

# STRATEGY, RESOURCES AND PERFORMANCE COMMITTEE



**Thursday, 31 October 2024**

**Democratic and Members' Services**  
Emma Duncan  
Service Director: Legal and Governance

**10:00**

New Shire Hall  
Alconbury Weald  
Huntingdon  
PE28 4YE

**Red Kite Room**

**New Shire Hall, Alconbury Weald, Huntingdon, PE28 4YE**

## **AGENDA**

**Open to Public and Press**

### **CONSTITUTIONAL MATTERS**

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

*Guidance on declaring interests is available in [Chapter 6 of the Council's Constitution \(Members' Code of Conduct\)](#)*

- 2. Minutes – 9th July 2024 and Action Log** **5 - 24**

- 3. Petitions and Public Questions**

### **KEY DECISIONS**

- 4. Integrated Finance Monitoring Report for Period 5 2024-25** **25 - 96**
- 5. Waterbeach Train Station Relocation – Funding Agreement** **97 - 108**

## OTHER DECISIONS

6.	<b>Business Planning and Budget setting 2025-26 – 2029-30</b>	<b>109 - 122</b>
7.	<b>Quality of Life Survey Results 2024</b>	<b>123 - 128</b>
8.	<b>Strategic Framework - Update</b>	<b>129 - 168</b>
9.	<b>Our Future Council - Change Strategy</b>	<b>169 - 192</b>
10.	<b>Engagement and Consultation Strategy Refresh</b>	<b>193 - 212</b>
11.	<b>Performance Management Framework Refresh</b>	<b>213 - 242</b>
12.	<b>Corporate Performance Report</b>	<b>243 - 264</b>
13.	<b>Corporate Risk Register</b>	<b>265 - 304</b>
14.	<b>Agenda Plan and Training Plan and Appointments to Outside Bodies and Internal Advisory Groups and Panels</b>	<b>305 - 314</b>

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The Strategy, Resources and Performance Committee comprises the following members:

Councillor Lucy Nethsingha (Chair) Councillor Elisa Meschini (Vice-Chair) Councillor David Ambrose Smith Councillor Chris Boden Councillor Steve Corney Councillor Steve Count Councillor Lorna Dupre Councillor Mark Goldsack Councillor Richard Howitt Councillor Peter McDonald Councillor Edna Murphy Councillor Tom Sanderson Councillor Alan Sharp Councillor Alison Whelan and Councillor Graham Wilson

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





## STRATEGY, RESOURCES AND PERFORMANCE COMMITTEE: MINUTES

Date: 9th July 2024

Time: 10.00a.m. to 1.27p.m.

Venue: Red Kite Room, New Shire Hall, Alconbury Weald

Present: Councillors Batchelor, Boden, Corney, Count, Criswell, Dupré, Goldsack, Goodliffe, Meschini, Murphy, Nethsingha (Chair), Sharp, Sanderson, Whelan and Wilson

### 201. Notification of Chair and Vice-Chair

It was resolved to note that the Council had appointed Councillor Nethsingha as the Chair and Councillor Meschini as the Vice-Chair for the municipal year 2024-25.

### 202. Apologies for Absence and Declarations of Interest

Apologies were received from Councillors Ambrose Smith, Howitt and McDonald. There were no declarations of interest.

### 203. Minutes – 26th March 2024 and Action Log

The minutes of the meeting held on 26th March 2024 were agreed unanimously as a correct record and signed by the Chair. In noting the action log, one Member expressed disappointment at the deep dive analysis of the energy projects. The Executive Director of Finance and Resources reported that he would share further updates to the Audit and Accounts Committee but he had also asked Internal Audit to consider a further review; the action should therefore be changed to ongoing. Action Required.

### 204. Petitions and Public Questions

No petitions or public questions were received.

### 205. Integrated Finance Monitoring Report for year ending 31 March 2024

The Committee received a report detailing the financial performance of the Council for the 2023/24 financial year. The overall revenue budget position was an overspend of £1.2m at year-end. Members had been alerted previously to the reasons for this overspend and were informed of the mitigations to address the in-year budget pressures. The capital programme had an underspend of £27m due to slippage and delayed spend with commentary set out in Appendix 2. The Dedicated Schools Grant (DSG) had an overspend of £14.6m which was £10m off track of the agreed safety valve position. The closing deficit balance which included the high needs block was £40m. Thirty one maintained schools were reporting deficit balances but overall there was a positive total for school balances though this was diminishing year on year.

Attention was drawn to the recommendation relating to transfers from earmarked reserves.

Individual members then raised the following issues in relation to the report:

- queried the forecasting for Home to School Transport which had experienced a deficit outturn of £3.5m. Members were reminded of the challenge of forecasting demand led budgets. The overspend in the high needs block and, in particular the increase in Education Health and Care Plans by more than budgeted, had contributed to the deficit. It was noted that the forecasting methodology was reviewed annually.
- questioned whether the deficit in Home to School Transport reflected a positive picture with the Council enabling more children with special educational needs and disabilities (SEND) to access services earlier. The Chair of Children and Young People Committee (CYPC) explained that the situation was complex. There had been an increase in diagnosis of children with complex mental health issues and more children with previously unsurvivable conditions surviving with issues as well as a combination of both. This together with an increase in the cost of transport had impacted on the Council's forecasting.
- queried the action being taken to alleviate the issues impacting on the Home to School Transport budget. The Chair of CYPC explained that there had been an increase in the early help offer, as well as work with mainstream schools to implement enhanced resource bases. Two new free special schools were scheduled to be built, and the Council was working with the independent sector to provide children with the right places at the right time.
- welcomed the review of the forecasting methodology for the high needs block but queried what it was likely to involve. Members were informed that the overspend and underbudgeting of this block was a national issue, although the Council was an outlier in terms of home to school transport costs. The Chair of CYPC reported that the Local Government Ombudsman report confirmed that the Council was not an outlier compared to its statistical neighbours but it was recognised that this was a significant cost and risk to the Council. The Chair asked for a briefing note to be provided to Members, which should also include the cost of home to school transport. Action Required.
- expressed disappointment that Section 2.2.6 apportioned responsibility for the safety value agreement being £10m off track to the Department for Education, when the Council was also responsible. As far as the Local Member was concerned, the special school for March was currently on track to be delivered on time. The Executive Director of Finance and Resources explained that the report mentioned a number of other factors.
- congratulated officers on the low level of revenue budget overspend despite the significant challenges, and queried the progress of external auditing of these accounts. It was noted that the 23/24 accounts had been published in draft to meet the statutory deadline of 31 May. There was currently a period of public inspection with the new auditors due on site. There was full sign off of accounts up to 22/23

with 22/23 remaining a matter for national resolution in terms of the audit delays, which could possibly impact on the 23/24 accounts. The Audit and Accounts Committee would receive an update at its next meeting.

- highlighted that reserves had been used to change the budget so it reflected a low outturn. It had also been assisted by additional funding provided by the previous government. The Head of Finance reported that the large reserve use reported was due to the waste pressures, which was budgeted for in the business plan.
- clarified that the £8.981m underspend in the total capital scheme forecast was for all years not just the term of the Medium Term Financial Strategy. There was £1.4m which had not been identified for any schemes, which could be used for the two motions being considered at the next meeting of Council. It was noted that the use of this funding would be reviewed as part of the business planning process for 2025/26.
- expressed concern regarding the increase in Aged Debt at section 5.4 and requested an update on the negotiating position with the NHS. It was acknowledged that the NHS was a key component in this process and should be referred to in the note in future. The Executive Director of Finance and Resources reported that with the agreement of the Integrated Care Board in June, the £3m funding issues for the community equipment pool had been resolved. The other debt related to the Learning Disability Partnership, which had recently been reported to Adults and Health Committee.
- highlighted the fact that some school balances were quite high and queried whether these balances had been reviewed. It was noted that Schools Forum would receive a detailed report on the balances of maintained schools, and academies (when the data was published). This Committee and the CYPC would receive further information in the future. It was important to note that the Council could only clawback surplus balances for maintained schools, which were then put in the general pot available to all schools. The Chair of CYPC confirmed that CYPC monitored school balances very closely.
- queried whether the target for the percentage of undisputed commercial supplier invoices paid within terms should be reviewed now that supplier terms of immediate payment/"zero days" were only permitted within exceptional circumstances. It was noted that this target had been reviewed and was considered to be reasonable. The same Member asked for this target to be changed to provide a degree of stretch. The Chief Executive reminded Members that they would be considering the Performance Management Framework refresh, and if approved key performance indicators could be reviewed against benchmarking data.
- questioned why the report did not contain more detail on waste disposal given that changes at Waterbeach had created an annual overspend of £5.8m. There was therefore a need to identify an urgent solution as soon as possible. It was noted that waste did not feature in the report because it was not generating a variance in 2023/24 due to the planned use of reserves to mitigate it. The Chair reported that significant urgency and effort was being placed on the need to identify a solution by the Environment and Green Investment Committee (E&GIC) and the

Cambridgeshire and Peterborough Waste Partnership, and it remained a top priority for the Council. The Chair of E&GIC gave a brief update bearing in mind commercial sensitivity and reported that it was hoped that the change in the political landscape might be helpful.

The Chair recognised the exceptional work of the Head of Finance and his Team for accurate forecasting in a very difficult year. She highlighted the difficulties of managing a significant budget with constantly moving targets and the importance of using reserves to mitigate uncertainties.

It was resolved unanimously to approve the transfers from earmarked reserves listed in section 5.2 of Annex A, totalling £3.173m.

## 206. Integrated Finance Monitoring Report for the period ending 31 May 2024

The Committee was informed that there was a forecast overspend of £6m in the revenue budget. National issues around the cost of placements for looked after children with the highest needs and the constrained supply of places was driving costs. Energy scheme income was still lower than budgeted due to delays with some schemes. Members were aware of the reasons for waste management costs being higher, which were currently being offset by additional income. There was also a forecast overspend in the Dedicated Schools block, which included high needs taking the cumulative deficit to £52.7m. Attention was then drawn to the recommendations set out in the report.

Individual members then raised the following issues in relation to the report:

- queried the assumptions made behind the Place and Sustainability Directorate forecast variance and requested information on the extent and timing of the figures for waste management for the remainder of the year. Attention was drawn to Appendix 1 detailing a breakdown of the key forecast variances faced by the Directorate. As the timing of this issue was commercially sensitive, the Chair agreed to update the Member with more information, if possible. **Action Required.**
- acknowledged the issues faced by schools, particularly as the Member was the Finance Lead on a primary school governing body. In noting the table at Section 5.4.3, work being carried out by officers and the proposal for CYPC to consider the reasons for these deficits was welcomed.
- expressed concern that the children in care placements and home to school transport budgets were already identifying overspends particularly when the proposed budgets had been identified as optimistic at CYPC in January.
- queried the provision in the Council's contracts for any contractor delays to projects in relation to penalties. Another Member highlighted the significant issues faced by the new administration in managing previously agreed contracts.
- highlighted the impact of staff vacancies on budgets. The effectiveness of the strategy launched by Children, Education and Families (CEF) to this issue was queried. The strategy launched by Adults, Health and Community had only been time limited. The Chair of CYPC reported that the CEF strategy was working well

with Human Resources representation on the Children's Improvement Board, which enabled officers to respond to queries quickly and discuss how recruitment and retention could be improved. It was noted that there were improvements in recruitment and retention and a reduction in the use of agency staff. In response, the same Member commented that these improvements were not reflected in the report. It was noted that the Ofsted inspection action plan provided a target to reduce agency spend.

- expressed concern about the time taken to prepare the People Strategy action plan and the impact on staff, and queried the fact it was only for 12 to 18 months. It was noted that the People Strategy covered 2023 to 2028. The action plan was for 18 months covering the first phase of the delivery of the strategy.
- queried whether any schools were at risk of closure given that 13 schools including two special schools needed to set a deficit budget in excess of £500k. The Chair of CYPC reminded members that the DSG for Cambridgeshire was one of the lowest nationally. It was noted that there were no conversations taking place about school closures.
- highlighted the number of vacancies in Public Health which had been exacerbated by the decision to separate from Peterborough City Council (PCC). The Chief Executive reminded Members that the Public Health grant, which covered staffing, was ringfenced for both authorities. Therefore, there might be a temporary increase in costs during the period of separation but that was expected to normalise and be contained within the Public Health grant. It was noted that PCC was currently putting in additional revenue funding into Public Health. Members were informed that the Regional Director of Public Health required the Council to increase spend on staffing in order to increase expertise following last year's annual assurance meeting.
- highlighted the risk the safety valve agreement posed to the Council. There was concern as other councils, which had already failed, had been removed from that system. The Chair acknowledged that this was a significant risk to the council and others. It was high on the agenda of the new Chair of the Local Government Association who was aware of the risk these deficit budgets were placing on councils. The Executive Director of Finance and Resources reported that he was not aware of councils which had been removed from the safety valve programme, but he would confirm. **Action Required.**

Councillor Count moved an amendment, seconded by Councillor Goldsack, to replace the Vice-Chair of the Committee with the Chair of CYPC as part of the consultation process in Recommendation e). In response to a request from the Chair, Councillor Count agreed to alter his amendment so that consultation took place with the Chairs and Vice-Chairs of Strategy, Resources and Performance Committee and CYPC. On being put to the vote the amendment was carried unanimously.

It was resolved unanimously to:

- a) earmark the third busway settlement tranche to reserves, to cover future costs associated with the guided busway, per section 3.1 of Annex A.

- b) agree a budget virement of £200k from the public health grant uplift to support the recommissioning of sexual and reproductive health services, per section 3.2 of Annex A.
- c) note changes in grants and contributions, and to approve the budget movements reflecting the annual roll-forward and re-phasing process, per section 4.5.1 and appendix 6 of Annex A.
- d) note changes in grants and contributions, and to agree capital budget changes including funding from prudential borrowing where appropriate, per section 4.5.2 of Annex A.
- e) delegate authority to the Executive Director of Finance and Resources, in consultation with the Chair and Vice-Chair of Strategy, Resources and Performance and Children and Young People Committees, to agree where appropriate deficit budgets for the schools listed in 5.4.3 of Annex A.

## 207. Productivity Plans

The Committee considered a productivity plan for the Council requested by Government by 19 July 2024 for both the Council and the Pension Fund. The Pension Fund productivity plan would be considered by Pension Committee on 18 July. The Council's plan highlighted the key work it had been undertaking to continue to drive efficiency across the whole organisation, whilst at the same time investing in key areas to retain, recruit and maintain a motivated and diverse workforce. It also highlighted several Government policies and practices which, if reviewed, would enable all councils to make significant improvement in productivity and value for money.

Members welcomed the light touch approach taken to this request, and the identification of potential efficiencies as well as improvements which could be made by Government. It was important to bear in mind that this process was aimed at outlier local authorities nationally to help the Government determine whether any support was needed. One Member suggested adding the results of the recent external audit, which demonstrated what good value for money the Council currently provided, and the outturn of the revenue budget. The Chair confirmed that the plan could not be amended at this stage. It was also suggested that the Council should share its response with neighbouring authorities in case they wished to include something similar in their submissions.

The Chief Executive acknowledged that a proportionate amount of time had been spent on the productivity plan and indicated that such plans for other parts of the public sector should be equally required, given that local government was already the most efficient part of the sector. The plan had been shared with the County Councils' Network, the Association of County Chief Executives and the Society of County Treasurers. The Chief Executive was confident that the plan would be used, in some form, by the new government.

Councillor Count moved an amendment, seconded by Councillor Boden, to add the following to recommendation a):

- i) To be revised to include a commitment that Cambridgeshire County Council will not seek to introduce and does not endorse a 'four day working week' or equivalent arrangements of Part-Time Work for Full-Time Pay.

He explained that in the government productivity plans guidance, the previous government had made specific reference to a 'four day working week' as reflected in the amendment. He reported that he could not support paying officers 100% for 80% work paid for by the council tax payer, and could not see how it would work at the Council given its social care responsibilities. Councillor Boden highlighted the difficulties some residents were experiencing paying higher council tax demands. In his view, the only justification for adopting this policy would be if staff were only currently working 80% of their hours or if going to a four day working week increased productivity by 25%. Those working in the private sector were of the view this could not be justified on financial grounds.

One Member responded that the refusal to rule something out was not the same as ruling something in. The external evaluation reports from two universities on the South Cambridgeshire District Council trial had shown that 22 out of 24 key performance indicators had improved or remained the same. Savings had been identified to recruitment and retention, and there had been an improvement in the health and wellbeing of staff. Therefore, it was important to base a judgement on research and experts before ruling this proposal out. Another Member reported that it was important to bear in mind that staff in the social care sector were already on varied and flexible contracts.

The Chair reported that she had written to Cambridgeshire MPs earlier in the year confirming the Council had no plans to implement a four day working week. The Council operated seven days a week and 24 hours a day, as it was responsible for social care, flood risk management and emergency planning. It also had flexible working arrangements for its staff to improve productivity. On being put to the vote the amendment was lost.

It was resolved unanimously to:

- a) consider the attached Productivity Plan submission to Government, noting any changes and agree to delegate to the Executive Director of Finance and Resources in consultation with the Chair and Vice Chair of this Committee, to submit before the 19 July deadline.
- b) note the submission relating to the Pension Fund's productivity plan that will be discussed and agreed at the 18 July Pension Committee.

## 208. Annual Risk Report

The Committee was responsible for the development and oversight of the Council's risk management and strategy. It therefore received the Annual Risk Management Report summarising activity for 2023-24, the current Corporate Risk Register, Risk Management policy, and an updated Risk Strategy. These documents would also be considered by the Audit and Accounts Committee with its different remit to consider the effectiveness of the Council's risk management arrangements. In relation to the

Corporate Risk Register, the risk owner for Risk 12 was proposing to retitle this risk from the risk of climate change to Cambridgeshire County Council is not adequately prepared for the impacts of climate change. Members were reminded that they had requested a risk workshop and were asked to identify whether there were any specific areas which should be covered.

One Member congratulated officers on the director of travel but highlighted the need to recognise areas requiring greater improvement. Attention was drawn to the risk matrices and the need to consider the severity of the impact, it was therefore better to measure risk due to effect in a geometric way rather than arithmetic. There was also a need to have granularity on risk appetite, as the overwhelming majority of risks had a risk appetite of 15.

The Head of Internal Audit and Risk Management acknowledged that continuing action was needed to strengthen risk management, and as such, the Team was currently recruiting a Corporate Risk Manager. In relation to the risk matrices, whilst there might be benefits to adopting a non linear matrix, it was important the Council embedded its current understanding of the risk management approach and upskilled staff; the Corporate Leadership Team had agreed to revisit this approach in the future. It was noted that a review would take place of risks scored at 15 with the results presented to a future meeting of the committee.

At the request of another Member, it was agreed to add in the next Corporate Risk Register report the previous two risk scores to table 1 at 4.5.2. **Action Required.**

It was resolved unanimously to:

- Note and comment on the Annual Risk Management Report (Appendix 1) and Corporate Risk Register (Annex A);
- Endorse the Risk Management Policy (Annex B), and updated Risk Strategy (Annex C).
- Suggest any specific areas that the Committee would like to be covered at the upcoming Risk Workshop.

## 209. Performance Management Framework Refresh

Members were informed that the current Performance Management Framework was updated in 2022/23. Attention was drawn to a refreshed framework, which would update the Council's approach to performance, at both Directorate level as well as realigning policy and service committees to report and scrutinise performance at a more strategic level. This work had been informed by best practice produced by the Local Government Association and the Centre for Governance and Scrutiny and would also enable the Council to work alongside the Office for Local Government. The Committee would be presented quarterly with an organisational-wide balanced scorecard, and there would also be an annual performance report which would be published.

One Member highlighted the need to review page 4 of the framework, in particular in relation to risk mitigation, in order to bring it in line with the Council's Risk Management Policy, which was about managing and not mitigating risk. Another Member queried



whether it would be clear if projects had been delivered to time and budget achieving the necessary savings. It was noted that the refresh would bring together the reporting on change programmes so Members would have all this information in one place. Members of individual policy and service committees would be able to scrutinise specific projects in their area whilst Strategy, Resources and Performance Committee would receive an organisational wide report.

It was resolved to defer the newly refreshed Performance Management Framework.

## 210. Corporate Performance Report

The Committee received an update on the performance monitoring information for the 2023/24 quarter 4 period, to 31st March. Revisions had been made to indicators 213 and 214 relating to the Council's workforce to enable benchmarking. Indicator 182: Proportion of Freedom of Information requests responded to within statutory timescale was marked as red, which was due to performance dipping as a result of a significant increase in requests received at a point when the service began using a new system and a new manager joined the service. There had also been a significant increase in requests related to Highways matters alone so action was taking place to guide and find ways of publishing data on the website on the most common requests. Attention was drawn to the two higher performing indicators relating to proportion of information enquiries resolved at first point of contact, and percentage of IT requests resolved at first line within expected timescales.

It was resolved unanimously to note performance information and act, as necessary.

## 211. Treasury Management Report – Quarter Four Update and Annual Report 2023-24

The Committee considered the quarterly update on the Treasury Management Strategy 2023/24, approved by Council in February 2023. Attention was drawn to Table 1 in Section 3.2 detailing the Council's compliance with treasury and prudential limits. The Council's external borrowing had increased to around £41m which was lower than assumed in the budget. Interest rates on new borrowing had increased as short term loans taken out years ago with extremely favourable rates had matured. Treasury investments had generated a good return in particular dividends from collected investment funds, and favourable rates for cash management. Appendix 2 set out the outcome of an annual review of Collective Investment Funds.

In response to queries from individual members, officers agreed to:

- separate out the annual Minimum Revenue Position from other financing adjustments in Table 1 in future reports.
- review the maturity structure of the borrowing limits when drafting the Treasury Management Strategy for the new business plan.

It was resolved unanimously to note the Treasury Management Quarter Four Update and Annual Report for 2023-24 and endorse it for consideration at Full Council.

## 212. People Strategy Update – Action Plan

The Committee received an update on the People Strategy, which had included engagement actions with staff to develop an action plan to deliver the Strategy. The action plan was attached at Appendix 1 and would be updated on a quarterly basis with briefings presented to Staffing and Appeals Committee every six months.

One Member expressed concern at the time taken to produce an action plan particularly when parts of the organisation were struggling to recruit and retain staff. It was suggested that the action plan should target specific issues with set deadlines. The lack of reference to the inter relationship between the Strategy and artificial intelligence was also queried. The Committee was reassured that work was taking place to address workforce pressures in adults and children's social care. It was acknowledged that there was a need to consider the relationship between different strategies.

Another Member highlighted the importance of not considering this strategy in the same way as a strategy for delivering an IT system, for example. Engagement and encouraging motivation was part the process to deliver the People Strategy. One Member drew attention to the risk implications in Section 5.3, which needed clarifying. There was surprise that flexible working was not referred to in the action plan in relation to attracting and retaining staff, and the Council's business needs. The Head of Workforce Policy and Wellbeing clarified that this was addressed in the action plan under the "ways of working" section, but accepted that this could be made more explicit. It was further noted that the risk in relation to this point had been covered in the Corporate Performance report. The Head of Workforce Policy and Wellbeing acknowledged the need to be more specific by making direct reference to flexible working in the plan where it refers to 'Our Ways of Working'. **Action Required.**

It was resolved unanimously to note the contents of the action plan supporting the Council's People Strategy.

## 213. Agenda Plan, Training Plan, Appointments to Outside Bodies and Internal Advisory Groups and Panels, and the Appointment of Member Champions

The Committee considered its agenda plan, training plan, appointments to outside bodies and internal advisory groups and panels, and the appointment of Member Champions. It was proposed to defer the appointment of a Member Technology Champion to provide more information on the role. **Action Required.** It was also proposed to withdraw the appointment of a representative to the Wisbech Town Board to allow for further clarification on the appointment process from government.

It was resolved unanimously to:

- (i) review its agenda plan attached at Appendix 1.
- (ii) review its training plan attached at Appendix 2.
- (iii) review the appointments to outside bodies as detailed in Appendix 3 and withdraw the appointment to the Wisbech Town Board.

- (iv) review the appointments to Internal Advisory Groups and Panels as detailed in Appendix 4.
- (v) review the appointment of Member Champions as detailed in Appendix 5 and defer the appointment of a Member Technology Champion.

#### 214. Exclusion of Press and Public

It was resolved unanimously that the press and public be excluded from the meeting on the grounds that the agenda contained exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed, as it referred to information relating to the financial or business affairs of any particular person (including the authority holding that information).

#### 215. This Land – Monitoring and Financing

The Committee received a report on This Land – Monitoring and Financing.

It was resolved unanimously to agree the recommendations set out in the report.

Chair



## STRATEGY, RESOURCES AND PERFORMANCE COMMITTEE MINUTES-ACTION LOG

This is the updated action log as of 23rd October 2024 and captures the actions arising from the most recent Strategy, Resources and Performance Committee meeting and updates Members on the progress on compliance in delivering the necessary actions.

Minutes of 9th July 2024					
Minute number	Item title	Responsible officer(s)	Action	Comments	Status
203.	Minutes – 26th March 2024 and Action Log	M Hudson	Reopen action below (197 – second action) relating to energy projects.	<p>The Executive Director of Finance and Resources to share further updates to the Audit and Accounts Committee.</p> <p>October 2024 - a consultancy report on lessons learned from a review of the north angle solar farm project has been issued as final by Internal Audit and noted in the report going to, and available to, the October Audit and Accounts Committee. In addition, a briefing was prepared for Environment and Green Investment Committee members and issued in September. It is understood this is being followed up and further clarifications are pending.</p>	Ongoing
205.	Integrated Finance Monitoring Report for year ending 31 March 2024	M Hudson S Howarth	Briefing note on what the review of forecasting methodology for the high needs block was likely to involve, as well as a briefing on the cost of home to school transport.		

206.	Integrated Finance Monitoring Report for the period ending 31 May 2024	M Hudson S Howarth	The Chair agreed to update the Councillor Boden with more information if possible on the timing of the figures for waste management for the remainder of the year.	October 2024 – At this stage officers are still working with advisors on a full business case appraisal and determining options and actions. As such further progress will be reported through both future Finance Monitoring Reports and the Business and Budget Planning papers reported to this and a special Environment and Green Investment Committee at the end of November 2024.	Ongoing
		M Hudson	The Executive Director of Finance and Resources to check whether any councils had been removed from the safety valve programme.	October 2024 – Research indicates no councils have been removed from the Safety Valve programme although several are in the similar enhanced monitoring and support measures as Cambridgeshire.	Complete
		M Hudson	To confirm when the Executive Director of Finance and Resources, had exercised his delegated authority in relation to agreeing where appropriate deficit budgets for the schools listed in 5.4.3 of Annex A.	October 2024 – A full review of schools in deficit was carried out in May with senior officers from Finance advising on matters such as reserves, as well as operational matters as advised by Education colleagues. As a result, a number of letters were issued to schools and the Governors requesting actions to be taken.	Complete
208.	Annual Risk Report	M Claydon	Agreed to add in the next Corporate Risk Register report the previous two risk scores to table 1 at 4.5.2.	Updated to include the Corporate Risk Register report.	Complete
209.	Performance Management Framework Refresh	S Grace	To reschedule the newly refreshed Performance Management Framework.	This item has been scheduled for the October meeting.	Complete

211.	Treasury Management Report – Quarter Four Update and Annual Report 2023-24	S Howarth	<p>Separate out the annual Minimum Revenue Position from other financing adjustments in Table 1 in future reports.</p> <p>Review the maturity structure of the borrowing limits when drafting the Treasury Management Strategy for the new business plan.</p>	The separation requested has been done for the latest and for future reports. The review of maturity structure will take place for the draft 2025-26 treasury management strategy that will form part of the new business plan.	Complete
212.	People Strategy Update – Action Plan	A Syson	The need to be more specific by making direct reference to flexible working in the plan where it refers to 'Our Ways of Working'.	'Remote' working and 'flexible' working have been both been included in the action plan publish here <a href="#">Our People Strategy (sharepoint.com)</a>	Complete
213.	Agenda Plan, Training Plan, Appointments to Outside Bodies and Internal Advisory Groups and Panels, and the Appointment of Member Champions	M Hudson	To defer the appointment of a Member Technology Champion to provide more information on the role.	October 2024 - This is a matter for the committee to appoint a Champion. The role will seek to champion the change strategy around both Customer Engagement and the Data, Digital and Technology Programmes. Promoting our work and confidence with communities, partners and other stakeholders.	Ongoing

## Minutes of 26th March 2024

Minute number	Item title	Responsible officer(s)	Action	Comments	Status
197.	Integrated Finance Monitoring Report for the period ending 31 January 2024	M Hudson M Purbrick	The Chair asked officers to check if an in depth report on the Safety Valve Programme had been presented to Children and Young People Committee and for any reports to be circulated, and if that was not the case for a detailed briefing note to be circulated.	<p>The Department for Education has agreed that the County Council can resubmit its forecast in the Autumn. Once this revised position has been agreed a full update report will be shared with the Children and Young People Committee. An update will also be provided to the Strategy, Resources and Performance Committee via the Integrated Financial Management Report at the same point in the committee cycle.</p> <p>There is a full report going to Children and Young People Committee on 26th November 2024 and the report will be published in advance of that meeting. It will include updates from the revised submission assuming that DfE have made a decision in that time.</p>	Ongoing
		M Hudson S French	The Executive Director of Finance and Resources agreed to investigate whether the deep dive analysis of the energy projects had been considered by E&GI Committee and to circulate the reports and other briefing notes to the committee.	<p>A detailed overview of the energy projects (<a href="#">Report</a>) was discussed at the Assets and Procurement Committee in November 2023 - <a href="#">Minutes</a></p> <p>This report covers the operational status and financial metrics for the completed, in construction and in development energy schemes, as well as commentary on governance, performance, procurement and key learning points. The report also references</p>	Ongoing



				<p>individual committee reports concerning the projects. Subsequent specific updates to project financials have continued to be received at Environment and Green Investment Committee and Strategy, Resources and Performance Committee, as appropriate.</p> <p>The report and information relating to actions arising was e-mailed to the committee on 24 June 2024.</p> <p>October 2024 – A further briefing was issued to the Environment and Green Investment Committee in September 2024.</p>	
		M Hudson	<p>Risk 8 – The Council is a victim of cyber-crime. The Executive Director of Finance and Resources agreed to provide a written response in relation to all the actions set out on page 132, and to provide written response to the comments raised at the meeting.</p>	<p>A number of these items will be addressed at the Risk Workshop with members, and following that any other matters raised at the workshop and previously will be responded to.</p> <p>October 2024 – A workshop was held with councillors to cover more details as requested. Further updates will be reported to Strategy, Resources and Performance Committee throughout 2025, in particular relating to the Cyber Assessment Framework for Local Government recently launched by Government.</p>	Ongoing

## Minutes of 30th January 2024

Minute number	Item title	Responsible officer(s)	Action	Comments	Status
191.	2024-29 Financial Sustainability Assessment	M Hudson	The Executive Director of Finance and Resources to provide comparators through the Society of County Treasurers to show the impact of assets held by authorities on risk.	<p>Data has been requested but as yet no responses received. The Executive Director will chase a number of authorities to see if further information can be shared, otherwise officers will need to take an assessment of publicly held data in accounts to make an estimate of this proportion and report back to the Committee.</p> <p>October 2024 – No data has been forthcoming and as such a comparative exercise is difficult to assess. The position relating to Cambridgeshire's security of loans over its asset value will be covered in the s25 statement for Full Council 2025 to ensure this is assessed in context from a high level balance sheet analysis of CIPFA benchmarked nearest neighbours.</p>	Complete

## Minutes of 31st October 2023

Minute number	Item title	Responsible officer(s)	Action	Comments	Status
172.	Integrated Finance Monitoring Report for the Period	Martin Purbrick	The Chair proposed that a briefing note be prepared detailing the pressures on Children's Social Care and that	The Council's Business Plan and Budget for 2024/25, as approved at Full Council in February 2024, highlighted the various	Complete

	Ending 31 August 2023		<p>a possible letter be discussed with Strategy, Resources and Performance Spokes.</p>	<p>pressures due to demand and inflation across Children, Education and Families.</p> <p>The updated Integrated Finance Management Report (IFMR) is reported to the Children and Young People's Committee, where these pressures are highlighted and are also reported regularly within the Council IFMR to this Committee.</p> <p>As a part of the "Manifesto for Counties" published by the County Councils Network, the pressures on Children's Social Care have also been shared with national politicians and senior civil servants.</p> <p>Subject to the outcome of the General Election, the Executive Director for Children, Education and Families will discuss this further with Strategy, Resources and Performance Spokes to assess if a direct Cambridgeshire letter would be advisable.</p> <p>The Executive Director for Children, Education and Families provided a summary of pressures and met with Spokes on 18 and 23 July 2024.</p>	
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# Integrated Finance Monitoring Report for Period 5 2024-25

To: Strategy, Resources and Performance Committee

Meeting Date: 31 October 2024

From: Executive Director of Finance and Resources

Electoral division(s): All

Key decision: Yes

Forward Plan ref: 2024/026

**Executive Summary:** This report presents financial information setting out the current financial position of the council and projections for year-end as at period 5 (end of August). The report covers revenue and capital budgets, and balance sheet items including borrowing and reserves.

**Recommendation:** Strategy, Resources and Performance Committee is recommended:

- a) To note changes in capital grants and contributions, and to agree capital budget changes including funding from prudential borrowing where appropriate, as set out in section 4.5.1 of annex A;
- b) To delegate to the Chief Executive, in consultation with the Chair and Vice Chair of the committee, to draw-down up to £1.6m from earmarked reserves to cover the legal costs and preparation of the case relating to the guided busway prosecution.
- c) To draw-down up to £674k for temporary posts and capacity in the Human Resources service and Policy, Insight and Change service to support the delivery of the council's Change Strategy contingent upon the Change Strategy being approved by the committee which is being considered as another item on the agenda;
- d) To authorise draw-down of £400k from the Public Health grant reserve to support the mitigation of risks if Drug and Alcohol Grants end in March 2025; and
- e) To authorise the write-offs of three customer accounts totalling £165k following the exhaustion of recovery actions, as set out in sections 5.3.6 and 5.3.7 of annex A.

**Officer contact:**

Name: Stephen Howarth

Post: Head of Finance

Email: [stephen.howarth@cambridgeshire.gov.uk](mailto:stephen.howarth@cambridgeshire.gov.uk)

# 1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 This regular financial monitoring report provides the consolidated management accounts of the whole council, enabling members to be aware of, and to scrutinise, the delivery of the business plan for 2024-25.

## 2. Background

- 2.1 This integrated report consolidates the individual Finance Monitoring Reports (FMR) that are prepared for each council directorate, and for corporate items. On a quarterly basis, those individual FMRs are reviewed by policy & service committees. The integrated report provides actual and forecast information for our revenue and capital budgets and balance sheet.
- 2.2 As a policy and service committee itself, this report item also provides the individual FMR covering the enabling services that are within this committee's remit.

## 3. Main Issues

- 3.1 The detailed Integrated Finance Monitoring Report for period 5 (August 2024) is at Annex A. The Finance & Resources and Strategy and Partnerships Finance Monitoring Report for the same period, covering services that are broadly within this committee's remit, is at Annex B.
- 3.2 The report records that there has been a worsening in the Council's revenue forecast, with the forecast year-end pressure of £9.6m. The report sets out the drivers of that forecast overspend, as well as setting out the position of the capital programme, the council's balance sheet, and the savings tracker. Additional context on the financial position of the council and individual directorates is in the main report.
- 3.3 As well as noting the general report, there are specific recommendations in sections 3 and 4. These relate to capital budget changes, the allocation of funding from reserves, and debt write-offs.

## 4. Alternative Options Considered

- 4.1 The report sets out the alternatives to the recommendations. Capital budget changes requested are required to continue or advance the projects referred to; without reserve movements the in-year outturn position will be affected; without debt write-offs identified the council's balance sheet will be overstated and debt recovery action may continue without likelihood of success.

## 5. Conclusion and reasons for recommendations

- 5.1 The report sets out the reasons for the recommendations. These are to ensure that the Council is using latest estimates for budgeting and proactively responding to latest information.

## 6. Significant Implications

### 6.1 Finance Implications

This report provides the latest financial information for the council and so has a direct impact on scrutiny and on wider decision making.

### 6.2 Legal Implications

There are no significant implications within this category.

### 6.3 Risk Implications

There are no significant implications within this category.

### 6.4 Equality and Diversity Implications

There are no significant implications within this category.

### 6.5 Climate Change and Environment Implications

There are no significant implications within this category.

## 7. Source Documents

Place & Sustainability Finance Monitoring Report (Period 5)

Children, Education & Families FMR (Period 5)

Adult, Health and Commissioning FMR (Period 5)

Finance & Resources and Strategy & Partnerships FMR (Period 5)





# Integrated Finance Monitoring Report 2024-25 Period 5, August 2024

## Contents

Section	Item	Description
1	Executive Summary	A high-level summary of key information covering both revenue and capital.  Narrative on key issues in affecting the financial position, both corporately and across the directorates.
2	Revenue Budget	Provides a more detailed summary of the revenue position by directorate, and updates on certain key revenue items.
3	Revenue Funding Changes	This section highlights any new in-year changes to revenue budgets or funding that have taken place or that are proposed for agreement by committee.
4	Capital Programme	Provides a detailed summary of the capital position by directorate, as well as capital variations budgets and capital funding changes.  Any changes to funding or budgets for the capital programme that are proposed for noting or agreement by Committee will be reported here.
5	Balance Sheet	Key information about the Council's balance sheet, including reserves, borrowing and debt.
6	Treasury Management	Update on the Council's treasury management position. At the end of Q2 and Q4 this will form a separate report as it requires consideration by Full Council.
Appx 1	Revenue – commentaries on exceptions	Detailed commentaries on forecast revenue variances by exception
Appx 2	Capital – commentaries on exceptions	Detailed commentaries on forecast capital variances by exception
Appx 3	Savings Tracker 2024-25	Each quarter, the Council's savings tracker is produced to give an update of the position of savings agreed in the Business Plan.
Appx 4	Treasury Management Indicators	Treasury Management Indicators for Quarter 1
Appx 5	Reserves and provisions	Schedule of reserves held
Appx 6	Budget transfers between directorates / areas	Breakdown of movements between directorates /areas in 2023-24
Appx 7	Revenue summary comparison to last year's outturn position	A revenue budget summary table that compares the current position to last year's net budget and outturn variance

## 1. Executive Summary

- 1.1 This report is the consolidated management accounts for the council, and presents financial information to assess progress in delivering the Council's business plan.

The Council's financial accounts are produced annually and are available on our [website](#).

The Council's total service budgets for 2024-25 are:

- Revenue: £539m net budget
- Capital: £166m (with a total programme of over £1bn)

As well as this, the Council has a Dedicated Schools Grant (DSG) funded budget of £183m, which mainly relates to High Needs spend.

The table below shows the key forecast information by directorate:

Directorate/Area	Forecast Revenue Budget Variance £000	Forecast Revenue Budget Variance %	Forecast Net Capital Budget Variance £000	Forecast Net Capital Budget Variance %
Children, Education & Families – non-DSG	7,308	5%	-	-%
Adults, Health & Commissioning	-3,523	-2%	-	-%
Place & Sustainability	3,906	5%	-	-%
Finance & Resources	3,132	21%	-	-%
Strategy & Partnerships	100	0%	-	-%
Capital Financing	0	0%	-	-%
Corporate & Funding Items	-1,346	-20%	-	-%
<b>Net Spending Total (+ overspend / - underspend)</b>	<b>9,577</b>	<b>2%</b>	<b>-</b>	<b>-%</b>
Children, Education & Families – DSG	11,730	-	-	-

Movements in forecasts from the previous month, and from the position previously reported to committee, can be seen in tables below in sections 2 and 4.

Detailed financial information about each directorate/service area is contained in the relevant Finance Monitoring Report. These can be found published quarterly at [committee meetings](#). Summary financial information in this report is presented with the assumption that any accompanying recommendations to committees will be agreed.

## 1.2 Key Issues

- 1.2.1 The Council overspent by a £1.2m on its £501m net revenue budget in 2023-24. In the context of substantial pressures in children's social care, waste disposal and the achievement of income generation targets, this was a positive year-end position, resulting in a lower draw-down from reserves than expected. Nevertheless, like many councils nationally we are reporting pressures in the budget for 2024-25, which have worsened as the year has progressed.
- 1.2.2 At period 5, the council is forecasting an overspend of £9.6m on its revenue budget (2%), mainly resulting from the key pressure areas of:
- looked after children placement costs
  - home to school transport
  - waste disposal costs
  - income generation from renewable energy schemes and investments
- 1.2.3 The first two areas are being reported across a wide range of upper tier councils and are seen as demand in the main driven from national legacy decisions not supported by additional funding, for example policy related to Education, Care and Health Plans for young people, and waste disposal. Locally, decisions taken around renewable energy and commercial investment income assumptions which did not equate to the events that unfolded have added additional costs and lowered the forecast income. To address these areas the council is taking actions as set out further in this report, such as opening its own children's residential provision, lobbying alongside other county councils for changes to Special Educational Needs and Disabilities policy and funding, reassessing the current Private Finance Initiative contract, and driving forward with the final connection to its renewable energy sites. However, those actions will take time to rectify the current position.
- 1.2.4 This is a serious position for the council to be in at this stage of the year. If this forecast outturn materialises at the end of the year, it will deplete the general reserve beyond its minimum level set by council, and will result in impacts on future years' budgeting. We are therefore identifying mitigations to reduce this position as a matter of urgency, in addition to the mitigations that have already been identified through additional business rates funding and lower than expected costs of adult social care services this year, and those set out in the previous paragraph.
- 1.2.5 The overspend position in the Children, Education and Families directorate continues to be concerning. National issues around the cost of placements for looked after children with the highest needs are impacting us, with constrained supply of places driving costs up. This position has worsened over the course of the year – despite work to achieve better value for money on placements, children with high needs continue to require placements and the national supply issue continues to worsen. We are now also forecasting an overspend on home to school transport budgets, both for mainstream and special educational needs & disabilities (SEND). Costs of routes in the new academic year are higher than expected, partly due to constrained supply in the local market and high inflation in prices, and the still high numbers of SEND children requiring transport mean that an overspend is likely.

- 1.2.6 Adults, Health & Commissioning is currently forecasting an underspend resulting from growth in the first part of the year in older people services being significantly below the level allowed for in the budget. This is a shift from the trends we had been seeing during, and in the period immediately following, the covid pandemic. A deep dive into this area is being undertaken to further understand the changes to flows of service users in recent months to inform both the in-year forecast and future demand projections. The underspend in that service is being partly offset by pressures in services for people for learning disabilities and mental health which are seeing increased growth. Demand for adult social care services continues to be complex a varies month to month, and there are challenging savings to deliver in 2024-25. We are also continuing to feel pressures with the provider market, relating to increasing fee rates, and constrained supply of certain types of care.
- 1.2.7 The forecast overspend in Place & Sustainability is driven by two key causes. Firstly, waste management costs are higher as a result of the treatment facilities at Waterbeach being non-operational as a result of currently not being in compliance with some government regulations and therefore waste needing to be diverted through more costly routes. Strategic options to address this issue have been assessed and an overall strategy will be recommended to members to consider this year. Secondly, energy scheme income is forecast to be lower than budgeted. In part this is due to delays with some schemes, but predominantly is due to a reduced expectation of energy prices for electricity sold following recent changes in the energy market. These same changes do result in some partial mitigations in the cost of energy used in our buildings and to power our streetlights. The directorate is also expecting to overachieve on income budgets relating to highways development control and street-works, which can be used to fund certain services.
- 1.2.8 Pressures in the Finance & Resources directorate relate primarily to lower than expected income from the council's investments, particular in its wholly owned housing company This Land. It is prudent to forecast a pressure in this area, as by year-end the current position of the company will be clearer following the submission of its full business plan to the council in November. This may necessitate support to eh company or a further earmarked reserve provision by the council, otherwise this forecast overspend will be unwound.
- 1.2.9 Where forecast overspends are judged to be likely to have an impact on next year's budget, these will be allowed for as part of the business planning process, which will increase the budget gap and therefore the savings requirement.
- 1.2.10 The Council is forecasting a £11.7 million overspend in year on high needs spend. This is part of the Safety Valve programme and the council is working with the Department for Education (DfE) to submit a revised plan to recover an in-year position over the medium-term.
- 1.2.11 The council is still forecasting a balanced position on the capital programme for the year. Slippage forecast so far is in line with the allowance made for it in budgets. Several further capital contributions have been received by the council, and some budget changes are proposed, set out in section 4 below.

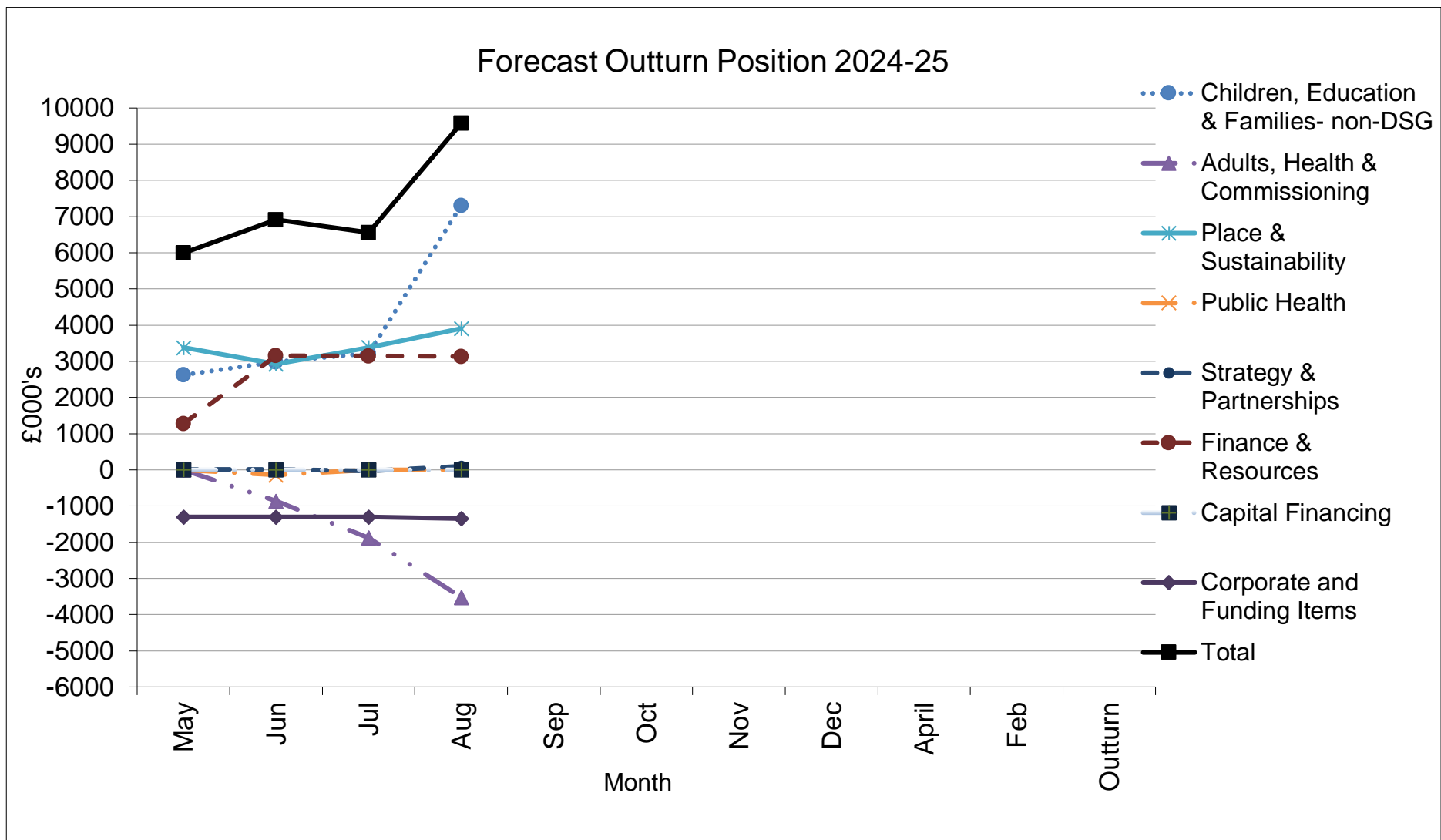
## 2 Revenue Budget

2.1.1 This table shows summary information for the Council's 2024-25 revenue budgets at the end of August 2024 (key variances are reported in appendix 1).

Line	Previous Public Forecast Variance £000 (May 2024)	Previous Forecast Variance £000	Directorate/Area	Gross Budget £000	Income Budget £000	Net Budget £000	Actuals £000	Forecast Variance £000	Forecast Variance %
1	2,623	3,222	Children, Education & Families (non DSG)	179,088	-30,307	148,781	54,606	7,308	5%
2	0	-1,876	Adults, Health & Commissioning	375,878	-144,861	231,018	96,461	-3,523	-2%
3	3,378	3,388	Place & Sustainability	110,725	-36,824	73,900	25,376	3,906	5%
4	1,280	3,149	Finance & Resources	46,699	-32,059	14,639	14,948	3,132	21%
5	12	-30	Strategy & Partnerships	30,473	-6,497	23,976	8,373	100	0%
6	0	0	Capital Financing	53,909	-13,838	40,070	41	0	0%
7	-1,301	-1,301	Corporate Items	7,818	-939	6,879	4,078	-1,346	-20%
	5,992	6,553	<b>CCC Core Spending Total</b>	<b>804,590</b>	<b>-265,326</b>	<b>539,264</b>	<b>203,884</b>	<b>9,577</b>	<b>2%</b>
8	11,730	11,730	Children, Education & Families (DSG)	183,745	-183,745	0	5,612	11,730	-
9	0	0	Adults, Health & Commissioning (Public Health)	38,792	-38,792	0	-7,277	0	-
	17,722	18,283	<b>Total including ring-fenced budgets</b>	<b>1,027,127</b>	<b>-487,862</b>	<b>539,264</b>	<b>202,219</b>	<b>20,307</b>	<b>4%</b>
			Funding delegated to maintained schools	133,941	133,941	0			
			<b>Total Budget</b>	<b>1,161,068</b>	<b>-621,804</b>	<b>539,264</b>			

Notes on this table:

- The actuals figures are net.
- Numbers are presented based on current information, with adjustments for any recommendations proposed for Committee in this report.
- Line 8 and 9 show ring-fenced budgets, with any outturn variance treated separately to core council budgets. Any variance on Public Health goes to the PH grant reserve, and the balance for DSG is subject to separate accounting requirements. More information can be found on the DSG in section 2.2..Negative actuals in line 9 relates to grants and other income being received in advance of spend taking place, which helps the council's cashflow and reduces the need for borrowing



## 2.2 Dedicated Schools Grant

2.2.1 The below table summarises the overall DSG position in terms of overall funding for Cambridgeshire schools, funding that flows through the council, and funding that forms part of our budget:

	<b>£000</b>
Gross DSG Income to be received	656,725
Less Academy Recoupment	-334,346
<b>DSG within CCC's gross budget</b>	<b>322,379</b>
<i>of which spent or commissioned by CCC</i>	<i>182,940</i>
<i>of which delegated to maintained schools</i>	<i>133,941</i>
Less High Needs Place Recoupment	-17,366
<b>Total DSG estimated to be Received in 24-25</b>	<b>305,013</b>

2.2.2 Within the DSG budgets spent and commissioned directly by the council, there is significant pressure particularly on high needs spend. This table shows a summary of the position of the Council's Dedicated Schools Grant position before further action:

<b>Opening Deficit Balance 2024-25</b>	£40.0m
<b>Forecast in-year movement (Excluding 2024-25 DfE Safety Valve payment and LA contribution)</b>	£11.7m
<b>Forecast Closing Deficit Balance 2024-25 (Excluding 2024-25 DfE Safety Valve payment and LA contribution)</b>	£52.7m

2.2.3 A cumulative DSG deficit of £40.0m was carried forward into 2024-25.

2.2.4 In 2020-21 the DfE introduced the safety valve intervention programme in recognition of the increasing pressures on high needs.

