefit of Cambridgeshire. The amount of new borrowing needed each year is determined by capital expenditure plans and projections of the Capital Financing Requirement, underlying borrowing requirement, forecast cash-backed reserves and both current and forecast economic conditions.
- 6.2 The Council will continue to utilise short to medium-term borrowing from other local authorities and authorised brokers, as well as PWLB following the recent rate reduction. The Council intends to keep a proportion of the borrowing portfolio short-dated; but is focused on extended the average duration of loans in the portfolio, whilst there are opportunities to fix loans for extended maturities at historically low levels.

- 6.3 In Q3, the Council repaid on maturity a total of £75.0m, of which £40.0m was short-term loans from other local authorities and £35.0m was longer-term loans from other authorities and PWLB. Loans raised during Q3 amounted to £70m. Of which short-term borrowing maturing within 1 year was £10m, and £60m of fixed-term loans maturing within 2-3 years.
- 6.4 At the end of Q3, the Council held £767.6m of borrowing of which £242m matures in less than 1 year. The Council continues to be able to re-finance loans as required, generally at this time at a lower interest rate than the maturity loan. As opportunities arise we are seeking longer loan terms, rather than less than 1 year, in view of the current conditions.
- 6.5 Table 6 below sets out the maturity profile of the Council's borrowing portfolio at the end of Q3 £380.1m is held with the PWLB, £327.0m from other local authorities, £45m in market loans and £15.5m in a single market Lender Option Borrower Option (LOBO) loan.

Table 6: Loan Maturity Profile – Q3 2020/21

Term remaining	Borrowing	
	£m	%
< 1 Year	£242,232,333	31.56%
1 - 2 years	£129,365,333	16.85%
2 - 5 years	£46,419,000	6.05%
5 - 10 years	£72,683,667	9.47%
10 - 20 years	£92,323,333	12.03%
20 - 30 years	£49,080,000	6.39%
30 - 40 years	£45,000,000	5.86%
40 - 50 years	£40,000,000	5.21%
> 50 years	£50,500,000	6.58%
Total	£767,603,667	100.0

Figure 4 Loan Maturities by Type -Q3 2020/21



- 6.6 Market LOBO loans are included in Table 6 at their final maturity rather than their next potential call date. In the current low interest rate environment the likelihood of lenders exercising their option to increase the interest rates on these loans - and so triggering the Council's option to repayment at par - is considered to be low.
- 6.7 The Council is in an internally borrowed cash position and balances will need to be replenished at some point in the future (subject to expenditure demands). This strategy is prudent while investment returns are lower than the cost of servicing debt and also serves to mitigate counterparty risk. The Council therefore plans to maintain this internal borrowing position but will closely monitor those reserves, balances and cashflows supporting this approach.
- 6.8 No borrowing rescheduling was undertaken during Q3. Rescheduling opportunities are limited in the current economic climate. For PWLB loans, due to the spread between the carrying rate of existing borrowing and early redemption rates, substantial exit (premium) costs would be incurred. For market borrowing, the lender uses the certainty of the loans cashflow profile to hedge against forecast interest rate movements and so would pass the cost of unwinding these instruments onto the Council as an exit (premium) cost. Officers continue to monitor the position regularly.
7. Compliance with Treasury and Prudential Limits
- 7.1 The Council's treasury and prudential indicators are shown in Appendix 2.

- 7.2 It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. During the quarter ended 31st December 2020, the Council has operated within the treasury and prudential indicators set out in the Council's Treasury Management Strategy Statement for 2020/21. The Chief Finance Officer reports that no difficulties are envisaged for the current year in complying with these indicators.
- 7.3 All treasury management operations have also been conducted in full compliance with the Council's Treasury Management Practices.

8. Alignment with Corporate Priorities

8.1 A good quality of life for everyone

There are no significant implications for this priority.

8.2 Thriving places for people to live

There are no significant implications for this priority.

8.3 The best start for Cambridgeshire's children

There are no significant implications for this priority.

8.4 Net zero carbon emissions for Cambridgeshire by 2050

There are no significant implications for this priority.

9. Significant Implications

9.1 Resource Implications

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

9.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications for this category.