2.2.5 To the end of August the reported net DSG forecast is £11.7m in-year overspend. The challenges around the funding gap include increase growth and demand, inflation on placements, complexity of needs continue to increase, delays in opening new provision (including DfE initiated) and challenges around our data systems. As a result of these challenges, the DfE have written to the County Council outlining that we will be part of the Enhanced Monitoring and Support Programme with a view to submitting an updated Safety Value plan which is rebased to allow for these challenges. Officers are working on remodelling our demand and developing new approaches to manage costs whilst meeting the increase level of need. This work to remodel the council's Safety Value submission will also address the findings previously identified by the Internal Audit report into this area. An update report will be brought to the CYP committee later in the year on progress of the discussion with the DfE.

## 2.3 Savings Tracker

2.3.1 The Savings Tracker is a reporting tool for summarising delivery of planned revenue savings. Within the Tracker, the forecast delivery of savings is shown against the original saving approved in the 2023-28 Business Plan. The Tracker is completed at the end of each quarter and reported in the next IFMR going to committee. It is important to note the relationship between the reported savings projections and the overall revenue financial position reported in this report. As pressures arise in-year, further mitigation and/or additional savings will be required to deliver a balanced position.

2.3.2 Currently, the Council is on track to deliver £17.7m of savings against its original plan of £34m. Savings that are off track have commentaries in the detailed savings tracker. These will form part of directorates' forecast outturn position, and in many cases will have been mitigated by other actions. The Chief Executive has impressed upon and continues to remind all Executive Directors about the importance of discharging their responsibilities as budget holders and accountable officers for the delivery of the savings agreed by Council.

2.3.3 Blue rated savings (savings that will overachieve) total £2m. Green rated savings total £12.7m. Black savings (ones that will not achieve any of the original target) total £10.8m and require mitigations by relevant departments. The Savings Tracker as at the end of quarter 1 is included as [Appendix 5](#) to this report. A number of the black savings are related to adult social care which have been offset by identified mitigations.

2.3.4 A summary of 2024-25 Business Plan savings by RAG rating is shown below:

RAG Status	Total Original Savings £000	Total Forecast Variance £000	RAG Status	Total Original Savings £000	Total Forecast Variance £000	RAG Status	Total Original Savings £000	Total Forecast Variance £000
Blue	-1,133	-817	Green	-12,676	0	Amber	-2,498	1,612
RAG Status	Total Original Savings £000	Total Forecast Variance £000	RAG Status	Total Original Savings £000	Total Forecast Variance £000	Total Original Savings £000	Total Forecast Variance £000	
Red	-6,551	4,407	Black	-10,817	10,817	-33,675	16,019	

2.3.5 The full description of each RAG status is included in the detailed appendix 5 – in summary, blue savings are forecast to over-achieve, green are forecast to fully achieve, amber and red are forecast to not fully achieve, and black are expected to not achieve at all.



### **3      Revenue Funding Changes**

There are no funding updates this month.

## 4 Capital Programme

### 4.1 Capital programme financial position

Previous Forecast Variance £000	Directorate	Gross 2024-25 Budget £000	Capital Variations 2024-25 Budget £000	Net 2024-25 Budget £000	Actuals £000	Net Forecast Outturn Variance £000	Forecast Outturn Variance %	Total Scheme Budget £000	Total Scheme Forecast Outturn Variance £000
0	Place & Sustainability	99,444	-30,605	68,839	18,255	0	0.0%	583,727	0
0	Children, Education & Families	83,535	-12,348	71,187	35,243	0	0.0%	402,354	0
0	Adults, Health & Commissioning	6,615	-75	6,540	0	0	0.0%	116,040	0
0	Strategy & Partnerships	4,378	-1,532	2,846	443	0	0.0%	16,675	0
0	Finance & Resources	19,606	-3,275	16,331	1,538	0	0.0%	191,401	0
<b>0</b>	<b>Total</b>	<b>213,578</b>	<b>-47,835</b>	<b>165,743</b>	<b>55,479</b>	<b>0</b>	<b>0.0%</b>	<b>1,310,197</b>	<b>0</b>

Notes on this table:

1. The Budget column incorporates any changes in the funding available to what was originally budgeted in the Business Plan. A breakdown of the budget changes made in-year can be found in 4.4.
2. The Budget column also includes an assumed level of variations, called the 'capital variations budget' which is shown in section 4.2.
3. The reported Place & Sustainability capital figures do not include the Greater Cambridge Partnership.
4. The columns setting out budgets and forecast variances for total schemes show financial information for all schemes in a service block across all financial years.

## 4.2 Capital variations budgets

4.2.1 A summary of the use of the 2024-25 capital programme variations budgets by services is shown below. These variation budgets are set annually and reflect an estimate of the average variation experienced across all capital schemes, and reduce the overall borrowing required to finance our capital programme. There are typically delays in some form across the capital programme due to unforeseen events, but we cannot project this for each individual scheme. We therefore budget centrally for some level of delay. Any known delays are budgeted for and reported at scheme level. If forecast underspends are reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when rephasing exceeds this budget.

### 4.2.2 Capital variations summary

Directorate	Capital Variations Budget £000	Forecast Outturn Variance £000	Capital Variations Budget Used £000	Capital Variations Budget Used %	Net Forecast Outturn Variance £000
Place & Sustainability	-30,605	-3,861	-3,861	12.6%	0
Children, Education & Families	-12,348	-3,065	-3,065	24.8%	0
Adults, Health & Commissioning	-75	0	0	0.0%	0
Strategy & Partnerships	-1,532	0	0	0.0%	0
Finance & Resources	-3,275	-76	-76	2.3%	0
<b>Total</b>	<b>-47,835</b>	<b>-7,002</b>	<b>-7,002</b>	<b>14.6%</b>	<b>0</b>

4.3 Key capital budget variances are identified by exception and commented upon in appendix 2.

Key variances are those forecast to be in excess of +/-£500k

## 4.4 Capital Funding

4.4.1 This table sets out changes to funding for capital schemes in-year.

Funding Source	Business Plan Budget £m	Rolled Forward Funding £m	Revised Phasing £m	Additional/ Reduction in Funding £m	Revised Budget £m	Forecast Outturn Funding £m	Funding Variance £m	Total Scheme Budget £000	Total Scheme Forecast Outturn Variance £000
Department for Transport (DfT) Grant	28.4	7.2	-1.0	-0.2	34.4	31.1	-3.2	232.1	0.0
Basic Need Grant	12.5	0.0	0.0	0.0	12.5	12.5	0.0	42.5	0.0
Capital Maintenance Grant	3.5	2.1	0.0	0.4	5.9	5.9	0.0	26.2	0.0
Devolved Formula Capital	0.8	2.1	0.0	-0.0	2.8	2.8	0.0	7.0	0.0
Specific Grants	26.2	1.9	-5.1	-5.3	17.7	17.5	-0.2	148.7	0.0
S106 Contributions & Community Infrastructure Levy	25.4	22.1	-17.1	-0.5	29.9	29.9	0.0	146.4	0.0
Capital Receipts	1.1	0.0	0.0	0.4	1.5	1.5	0.0	17.6	0.0
Other Contributions	7.6	3.6	-13.7	10.7	8.2	8.2	0.0	210.9	0.0
Revenue Contributions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Prudential Borrowing	93.2	-0.2	-45.9	5.8	52.9	56.2	3.4	478.9	0.0
<b>TOTAL</b>	<b>198.6</b>	<b>38.8</b>	<b>-82.8</b>	<b>11.2</b>	<b>165.7</b>	<b>165.7</b>	<b>0.0</b>	<b>1,310.2</b>	<b>0.0</b>

Notes: The 'rolled forward funding' column reflects the difference between the anticipated 2023-24 year-end position used at the time of building the initial Capital Programme budget, as incorporated within the 2024-25 Business Plan, and the actual 2023-24 year-end position.

## 4.5 Capital Funding Changes

4.5.1 The table below sets out funding change requests for capital schemes (where the change is greater than £250k) following review and refresh of project business cases:

Scheme	Directorate	Funding Change Amount £m	Reason for Change
Traffic Signals Green Light Fund (GLF)	P&S	£0.500 Grant	The Department for Transport (DfT) has awarded the Council £0.500m for a successful bid to the Traffic Signals Green Light Fund. The funds will be used to improve traffic signal systems via a broad programme of improvements across the county in areas identified as in need of improvement.
IT Infrastructure	F&R	£0.375m Other contributions	Partner contributions of £0.375m for the Eastnet infrastructure are now being included in the budget to reflect the gross project costs and funding. These come from local and regional local authority partners.
Transfer of Section 106 (S106) funding to Astrea Academy Trust	CEF	£0.850m S106 contributions	New scheme, 100% S106 funded- scheme proposes to transfer £2.128m to the academy trust across 2024-25 (£0.850m) and 2025-26 (£1.278m). Proposal to passport to the school on the condition of additional places being provided when needed.
Accommodation Improvement Plan	F&R	£0.824m Prudential borrowing	Additional prudential borrowing of £0.824m is requested for the tranche 1 2024-25 element of the Accommodation Improvement Plan. This is being requested now to enable initial works to facilitate office moves in future years which will give rise to capital receipts and revenue savings. The full business case for the programme will be taken forward into the 2025-26 business planning process; this tranche as a whole is expected to cost £1.85m
Reducing borrowing - use of capital receipts	F&R	-£0.750m Prudential borrowing	It is anticipated that there will be £0.750m capital receipts available to reduce the prudential borrowing in the capital programme for 2024-25.

**Recommendation A:** To note changes in capital grants and contributions, and to agree capital budget changes including funding from prudential borrowing where appropriate.

#### 4.6 Section 106 contributions

4.6.1 Section 106 contributions are received from developers as part of a legal agreement between them and local councils that set out obligations as a condition for planning permission. They can provide funding for local infrastructure and other needs that result from the development.

4.6.2 This council budgets for known section 106 contributions as part of the annual business plan, allocating them where possible to specific capital schemes. Contributions are monitored by a cross-directorate board.

4.6.3 The table below summarises the cumulative section 106 balance position by category as at the end of 2023-24 and as at the end of July 2024:

<b>S106 category</b>	<b>2023-24 - Income total £m</b>	<b>2023-24 - Exp total £m</b>	<b>2023-24 - Unspent closing balance £m</b>	<b>2024-25 Income (to end of July 2024) £m</b>	<b>2024-25 Allocated (to end of July 2024) £m</b>	<b>End of July 2024 - Total unspent balance £m</b>
Archaeological/heritage	-0.4	0.2	-0.2	0.0	0.0	-0.2
Community facilities	-2.1	0.6	-1.5	0.0	0.0	-1.5
Cycling and walking	-5.6	4.3	-1.3	-0.5	0.0	-1.8
Education	-199.0	131.4	-67.6	-2.3	0.0	-69.9
Healthcare	-0.9	0.3	-0.6	0.0	0.0	-0.6
Highways and public transport	-69.2	54.6	-14.6	-0.5	2.5	-12.6
Libraries and lifelong learning	-1.9	0.9	-1.0	-0.1	0.0	-1.1
Monitoring	0.0	0.0	0.0	0.0	0.0	0.0
Travel planning	-0.7	0.2	-0.5	-0.1	0.0	-0.5
Waste management	-1.4	0.8	-0.7	0.0	0.0	-0.7
<b>Total</b>	<b>-281.2</b>	<b>193.3</b>	<b>-87.9</b>	<b>-3.4</b>	<b>2.5</b>	<b>-88.9</b>

## 5 Balance Sheet

### 5.1 Reserves

- 5.1.1 At the end of August, the Council has revenue reserves totalling £185m, of which £30m is the general reserve. Other than the general reserve, these reserves are earmarked for specific purposes, and the breakdown of these can be seen in appendix 4.
- 5.1.2 The medium-term financial strategy assumes a gradual reduction in the overall level of reserves as earmarked funds are spent, which is planned into medium-term budgets.
- 5.1.3 There are two proposed in-year reserve transfers in this report:
- 5.1.4 **Guided Busway:** In September, the council pleaded guilty to historical health and safety offences in a prosecution by the Health & Safety Executive. The council has incurred legal costs this year as a result of these proceedings, and will continue to do so as final proceedings continue. It is therefore proposed to draw down up to £1.6m from the specific risks reserve to cover the legal costs and preparation of the case relating to this prosecution. This follows a delegation from the Highways and Transport Committee in March 2024 which confirmed authorisation for procurement of legal support for this matter.

**Recommendation B:** To delegate to the Chief Executive, in consultation with the Chair and Vice Chair of the committee, to draw-down up to £1.6m from earmarked reserves to cover the legal costs and preparation of the case relating to the guided busway prosecution.

- 5.1.5 **Change & Digital Reserve:** The council's proposed Change Strategy is the subject of a separate report to the Strategy, Resources and Performance Committee in October 2024. In order to deliver on strategic change for the council, the business plan for 2024-29 contained provision for a new change and digital reserve. This would provide up front funding for temporary costs incurred to deliver change. It is proposed to allocate some funding from this reserve over the next eighteen months for several fixed-term posts and externally commissioned capacity in the Human Resources service and the Policy, Insight and Change service. These posts will support the whole change strategy, including specific work on SEND and inclusion, ahead of more specific resource requirements for each part of the strategy being outlined.

**Recommendation C:** To draw-down up to £674k for temporary posts and capacity in the Human Resources service and Policy, Insight and Change service to support the delivery of the council's Change Strategy contingent upon the Change Strategy being approved by the committee.

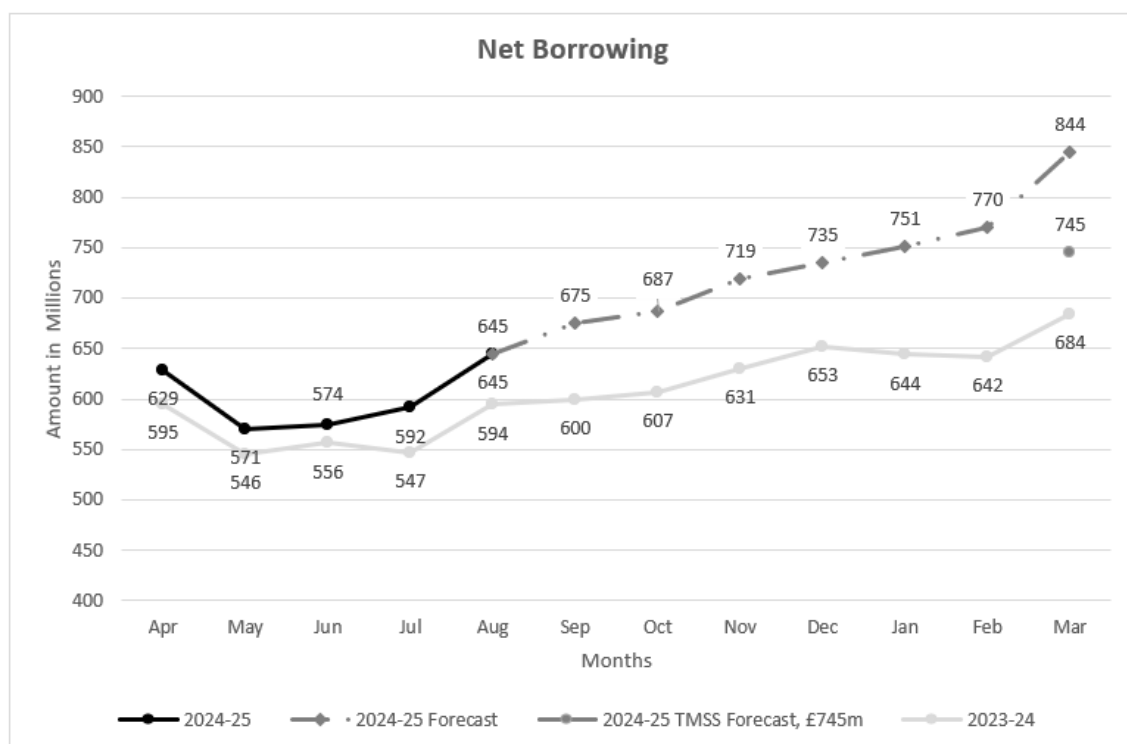
- 5.1.6 **Public health grant reserve:** at its October meeting, Adults & Health Committee endorsed a request to authorise a draw-down from the public health grant reserve of £400k to mitigate risks to a cliff edge of government funding for drug and alcohol treatment services at the end of March 2025. It reduces the risks associated with the

abrupt end of this funding and a deterioration in outcomes by using reserve funding in areas where the negative impact will be most acute. If further grant funding is announced in the coming budget then this reserve funding may not be needed. This would be funded from unallocated and contingent Public Health reserves and with some anticipation of the transfer of the in year underspend to reserves at year end as spend will not be needed until 2025-26. Authorising the draw down now gives the maximum time for planning to mitigate the cliff edge and gives the council clearer medium-term sight of reserve needs.

**Recommendation D:** To authorise draw-down of £400k from the public health grant reserve to support the mitigation of risks if Drug and Alcohol grants end in March 2025.

## 5.2 Borrowing

5.2.1 The graph below shows net borrowing (borrowings less investments) on a month-by-month basis and compares the position with previous financial years. At the end of August 2024, investments held totalled £140.9m (excluding all 3rd party loans and This Land) and gross borrowing totalled £785.6m, equating to a net borrowing position of £644.7m. We estimated by year end we would have borrowing of £745m in the Treasury Management Strategy Statement (TMSS), part of the business plan.



5.2.2 Based on latest cash flow projections and capital spend forecasts, we are expecting to be above the level of borrowing forecast in the Treasury Management Strategy. The actual operational boundary for borrowing set by council is £1.13bn so we remain well within the authorised limit. This higher level of borrowing is partly why there is no forecast underspend on the capital financing budget. Cash flow challenges with the NHS and with our high needs deficit reduce the internal borrowing that the council has historically relied on to keep external borrowing down.



### 5.3 General Balance Sheet

5.3.1 An overview of other key balance sheet health issues is shown below. This highlights a key focus is the recovery of Adult Social Care Debt, a position that is reflected nationally. The debt indicators have been refreshed, as they are nationally, to reflect decisions taken in the business plan around the provision for bad debt.

	Measure	Target	Year to date at the end of August 2024
1	% of income collected (owed to the council) within 90 days on rolling 12 month basis: Adult Social Care	80%	77%
2	Level of debt outstanding (owed to the council) 91 days +, £m: Adult Social Care	£16.1m	£17.07m
3	Level of debt outstanding (owed to the council) 91 days +, £m: Sundry	£7.1m	£14.91m
4	% of invoices registered on ERP within 2 working days	98.0%	99.9%
5	% of Undisputed Commercial Supplier Invoices Paid Within 30 Days	95.0%	99.2%
6	% of Undisputed Commercial Supplier Invoices Paid Within Terms	95.0%	98.7%

5.3.2 Indicators 1 & 2: Review into main reasons for queried / disputed charges was undertaken during July which showed the high-level complexities within adult social care was a contributing factor. There is a debt dive ongoing into adult social care debt which has identified actions to improve the position, which are being implemented. High levels of adult social care debt is common across councils.

5.3.3 The council's modelling suggests that without continuing mitigating actions the level of outstanding debt would rise by a further £1.7m as a result of inflation and reductions to waiting times for financial assessment. Up to July, performance was on track to meet reach the targeted position by year-end, whereas a variation has emerged in August. A key reason for the variance relates to a small number of backdated bills which can prove harder to collect as well as a reduced level of lower value debt write off/corrections compared to forecast. In its business plan the Council has planned for a £0.5m reduction in its provision for doubtful debt in this area and we remain on course for this target at this stage (in relation to client contributions). Taking a snapshot of amounts owed as at April 2024 (i.e. excluding the impact of newly raised debt), this has fallen from £24.9m to £16.9m over the subsequent four months, reflecting progress being made with debt improvement workstreams.

5.3.4 The summary position of the debt improvement programme is as follows:

- Social Care debt increase has slowed even though revenue raised is higher than 2023-24
- Backlog in financial assessments has been reduced and is moving towards business-as-usual levels

- Wide ranging process improvements have been identified and implemented or in the process of being implemented, this includes our handling of estates for deceased clients and where we are providing services for people who lack capacity to make decisions about their own property and finances
- Improved staff performance within the Council's Debt Team.
- Digitisation and communication channel improvements considered and several options have been identified
- Increased resources have been funded and are either in place or currently being recruited
- Increased training, support and guidance across Council teams with involvement in client contributions

The Audit and Accounts Committee is due to receive a fuller update on the council's overall debt management position at its meeting on 31 October 2024.

5.3.5 The high level of sundry debt relates mainly to income due from the NHS. There are ongoing discussions about the amounts due to the council for pooled budgets, mainly the learning disability partnership, for both 2023-24 and 2024-25. The council has a strong contractual case for this income.

5.3.6 **Write-offs:** Following ongoing review of adult social care debts as part of the debt deep dive, we have identified the necessity to write off three significant historic debts. These debts pertain to individuals who received adult social care services commissioned by the council, were charged statutory contributions, and have since passed away. The accounts in question are:

- Account A: £94k
- Account B: £26k
- Account C: £45k.

The council only considers write-offs when it is deemed not practical or not economically viable to continue pursuing a debt, despite being entitled to the income. While the council diligently pursues all owed income, the specific personal circumstances of each case necessitate these write offs. Below are the key reasons for these write offs:

- Estates that, upon the individual's death, did not have sufficient funds to pay creditors, including the council.
- Depletion of funds by service users who had the mental capacity to manage their finances.
- Service users who lacked capacity to manage their finances, combined with delays in establishing financial authority to manage their finances on their behalf, either due to internal delays or delays with the Court of Protection. This results in the depletion of funds that could have been used to pay council invoices.
- Delays in raising invoices, which resulted in lack of funds to pay.
- The historic nature of the debts, which date back several years before the current year.

5.3.7 The council is putting in actions, as part of the debt deep dive, to reduce the risk of many of these causes happening again. This includes closer working between adult social care social workers and operation, and the debt team; improved invoicing and financial assessment processes; and closer management review. But part of

addressing the high debt position will also be through dealing with debt balances that are not thought to be recoverable.

**Recommendation E:** To authorise the write-offs of three customer accounts totalling £165k following the exhaustion of recovery action.

## **6 Treasury Management**

- 6.1 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 2024-25 actual net borrowing positions, cash flows at the beginning of the year are typically stronger than at the end of the year. Grants are received in advance of spend. The 2024-25 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.
- 6.2 The Treasury Management Strategy outlines the Council's upcoming treasury management activities for the year, including expected levels of borrowing and investment based on their financial position and capital program forecast. Each quarter, the key treasury management indicators are presented to this committee, and can be seen in appendix 4.
- 6.3 From a strategic perspective, the Council continues to temporarily utilise cash-backed resources in lieu of additional borrowing (known as internal borrowing) and where borrowing is undertaken loans are raised for shorter terms, both to generate net interest cost savings and consequently holding less investments reduces the Council's exposure to credit risk. However, this approach carries with it interest rate risk and officers continue to monitor options as to the timing of any potential longer-term borrowing should underlying interest rates be forecast to rise in a sustained manner.
- 6.4 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.

## Appendix 1 – Revenue – commentaries on exceptions

Narrative is given below where there is a forecast variance greater than +/-£500k.

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
1	Updated	Adults, Health & Commissioning	Executive Director - Adults, Health & Commissioning	-37,236	3,787	10%	<p>The Executive Director policy line holds a range of budgets applicable across the Directorate. This includes the following budgets with forecast variances:</p> <p>i) the savings target for review of in house provision for which the review work is underway but no firm plans are yet in place to deliver savings or additional income creating a £1m pressure in year; and</p> <p>ii) the Council's share of Learning Disability funding held outside of the pooled budget shared with Health. This includes a budget for an additional £2.6m of funding from the NHS as a contribution to LD costs. The work to confirm revised contributions to LD costs is progressing but no changes in funding arrangements will now take place until 25-26.</p> <p>The vacancy factor budget for the Adults, Health and Commissioning Directorate was previously forecast to over recover by £750k. However, based on vacancies in the first quarter this over recovery has been removed as vacant posts are running in line with budgeted levels in the early months of the year.</p>
2	New	Adults, Health & Commissioning	Autism and Adult Support	4,105	-559	-14%	<p>The 24-25 budget for the Autism and Adult Support Service included additional demand funding in recognition of the fact the service has been clearing its substantial waiting list. However, the assessments and reviews completed so far indicate that fewer people on the waiting list will require placements than was originally anticipated. Therefore, the projections for new demand in 24-25 have been revised down by £328k.</p>

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							Additionally, a number of placements have ended since the budget was set in February 2024, delivering a saving of ~£220k.
3	Updated	Adults, Health & Commissioning	Learning Disabilities	101,429	1,923	2%	Learning Disability service is currently forecasting an overspend of £1.9m. The budget is pooled between the council and the NHS, with shares of 77% and 23% respectively. The service is currently going through the process of dissolving the pooled budget which could cause short term financial pressures. There is significant risk around the savings targets attached to the budget of £2.9m all of which have active workstreams and this is adding an estimated £500k to cost pressures at the current time. Cost pressures are also being shown through increase in need of current people receiving care over and above that expected, while demand for new people coming into service has also started to increase. Pressures within the provider market continue to be seen through some requests for higher than budgeted uplifts, negotiations are being managed with these providers on an individual basis.
4	Updated	Adults, Health & Commissioning	Older People's and Physical Disabilities	93,795	-10,968	-12%	Older People's and Physical Disabilities services are forecasting an £10.97m underspend. Demand increased significantly during 2023-24, and this was reflected in the budget set for 2024-25. However, activity levels are significantly lower than expected for the year to date, especially for care homes and domiciliary care. This is the main component of the reported underspend position. The budget assumes in-year savings delivery of £2.3m. Current progress suggests we will underachieve against this savings target by £1.04m. There remains uncertainty regarding income from clients contributing to the cost of their care, which increased considerably over the past year. This appears to be continuing in the current year and we are forecasting an

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							underspend of £2.9m. However, uncertainties remain regarding the potential impact of increasing levels of adult social care debt.
5	Updated	Adults, Health & Commissioning	Mental Health	23,725	1,941	8%	Mental Health services are forecasting an overspend of £1.941m for August. This is being driven by an increase in older people bed-based demand, compounded by a shift away from block-bed provision, and a small number of high-cost complex community-based cases. There is an additional pressure of £170k following closure of a supported living unit where clients were not able to be supported in similar provision due to complexity of need. The budget assumed £0.5m in-year savings delivery; an expected under-achievement of £350k is reflected in the forecast. There is a forecast overspend of £600k against income from clients contributing to the cost of their care, reflecting the expected impact of increasing levels of adult social care debt.
6	New	Public Health	Public Health Service	-24,107	-604	3%	The reported underspend for the public health directorate is due to in year vacancies following the recruitment pause during the restructure consultation and further staffing changes as a result of the separation of public health from a shared service. Internal processes have been followed and recruitment for essential roles is underway. The newly appointed Director of Public Health, who takes up post in January 2025 will be reviewing the requirements and structure within the Public Health Service. In addition, £400k of the 2024/25 grant uplift is committed in to 2025/26 but remains unallocated for 2024/25 on a one off basis.

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
7	Unchanged	Children, Education & Families	Children in Care Placements	32,462	4,000	-12%	The revised £4m forecast overspend is primarily due to a small number of young people in very high-cost placements. If forecast to year-end, these placements would result in a more significant overspend position, however, the service is working hard with relevant agencies to secure placements at more manageable costs and therefore we do not expect these to continue for the full year.
8	Unchanged	Children, Education & Families	Integrated Front Door	4,190	1,600	38%	The Integrated Front Door and Assessment service is forecasted to overspend by £1.6million in FY 2024-25. Additional agency staff has been recruited in the Multi-Agency Safeguarding Hub and Assessment's whilst the current structures are being reviewed. There are high levels of agency staff both within and over budgeted establishment, which is more expensive than employing permanent staff.
9	Unchanged	Children, Education & Families	Executive Director CEF	79	-750	-949%	The vacancy factor for Children Education Families (CEF) is currently forecast to overachieve by £750k.
10	New	Children, Education & Families	Home to School Transport – Special	25,080	2,090	8%	The revised £2.7m forecast across mainstream and SEND transport is a result of a continuing increase in demand and complexity of need.
11	New	Children, Education & Families	Home to School Transport – Mainstream	13,374	671	5%	The revised £2.7m forecast across mainstream and SEND transport is a result of a continuing increase in demand and complexity of need.
12	Unchanged	Children, Education & Families (DSG)	SEND Financing – DSG	-14,686	14,000	95%	The current forecast DSG deficit is reflective of continuing pressures and increasing demand within the High Needs Block (HNB).

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
13	Unchanged	Children, Education & Families (DSG)	Schools Financing - DSG	2,907	-2,270	-78%	Budgeted underspend on the DSG Central Schools Services Block (CSSB) to mitigate HNB pressures.
14	Unchanged	Place & Sustainability	Highways Development Management (HDM)	0	-1,700	0%	<p>Forecast income for Highways Development Management (HDM) team in 2024-25 is assessed based on income generated in 2023-24 and in first three months of 2024-25. Further:</p> <ul style="list-style-type: none"> <li>• Bond rates (and by extension S.38 fees) increased (as of April 2024) by 15-20% dependent on nature of infrastructure. The increase in rates is proportionate to inflation in construction costs as benchmarked by Milestone.</li> <li>• More robust planning of pre-application fee recovery to take place.</li> <li>• More robust fee recovery for developer temporary directional signs to take place.</li> <li>• Potential S.184 income to facilitate new S01/S02 roles.</li> <li>• Gradual realisation of the commuted sum policy of April 2023 as sites come through the development pipeline.</li> <li>• Interim / consultant fees should drop by around ~£200,000 in 2024-25.</li> </ul>
15	Unchanged	Place & Sustainability	Waste Management	46,227	1,844	4%	The forecast pressure is due to two main factors, (1) The waste plants will not become operational near the end of the financial year. This was previously assumed but the options assessment exercise highlights that this may not be in the best interest of the council in the long term and therefore a revised strategy is being developed for members to consider, and (2) no additional operational savings are assumed in excess of the commercial settlement and any additional operational savings will be wrapped up in the future contract costs.



Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
16	Unchanged	Place & Sustainability	Energy Services	-2,069	3,878	187%	<p>Across the energy schemes there is a forecast variance shortfall of £3,878k, which is an increase of £1,004k and the explanations are below:-</p> <p>St Ives:- The project is forecasting an overall £212k saving to the Council this year due to the project delay. This is made up of a saving of £341k of debt charges this year minus the projected income shortfall of £129k as a result of the delay. The project delay is due to the main contractor identifying the need for remediation works. The current programme is forecast to start generating in December 24, which is a slight improvement and is expected to bring in £31k more income than forecast last month.</p> <p>Babraham: Income generation is delayed due to similar main-contractor issues as described above. Generation should start in February 2025 in-line with their current expected programme. This means approximately £60k of net income is forecast (a forecast shortfall of £402k). Although there are also savings on debt charges of £233k, it still leaves a net pressure of £169k on the scheme for 24-25.</p> <p>North Angle: As previously reported, the wholesale electricity price forecasts for 2024 for exporting electricity to the grid have fallen substantially. The expected UKPN connection date for the private wire is scheduled for end of August and for NASF for end of September. This will then allow electricity to be exported however the mobilisation phase is several weeks to reach full export capacity. The income reduction of £3,234k is a combination of factors including the market price reduction per Kwh of electricity and longer timescales for connecting to the grid for both the private wire and NASF largely due to third party issues. This has a significant impact on income due to the fact that generating and exporting will now be past the peak summer months.</p>

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							Swaffham Prior: The forecast worst case scenario shortfall in May 24 was £1,009k. This has improved to £712k in July 24 following a review of the forecast income to be received from heat and the Renewable Heat Incentive (RHI) and a review of the input electricity costs. The input electricity costs have been high during 2023 and 2024 as the heat network is drawing electricity from the grid plus limitations on the ground source heat pump operations reducing RHI income as an interim position. The other reason is that whilst waiting for the private wire connection, the number of customers able to connect to the heat network has been constrained. To date 64 compared to a forecast 130 homes have been connected during 2023-24. Actual income will depend on the rate of connection sign ups, construction programme and the actual private wire connection date. Work is underway to connect further homes in 2024-25.
17	Unchanged	Finance & Resources	This Land	-6,191	3,200	52%	The council is due to receive the annual business plan from This Land in November, which will provide a detailed overview of the company's outlook and performance. While we anticipate being on budget for income from This Land in 2024-25, there is a risk that we will not be and even if we are, it is likely to be prudent to transfer additional funds to earmarked reserves to further mitigate any risks in the medium-term.
18	Unchanged	Corporate & Funding Items	Corporate Grants	-16,656	-1,313	-7%	Corporate grants from government which we are due to receive during 2024-25 that are greater than budgeted for: £1.3m relates to Business Rates Compensation grant, which was unexpectedly higher than the figure in the final local government finance settlement.

## Appendix 2 – Capital – commentaries on exceptions

Narrative is given below where there is a forecast variance greater than +/-£500k.

Ref	Directorate/ Committee	Commentary vs previous month	Scheme	Scheme Budget £m	Budget for 2024-25 £m	Forecast Outturn Variance £m	Cause	Commentary
1a	New	P&S	Safety Schemes	2.8	0.6	-0.5	Phasing	The safety schemes budget has been identified as a critical fund for the International Road Assessment Programme (iRAP). The iRAP report has been delayed and is now due to be published for the December Committee Cycle. Once the iRAP report has been analysed and schemes identified this fund will be used to begin the programme of small works around the iRAP aspirations of creating safer roads and roads side supporting our Vision Zero values.
1b	Updated	P&S	Carriageway & Footway Maintenance incl Cycle Paths	36.7	7.2	-0.6	Phasing	This slippage relates to two projects c.£550k is linked to a surfacing project which can't commence until a GCP funded scheme has been completed. This scheme has now moved into delivery in 25/26, so this funding has been moved accordingly, c.£60k is linked to a footway project which upon further investigation requires significantly more funding than has been allocated, this will be reprofiled for delivery in 25/26 also, with further funding assigned.
1c	Unchanged	P&S	A14 De- trunking	24.8	8.6	-2.6	Phasing	The 24-25 contained an allowance of 30% for risk and optimism bias due to CCC not knowing what state the asset would be in when handover from National Highways was completed. This hasn't yet been applied to the figure in the FMR, which has now been adjusted to account for this.

Ref	Directorate/ Committee	Commentary vs previous month	Scheme	Scheme Budget  £m	Budget for 2024-25  £m	Forecast Outturn Variance  £m	Cause	Commentary
								<p>Of the total amount Structures have been assigned c.£3.2m for spend in 24-25 of the £8.5m, following a check and challenge of this budget, it has emerged that most schemes will be in development &amp; design through 24-25 and will not be ready for delivery until 25-26 FY. £750k identified for spend in 24-25 from this budget.</p> <p>To mitigate underspend against previous forecast as much as possible the team are actively working to identify further projects which could be designed and delivered before the end of 24-25.</p>
2a	Unchanged	CEF	Littleport Community Primary	6.0	4.2	-1.2	Phasing	Planning delays have resulted in works starting in September 24 with expected completion late summer 25 with kitchen works carried out during holidays in 2025.
2b	Unchanged	CEF	Highfields Littleport - Expansion	8.0	2.8	-0.6	Phasing	Slippage due to revised start on site from November 2024 to January 2025 due to redesign, omission of alterations and for increased externals due to requirement for turning circle.

### Appendix 3 – Savings Tracker 2024-25 Quarter 1

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
AHC	A&H	2023-24 cfwd	A/R.6.188 (2022-23)	Micro-enterprises Support	-103	0	103	100%	Black	Initial estimates of cost savings were based on early capacity hours from a small-scale pilot undertaken. However, the ability to achieve these savings has been limited by the reducing uptake of direct payments which act as an access point to these services. Mitigations are being pursued to address this with the aim of realising savings from 2025/26 onwards
AHC	A&H	2023-24 cfwd	A/R.6.195 (2022-23)	Increased support for carers	-24	-24	0	0%	Green	Expecting to deliver to target
AHC	A&H	2023-24 cfwd	A/R.6.200 (2023-24)	Expansion of Direct Payments	-6	-6	0	0%	Green	Savings to be realised Q3 - Q4
AHC	A&H	2023-24 cfwd	A/R.6.206 (2023-24)	LD mid-cost range placement review (links to A/R.5.025)	-53	-53	0	0%	Green	Expecting to deliver to target
AHC	A&H	2024-25 saving	B/R.6.002	Expansion of Direct Payments	-32	-32	0	0%	Green	Savings to be realised Q3 - Q4
AHC	A&H	2024-25 saving	B/R.6.003	Decommissioning of block contracts for car rounds providing homecare	-2,473	-2,473	0	0%	Green	On track to deliver
AHC	A&H	2024-25 saving	B/R.6.004	Mental Health section 75 vacancy factor	-50	-50	0	0%	Green	Delivered
AHC	A&H	2024-25 saving	B/R.6.005	Learning Disability mid-cost range placement review	-264	-352	-88	-33%	Blue	Expecting to over deliver and contributing to other LD savings that are not forecast to deliver in full. Saving shared with the Integrated Care Board (ICB)
AHC	A&H	2024-25 saving	B/R.6.006	Mental Health supported accommodation	-137	-34	103	75%	Amber	There has been a delay in re-opening the framework which means the saving will only be partially delivered in 2024/25.
AHC	A&H	2024-25 saving	B/R.6.007	Learning Disability Voids Saving	-300	-387	-87	-29%	Blue	Expecting to over deliver and contributing to other LD savings that are not forecast to deliver in full. Saving shared with the ICB
AHC	A&H	2024-25 saving	B/R.6.008	Reduction in 1 day of care	-456	-456	0	0%	Green	Occurred February 2024. Saving shared with the ICB.
AHC	A&H	2024-25 saving	B/R.6.009	Mental Health residential and community	-357	-171	186	52%	Amber	There has been a delay in establishing the new model of residential care and good homecare market capacity has meant that very limited off framework placements are being made reducing the in year savings opportunity

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
AHC	A&H	2024-25 saving	B/R.6.010	Block beds void management	-380	-190	190	50%	Amber	Further development of plans required to deliver saving. We expect to start improvements in Q2.
AHC	A&H	2024-25 saving	B/R.6.011	Reablement surplus following restructure	-91	-91	0	0%	Green	Saving delivered
AHC	A&H	2024-25 saving	B/R.6.012	Historic saving from ending of Lifelines service	-70	-70	0	0%	Green	Saving delivered
AHC	A&H	2024-25 saving	B/R.6.013	Prevent, reduce and delay needs presenting - reablement	-525	-330	195	37%	Red	The element of this saving that relates to services for Older People is expecting to deliver to target. However, further work is required on the element of the saving related to Learning Disabilities which is a saving shared with the ICB
AHC	A&H	2024-25 saving	B/R.6.015	Prevention Agenda - Digital Innovation	-300	0	300	100%	Black	Further development of plans required to deliver saving
AHC	A&H	2024-25 saving	B/R.6.016	Learning Disability Low Cost placement review	-169	-361	-192	-114%	Blue	Expecting to over deliver and contributing to other LD savings that are not forecast to deliver in full. Saving shared with the ICB
AHC	A&H	2024-25 saving	B/R.6.017	Learning Disability Vehicle Fleet Reduction	-50	-150	-100	-200%	Blue	Forecasting over-delivery
AHC	A&H	2024-25 saving	B/R.6.018	Learning Disability Respite Utilisation	-247	-50	197	80%	Amber	Saving shared with the ICB; Revised process being co-produced with providers, improved utilisation will begin in Q2.
AHC	A&H	2024-25 saving	B/R.6.019	Learning Disability Negotiation with providers	-585	-290	295	50%	Red	Saving shared with the ICB; the volume of negotiations increases in Q2 and so we expect further benefits to be forecast next quarter.
AHC	A&H	2024-25 saving	B/R.6.020	Learning Disability Cambridgeshire Outreach	-260	-57	203	78%	Amber	Saving shared with the ICB; Approach is being finalised, forecast savings will be available in Q2
AHC	A&H	2024-25 saving	B/R.6.021	Learning Disability Enablement	-391	0	391	100%	Black	Pilot is due to start in September, initial pilot will be evaluated at the end of January 2025 to enable forecast savings going forward, which will be available in Q4. Saving shared with the ICB. Other LD savings which are overdelivering are in part setting off the shortfall in delivery of this saving.
AHC	A&H	2024-25 saving	B/R.6.024	Prevention Agenda - All Age Locality Strategy	-177	0	177	100%	Black	Further development of plans required based on an independent review being undertaken
AHC	A&H	2024-25 saving	B/R.6.025	Mental Health Recommissioning Supported Accommodation	-75	0	75	100%	Black	The cost of alternative placements has outweighed the original saving identified due to level of assessed complexity.

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
AHC	A&H	2024-25 saving	B/R.6.027	Review discharge pathways - Pathway 3, Reduce bed based care	-400	0	400	100%	Black	Delivery of savings has been delayed and further work is required to secure the delivery of this saving. Forecast savings will be updated as work progresses.
AHC	A&H	2024-25 saving	B/R.6.028	Review discharge pathways - Pathway 3, Reduce homecare	-400	0	400	100%	Black	Delivery of savings has been delayed and further work is required to secure the delivery of this saving. Forecast savings will be updated as work progresses.
AHC	A&H	2024-25 saving	B/R.6.029	Review discharge pathways - Pathway 2, Reduce bed based care	-400	0	400	100%	Black	Delivery of savings has been delayed and further work is required to secure the delivery of this saving. Forecast savings will be updated as work progresses.
AHC	A&H	2024-25 saving	B/R.6.030	Review in house services - Cost avoidance / efficiencies and new opportunities	-300	0	300	100%	Black	Review of in house services is underway and expected to complete in September. Forecast savings will be updated based on the outcomes of the review work.
AHC	A&H	2024-25 saving	B/R.6.031	Review in house services - supported living	-400	0	400	100%	Black	Review of in house services is underway and expected to complete in September. Forecast savings will be updated based on the outcomes of the review work.
AHC	A&H	2024-25 saving	B/R.6.032	Review in house services - Respite / residential	-300	0	300	100%	Black	Review of in house services is underway and expected to complete in September. Forecast savings will be updated based on the outcomes of the review work.
AHC	A&H	2024-25 saving	B/R.6.033	Extra Care	-350	-700	-350	-100%	Blue	Delivered additional savings to plan
AHC	A&H	2024-25 saving	B/R.6.034	Advocacy contract recommissioning	-128	-128	0	0%	Green	Delivered
AHC	A&H	2024-25 saving	B/R.6.035	Care Home Trusted Assessor service	-69	-69	0	0%	Green	Delivered
AHC	A&H	2024-25 saving	B/R.6.036	Adults, Health and Commissioning vacancy factor	-560	-560	0	0%	Green	On track to deliver
AHC	A&H	2024-25 saving	B/R.6.037	Day Opportunities	-260	0	260	100%	Black	Saving shared with the ICB; Approach is being finalised, forecast savings will be available in Q2 from using current under-utilised capacity.
AHC	A&H	2022-23 cfwd	A/R.7.113 (2022-23)	Learning Disability Partnership Pooled Budget - cost share	-1,125	0	1,125	100%	Black	For this year this saving will not be achieved as the end date of the Section 75 Agreement is end of March 2025
AHC	A&H	2024-25 income	B/R.7.005a	Learning Disability Partnership Pooled Budget - cost share	-1,469	0	1,469	100%	Black	For this year this saving will not be achieved as the end date of the Section 75 Agreement is end of March 2025
AHC	A&H	2024-25 income	B/R.7.005b	Increased ICB contributions - share of demand, inflation, investments and savings	-2,420	-2,420	0	0%	Green	Forecasting delivery against plan

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
AHC	A&H	2024-25 income	B/R.7.006	Increased income from reducing Financial Assessments backlog	-931	-931	0	0%	Green	Procurement of provider to outsource financial assessment activity underway, support to begin April 2024.
AHC	A&H	2024-25 saving	F/R.6.001	Health in all Policies	-125	-125	0	0%	Green	Complete
AHC	A&H	2024-25 saving	F/R.6.002	Public Health savings	-27	-27	0	0%	Green	Complete
AHC	A&H	2024-25 saving	F/R.6.003	Savings from recommissioning of contracts	-22	-22	0	0%	Green	Complete
AHC	A&H	2024-25 income	F/R.7.200	Increased contribution from PCC	-25	0	25	100%	Black	Increased contribution will not be achieved following separation from PCC but nor will additional costs be incurred which it was due to fund.
CEF	CYP	2024-25 saving	A/R.6.001	Children's Disability operational savings	-96	-96	0	0%	Green	Saving met as part of budget Build
CEF	CYP	2024-25 saving	A/R.6.003	Targeted Support operational savings	-65	-65	0	0%	Green	
CEF	CYP	2024-25 saving	A/R.6.004	Family Safeguarding Service	-200	-200	0	0%	Green	
CEF	CYP	2024-25 saving	A/R.6.005	Social Care and Education Transport	-582	0	582	100%	Black	
CEF	CYP	2024-25 saving	A/R.6.007	Children in Care Placements High-Cost Placements Review	-1,000	0	1,000	100%	Black	Despite efforts to drive down costs from unregistered placements the budget is still showing a pressure relating to a small cohort of Young People who are unable to step down provision.
CEF	CYP	2024-25 saving	A/R.6.008	Children in Care Placements Unregulated Placements reduction in costs	-250	0	250	100%	Black	Despite efforts to drive down costs from unregistered placements the budget is still showing a pressure relating to a small cohort of Young People who are unable to step down provision.
CEF	CYP	2024-25 saving	A/R.6.009	Early Years Service contract savings	-19	-19	0	0%	Green	Saving met as part of budget build
CEF	CYP	2024-25 saving	A/R.6.010	Home to School Transport	-87	-87	0	0%	Green	Saving met as part of budget build
CEF	CYP	2024-25 saving	A/R.6.011	Residential Strategy - Children in Care placements Saving	-435	0	435	100%	Black	Budget adjustments made based on investment and savings assuming a January 2025 start however project rescoped and revised start date Oct 2025 which will be reflected in 25/26 Business Plan.
CEF	CYP	2024-25 saving	A/R.6.012	School Improvement Service operational savings	-49	-49	0	0%	Green	Saving met as part of budget build
CEF	CYP	2024-25 saving	A/R.6.013	Corporate Parenting	-200	0	200	100%	Black	Savings target will be met in 2024/2025



Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
CEF	CYP	2023-24 cfwd	A/R.6.255 (2023-24)	Children in Care Placements	-1,000	0	1,000	100%	Black	Despite efforts to drive down costs from unregistered placements the budget is still showing a pressure relating to a small cohort of Young People who are unable to step down provision.
CEF	CYP	2023-24 cfwd	A/R.6.255 (2023-24)	Careers Education Information Advice and Guidance	-45	-45	0	0%	Green	Saving met as part of budget build
CEF	CYP	2024-25 income	A/R.7.101	Early Years additional income	-4	-4	0	0%	Green	Saving met as part of budget build
CEF	CYP	2024-25 income	A/R.7.102	School Improvement Service	-47	-47	0	0%	Green	Saving met as part of budget build
CEF	CYP	2024-25 income	A/R.7.103	Children's Targeted Support	-15	-15	0	0%	Green	
CEF	CYP	2024-25 income	A/R.7.104	Children's Disability - increase in external income	-10	-10	0	0%	Green	Saving met as part of budget Build
CEF	CYP	2024-25 income	A/R.7.105	Educational Safeguarding additional income	-7	-7	0	0%	Green	Saving met as part of budget build

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
P&S	H&T	2023-24 cfwd	B/R.6.220 (2023-24)	Highways Materials Recycling	-100	0	100	100%	Black	<p>This package of work has been taken on by Project Delivery from February 24 and we are working up a detailed business case with the supply chain to validate assumptions made in business planning.</p> <p>Key risk to this projected saving:</p> <ul style="list-style-type: none"> <li>- We are talking about a temporary facility in March at this time which is restricted by planning and licencing, in particular impacting productivity due to constraints on scale.</li> <li>- An operational facility should the business case stack up will not be in place until August at the earliest. We would then need a programme of revenue funded work which would align to the material being produced, (note this could be difficult as the majority of this work is to some extent reactive with specific timescales for completion).</li> <li>- The rest of the work where this material would be used is capitally funded, so any savings allocated to the use of this recycled material would result in more work being done on site, rather than a revenue saving.</li> <li>- Any revenue subsidised by making use of income through selling of the material to third parties only comes should we have plans for a larger scale operation and is dependent on a full business case being produced which provides certainty around the market for the product given the upfront investment required.</li> </ul> <p>Business case ready for review end of July 24.</p>

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
P&S	H&T	2024-25 saving	C/R.6.220	Highways recycling of waste to reduce waste disposal costs	-150	0	150	100%	Black	<p>This package of work has been taken on by Project Delivery from February 24 and we are working up a detailed business case with the supply chain to validate assumptions made in business planning.</p> <p>Key risk to this projected saving:</p> <ul style="list-style-type: none"> <li>- We cannot proceed presently with dewatering at the current time as there is a need for a permanent setup which drains into a third parties system.</li> <li>- There is not enough space within the depot footprint for this facility in March plus room to store road plannings for recycling (on a scale needed to make cold recycling process more viable commercially).</li> <li>- There would be a saving in the cost of disposal of non-hazardous waste as opposed to hazardous should a solution come online at a later date.</li> <li>- The aspirations on both options was to have a super depot which had enough space for permanent facilities.</li> </ul>
P&S	H&T	2024-25 saving	C/R.6.221	Street lighting energy savings	-977	-634	343	35%	Red	<p>The energy calculation in the previous forecast was based upon has been updated taking account of the rates on the new energy framework. The current projections are that the energy costs will reduce by c.40% hence the reduction in return on investment. This risk has always been key to business case in relation to payback, clearly this can fluctuate throughout the year, but this is the latest information available to CCC.</p> <p>We have plans in place to mitigate the impact of a delay to executing the deed of variation, presently there is a risk of a one month delay we are managing subject to legal sign off with BBLP. Should this materialise, the in year forecast would drop to c.-£560K.</p>
P&S	H&T, E&GI, CSMI	2024-25 saving	C/R.6.231	Management efficiencies	-75	-75	0	0%	Green	

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
P&S	H&T	2024-25 income	C/R.7.102	Review and re-baselining of P&S income	-400	-400	0	0%	Green	
P&S	E&GI	2023-24 cfwd	C/R.7.106 (2023-24)	St Ives Smart Energy Grid - Income Generation	-116	-34	82	71%	Amber	The project is due to energise end of November 2024 to export electricity to the grid until on-site demands are connected and supplied. This project will supply wholesale electricity to the grid and retail electricity to customers on site via EV charging and direct supply. Wholesale electricity prices have reduced since last year reflecting market changes and hence the income reductions.
P&S	E&GI	2023-24 cfwd	C/R.7.107 (2023-24)	Babraham Smart Energy Grid - Income Generation	-462	-60	402	87%	Amber	Two thirds of the smart energy grid is complete and the last third under construction. The timeline for energisation has shifted to February 2025 due to the private wire connection final works at CUH, being shifted back to October 2024. Electricity not used on the park and ride for EV charging and lighting will be sold directly by private wire to CUH to supplement their requirements.
P&S	E&GI	2023-24 cfwd	C/R.7.109 (2023-24)	North Angle Solar Farm, Soham - Income Generation	-3,943	-709	3,234	82%	Red	The wholesale electricity price forecasts for exporting electricity to the grid reduced at the end of 2023 impacting income forecasts by almost 50%. In addition, a short delay connecting the private wire and NASF to the distribution network and a ramping up of generation export from 20%-100% over time, impacts the overall income forecasts for 24/25. This is the mobilisation of a significant power station.
P&S	E&GI	2023-24 cfwd	C/R.7.110 (2023-24)	Swaffham Prior Community Heat Scheme - Income Generation	-521	-181	340	65%	Red	64 homes are connected and further connections will be made ahead of and during the heating season supported by the private wire which is due to energise August/Sept. The private wire provides the additional electrical capacity for further home connections. The project is behind its forecast connection programme in part due to the connection of the additional electrical capacity.
P&S	CSMI	2024-25 income	C/R.7.140	Recharge for shared regulatory services with Peterborough City Council	-68	-68	0	0%	Green	On track
P&S	CSMI	2024-25 income	C/R.7.143	Increased income from registration services	-125	-94	31	25%	Amber	Additional revenue from new bespoke ceremonies, and statutory fee increases is on track to meet saving target. Reporting as Amber as ceremony revenue from Approved Venues is down as they are experiencing a downturn in the market, this outside the control of the council.

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
P&S	E&GI	2024-25 income	C/R.7.147	Connecting Cambridgeshire - additional funding	-16	-16	0	0%	Green	On track
P&S	H&T	2024-25 income	C/R.7.150	Application of Parking Surplus	-512	-512	0	0%	Green	Changes to be implemented in March 24
P&S	H&T	2024-25 income	C/R.7.203	Surplus income other parking fees and permits	-129	-129	0	0%	Green	Changes to be implemented in April 24
P&S	H&T	2024-25 income	C/R.7.204	Street works permitting fees	-158	-158	0	0%	Green	Income predicted to roll forward on same basis as in 2023/24 with current high levels of applications for street works / TTROs.
F&R	SRP	2023-24 cfwd	C/R.6.108 (2023-24)	New IT System	-70	0	70	100%	Black	Saving to be met in 2025-26 due to overlap with current system.
F&R	SRP	2023-24 cfwd	C/R.7.116 (2023-24)	Cromwell Leisure - Income Generation	-84	0	84	100%	Black	Rental increase is not as expected and empty units continue.
F&R	SRP	2023-24 cfwd	C/R.7.120 (2023-24)	County Farms - Agricultural Rent	-46	-46	0	0%	Green	
F&R	SRP	2023-24 cfwd	C/R.7.156 (2023-24)	Biodiversity Net Gain Offset	-86	-86	0	0%	Green	
F&R	SRP	2024-25 saving	D/R.6.001	Mobile phone re-procurement	-200	-200	0	0%	Green	
F&R	SRP	2024-25 saving	D/R.6.002	Systems & Licences efficiencies	-161	-161	0	0%	Green	
F&R	SRP	2024-25 saving	D/R.6.003	Contact Centre staff working on PCC Children's Social Care	-138	-138	0	0%	Green	
F&R	SRP	2024-25 saving	D/R.6.004	IT & Digital staff reduction	-126	-126	0	0%	Green	
F&R	SRP	2024-25 saving	D/R.6.006	Multi Functional Device re-procurement	-40	-40	0	0%	Green	
F&R	SRP	2024-25 saving	D/R.6.008	Insurance provision adjustment	-50	-50	0	0%	Green	
F&R	SRP	2024-25 saving	D/R.6.010	Salary sacrifice	-30	-30	0	0%	Green	
F&R	SRP	2024-25 saving	D/R.6.011	Property rationalisation	-414	-196	218	53%	Amber	Asset Improvement Programme going through tranche 1 approval process will deliver savings this financial year but not full year savings, although these will be achieved following year.
F&R	SRP	2024-25 saving	D/R.6.013	Telephony	-45	-45	0	0%	Green	
F&R	SRP	2024-25 saving	D/R.6.016	Property - facilities management	-100	0	100	100%	Black	Saving for maintenance is unachievable from the revenue budget.
F&R	SRP	2024-25 income	D/R.7.004	Treasury financial investments	-100	-100	0	0%	Green	
F&R	SRP	2024-25 income	D/R.7.005	IT & Digital Service - shared service saving	-117	-117	0	0%	Green	

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
F&R	SRP	2024-25 income	D/R.7.006	Blue Badge scheme	-53	-53	0	0%	Green	
F&R	SRP	2024-25 income	D/R.7.007	This Land	-58	0	58	100%	Black	Wider risk to This Land income in 2024-25; considered at SR&P committee in July
F&R	SRP	2024-25 income	D/R.7.008	Castle Court car park income	-300	-300	0	0%	Green	
F&R	SRP	2024-25 income	D/R.7.105	Renewable Energy Soham - Income Generation	-176	-176	0	0%	Green	
F&R	SRP	2024-25 income	D/R.7.115	Student Accommodation - Income Generation	-62	0	62	100%	Black	
F&R	SRP	2024-25 income	D/R.7.116	Leisure Park - Income Generation	-146	0	146	100%	Black	Rental increase is not as expected and empty units continue.
F&R	SRP	2024-25 income	D/R.7.117	Supermarket Site - Income Generation	-71	-71	0	0%	Green	
F&R	SRP	2024-25 income	D/R.7.118	Business Park - Income Generation	-40	-40	0	0%	Green	
F&R	SRP	2023-24 cfwd	F/R.6.109 (2023-24)	Cambs 2020 Operational Savings	-455	0	455	100%	Black	This saving will not be achieved until the site is handed over.
F&R	SRP	2024-25 saving	H/R.6.001	Reducing the level of bad debt provision	-500	-500	0	0%	Green	Forecast on track at this stage; good progress with debt improvement programme, however multi-factored impacts and billing rising to social care clients. Close monitoring and target has been quantified to different segments
S&P	SRP	2024-25 saving	E/R.6.001	Deletion of vacant posts in Policy, Insight & Programmes	-115	-115	0	0%	Green	Savings built into budget for 2024-25, posts have been removed.
S&P	SRP	2024-25 saving	E/R.6.002	Legal Services efficiencies	-125	-125	0	0%	Green	Pathfinder accrual has impacted on profiled spend.
S&P	CSMI	2024-25 saving	E/R.6.003	Time Credits contract	-34	-34	0	0%	Green	Contract ended 31.03.2024. Target achieved.
S&P	SRP	2024-25 saving	E/R.6.004	Communication - staff and media system	-32	-32	0	0%	Green	Savings built into budget for 2024-25, post has been removed.
S&P	CSMI, SRP	2024-25 saving	E/R.6.006	Use of grant reserve (Ukraine)	-350	-350	0	0%	Green	Grant has been allocated to appropriate budget codes
S&P	SRP	2024-25 saving	E/R.6.007	S&P Assistant Director budget	-10	-10	0	0%	Green	On track
S&P	SRP	2024-25 saving	E/R.6.008	Support arrangements review	-18	-18	0	0%	Green	
S&P	SRP	2024-25 saving	E/R.6.010	Service Director: Policy & Communities post	-154	-154	0	0%	Green	Savings built into budget for 2024-25, post has been removed.
S&P	SRP	2024-25 income	E/R.7.004	Partnership income (ancestry.com)	-20	-20	0	0%	Green	Saving delayed until 25/26 due to indexing issues at ancestry.com. Pressure will be managed within the service for 24/25.

Key to RAG ratings

<b>Total saving</b>	<b>Over £500k</b>	<b>£100-500k</b>	<b>Below £100k</b>
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

## Appendix 4 - Treasury Management Indicators Quarter 1

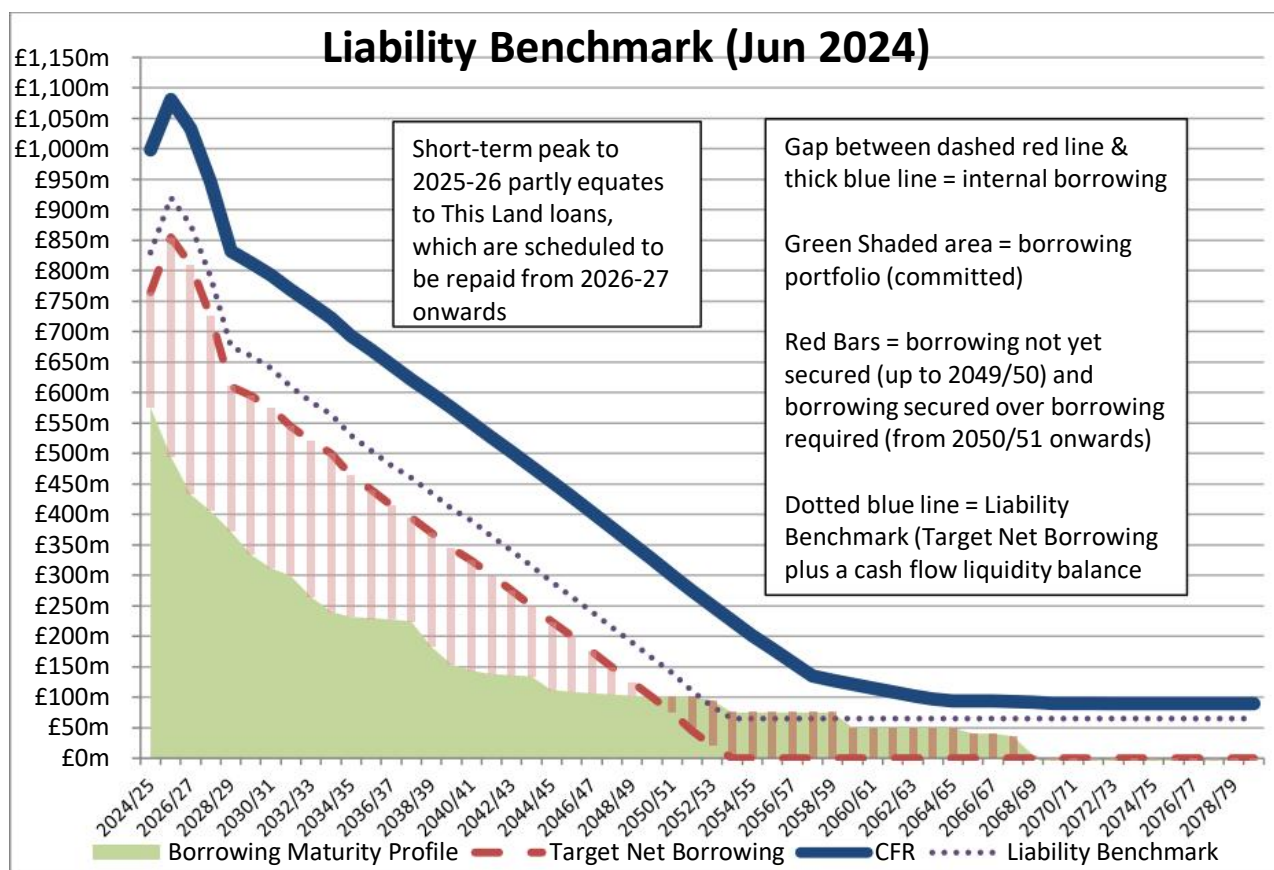
Prudential and Treasury Indicators	2024/25 Limit	31 <sup>st</sup> Mar 2024 Actual	Q1 30 <sup>th</sup> Jun 2024 Estimate
Annual capital expenditure	£198.6m	£177.0m	£158.8m
Annual capital financing	-£105.4m	-£122.1m	-£109.4m
Annual Minimum Revenue Provision	-£22.6m	-£22.0m	-£23.0m
<b>In-year Capital Financing Requirement</b>	<b>£70.6m</b>	<b>£32.9m</b>	<b>£26.5m</b>
Capital Financing Requirement (CFR) at 31 <sup>st</sup> March <sup>1</sup>	£1,030.6m	£972.7	£998.1m
Authorised limit for external debt, and quarterly estimates <sup>1</sup>	£1,160.0m	£778.7m	£758.6m
Operational boundary for external debt <sup>1</sup>	£1,130.0m	£778.7m	£758.6m
Ratio of financing costs to net revenue streams – yearly average	9.6%	7.2%	7.5%
Ratio of net income from commercial and service investments to net revenue stream	5.5%	4.8%	4.4%
Upper limit of fixed interest rates based on net debt <sup>2</sup>	150%	79%	81%
Upper limit of variable interest rates based on net debt <sup>2</sup>	65%	21%	19%
Principal sums invested over 365 days (excluding Third-Party Loans)	£50.0m	£32.3m	£32.8m
<b>Maturity structure of borrowing limits:</b>			
Under 12 months	Max. 80% Min. 0%	26.1%	25.5%
12 months to 2 years	Max. 50% Min. 0%	10.3%	12.5%
2 years to 5 years	Max. 50% Min. 0%	14.3%	11.5%
5 years to 10 years	Max. 50% Min. 0%	13.2%	13.5%
10 years and above	Max. 100% Min. 0%	36.1%	37.0%

Note 1 - Excluding PFI and Finance Lease Liabilities but including loans raised to on-lend to This Land Ltd

Note 2 - The interest rate exposure is calculated as a percentage of net debt. Due to the mathematical calculation exposures could be greater than 100% or below zero (i.e., negative) depending on the component parts of the formula.



Figure 1: The liability benchmark



The liability benchmark is a projection of the amount of loan debt outstanding that an authority needs each year into the future to fund its existing debt liabilities, planned prudential borrowing and other cash flows.

The peak in the blue CFR line in 2025-26 is £7m lower than set out in the 2024-25 TMS due to updated capital expenditure plans, however the peak in the dotted red external borrowing line is £55m lower, due to an expectation of higher cash balances and therefore lower external borrowing required.

## Appendix 5 – Reserves and provisions

This section shows the reserves available to the Council:

Fund Description	Balance at 1 April 2024 £000s	Movements in 2024-25 £000s	Balance at 31 Aug 2024 £000s	Forecast balance at 31 March 2025 £000s	Notes
<b>General Reserve</b>	<b>30,314</b>	<b>0</b>	<b>30,314</b>	<b>30,314</b>	Committed over the medium-term
<b>Strategic Framework Priorities Reserves</b>					
Improvement programme reserves					
<i>Just Transition Fund</i>	10,573	-577	9,996	5,930	
<i>Change &amp; Digital Reserve</i>	3,556	-114	3,441	2,400	
<i>Ukraine grant reserve</i>	4,912	0	4,912	4,912	
<i>Other service change reserves</i>	812	0	812	812	Reserves committed by business plan to support revenue position over medium-term
Improvement programme subtotal	<b>19,853</b>	<b>-691</b>	<b>19,161</b>	<b>14,054</b>	
Investment reserves	2,690	-38	2,653	1,916	
Invest to save reserves	537	-50	487	144	
MTFS support	8,924	-33	8,892	5,793	
<b>Strategic Framework Priorities Reserves Total</b>	<b>32,005</b>	<b>-812</b>	<b>31,193</b>	<b>21,907</b>	
<b>Risk Reserves</b>					
Risk contingencies					
<i>This Land Credit Loss &amp; Equity Offset</i>	8,600	0	8,600	8,600	
<i>This Land minimum revenue provision risk</i>	1,456	0	1,456	1,456	
<i>Revaluation &amp; Repair (Buildings)</i>	2,940	0	2,940	2,940	Links to safety valve agreement
<i>Local taxation volatility &amp; appeals account</i>	3,868	0	3,868	3,868	
<i>High Needs Block Offset</i>	8,185	0	8,185	6,435	
<i>Adults Risk Reserve</i>	7,011	0	7,011	6,101	
<i>Children's risk reserve</i>	3,263	0	3,263	3,200	
<i>Major infrastructure cost reserve</i>	15,227	9,961	25,188	25,188	
Risk contingencies subtotal	<b>50,550</b>	<b>9,961</b>	<b>60,511</b>	<b>57,588</b>	
Specific legal/contractual risks reserves	18,436	-6	18,430	17,023	
Funding Review Shortfall Reserve	7,415	0	7,415	7,415	
Risk - Smoothing	3,328	0	3,328	3,327	
Insurance Reserve	5,210	-1	5,209	5,260	
<b>Risk Reserves Total</b>	<b>34,389</b>	<b>-7</b>	<b>34,383</b>	<b>33,025</b>	

Fund Description	Balance at 1 April 2024 £000s	Movements in 2024-25 £000s	Balance at 31 Aug 2024 £000s	Forecast balance at 31 March 2025 £000s	Notes
<b>Ringfenced Reserves</b>					
Ringfenced contribution	27,944	-8,418	19,526	12,788	Movement is grant carry-forwards automatically transferring to revenue
Ringfenced - Unusable	0	0	0	0	
Ringfenced account	2,906	0	2,906	2,057	Segregated by regulations, eg parking
Ringfenced - Developer Fund / Commuted Sum	2,278	-31	2,248	2,196	
<b>Ringfenced Reserves Total</b>	<b>33,128</b>	<b>-8,448</b>	<b>-24,680</b>	<b>17,041</b>	
<b>Sinking Fund</b>	3,819	0	3,819	2,195	Cyclical spend, eg elections
<b>Unallocated</b>	0	0	0	0	
<b>Unusable</b>	360	0	360	274	
<b>Total Revenue Reserves</b>	<b>184,585</b>	<b>694</b>	<b>185,259</b>	<b>162,500</b>	
Children, Education and Families	15,827	0	15,827	6,736	
Adults, Health and Commissioning	33	0	33	0	
Place & Sustainability	26,194	-412	25,782	19,057	
Finance and Resources	894	370	1,265	35,476	
Corporate	33,380	-5	33,376	36,325	Section 106 funding is applied to applicable capital schemes at year-end.
<b>Capital Useable Reserves subtotal</b>	<b>76,330</b>	<b>-47</b>	<b>76,283</b>	<b>82,336</b>	
<b>Reserves Grand Total</b>	<b>260,895</b>	<b>647</b>	<b>261,542</b>	<b>244,836</b>	

Provisions on the balance sheet are:

Department	Balance at 1 April 2024 £000s	Movements in 2024-25 £000s	Balance at 31 Aug 2024 £000s	Forecast balance at 31 March 2025 £000s	Notes
Finance & Resources Short Term Provisions	2,093	0	2,093	2,093	Insurance short term provision
Finance & Resources Long Term Provisions	4,746	0	4,746	4,746	Insurance long term provision
<b>GRAND TOTAL</b>	<b>6,839</b>	<b>0</b>	<b>6,839</b>	<b>6,839</b>	

## Appendix 6 – Budget transfers between directorates / areas in 2024-25

This table shows budget movements between service blocks in 2024-25, subject to rounding errors:

Budgets and Movements	CEF		AHC		P&S		S&P		F&R		Capital Financing		Corporate Items	
	£000s		£000s		£000s		£000s		£000s		£000s		£000s	
	Gross	Income	Gross	Income	Gross	Income	Gross	Income	Gross	Income	Gross	Income	Gross	Income
<b>Opening Budgets as per Business Plan</b>	176,260	-27,360	410,162	-179,801	107,453	-34,654	30,140	-6,070	47,752	-33,005	54,910	-13,838	8,259	-939
Adjustments during detailed budget build to reflect inputs made by budget managers	2,862	-3,048	2,783	-1,853	1,221	-1,221	402	-402	-1,012	904			-641	
In Service Virements between gross and income budgets	-28	28	1,999	-1,999	949	949	25	-25	-42	-42				
Transfer of contract budget reporting line	194		-194											
Post reporting line transfer		73	-73											
Adjust Legal budget P&S with Waste					100		-100							
Transfer contribution from PH reserves via Corporate to CEF	-200												200	
Transfer of function			-7				7							
Energy Scheme capital financing budget correction					1,001						-1,001			
<b>Current budget</b>	<b>179,088</b>	<b>-30,307</b>	<b>414,671</b>	<b>-183,653</b>	<b>110,724</b>	<b>-36,824</b>	<b>30,473</b>	<b>-6,497</b>	<b>46,698</b>	<b>-32,059</b>	<b>53,909</b>	<b>-13,838</b>	<b>7,818</b>	<b>-939</b>

Appendix 7 - Revenue summary comparison to last year’s outturn position

2023-24 Net Budget £000	Actual Outturn Variance £000	Actual Outturn Variance %	Directorate/Area	2024-25 Net Budget £000	Forecast Variance £000	Forecast Variance %
132,095	11,349	9%	Children, Education & Families- non-DSG	148,781	7,308	5%
215,263	-3,871	-2%	Adults, Health & Commissioning	231,018	-3,523	-2%
68,957	4,072	6%	Place & Sustainability	73,900	3,906	5%
20,102	393	2%	Strategy & Partnerships	14,639	3,132	21%
15,129	-1,113	-7%	Finance & Resources	23,976	100	0%
38,141	-3,499	-9%	Capital Financing	40,070	0	0%
11,503	-6,094	-53%	Corporate and funding items	6,879	-1,346	-20%
501,191	1,236	0%	Net Spending Total	539,264	9,577	2%



## Annex B

Directorate: Finance & Resources and Strategy & Partnerships  
Subject: Finance Monitoring Report – August (period 5)

## Contents

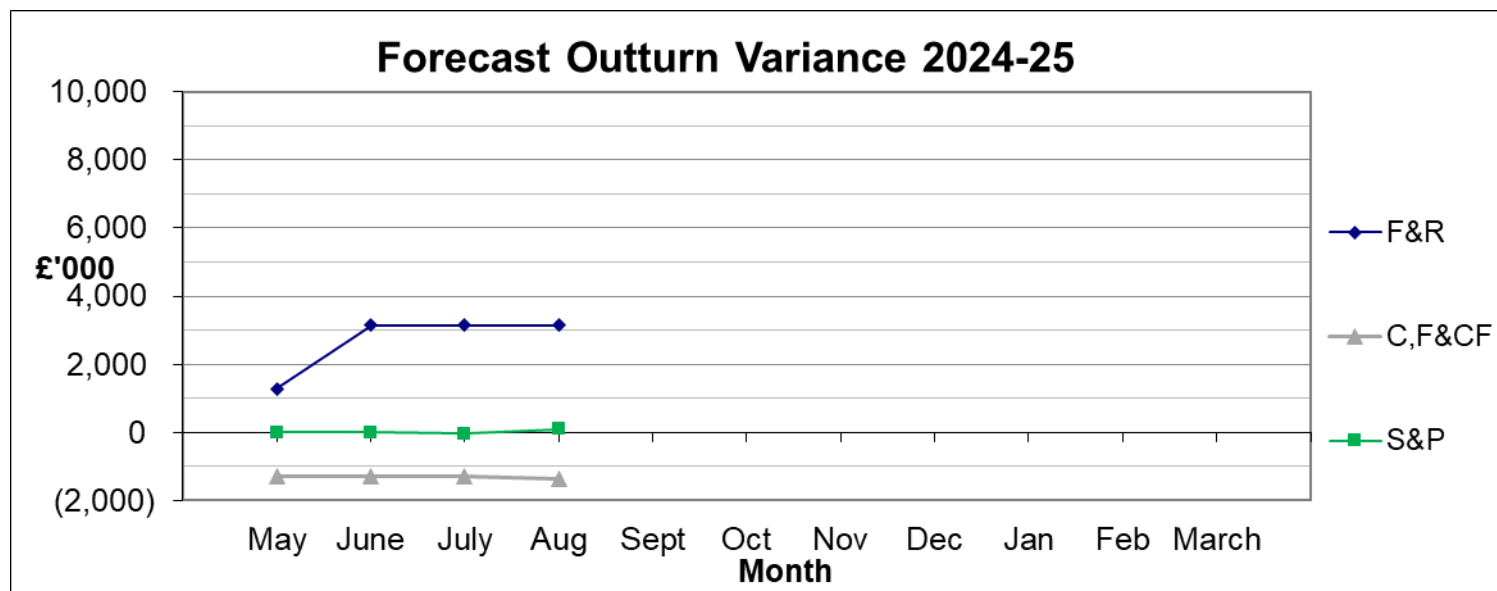
Section	Item	Description
1	Revenue Executive Summary	High level summary of information and narrative on key issues in revenue financial position
2	Capital Executive Summary	Summary of the position of the Capital programme within Finance & Resources and Strategy & Partnerships
3	Savings Tracker Summary	Summary of the latest position on delivery of savings
4	Technical Note	Explanation of technical items that are included in some reports
Appx 1a	Service Level Financial Information	Detailed financial tables for within Finance & Resources main budget headings
Appx 1b	Service Level Financial Information	Detailed financial tables for within Strategy & Partnerships main budget headings
Appx 1c	Service Level Financial Information	Detailed financial tables for within Corporate, Funding & Capital Financing main budget headings
Appx 2	Service Commentaries	Detailed notes on revenue financial position of services that have a significant variance against budget
Appx 3	Capital Appendix	This contains more detailed information about the capital programme, including funding sources and variances from planned spend.
<i>The following appendices are included quarterly as the information does not change as regularly:</i>		
Appx 4	Savings Tracker	Each quarter, the Council's savings tracker is produced to give an update of the position of savings agreed in the Business Plan.
Appx 5	Technical Appendix	Each quarter, this will contain technical financial information showing: Grant income received Budget virements Earmarked & Capital reserves

# 1. Revenue Executive Summary

## 1.1 Overall Position

At the end of August 2024, Finance & Resources (\*F&R) is projected to be £3.132m overspent; Strategy & Partnerships (S&P) £100k overspent; and Corporate, Funding & Capital Financing (C, F & CF) £1.346m underspent.

## 1.2 Summary of Revenue position by Directorate



### 1.2.1 Finance and Resources

Forecast Outturn Variance (Previous) £000	Service Area	Gross Budget £000	Income Budget £000	Net Budget £000	Actual to date £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
-95	Executive Director of Finance & Resources	1,008	0	1,008	97	-95	-9.4%
0	Customer & Digital Services	15,106	-1,245	13,861	9,288	-22	0.0%
-1	Finance & Procurement	11,620	-2,492	9,128	4,060	2	0.0%
375	Property Services	12,558	-8,202	4,356	5,397	378	8.7%
2,869	Investment Activity	6,407	-20,120	-13,714	-3,894	2,869	-20.9%
<b>3,149</b>	<b>Total</b>	<b>46,699</b>	<b>-32,059</b>	<b>14,639</b>	<b>14,948</b>	<b>3,132</b>	<b>21.4%</b>



## 1.2.2 Strategy and Partnerships

Forecast Outturn Variance (Previous)  £000	Service Area	Gross Budget  £000	Income Budget  £000	Net Budget  £000	Actual to date  £000	Forecast Outturn Variance  £000	Forecast Outturn Variance  %
-30	Executive Director: Strategy & Partnerships	7,662	-471	7,191	2,679	-25	-0.3%
0	Legal & Governance	7,236	-78	7,158	2,857	0	0.0%
0	Policy & Communities	15,575	-5,948	9,627	2,837	125	1.3%
<b>-30</b>	<b>Total</b>	<b>30,473</b>	<b>-6,497</b>	<b>23,976</b>	<b>8,373</b>	<b>100</b>	<b>0.4%</b>

## 1.2.3 Corporate, Funding & Capital Financing

Forecast Outturn Variance (Previous)  £000	Service Area	Gross Budget  £000	Income Budget  £000	Net Budget  £000	Actual to date  £000	Forecast Outturn Variance  £000	Forecast Outturn Variance  %
0	Capital Financing	53,909	-13,838	40,070	41	-0	0.0%
0	Corporate Items	7,818	-939	6,879	4,078	-46	-0.7%
-1,301	General funding sources	0	-539,264	-539,264	-217,237	-1,301	-0.2%
<b>-1,301</b>	<b>Total</b>	<b>61,727</b>	<b>-554,042</b>	<b>-492,315</b>	<b>-213,117</b>	<b>-1,346</b>	<b>-0.3%</b>

## 2. Capital Executive Summary

At the end of August 2024, the capital programme forecast is expected to be as per the budget. The level of slippage and underspend in 2024-25 is currently anticipated to be £4.562m and as such has not yet exceeded the Capital Variation Budget. A forecast outturn will not be reported unless this happens.

In July, the Accommodation Improvement Programme scheme was presented to the Capital Programme Board (CPB) to outline the requirement to adapt various CCC buildings. Following an update at the September CPB, the proposal at this stage is to ask for approval as per the Tranche 1 profile presented. The funding request for Tranche 1 is for £824k in 2024-25 and £1,026k in 2025-26. This scheme will continue to be developed and will be presented as part of the 2025-26 business plan later in the year.

Housing Scheme is now included in the finance tables. This Land has previously been issued with £127m of loans and £5m of equity. The final loan included a drawdown facility that was never utilised for £6.3m; based on their current cashflow position, This Land have now requested to draw this down, which was agreed by SRP in July. The scheme is forecasting expenditure of £6.3m in 2024-25, prudential borrowing of £5.9m and £400k of equity.

It has been agreed that the Environment Fund - Decarbonisation Fund - Council building low carbon heating programme is better suited to be reported under F&R because the property team are facilitating this work within the corporate buildings.

Due to the level of capital receipts expected to be received in this financial year, it is estimated that prudential borrowing can be reduced by £750k in 2024-25.

The budgets for these four schemes are now included in the capital finance table in Appendix 3.

Details of the currently forecasted capital variances can be found in [Appendix 3](#).

### 3. Savings Tracker Summary

The savings trackers are produced quarterly to monitor delivery of savings against agreed plans. The quarter one tracker can be found in [Appendix 4](#).

### 4. Technical note

On a quarterly basis, a technical financial appendix will be included as Appendix 5. This appendix covers:

- Grants that have been received by the service, and where these have been more or less than expected.
- Budget movements (virements) into or out of the directorate from other directorates, to show why the budget might be different from that agreed by Full Council.
- Service earmarked reserves – funds held for specific purposes that may be drawn down in-year or carried-forward – including use of funds and forecast draw-down.

## Appendix 1a – Finance & Resources Detailed Financial Information

Forecast Outturn Variance (Previous)  £000	Committee	Note	Budget Line	Gross Budget  £000	Income Budget  £000	Net Budget  £000	Actual to date  £000	Forecast Outturn Variance  £000	Forecast Outturn Variance  %
<b>Executive Director of Finance &amp; Resources</b>									
-95	SRP	1	Executive Director	1,008	0	1,008	97	-95	-9%
<b>-95</b>			<b>Executive Director of Finance &amp; Resources Total</b>	<b>1,008</b>	<b>0</b>	<b>1,008</b>	<b>97</b>	<b>-95</b>	<b>-9%</b>
<b>Customer &amp; Digital Services</b>									
0	SRP		Customer Services	2,487	-253	2,234	720	-15	-1%
0	SRP		IT Services	12,619	-992	11,627	8,569	-8	0%
<b>0</b>			<b>Customer &amp; Digital Services Total</b>	<b>15,106</b>	<b>-1,245</b>	<b>13,861</b>	<b>9,288</b>	<b>-22</b>	<b>0%</b>
<b>Finance &amp; Procurement</b>									
0	SRP		Service Director of Finance & Procurement	329	0	329	121	0	0%
0	SRP		Professional Finance	2,839	-305	2,534	1,270	0	0%
0	SRP		Procurement	1,050	-44	1,006	414	-0	0%
0	SRP		CCC Finance Operations	215	-145	70	47	3	4%
0	SRP		Insurance Fund	2,544	0	2,544	1,751	0	0%
0	SRP		Lead Authority Services	4,442	-1,999	2,444	962	-0	0%
0	SRP		External Audit	202	0	202	-504	-0	0%
<b>0</b>			<b>Finance &amp; Procurement Total</b>	<b>11,620</b>	<b>-2,492</b>	<b>9,128</b>	<b>4,060</b>	<b>2</b>	<b>0%</b>
<b>Property Services</b>									
376	SRP	2	Facilities Management	9,070	-2,399	6,671	3,609	379	6%
1	SRP		Property Services	1,061	0	1,061	504	1	0%
-2	SRP		Property Compliance	400	-19	382	171	-2	-1%
0	SRP		County Farms	996	-5,759	-4,763	247	0	0%
0	SRP		Strategic Assets	1,031	-25	1,005	867	0	0%
<b>375</b>			<b>Property Services Total</b>	<b>12,558</b>	<b>-8,202</b>	<b>4,356</b>	<b>5,397</b>	<b>378</b>	<b>9%</b>

Forecast Outturn Variance (Previous)  £000	Committee	Note	Budget Line	Gross Budget  £000	Income Budget  £000	Net Budget  £000	Actual to date  £000	Forecast Outturn Variance  £000	Forecast Outturn Variance  %
<b>Investment Activity</b>									
40	SRP		Property Investments	4,436	-9,618	-5,182	-3,014	40	-1%
0	SRP		Company Dividends & Fees	0	-627	-627	0	0	0%
3,200	SRP	4	This Land	2,374	-8,565	-6,191	384	3,200	-52%
0	SRP		Contract Efficiencies & Other Income	-110	0	-110	-58	-0	0%
-371	SRP	3	Collective Investment Funds	-1,178	0	-1,178	-491	-371	-31%
0	SRP		Renewable Energy Investments	885	-1,310	-425	-715	0	0%
<b>2,869</b>			<b>Investment Activity Total</b>	<b>6,407</b>	<b>-20,120</b>	<b>-13,714</b>	<b>-3,894</b>	<b>2,869</b>	<b>-21%</b>
<b>3,149</b>			<b>Overall Finance &amp; Resources Total</b>	<b>46,699</b>	<b>-32,059</b>	<b>14,639</b>	<b>14,948</b>	<b>3,132</b>	<b>21%</b>

## Appendix 1b – Strategy & Partnerships Detailed Financial Information

Forecast Outturn Variance (Previous)  £000	Committee	Note	Budget Line	Gross Budget  £000	Income Budget  £000	Net Budget  £000	Actual to date  £000	Forecast Outturn Variance  £000	Forecast Outturn Variance  %
-5	SRP		Executive Director: Strategy & Partnerships	1,053	0	1,053	145	-5	0%
0	SRP		Chief Executive's Office	255	-3	252	100	0	0%
0	SRP		Communications	807	0	807	427	-0	0%
0	SRP		Elections	190	0	190	0	0	0%
0	SRP		Human Resources	2,300	-220	2,080	877	0	0%
-25	SRP		Learning & Development	2,756	-248	2,508	1,056	-20	-1%
0	CSMI		Local Assistance Scheme	300	0	300	75	0	0%
<b>Legal &amp; Governance</b>									
0	SRP		Internal Audit	613	-15	598	145	0	0%
0	SRP		Legal & Governance Services	3,887	0	3,887	1,711	0	0%
0	SRP		Information Management	1,107	-41	1,065	365	0	0%
0	SRP		Democratic & Member Services	479	-22	457	178	-0	0%
0	SRP		Members' Allowances	1,150	0	1,150	458	0	0%
<b>0</b>			<b>Legal &amp; Governance Total</b>	<b>7,236</b>	<b>-78</b>	<b>7,158</b>	<b>2,857</b>	<b>0</b>	<b>0%</b>
<b>Policy &amp; Communities</b>									
0	SRP		Policy, Insight & Programmes	1,876	-176	1,701	1,524	-0	0%
0	SRP		Emergency Planning	334	-72	262	116	0	0%
<b>Communities, Libraries &amp; Skills</b>									
0	CSMI		Strategic Management - C,L&S	-322	0	-322	-151	0	0%
0	CSMI	6	Public Library Services	4,680	-572	4,108	1,850	125	3%
0	CSMI		Cambridgeshire Skills	2,550	-2,550	0	-5	0	0%
0	CSMI		Archives	455	-49	406	188	0	0%
0	CSMI		Cultural Services	357	-231	126	-13	0	0%
0	CSMI		Communities Service	1,606	-372	1,233	41	-0	0%

Forecast Outturn Variance (Previous)  £000	Committee	Note	Budget Line	Gross Budget  £000	Income Budget  £000	Net Budget  £000	Actual to date  £000	Forecast Outturn Variance  £000	Forecast Outturn Variance  %
0	CSMI		Changing Futures	778	-710	68	-928	-0	0%
0	CSMI		Domestic Abuse and Sexual Violence Service	3,260	-1,215	2,045	214	-0	0%
<b>0</b>			<b>Communities, Libraries &amp; Skills Total</b>	<b>13,364</b>	<b>-5,700</b>	<b>7,664</b>	<b>1,196</b>	<b>125</b>	<b>2%</b>
<b>0</b>			<b>Policy &amp; Communities Total</b>	<b>15,575</b>	<b>-5,948</b>	<b>9,627</b>	<b>2,837</b>	<b>125</b>	<b>1%</b>
<b>-30</b>			<b>Overall Strategy &amp; Partnerships Total</b>	<b>30,473</b>	<b>-6,497</b>	<b>23,976</b>	<b>8,373</b>	<b>100</b>	<b>0%</b>

## Appendix 1c – Corporate, Funding & Capital Financing Detailed Financial Information

Forecast Outturn Variance (Previous)  £000	Committee	Note	Budget Line	Gross Budget  £000	Income Budget  £000	Net Budget  £000	Actual to date  £000	Forecast Outturn Variance  £000	Forecast Outturn Variance  %
<b>Capital Financing</b>									
0	SRP		Capital financing costs and minimum revenue provision	53,909	-13,838	40,070	41	-0	0%
<b>0</b>			<b>Capital Financing Total</b>	<b>53,909</b>	<b>-13,838</b>	<b>40,070</b>	<b>41</b>	<b>-0</b>	<b>0%</b>
<b>Corporate Items</b>									
0	SRP		Cambridgeshire and Peterborough Combined Authority levy	10,077	0	10,077	10,076	0	0%
0	SRP		Environment Agency levy	454	0	454	458	0	0%
0	SRP		Corporate reserves contributions	-4,474	-200	-4,674	-4,874	0	0%
0	SRP		Central holding and miscellaneous accounts	1,761	-739	1,022	-1,581	-46	-4%
<b>0</b>			<b>Corporate and Funding Items Total</b>	<b>7,818</b>	<b>-939</b>	<b>6,879</b>	<b>4,078</b>	<b>-46</b>	<b>-1%</b>
<b>General funding sources</b>									
0	SRP		Council Tax Precept	0	-397,617	-397,617	-159,047	0	0%
12	SRP		Business Rates	0	-76,535	-76,535	-30,363	12	0%
-1,313	SRP	5	Corporate grants	0	-65,084	-65,084	-27,799	-1,313	-2%
0	SRP		Revenue support grant	0	-28	-28	-28	0	0%
<b>-1,301</b>			<b>Total general funding for net budget</b>	<b>0</b>	<b>-539,264</b>	<b>-539,264</b>	<b>-217,237</b>	<b>-1,301</b>	<b>0%</b>
<b>-1,301</b>			<b>Overall Corporate, Funding &amp; Capital Financing Total</b>	<b>61,727</b>	<b>-554,042</b>	<b>-492,315</b>	<b>-213,117</b>	<b>-1,346</b>	<b>0%</b>

## Appendix 2 – Service Commentaries on Forecast Outturn Position

Narrative is given below where there is a forecast variance greater than 2% of net budget or £100,000 whichever is greater for a service area.

Note	Commentary vs previous month	Service Area / Budget Line	Net Budget  £000	Forecast Outturn Variance  £000	Forecast Outturn Variance  %	Commentary
1	Unchanged	Executive Director of Finance & Resources	960	-95	-10%	During budget setting, this amount was identified as surplus across the directorate and so is being held centrally in mitigation of pressures.
2	Unchanged	Facilities Management	6,671	378	6%	A pressure for service charges of £79k which is a cost towards the use of external properties, the maintenance budget saving of £100k which was put into the business plan is forecast as non-achievable due to the new contract requirements expected later this year. A saving of £221k for electricity and gas is forecast based on the unit price reducing and current usage across April 2023-March 2024. Costs of £225k reported towards running old Shire Hall. The estimated saving for buildings allocated in the Accommodation Improvement Programme is £132k at this stage, resulting in £282k of unachievable savings. However, there are several buildings expected to make a saving of £68k which are not in the programme.
3	Unchanged	Collective Investment Funds	-1,178	-371	-31%	Overachievement of income is expected to continue into 2024-25 and is reflected in the forecast.
4	Unchanged	This Land	-6,191	3,200	52%	The council is due to receive the annual business plan from This Land in November, which will provide a detailed overview of the company's outlook and performance. While we anticipate being on budget for income from This Land in 2024-25, there is a risk that we will not be and even if we are, it is likely to be prudent to transfer additional funds to earmarked reserves to further mitigate any risks in the medium-term.
5	Unchanged	Corporate Grants	-16,656	-1,313	-7%	Corporate grants from government which we are due to receive during 2024-25 that are greater than budgeted for. £1.3m relates to Business Rates Compensation grant, which was



Note	Commentary vs previous month	Service Area / Budget Line	Net Budget  £000	Forecast Outturn Variance  £000	Forecast Outturn Variance  %	Commentary
						unexpectedly higher than the figure in the final local government finance settlement.
6	New	Public Library Service	4,108	125	3%	As part of the Accommodation Improvement Programme project, budget is yet to be identified to reinvest in the Library service to mitigate the loss of income from the repurposing of library meeting spaces.

## Appendix 3 – Capital Position

### 3.1 Capital Expenditure

Original 2024-25 Budget as per Business Plan  £000	Committee	Scheme Category	Total Scheme Revised Budget  £000	Total Scheme Forecast Variance  £000	Budget Carried- forward 2024-25  £000	Budget Re- phasing 2024-25  £000	Additional/ Reduction in Funding 2024-25  £000	Revised Budget for 2024- 25  £000	Actual Spend (August)  £000	Forecast Outturn Variance (August)  £000
<b>Finance and Resources</b>										
<b>1,000</b>	SRP	IT Strategy	5,881	-	1,364	-	-58	2,306	549	-
<b>1,000</b>	SRP	IT Digital Service	2,500	-	-	-	-	1,000	0	-
-	SRP	IT Education System Replacement	2,281	-	1,845	-	-640	1,205	417	-
-	SRP	IT Infrastructure refresh	1,074	-	325	-	375	700	9	-
<b>450</b>	SRP	Local Plans & Development Funding	3,137	-	-	-	-	450	65	-
<b>600</b>	SRP	Building Maintenance	6,000	-	68	-		668	125	-
<b>1,150</b>	SRP	Condition Survey Works	4,308	-	-	-134	1,472	2,488	91	-
-	SRP	Investment in the CCC asset portfolio	5,398	-	71	-	-	71	32	-
-	SRP	Asbestos Management Surveys (Schools)	135	-	26	-	-17	9	-3	-
<b>765</b>	SRP	Wisbech Adventure Playground (The Spinney)	915	-	139	-		904	5	-
	SRP	Library Privacy Pods	167	-	-	-	167	167	-	-
	SRP	Accommodation Improvement Programme	1,850	-	-	-	824	824	-	-
<b>495</b>	SRP	Decarbonisation Fund - Council buildings low carbon heating	11,664	-	410	-	-	905	46	-76
<b>500</b>	SRP	County Farms Investment	5,000	-	110	-	-	610	88	-
<b>778</b>	SRP	Community Hubs - East Barnwell	1,436			-698	-	98	0	-

Original 2024-25 Budget as per Business Plan  £000	Committee	Scheme Category	Total Scheme Revised Budget  £000	Total Scheme Forecast Variance  £000	Budget Carried- forward 2024-25  £000	Budget Re- phasing 2024-25  £000	Additional/ Reduction in Funding 2024-25  £000	Revised Budget for 2024- 25  £000	Actual Spend (August)  £000	Forecast Outturn Variance (August)  £000
-	SRP	Mill Farmhouse	563	-	258	-	-	258	114	-
-	SRP	Lower Portland Farm	3,741	-	128	-	-	128	0	-
430	SRP	Farms- Confidential Scheme	450	-	20	-	-	450	0	-
350	SRP	Farms- Confidential Scheme	350	-	-	-	-	350	0	-
556	SRP	Farms- Confidential Scheme	563	-	7	-188	-	375	0	-
-	SRP	Housing Scheme	142,020	-	-	-	6,300	6,300	0	-
-	SRP	Reducing borrowing - use of capital receipts	-750	-	-	-	-750	-750	0	-
-2,122	SRP	Capital Programme Variations Budget	-7,394	-	-	-1,153	-	-3,275	0	76
90	SRP	Capitalisation of Interest Budget	112	-	-	-	-	90	0	-
6,042			191,401	0	4,900	-2,284	7,673	16,331	1,538	0
<b>Strategy and Partnerships</b>										
1,682	CSMI	Capitalisation of Policy, Design and Delivery Team	11,889	-	-	-	-	1,682		-
-	CSMI	Community Fund	5,071	-	1,641	71	-	1,712	382	-
62	CSMI	Library Minor Works	85	-	0	-	-	62	1	-
173	CSMI	EverySpace - Library Improvement Fund	389	-	134	7	-	314	20	-
100	CSMI	Darwin Green Library	208	-	51	-207	56	0	0	-
45	CSMI	Cherry Hinton Library	55	-	5	-	-	50	48	-
521	CSMI	Sackville House Library	582	-	37	-	-	558	-7	-
-773	CSMI	Capital Programme Variations Budget	-1,604	-	-	-759	-	-1,532	-	-
1,810			16,675	0	1,868	-888	56	2,846	443	0

There are no schemes with significant variances (>£250k) either due to changes in phasing or changes in overall scheme costs to be reported this month.

## 3.2 Capital Variations Budget

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

### 3.3 Capital Funding

Original 2024-25 Funding Allocation as per Business Plan  £000	Source of Funding	Budget Carried- forward 2024-25  £000	Budget Revisions 2024-25  £000	Revised Budget for 2024-25  £000	Forecast Spend - Outturn (August)  £000	Forecast Variance - Outturn (August)  £000
<b>Finance and Resources</b>						
1,241	Grant Funding	139	167	1,547	1,390	-157
4,801	Prudential Borrowing	4,761	4,447	14,009	14,166	157
-	Other Contributions	-	375	375	375	0
-	Capital Receipts	-	400	400	400	0
<b>6,042</b>		<b>4,900</b>	<b>5,389</b>	<b>16,331</b>	<b>16,331</b>	<b>0</b>
<b>Strategy and Partnerships</b>						
1,095	Capital Receipts	-	5	1,100	1,100	-
173	Grant Funding	17	7	197	197	-
542	Developer Contributions	210	-195	557	557	-
-	Prudential Borrowing	1,641	-649	992	992	-
<b>1,810</b>		<b>1,868</b>	<b>-832</b>	<b>2,846</b>	<b>2,846</b>	<b>-</b>

## Appendix 4 – Savings Tracker

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Forecast Commentary
S&P	SRP	2024-25 saving	E/R.6.001	Deletion of vacant posts in Policy, Insight & Programmes	-115	-115	0	0%	Green	Savings built into budget for 2024-25, posts have been removed.
S&P	SRP	2024-25 saving	E/R.6.002	Legal Services efficiencies	-125	-125	0	0%	Green	Pathfinder accrual has impacted on profiled spend.
S&P	CSMI	2024-25 saving	E/R.6.003	Time Credits contract	-34	-34	0	0%	Green	Contract ended 31.03.2024. Target achieved.
S&P	SRP	2024-25 saving	E/R.6.004	Communication - staff and media system	-32	-32	0	0%	Green	Savings built into budget for 2024-25, post has been removed.
S&P	CSMI, SRP	2024-25 saving	E/R.6.006	Use of grant reserve (Ukraine)	-350	-350	0	0%	Green	Grant has been allocated to appropriate budget codes.
S&P	SRP	2024-25 saving	E/R.6.007	S&P Assistant Director budget	-10	-10	0	0%	Green	On track to meet this saving.
S&P	SRP	2024-25 saving	E/R.6.008	Support arrangements review	-18	-18	0	0%	Green	On track to meet this saving.
S&P	SRP	2024-25 saving	E/R.6.010	Service Director: Policy & Communities post	-154	-154	0	0%	Green	Savings built into budget for 2024-25, post has been removed.
S&P	SRP	2024-25 income	E/R.7.004	Partnership income (ancestry.com)	-20	0	20	100%	Black	Saving delayed until 2025-26 due to indexing issues at ancestry.com. Pressure will be managed within the service for 2024-25.

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Forecast Commentary
F&R	SRP	2023-24 cfwd	C/R.6.108 (2023-24)	New IT System	-70	0	70	100%	Black	Saving to be met in 2025-26 due to overlap with current system. Pressure to be managed within the Customer & Digital Services budget.
F&R	SRP	2023-24 cfwd	C/R.7.116 (2023-24)	Cromwell Leisure - Income Generation	-84	0	84	100%	Black	Rental increase is not as expected, and empty units continue. Pressure to be managed within overall Property budget.
F&R	SRP	2023-24 cfwd	C/R.7.120 (2023-24)	County Farms - Agricultural Rent	-46	-46	0	0%	Green	On track to meet this saving, will be confirmed after the October rent review.
F&R	SRP	2023-24 cfwd	C/R.7.156 (2023-24)	Biodiversity Net Gain Offset	-86	-86	0	0%	Green	Sale of Units. On track to meet this saving.
F&R	SRP	2024-25 saving	D/R.6.001	Mobile phone re-procurement	-200	-200	0	0%	Green	Saving has been met new contract is in place.
F&R	SRP	2024-25 saving	D/R.6.002	Systems & Licences efficiencies	-161	-161	0	0%	Green	On track to meet this saving.
F&R	SRP	2024-25 saving	D/R.6.003	Contact Centre staff working on PCC Children's Social Care	-138	-138	0	0%	Green	Saving met.
F&R	SRP	2024-25 saving	D/R.6.004	IT & Digital staff reduction	-126	-126	0	0%	Green	On track to meet this saving.
F&R	SRP	2024-25 saving	D/R.6.006	Multi Functional Device re-procurement	-40	-40	0	0%	Green	Saving has been met new contract is in place.
F&R	SRP	2024-25 saving	D/R.6.008	Insurance provision adjustment	-50	-50	0	0%	Green	On track to meet this saving from the provision.