9.3 Statutory, Legal and Risk Implications

The Council continues to operate within the statutory requirements for borrowing and investments. Further details can be found within Appendix 2.

9.4 Equality and Diversity Implications

There are no significant implications for this category.

9.5 Engagement and Communications Implications

There are no significant implications for this category.

9.6 Localism and Local Member Involvement

There are no significant implications for this category.

9.7 Public Health Implications

There are no significant implications for this category.

10. Source documents guidance

10.1 None

Appendix 1: Detailed economic commentary from the Council's external Treasury Management Advisor (prepared in January 2021)

During the quarter ended 31st December 2020:

- The UK and EU signed a Brexit deal.
- Effective COVID-19 vaccines were announced and started to be rolled out.
- A second lockdown in November and a strict tiering system was imposed in December.
- The MPC announced an extra £150bn of Quantitative Easing (QE).
- The Chancellor announced a new fiscal package worth £55bn (2.4% of GDP) to support the economy.
- The positive news on Brexit and vaccines boosted the pound and the FTSE 100.

The Brexit deal the EU and UK signed on 24th December 2020 came too late to give a boost to GDP growth in Q4. In fact, GDP probably fell again in the final quarter. The second COVID-19 lockdown imposed in November and the subsequent tier system, which kept hospitality businesses closed in much of the country, could mean that GDP fell by about 3.5% q/q in Q4. Indeed, our CE BICS Indicator suggests that the economy fell by 8.0% m/m in November and that the economy did not rebound by much in December.

Consumer spending appears to have held up much better than in the previous England-wide lockdown in March/April. Retail sales “only” fell by 3.8% m/m in November, a fraction of the 18.1% m/m fall in April. This still left them 2.7% above their pre-crisis level and there was a much smaller drop in car sales in November than in April, (-29% m/m vs -98% m/m). What's more, the mini-boom in the housing market meant mortgage approvals rose to 104,969 in November, leaving them 43% above their pre-crisis level.

However, much of the resilience of retail sales is because November's lockdown was less strict as schools, factories and construction sites stayed open. This meant that petrol sales held up much better, “only” falling by 16.6% m/m compared to the 51.8% m/m contraction in April. Also firms have improved at selling online. Indeed, the value of all the goods sold on the internet rose by 6.3% m/m in November. What's more, the more widespread Tier 4 COVID-19 restrictions, which closely resemble November's lockdown, raise the chances that the economy stagnates, if not contracts, in the first three months of 2021.

The reduced ability of households to spend during November's lockdown meant that they repaid £1.5bn of unsecured loans in that month. But lower debt and higher savings means that consumers will be in a good position to boost spending once COVID-19 restrictions are eased.

In response to the second lockdown, in November the Chancellor announced a further £55bn, (2.4% of GDP), of COVID-related spending in 2020/21 on top of the total £280bn, (14.5% of GDP), of policy support previously announced. He also extended the furlough scheme, which pays up to 80% of an employee's wages and was due to end on 31st October 2020, until 30th April 2021, and announced that businesses forced to close would be able to get a grant of £3,000 per month.

The extraordinary fiscal cost of the crisis is being reflected in public finance figures. Indeed, the government borrowed an extra £31.6bn in November, the third highest figure on record, taking total borrowing this financial year so far to £240.9bn compared to £57.4bn in the whole of 2019/20. What's more, borrowing is likely to remain high over the next few months as the new restrictions keep many businesses closed and millions of workers on the furlough scheme. We expect the budget deficit to reach about £420bn, (21.7% of GDP), in 2020/21, its highest since WW2 and slightly more than the £400bn the OBR forecast in its November report.

However, beyond the next few months we think the outlook is much brighter now a Brexit deal has been signed and an effective vaccine is being rolled out. Indeed, we are now more optimistic than the OBR and the Bank of England. Admittedly, custom checks and procedures will still be required on goods moving between the UK and the EU for the first time since 1973, so there will probably be some disruption at the ports in early 2021.

Any disruption at the borders will probably be short-lived as firms will quickly become familiar with the new procedures. The Brexit deal removes the uncertainty and downside risk of a no deal, and for the first time in four-and-a-half years, businesses can now plan knowing the shape of the UK/EU relationship.