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Forecast Commentary
F&R	SRP	2024-25 saving	D/R.6.010	Salary sacrifice	-30	-30	0	0%	Green	Saving on NI from new pension scheme.
F&R	SRP	2024-25 saving	D/R.6.011	Property rationalisation	-414	-196	218	53%	Amber	Programme going through tranche 1 approval process will deliver savings this financial year but not full year savings, although these will be achieved following year.
F&R	SRP	2024-25 saving	D/R.6.013	Telephony	-45	-45	0	0%	Green	Saving has been met new contract is in place.
F&R	SRP	2024-25 saving	D/R.6.016	Property - facilities management	-100	0	100	100%	Black	Saving for maintenance is challenging given pressures elsewhere in Property also calling on tight management of the facilities budget. This will continue to be reviewed during the year.
F&R	SRP	2024-25 income	D/R.7.004	Treasury financial investments	-100	-100	0	0%	Green	On track to meet this additional income
F&R	SRP	2024-25 income	D/R.7.005	IT & Digital Service - shared service saving	-117	-117	0	0%	Green	The budget was corrected to the expected amount for the shared service arrangement.
F&R	SRP	2024-25 income	D/R.7.006	Blue Badge scheme	-53	-53	0	0%	Green	On track to meet this saving.
F&R		2024-25 income	D/R.7.007	This Land	-58	0	58	100%	Black	This Land Business Plan continues to be reviewed and will be brought back to SR&P committee in December.
F&R	SRP	2024-25 income	D/R.7.008	Castle Court car park income	-300	-300	0	0%	Green	Car park income is favourable and could overachieve, to be updated in next quarter.



Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Forecast Commentary
F&R	SRP	2024-25 income	D/R.7.105	Renewable Energy Soham - Income Generation	-176	-176	0	0%	Green	On track to meet this saving. Once full weather cycle has commenced, we will know if met or not, to be reported in Q4.
F&R	SRP	2024-25 income	D/R.7.115	Student Accommodation - Income Generation	-62	0	62	100%	Black	One off position as although fully occupied, we have higher than forecast costs for repairs and running expenses which will offset this additional rent.
F&R	SRP	2024-25 income	D/R.7.116	Leisure Park - Income Generation	-146	0	146	100%	Black	As reported to A&P Committee in March the rental increase is not as expected and empty units continue. Although mitigations in place this will be managed within the overall property budgets.
F&R	SRP	2024-25 income	D/R.7.117	Supermarket Site - Income Generation	-71	-71	0	0%	Green	On track to meet this additional income., to be reported on in Q4 once review of inflation has taken place.
F&R	SRP	2024-25 income	D/R.7.118	Business Park - Income Generation	-40	-40	0	0%	Green	On track to meet this additional income.
F&R	SRP	2023-24 cfwd	F/R.6.109 (2023-24)	Cambs 2020 Operational Savings	-455	0	455	100%	Black	This saving will not be achieved until the site is handed over.
F&R	SRP	2024-25 saving	H/R.6.001	Reducing the level of bad debt provision	-500	-500	0	0%	Green	Forecast on track at this stage; good progress with debt improvement programme, however multi-factored impacts and billing rising to social care clients. Close monitoring and target has been quantified to different segments.

## Appendix 5 –Technical Appendix

**5.1** The table below outlines the additional Finance & Resources and Strategy & Partnerships grant income, which is not built into base budgets.

Grant	Awarding Body	Amount £'000
<b><u>Finance &amp; Resources</u></b>		
Grants as per Business Plan		
Public Health Grant	Central government	739
External Audit Costs	Central government	40
County Farms	Rural Payment Agency	5
<b>Total Non-Baselined Grants 24-25</b>		<b>784</b>
<b><u>Strategy &amp; Partnerships</u></b>		
Grants as per Business Plan		
Household Support Fund	Central government	3,581
Adult skills Core FY 22-23 (includes FCFJ)	CPCA	2,038
Homes for Ukraine (Thankyou payments)	Central government	2,000
Homes for Ukraine (Tariff)	Central government	1,000
Housing First - MHCLG RSI	Central government	236
Victim Services Grant Agreement - IDVA's	Police & Crime Commissioner (OPCC)	213
Adult Skills Multiply Grant FY 22-23	CPCA	200
The Library Presents	Arts Council	177
Adult skills ESFA FY 22-23	ESFA	155
DA Perpetrator Interventions Fund	OPCC	106
Medium Risk Duty IDVA & BSA	OPCC	65
Crime and Disorder Reduction Grant	OPCC	60
ASYE Child and Family Services	Skills for care	41
Know Your Neighbourhood (KYN) Project	Arts Council	35
ASYE for Social Workers in Adult Services	Skills for care	32
Museum Partnership	SHARE	27
New Burdens: Data Transparency Funding	Central government	13
Workforce Development Fund 20-21	Skills for care	5
Library On - Cirros Cloud Printing Solution	The British Library Board	3
<b>Total Non-Baselined Grants 24-25</b>		<b>9,986</b>

## 5.2 Virements and Budget Reconciliation

(Virements between Finance & Resources and Strategy & Partnerships and other service blocks)

### Budget movements for Finance & Resources

	Eff. Period	£000	Notes
<b>Budget as per Business Plan</b>		14,747	
Multiple	Apr	-108	Post BP, pre initial budget load adjustments
<b>Budget 2024-25</b>		<b>14,639</b>	

### Budget movements for Strategy & Partnerships

	Eff. Period	£000	Notes
<b>Budget as per Business Plan</b>		24,066	
Multiple	Apr	4	Post BP, pre initial budget load adjustments
Waste Disposal including PFI	June	-100	Adjust Waste Legal budget to P&S
Learning & Development	July	7	Transfer budget to L&D team to cover cost of DoLS Signatory Training 24-25
<b>Budget 2024-25</b>		<b>23,976</b>	

### 5.3 Earmarked Reserve Schedule

£000	2024-25 Opening Balance	Movements in 2024-25	Balance at Quarter 1	Forecast at year- end
<b>Finance &amp; Resources</b>				
<b>Strategic Framework Priorities Reserves:</b>				
Directorate priorities	391	0	391	96
Business systems reserve	812	0	812	812
Invest to save reserves	245	0	245	0
<b>Corporate risk reserves relating to services in this directorate:</b>				
This Land minimum revenue provision risk	802	654	1,456	1,456
Insurance Fund	5,210	0	5,210	5,260
External audit cost risk	83	0	83	0
<b>Ringfenced Reserves:</b>				
EastNet reserve	161	0	161	81
Property sinking fund	962	0	962	50
<b>Earmarked Reserved Relating to F&amp;R</b>	<b>8,667</b>	<b>654</b>	<b>9,321</b>	<b>7,755</b>
<b>Strategy &amp; Partnerships</b>				
<b>Strategic Framework Priorities Reserves:</b>				
Cambs Skills reserve	579	0	579	463
Directorate priorities	21	0	21	10
Other investment reserves	4,912	0	4,912	4,912
<b>Corporate risk reserves relating to services in this directorate:</b>				
Other risk reserves	91	0	91	46
<b>Ringfenced Reserves:</b>				
Library Engage Funds	9	0	9	7
B&IPC Centre	177	0	177	0
Elections sinking fund	452	0	452	0
<b>Earmarked Reserved Relating to S&amp;P</b>	<b>6,240</b>	<b>0</b>	<b>6,240</b>	<b>5,438</b>

## Waterbeach Train Station Relocation – Funding Agreement

To: Strategy, Resources and Performance Committee

Meeting Date: 31 October 2024

From: Executive Director of Finance and Resources

Electoral division(s): Waterbeach

Key decision: Yes

Forward Plan ref: 2024/089

**Executive Summary:** In 2022 the Greater Cambridge Partnership (a joint committee for which Cambridgeshire County Council is the accountable body) agreed to take on the delivery of the new railway station intended to service the Waterbeach New Town. Under planning conditions, none of the 4,500 homes on the western section of the Waterbeach New Town shall be occupied until the relocated railway station is complete and open for use. Homes England have agreed to provide a grant of up to £23.35m to forward fund the delivery of the station and associated construction haul road, to be repaid by the developers of the Waterbeach New Town. The committee is being asked to agree the funding proposal on behalf of the County Council, enabling the new station project to move ahead.

**Recommendation:** Strategy, Resources and Performance Committee is asked to:

- (a) Approve, for the County Council's part, to receive funding from Homes England by way of repayable grant of up to £23.35m to forward fund the delivery of the station and haul road, with repayment by the developers of the Waterbeach New Town;
- (b) Delegate authority to the Executive Director of Finance and Resources, in consultation with the Chair and Vice Chair of the Committee, to agree the final terms and execute documents to enable this funding approach; and
- (c) Note that the total budget, which will be agreed formally by the Greater Cambridge Partnership Executive Board, will now total £43.35m, with £20m from the Greater Cambridge City Deal.

Officer contacts:

Name: Tom Kelly  
Post: Service Director: Finance and Procurement  
Email: [tom.kelly@cambridgeshire.gov.uk](mailto:tom.kelly@cambridgeshire.gov.uk)

Name: Niamh Matthews  
Post: Assistant Director, Strategy and Programme  
(Greater Cambridge Partnership)  
Email: [niamh.matthews@cambridgeshire.gov.uk](mailto:niamh.matthews@cambridgeshire.gov.uk)

# 1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 The station relocation primarily supports Ambition 1 and Ambition 2 of the Cambridgeshire County Council Strategic Framework 2023-2028.
- 1.2 The proposals strongly support *Ambition 1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes*. Specifically, the proposal will allow for the relocation of Waterbeach Railway Station to go ahead. As the Fen Line from Cambridge to King's Lynn is fully electrified, passenger rail travel along the line will be zero emission. The relocation of the station will directly unlock 4,500 modern, low carbon homes. In addition, the station relocation project will be included in Greater Cambridge Partnership (GCP) programme wide target for 20 percent Biodiversity Net Gain (BNG).
- 1.3 The proposals strongly support *Ambition 2 Travel across the county is safer and more environmentally sustainable*. The relocated station will have a higher capacity, with potential for future expansion. Upon the completion of the Waterbeach New Town. The new station will be located closer to a significantly greater number of homes and businesses than the existing station. The station will also be integrated with other GCP delivered projects, notably the Waterbeach to Cambridge Busway, and the Waterbeach Greenway, as well as infrastructure delivered as part of the New Town itself. This in turn will provide enhanced opportunities for utilising active travel to and from the station. Rail travel is extremely safe.
- 1.4 While primarily supporting Ambition 1 and 2, the proposals will further complement Ambitions 3-7 through better connectivity, access to economic opportunities, improved accessibility over the existing station, and through unlocking vital homes at the Waterbeach New Town development. No negative effects on any of the Ambitions are anticipated.

# 2. Background

- 2.1 The Waterbeach New Town will provide 11,000 homes in two phases, making it an integral part of the Greater Cambridge Local Plan. The first phase, comprising 6,500 dwellings on the former Waterbeach Barracks (S/0559/17/OL), received outline planning approval in September 2019. This site will comprise the western portion of the Waterbeach New Town is now under development by Urban and Civic.
- 2.2 An Outline Planning Application for the second phase of up to 4,500 dwellings was approved by South Cambridgeshire District Council's Planning Committee on 29 January 2021 (Planning Ref. S/2075/18/OL). This application covers land to the east of the former Waterbeach Barracks site, and will comprise the eastern portion of the Waterbeach New Town when complete. The developer for this section of the Waterbeach New Town is Waterbeach Development Company.
- 2.3 The approval of the second phase was granted subject to a range of planning conditions, including that no dwellings shall be occupied until the new approved railway station (Planning Ref. S/0791/18/FL) intended to service the New Town is complete and open for use.

- 2.4 In June 2022 the GCP Executive Board agreed that the GCP would take over the delivery of the station and confirmed that the scheme fitted within the GCP's Integrated Transport Programme. Accordingly, GCP took over the development of the design for the new station.
- 2.5 The total cost of the station relocation works is £37m. In addition a haul road, to the railway station site, is required at an approximate cost of £6.35m.
- 2.6 To ensure the viability of the Waterbeach New Town development, and address an affordability gap determined by Local Planning Authority's assessment, the GCP Executive Board approved an allocation of £20m to fund the relocation of the station. It also agreed to forward fund the remainder of the cost, £17m, to be repaid to the public sector in line with the S106 agreement. This contribution will be index linked.

### 3. Main Issues

- 3.1 Officers were tasked with mobilising a project team. The team has completed the Outline Business Case and preliminary design and is in a position to publish an above threshold procurement in line with the Public Contract Regulations 2015 for a Design and Build Contract to complete the station project.
- 3.2 The project team have also worked with the developers to determine the specifications for a construction haul road required to deliver both the station and the eastern portion of the New Town.

#### **Funding**

- 3.3 As reported to the GCP Executive Board in July 2021, whilst there is a clear policy requirement to deliver the station relocation, the affordability gap, as determined by Local Planning Authority's assessment, on the viability of the site precluded its delivery under a traditional planning gain (developer contribution) arrangement. The cost of the station relocation was estimated at £37m, with an agreed £17m available from the developer to spend on transport as part of the planning decision. This left a funding gap of approximately £20m for the relocation.
- 3.4 In June 2022 the GCP Executive Board approved the allocation of £20m to fund the relocation of the station and agreed to forward fund the remainder of the cost, £17m, which will be repaid to the public sector in line with the S106 agreement. The Board also endorsed GCP's role in ensuring the delivery of the station relocation and confirmed that the scheme fits within the GCP's Integrated Transport Programme.
- 3.5 Subsequent discussions with the developer identified the need for additional resources to forward fund the £17m developer contribution as the developer was unable to commit to repaying this sum before the end of the GCP Programme in 2030/31. These negotiations were prolonged and have led to a delay in the original programme, as set out further below.
- 3.6 Recognising the strategic importance of Waterbeach New Town, Homes England began negotiations with the County Council and Waterbeach Development Company to provide funding in advance. Homes England have agreed to provide a repayable grant of up to £23.35m. This funding is intended to deliver the station as well as construction of a haul road to the station at a cost of up to £6.35 million.



- 3.7 Subject to agreement, the funding will be provided to the County Council as the GCP's Accountable Body.
- 3.8 An appropriate level of contingency has been included in both the budget for the station and the haul road. However, it should be noted, that should costs be provided to the GCP, via the tendering process, that are over budget, the project would no longer be affordable and could not proceed on the terms set out in this report. This would mean that funds would not be drawn down under the proposed funding agreement.

### **Outline Business Case**

- 3.9 The Outline Business Case (OBC) outlines and confirms the key benefits of moving forward with the scheme, including the following:
- The economic case for relocating the Waterbeach station is projected to deliver high value for money, with the core scenario yielding a Benefit-Cost Ratio (BCR) of 3.28.
  - The strategic case for relocating the station is a strategic response to the significant population shift expected once the housing development is completed.
  - Relocating the station will enhance the likelihood of residents using rail services from the new development and the surrounding areas. The new station is also expected to promote much higher use of active travel modes, which will significantly reduce car traffic on the congested A10.
  - Financially, the relocation of Waterbeach station is demonstrated to be within budget and a commercially viable project that can be effectively and efficiently procured through existing suppliers, and
  - The management case includes a baselined delivery programme, risk register, and details of the project organisation that will govern, assure, and manage the project in the next project stage.

### **Delivery Programme**

- 3.10 The timescale for delivery of the new station and haul road is subject to the appointment of a contractor, it should be noted that delays have occurred due to the elongated discussions with the developer, and the processes required by Network Rail to sign off the initial design. Therefore, the latest indicative programme is:
- Detail Design and Delivery Contract Start – Mid 2025
  - Detail Design End – Winter 2026
  - Haul Road Construction – Summer 2025-Winter 2026
  - Station Construction Start – 2026
  - Station Construction End – 2027
- 3.11 This will be followed by appropriate Network Rail processes to bring the station into service, including ensuring that it aligns with an appropriate timetable change.

### **Consultation**

- 3.12 Statutory public consultation took place as part of the planning application for the eastern portion of the Waterbeach New Town by the developer. Approval was granted, with

conditions, by the South Cambridgeshire District Council Planning Authority in January 2021.

- 3.13 As part of the closure process for the existing station, a 12-week statutory consultation period is required. Network Rail, as Sponsor and relevant National Authority, will lead the consultation, while GCP will manage any additional feedback from the local community that emerges during this process.
- 3.14 The project team has attended the Waterbeach Community Forum and will continue to do so as the scheme hits appropriate milestones. Local members will be briefed on a regular basis on the scheme's development.
- 3.15 Subject to final approval, once contractors are appointed and a clear construction plan is drafted, this will be discussed with the local community.

### **Procurement**

- 3.16 Through procurement workshops, officers have developed a clear strategy to procure these works. Professional support for the process is being provided by the County Council's procurement and commercial team.
- 3.17 The procurement of the station is through a restricted (two stage) process. The first stage involves capability questions leading to a short list of contractors to go through the second stage of full Invitation to Tender (ITT). Criteria, such as being a Network Rail approved contractor will ensure that any non-compliant contractors are unable to move forward to the ITT stage. ITT will only begin once approval has been secured from the GCPs Executive Board.
- 3.18 The short-listed contractors will be a maximum of 5, who will be evaluated on quality and cost. The ITT process is expected to commence in November 2024 and end with appointment in June 2025.
- 3.19 The form of contract will be an Option A, NEC4 contract, in line with the guidance received from both the GCP's legal team, and appointed rail consultants.

## **4. Alternative Options Considered**

- 4.1 No alternative funding sources for the relocation of the station have been identified, leaving a 'do nothing' scenario as the only alternative option. Under this scenario GCP takes no further role in the delivery of Waterbeach station relocation project. As the opening of the new station is a planning condition which must be met prior to first occupancy the western portion of the Waterbeach New Town, this would leave 4,500 homes with no clear pathway towards delivery.

## **5. Conclusion and reasons for recommendations**

- 5.1 This project forms part of the Greater Cambridge Partnership programme, and the primary decisions around proceeding with the project are decided by the GCP Executive Board (a joint committee in which the County Council is a voting member). The project is managed

by officers within the GCP team. However, as this funding package and repayment terms extend beyond the current lifetime of the GCP programme, and requires the County Council to enter into binding funding documents with Homes England, the support of this Committee is requested through this report.

- 5.2 The recommendation is to agree the funding proposals offered by Homes England as the proposals are the only funded pathway towards reallocating the station, and in turn the delivery of 4,500 homes in the western portion of the Waterbeach New Town. It is considered that the funding proposals are beneficial to local council taxpayers in that they reduce the prudential borrowing the County Council will otherwise incur and locate the timing risk around developer repayment with a national government body.

## 6. Significant Implications

### 6.1 Finance Implications

As set out above, following discussions with Homes England, they have agreed to fund a repayable grant of up to £23.35m towards the construction of the Station and the construction haul road. All funding will be repaid to Homes England by the developer, via the S106 agreement. This transfers risk around developer repayment from local bodies to Homes England.

At this stage, no further direct funding is being requested with a £20million direct investment from the GCP programme budget having already been allocated.

### 6.2 Legal Implications

Subject to agreement, the County Council will need to agree to a Grant Funding Agreement with Homes England. This agreement will continue to be drafted if this Committee agrees the above recommendations. External solicitors have been appointed to advise the County Council.

### 6.3 Risk Implications

The budget for the station build and haul road contain an appropriate level of contingency to manage the identified risks. The budget setting process has included following Government guidance on appropriate risk allocations for the stage of the project, and at this time, the budget for the Station includes over £7million of risk, and £2million of inflation allowance. This will be assessed on a continuous basis, through regular reporting. The full Invitation to Tender will also provide costs under an Option A (lump sum) where the majority of risk is owned by the contractor. This will reduce the risk to the client. If the costs received through the ITT are not within the budget, a decision would be required as to whether the project could proceed.

### 6.4 Equality and Diversity Implications

The station will comply with the Equality Act 2010, the full Equality and Diversity Implications are set in the Equality, Impact Assessment (EqIA) form attached at Appendix A.

## 6.5 Climate Change and Environment Implications (Key decisions only)

As noted above the station relocation project supports *Ambition 1 Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes*, and *Ambition 2 Travel across the county is safer and more environmentally sustainable*, of the of the Cambridgeshire County Council Strategic Framework 2023-2028.

As with any major construction, there are significant carbon emissions associated with delivery of the project, that will fall within the Council's Scope 3 (supply chain emissions). In order to help mitigate this, the Climate Team has been involved with the procurement process, with Stage 1 specifically including questions related to the management of carbon emissions and contractor approach to wider environmental considerations.

As part of the current outline (ES4) design stage, the designer, WSP, has held sustainability workshops to identify areas for reducing carbon emissions. A carbon assessment has been developed and will be further developed during the subsequent stages.

The station designs will incorporate Sustainable Drainage Systems where appropriate.

The Fen Line is fully electrified, providing zero direct emission passing rail services, offering a corresponding improvement in air quality when compared with mode utilising internal combustion engines.

A materials management strategy will be developed as part of the Detailed Design.

## 7. Source Documents

GCP Executive Board paper on Waterbeach Station (June 2022)	<a href="#">Document.ashx (cmis.uk.com)</a>
GCP Joint Assembly paper on Waterbeach Station (October 2024)	<a href="#">Agenda Item No (cmis.uk.com)</a>

# EQUALITY IMPACT ASSESSMENT - CCC598169676

**Which service and directorate are you submitting this for (this may not be your service and directorate):**

Directorate	Service	Team
Place and Sustainability	Project Delivery	PD - General

**Your name:** Thomas Fitzpatrick

**Your job title:** Head of GCP Programme

**Your directorate, service and team:**

Directorate	Service	Team
Place and Sustainability	Project Delivery	PD - General

**Your phone:** 07827012612

**Your email:** Thomas.Fitzpatrick@cambridgeshire.gov.uk

**Proposal being assessed:** Delivery of the new Waterbeach Railway Station

**Business plan proposal number:**

**Key service delivery objectives and outcomes:** The Greater Cambridge Partnership (GCP) is the local delivery body for a City Deal with central Government, bringing powers and investment to the Cambridgeshire region, worth up to £500 million over 15 years. A range of GCP schemes are underway to contribute to the development of a better, greener transport network for the busy region. The Waterbeach Railway Station relocation will ensure that the Waterbeach New Town (11,000 homes) has access to a significantly improved and accessible station, providing a significant sustainable transport option for the residents of the New Town. The existing station will be closed with options to access the new station provided to existing residents.

**What is the proposal:** The Waterbeach New Station is a proposal to relocate the existing Waterbeach railway station a short distance to the north, so that it better serves the significant new housing development of Waterbeach New Town. Waterbeach New Town is a development of some 11,000 new homes, and this compares to 2,410 households reported for Waterbeach parish in the 2021 census. With the new town being developed at a higher level of density than the existing village, the future local area population's centre of gravity will move north towards the new town. A 2016 optioneering report recommended a new railway station that would better serve the increased population of Waterbeach and this was progressed to the preliminary design stage. GCP is now managing the project, which will consist of two 'Equality Act 2010' compliant 8-car platforms, an Accessible-for-All (AfA) footbridge equipped with through-lifts and a 200-space car park with 10 accessible parking spots on the western side and cycle parking for 400. Additionally, there will be facilities for taxi drop-off/pick-up, bus stops, and private car drop-off/pick-up, a station forecourt, an emergency escape route for Platform 2, and refuges at the ends of Platform 1. This is a significant improvement on the existing station

**What information did you use to assess who would be affected by this proposal?:**At the early design development, and in compliance with Network Rail standards, the project attended the Built Environment Accessibility Panel (BEAP), a panel that is made up of a range of disabled passengers with lived experience and accessibility consultants. Attendance is mandatory for railway projects that involve publicly accessible Network Rail assets or third-party projects that have a significant Network Rail interface. Waterbeach New Station presented to BAEP in Dec 2017 and was tasked with producing a DIA and to look at better accessibility options for the new car park. The project presented a further update on 12 October 2023 at which a car park update was given, and recommendations were offered by panel members over cycling and landscape. The Diversity Impact Assessment (DIA) followed in March 2018. This evaluation was centred around the relocation and development of the new station and the potential repercussions for individuals. The DIA is a valuable tool that GCP and Network Rail use to show how they are taking their responsibilities under the Equality Act 2010 seriously. These assessments are built on Network Rail's existing procedures and are designed to ensure their policies and project practices are inclusive and accessible to all. In order to gain insights into individuals who might be affected by the project, an analysis of data from the 2011 England and Wales Census was conducted. Subsequently, the data has been refreshed with information from the 2021 Census. The DIA was reissued in March 2024 following a comprehensive review of the preliminary design of the Waterbeach New Station. The focus was on pinpointing any potential impacts and adverse outcomes that might affect individuals protected under the Equality Act 2010 and to check the design is fair, devoid of discrimination, and actively fosters inclusivity and accessibility for all.

**Are there any gaps in the information you used to assess who would be affected by this proposal?:** No

**Does the proposal cover:** All service users/customers/service provision in specific areas/for specific categories of user

**Which particular employee groups/service user groups will be affected by this proposal?:**

As part of the DIA update, there is reference to various groups that will be negatively impacted, particularly those that concern accessibility challenges for disabled individuals, discomfort for pregnant women and those with young children navigating spaces, and potential inconveniences for older individuals with less accommodating design elements. The DIA lists possible mitigations for consideration in the future design stage and these will be taken into account when the scheme completes its detailed design. This will include, for example, the provision of sufficient seating areas, lighting and information within the station.

**Does the proposal relate to the equality objectives set by the Council's EDI Strategy?:**Yes

**Will people with particular protected characteristics or people experiencing socio-economic inequalities be over/under represented in affected groups:** About in line with the population

**Does the proposal relate to services that have been identified as being important to people with particular protected characteristics/who are experiencing socio-economic inequalities?:** Yes

**Does the proposal relate to an area with known inequalities?:**No

**What is the significance of the impact on affected persons?:**The relocation of the railway station in Waterbeach will bring the station closer to the centre of gravity of the expanded local area population which will shift northwards with the build out of the new town. This will make rail

travel a more attractive option for more people and lead to an increase in rail use. Being closer to more people will also increase the likelihood that people will use active travel modes to access the station. Local businesses will benefit by gaining access to a wider 'talent pool' and local residents will benefit by being able to access jobs over a wider geographical area. From an accessibility perspective the provision of this station will be a significant enhancement on the existing station, it will provide facilities such as lifts, accessible parking, step free access and significantly more seating areas.

**Category of the work being planned:** Project

**Is it foreseeable that people from any protected characteristic group(s) or people experiencing socio-economic inequalities will be impacted by the implementation of this proposal (including during the change management process)?:** No

**Age:** The New Station will not impact on age as access will be provided for all ages with a significant improvement on safety, lighting and accessibility for all.

**Disability:** The New Station will consist of two 'Equality Act 2010' compliant 8-car platforms, an Accessible-for-All (AfA) footbridge equipped with through-lifts and a 200-space car park with 10 accessible parking spots on the western side and cycle parking for 400. Additionally, there will be facilities for taxi drop-off/pick-up, bus stops, and private car drop-off/pick-up, a station forecourt, an emergency escape route for Platform 2, and refuges at the ends of Platform 1. Therefore the new station is looking to mitigate as far as reasonably possible impacts on disability. Through the detailed design of the project, options will continue to be explored and liaison will continue with affected groups to ensure an effective end solution.

**Gender reassignment:**

As per Age

**Marriage and civil partnership:** As per age

**Pregnancy and maternity:** Pregnancy and Maternity is being considered in the design of the scheme. The provision of lifts and seating areas will look to mitigate this.

**Race:** As per age

**Religion or belief (including no belief):** As per age

**Sex:** As per age

**Sexual orientation:** As per age

**Socio-economic inequalities:** The scheme will ensure that a sustainable transport solution is available for the significant future population of the Waterbeach New Town. This will help to reduce inequalities.

**Head of service:** Niamh Matthews

**Head of service email:** niamh.matthews@cambridgeshire.gov.uk

**Confirmation:** I confirm that this HoS is correct





## Business Planning and Budget setting 2025-26 – 2029-30

To: Strategy, Resources and Performance Committee

Meeting Date: 31 October 2024

From: Chief Executive

Electoral division(s): All

Key decision: No

Forward Plan ref: Not Applicable

**Executive Summary:** Each year the council must set a balanced budget, which is presented alongside a medium-term business plan detailing how the council will deliver the seven ambitions within its Strategic Framework. The council is committed to an evidence-led process to develop a business plan and budget that delivers residents' priorities whilst maintaining financial sustainability. The process and timeline for the development, scrutiny and sign off of the Business Plan and Budget 2025-26 – 2029-30 is set out alongside plans for engagement and consultation with residents and key stakeholders.

**Recommendation:** The Strategy, Resources and Performance Committee is asked to:

- a) Approve the process and timelines for setting the Business Plan and Budget 2025-26 to 2029-30;
- b) Approve the plans for engagement and consultation with residents and key stakeholders; and
- c) Delegate any amendments requested by the committee to the Executive Director of Finance and Resources, and Executive Director of Strategy and Partnerships, in consultation with the Chair and Vice Chair of the Strategy, Resources and Performance Committee.

**Officer contact:**

Name: Joe Lacey-Holland and Tom Kelly

Post: Service Director: Policy, Insight and Change and Service Director: Finance and Procurement

Email: joe.lacey-holland@cambridgeshire.gov.uk  
tom.kelly@cambridgeshire.gov.uk

## 1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 The Strategic Framework sets out the council's vision to create a greener, fairer and more caring Cambridgeshire. The annual Business Plan and Budget sets out how the council intends to continue delivering the seven ambitions in its [Strategic Framework](#), whilst ensuring spending commitments are responsive to resident needs and do not exceed available resources by balancing income with expenditure.
- 1.2 Proposals included in the Business Plan and Budget cover all of the council's seven ambitions. For example, in the 2024-25 Business Plan and Budget the council approved ongoing investment in:
- Implementing strategies to enhance biodiversity and natural capital in the county to support net zero carbon emissions for Cambridgeshire by 2045, and to ensure our communities and natural environment are supported to adapt and thrive as the climate changes.
  - £43m investments in Highways to support safer and more environmentally sustainable travel for schemes including management of potholes and improvements to public rights of way.
  - £90k in community initiatives to support families with children who self-harm or have eating disorders to reduce health inequalities.
  - £320k to address children's mental health and £38.1m to enable adult social care to meet increasing demand and pressures and help people enjoy healthy, safe, and independent lives through timely support that is most suited to their needs.
  - A continued focus on anti-poverty with £2.2m to support an Anti-Poverty Strategy and action plan to be developed through a system-wide Poverty Commission.
  - Investing in our libraries to offer a wider range of services, providing business advice, digital connectivity, training opportunities and spaces where skills can be developed to help people gain employment, thereby enabling places and communities to prosper because they have a resilient and inclusive economy and access to good quality public services.
  - A focus on increasing the in-house fostering service and working with our schools to improve the educational performance and outcomes for children across the county so that children and young people have opportunities to thrive.

## 2. Background

- 2.1 Cambridgeshire County Council is committed to delivering its vision to create a greener, fairer and more caring Cambridgeshire. Each year the council must set a balanced budget, which is presented alongside a medium-term business plan that details how the council will deliver its seven ambitions within its Strategic Framework and respond to resident needs.
- 2.2 Cambridgeshire has been one of the fastest growing counties in the country with a population growth of 9.2% between the 2011 and 2021 census compared to England at 6.6% and the East of England at 8.3%. The population is forecast to grow by 21% between 2021 and 2041 compared to national projected growth of 12%. The Cambridgeshire area has a globally competitive economy driven by a high-tech and bio-tech sub-economy. However, the county is also a place of socio-economic contrast, with significant pockets of

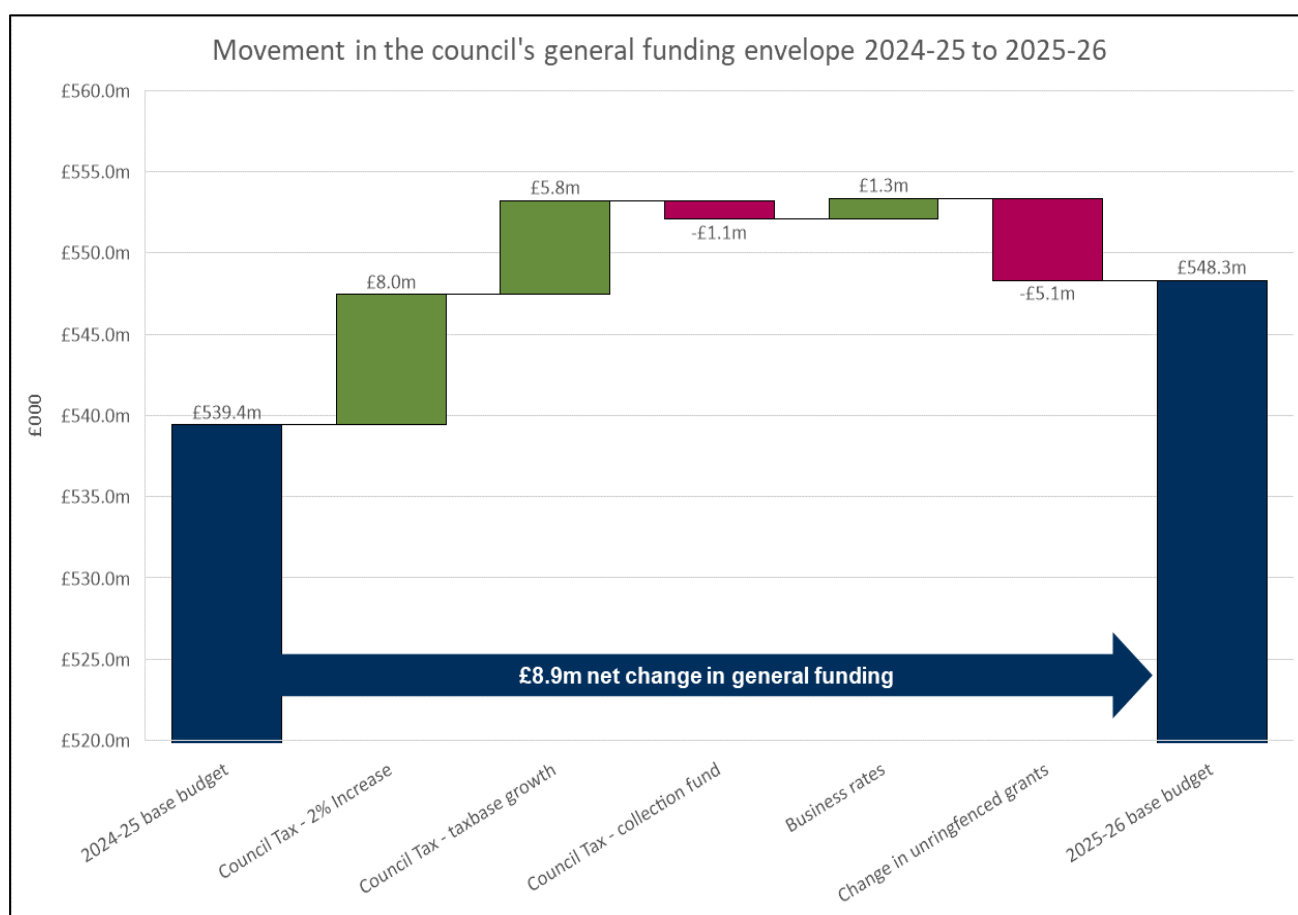
deprivation across districts and significant barriers to productivity, including poor transport infrastructure and expensive housing.

- 2.3 Over the last 10 years the council's core government funding has reduced by 70% in real terms, and more recently steep rises in inflation have added new cost pressures to council services. Alongside this challenge of decreasing resource and increasing cost, the council has also faced a surge in demand for services that support some of our most vulnerable residents, like adults' and children's social care. This is creating a significant pressure on the council's budget, requiring it to drive ever greater value out of each pound it spends through a sharper focus on organisational productivity and efficiency.
- 2.4 The council is committed to being an evidence-led organisation with resident priorities at the forefront of planning. The annual Quality of Life Survey, presented in item 7 on the agenda of this committee, shows that whilst most of Cambridgeshire's residents report high-level happiness, feel safe and believe the county is a good place to raise children, many are concerned about loneliness, the cost-of-living and climate change. The council will work closely with communities, as well as partners in the local public and private sectors, to overcome these challenges, taking both immediate action and longer-term strategic planning.
- 2.5 The refreshed Strategic Framework, presented in item 8 on the agenda of this committee, details the progress the council has made towards delivering the seven ambitions within the context of these challenging circumstances over the first half of 2024-25 (in addition to other progress made since the seven ambitions launched in 2023). The council has delivered services to the most vulnerable residents, invested in highways and maintained an extensive network of libraries.
- 2.6 The council's Business Plan and Budget 2025-26 to 2029-30 will set out how the organisation will continue to deliver the seven Strategic Framework Ambitions, address the needs of residents identified through the Quality of Life Survey, and do so in a financially sustainable way that allows the organisation to set a balanced budget – see Section 3 below. To help inform our Business Plan and Budget we will engage with residents and stakeholders between 4 November 2024 and 2 December 2024 to better understand their priorities for the council. Following the publication of our draft Business Plan and Budget on 9 December 2024 we will consult further with residents and stakeholders so their views on our draft budget can be considered ahead of the budget being set on 11 February 2025. Alongside this the council is also publishing an organisational Change Strategy, presented in item 9 on the agenda of this committee. This strategy – 'Our Future Council' – provides a framework for delivering improved, cross-organisational innovation to drive productivity and efficiency through a focus on areas like technology, assets and ways of working.

### 3. Current Financial Position

- 3.1 The latest Integrated Finance Monitoring Report (IFMR), presented in item 4 on the agenda of this committee, sets out the current in-year financial position. At the end of period 5 for 2024-25, the council is forecasting a revenue overspend of £9.6m (2%). The detailed causes of this are set out in the IFMR, but broadly relate to increased costs for placements for children in care, rising home to school transport costs and delayed returns on income generation plans. These are offset, in part, by lower than expected costs for adult social care due to levels of projected demand in last year's budget not materialising.

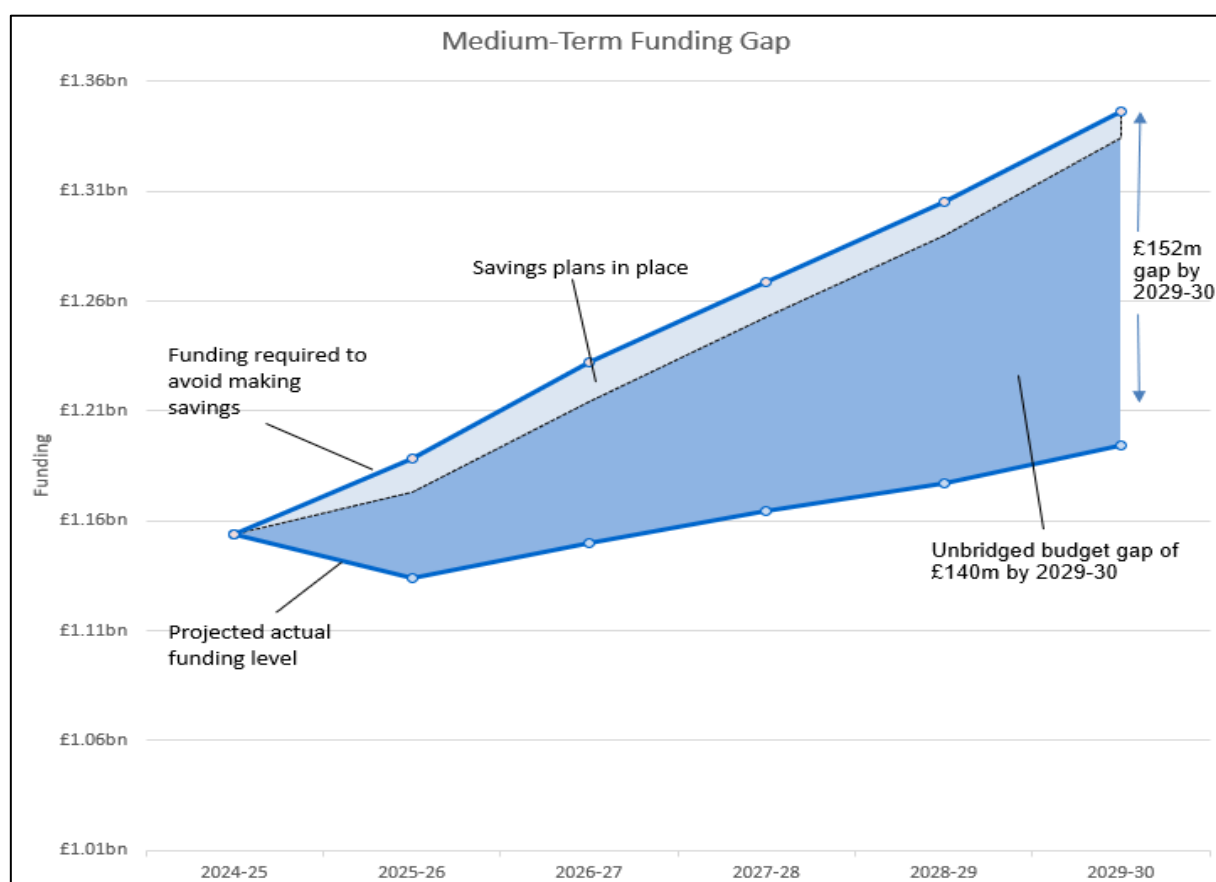
- 3.2 The council has continued to update its funding projections since the Business Plan for 2024-29 was set in February 2024. This update includes some changes to government grant figures, and a favourable update to the business rates baseline. Other funding sources remain as they were set in the current plan, including a projected 2% increase in council tax in all years of the current medium-term plan, and an anticipated reduction in government grant funding announced in the 2024-25 local government finance settlement (mainly losing £1m of new homes bonus and the reversal of nearly £5m of one-off social care grant funding).



- 3.3 Alongside updates to forecasting for the in-year position, throughout 2024-25 the council has updated projections for its medium-term budget position. Starting from the position agreed by Full Council in February 2024 for the final four years of the previous medium-term plan, with a new fifth year projection, the council has reviewed the estimates for demand, inflation and income generation. There also needs to be account taken of the anticipated 2024-25 overspend detailed at 3.1. These updated projections give a much-increased budget gap for 2025-26 of over £39m, and around £140m over the medium-term, compared to the projections presented in February 2024:

	2025-26	2026-27	2027-28	2028-29	2029-30
<b>Feb 2024 Full Council</b>	<b>£23.5m</b>	<b>£25.7m</b>	<b>£26.0m</b>	<b>£24.6m</b>	
Initial new year 5 estimate					£23.2m
Inflation estimates update	£6.2m	£2.1m	£1.7m	£0.9m	£1.4m
National Living Wage - high point estimate	£5.4m				
Children's placements pressure	£3.0m				
Waste diversion pressure	£4.2m	£4.2m			
Energy schemes income update	£1.4m	£1.1m			
This Land income	£3.8m	£0.3m	£0.6m	£1.2m	£2.4m
Top up general reserve due to 2024-25 overspend	£2.2m	£1.0m	£3.2m		
Demand estimates update	£6.4m				
Funding changes	£1.8m				
Grant funding usage	£2.2m				
<b>Current position before savings</b>	<b>£39.3m</b>	<b>£25.4m</b>	<b>£23.9m</b>	<b>£24.3m</b>	<b>£27.0m</b>

3.4 These updates give a medium-term funding gap picture of:

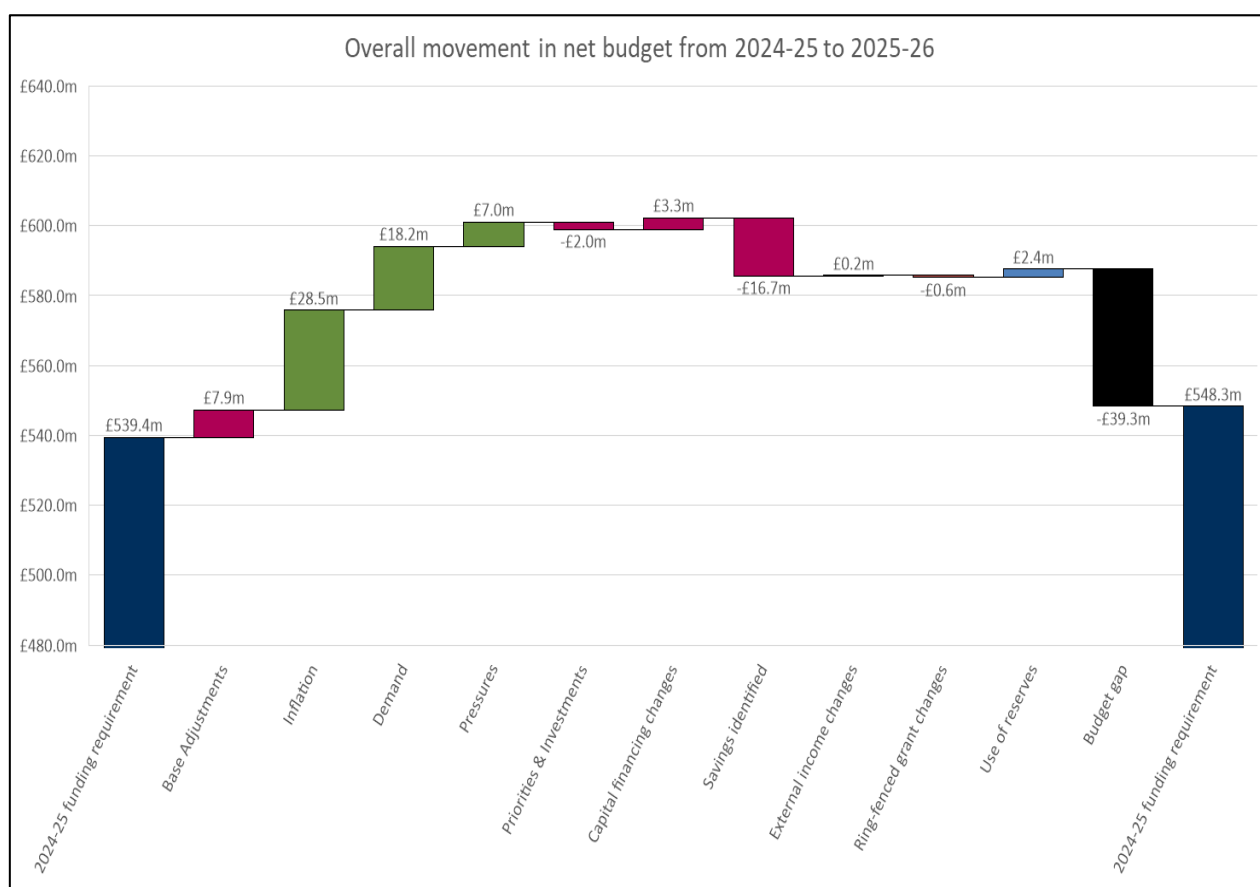


3.5 The following table sets out some further commentary on each of these updates:

Budget gap	Commentary
Inflation estimates update	We make an annual update to all our inflation projections, based on national inflation estimates and local market conditions. Much of our inflation is not tied to the general economic indices, particularly as staff pay (either for our own staff or through contractors) is currently expected to be higher than general inflation. As well as staff pay, we are particularly seeing higher inflation in home to school transport and children's placements, reflecting a restricted supply.
National Living Wage - high point estimate	The current business plan reflects a medium-risk estimate of the increase in the national living wage for 2025-26. Recent experience suggests that the higher point estimate given by the Low Pay Commission is usually closer to the actual decision, and therefore an increased allowance is made here.
Children's placements pressure	This reflects the fact that at the end of 2024-25 expenditure on these placements will exceed the budget allocated to it. We have plans to mitigate and reduce future demand and cost growth, but this underlying pressure needs to be reflected as a new baseline.
Waste diversion pressure	The council continues to see pressures through the closure of a waste treatment plant due to environmental regulations. Until a resolution is found to this we will continue to have to pay for an increased amount of landfill disposal. We are in active discussions with the waste disposal contractor around this issue.
Energy schemes income update	Updates to prices expected from our renewable energy schemes result in lower income than budgeted in the current business plan. This is partly offset through reduced cost of the council's energy prices paid for offices and streetlights.
This Land income	It is prudent at this stage to assume that the income budgeted to be received from the council's wholly owned housing company will not be fully received. The company is revising its business plan and will present this to the council later this autumn. This income was time-limited in any case, and is due to come to an end in the current medium-term plan; this line re-phases that.
Top up general reserve due to 2024-25 overspend	There will be a need to increase the general reserve should the currently projected 2024-25 overspend materialise, as the balance will be below the policy level set by council in 2024 on the basis of the section 151 Officer's financial sustainability report.

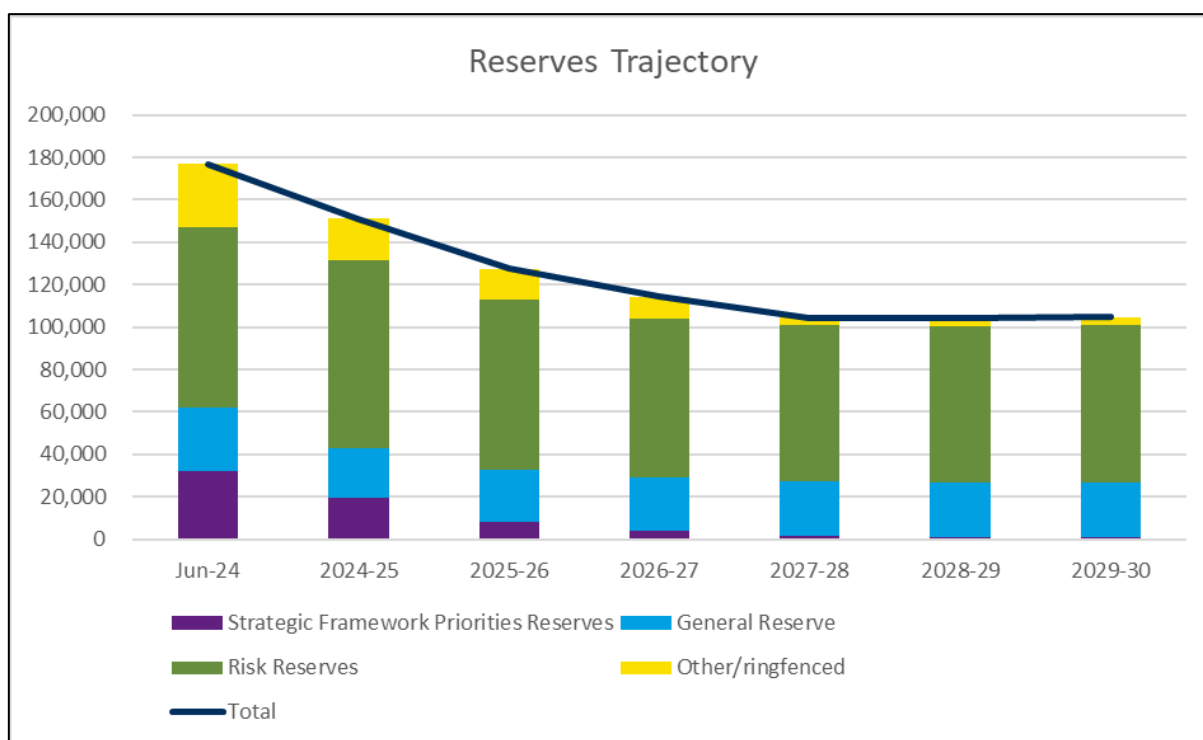
Budget gap	Commentary
Demand estimates update	Projections for all demand-led services have been refreshed – this has resulted in some increased pressures, mainly in children in care placements and home to school transport but has also seen an overall reduction due to the need to re-baseline demand projections for adult social care following a year (in 2024-25) of much lower-than-expected demand.
Funding changes	Increases predominantly from an improved business rates position in 2024-25 that is reflected in the baseline.
Grant funding usage	This line reflects our approach to ensuring that where grant conditions allow, and where priority spending is not identified, that grants we receive are allocated where possible to spend that is already in the budget. This allows us to swap general funding with grant funding and therefore reduce the budget gap. At this stage this is predominantly in Adults, Health and Commissioning, and uses grant funding projections to fund inflation and demand pressures that are already in the Business Plan.

3.6 Factoring in these changes, we see the following movements in the council's overall budget at this stage, many of which were planned for in the current medium-term financial plan:



- 3.7 The 2024-29 Business Plan made a number of commitments from reserves over the medium-term, which continue to be reflected in the updated medium-term plan. These are reflected alongside final 2023-24 reserve positions (the Business Plan was based on reserve balances and forecasts part way through the year), to give these projected balances and trajectory:

Fund Description £000	Balance at q1 2024 £000s	2024-25 closing balance	2025-26 closing balance	2026-27 closing balance	2027-28 closing balance	2028-29 closing balance	2029-30 closing balance
General Reserve	30,314	23,764	24,518	25,250	25,932	25,932	25,932
Strategic Framework Priorities Reserves	31,905	19,387	8,314	3,770	1,487	669	669
Risk Reserves	84,939	88,522	80,325	74,793	73,560	73,956	74,495
Ringfenced Reserves	25,613	17,121	11,818	8,253	1,266	1,106	1,106
Other revenue reserves	4,178	2,469	2,347	2,319	2,291	2,413	2,413
<b>Total revenue reserves</b>	<b>176,949</b>	<b>151,263</b>	<b>127,322</b>	<b>114,385</b>	<b>104,535</b>	<b>104,076</b>	<b>104,615</b>



- 3.8 The largest component of earmarked reserves held by the council are risk reserves. These are reserves held for specific or general categories of risk that the council is exposed to. More than ever, there is a possibility that material risks may crystallise over the medium-term, making the holding of prudent reserves vital. In particular, the council faces spending pressures outlined above, risks on its income generation plans, large potential contractor and contractual disputes, and damages following legal action. Other than its general and risk reserves, the council expects to spend those smaller reserves earmarked for spending over the medium-term.

## 4. Proposed Process

- 4.1 To address the projected budget gaps for the next three years, over the autumn a strategic Business Plan will be developed. The Business Plan will create a clear pathway to



achieving financial balance over the first three-years of the planning period, ensuring each annual budget is responsive to our evidence base (including the Quality of Life Survey results), delivers on the Strategic Framework ambitions, and contributes to realising the vision set out in 'Our Future Council'. It is proposed to develop the Business Plan and Budget via the following milestones:

1. The draft Business Plan and Budget for 2025-26 – 2029-30 will be presented to Strategy, Resources and Performance Committee on 17 December 2024.
2. Policy and Service Committees will receive the draft Business Plan and Budget for scrutiny between 14 January 2025 and 23 January 2025.
3. The final Business Plan and Budget for 2025-26 – 2029-30, alongside feedback from the Policy and Service committees, will be presented to Strategy, Resources and Performance Committee on 28 January 2025 for recommendation to Full Council on 11 February 2025.

## 5. Engagement and Consultation

- 5.1 The refreshed Engagement and Consultation Strategy, presented in item 10 on the agenda of this committee, sets out how Cambridgeshire County Council is committed to ensuring residents and stakeholders' voices are considered in decision making processes. The Business Plan and Budget process will include initial engagement followed by a period of consultation after the draft Business Plan and Budget is published.
- 5.2 A period of engagement will begin on Monday 4 November 2024 and will continue through to 2 December 2024. Residents and stakeholders will be invited to learn more about the business planning process and share their priority areas for spending and views regarding council tax changes. A copy of the engagement questionnaire is provided in Appendix 1. Results of the engagement exercise will be used to inform the Business Plan and Budget.
- 5.3 Aligned to the process set out in Section 4 above, a period of consultation will begin when the draft Business Plan and Budget 2025-26 – 2029-30 is published on 9 December 2024. Stakeholders and residents will be able to share feedback on the overall Business Plan and Budget as well as specific proposals, the consultation will close on 9 January 2025. Results of the consultation will be presented to Strategy, Resources and Performance Committee on 28 January 2025.

## 6. Significant Implications

### 6.1 Finance Implications

Financial implications are set out in section 3 of this report.

### 6.2 Legal Implications

No significant implications

### 6.3 Risk Implications

No significant implications

### 6.4 Equality and Diversity Implications

No significant implications.

## 7. Source Documents

7.1 None.

**Greener:**

From 2018-19 to 2023-24, we reduced the council's direct carbon emissions (from our assets and the actions we take as an organisation) by 42%, with 25 council building heating systems decarbonised. We plan to achieve net zero direct emissions by 2030.

**1) Considering the current position the council is in and the limited resources available, please order the following statements from highest to lowest priority, based on what you believe we should do to support our vision of a greener Cambridgeshire.**

- ☐ Continuing to reduce our own carbon footprint
- ☐ Looking at how we manage the disposal of waste
- ☐ Supporting communities to adapt to the climate crisis, such as flooding
- ☐ Supporting growth in active and sustainable travel

**Fairer:**

Cambridgeshire has one of the fastest growing populations in the country, but the funding to support services residents rely on is not growing as quickly. This means we have to work hard to ensure our services reach those who need them.

**2) Please order the following statements from highest to lowest priority, based on what you believe we should do to ensure equitable access to services for residents across the county, to support our vision of a Fairer Cambridgeshire.**

- ☐ Investing in digital solutions to increase self-service and support residents to access information and advice in a more timely way while also reducing our operating costs
- ☐ Continuing to support vulnerable residents through targeted schemes such as our Holiday Vouchers to give children access to food during school holidays
- ☐ Prioritising our commitment to invest in and improve our libraries, making them more accessible and suitable to deliver a broader range of council services in the heart of our communities
- ☐ Continuing to work alongside other organisations to identify people and communities who might need a higher level of support – for example, through the Cambridgeshire Countywide High Harms Board, [which brings together local authorities, police, fire, health, and other partners to coordinate their responses to](#) priority issues such as drugs, violence, and organised crime

## More Caring:

One of our ambitions is for people to enjoy healthy, safe and independent lives through timely support that is most suited to their needs. While the demand for Adult Social Care services is increasing, the council needs to support residents, within an ongoing limited budget.

**3) Please order the following statements from highest to lowest priority, based on what you believe we should do to support our vision of a More Caring Cambridgeshire.**

- ☐ Continue to prioritise early support to help people to remain independent and living at home for longer
- ☐ Increase collaboration with people, voluntary organisations and partners to better understand our communities and work with them to address health inequalities
- ☐ Raise awareness of technology solutions, for example medication prompts and fall detectors through high quality information, advice and guidance that supports people to maximise their independence
- ☐ For those who require social care support, to work towards more localised and tailored care that brings services closer to our communities, so that people get the support that best meets their need through better coordinated services

**4) Imagine you are setting Cambridgeshire County Council's budget. For each major service area, please indicate the degree to which you would be comfortable with a spending reduction.**

Service area	Comfortable	Somewhat comfortable	Neither comfortable nor uncomfortable	Somewhat uncomfortable	Uncomfortable
Adults' Social Care					
Children's Social Care					
Education					
Waste Management					
Highways and Roads Maintenance					

<b>Libraries and Communities</b>					
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The maximum amount we are allowed to increase Council Tax (without requiring a referendum) is 4.99%, which includes the Adult Social Care precept. For every 1% that we increase Council Tax, we can increase our income by £4 million.

**5) Would you support an increase in Council Tax of up to 4.99% to maintain or improve essential services such as social care or highways and roads maintenance?**

- ☐ Yes  
☐ No  
☐ Unsure

**6) If you have any further comments on the how we should prioritise and plan our services for the future, please leave your comments here.**

Open text box

**About you**

**7) Please indicate which district of Cambridgeshire you live in.**

- ☐ Cambridge city  
☐ East Cambridgeshire  
☐ Fenland  
☐ Huntingdonshire  
☐ South Cambridgeshire  
☐ I don't live in Cambridgeshire  
☐ Prefer not to say

**8) Please indicate your age range.**

- ☐ 15 years and under  
☐ 16-24  
☐ 25-34  
☐ 35-44  
☐ 45-54  
☐ 55-64  
☐ 65-74  
☐ 75 and above  
☐ Prefer not to say



## Quality of Life Survey Results 2024

To: Strategy, Resources and Performance Committee

Meeting Date: 31 October 2024

From: Executive Director of Strategy and Partnerships

Electoral division(s): All

Key decision: No

Forward Plan ref: Not Applicable

**Executive Summary:** The Quality of Life Survey provides insight into the experiences of residents across Cambridgeshire as part of the council's commitment to be an evidence-led organisation. The survey provides contextual evidence to feed into the council's Business Plan and Budget processes and allows the organisation to benchmark itself and track how work towards delivering the council's seven ambitions changes over time. The key findings from the 2024 survey are summarised, and themes are highlighted for the committee to consider in the context of the Business Plan and Budget approach for 2025-26.

**Recommendation:** The Strategy, Resources and Performance Committee is asked to note the key findings from the 2024 Quality of Life Survey and consider the implications of these findings for the council's Strategic Framework ambitions and Business Plan and Budget setting process.

**Officer contact:**

Name: Rachel Hallam

Post: Policy and Insight Manager

Email: [Rachel.Hallam@cambridgeshire.gov.uk](mailto:Rachel.Hallam@cambridgeshire.gov.uk)

# 1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 As part of our vision to make Cambridgeshire greener, fairer and more caring, the Quality of Life Survey aims to gain insight into the experiences of residents across Cambridgeshire to feed into the council's Business Plan and Budget processes and allows the organisation to benchmark itself and track the impact of the council's seven Strategic Framework ambitions over time.

## 2. Background

- 2.1 In 2023, Cambridgeshire County Council commissioned ThinkInsights to undertake the first-year baseline of a Quality of Life Survey to understand the experiences of residents living in the five districts of Cambridgeshire.
- 2.2 In 2024, following a procurement exercise, ThinkInsights were commissioned to undertake a further two years of the survey. For 2024 and 2025, the council has partnered on the survey with the Cambridgeshire and Peterborough Combined Authority, South Cambridgeshire District Council and Cambridge Ahead.
- 2.3 The survey is intended to help the council understand resident views and needs, with a particular focus on feeding into decision making for business planning activities and tracking the impact of delivering the seven ambitions of the Strategic Framework.
- 2.4 The survey ran from May to July 2024. The commissioned survey reached 5,500 residents this year (1,100 in each of our five districts) and was designed with a stratified sampling approach, to ensure the results were representative of Cambridgeshire's resident population.
- 2.5 In addition to this:
- Quantitative and qualitative engagement took place with some harder to reach residents (younger residents aged 14-18, Ukrainian, Hong Kong resettlement, and those with lived experience of homelessness, the criminal justice system and drug or alcohol dependency). A total of 142 responses were received and these are being analysed separately. A full analysis report will be available alongside the final report.
  - An online survey link was available and publicised to allow the wider resident population to take part. A total of 1,231 responses were received (an increase from 350 in 2023) and have been analysed separately. A full analysis report will be available alongside the final report.
- 2.6 It is recommended that the committee notes the key findings from the Quality of Life Survey and considers the implications of these findings for the council's Strategic Framework Ambitions and Business Plan and Budget process.
- 2.7 When interpreting the results set out in this paper, it is important to highlight the longitudinal nature of the survey and caution against viewing single year figures or changes in isolation. The full three years of survey data will be key for understanding significant trends and/or variations.



### 3. Key Findings

3.1 Overall, residents report a high level of satisfaction across a range of quality of life metrics, including happiness, health, feeling safe, sense of belonging and Cambridgeshire as a good place to raise children. However, some groups of residents have a lower scoring across these metrics than the average: younger people, renters, residents with a disability and residents with an ethnic minority background.

#### 3.2 Residents feel happy, safe and have a sense of belonging

- Happiness remains high, with 72% of residents having high or very high levels of happiness. The average happiness score this year was 7.21, which is in line with the 7.25 average in 2023 and higher than the national average at 7.0.
- Residents continue to feel positively about their local community; 85% feel safe and 75% feel they belong.

#### 3.3 Fewer residents report struggling with mental and physical health, but loneliness has increased and remains higher than the national average.

- Fewer residents report struggling with mental health this year (37% down to 29%), and a lower proportion report issues with physical health (40% down to 31%). Despite this, significant numbers of young people (43% of 25-34 year olds and 40% of 18-24 year olds) continue to be more likely to report mental health struggles.
- Over 90% of parents stated that their child(ren) are active and eating healthily. However, some parents (younger, renters, unemployed) are less likely to report their children are eating healthy and are physically active.
- Overall, the proportion of residents reporting they often feel lonely has increased, from 29% in 2023 to 31% in 2024. This is higher than the ONS data from 2024 which suggested 7% of adults felt lonely often or always, and 22% felt lonely some of the time, suggesting our residents are feeling lonely more often than the national average. Younger residents are again more likely to report loneliness (53% of 18-24 year olds).

#### 3.4 Residents remain concerned about the cost of living, climate change, and jobs and investment. All have seen increases since 2023.

- Cost of living remains residents' highest concern, with 87% concerned in 2024 compared to 86% in 2023. Cost of living is becoming more of a universal concern for residents, with sub-groups – such as 18-24 year olds and ethnic minorities – who were less likely to be concerned in 2023, more concerned in 2024. Those aged 35-54 continue to feel significantly more concerned than any other age group.
  - We continue to see those concerned about the cost of living adapt their behaviours in response, with 44% saying they have cut back on heating and 25% saying they have had to cut back on nutritious food in the past 12 months.

- There are also increasing concerns about climate change, with 79% concerned compared to 76% in 2023. Many residents continue to be open to making more sustainable choices (72%) regardless of concern level, and expectations on the council to act on climate change remain high, with 4 out of 5 residents wanting to see Cambridgeshire County Council do more when it comes to climate change and protecting and enhancing the natural environment.
- Residents are more concerned about jobs and investment in their local area, with 59% concerned in 2024 compared to 52% in 2023. Residents living in Fenland, aged 35-54, employed, with dependents under the age of 18, renting their own homes and from ethnic minorities are more likely to be concerned.

### 3.5 Residents continue to have mixed views about council performance.

- Residents continue to have the same level of trust in the council, with over half trusting it to make decisions about local services (52%), compared to the Local Government Association (LGA) national average of 53%. Similarly, just under half of residents (45%) agree that the council acts on the concerns of residents, compared to the LGA national average of 47%.
- Residents are less likely to feel the council delivers value for money this year, with 41% agreeing compared to 44% in 2023. Despite this, the figure remains higher than the 2024 LGA survey, where 38% agreed their local council delivered good value for money, the lowest result for the indicator ever recorded.
- Views are still split around how well-informed residents feel about benefits and services the council provides, with 49% agreeing, compared to the LGA national average of 47%.

### 3.6 Residents think most of our services perform well.

- Resident satisfaction overall is highest with waste management (75%) and street lighting (73%).
- Amongst service users (those who indicated they were a user of that service), satisfaction remains highest with registration services (85%) and library services (85%), with all our services receiving a satisfaction score of over 50% except road and pavement maintenance (21%), which remains the service with the lowest level of satisfaction.

## 4. Conclusion and next steps

- 4.1 The Quality of Life Survey provides valuable insight into the experience of residents across Cambridgeshire. The 2024 results highlight that most Cambridgeshire residents continue to feel happy and safe in the county, well connected to their local communities, and believe it is a great place to raise children. However, this is not the case for all residents, and the findings highlight the following areas of concern, which should feed into the considerations on the council's future priorities and business planning and budget approach:

- Roads and pavement maintenance: residents registered concern about the quality of the county's network through both low satisfaction with these services and through open responses around improving roads, footpaths and cycle paths.
- Cost of living concerns: residents are increasingly concerned about the cost of living and this year we see this becoming a more universal concern amongst residents. Some residents are having to change their behaviours as a results of the cost of living pressures they face.
- Mental health and loneliness: there continues to be high numbers of residents struggling with mental health and loneliness across the county, particularly amongst our younger residents.
- Climate change: residents are increasingly concerned about climate change and have expectations on the council to do more when it comes to climate change and protecting and enhancing the natural environment.

Whilst not highlighted as a concern by residents, the findings also highlight that some residents continue to be confused about what services the council provides. The council has a role to inform residents and work with partners to signpost them to the services they need. The newly updated Strategic Framework presented in item 8 of this committee includes the council's commitments to work 'closer to communities' in achieving the seven ambitions. Whilst these commitments reflect the council's intention to continually enhance its relationships with the communities it serves, they should also bring the benefit of residents gaining a firmer understanding of what the council and its partners do.

- 4.2 As well as providing important contextual information to support the shaping of business planning decisions, the information will also provide intelligence for council services in their planning and provide evidence to support the delivery of the 'Our Future Council' change strategy presented in item 9 of this committee.
- 4.3 The survey findings have already been used to feed into the newly updated Strategic Framework, helping to track how our work towards delivering the council's seven ambitions for a greener, fairer, and more caring Cambridgeshire changes over time. They have also supported the shaping of our engagement work with residents on our business planning and priority areas for spending.
- 4.4 Next year, in 2025 the Quality of Life Survey is due to be repeated again for a third year. The information from all the surveys is available on our website, so residents can also track changes over time.

## 5. Significant Implications

### 5.1 Finance Implications

The cost of the survey across three years has been met in the majority through public health reserves, this is supplemented with council budget and partner contributions from the Cambridgeshire and Peterborough combined authority, South Cambridgeshire District Council and Cambridge Ahead.

## 5.2 Legal Implications

Legal advice and review was sought from Pathfinder Legal Services in the procurement and contracting process for the commissioning of the Quality of Life work.

## 5.3 Risk Implications

Not adhering to best practice when engaging with residents opens the council to the risk of loss of public confidence in the council and reputational damage.

## 5.4 Equality and Diversity Implications

An Equality Impact Assessment (EqIA) was completed as part of the project set up. The survey has been designed to be representative of the demographics of the population according to the most recent Census data. The survey used a mixed methods approach to ensure it was accessible. The survey has also been enhanced with a supplementary sample of often harder to reach groups in research.

# 6. Source Documents

## 6.1 Source documents

<https://www.cambridgeshire.gov.uk/quality-of-life-survey>

## Strategic Framework - Update

To: Strategy, Resources and Performance Committee

Meeting Date: 31 October 2024

From: Executive Director of Strategy and Partnerships

Electoral division(s): All

Key decision: No

Forward Plan ref: Not Applicable

Executive Summary: The council's Strategic Framework 2023-28 was refreshed for the first time in last year's business planning cycle. It has been updated again for the current cycle to include new insights from the 2024 Quality of Life Survey and further progress the council has made toward the seven Ambitions.

Recommendation: The Strategy, Resources and Performance Committee is asked to:

- a) Approve the newly updated Strategic Framework 2023-28 (Appendix 1); and
- b) Delegate any amendments to the Strategic Framework, approved by the committee, to the Executive Director of Strategy and Partnerships, in consultation with the Chair and Vice Chair of the Strategy, Resources and Performance committee.

Officer contact:

Name: Dustin McWherter

Post: Senior Policy and Strategy Officer

Email: [dustin.mcwherter@cambridgeshire.gov.uk](mailto:dustin.mcwherter@cambridgeshire.gov.uk)

# 1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 The Strategic Framework 2023-28 ('the framework') sets out the council's high-level approach for achieving the vision of a greener, fairer and more caring Cambridgeshire through seven 'Ambitions'. As the primary statement of the council's strategic direction, it is the main reference point for practically everything the council plans and delivers for local communities. The update set out in this report provides an overview of the progress made in delivering the seven ambitions over 2023-24 as well as new insights from the 2024 Quality of Life survey.

## 2. Background

- 2.1 In its original form, the strategic framework was developed by the Council's Joint Administration Political Leadership with professional advice and support from the Corporate Leadership Team and Directorate Management Teams, during the 2022-23 financial year. It was formally approved as part of the 2023-24 Business Plan by Full Council in February 2023 and came into effect on 1 April 2023.
- 2.2 During the 2023-24 financial year, the framework was updated to include insights from the first annual Quality of Life Survey in Cambridgeshire as well as updates on the council's progress toward delivering the seven ambitions, new commitments to support our services to get 'closer to communities', as well as other minor revisions informed by council officers from across our services. The refreshed Strategic Framework 2023-28 was formally approved as part of the 2024-25 Business Plan by Full Council in February 2024 and came into effect on 1 April 2024.

## 3. Main Issues

- 3.1 The newly updated Strategic Framework 2023-28 (Appendix 1) remains the primary statement of the council's vision for Cambridgeshire and its main ambitions for the people and places of the county, whilst also providing a record of successful progress and delivery against these. Alongside this outward facing strategy document, the council has also developed an internal, organisationally facing Change Strategy – 'Our Future Council', which is being considered as another item on the agenda for this meeting of the Committee. The Change Strategy complements and underpins the externally facing Strategic Framework by providing a more inward facing direction for the way the council's services must evolve and adapt so that it is able to continue delivering its ambitions and remain financially sustainable.
- 3.2 This updated framework contains the following changes:
- updated forewords from the Joint Administration and the Chief Executive (pages 2-3)
  - updated insights from the 2024 Quality of Life Survey (page 5 and each individual ambition page)
  - updated metrics related to the greener and more caring elements of the greener, fairer and more caring Cambridgeshire vision (pages 6 and 8)
  - additional progress updates on the seven ambitions from council services (after each individual ambition page)
  - a new page on the council's approach to delivering change (following all individual ambition pages and progress updates).

- a new page on the council's shared ambition with partners in the region (after the above page).

- 3.2.1 Overall findings of the 2024 Quality of Life Survey are presented in item 7 on the agenda of this committee. In the updated framework, the 2023 Quality of Life Survey results have been replaced with the 2024 results to bring the framework up to date with the latest findings, to track progress over time and reiterate the council's commitment to its strategic ambitions being informed by the needs and priorities of the people of Cambridgeshire.
- 3.2.2 The updated metrics relating to the greener and more caring elements of the greener, fairer and more caring Cambridgeshire vision draw on multiple sources of local and internal data and reiterate the council's commitment to the framework being evidence-informed. New figures have been updated for Cambridgeshire's carbon footprint as a county, the council's carbon footprint as an organisation, and multiple points relating to education and adults' and children's social care.
- 3.2.3 Additional progress updates on the seven ambitions have been provided by services across all council directorates. They represent the council's commitments to achieving the seven ambitions and continually tracking delivery progress. In the context of the council's business planning cycle, these updates provide evidence of the progress the council has made in spite of challenging macro-economic and budgetary circumstances and pressures in some of our demand-led services. There are new progress updates added to the document following each ambition's individual page.
- 3.2.4 A new page has been created to outline the council's approach to change, informed by the "Our Future Council" Change Strategy. This page outlines the main principles and approach of "Our Future Council", in recognition of its link to the delivery of the council's seven ambitions toward a greener, fairer, and more caring Cambridgeshire noted in 3.1 above.

## 4. Significant Implications

### 4.1 Finance Implications

No significant implications

### 4.2 Legal Implications

No significant implications

### 4.3 Risk Implications

No significant implications

### 4.4 Equality and Diversity Implications

No significant implications. An Equality Impact Assessment has been completed.

## 5. Source Documents

5.1 None



# Cambridgeshire County Council

Strategic Framework 2023-2028

Refresh for 2025-26



# Joint Administration Foreword

Our vision for Cambridgeshire is to create a Greener, Fairer and more Caring county. As a council, we need to ensure we are in a position to respond to the changing needs of Cambridgeshire's residents, meeting both short and long-term challenges, while also providing support to the people that need us most.

We have asked residents to tell us what it is like to live in Cambridgeshire and what concerns them most through the Quality of Life Survey. We were delighted so many people were willing to participate, and we will use these valuable insights to continue to prioritise our support for people and communities. Cambridgeshire residents provided a clear message about the challenges they are facing relating to the cost of living crisis, levels of loneliness and increasing concerns about climate change. We know household budgets continue to be stretched, and in addition to the support we continue to provide through the Government's Household Support Fund, we have invested £2.2 million directly into supporting anti-poverty initiatives. This includes the launch of the Cambridgeshire Poverty Commission, led by an independent group of commissioners and experts by experience, to investigate the impact of poverty within our communities. This commission will produce a set of recommendations for agencies across Cambridgeshire, including the County Council, to better enable our responses to poverty and its root causes.

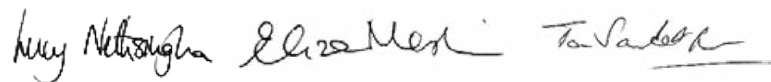
In September 2024, the Local Government Association, representing all councils in England, reported that local authorities collectively face an estimated £6.2 billion funding gap

over the next 2 years. This is despite the estimated £24.5 billion in cuts and efficiencies councils, including Cambridgeshire, have been required to make between 2010 and 2023. Cambridgeshire County Council is not alone in facing an uncertain financial future. As a council, the financial challenges we are currently facing are the result of three main causes: increased demand for our services, the impact of inflation upon our costs to provide services and the historic and ongoing lack of fair funding from Government.

While there are many councils also facing this situation, Cambridgeshire is unique in that our population is amongst the fastest growing in the country. This has been unrecognised by successive Governments, who have not changed the population data used in the funding formula for more than ten years.

However, we are working well together both across political groups and with our talented team of officers to tackle the challenges we face, and we remain committed to providing the best service possible to our residents. We are determined to continue to improve our effectiveness by reducing our spending, identifying further savings opportunities and evolving our ways of working. This approach will ensure the council continues to provide high quality services for Cambridgeshire residents which also achieves value for money for taxpayers.

We will continue our work to bring our services closer to communities, to deliver services which reduce rather than increase the risks we are all experiencing due to climate change, to make travel safer and more sustainable, to reduce health inequalities and to provide a safety net for those in most need.



**Cllr Lucy Nethsingha**  
Leader of  
Cambridgeshire  
County Council



**Cllr Elisa Meschini**  
Deputy Leader of  
Cambridgeshire  
County Council



**Cllr Tom Sanderson**  
Leader of the  
Independent Group  
at Cambridgeshire  
County Council

# Chief Executive Foreword

**Achieving the vision set for us by the Joint Administration that leads Cambridgeshire County Council to be a Greener, Fairer and more Caring county is ambitious, especially at a time when people, families and local communities are all continuing to face great financial pressures.**

**Everything we do as a council and the services we provide or commission from other bodies is of huge importance to all the people across Cambridgeshire. That is why a detailed Quality of Life Survey to listen to our residents for the second year running matters to the way our business plan and budget are being shaped. During the summer we interviewed over 5,500 people across the five districts of the county who broadly represent the population of Cambridgeshire, based upon the results of the 2021 census.**

We know from this research that, broadly speaking, people are happy in the county, they feel safe and feel well connected to their local communities. Importantly, we know that residents think Cambridgeshire is a good place to raise children. However, this was not equally true for everyone. Younger people, people with disabilities or people struggling economically all rated themselves lower in these areas.

Many people also told us they feel lonely or isolated, and mental health concerns are highest among our youngest residents. These incredibly rich insights have been used to inform the development of proposals for change and improvement that were put forward to be considered by our Councillors.

However, we must still balance our accounts, achieve best value for our taxpayers and continue to drive improvements to ensure we are a well-managed council, which better delivers our 'basics' well and consistently, before we can progress further investment.

As a council we have statutory duties to meet, but we have no statutory services that we have to deliver. As we move forward, we need to look at everything we do, including our work with partner agencies such as health, police and other councils, to make positive changes and, at the same time, save money. As a part of this, we are also evolving the council, by accelerating our use of new technology and bringing more of our teams closer to and based in our communities, whilst also reducing the number of buildings we need to use. Importantly, we are only ever as good as the people who work for the council, and we will continue to support our workforce to be as productive, engaged, inclusive and proud to work for Cambridgeshire as we possibly can.

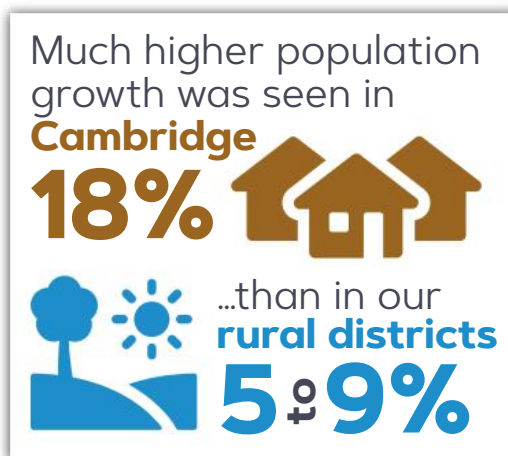
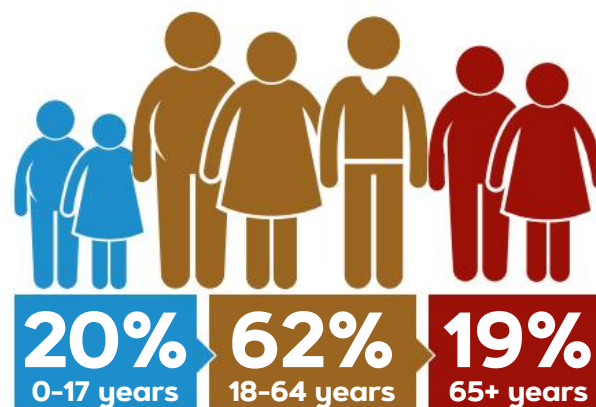
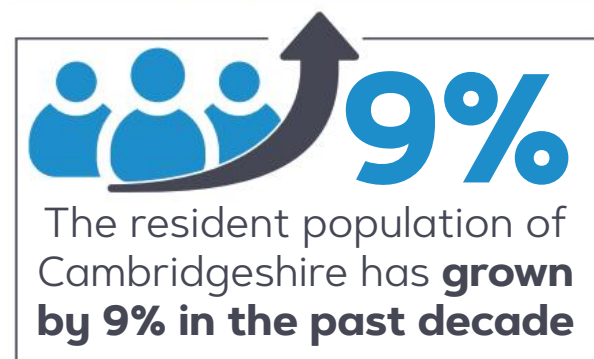
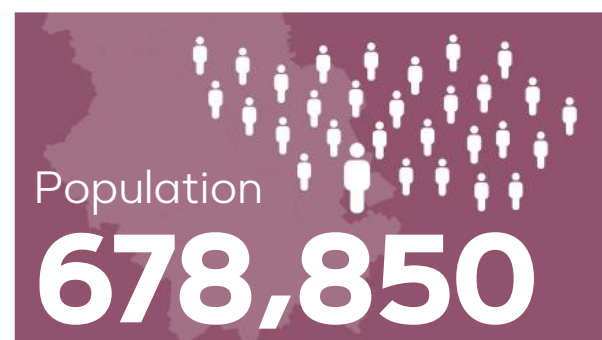
It is in this way, I believe, residents will see us continuing to make good on our vision to create a Greener, Fairer and more Caring Cambridgeshire, as we continue to support a growing county and focus upon tackling the deep rooted inequalities by always thinking like residents and acting like taxpayers.



**Dr Stephen S. Moir**  
Chief Executive of  
Cambridgeshire  
County Council

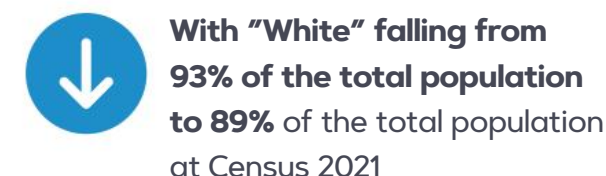


# Cambridgeshire and its people



## Communities have become more diverse, ESPECIALLY IN CAMBRIDGE

The proportions of the population in all high level ethnic groups apart from "White" have increased since 2011



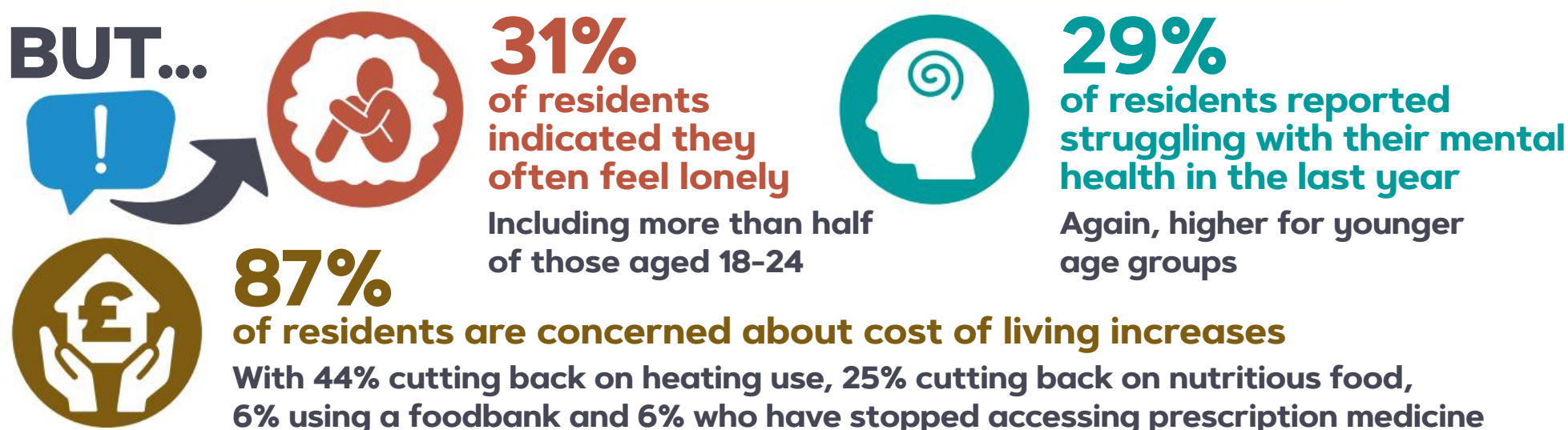
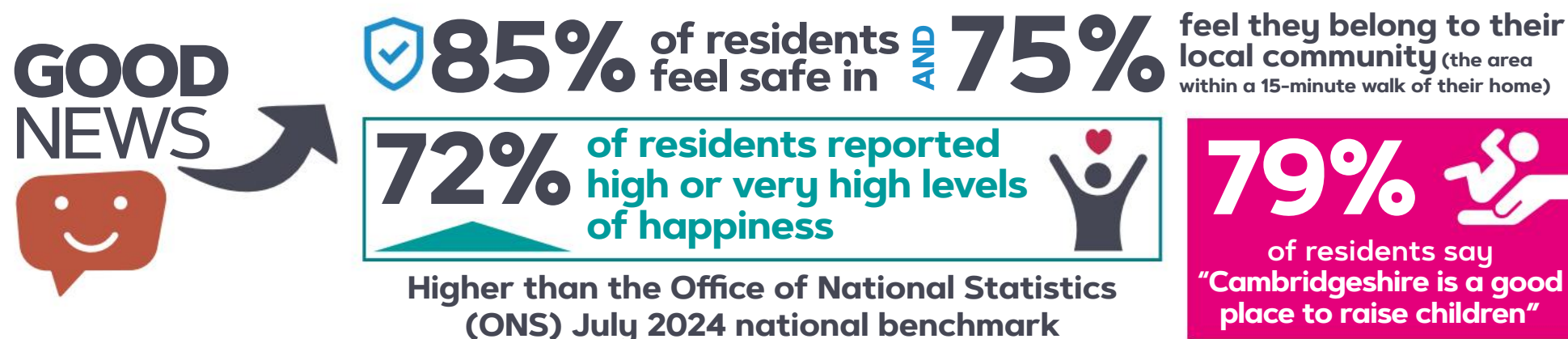
All districts have seen a notable increase in the **White: Other** ethnic groups since Census 2011



Source: ONS, Census 2021

# Cambridgeshire and its people

In 2024 Cambridgeshire County Council – working with an independent market research company – ran its second Quality of Life Survey, involving 5,500 people broadly representing the demographic make-up of the County. We aim to repeat this survey again in 2025.



# The Cambridgeshire County Council Vision



“ Create a **greener**, **fairer** and more **caring** Cambridgeshire ”



We want to be ‘greener’, because tackling the climate crisis and looking after nature is necessary to help our communities to thrive in a changing environment.



Carbon footprint for  
Cambridgeshire in 2022:

**6.45 MILLION  
TONNES CO<sub>2</sub>e**



the **largest share** was from  
**transport**, followed by the  
**Land Use, Land Use Change  
and Forestry (LULUCF)** sector



Source: DESNZ data

**NET CARBON FOOTPRINT**  
for Cambridgeshire County  
Council in 2023/24:

**103,255 TONNES CO<sub>2</sub>e\***



the **largest share**  
was from **WASTE**

Source: CCC Carbon Footprint Report 2022-23

\*All scopes including indirect emissions, excluding rural estates, and after reductions



# The Cambridgeshire County Council Vision



“ Create a **greener, fairer** and more **caring** Cambridgeshire ”



We want to be ‘fairer’, because the pandemic and cost of living crisis that followed have worsened inequalities in health, income and education, and we need to make sure the prosperity enjoyed in some parts of the County is enjoyed by all.

**Cambridgeshire** has 16 Lower Layer Super Output Areas (LSOAs) in the 20% most relatively deprived nationally as measured by the Indices of multiple deprivation 2019

**11 of these are in Fenland,  
3 in Cambridge City and  
2 in Huntingdonshire**



Source: CCC Indices of Multiple Deprivation 2019 – Key Findings in Cambridgeshire and Peterborough



## LIFE EXPECTANCY

figures for males and females is **NOT** the same across the county

The range for males is **78.5 years** in Fenland through to **83.1 years** in South Cambridgeshire

78.5  
TO  
83.1



For females life expectancy is slightly higher than for males. However there are still inequalities with Fenland at **82.2 years** through to South Cambridgeshire at **85.9 years**

Source: Cambridgeshire & Peterborough Insight <https://cambridgeshireinsight.org.uk/jsna-2023/all-dashboards/jsna-2023-dashboards-life-expectancy/>



# The Cambridgeshire County Council Vision



“ Create a **greener, fairer** and more **caring** Cambridgeshire ”



We want to be more 'caring', because the most vulnerable in our County are the most at risk of needing additional care and support. We can reduce these risks by intervening early to prevent further escalation of need.



Around  
**3,000**  
carers  
supported  
in 2023-24



Over **8,000** children  
supported with Education  
Health and Care Plans (EHCPs)

As of October 2024

AN INCREASE  
OF 71% since  
January 2020

Over 2,750 children's social  
care cases at any one time...  
including around 600 children in care  
aged 0-17 and around 300 children  
with a recorded disability



**1,519**  
PUPILS

in schools  
with caring  
responsibilities  
identified in  
January 2024



**10,915**  
PUPILS

with special education needs in schools  
who receive 'SEN Support' rather than  
having an EHCP reported in January 2024



Over 5,700 children  
supported with an  
early help episode  
between September 2023  
and September 2024



Around 8,300 adults aged  
18+ received long-term  
social care in 2023-24

Fully or partially funded by the  
County Council





# The Cambridgeshire County Council Vision

We will deliver this vision by being Closer to our Communities, taking a 'decentralised' approach to our relationships with our partners, communities and residents, so that Cambridgeshire can become greener, fairer and more caring in the ways that are most suitable to the variety of people and communities we serve.

To do this we have SEVEN ambitions:

## Ambition 1

Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes



## Ambition 2

Travel across the county is safer and more environmentally sustainable



## Ambition 3

Health inequalities are reduced



## Ambition 4

People enjoy healthy, safe and independent lives through timely support that is most suited to their needs



## Ambition 5

People are helped out of poverty and income inequality



## Ambition 6

Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised



## Ambition 7

Children and young people have opportunities to thrive



Delivering these ambitions often involves us working with all our partners including the voluntary sector, businesses and communities to tailor services around people, families and the communities they live in.

# Ambition 1

## Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes



Cambridgeshire's 2024 Quality of Life Survey showed 79% of respondents were concerned about climate change, and 79% wanted the council to do more to protect and enhance the natural environment.

### To achieve this Ambition we will:

- Plan for and manage climate risk, so we can cope with the impacts our changing climate brings
- Reduce the council's direct carbon emissions to net zero by 2030
- Support partners, residents, businesses and communities to live and work more sustainably
- Help build a local circular economy to increase reuse and recycling whilst minimising waste
- Embed net-zero by design and climate resilience into our transport delivery and infrastructure asset maintenance
- Maximise the extent and quality of nature areas across Cambridgeshire, giving more people access to green space
- Support Local Nature Groups that manage and enhance their communities' green spaces
- Support Community Flood Groups to build resilience in areas at risk of flooding
- Improve insulation of homes and ensure new homes are sustainable



### We will get Closer to Communities by:

Facilitating more community-led plans for decarbonisation and biodiversity

### We will track progress by:



Monitoring our annual county-wide carbon footprint data

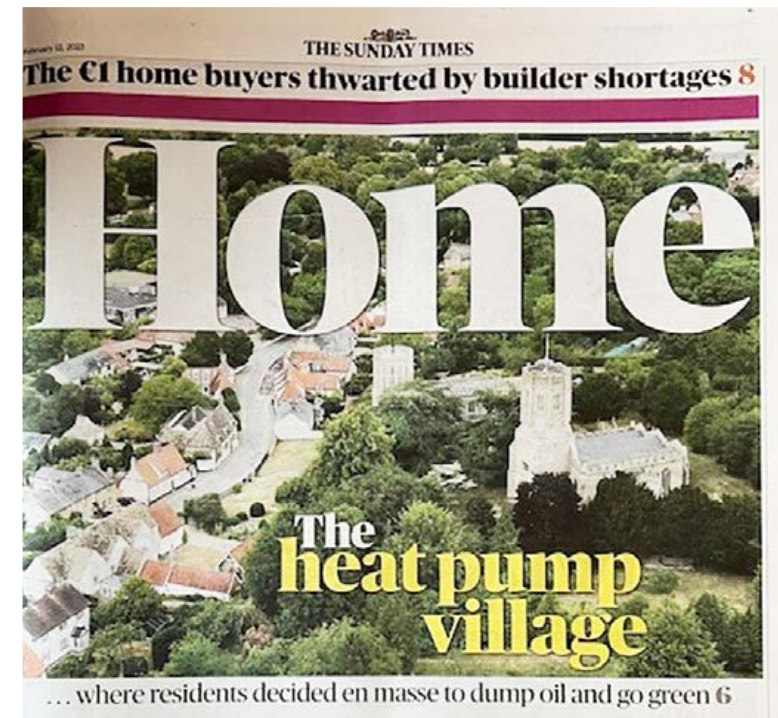


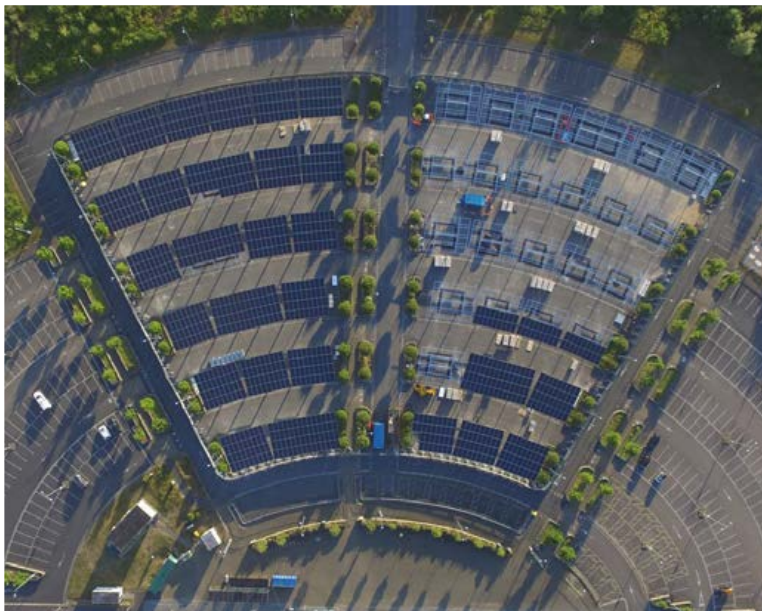
Measuring biodiversity to establish where and how we can bring the biggest benefits to nature

# Ambition 1

## Since launching this Ambition we have:

- ✓ Reduced the council's scope 1 and 2 (direct) carbon emissions by 42% from 2018-19 to 2023-24, with 25 council building heating systems replaced with low carbon heating, saving an estimated 435 tCO<sub>2</sub>e per annum at a cost of £6.4 million (£3.4 million of this coming from successful grant applications). In the same period, the council's scope 3 (indirect) emissions have reduced by 39%
- ✓ Launched a pilot home energy efficiency and low carbon heating service to engage and inform residents in Friday Bridge, Fenland
- ✓ Collaborated with City and District Councils to onboard five new contractors to deliver housing retrofits across Cambridgeshire and retrofitted 78 off-gas houses to reduce energy costs for households
- ✓ Constructed the St. Ives Smart Energy Grid comprising solar canopies, battery storage and EV charging. This opens during 2024 and will supply clean green electricity locally
- ✓ Introduced a climate-based corporate outcome as part of our staff appraisal system and essential training for all council staff
- ✓ By June 2024, 47 businesses signed up to the council's Climate Change Charter when bidding to supply council services
- ✓ Secured £4.9 million of grant funding to decarbonise heating systems across 21 schools, with 10 schools completed, saving 492 tCO<sub>2</sub>e per year





## Since launching this Ambition we have:

- ✓ Won an international Edie Award for the Swaffham Prior Renewable Heat Network, a community led project delivered by Cambridgeshire County Council, working in partnership with Swaffham Prior Community Land Trust, Government and Equans. The Project has seen 64 homes connected to renewable heating, with more planned
- ✓ Worked with community flood groups across Cambridgeshire and given grants to Alconbury Weston, Tilbrook, Hilton, Eltisley, Ramsey, Caxton, Cottenham, Landbeach and Broughton for watercourse improvement works to help them respond to this growing risk
- ✓ Hosted an eco-fair at Ely Library, bringing together members of the public with champions for local and regional environmental initiatives





## Travel across the county is safer and more environmentally sustainable



Cambridgeshire's 2024 Quality of Life Survey showed the condition of our roads and pavements was among residents' top concerns, but users were highly satisfied with waste management and street lighting.

### To achieve this Ambition we will:

- Work with our partners to deliver a single vision for transport across Cambridgeshire
- Engage with our partners and communities to secure the greatest achievable benefits from major highway schemes and new developments
- Work with the Cambridgeshire and Peterborough Combined Authority and the Greater Cambridge Partnership to enhance bus services and provide a sustainable long term local funding solution for bus service support
- Become an Active Travel Centre of Excellence that sees more residents safely participating in active travel
- Promote and facilitate alternatives to fossil fuel-based car travel
- Work through the Vision Zero Partnership to achieve a consistent reduction in deaths or serious injuries by 2040
- Support local communities through the Local Highways Improvement programmes
- Recycle and reuse materials in our highways projects
- Manage highways infrastructure in a safe and functional state



### We will get Closer to Communities by:

Supporting communities to participate in decision making about their local transport networks

### We will track progress by:

- ☒ Monitoring the number of motorised vehicles and the take up of cycling and walking
- ☒ Assessing the condition of our road network
- ☒ Monitoring the numbers of killed or seriously injured casualties

## Ambition 2

### Since launching this Ambition we have:

- ✓ Delivered approximately 60 Local Highway Improvement Projects, which are often focussed on addressing road safety and speed reduction on behalf of local communities
- ✓ Consulted on and agreed a new Active Travel Strategy and secured £910,000 to develop and construct five new Active Travel schemes across the county
- ✓ Delivered significant upgrades to active travel infrastructure through our DTSA programme at Barton Road (£600,000) and Storeys Way (£170,000) in Cambridge, the Broadway in St Ives (£300,000) and Ditton Lane in Fen Ditton (£250,000) and continued to work with communities and elected representatives countywide to design and progress over 20 projects which are focussed on more sustainable and safer travel through new, or upgrades to existing, infrastructure
- ✓ Committed to spend approximately £12.5 million on 22 major carriageway maintenance upgrades countywide, and approximately £1.8 million on 11 individual footpath and cycle path renewals to enable safer, more sustainable travel for highway users across the county
- ✓ Delivered 54 drainage maintenance schemes, committed to spend £1.2 million on delivering eight significant drainage upgrades across the county while finalising detail on another seven drainage schemes, to improve road safety





### Since launching this Ambition we have:

- ✓ Maintained over 4,600 km of carriageway, 2,936 km of footways and cycleways, 950 road bridges, 142 pedestrian and cycle bridges, 108,751 gullies and 54,286 street lights across the county and repaired around 60,000 potholes each year
- ✓ Provided expert feedback on nine Nationally Significant Infrastructure Projects (NSIPs), to support and enhance our local areas
- ✓ Seen the number of those seriously injured on Cambridgeshire's roads drop by 5% since 2019, with the current trend remaining downwards



## Health inequalities are reduced



Cambridgeshire's 2024 Quality of Life Survey showed 29% of residents struggled with mental health issues and 31% with physical health problems, and while our level of smoking, vaping or drinking are in line with national averages, they are more prevalent among younger people.