What's more, in contrast to what most other forecasters appear to have assumed, we are not convinced that the COVID-19 crisis will significantly reduce the economy's supply capacity and prevent it from returning to the pre-crisis trend. Our analysis suggests that permanent hits to supply are most likely to happen after recessions associated with financial crises and wars, as they reduce the supply of credit or destroy large parts of the capital stocks. Neither of those things has happened this time. As such, we expect the economy to be just 1% smaller in 2024/25 compared to if the pandemic had never happened and to get back to its pre-virus trend later in the decade.

So, rather than running a deficit of 3.9% of GDP by 2025/26 as the OBR expects, we think the deficit may have returned to around 2.5% of GDP by then. In this case, there may not be much of a fiscal hole to fill. In fact, the danger is that fiscal policy is tightened too soon to fill a perceived hole in the public finances caused by the crisis that never materialises.

As a result, we think that the £150bn of Quantitative Easing (QE) that the Bank committed to at its meeting on 4th November 2020 may prove to be the last loosening of policy it will need to do. The risk to this view is that the Bank may want to respond to the latest lockdown, but even if it does, we think it will increase the pace of the asset purchases already announced, rather than increasing its total QE. The Bank is also probably not ready to implement negative rates yet so this currently limits its ability to cut rates.

However, unlike the financial markets, we do not think the Bank will raise rates in the next five years. Admittedly, the end of the VAT cut for the hospitality industry on 31st March 2021 and higher oil prices, will probably push inflation briefly above 2.0% in late 2021. But the time spent above 2.0% is likely to be fleeting. We expect inflation to be closer to 1.5% in 2022 than 2.0%. Even if inflation did rise to 2.0%, the Bank has said it would need to be convinced it will stay above 2.0% before it tightens policy. As such, Bank Rate may not rise above 0.10% for around five years. After all, in the minutes of its December meeting the MPC said risk management considerations implied that policy should lean strongly

against downside risks to the outlook: we, therefore, expect the MPC to wait until the economy is fully recovered from the crisis before it considers raising rates.

Appendix 2: Treasury and Prudential Indicators Q3

Treasury / Prudential Indicator	2020/21 Indicator	2020/21 Q3
Authorised limit for external debt (Inc' loans raised to on-lend to Housing & Investment Company)	-----£1,093.0m-----	
Operational boundary for external debt (Inc' loans raised to on-lend to Housing & Investment Company)	----- £1,063.0m-----	
Total Outstanding Borrowing – Q3	-----£767.6m-----	
Capital Financing Requirement (CFR) <i>[Including PFI and Finance Lease Liabilities]</i>	£m	£992.8m
Ratio of financing costs to net revenue streams	8.8%	7.6%
Upper limit of fixed interest rates based on net debt	150%	109%
Upper limit of variable interest rates based on net debt	65%	-7%
Principal sums invested over 365 days (exc' third party loans)	£50.0m	£27.3m
Maturity structure of borrowing limits:-		
Under 12 months	Max. 80% Min. 0%	31.56%
12 months to 2 years	Max. 50% Min. 0%	16.85%
2 years to 5 years	Max. 50% Min. 0%	6.05%
5 years to 10 years	Max. 50% Min. 0%	9.47%
10 years and above	Max. 100% Min. 0%	36.07%

- The Treasury Management Code of Practice guidance notes requires that maturity is determined by the earliest date on which the lender can trigger repayment, which in the case of LOBO loans is the next break/call point. This approach differs to Table 6 at paragraph 6.5 above, which instead shows the Council's LOBO loan at maturity date as the likelihood of the option being exercised is low.