### To achieve this Ambition we will:

Work with partners and the Cambridgeshire and Peterborough Health and Wellbeing Board to support the Integrated Care System to:

- Improve outcomes for our children and young people
- Reduce inequalities in preventable deaths for those under 75 years old
- Increase the number of years that people live in good health
- Create an environment that gives people the opportunity to be as healthy as they can be
- Reduce poverty through better employment and housing
- Combat health inequalities by ensuring that all council policies contribute to the better health of our population
- Protect and enhance the council's directly provided services and guarantee the oversight of elected Members in shaping these services



### We will get Closer to Communities by:

Responding to local priorities to act on wider determinants of health – for example, by designing and delivering family learning alongside communities and local solutions to local issues, such as loneliness or opportunities for exercise

### We will track progress by



- Monitoring healthy life expectancy
- Reducing the number of preventable deaths before the age of 75
- Scrutinising the quality of the council's public health programmes, prioritising activities which can genuinely make a difference



## Ambition 3

### Since launching this Ambition we have:

- ✓ Delivered staff and member training on the wider determinants of health
- ✓ Developed and launched the Joint Health and Wellbeing Strategy for Cambridgeshire and Peterborough, embedding prevention into all priorities, with regular progress reporting against the four priority areas to the Joint Health and Wellbeing and Integrated Care Partnership Board
- ✓ Launched a mental health campaign for LGBTQ+ young people alongside the Kite Trust building on research from the charity Just Like Us showing that LGBTQ+ young adults are more than twice as likely to hurt themselves deliberately than non-LGBTQ+ young adults. Evaluation showed that 70% of respondents in the target group had seen the campaign, and 67% learnt something new from it or said it was helpful to them
- ✓ Improved the accessibility of resources on the 'Keep Your Head' and 'How Are You' websites and produced an easy read guide for people who have had contact with the criminal justice system to ensure they are aware of the mental health resources available to them. The 'Keep Your Head' website was also refreshed, with improved navigation, accessibility, and bespoke content for adults, young people, carers and professionals
- ✓ Introduced 27 strength and balance classes, benefitting 316 people, across Cambridgeshire in the last year to support our approach to falls prevention and improve the amount of time people can remain active, with five of these classes introduced in Assisted Living Shelters in Cambridge
- ✓ Issued Prevention of Future Death Reports to raise awareness of preventable deaths



# Ambition 3



## Since launching this Ambition we have:

- ✓ Launched 'Know Your Neighbourhood' in Chatteris and March, a project supported through funding from the Department for Culture, Media and Sport. Fenland has been identified as one of 27 areas with the highest rates of loneliness and isolation in the UK. The project aims to reduce loneliness through volunteering and encouraging individuals to join in with groups and events. The launch was attended by over 800 people over two days
- ✓ Organised an 'Obesity Summit' that was attended by representatives from a wide range of organisations, including national and local academics and providers, to help them in their work to support those struggling with obesity
- ✓ Participated in the HMRC led Operation CeCe aimed at disrupting the activities of sellers of illicit tobacco, including the seizure of 5,288 non-compliant vapes found to contain higher levels of nicotine than they should
- ✓ Undertaken underage sales operations to tackle the sale of age restricted products to young persons

## People enjoy healthy, safe and independent lives through timely support that is most suited to their needs



Cambridgeshire's 2024 Quality of Life Survey showed disabled residents and people aged over 65 were more likely to struggle living independently. People reporting they had recently had a fall were 23% more likely to be disabled, over 65 or unemployed.

### To achieve this Ambition we will:

- Promote early intervention and prevention measures to improve physical and mental health and wellbeing
- Involve local people in shaping services, which focus on helping people early, fully coordinating with the NHS and our other partners
- Deliver care at a more local, neighbourhood level, personalising care around the individual in ways that maintain high quality services for people who need them, and which empower people and communities to stay healthy, connected, safe and independent
- Protect and enhance people's choice and control, adopting a rights-based approach to service delivery
- Commission services that drive up the quality and dignity of care work and bring additional benefits to Cambridgeshire's people and communities
- Ensure adults at risk are safeguarded from harm in ways that meet their desired outcomes, providing transparency and accountability in cases where the health and care system falls short
- Continue to expand digital connectivity coverage across the county to reduce the risk of digital exclusion preventing people from accessing social care services



**We will get Closer to Communities by:** Continuing to deepen engagement with, and participation in, the work of Integrated Neighbourhoods, which are local partnerships of health, emergency services, voluntary and community sector and council services usually centred on local clusters of GP surgeries

### We will track progress by

- ☒ Monitoring the social care related quality of life
- ☒ Monitoring the number of permanent admissions to care homes



## Ambition 4

### Since launching this Ambition we have:

- ✔ Launched a new social work academy and boosted training and career opportunities for local care workers. Over 450 Care Professionals have recorded achievements and gained care certificates, and 50% of our contracted providers have signed up to the portal, allowing many more care professionals to access benefits to support their development
- ✔ Launched Individual Service Funds in East Cambridgeshire, which allow a third party to manage a person's care and support budget in line with the person's wishes
- ✔ Started delivery of the Self-Directed Support Programme, which was co-designed with stakeholders and gives people more choice, control and flexibility in how their care needs are met
- ✔ Provided over 5,000 hours of homecare capacity by creating 49 additional care micro-enterprises, which consist of local people supported to set up their own small businesses that provide their neighbours with personalised care and support, amongst other services that support independence at home
- ✔ Had 82% of reablement interventions result in no further request for long-term support in 2023-24, compared to a regional average of 74.5% and a national average of 77.5% for 2022-23
- ✔ Had 80% of completed occupational therapy interventions result in a positive outcome such as risk minimisation, improved independence or wellbeing, or informal carer support and 79% of Technology Enabled Care (TEC) assessments result in a positive outcome at the point of delivery



## Ambition 4



### Since launching this Ambition we have:

- ✓ Awarded £250,000 in seed-funding to 25 grass roots community groups and other Voluntary, Community and Social Enterprise sector organisations to meet locally-identified needs and pilot new and innovative ways of supporting older adults to live independently in their communities
- ✓ Launched Healthier Futures, a programme that identifies those most at risk of cardiovascular disease, inviting them to be weighed, have NHS Health Checks alongside blood pressure and cholesterol levels checks and commence treatment if necessary
- ✓ Launched an interactive falls prevention self-assessment tool called 'Steady on Your Feet' to enable adults to independently screen their own risk factors for falls and take action to reduce their risk. Over 2,000 people visited the website between October 2023 and September 2024, with 618 assessments completed
- ✓ Hosted the new High Impact Use Team to offer a service supporting the people who most frequently attend A&E for non-medical reasons, helping to move support for them from hospitals to communities
- ✓ Successfully bid to become a national pilot site for the introduction of a workplace NHS Health Check programme, which was praised for its innovative use of digital technology that linked participant data to their GP practice
- ✓ Opened the newly renovated TEC Smart Flat, which is a dedicated space to showcase technology that supports everyday living and is equipped with a wide range of technology to reduce inequalities and support people to continue to live in the community
- ✓ Launched the Bridgit Self-Help for Carers tool, providing carers with the information, guidance and resources they need to navigate their caregiving journey

## People are helped out of poverty and income inequality



Cambridgeshire's 2024 Quality of Life Survey showed 87% of residents were concerned about cost of living increases, with 44% cutting back on heating use, 25% cutting back on nutritious food, 6% using a foodbank and 6% who have stopped accessing prescription medicine.

### To achieve this Ambition we will:

- Develop an Anti Poverty Strategy for Cambridgeshire in collaboration with our partners, and informed by those who have experienced poverty, that addresses crisis support and the underlying causes of poverty in the county
- Support people to maximise their income to support them in a crisis
- Help households in need to boost their income and reduce their outgoings
- Work with our partners to ensure that support for people is straightforward, equitable and does not stigmatise
- Support families with access to free school meals and help for families during school holidays
- Support entry to, and good quality participation in, the labour market
- Ensure people can access support to develop their skills as a route to financial security
- Influence our suppliers and providers to pay the real living wage



### We will get Closer to Communities by:

Facilitating data sharing to identify those people who are at risk and creating place-based partnerships that can provide wrap-around support

### We will track progress by



Monitoring the number of universal credit claimants



Monitoring the percentage of learners who join us with few or no qualifications, who go on to further learning, work, or apprenticeships



## Ambition 5

### Since launching this Ambition we have:

- ✓ Delivered more than £10 million in direct support to households who are struggling financially, school holiday food vouchers for more than 22,000 Cambridgeshire children on free school meals and initiatives such as income maximisation and basic household goods all funded through the Household Support Fund
- ✓ Provided Council Tax relief to our care-experienced young people
- ✓ Continued to achieve a figure for young people not in education, employment or training which is lower than the average for statistical and local neighbour councils, performing in the top 20% of local authorities for most of 2023-24
- ✓ Paid our employees the real living wage
- ✓ Increased our funding to care providers so that they can pay their employees the real living wage
- ✓ Introduced initiatives such as school uniform and winter clothing swap shops and access to free data SIM cards in libraries
- ✓ Worked closely with partners to design, recruit and launch the Cambridgeshire Poverty Strategy Commission, which tasks an independent group of commissioners with finding out about the lived experience of poverty to inform recommendations about future support



## Ambition 5



### Since launching this Ambition we have:

- ✓ Worked with partners to deliver Cambridgeshire Skills to over 5,000 learners across 88 locations
- ✓ Worked with primary schools and parents to introduce new courses like 'Ready Steady Slow Cooker' to support learners to gain skills to help with the cost of living







## Ambition 6

**Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised**



Cambridgeshire's 2024 Quality of Life Survey showed 75% of residents feel connected to their local area, and there are high levels of satisfaction with services available to all such as waste management, street lighting and library services, but 59% of residents are concerned about investment and jobs.

### **To achieve this Ambition we will:**

- Promote a mixed economy in council services, expanding the number of directly provided in-house services, where appropriate, and offering better access to local community groups to be able to work as our partners
- Work alongside the Cambridgeshire and Peterborough Combined Authority to ensure the support for skills development is accessible, targeted and relevant
- Support the local economy to keep more of the Cambridgeshire pound local
- Support small business start-ups, self-employment and social enterprises
- Secure additional benefits and greater social value for our communities when we procure and commission goods and services



### **We will get Closer to Communities by:**

Participating in local community wealth building partnerships, where large institutions such as health trusts and universities use their spending to encourage more locally-owned businesses

### **We will track progress by**



Monitoring the social value, or additional benefits for communities, achieved from goods and services the council purchases



Monitoring the percentage of organisational spend that is locally based

## Ambition 6

### Since launching this Ambition we have:

- ✓ Outlined Closer to Communities pilots and delivered Enabling Growth Outdoors to support young people aged 10-18 not in mainstream education at Wisbech Community Farm, as part of the pilot schemes. Enabling Growth Outdoors is designed to support young people with emerging mental health difficulties and difficulties within education to raise their aspirations and access informal education
- ✓ Extended access to libraries and achieved Library of Sanctuary status in recognition of our work to support those who are seeking refuge in our county
- ✓ Launched the Cambridgeshire Migration Partnership, bringing together statutory and Voluntary, Community and Social Enterprise sector organisations with a focus on working directly with refugees, those seeking asylum and others newly arrived in the UK
- ✓ Appointed a Migrant Policy and Partnerships Officer – a post created following a decision made by Full Council to increase local level support for asylum seekers and migrants
- ✓ Helped support economic growth through the provision of advice to 133 Cambridgeshire businesses since April 2024
- ✓ Exceeded the government's target of 85% gigabit capable coverage more than a year ahead of schedule and delivered superfast broadband infrastructure to 98.6% of properties in Cambridgeshire and Peterborough through the Connecting Cambridgeshire programme





### Since launching this Ambition we have:

- ✓ Launched the March Library EverySpace – an innovative and inclusive Government grant-funded modification of the library space that aims to help local people connect, share, create and discover together with accessible, dementia-friendly and autism-friendly design at the heart of the project
- ✓ Collaborated with the Bar Hill Community Association on the Europe Challenge-funded 'Meet. Eat. Art.' project in Bar Hill Library, which brought newly arrived migrants and locals together to cook and share skills through monthly community kitchens and arts activities



## Children and young people have opportunities to thrive



Cambridgeshire's 2024 Quality of Life Survey showed 79% say Cambridgeshire is a good place to raise children, 68% believe children are safe and 66% that they have access to great education, but 31% of parents said their child had suffered from mental health issues in the last year, and 47% of those who use them aren't satisfied with services for children with special educational needs or disabilities (SEND).

### To achieve this Ambition we will:

- Provide families with high quality pre-birth and early years support
- Ensure our children are ready to enter and exit education prepared for the next phase in their lives
- Ensure all children have access to education from early years through to post 16 provision
- Challenge and support all settings to set high aspirations for all children and young people
- Protect children and young people from harm using safeguarding approaches
- Improve outcomes for children and young people with complex needs, including mental health needs
- Meet special educational needs early and locally
- Ensure that young people who experience care can access the support they need to move into adult life
- Work with partners to coordinate NHS, Early Help and Social Care, upholding our principles of directly providing services where this delivers the best outcomes for residents, and guarantee the oversight of locally elected and accountable bodies in shaping these services



### We will get Closer to Communities by:

Designing youth services in partnership with young people, their families and the local voluntary and community sector

### We will track progress by

- ☒ Monitoring the educational outcomes of our children in care
- ☒ Monitoring the educational attainments as key stages of learning
- ☒ Monitoring the number of children with a child protection plan



## Since launching this Ambition we have:

- ✓ Received Government agreement for the Department of Education to fund and build two new special free schools in the county: a 210-place, multiple needs school in March and a 60-place school in Gamlingay for children with Social, Emotional and Mental Health (SEMH) needs
- ✓ Become the 3rd County Council in the country to recognise 'care experience' as a protected characteristic as part of a UK wide campaign
- ✓ Received an additional £563,200 in grant funding because we evidenced that we helped 704 families in need to achieve significant and sustained progress, meeting targets set by the Ministry for Housing, Communities and Local Government
- ✓ Funded and facilitated the Young People Preparing for Adulthood Festival, which was codesigned with children and young people, parents and carers and attended by 188 young people, 171 parents and carers, and 163 stallholders and professionals
- ✓ Established a School-aged Health Improvement Partnership to focus on initiatives which will improve the health and wellbeing of children and young people
- ✓ Developed, commissioned and recommissioned services to support the health and wellbeing of children and young people, which includes a community-based Healthy Child Programme, support for parents of children with mental health issues, a service to address childhood anxiety and school absenteeism and a new School-aged Health Improvement and Prevention Service (SHIPS)



## Preparing for Adulthood SEND Festival

My Life: My Future

From 22nd April
2024

May

**03**

**PfA Full-day event at  
The Burgess Hall, St Ives**

⌄ From 10am to 2pm

- Free event for SEND young people and their families as the young people begin to think about their future.
- Offering support, advice and fun activities such as *silent disco, ping pong, bowling and indoor picnic.*

Don't miss out!

April

**22**

**PfA Online and smaller  
activity sessions**



## Since launching this Ambition we have:

- ✓ Supported the Fullscope training programme for GPs and school staff in understanding self-harm in children and young people, with the 'Ask Me How I Am' training being nominated for an NHS Parliamentary Award for excellence in mental health care
- ✓ Commissioned Nessie in Ed, an organisation that provides mental health support for children and young people, to deliver a programme of work to support schools and families with children who are experiencing social anxiety related to poor school attendance
- ✓ Commissioned the Luna Foundation to deliver suicide bereavement training to colleagues across our Integrated Care System to better support young people bereaved by suicide. The training was attended by 38 professionals from various charities and local authority services with 100% of attendees who supplied feedback saying they felt more comfortable supporting the young people in their service
- ✓ Delivered relational and trauma informed training to 108 education settings and 129 council officers
- ✓ Funded Opportunity Area and Priority Area programmes that have resulted in a significant increase in Year 1 phonics outcomes for children in Fenland

# Our Future Council

## WHY?

As we look to the future, Cambridgeshire County Council will need to continue to deliver cost-effective public services that support improved outcomes for residents through a relentless focus on innovation.

The Our Future Council Change Strategy outlines our approach to organisational change through clearly articulated principles and programmes designed to achieve the following impacts of change:

Improved outcomes for residents and communities

Improved public trust to spend money wisely and deliver good services

Financial sustainability through improved productivity that delivers value for money and balanced budgets

## HOW?

Our Future Council has two types of principles that interact to create a balanced approach to change:

### Solid foundation principles

How we consistently get the basics right and maintain a secure position to innovate from:

Honest communication

Trusting relationships

Long term planning

Strong scrutiny and audit

Clear roles and accountability

Appropriately skilled workforce

Effective IT systems

Evidence-based decision making

### Innovation principles

How we focus our innovation across four themes:

Preventative

Place based

Digital

Collaborative

## WHAT?

Our Future Council programmes will be delivered through a cross-council **portfolio approach** that is governed by a Change Board and evaluated through our Performance Management Framework. The initial focus will be on:

Assets

Commissioning and commercial

Customer engagement / experience

Digital, data and technology

Target operating model

# Our Shared Ambition

Our vision and ambitions align with those of our public sector partners, which is why we have agreed to work together on commitments to achieve key outcomes for the wider region by 2050.

## For an Equitable region, we will...

- Harness health and wellbeing
- Provide education, skills and employment for all
- Deliver homes for all
- Build safer communities

## For a Connected region, we will...

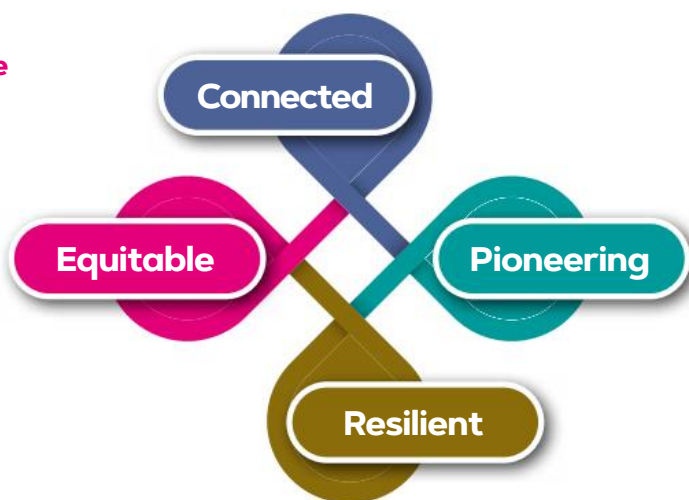
- Champion sustainable regional mobility
- Connect communities
- Amplify all voices
- Enhance our cultural experience

## For a Resilient region, we will...

- Plan for advanced water management
- Let nature and biodiversity flourish
- Secure local energy

## For a Pioneering region, we will...

- Be the place to invest
- Grow our high-value sectors
- Maximise the benefit of investment



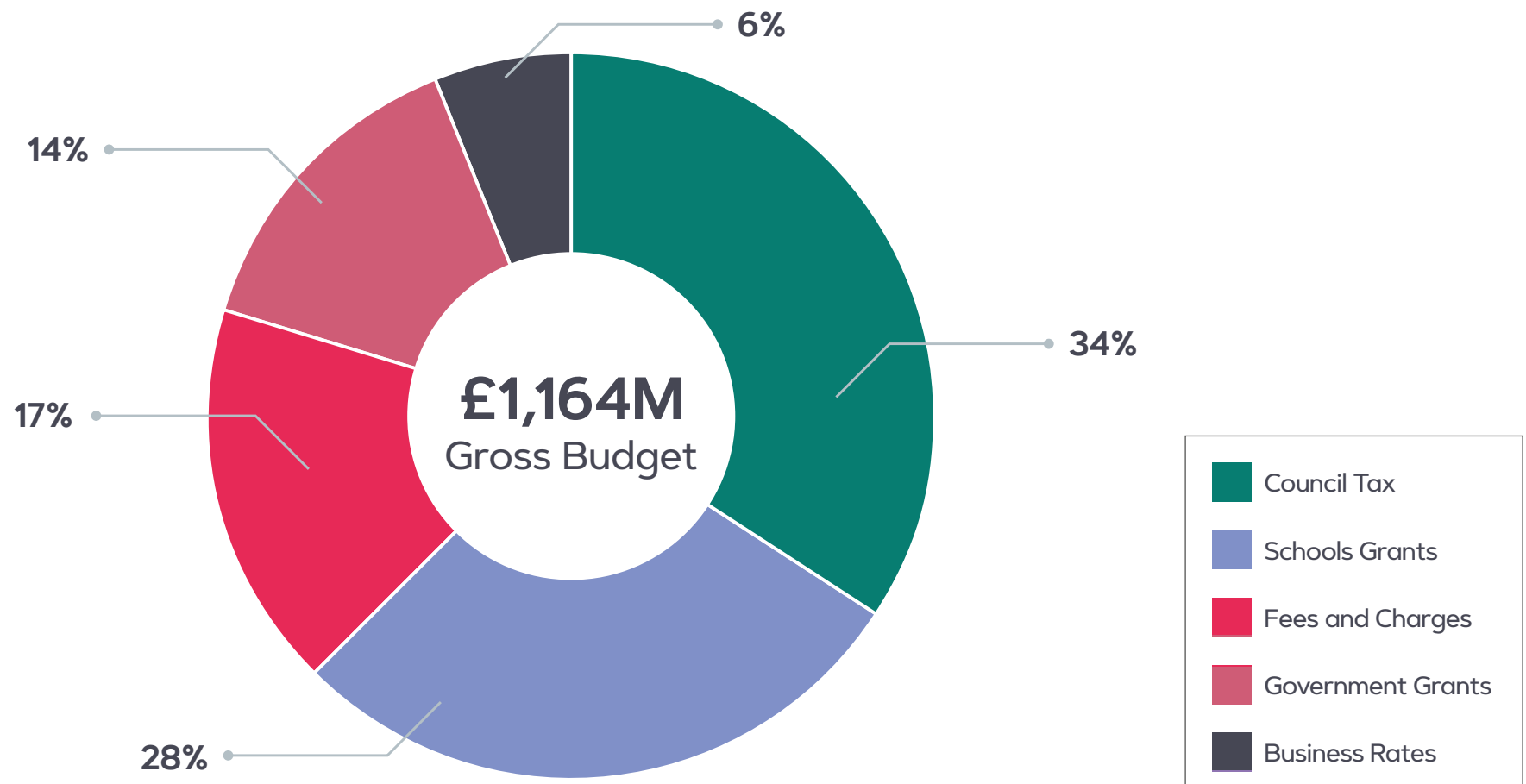
<a href="#">Anglian Water</a> <a href="#">Arts Council England</a> <a href="#">ARU Peterborough</a> <a href="#">Buro Happold</a> <a href="#">Cambridgeshire ACRE</a> <a href="#">Cambridge City Council</a> <a href="#">Cambridge Council for Voluntary Services</a> <a href="#">Cambridge Living Streets</a> <a href="#">Cambridge Regional College</a> <a href="#">Cambridge United Foundation</a> <a href="#">Cambridge University Health Partners</a> <a href="#">Cambridgeshire and Peterborough Integrated Care Board</a> <a href="#">Cambridgeshire and Peterborough Combined Authority</a>	<a href="#">Cambridgeshire Chambers of Commerce</a> <a href="#">Cambridgeshire County Council</a> <a href="#">Cambridgeshire Fire and Rescue Service</a> <a href="#">Camcycle</a> <a href="#">College of West Anglia</a> <a href="#">East Cambridgeshire District Council</a> <a href="#">Eastern Education Group</a> <a href="#">Ely Cycling Campaign</a> <a href="#">Federation of Small Business</a> <a href="#">Fenland District Council</a> <a href="#">Hills Road Sixth Form College</a> <a href="#">Homes England</a> <a href="#">Huntingdonshire District Council</a> <a href="#">Innovate Cambridge</a>	<a href="#">Inspire 2Ignite CIC</a> <a href="#">Long Road Sixth Form College</a> <a href="#">Nene Park Trust</a> <a href="#">Newlands Development</a> <a href="#">National Institute of Agricultural Botany</a> <a href="#">Office of the Police and Crime Commissioner for Cambridgeshire and Peterborough</a> <a href="#">Oxford to Cambridge pan-Regional Partnership</a> <a href="#">Peterborough City Council</a> <a href="#">Social Enterprise East of England</a> <a href="#">South Cambridgeshire District Council</a> <a href="#">Stagecoach</a> <a href="#">St Neots Initiative</a>
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# Where the Council's budget comes from

Our annual Business Plan describes how we use our resources to achieve the priorities of the Council.

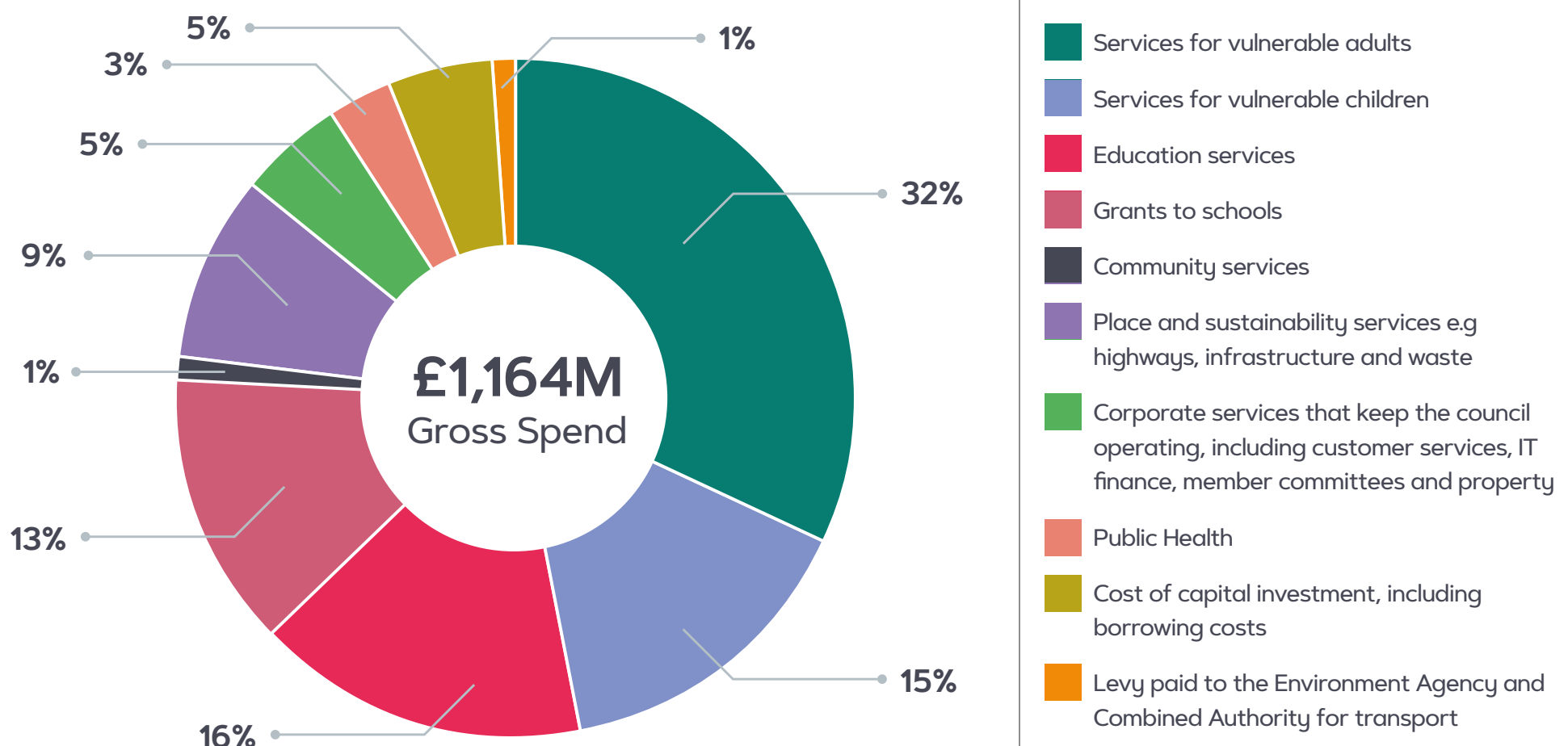
The chart below shows how the 2024-25 budget is made up.



# Where the Council's budget is spent

Our annual Business Plan describes how we use our resources to achieve the priorities of the Council.

The chart below shows how the 2024-25 budget will be spent.







## Our Future Council - Change Strategy

To: Strategy, Resources and Performance Committee

Meeting Date: 31 October 2024

From: Chief Executive

Electoral division(s): All

Key decision: No

Forward Plan ref: Not Applicable

Executive Summary: In response to the challenges and opportunities facing Cambridgeshire County Council 'Our Future Council' sets out a strategy for the type of organisation the council will strive to become by 2030. As Cambridgeshire County Council's first cross-organisational strategy for coordinating and achieving change, it creates a framework in which innovation will drive improved effectiveness, efficiency and productivity in council services to deliver financial sustainability, improved resident outcomes and increased public trust.

Recommendation: The Strategy, Resources and Performance Committee is asked to:

- a) Approve the 'Our Future Council' change strategy (Appendix 1); and
- b) Delegate any amendments to this strategy, approved at the committee, to the Executive Director of Strategy and Partnerships, in consultation with the Chair and Vice Chair of the Strategy, Resources and Performance committee.

Officer contact:

Name: Joe Lacey-Holland

Post: Service Director: Policy, Insight and Change

Email: [joe.lacey-holland@cambridgeshire.gov.uk](mailto:joe.lacey-holland@cambridgeshire.gov.uk)

# 1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 The strategy set out in 'Our Future Council' addresses the council's need to evolve and adapt over the coming years so that it can secure its financial stability and maintain the capabilities to deliver the council's vision to create a greener, fairer and more caring Cambridgeshire and deliver its seven Strategic Framework ambitions for residents.

## 2. Background

- 2.1 The purpose of a change strategy like 'Our Future Council' is to set out an organisation's high-level vision and an approach to transforming the way it operates. Developing a change strategy is often motivated by the need for an organisation to respond to challenges and pressures in the external environment. It therefore explains how an organisation understands the context in which it operates, and the expected future developments, and the ways it intends to adapt and innovate to mitigate risks and exploit opportunities. All of this means that a change strategy is formed by looking outside an organisation to decide what needs to happen inside an organisation for it to remain viable.
- 2.2 The key drivers for developing 'Our Future Council' (Appendix 1) for Cambridgeshire County Council include the need for it to maintain:
- the ability to respond and adapt to an increasingly complex and changing world around it
  - financial sustainability by managing service demand and macro-economic pressures through improved efficiency, effectiveness and productivity
  - the capability to deliver its seven ambitions toward a greener, fairer and more caring Cambridgeshire and therefore improve outcomes for residents and communities.
- 2.3 As well as creating a high-level strategy, 'Our Future Council' also provides direction and clear alignment of all relevant change programmes and projects across the organisation, enabling the council to:
- embed a shared, organisation-wide strategy for the future of the organisation through to 2030
  - establish a portfolio management structure for change delivery so that programmes and projects are clearly organised and focussed on achieving cross-cutting financial and non-financial benefits that impact multiple directorates
  - align planning of change programmes with the annual Business Plan and Budget cycle so there is an evolving portfolio of programmes and projects year-on-year
  - ensure accountability for the delivery of change through clear governance arrangements and standardised programme and project management standards
  - support the drive for further culture change so that working cross-council to deliver improved productivity, efficiency and effectiveness become part of the organisation's practices and behaviours.
- 2.4 'Our Future Council' has been developed through workshops with the Council's Corporate Leadership Team, Extended Leadership Team of Service Directors and Heads of Service across all directorates from Spring 2024 onwards. It has also been informed by best practice within local government and from outside the sector.

### 3. Main Issues

- 3.1 In line with the needs for a change strategy explained in 2.2 and 2.3, 'Our Future Council' was formed by looking outward and ahead at the challenges and opportunities the council is likely to encounter over the coming years. The strategy identifies three key interlinking factors that will influence change at the council:
1. Strategic Ambitions - the need for the council to deliver its strategic priorities
  2. Context - the need to respond to developments in the council's operating environment
  3. Finance - the need to set annual balanced budgets and therefore to increase efficiency and productivity.
- 3.2 These three factors inform the strategy's overarching vision, which describes what a 'future' Cambridgeshire County Council will look like:

'Our "Future Council" will continue to deliver cost-effective public services that support improved outcomes for residents through a relentless focus on innovation.'

While this vision describes the type of organisation the council will strive to become by 2030, it also recognises the uncertainty of the future and the likely need to adapt and evolve to currently unforeseeable developments. It is therefore proposed as a direction for the council to move in which offers the flexibility to adjust when necessary.

- 3.3 With this vision and strategy in place, 'Our Future Council' sets out a broad strategic approach to move the council in the direction of achieving this vision. This is comprised of a set of new organisational design principles that will determine how the council moves from its current organisational state to its desired future organisational state, and a set of three delivery 'portfolios' that provide a coherent structure for organising the delivery of change implementation.
- 3.4 The organisational design principles are directly informed by the strategy's emphasis upon cost-effectiveness, improved resident outcomes and innovation. They consist of eight 'Solid Foundation Principles', four 'Innovation Principles' and three 'Impacts of Change'.
- 3.4.1 The 'Solid Foundation Principles' capture the essentials of good governance, organisational culture and resource allocation that need to be in place for a well-managed council to effectively innovate and deliver change. Closely reflecting the characteristics of good governance developed by the Centre for Governance and Scrutiny, they are:
- Honest Communications
  - Trusting Relationships
  - Long Term Planning
  - Strong Scrutiny and Audit
  - Clear Roles and Accountability
  - Appropriately Skilled Workforce
  - Effective IT Systems
  - Evidence-Based Decision Making.

Alongside their inherent value in guiding a well-managed council, their strategic value lies in the enabling role they play in supporting the safe and secure conditions for innovation to flourish.

3.4.2 The four 'Innovation Principles' identify the kinds of innovation the council should pursue to realise the overarching vision for change. They provide a framework for the council to use in transforming its services, so they are more:

- Preventative
- Place Based
- Digital
- Collaborative.

These 'Innovation Principles' will be applied to the parts of the organisation where they will deliver the highest cross-organisational impact, such as the council's culture, workforce, service design, partnership arrangements, and use of physical assets and corporate resources. As concepts they reinforce each other, and in application they will often overlap, to form an integrated approach to innovation. Their strategic value lies in the guide to decision making and prioritisation of work they provide when identifying opportunities for improving the efficiency, productivity and effectiveness of council services.

3.4.3 The three 'Impacts of Change' describe the high-level indicators that the council is successfully realising its future council vision. They are:

- Financial Sustainability, the ability to set an annual balanced budget in the context of a rolling five-year financial plan
- Improved Outcomes for the people and communities of the county
- Improved Public Trust in the council.

The Quality of Life Survey, Business Plan and Budget and Corporate Risk Register will all be used to track progress toward these three impacts.

3.5 Applying the design principles requires change to take place across all the council's services. Since the uncertainty of the future requires the vision in 'Our Future Council' to allow flexibility, the council cannot plan an exact list or series of change programmes and projects that will take it from the present day to 2030. However, the council can put in place an effective delivery structure for change and begin to prioritise initial areas of focus.

3.6 To achieve this, the council will organise its change activity through three delivery portfolios comprising all relevant change programmes and projects. This portfolio approach is designed to ensure that change activity across the organisation is properly coordinated, effectively governed by the council's Change Board and delivered in line with the council's Project Management and Performance Management Frameworks.

3.7 The 'Future Council' delivery portfolio will contain the most significant programmes and projects of cross-cutting and council-wide change. At present, it consists of five change programme areas with high potential for realising the four 'Innovation Principles' and delivering financial and non-financial benefits for the council:



- Assets – Maximise the use of all our property assets to support efficient working and effective service provision.
- Commissioning and Commercial – Ensure the council gets the best value out of public money, takes an active role in the economic development of the area it is responsible for and achieving social value, and that our commissioning and commercial activity meets the needs of our residents.
- Customer Engagement / Experience – Review how we engage with our residents across the county to ensure that access is easy to use and designed around residents and their needs, achieving the right outcome without the need for repeat referrals or contacts, essentially creating a ‘no wrong door’ approach for residents.
- Digital, Data and Technology – Build the required foundations to leverage the use of digital, data and technology to improve customer experience and drive efficiencies in service delivery and a digital by design approach, whilst exploiting new opportunities such as Artificial Intelligence.
- Target Operating Model – Redesigning how the council is organised and operates to deliver our services closer to our communities, removing professional silos and creating integrated teams that work together to improve outcomes for residents, both locally and at a countywide level.

3.8 In addition to the ‘Future Council’ portfolio, the council will establish a ‘Major Change’ portfolio that comprises programmes and projects that carry significant reputational risk and/or financial benefits of +£500k, aligned to Key Decision thresholds. Whilst the majority of these programmes and projects may sit predominantly within a single directorate, they will require support from services across the council to deliver, given the scale of the change needed.

3.9 Finally, the ‘Directorate Change’ portfolios will include service specific change or continuous improvement programmes or projects that will be managed by Executive Directors and their management teams. These will be smaller in scale and will sit with the respective directorate to deliver.

## 4. Significant Implications

### 4.1 Finance Implications

The financial costs and benefits of each Our Future Council programme or project will be identified and approved through programme/project governance, with onward approval and reporting to committee through the Interim Finance Monitoring Report and Performance Reporting.

### 4.2 Legal Implications

The legal implications of any Our Future Council programme or project will be identified and addressed through programme/project governance, with onward reporting to committee through our quarterly risk reporting.

### 4.3 Risk Implications

The risks associated with each Our Future Council programme or project will be identified and responded to appropriately through programme/project governance, with onward reporting to committee through our quarterly risk and performance reporting.

### 4.4 Equality and Diversity Implications

An Equality Impact Assessment (EqIA) will be completed for each Our Future Council programme or project, rather than for the strategy itself, so that EqIA implications are understood and considered.

## 5. Source Documents

### 5.1 None



# ‘Our Future Council’

Change Strategy  
Cambridgeshire County Council



# Contents

1. Introduction – Our Future Council
2. What is Change?
3. Our Current Situation
4. Ambitions
5. Context
6. Finance
7. Our Strategic Approach
8. Our Future Council Vision
9. Our Design Principles
10. Solid Foundation Principles
11. Innovation Principles
12. Impacts of Change
13. Delivering Change
14. Measuring Success



# Introduction – Our Future Council

Councils are at a critical moment in their history. A rising tide of complex social needs are driving a seemingly unstoppable surge in demand for public services, whilst unfavourable macro-economic conditions and more than a decade of public spending restraint are amplifying the financial pressures on councils like never before. In short, the demand and cost of the services councils provide are rising, but budgets are not keeping pace.

There are multiple root causes of these issues, from international conflict that restricts supply chains pushing-up inflation, to successive national political changes driving short-term decision making on longstanding policy challenges like adult social care funding. Regardless of the underlying causes of the situation, the consequences for local government are increasingly stark. Since 2021, seven local authorities have issued s114 notices, and according to the Local

Government Information Unit 51% of all councils in England expect to do so within the next five years. This represents an historically unparalleled number of councils in financial distress, and affects councils of all sizes, types and political colour.

The impact of this for residents in areas where councils have issued s114 notices are significant. Fewer discretionary services, poorer quality provision, a breakdown of trust in public bodies, and in some cases the loss of local democratic control owing to central government intervention.

Although the wider picture for local government is bleak, and many of the contributing factors outside its direct control, individual councils can still author their own destiny to a great extent. History shows that councils have survived and even flourished in

circumstances that initially appear insurmountable. The pivotal feature of successful evolution and adaptation in such conditions is the ability of organisations to change through innovation. Doing so effectively involves clearly defining the nature of the threats faced, appreciating how these can be turned into opportunities, and then shifting organisational culture, resources and practices accordingly.

The document that follows – **‘Our Future Council’** – sets out how Cambridgeshire County Council intends to overcome the numerous challenges it faces over the next five years. The strategy has been developed by the council’s senior officers, reflecting the collaborative ethos of our culture and the need to lead change well, together.



# Introduction – Our Future Council

Cambridgeshire County Council has invested around £15 million in changes over the last five years. Whilst this has helped to reduce operating costs by £117 million annually, the organisation's structure, culture and ways of working remain firmly rooted in 20<sup>th</sup> century models of public service delivery.

Given the complexity of the challenges currently facing the council, the organisation must fundamentally reimagine its approach to public services, or else risk being overwhelmed by the multiple crises in its operating environment.

Services will need to reform and adapt how they deliver, new technologies and data will need to be harnessed, and the council will have to work with people and communities differently to drive value for money, support better outcomes for residents and improve public trust. In this sense, the council will need to become a different organisation than it is today.

This shift must be responded to **strategically** to ensure the organisation has a clear idea of **how** it must reform and evolve to effectively respond to the challenges of the future whilst striving for a greener, fairer and more caring Cambridgeshire.

It is the purpose of this Change Strategy to provide that clarity, and help the council's workforce, its partners, and residents make sense of why change is needed, what needs to be done, and how it will be delivered.

At the same time, this strategy recognises that the line of sight into the future is limited, and that there is a point at which new challenges cannot be seen or predicted. Strategies reflect choices that are made to navigate a world that presents us with clear problems against an uncertain future, and when tomorrow's uncertainty

becomes today's clear problem, new choices are sometimes required.

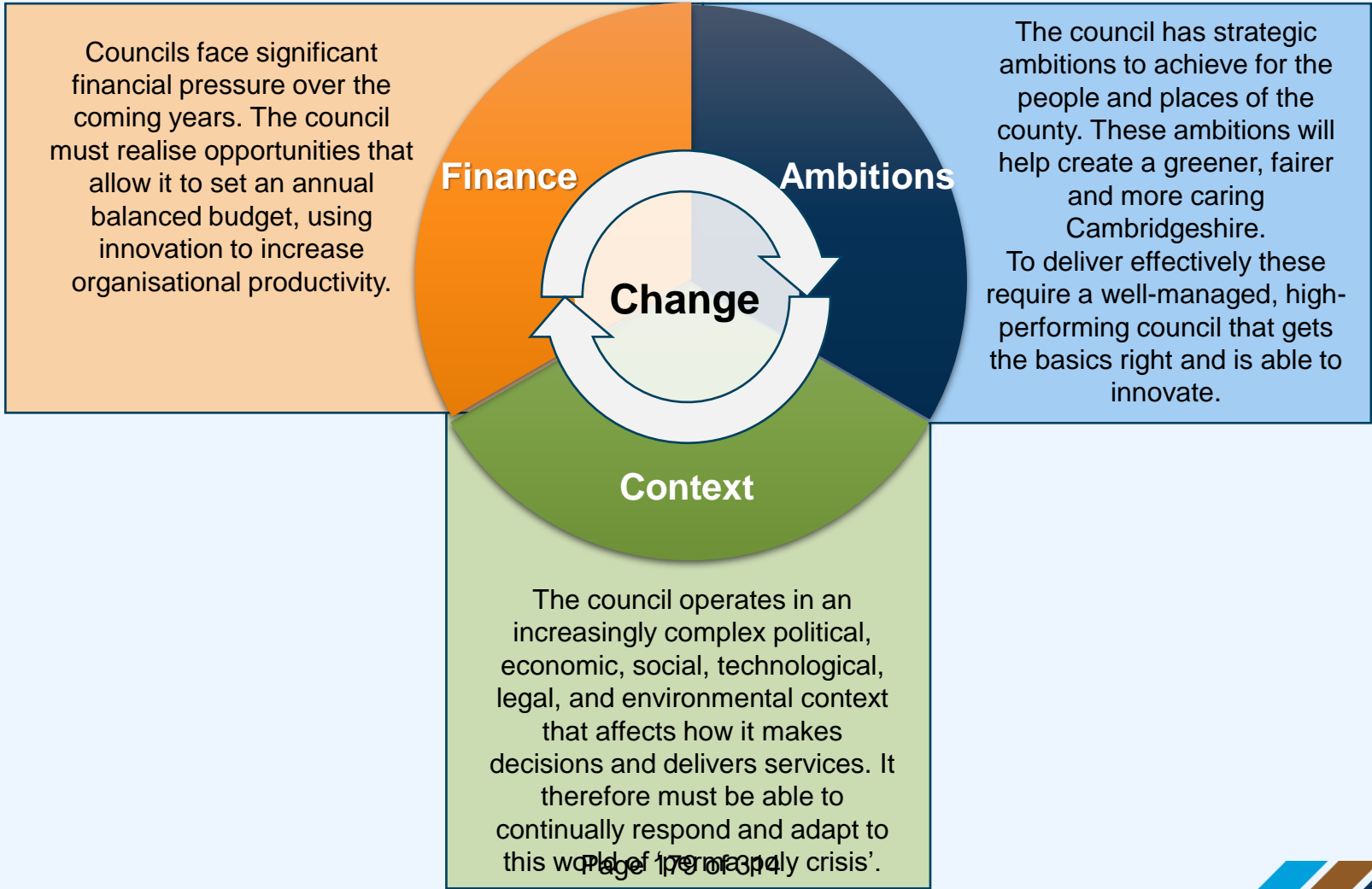
This strategy has been formed in awareness of the likely need to adapt to future problems that cannot currently be predicted.

Despite the challenges and uncertainty this moment presents, and the fact that change of this kind is rarely (if ever) easy, the central message of this strategy is **optimism**. This optimism flows from the conviction that by working across council services, with partner organisations, and with residents, the council can overcome any challenge by drawing on the hard work, passion, creativity, knowledge, and experience of all those with a commitment to Cambridgeshire.

**Dr Stephen Moir, Chief Executive**

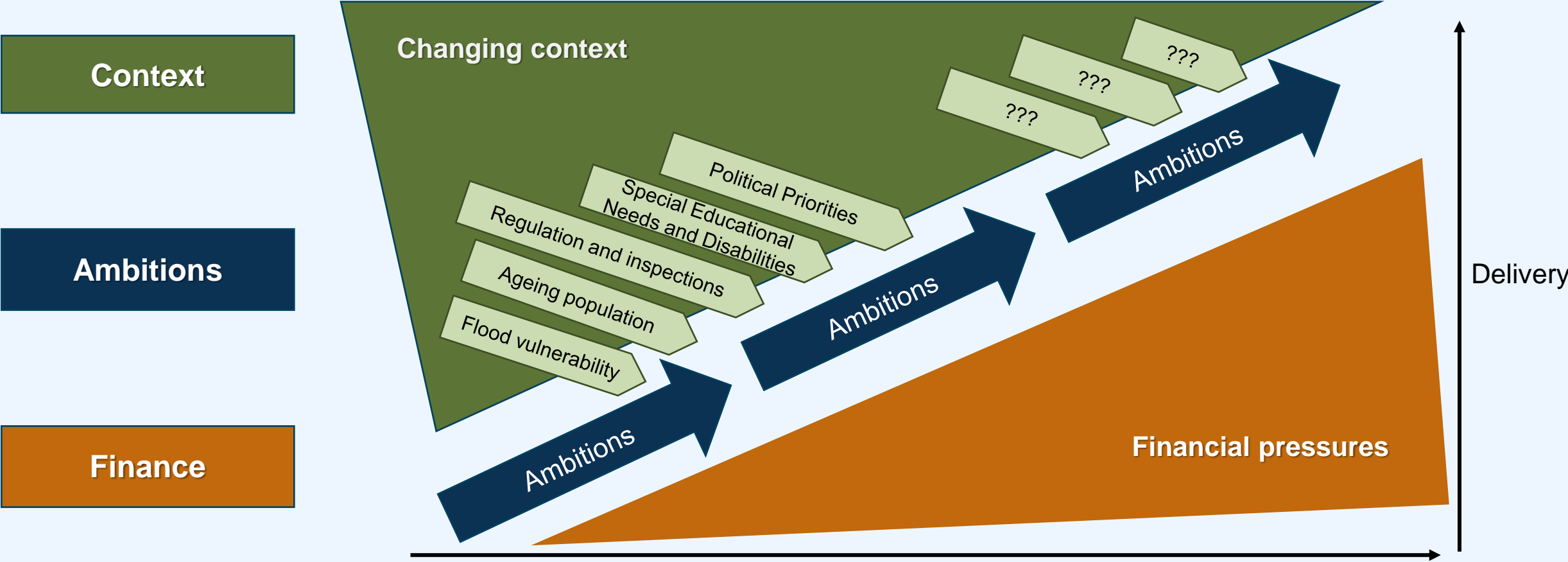
# What is Change?

**Change** is the transition from a current state to a desired future state. As such, it is the mechanism for transforming the way our council works. Change is not linear, but cyclical, and is responsive to three key factors that shape the way it is planned and delivered: the council’s operating context, its strategic ambitions, and its financial position.



# Our Current Situation

At present, the future looks uncertain. Whilst the council drives forward with delivering its strategic **ambitions**, over time the clarity about its operating **context** will reduce, and without action the **financial pressures** on its budgets will continue to grow. This Change Strategy aims to address this by increasing, as far as possible, the council's understanding of its current and future operating context, as well as proposing change delivery programmes that will reduce financial pressures.





# Ambitions

The council's strategic ambitions currently take the form of **seven ambitions** that together help create a **greener, fairer and more caring Cambridgeshire**. The organisation must remain capable of delivering these and whatever future form the ambitions may take.