Agenda Item No.8

General Purposes Committee Agenda Plan

Published on 1st March 2021

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
- Finance Report – The Council's Virtual Meeting Protocol states that no monitoring or information reports (includes the Finance report) will be included on committee agendas, they will instead be circulated to Members separately
- 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
[20/04/21] Provisional Meeting					
08/06/21	Finance Report – Outturn 2020-21	T Kelly	Not applicable	25/05/21	28/05/21
	Integrated Finance Monitoring Report for the Period Ending 31st March 2021	R Barnes	2021/003		
	Treasury Management Report – Quarter 4 and Outturn Report* [recommended for determination by Council]	Kim Kent-Augustin	Not applicable		
	Performance Report – Quarter 4	A Mailer	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Corporate Risk Register	A Askham	Not applicable		
[29/06/21] Provisional Meeting					
13/07/21	Finance Report (May)	T Kelly	Not applicable	30/06/21	05/07/21
	Integrated Finance Monitoring Report for the Period Ending 31st May 2021	R Barnes	2021/021		
[17/08/21] Provisional Meeting					
21/09/21	Finance Report (July)	T Kelly	Not applicable	08/09/21	13/09/21
	Integrated Finance Monitoring Report for the Period Ending 31st July 2021	R Barnes	2021/022		
	Treasury Management Report – Quarter 1	Kim Kent-Augustin	Not applicable		
	Transformation Fund Monitoring Report – Quarter 1 Update	A Askham	Not applicable		
26/10/21	Finance Report (August)	T Kelly	Not applicable	13/10/21	18/010/21
	Integrated Finance Monitoring Report for the Period Ending 31st August 2021	R Barnes	2021/23		
23/11/21	Finance Report (September)	T Kelly	Not applicable	10/11/21	15/11/21
	Integrated Finance Monitoring Report for the Period Ending 30th September 2021	R Barnes	2021/024		
	Treasury Management Report – Quarter 2	Kim Kent-Augustin	Not applicable		
	Draft 2021/22 Capital Programme and Capital Prioritisation	T Kelly	Not applicable		
	Transformation Fund Monitoring Report Quarter 2	A Askham	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Performance Report – Quarter 1	A Mailer	Not applicable		
21/12/21	Finance Report (October)	T Kelly	Not applicable	08/12/21	13/12/21
	Integrated Finance Monitoring Report for the Period Ending 31st October 2021	R Barnes	2021/025		
	Draft Revenue and Capital Business Planning Proposals for 2022-21 to 2026-2027 (whole Council)	T Kelly	Not applicable		
	Treasury Management Strategy	Kim Kent-Augustin	Not applicable		
25/01/22	Finance Report (November)	T Kelly	Not applicable	12/01/22	17/01/22
	Integrated Finance Monitoring Report for the Period Ending 30th November 2021	R Barnes	2022/001		
	Business Plan* [recommended for determination by Council] (includes Local Government Finance Settlement and Consultation Report)	C Malyon	Not applicable		
	Performance Report – Quarter 2	A Mailer	Not applicable		
[22/02/22] Provisional Meeting					
22/03/22	Finance Report (January)	T Kelly	Not applicable	09/03/22	14/03/22
	Integrated Finance Monitoring Report for the Period Ending 31st January 2022	R Barnes	2022/002		
	Transformation Fund Monitoring Report Quarter 3	A Askham	Not applicable		
	Treasury Management Report – Quarter 3	Kim Kent-Augustin	Not applicable		
[26/04/22] Provisional Meeting					

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
24/05/22	Finance Report (January)	T Kelly	Not applicable	11/05/22	16/05/22
	Integrated Finance Monitoring Report for the Period Ending 31st March 2022	R Barnes	2022/003		
	Treasury Management Report – Quarter 4 and Outturn Report* [recommended for determination by Council]	Kim Kent-Augustin	Not applicable		
	Performance Report – Quarter 3	A Mailer	Not applicable		

GENERAL PURPOSES COMMITTEE TRAINING PLAN

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

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
1.	Emergency planning	The Council's roles and responsibilities, how do we respond in an emergency		25th July 2017	Stuart Thomas / Sue Grace		GPC	Bailey Bates Bywater Count Criswell Dupre Hickford Hudson Jenkins Nethsingha Schumann Shuter	80%
2.	Business Intelligence	Data / system integration Date sharing with other authorities. The importance of good governance and information management. <i>(pre reading material required)</i>		28th November 2017	Tom Barden/ Sue Grace		GPC	Bailey Bywater Criswell Dupre Hickford Hudson Jenkins Kavanagh McGuire Nethsingha Shuter Wotherspoon	80%