## Ambition 1

Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes



## Ambition 2

Travel across the county is safer and more environmentally sustainable



## Ambition 3

Health inequalities are reduced



## Ambition 4

People enjoy healthy, safe and independent lives through timely support that is most suited to their needs



## Ambition 5

People are helped out of poverty and income inequality



## Ambition 6

Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised

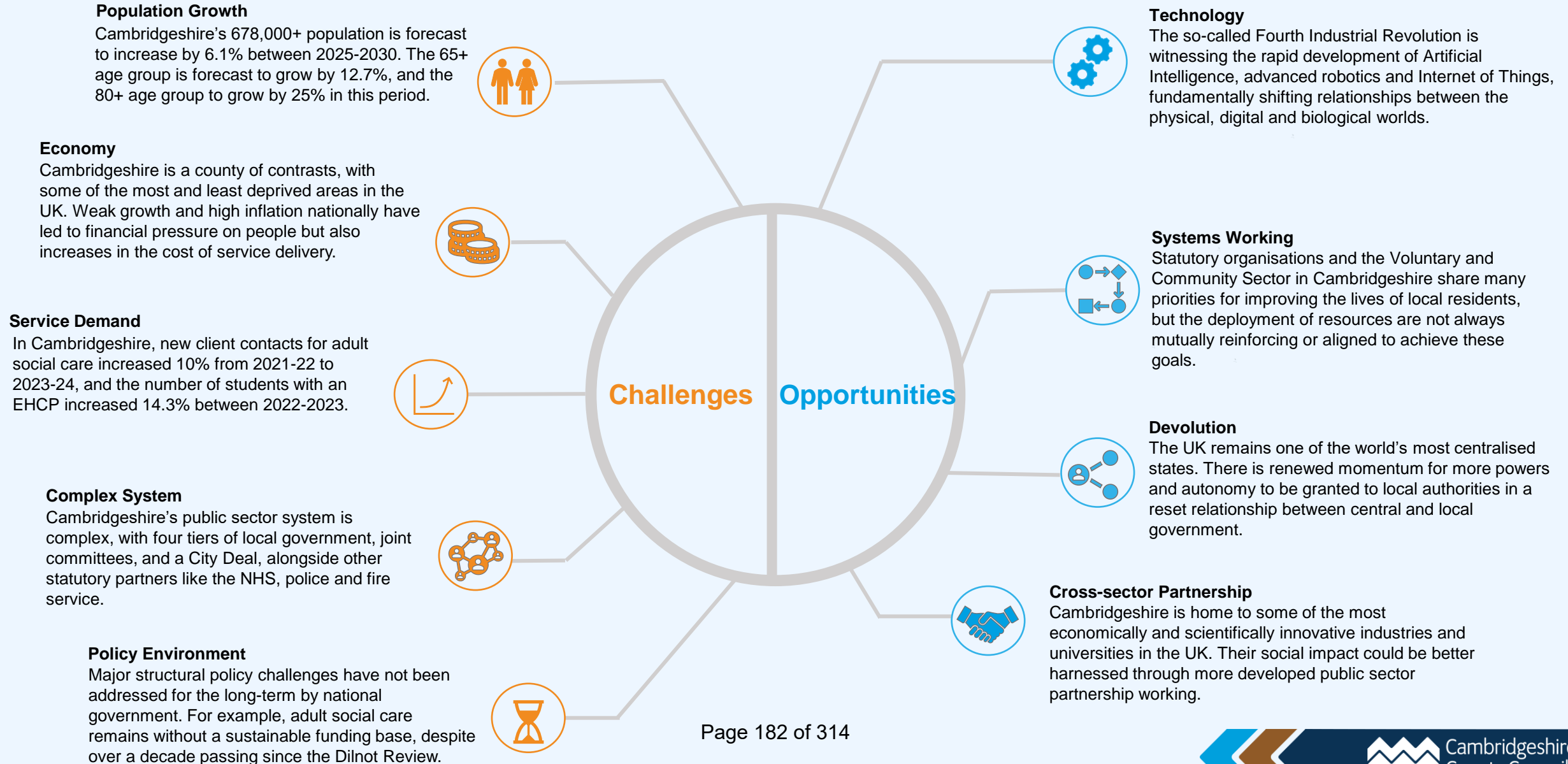


## Ambition 7

Children and young people have opportunities to thrive



# Context



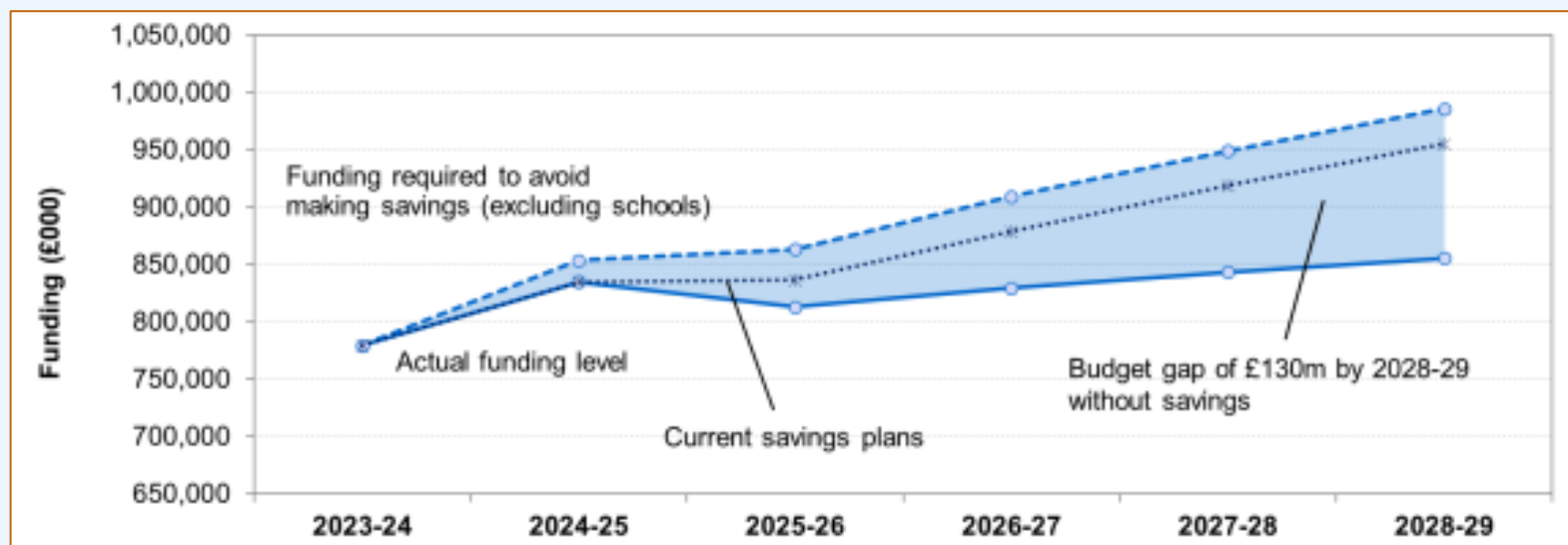
# Finance

Without committed action, over the coming years the council faces a £130 million budget gap by 2028-29. Even with current savings identified, it is projected to have an average budget gap of almost £25 million in each of the next four financial years. Several service areas are especially seeing their budgets rapidly grow, putting a disproportionate pressure on the council's overall budget.

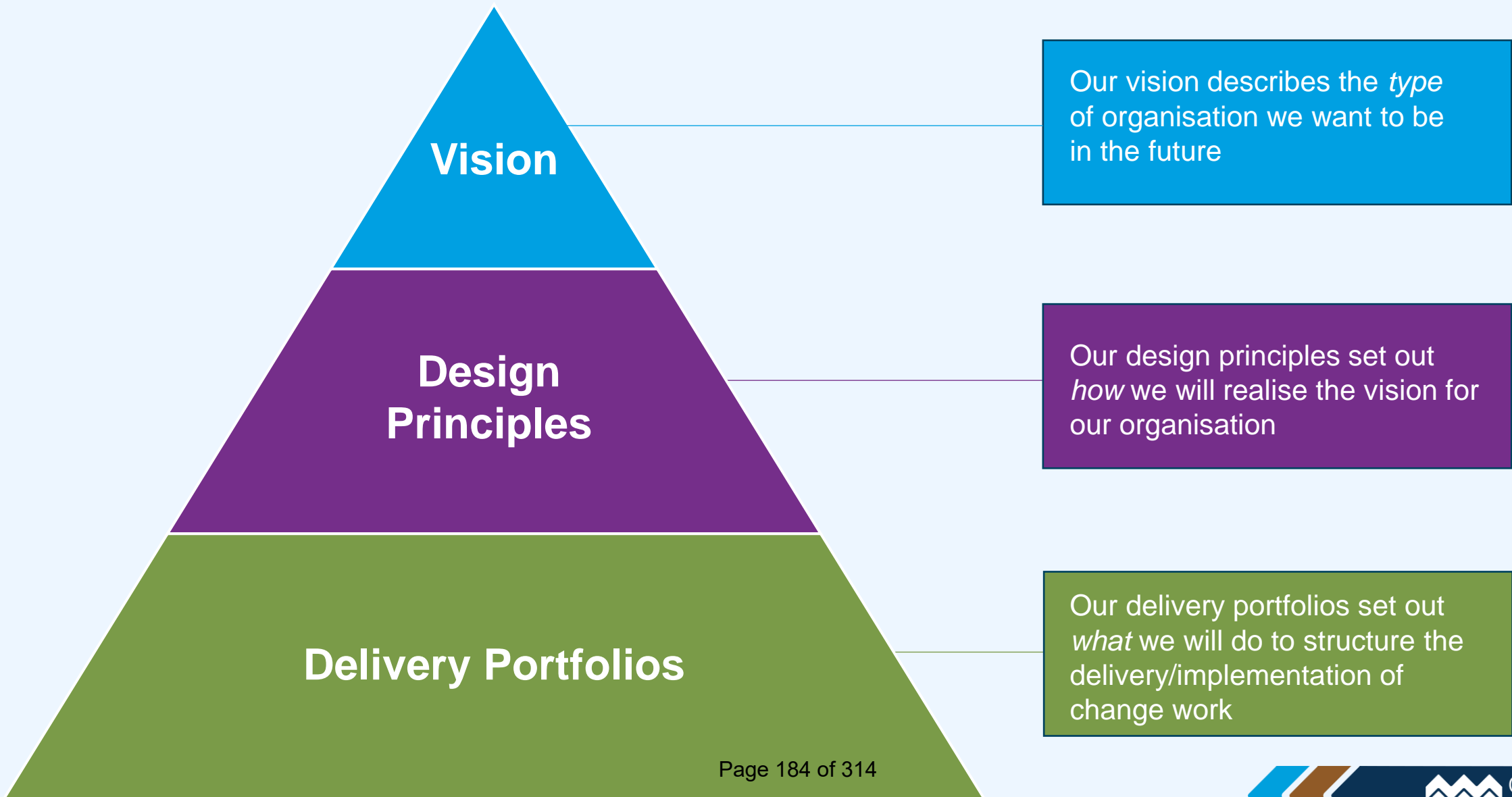
For example, between 2019 and 2025 the cost of providing services to Older People increased by 64%, the cost of providing Home to School Transport for eligible pupils increased by 93% and the cost of providing services to residents with autism increased by 235%. These increases reflect a 'perfect storm' of demand and inflation pressures, with the latter exceeding the headline rate of price growth by a

significant margin in key markets the council depends on. In this environment, limited annual council tax rises alongside relatively fixed funding settlements from central government are not enough to achieve financial sustainability. This is not least because the outdated formula used to calculate Cambridgeshire's funding settlement

does not reflect the county's fast population growth and puts the council £23 million beneath the average county council settlement – an amount that exceeds the additional savings the council needed to make in each of the previous two financial years in the Medium-Term Financial Plan.



# Our Strategic Approach



# Our Future Council Vision



**Our 'Future Council' will continue to deliver cost-effective services that support improved outcomes for residents through a relentless focus on innovation.**

This means that:

- Residents will be empowered to enjoy a higher quality of life in Cambridgeshire so they can stay healthier and independent for longer.
- Our services will become closer to our communities by organising them around the most appropriate geography or community of need.
- Our services will work well with other local councils and partners in health, fire and police to design and deliver more integrated services where it makes sense to do so.
- Intelligent use of data and new technology, such as automation and AI, will be harnessed to drive service improvement around the needs of residents and support higher levels of organisational productivity.



# Our Design Principles

Our 'Future Council' vision outlines the **type** of organisation the council needs to become, if it is to effectively respond to its operating context, deliver its corporate ambitions and maintain financial sustainability.

To translate this vision into reality, the council will be guided by a set of design principles that shape **how** the organisation will adapt as it moves from its current to its future state.

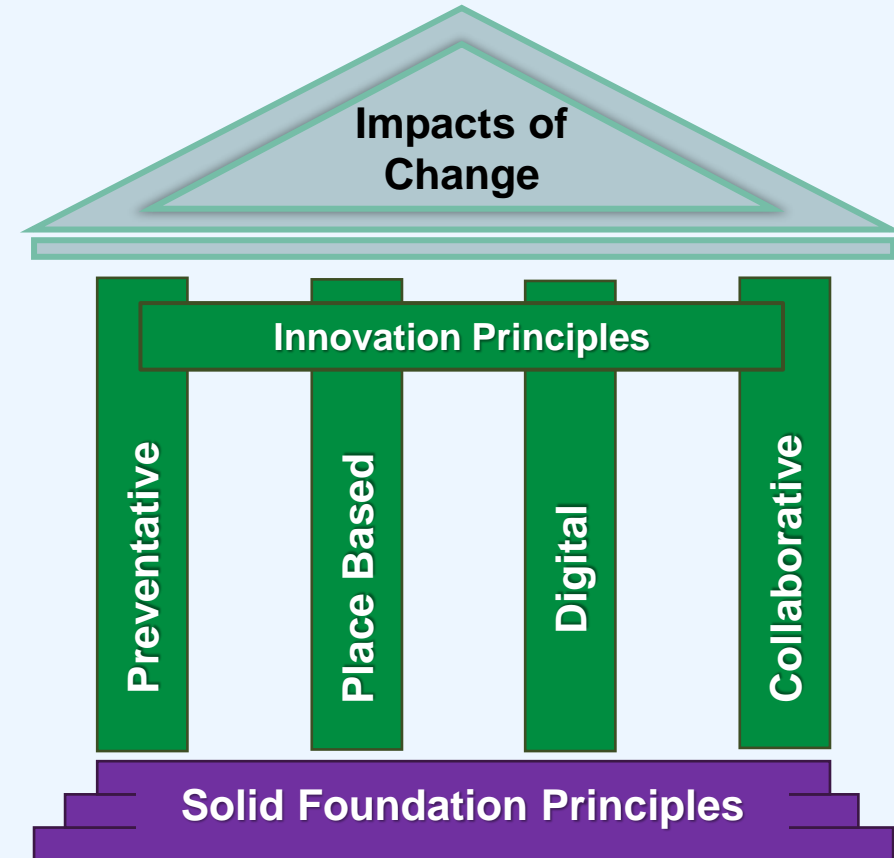
A key driver of successful adaptation is innovation, which is the invention of new solutions to current problems. The council has identified four 'Innovation Principles' that will support the approach to delivering novel change across the organisation.

But innovation can only flourish when organisations 'get the basics right', and that is why these design principles also include a set of 'Solid Foundation Principles'. By laying these solid

foundations the council will secure a firm base on which to innovate.

Together with our refreshed People Strategy, Performance Management Framework, and CARE Values that embody our way of working (Collaborative, Accountable, Respectful, and focused on Excellence), the council will build an energised culture of change that sees new ways of doing things and continuous improvement as 'business as usual', rather than an interruption to it.

If built effectively, the structure of change captured by the design principles will deliver long-term impact measured through the 'Impacts of Change' (financial sustainability, improved resident outcomes and increased public trust).



# Solid Foundation Principles

The **Solid Foundation Principles** are the essentials of good governance, organisational culture and resource allocation that need to be in place for a well-managed council to effectively drive innovation and deliver change:

- Internal and external communication creates honest and candid dialogue with colleagues, partners and communities.

Honest communications



- Residents, partners and colleagues are treated respectfully and fairly by sharing key resources, information and responsibilities to achieve collective goals.

Trusting relationships



- Plans take a multi-year view and are based on accurate evidence, knowledge of our capabilities and risks, with the expectation of being ready to adapt to changing circumstances.

Long term planning



- Culture and governance enables robust challenge and reflection to ensure our work adds value and meets local needs, highlighting successes and learning lessons from shortcomings.

Strong scrutiny and audit



- Officers and members consistently display behaviour of mutual respect, robust debate and effective delegation, with appropriate oversight from members holding decision-makers to account.

Clear roles and accountability



- Recruitment and continuing development practices ensure the workforce is appropriately informed, skilled and experienced in the relevant areas of expertise.

Appropriately skilled workforce



- Systems make best use of sustainable resources and technologies to ensure information is accessed, created, used and protected in a timely manner to efficiently carry out work.

Effective IT systems



- Decisions are based on accurate, timely and expert internal and external information, to ensure we truly understand communities' needs and aspirations and achieve goals within available resources.

Evidence-based decision making



# Innovation Principles

The **Innovation Principles** identify the focus of our innovation activity. These principles will be applied to the areas of the organisation where they will deliver the highest ‘cross-cutting’ impact, such as our organisational culture, workforce, service design, partnership arrangements, and use of physical assets and corporate resources. As concepts, and in application, they reinforce and connect with each other to form an integrated approach. The Innovation Principles are the most essential ingredient in our strategic approach because they will direct our decision-making and prioritisation of work to become our ‘Future Council’.

## Preventative



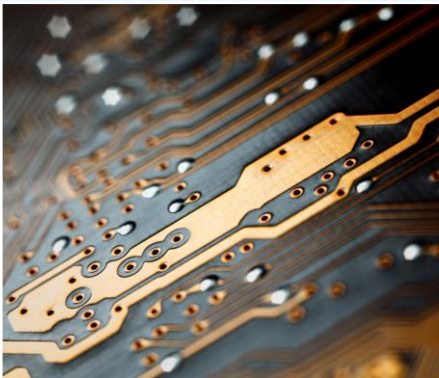
**Council services will prioritise prevention, with local people empowered to stay healthier and independent for longer, limiting escalations of need and reducing future costs.**

## Place Based



**Council services will be closer to communities and be organised around the appropriate geography or community of need, breaking down traditional delivery silos.**

## Digital



**Council services will make the best use of technology and innovate to improve peoples’ experience and drive efficiencies in delivery.**

## Collaborative

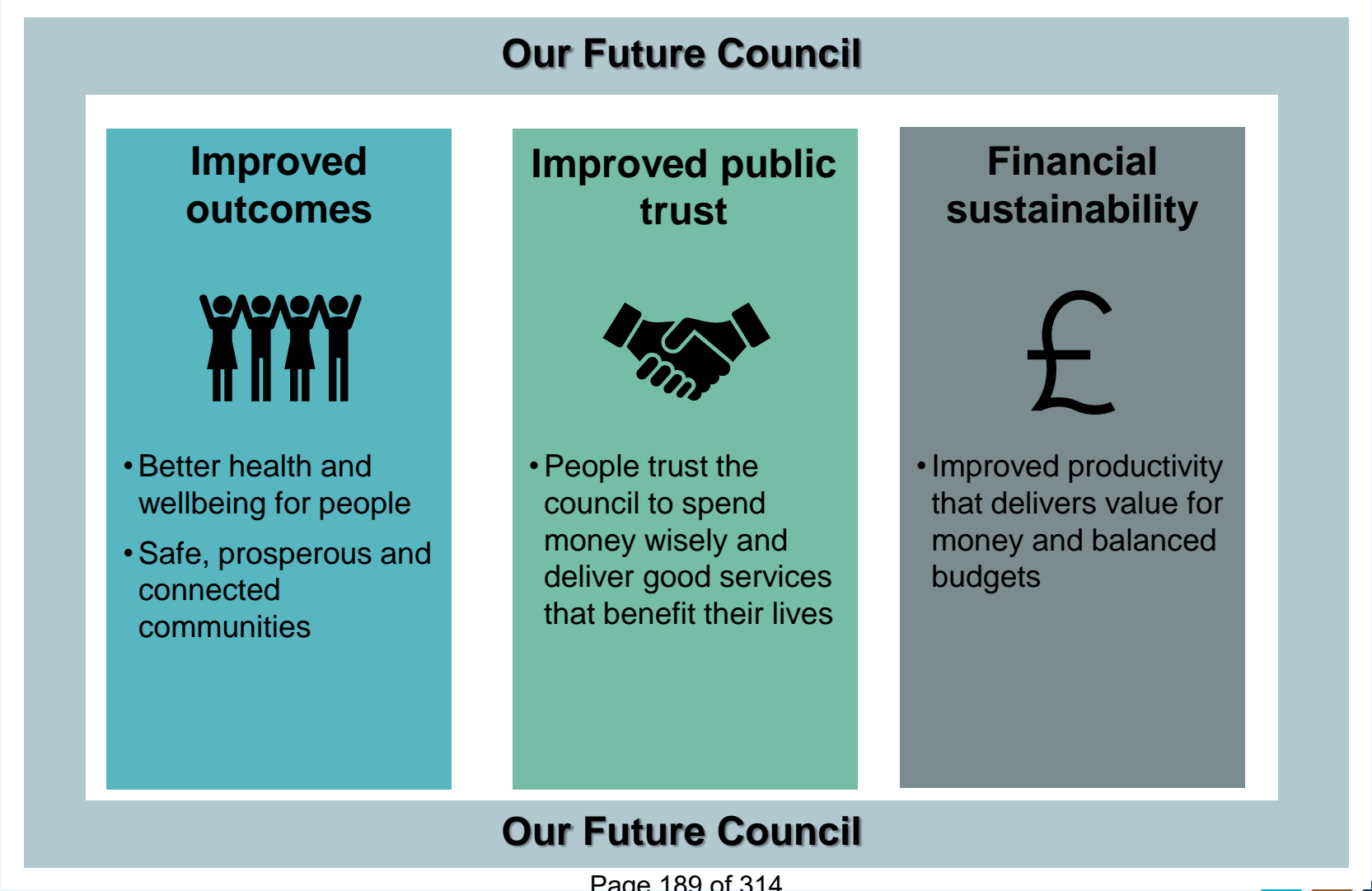


**Council services will be delivered together with our communities, local people and partner organisations where appropriate.**



# Impacts of Change

The **Impacts of Change** will allow the council to determine whether it has been successful in delivering the vision for our 'Future Council':



# Delivering Change

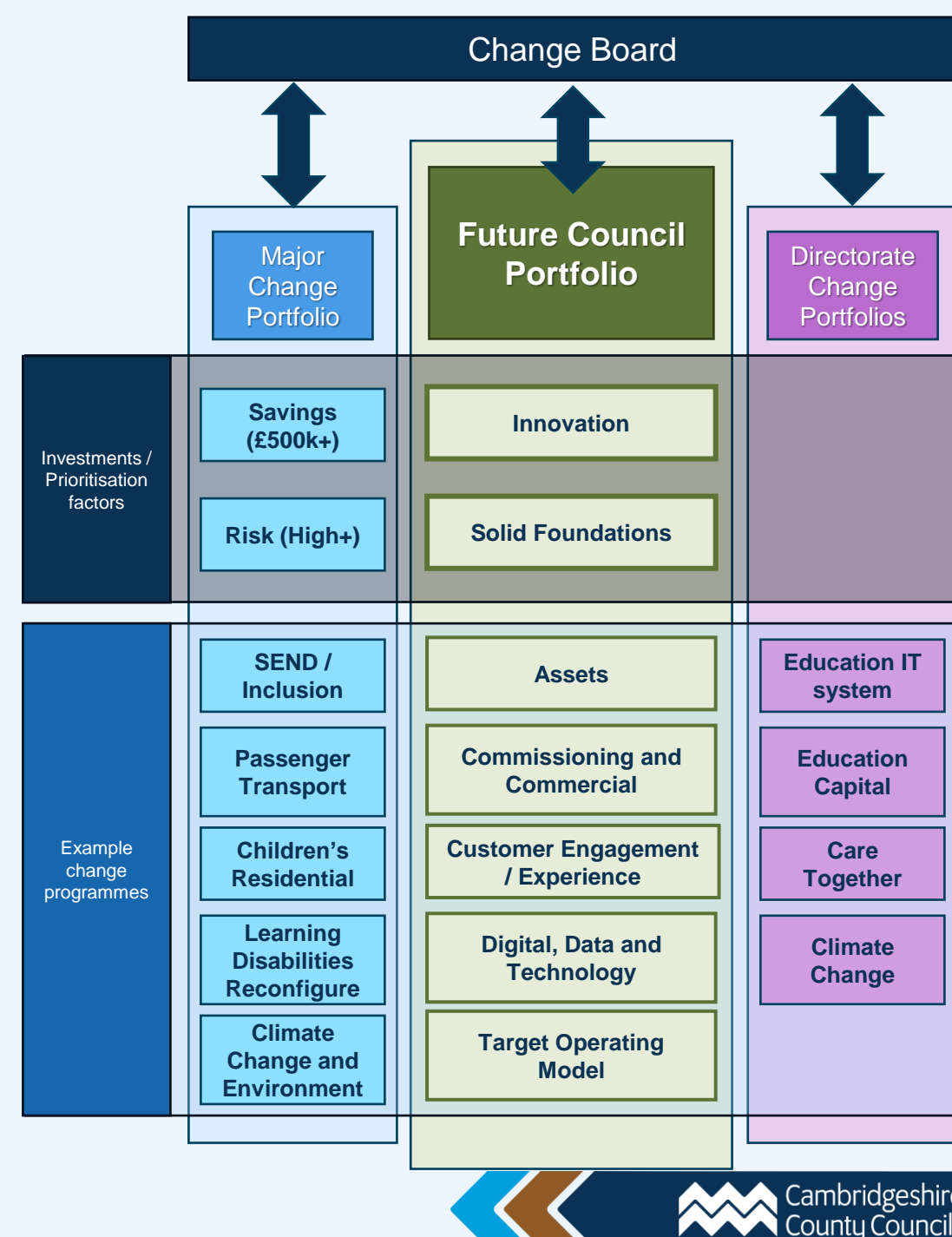
To deliver our 'Future Council', change will have to take place vertically (within Directorates) and horizontally (across our Directorates). To do this, the council will deploy **a centrally coordinated portfolio structure** that is effectively governed by an officer led **Change Board** and delivered in line with our Project Management Framework.

This structure and governance will enable an approach to change that ensures the consistency and oversight of delivery; through the identification of opportunities, understanding the impact that they will have, and embedding change while managing dependencies, constraints and resources.

Given the uncertainty of the future and the changes it could bring the council, the organisation cannot plan an exact formulation of change

programmes that will take it all the way to the 'Future Council' vision at the outset. However, the council can decide what it needs to do first to start on the road to the vision.

The 'Future Council' change portfolio will comprise the most significant horizontal change delivery in the council. This portfolio will be driven by the Design Principles and led by the corporate change service. Alongside this, there will be two vertical change portfolios – 'Major Change' that delivers special projects of critical importance to the council, and 'Directorate Change' work within services to drive efficiencies and other continuous improvement.



# Measuring Success

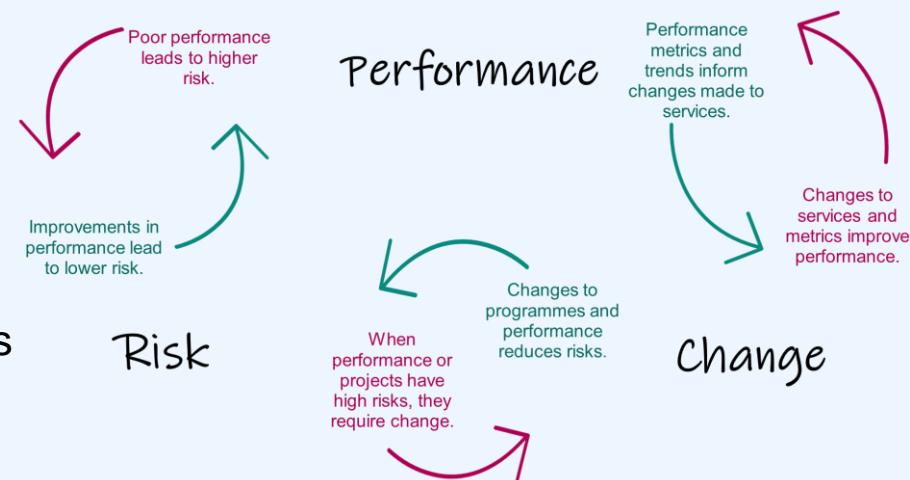
The Impacts of Change represent the broadest measures of success for 'Our Future Council'. The extent to which there are improved outcomes within the council's sphere of influence, improved public trust, and sustainable finances across the council will at the very least indicate whether things are moving in the right direction. The council's annual Quality of Life Survey, Business Plan, and Corporate Risk Register ratings will help track progress toward these impacts.

However, some of the Impacts of Change are long-term, difficult to measure, and may not easily offer cause and effect results from the council's actions. This makes the need for effective measurement of success at the level of change delivery fundamental. The council has set out a robust approach to **performance management** that links performance to **risk** and **change** through its revised **Performance Management Framework**.

Given the current and foreseeable challenges faced by the council, a lack of change in many services would likely lead to a decline in performance against their Key Performance Indicators (KPIs) as the pressures in our changing context and finances mount. This would create risk of being able to deliver those services effectively, indicating the need for change programmes to improve services' performance.

The impact of change programmes can then be gauged through their **benefits**, which are measurable improvements from change that are perceived as positive by stakeholders and contribute to organisational priorities and strategic ambitions. These benefits can then be traced through KPIs in our **directorate scorecards** as well as the strategic KPIs which are presented to public

committees through our **organisational scorecard**. The need and impact of 'Future Council' change programmes will be evaluated in these terms.





## Engagement and Consultation Strategy Refresh

To: Strategy, Resources and Performance Committee

Meeting Date: 31 October 2024

From: Executive Director of Strategy and Partnerships

Electoral division(s): All

Key decision: No

Forward Plan ref: Not Applicable

**Executive Summary:** The current Cambridgeshire County Council Engagement and Consultation Strategy was last updated in 2017. This refreshed strategy aims to clarify the approach the County Council will take to engagement and consultation, both at a community level as well as aligning organisational processes to ensure effective, transparent, and legally compliant engagement and consultation activities. This updated strategy will be reviewed in 2025 when more work will be undertaken to develop tools and guidance to support the delivery of engagement activity.

**Recommendation:** The Strategy, Resources and Performance Committee is asked to:

- a) Approve this Engagement and Consultation Strategy; and
- b) Delegate any further amendments to the strategy, agreed by the committee, to the Executive Director of Strategy and Partnerships in consultation with the Chair and Vice Chair of the Strategy, Resources and Performance Committee

Officer contact:

Name: Hannah Parkinson

Post: Policy and Insight Manager

Email: [hannah.parkinson@cambridgeshire.gov.uk](mailto:hannah.parkinson@cambridgeshire.gov.uk)

# 1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 The Engagement and Consultation Strategy ensures that the council engages with residents, partners, and stakeholders in a transparent and inclusive way, making their voices integral to shaping services and informing decision-making. By ensuring people's voices are heard, particularly those from underrepresented groups, the strategy directly supports Ambition 5 – 'Helping people out of poverty and reducing income inequality' and Ambition 6 – 'Fostering resilient, inclusive communities with access to quality services'. More broadly, through a range of engagement activities, the strategy plays a key role in delivering on all seven of the council's ambitions, ensuring policies reflect the diverse needs of Cambridgeshire's communities.

## 2. Background

- 2.1 Cambridgeshire County Council is committed to effective engagement and consultation, ensuring that residents and other stakeholders, such as partners and the voluntary sector, have their voices heard and their views considered in decision-making processes. This approach underpins the council's commitment to be closer to our communities as set out in our Strategic Framework.
- 2.2 The Engagement and Consultation Strategy was last updated in 2017. Since then, the council has experienced significant organisational and strategic change, alongside significant external changes, including updates to relevant legal frameworks such as the statutory guidance for best value authorities. These changes mean it is essential to refresh the strategy. In May 2024, the Policy and Insight Team initiated the process of updating the strategy. The key objectives of this review were to:
- (a) Improve the clarity of the strategy
  - (b) Ensure our legal obligations were clear and well defined
  - (c) Reflect the council's updated practices and recent organisational changes
- 2.3 The refreshed strategy is designed to help council officers plan, conduct, and report on engagement and consultation activities in a consistent, transparent, and legally compliant way. It ensures that officers have the information and tools they need to carry out these activities effectively and successfully.
- 2.4 To ensure the strategy update is comprehensive, the team consulted extensively with key officers and members of the Corporate Leadership Team.
- 2.5 A further review of the strategy is planned for 2025. This will ensure the strategy aligns with evolving council needs and the commitment to effective engagement and consultation activities.

## 3. Main Issues

- 3.1 The main driver for the refresh of the Engagement and Consultation Strategy was that it had not been revised since 2017. This meant it did not reflect the council's current practices and our current legal obligations. In response, the following updates have been made:

- (a) The title has been updated to 'Closer to Communities: Working Together – Cambridgeshire County Council's Engagement and Consultation Strategy 2024', aligning the strategy with the broader 'Closer to Communities' commitment, which is set out in our Strategic Framework, a cross-organisation approach that aims to bring services closer to Cambridgeshire communities.
- (b) Clear definitions of engagement and consultation have been added to the beginning of the document to prevent conflation of these terms. To further aid understanding, quick reference cards covering the definitions of engagement, consultation, research, and evaluation have been created.
- (c) A new section on tools for effective engagement has been developed. This encourages consistency in the tools used by council officers when conducting engagement activities. It also promotes the use of the 'Acorn' data segmentation tool, helping officers better target their engagement activities, getting our messages through to the right people in the right way.
- (d) The legal context has been updated with a focus on consultation. This update outlines statutory obligations for public authority consultations, detailing relevant legislative provisions. Pathfinder Legal Services has reviewed this section for accuracy.
- (e) The role of elected members in engagement and consultation has been clarified, noting that councillors may scrutinise consultation practices to ensure all input is considered, while limiting their involvement to ensure it is appropriate, particularly when impartiality or key responsibilities could be compromised. Reference has been made to committees' authority to respond to consultations (outlined in the [Council's Constitution](#)), with cross-cutting consultations falling within the authority of the Strategy, Resources and Performance Committee.

3.2 Additionally, the Delivering the Strategy chapter has been significantly refreshed to reflect a revised set of next steps:

- (a) A commitment to have ongoing monitoring of consultation activities within the council.
- (b) A commitment to creating a centralised database for logging consultation activities, ensuring greater coordination and oversight.
- (c) The review process has been updated, noting the review in 2024, with a further update scheduled for 2025.
- (d) A commitment to establish an advisory panel to oversee consultations and engagement, ensuring compliance with legal standards and council policies.

3.3 Alongside the strategy update, the wider pool of resources for engagement and consultation has been updated:

- (a) The Consultation Guidance document has been refreshed.

- (b) A review of consultation tools is underway, involving engagement with those who currently use these tools to ensure the most suitable options are available. This will inform the further work we do on this strategy in 2025.

## 4. Conclusion and reasons for recommendations

- 4.1 It is essential for the council to have an up-to-date Engagement and Consultation Strategy that aligns with current organisational practices and reaffirms the council's commitment to transparent and inclusive engagement and consultation.
- 4.2 The refreshed strategy has been developed to update practices, ensure compliance with evolving legal obligations, and incorporate feedback from key stakeholders. It provides clear guidance on engagement tools, legal standards, and the role of elected members, resulting in a more consistent and effective approach to engagement and consultation across the council. Additionally, the strategy outlines next steps and a plan for a further review in 2025 to ensure its ongoing relevance and alignment with the council's long-term ambitions.

## 5. Significant Implications

### 5.1 Finance Implications

As well as the statutory provisions for consultation, the law of legitimate expectation means that where people have come to legitimately expect a process of consultation, for example where there has been a policy or other change which has an impact on residents, there are grounds for a judicial review should a public consultation not take place. Not adhering to legislation and best practice opens the council to the risk of legal challenge and judicial review, with potentially significant associated costs and resource implications.

### 5.2 Legal Implications

The legal background to consultations and engagement activities is set out in the refreshed strategy, with legal advice sought from Pathfinder Legal Services, who reviewed this section to ensure it accurately reflects current legislation.

### 5.3 Risk Implications

Conducting a consultation incorporates a legal basis. Not adhering to legislation and best practice opens the council to the risk of legal challenge and judicial review, with potentially significant associated costs, resource implications, loss of public confidence in the council and reputational damage.

### 5.4 Equality and Diversity Implications

Our engagement and consultation practices will reflect our obligations under the [Equality Act 2010](#) and our commitment to the public sector and socio-economic equality duty by ensuring that all activities are inclusive, accessible, and consider the needs of disadvantaged and underrepresented groups. Equality Impact Assessments will be completed for specific engagement and consultation activities when applicable.



## 6. Source Documents

### 6.1 Appendix 1 – Engagement and Consultation Strategy





# Closer to Communities: Working Together

Cambridgeshire County Council's Engagement  
and Consultation Strategy 2024





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## Introduction

This strategy outlines Cambridgeshire County Council's commitment to meaningful engagement and consultation with residents when making decisions, and details when and how these processes will be implemented. Focused solely on external engagement, this strategy does not cover internal engagement within the council.

Firstly, it is important to clarify the difference between engagement and consultation.

**Engagement** is an ongoing process aimed at building relationships and gathering information, helping the council to learn, share ideas, and evolve. It involves various forms of information gathering such as surveys, focus groups, and citizens' juries.

**Consultation** is a formal process, over a defined period (typically 6 to 12 weeks), to seek and take into consideration people's views on specific proposals, to inform decision-making. Residents and stakeholders can inform decisions, but do not have the final say.

While the processes are similar, all consultations are bound by legal requirements and are subject to legal challenges, engagement is not. More information on the legal requirements linked to consultation can be found in the section 'Understanding the Legal Requirements' on [page 9](#).

This strategy explains how the council will ensure that the public:

- have a say in decisions that affect them
- know how to get involved
- understand how their feedback has been used
- understand how the council will provide feedback after a consultation has occurred.

Furthermore, the strategy outlines the processes for effective engagement and consultation, clarifies the role elected members may play in facilitating these processes, and addresses the necessary legal requirements. As a conclusion, we set out the next steps for monitoring and updating our practices to ensure they remain effective and relevant.

## The Role of Engagement and Consultation

Engagement and consultation are crucial for ensuring that the council's decisions and actions are well-informed, transparent, and reflective of the community's needs and perspectives. These processes can be used by the council at different times to inform decision-making, change, policy and service delivery. Specifically, engagement and consultation can be used for gathering both qualitative and quantitative information, for the purposes of:



- Strategic planning – to understand the needs of our communities, define policies to address those needs, and ensure that the design and delivery of services meet those needs.
- Strategic performance – to measure performance against our priorities and understand our reputation with key stakeholders, residents, and service users, helping to identify what is working well and the areas of improvement.
- Supporting service change – proposing changes to the community and gauging reaction to various ideas or options.
- Operational planning – for specific services to evaluate the impact they have had on residents; to review the way a service is delivered and inform improvement and to understand expectations and satisfaction.

Whilst engagement and consultation can be helpful in informing decision making and planning, communicating messages about its impact clearly and carefully is important. There are some situations where, despite our best intentions, we cannot always fulfil the requests presented to us through engagement or consultation activities. Therefore, we must manage expectations carefully, ensuring the public understands that engagement alone may not resolve all issues and that we may not always deliver the outcomes they expect.

Although linked to engagement and consultation, the council's approach to Community Resilience and Accessible Information and Communication fall outside the scope of this strategy.

## **Our 'Working Together Commitment'**

The council makes the following commitments on how it will listen to you, engage with you, and consult with you. Developed in collaboration with local people and representatives from local voluntary organisations in 2017, these commitments have been updated by the council in 2024 to reflect internal changes. An extensive update of the strategy, incorporating a broader engagement process, is planned for 2025 to ensure it continues to meet the evolving needs of our community.

### **How the council will listen to you**

We believe that:

- People who live in Cambridgeshire should be able to give feedback on the council services they use.
- People who live in Cambridgeshire should be asked about services at all stages, from deciding what is needed to looking at how well it is working.





- It should be made as easy as possible for everybody to give feedback. The council should utilise a diverse range of feedback channels, ensuring inclusivity and ease of access. These may include:
  - Feedback from people using its services on a regular basis, including reviews, case studies, complaints, and compliments.
  - Surveys (online, postal and telephone).
  - Social media (e.g. Facebook, X, LinkedIn), which should be actively used to support engagement activities.
  - Meetings, workshops and focus groups.
  - Talks.
  - Information events.
  - Newsletters.
  - Direct, targeted outreach to communities or groups underrepresented in traditional feedback channels.
- The Communications Team will support colleagues in collecting feedback and promoting participation through the council's official communications channels, particularly through social media platforms. Whilst the responsibility sits with the individuals leading engagement and consultation activities, the Communications Team will advise departments on good practice to ensure a coordinated and effective approach.
- Everybody's thoughts, opinions and feedback should be respected and valued equally.

This is why the council is committed to regular engagement, ensuring we listen to residents and continually improve our services based on the insights and feedback we gather.

### **How the council will engage with you**

Engagement is an ongoing process aimed at building relationships and gathering valuable insights. It helps the council to learn, share ideas, and evolve. By actively involving the community, the council can better understand the needs and perspectives of residents, leading to more informed decisions and improved services.

To achieve these goals, the council commits to:

- Clear and honest communication about the process of making decisions and what differences can be made by any engagement.
- Engaging residents early in planning and design processes where it is appropriate and proportionate to do so.



- Allowing enough time and resources for any engagement to happen, to make sure that everyone is able to take part meaningfully. This means that:
  - The council should allow sufficient time for any engagement activity to take place, ideally following best practice guidelines. This ensures there is ample time to discuss different ideas and options for new services or potential changes and helps identify potential impacts of proposals early on for better decision-making.
  - Engagement materials should be available in different formats as appropriate so that as many people as possible can join in. Guidance should also be provided on digital tools and relevant accessibility features, such as the ability to change colours, use screen readers, and access large print or alternative formats, as stated in our [accessibility statement](#).
  - Any information provided should be relevant, up to date, in clear English and with no jargon.
  - Training should be given to council staff to support them to do this type of work.
- Identifying those residents who are most likely to be affected and prioritise those individuals/groups for discussion.
- Providing additional support (if needed) to minority, disadvantaged, and seldom heard groups to help them respond. This may involve undertaking targeted work focused on a particular client group.
- Recognising that people who work for the council and other partner organisations can act as informal advocates for the people they work with and tell us about issues important to their clients and their own services.
- Ensuring that there is ongoing engagement with people who use services (not just as part of a formal consultation process).
- Learn from best practice developed by other organisations.

We commit to ensure that people understand:

- What they are being asked for their opinion on and why.
- How long everybody has to take part.
- What the council is asking them to do and what commitment they will need to make.
- What difference their help will make.
- How they will receive feedback after a consultation has happened.

By following these commitments, the council aims to build stronger relationships with residents, leading to better services and a more engaged community.





## How the council will consult with you

Consultation is a specific form of engagement where the council seeks the views and opinions of residents on particular proposals or plans. While engagement encompasses a broader range of activities, consultation focuses on obtaining feedback during specific stages of the decision-making process. As a form of engagement, consultations must follow the same guidelines outlined above for engagement. However, a key difference is that consultations must also adhere to legal requirements and thus, can be legally challenged.

Therefore, besides the engagement guidelines, consultations must also follow the Gunning Principles to ensure they are conducted legitimately and effectively:

1. **Consult early:** Consultations must happen when proposals are still being developed, so residents' input can influence the final decision.
2. **Provide enough information:** The council must give enough details to residents to understand the proposals and provide informed feedback.
3. **Allow enough time:** There must be adequate time for people to respond to the consultation, appropriate to the importance of the decision.
4. **Consider feedback seriously:** Decision-makers must genuinely consider the consultation feedback before making the final decision.

By following these principles, the council ensures that consultations are meaningful, transparent, and effective, reinforcing the commitment to active and inclusive public engagement.

## Our approach to engagement and consultation

Cambridgeshire County Council views engagement and consultation as essential components of effective decision-making and service delivery. In the following sections we detail the council's structured approach to these processes, outlining the steps involved, and the best use of elected members.

### A Defined Process

The key to carrying out effective engagement and consultation is to understand the role that they play in decision-making. Whilst there is a legal duty for local authorities to act fairly (with consultation being a way to discharge this duty – see the following section), rather than seeing engagement and consultation as an 'add on', Cambridgeshire County Council fully embraces the value that well-structured engagement and consultation exercises can bring to the decision-making process.

This involves the council planning engagement and consultation activities effectively, sharing ideas with colleagues or partners on what these activities will cover and considering how to target the right people, at the right time, using appropriate methods and techniques.



The first step is to commit to **ongoing engagement** with residents as part of the council's regular operations. Continuous engagement is vital for understanding the evolving needs and concerns of the community, fostering trust, and improving the quality of decisions and services. By maintaining an open and ongoing dialogue with residents, the council can proactively address issues, enhance service delivery, and contribute to the overall well-being of the community.

When fulfilling the council's statutory duties to conduct **consultations**, it is important to adhere to a structured process to ensure thorough and effective engagement. The following key stages outline the key steps that should be followed:

**Pre-consultation engagement:** This stage is about giving residents an opportunity to voice their opinion at an early stage about what they value most about services followed by a more detailed consultation on options at a later stage.

In planning a consultation, council staff will need to take into account the impacts of a decision on residents and the level of public interest in the decision.

Also, we will need to allow sufficient time to engage and consult within the decision-making process. In particular, we will need to identify relevant elected member committee dates and ensure that members have access to the results of consultations whilst making decisions.

**Consultation dialogue:** This stage is about actually carrying out and publicising the consultation. Elected members can play a pivotal role in encouraging open dialogue and promoting discussion with stakeholders (see pages 9-10).

**Post-consultation:** This stage is about using the information gathered during the consultation to inform decision-making, feeding back to stakeholders and evaluating the process and outcomes of the consultation.

Whilst the above process aims to ensure consistency in our approach to consultation across the council, there are some instances where this will not apply. When carrying out some statutory, regulatory or technical consultations, you may need to follow alternative specific processes. If you are unsure if this applies to a consultation you are undertaking, please get in touch with your line manager.

## Tools for Effective Engagement and Consultation

To ensure we engage effectively with everyone in our community, the council uses a variety of tools for engagement activities. These tools help us collect information, encourage participation, and make informed decisions.

The council has approved survey platforms that should be used across all departments to ensure our data collection is consistent, reliable, and secure. We review these platforms every year to make sure they continue to meet our needs and maintain high standards. For more information on which platforms we use, please get in touch with the Policy and Insight Team (contact: [policyandinsight@cambridgeshire.gov.uk](mailto:policyandinsight@cambridgeshire.gov.uk)).



In addition to survey platforms, the council utilises Acorn, a tool that helps us understand and reach different community groups. Acorn segments the UK population by postcode, providing insights into demographic data, social factors, and consumer behaviour. This allows us to tailor our engagement strategies to specific communities and helps us ensure that everyone's voice can be heard.

Acorn can underpin our engagement activities by helping to:

- Identify and communicate with specific cohorts of people.
- Analyse spatial areas to understand the demographics of residents.
- Determine where specific target groups live and how to reach them effectively.

While not every engagement activity and consultation may align with Acorn's methodology, it remains a recommended tool for exploring community insights. By using Acorn, we can better understand our communities and communicate more effectively. You can learn more about Acorn and explore its capabilities [here](#).

By using different tools to support engagement and consultation, the council is committed to creating an environment where all community members can participate in the decisions that affect their lives.

## **Elected Members' Role in Engagement and Consultations**

This chapter outlines key considerations regarding the role of elected members (councillors) in the council's external engagement and consultation processes. As democratically elected representatives, councillors have a mandate to represent their constituents and make decisions on their behalf. Engagement and consultation activities can play an important role in supporting councillors to do this, as these processes can ensure that the voices of local residents are heard and reflected in the decision-making process. Furthermore, they help improve communities' understanding of how their council operates and how decision-making processes work.

Elected members are not only decision-makers but also provide democratic leadership, helping explain proposed service changes in a simple and direct way to the public. They also have an important role to play in scrutinising consultation practices and ensuring that decisions take into consideration any information, data and opinions gathered during a consultation process.

It is important to highlight that in some instances, it may not be appropriate for councillors to be directly involved in certain aspects of the consultation process, particularly where their involvement could compromise impartiality or other key responsibilities. In such cases, councillors should focus on ensuring that the consultation process remains fair and inclusive, with all voices being appropriately considered in the final decision-making.

When it comes to responding to consultations, committees are empowered to respond to consultations within their remit, as set out in the council's [Constitution](#). The Strategy,



Resources and Performance Committee handles cross-cutting consultations, while other committees, such as Adults and Health Committee, Environment and Green Investment Committee, and Highways and Transport Committee, address consultations relevant to their specific areas. For more information on which committees have authority to respond to specific consultations, please contact the Policy and Insight Team (contact: [policyandinsight@cambridgeshire.gov.uk](mailto:policyandinsight@cambridgeshire.gov.uk)).

While the outcomes of consultations and engagement offer valuable insights that must be carefully considered, they are just one of many inputs that inform decision-making. Councillors must also take into account other critical factors and broader strategic considerations, such as budgetary constraints, legal obligations, and various other forms of evidence. In other words, the results of consultation are a valuable source of information but do not replace the democratic decision-making process. Therefore, elected members may end up taking a decision that goes against the views or wishes expressed by some parts of the community throughout the engagement process to ensure decisions are balanced, practical, and sustainable.

## Understanding the Legal Requirements

To establish the legal requirements of this strategy, it is important to highlight again the definition of consultation:

**Consultation** is a formal process, over a defined period (typically six to twelve weeks), to seek and take into consideration people's views on specific proposals, to inform decision-making. Residents and stakeholders can inform decisions, but do not have the final say.

All consultations are bound by legal requirements and are subject to legal challenges. Engagement activities are not bound by legal requirements, therefore, our focus on the legal background pertains specifically to consultations.

A local authority has broad discretion regarding when and how to conduct engagement and consultation unless the specific procedures outlined below mandate otherwise.

## Managing the Data Collected

Where a service is considering collecting personal information through a consultation or engagement activity, it must undertake a data protection impact assessment [checklist](#). This will help assess the level of risks associated with the processing and ensure that the council has considered how this complies with data protection legislation. The service should ensure that the reason for collecting personal information, how it will be used and who it will be shared with are clearly explained to those consulted in a privacy notice. If the service is relying on consent, then they should ensure that this meets the standard under data protection legislation.



The service commissioning a consultation or engagement activity is fully responsible for the data collected, even if a third party or another part of the council conducts the activity for them. As the information owner, the service is responsible for decisions relating to the collection, use, storage, and deletion of the data. This responsibility includes ensuring that all data is handled in accordance with council policies and data protection legislation, irrespective of who delivers the activity. Additionally, the service must ensure that it has a formal agreement with an internal partner or a contract with any external providers to ensure the data's quality, security, and compliance. It is essential to review these responsibilities carefully before undertaking any consultation or engagement activity. In case of uncertainty, advice can be sought from the council's Data Protection Officer.

### **Freedom of Information/Environmental Information Regulations**

The council and any data it holds for its business purposes are subject to the Freedom of Information Act and Environmental Information Regulations. A service commissioning consultation or engagement should be aware that the raw data, output or analysis can be requested under these information rights legislations. Whilst in some case an exemption or exception may apply, the data can be requested, and the council may need to provide it in response to a request. If the service intends to publish the data, then it should clearly specify when this will take place and how interested parties can access the information. Advice can be sought from the council's FOI team.

The Consultation Guidance provides further reference to data protection and ownership.

### **Legal Background: The Gunning Principles**

The Gunning Principles provide a framework to ensure that consultations are carried out legitimately and effectively. A supreme court case in 2014 endorsed the legal standing of the principles. Since then, they form a strong legal foundation from which the legitimacy of public consultations is assessed.

- Principle 1: Consultations must occur when proposals are still at a formative stage.
- Principle 2: Sufficient information must be provided to allow for intelligent consideration.
- Principle 3: Adequate time must be given for responses, proportionate to the decision's significance.
- Principle 4: Decision-makers must conscientiously consider the consultation feedback before making a final decision.

While it is only consultations that are legally required to follow these principles, it is considered good practice to follow them when conducting all engagement activities.





## Legal Obligations for Public Authority Consultations

The Consultation Institute identifies two areas to focus on when deciding if an authority needs to consult: Doctrine of Legitimate Expectation (common law) and statutory requirements.

The **Doctrine of Legitimate Expectation** ensures that local authorities act fairly, particularly when there has been a clear promise of consultation, official guidance or policies imply a promise to act in a particular way, or where the withdrawal of a benefit would have significant impacts. If a public consultation is expected but not conducted, or not done properly, it may lead to judicial review.

**Statutory provisions** are legal requirements which state that a consultation must occur. They exist in several key areas, including the following:

- Best Value Duty requires local authorities to ensure continuous improvement in their functions as mandated by the Local Government Act 1999. The [2024 revision to the statutory guidance](#) emphasises the need for consultation in fulfilling this duty, particularly when setting budgets and corporate plans. To comply with this duty, local authorities must engage meaningfully with diverse community groups, and ensure that consultations are inclusive, open, and fair. The [best value statutory guidance](#) on working with voluntary and community groups, and small businesses (revised in 2015) explicitly refers to compulsory consultations. Local authorities must conduct consultations at all stages of the commissioning cycle, including when reviewing service provision, setting budgets, and considering the decommissioning of services, to ensure that the views and needs of the community are taken into account in decision-making.
- The Public Sector Equality Duty ([Equality Act 2010](#)) requires local authorities to have due regard to equality considerations when exercising their functions, including making decisions. This duty necessitates consultations to assess the impact of decisions on people with protected characteristics. The [2023 revised guidance](#) mandates that public authorities explicitly consider equality impacts during the decision-making process.
- The [Health and Social Care Act 2022](#) requires local authorities to engage and consult with local people in developing and reviewing care strategies.
- The [Environmental Impact Assessment Regulations 2017](#) ensure public consultations for projects likely to have significant environmental effects.
- The [guidance on consultation and pre-decision matters](#) outlines the process for planning application consultations, emphasizing a 21-day consultation period by local planning authorities. This guidance primarily applies to lower-tier authorities, so it is unlikely to impact the County Council's consultation processes.



## Cambridgeshire County Council's compliance with its Duty to Consult

To ensure compliance with its duty to act fairly in respect of engagement and consultations, Cambridgeshire County Council will:

- Adhere to the Gunning Principles, ensuring consultations occur at a formative stage, provide adequate information, allow sufficient time for responses, and conscientiously consider the feedback received.
- Uphold the Doctrine of Legitimate Expectation, ensuring fair action, particularly when a clear promise of consultation has been made, or where withdrawing a benefit would have significant impacts.
- Fulfil its statutory duties, complying with all relevant laws and regulations that require public consultations.
- Ensure GDPR compliance, maintain transparency about data usage, storage, and obtaining necessary consents in accordance with the [Data Protection Act 2018](#), ensuring the protection of personal data throughout the consultation process.
- Conduct post-consultation reviews by implementing a process to evaluate the effectiveness of consultations and identify lessons learned for future improvements.

By adhering to these principles and guidelines, Cambridgeshire County Council aims to ensure that its consultations are inclusive, fair, and effective, ultimately leading to better-informed and more equitable decision-making processes.

## Next steps in delivering the strategy

In order to achieve the commitments outlined within this strategy, Cambridgeshire County Council plans to:

- Monitor consultation work within the council on an ongoing basis.
- Regularly update the council's Consultation Guidance, providing advice for all council staff on how to carry out consultations.
- Develop a centralised consultation database to log and regularly update consultation activities.
- Share best practices amongst members and staff within the council.
- Establish an advisory panel to oversee consultations and engagement, ensuring they comply with legal standards and council policies, to be introduced with the 2025 strategy update.

This strategy underwent a preliminary review in 2024, with a comprehensive update planned for 2025 to ensure it meets the council's needs and accurately reflects our commitment to effective engagement and consultation.



## Glossary

The **Consultation Institute** (tCI) is a membership body, and global leader in consultation best practice and training. More information can be found on their [website](#).

**Qualitative data** is interpretation-based, descriptive, and relating to language.

**Quantitative data** is numbers-based, countable, or measurable.

## Useful Links and Contacts

You can find more resources at the [Engagement and Consultation CamWeb page](#), including:

- [Consultation Guidance August 2024](#)
- Quick Cards on Engagement, Research, Consultation and Evaluation [\[add link when ready and uploaded to camweb\]](#).

For all other enquiries, including support with any engagement activities or consultations, please contact the Policy and Insight Team at [policyandinsight@cambridgeshire.gov.uk](mailto:policyandinsight@cambridgeshire.gov.uk).



## Performance Management Framework Refresh

To: Strategy, Resources and Performance

Meeting Date: 31st October 2024

From: Executive Director of Strategy & Partnerships

Electoral division(s): All

Key decision: No

Forward Plan ref: Not Applicable

Executive Summary: The current Cambridgeshire County Council Performance Management Framework was last updated in 2022/23. This refreshed framework updates the approach the County Council will take to performance, at both a Directorate level as well as realigning Policy and Service Committees to report and scrutinise performance at a more strategic level.

Recommendation: The Strategy, Resources & Performance Committee is asked to:

- a) Approve the refreshed Performance Management Framework; and
- b) Delegate any further amendments to the Performance Management Framework, agreed by the committee, to the Executive Director of Strategy and Partnerships in consultation with the Chair and Vice Chair of the Strategy, Resources and Performance Committee

Officer contact:

Name: Richard Springbett

Post: Governance & Performance Manager

Email: Richard.Springbett@cambridgeshire.gov.uk

# 1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 The Performance Management Framework establishes the principles by which the Council develops, manages and reports on performance. The outcome of the framework is to ensure that performance is reported to appropriate stakeholders in a timely manner to enable scrutiny and drive continuous improvement in service delivery. Effective performance management is essential for delivering all seven of the council's Strategic Framework ambitions.

## 2. Background

- 2.1 Cambridgeshire County Council is dedicated to providing residents with the best services possible and driving continuous improvement. Doing so requires an effective performance management system and a strong performance management culture, which allow the council to measure whether it is on track to achieve its strategic ambitions and service requirements.
- 2.2 The council last updated the Performance Management Framework for the 2022/23 financial year. Since the last framework was developed, the council has undergone considerable change and the strategic ambitions have been refined, meaning a refreshed Performance Management Framework is essential.
- 2.3 Building on previous iterations of the framework, the refreshed framework looks to guide colleagues within the organisation on the best approach to developing, managing and reporting on performance, enabling a joined up, transparent and high performing performance culture within the council. Through effective performance management, the organisation has the tools and capability to make informed choices about how to respond to performance challenges when they arise.
- 2.4 A refreshed performance management framework will help the council to:
- Realise its vision for a greener, fairer and more caring Cambridgeshire.
  - Effectively deliver its Strategic Framework ambitions via measurement of progress towards these ambitions and desired outcomes.
  - Drive continuous service improvement.
  - Promote good governance through accountability, transparency and scrutiny.
  - Instil confidence across the organisation, service-users and partners.
  - Protect and enhance the reputation of the council.

## 3. Main Issues

- 3.1 The current Performance Management Framework was last refreshed in 2022/23 financial year. The document sets out the 'what' and 'how' Key Performance Indicators (KPI) and Strategic Key Performance Indicators (SKPI) are created and used. The refreshed framework looks to build on these foundations, including a clearer performance process that links from individual services' performance all the way through to strategic decision-making, supporting the council to embed performance at the heart of everything we do.

3.2 Creating a clearly defined hierarchy for performance allows the right stakeholders to see the right information at the right time, creating a clear ‘golden thread’ for performance and ensuring consistency across the organisation in how performance is approached.

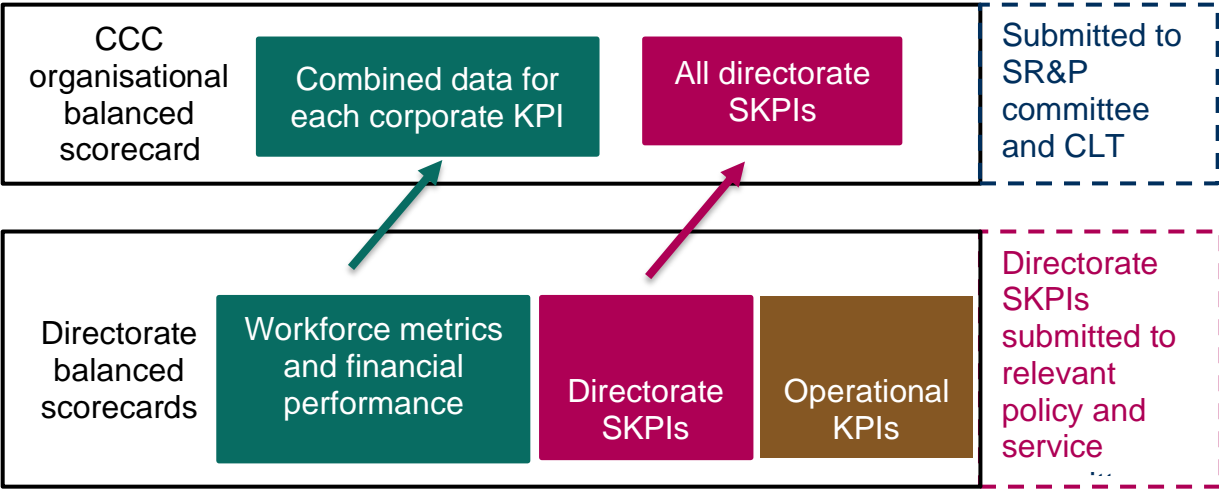


Table 1 above illustrates how the Directorate level scorecards feed up into the organisation scorecard.

- 3.3 Having a consistent approach across the organisation not only provides structure to how the council manages performance as a whole, it also provides transparency in how it works, and the results achieved across all services and directorates. The Operational KPI section of the scorecard will allow each directorate to have KPIs across all their services in one place and will allow performance to be effectively scrutinised as well as linking performance across a whole directorate more coherently.
- 3.4 Through the directorate scorecards, directorates’ Strategic Key Performance Indicators (SKPIs) will feed up to create an organisation-wide balanced scorecard. SKPIs link directly to the corporate ambitions set out within the Strategic Framework. They help elected members and the Corporate Leadership Team to understand performance across the entire council. SKPIs aim to tell the story of the council as well as giving a clear position on performance against the council’s strategic ambitions.
- 3.5 The Performance Management Framework has been designed to ensure that there is a consistent, streamlined and joined-up approach to performance. It is important that performance is not just looked at in isolation but also considered alongside other factors, such as finance, risk and change management at both officer and member level. These elements are built into the directorate scorecard, providing a holistic and detailed picture for officers within each directorate. For members, the quarterly performance report will look to tie-in closer links with finance and risk reporting as well as change management performance in due course. Having a joined-up approach both at directorate and member level, will bring a fuller picture to decision making as well as a better ability to make evidence-based decisions.
- 3.6 The Performance Management Framework sets out that the organisation-wide balanced scorecard will be presented in full each quarter to Strategy, Resources and Performance Committee. This is to bring performance reporting in line with the Terms of Reference set out for this committee, ensuring oversight and scrutiny of performance across the whole

organisation against the priorities laid out within the Strategic Framework. All other Policy and Service Committees will then receive the applicable SKPIs alongside attached appendices for directorate risks and change management as and when appropriate.

- 3.7 Whilst for many committees this will be a refinement of indicators that are currently presented, the focus on SKPIs alongside risk, finance and change will result in an increased scrutiny of overall performance for their respective areas of responsibility. Furthermore, quarterly performance scorecards can be supplemented with reporting on specific areas of interest as and when required.
- 3.8 It is also recognised that how the council communicates its performance is vital for promoting transparency and scrutiny. The Performance Management Framework outlines that quarterly performance scorecards will be published on the external website as well committing to delivering an annual performance report for the council. These scorecards will be developed so they are accessible to all and will ensure that all stakeholders have the opportunity to view the performance of the council against its strategic ambitions.

## 4. Conclusion and reasons for recommendations

- 4.1 It is important for the council to have an up-to-date Performance Management Framework that demonstrates how performance is measured, reported and managed.
- 4.2 The refreshed framework has been carefully considered, with best practice incorporated from sources such as Local Government Association and the Centre for Governance and Scrutiny. Bringing these elements together and building on previous iterations of the Performance Management Framework has established a way of working that allows for a more focussed and cohesive approach to performance as laid out in this paper.
- 4.3 It is recommended that the committee approves the refreshed Performance Management Framework.

## 5. Significant Implications

### 5.1 Finance Implications

No significant implications

### 5.2 Legal Implications

No significant implications

### 5.3 Risk Implications

No significant implications

## 5.4 Equality and Diversity Implications

The refreshed Performance Management Framework impacts all staff and service users. Highlighting performance through focus at committee level and directorate scorecards as laid out in the framework, means there is an increased likelihood of declining performance being addressed earlier, services being improved and better outcomes for staff, residents and service users.

## 6. Source Documents

6.1 Appendix 1 – Performance Management Framework

6.2 [EQIA – Performance Management Framework](#)





# Performance Management Framework



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# Introduction



## The Cambridgeshire County Council way

Cambridgeshire County Council is dedicated to providing its residents with the best services and support possible. This requires an effective performance management system and a strong performance management culture.

Performance management is a tool that allows us to measure whether we are on track to achieve our corporate priorities (see Appendix B) and service needs.

Public services in Cambridgeshire are facing a range of challenges. Performance management helps us make informed choices about how to respond. If we are off-track, we change our activities to improve service delivery, value for money, and the outcomes people experience.

Performance management is the centre of everything we do. It links and drives change programmes, projects and service delivery, and the risks we face.

Good performance management provides the council with the following benefits:

- Supporting our vision for a greener, fairer and more caring Cambridgeshire.
- Helping us to meet our corporate ambitions.
- Driving continuous improvement.
- Helping measure progress towards our objectives and desired outcomes.
- Promoting accountability and transparency.
- Instilling confidence across our organisation, service-users, and partners.
- Protecting and enhancing the reputation of the council.

Good performance management also helps the council manage risk. By closely observing our services, we can notice when risks arise and can monitor and manage risks and issues. This ensures we keep providing high-quality and effective services.

This framework can be used as a guide for officers and members developing and improving performance measures and reports. As performance comes in many forms, this framework is unable to mention all of them. For example, annual financial performance can be found [here](#).

### Auditing and reviewing the performance management framework

The Governance and Performance team will regularly review this framework, and through refinement and continual improvement, will ensure that it continues to meet the needs of Cambridgeshire County Council. The Governance and Performance team and the Strategy, Performance and Resources Committee will annually review and approve this framework and ensure it continues to be:

- Modern.
- Fit for purpose.
- Communicated effectively.
- Routinely complied with.
- And have previous recommendations implemented.



# The Cambridgeshire way

## Performance, risk management, and change programmes

### Our Vision

Performance management can often be reactive, using data collected months or years prior before changes are planned and improvements implemented. Cambridgeshire aims to move away from performance being restricted to hindsight. We will use data and insight to predict changes in performance and adapt our plans to prevent drops in our performance.

We understand that performance management cannot work in isolation. Our performance process has a holistic approach; it folds in project management, programmes of change, and risk management to better inform our decision-making.

In addition, Cambridgeshire has a clear performance process that links individual performance to strategic decision-making. We call this 'the golden thread' and it supports us to embed performance at the heart of everything we do.

We are invested in creating a culture that highlights good performance, sharing good

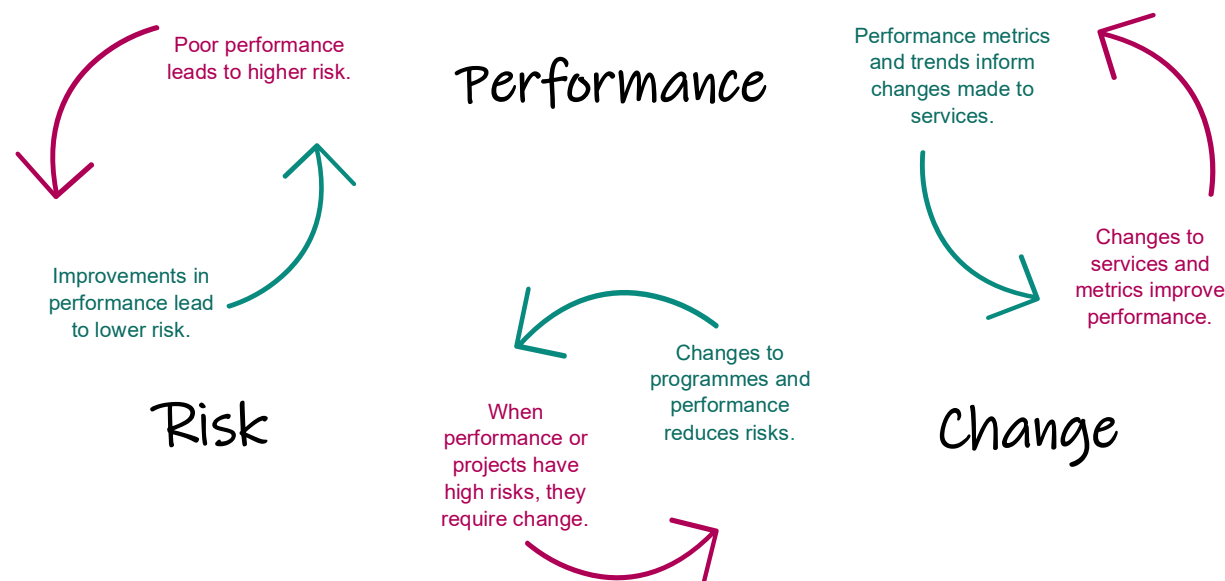
practice, and praising the work of our colleagues and teams.

### Looking to the future

We understand that performance, risk, and change are interlinked. We will use **balanced scorecards** to bridge this gap between risk, change and performance.

In addition to holding data from the previous quarter, we will use balanced scorecards to predict future performance and potential risks before they happen.

We will use the data and information they hold to ensure we have a mixture of **leading** and **lagging** indicators.





## The Cambridgeshire way

This will allow us to use formal change management reports or service improvement conventions to adapt services and budgets before data trends show falling performance.

### How we do it

Cambridgeshire has a clear performance management process. We use strategic key performance indicators (SKPIs) to track and report our performance against our corporate priorities and around the needs of our residents and service demands.

These performance metrics are tailored to each directorate and are held on **balanced scorecards**.

### What is a balanced scorecard?

A balanced scorecard is a performance management tool used to report and track the performance of the council's financial and service delivery. This is a new process that the Governance and Performance Team is supporting directorates to develop and implement.

### CCC Organisational Scorecard

Our Corporate Leadership Team (CLT) scrutinise the performance of the organisation monthly. Metrics for this performance is held on the **Organisational Scorecard**, which includes:

- Corporate KPIs: The summation of key performance indicators from corporate services and internal processes, such as workforce metrics and financial performance.
- SKPIs: Strategic key performance indicators (SKPIs) from each directorate, these provide a holistic view of each directorate and align with the council's strategic ambitions.

This is also reported to the Strategy, Resource and Performance Committee (SR&P) quarterly for democratic scrutiny.

The holistic nature of the scorecard also allows for a triangulation of insight to be shared across change delivery, financial management, and risk control of projects and services.

CLT and elected members use this scorecard to make recommendations and plan directorate and organisational-wide improvements based on the data and trends shown in the scorecard.



# The Cambridgeshire way



## Balanced scorecards

### Policy and Service Reports

Policy and Service Committees scrutinise the performance of SKPIs that are relevant to their committee's remit.

SKPIs held on **Directorate Scorecards** are compiled into quarterly performance reports which are sent to Policy and Service Committees for democratic scrutiny.

They use trends in data shown to offer recommendations and to hold officers to account.

### Directorate Scorecards

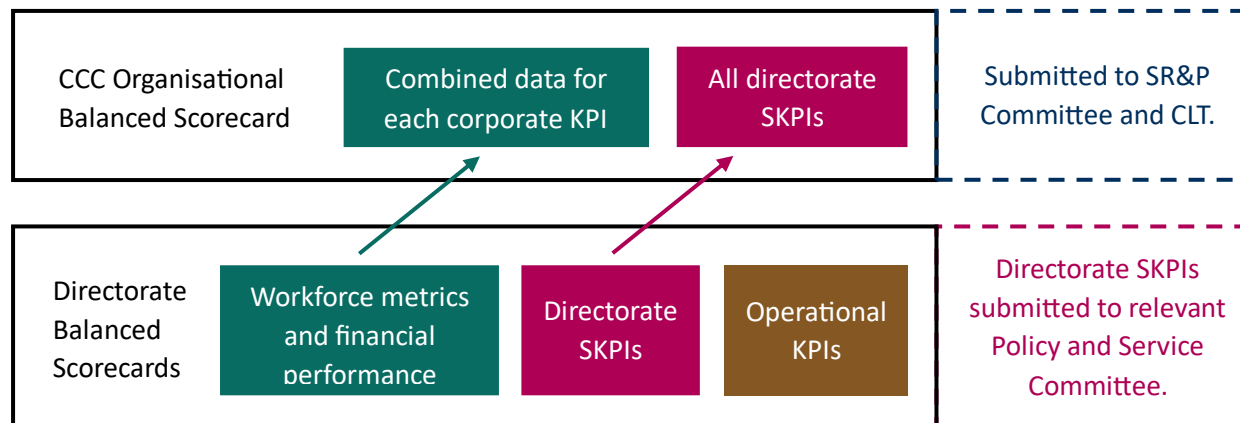
Each directorate in the council has a scorecard, which can be viewed by heads of service and management teams. These show a variety of indicators and data about each directorate and give managers the full picture of performance across their directorate. Indicators within these scorecards include:

- Corporate KPIs for their directorate.
- Strategic KPIs.
- Operational KPIs, which track the operational performance of services within the directorate.

Directorate scorecards are used by officers to report on overall performance so that officers can plan actions and create service-level changes to improve efficiency of our services and meet our residents' needs.

During the annual business planning cycle, directors and service managers will use information from the balanced scorecards to make decisions on what should be prioritised within the council and how funding should be decided.

More information on Policy and Service Committees and directorates can be found on page 12.



# Reporting performance

## Continuous Learning






Good performance management requires us to improve the performance metrics and carefully consider how we use the information they provide.

Cambridgeshire uses RAG ratings in our performance indicator reports. These are accessible and clearly highlight issues and successes within our performance.

We are cautious with how we use RAG ratings as measuring performance this way can sometimes hide nuances in performance. For example, green ratings can be used as an excuse not to provide proper scrutiny or improvement to a metric or service. RAG ratings can be useful, but targets should be regularly reviewed so that they reflect trends and benchmarked information.

Cambridgeshire does not just focus on improving our red-rated KPIs. We aim for continuous learning through the analysis of all our KPIs, including green and amber, to ensure that our services are up to a high standard and constantly evolving.

RAG Rating	Definition
 RED	Current performance is off target by more than 10%.
 AMBER	Current performance is off target by 10% or less.
 GREEN	Current performance is on or exceeding target.
Baseline	Indicates performance is currently being tracked in order to inform the target-setting process.
Contextual	These measures track key activities being undertaken, to present a rounded view of information relevant to the service area, without a performance target.
In Development	The measure has been agreed, but data collection and target setting are in development.

A focus on performance improvement requires the ability to make mistakes, acknowledge these and learn from them.

Performance improvement requires fostering trust and openness within the working culture of the organisation. People must be encouraged to give and receive feedback openly, to make and learn from mistakes, and to trust that they will not be blamed for 'poor' performance.

Training is a core part of Cambridgeshire's continuous improvement. The Governance and Performance Team provide training sessions for councillors and officers on performance management and how to develop effective KPIs.

We are aiming to embed continuous learning through having meetings with data holders and practitioners regularly, so that we can understand what is happening within service delivery and hold annual learning events with managers at directorate level.

# Reporting performance



## Improving performance

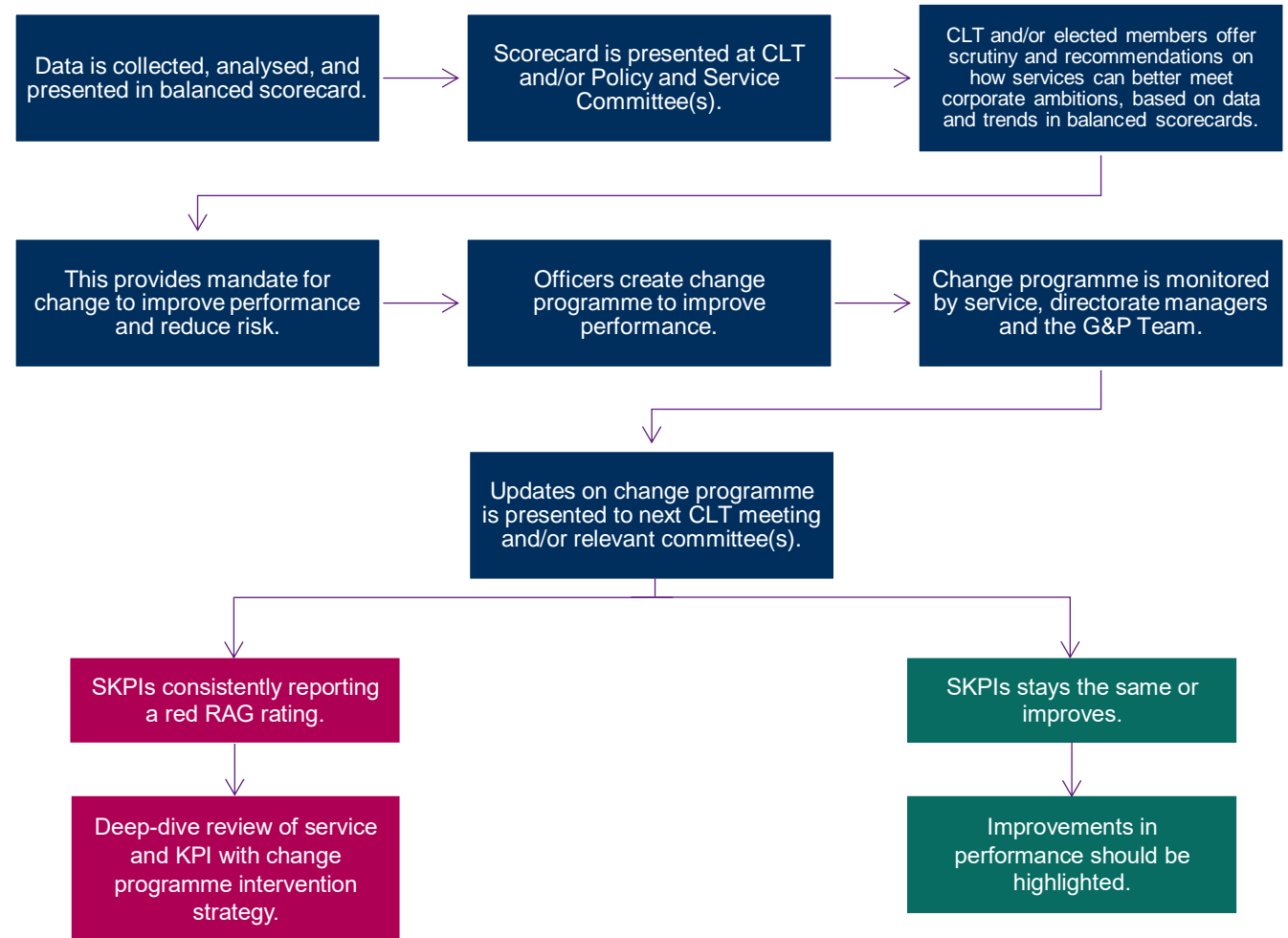
### Underperforming KPIs

KPIs and SKPIs that have a red RAG rating are considered 'underperforming'.

Red RAG ratings present risks. CCC has a clear process to improve the performance of red KPIs through change programmes.

This involves services making action plans which are reported to the Performance Team in the commentary box of the balanced scorecard.

For S/KPIs that are underperforming, refer to the CCC [Risk Management Toolkit](#).





# Reporting performance



## Targets and benchmarking

It is essential that data is not manipulated and provides true and fair reflections of what has been collected. We use available, clean, and transparent data to drive a balanced view on performance.

Regardless of whether we report certain data to committees, we collect as much data and information about our services and Cambridgeshire as we can. This helps us set standards, targets, and benchmark our work. It is also useful to keep this as historic data, should we decide to change how and what we report on in future.

### Benchmarking

Targets and benchmarking are useful to understand the standard of Cambridgeshire's performance. Each KPI that Cambridgeshire measures either has a target or provides contextual knowledge about a service or area. Benchmarking uses CIPFA comparison data (which compares counties to their closest statistical neighbour; this data is often found on external performance websites such as LG Inform), Office for Local Government (Oflog) metrics, government

guidelines, and data collected from internal reports.

Benchmarking encourages openness and transparency between local authority areas by learning from experiences and sharing best practice and solutions between organisations. This can be used to drive improvements in performance.

### Targets

There can be apprehension around setting targets when they can seem to remove nuance. For example, a green indicator might be above its target but steadily declining in performance. If not scrutinised properly through regular monitoring, this could be ignored until it dips below standard. Regardless of an indicators' RAG status, dips in performance should be monitored and proper processes put in place.

It may also be tempting to avoid setting targets when a service is not hitting targets to avoid red ratings. However, there can be good reasons that a service is not meeting its targets. For example, some services performance dipped during the

COVID-19 pandemic as more essential services were prioritised.

### Quantitative and qualitative data

To help with target-setting and understanding the context of the data we gather, it is important that KPIs include **quantitative** and **qualitative** data.

Quantitative data can clearly demonstrate trends, particularly when data is impacted by seasonal changes and other regular cycles. However, not all data we gather across our services can be easily explained and services can be unsure as to why quantitative data is showing the numbers and trends it is.

Qualitative data is needed to provide important commentary that may be missing. It can be used to explain confusing trends in quantitative data and give us better insight and understanding into how local and national issues affect the county.

# Reporting performance



## How we use data

Performance management is a continuous cycle. We take a comprehensive approach to performance, looking at our impact on society, our residents, our customers, and our people. We know that to achieve the best impact, we need the right leadership, strategy, planning, people, partnerships, resources, and processes.

Accurate and timely performance data at all levels is essential to our improvement journey.

This framework ensures:

- High standards of data quality.
- Information is gathered to track and report on performance and identify trends.
- Clarity in relation to roles and responsibilities.

The data we collect is held within services and by our insights team. You can find out more about how we collect and store data here:

<https://www.cambridgeshire.gov.uk/council/data-protection-and-foi/information-and-data-sharing/privacy-notice>

## Data processes

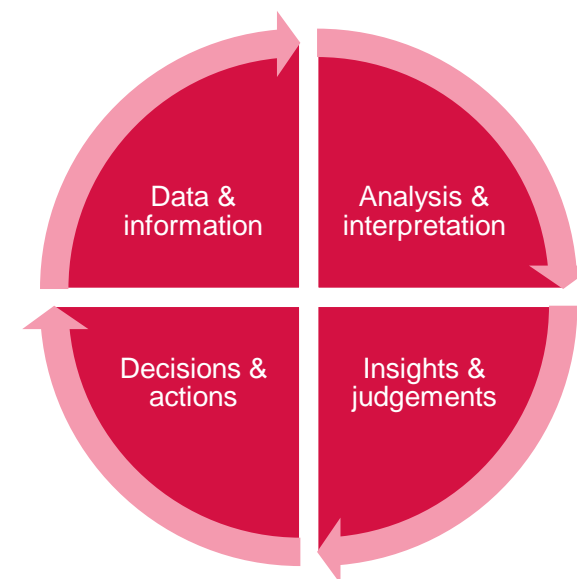
Our teams collect **data and information** from a variety of places. These include:

- Council services.
- National and government data.
- Services we commission and procure.
- Partner organisations.

These are **analysed and interpreted** by our Governance and Performance team, who then present the findings to our committees.

Cambridgeshire's **Insights** team, in collaboration with our services and the Governance and Performance team, consider whether the council are on track to meet targets and provide suggestions and **judgements** on how to improve performance.

Provided with these suggestions and data, our councillors and officers, in collaboration with residents, make **decisions** and outline **actions** to improve council services and performance.





# Reporting performance



## KPIs and levels of performance management

There are different levels to performance management within Cambridgeshire County Council. Our employees, teams, and senior leaders all check and report on performance.

A golden thread links performance management throughout the organisation at strategic, tactical, operational, and individual levels. It ensures that our outcomes, plans, and measures at all levels are in line with our corporate ambitions and with service needs.

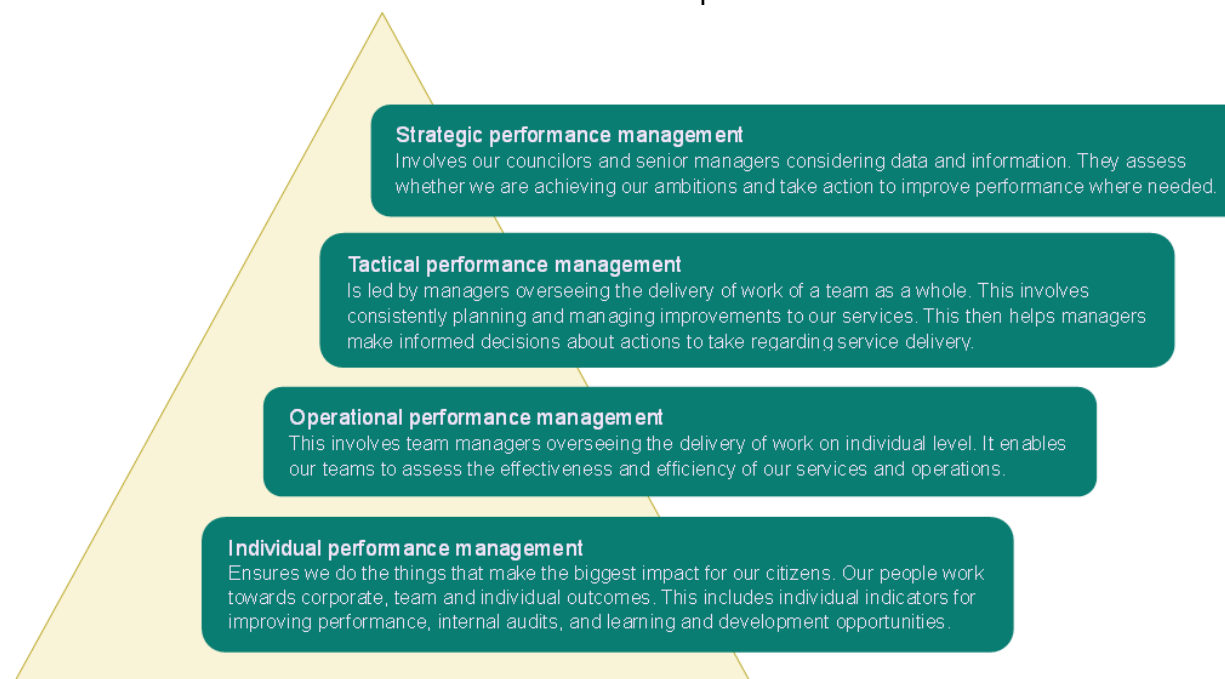
The type of KPI used depends on the level of performance management. For example, an **individual** KPI would be the 'number of cases Julie processed this month'. An **operational** KPI would be the 'percentage of new cases processed by the service this quarter'.

**Strategic** KPIs (SKPIs) link directly to our corporate ambitions. They help our elected members and Corporate Leadership Team ('CLT') to understand performance across the entire council. SKPIs aim to tell the story of the council and demonstrate where big changes need to be made in the

council's corporate governance, management, and aims.

It is important that KPIs are an effective indicator of performance. When developing or reviewing KPIs, we need to consider what KPIs are needed to show the state of services and information on our Cambridgeshire residents.

Good indicators are led by service need, following service demand and the aims and outcomes of the council. For example, KPIs that capture data on equalities and protected characteristics help us to understand what some of our most vulnerable residents need and ensure that our services take different needs into consideration when they are designed and adapted.



# Levels of performance management



## Strategic performance management

### Strategic performance management

Strategic performance management is crucial to improving our services and providing good governance. It involves our reporting on and adapting how we collect, analyse, and interpret the data and information we gather on our services, and how we can use this to meet the council's targets and corporate ambitions.

Within Cambridgeshire County Council's strategic management, there are 5 directorates:

- Adults, Health, and Commissioning.
- Children, Education, and Families.
- Finance and Resources.
- Place and Sustainability.
- Strategy and Partnerships.

Each directorate will have around ten strategic key performance indicators (SKPIs). These provide a high-level overview of performance across all areas within the directorate and will link directly to one or more corporate ambitions.

As part of our monitoring and reviewing process, each directorate's SKPIs will be reported to the Strategy, Resources and

Performance Committee (SR&P) which scrutinises all SKPIs.

Each directorate's SKPIs are also reported quarterly to a Policy and Service Committee. The SKPIs chosen for each Policy and Service Committee is decided by our Corporate Leadership Team and relevant senior officers.

Cambridgeshire's Policy and Service Committees are:

- Adults and Health Committee.
- Assets and Procurement Committee.
- Children and Young People's Committee.
- Communities, Social Mobility, and Inclusion Committee.
- Energy and Green Investment Committee.
- Highways and Transport Committee.
- Strategy, Resources and Performance Committee.

You can find out more about what each of our committees do here:

<https://www.cambridgeshire.gov.uk/council/meetings-and-decisions/council-meetings>

Performance reports are created by the Governance and Performance Team with support from data owners in the Policy and Insight team and the wider organisation. They are reported to and scrutinized by councillors. They are used to monitor whether Cambridgeshire is on track to meet its performance targets and corporate ambitions.

Committee papers are published on the council's website a week before committee for the public's enquiry. We encourage you to read these papers, propose questions, and offer scrutiny ahead of the committee.

Reports are available to the public here:

[https://cambridgeshire.cmis.uk.com/cc\\_c\\_live/Committees.aspx](https://cambridgeshire.cmis.uk.com/cc_c_live/Committees.aspx)

# Levels of performance management



## Individual, operational, and tactical performance management

As the golden thread demonstrates, each level of performance management at the council feeds into the next. Individuals' performance management is directed by operational, tactical, and strategic needs, which are informed by the council's corporate ambitions. KPIs that are presented at service and committee level are guided by operational KPIs, which are led by the targets and achievements of individuals, teams, and officers.

It is important to Cambridgeshire County Council that we create a culture which highlights good performance and practice. We acknowledge good performance top-down, by managers having open and honest conversations with their teams and identifying where good work has been undertaken through regular reviews. Our People Strategy sets out how we focus on continually improving individual performance.

### Tactical performance management

Each service has operational performance indicators which are led by team managers and heads of service. They are bespoke and tailored to individual teams.

Heads of service and team managers decide which performance indicators they use, using this document to guide the development, measurement, and reporting of KPIs.

As an example, in an adult's social care team this could include reviewing the number of new assessments that have been received within a month and assessing how this impacts capacity.

### Operational performance management

Each service has operational performance indicators. They are bespoke and tailored to individual teams and individuals. Team managers decide which performance indicators they use, using this document to guide the development, measurement, and reporting of KPIs.

In an adult's social care team, this could involve the team manager reviewing the case loads of individual social workers.

### Individuals' performance management

Individual performance management focuses on our staff and underpins our work towards targets. Outcomes for individuals use SMART goals and are set

by the individuals themselves and their managers. They are monitored through monthly reviews called 'Our Conversations'. More about individual performance management and policies can be found in [Our People Strategy](#).

There are many types of performance management that have been covered by other frameworks and teams within the council. The following policies can be found on Camweb:

- [Contracts Management](#)
- Partnership management
- Change portfolio
- [Our People Strategy](#)

# Measuring and managing performance



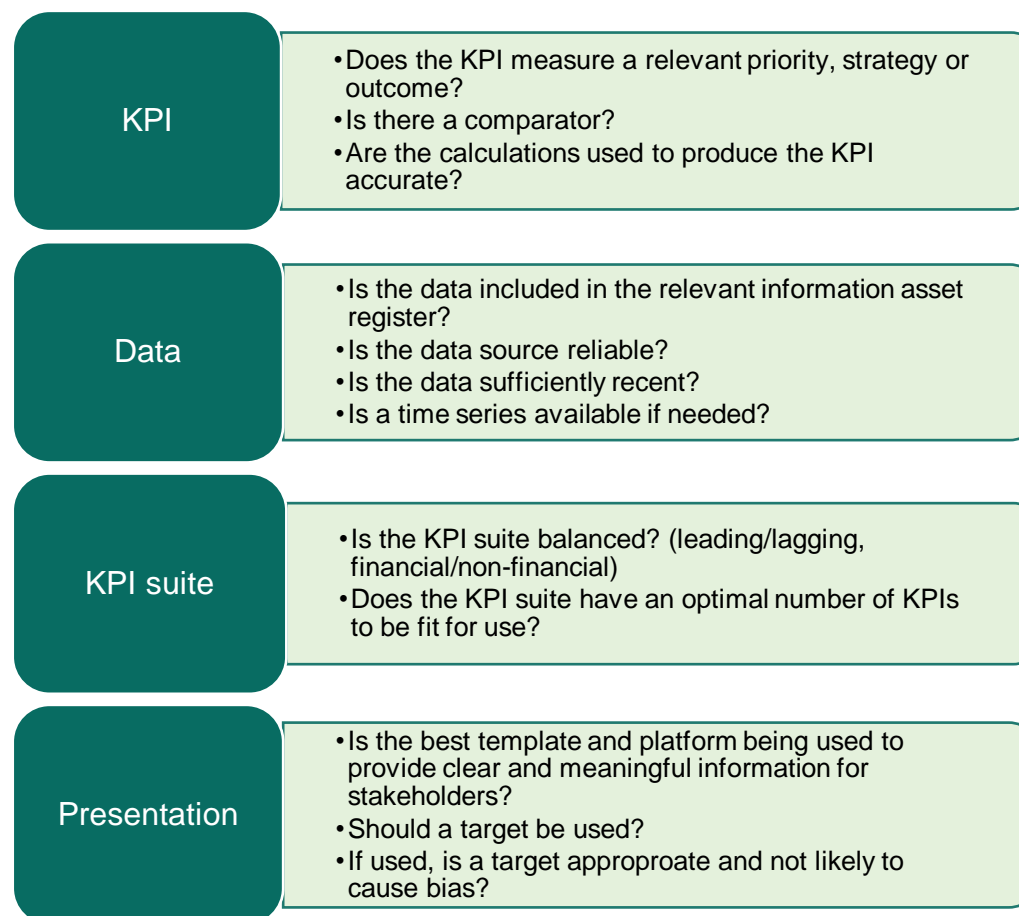
## Developing key performance indicators

It's important that our KPIs have clear purpose and help us to improve our services and performance.

Effective performance management comes from a clear idea of where we want to get to, what impact we want to have, and how we will do that. The council has two core questions that managing our performance can answer:

- Have those aspects of people's lives which the council influences improved?
- Has there been an overall improvement in the quality of life for people who live in the area?

Cambridgeshire uses multiple methods to ensure our KPIs are relevant, effective, and efficient. This includes using SMART goals and a clear KPI cycle.



# Measuring and managing performance



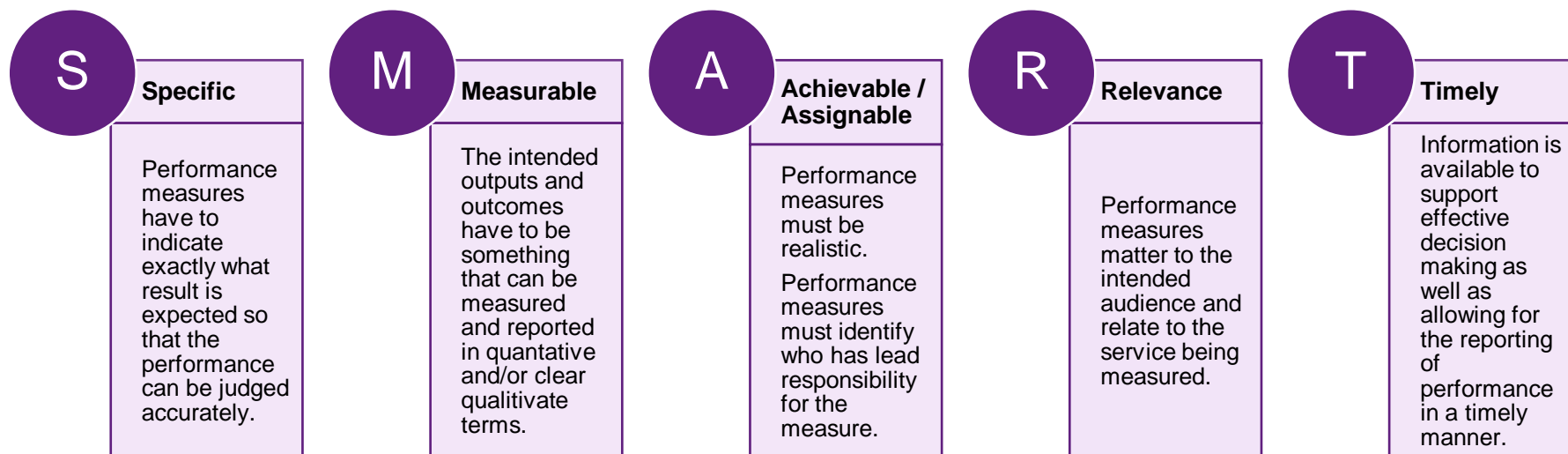
## SMART objectives

Cambridgeshire uses SMART objectives to form goals, performance measures, and actions. All levels of performance should use SMART goals.

SMART objectives are useful at strategic level to ensure that SKPIs will have beneficial outcomes that align with corporate ambitions.

SMART objectives can be used at operational and tactical levels to create KPIs and plan team and service delivery.

Individuals should use SMART objectives to outline their development and individuals outcomes.



# Measuring and managing performance

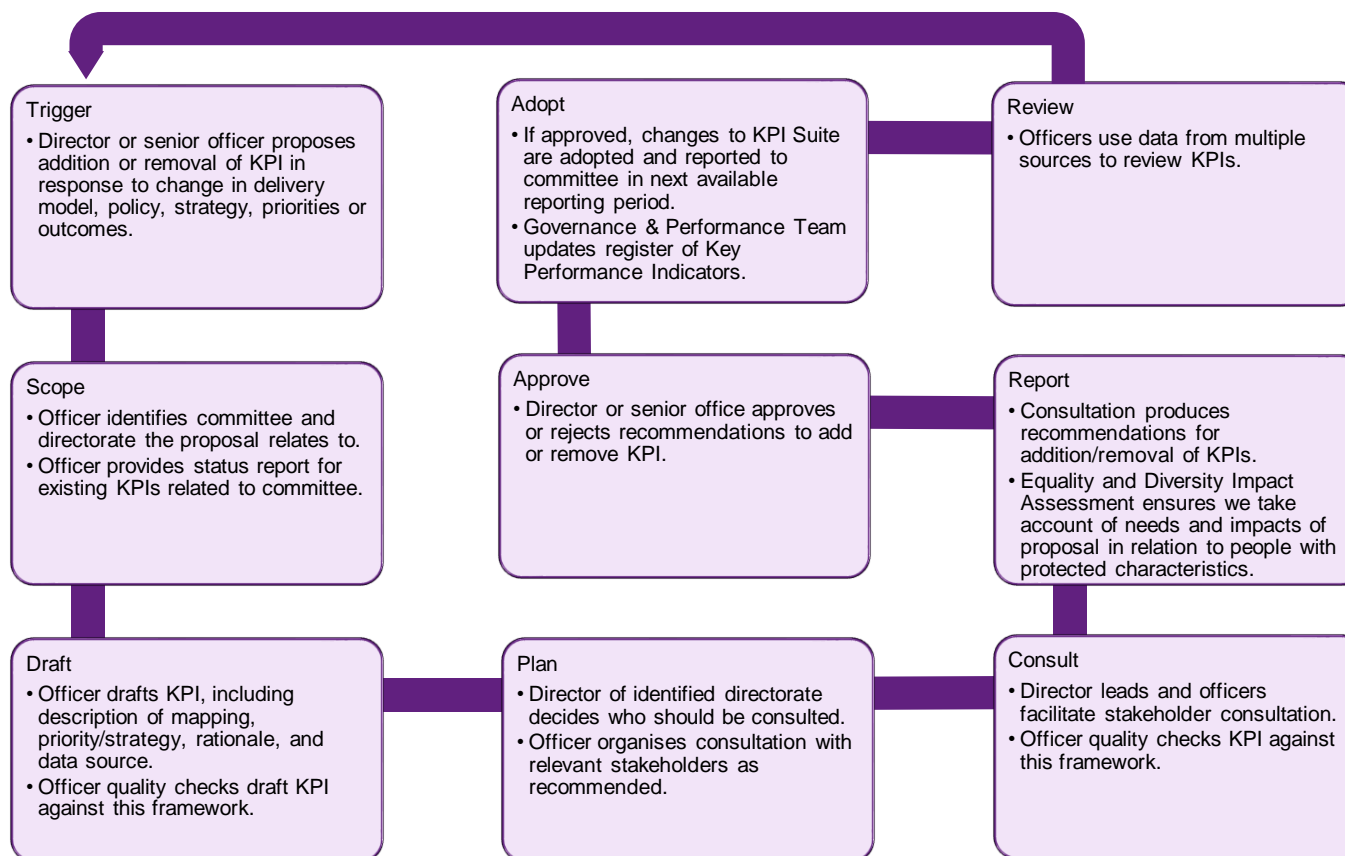


## Cambridgeshire's KPI cycle

To use KPIs effectively, Cambridgeshire follows this cycle when developing and adapting KPIs for services and committees. It is recommended that operational KPIs follow a similar approach.

The KPI cycle is circular to encourage innovation through continuous testing and adapting of KPIs. Using this method, our KPIs will become more efficient and effective.

The Governance and Performance Team is available to support services and teams with the development of new KPIs.





# Reporting performance



## Audit and review

### Officers

KPIs are developed by officers. Officers collect, analyse, and present data on KPIs, consider recommendations from members, and develop KPIs to improve efficiency based on trend data and analysis.

Corporate SKPIs will change with the council's corporate priorities. For one of these to change it needs to be approved by CLT and Service Directors.

### Policy and Service Committees

The performance of SKPIs are scrutinised by our elected members in Policy and Service Committees. This can include highlighting issues and trends with the SKPIs presented.

Elected members can ask for further information on SKPIs presented to their committee. Directorates will then offer bespoke investigations into the performance of SKPIs, but it will not be possible to offer this level of detail for the same SKPIs each quarter.

### Audits and Accounts Committee

The Audits and Accounts Committee provides independent scrutiny of the authority's financial and non-financial performance to the extent it affects the authority's exposure to risk and weakness of the control environment. This includes scrutinising KPIs and this framework.

### Reviewing and auditing KPIs

In addition to the Audit and Accounts Committee's scrutiny, after each quarterly cycle the Governance and Performance Team choose a random selection of KPIs to audit the quality and accuracy of. This helps our monitoring and reporting by ensuring that our data is being correctly handled and used.

This includes testing samples of KPIs from each Policy and Service Committee to confirm that:

- KPIs are accurately calculated.
- KPIs are accurately and reliably reported to the relevant committee in line with the Performance Management Framework.

- Effective remedial action is taken where performance is lower than expected.
- KPIs are relevant, aligned to the council's Strategic Framework, and useful for decision makers.
- KPIs are being used effectively to inform on outputs and support strategic decisions.

# Communication



## Transparent communication

We are committed to being accountable to our residents. We publish our performance information on public websites and social media so that anyone can review our performance.

- Visit the council section of our website to read our [business plan](#) and performance reports. Performance reports are provided to committees and are published and discussed publicly. These are available on the council websites' 'Agenda and Minutes' [Committee pages](#).
- [LG inform](#) is the local area benchmarking tool from the Local Government Association. All English councils submit statutory data returns to the Government. This website draws together the data and statistics. This allows comparisons and benchmarking by region, county, or district.
- [Cambridgeshire Insight](#) is a shared knowledge base for Cambridgeshire and Peterborough.

It enables users to access and share information and research for deeper insights about their local area.

- We share information about our performance via social media. This includes our corporate Twitter/X feed and Facebook page. Councillors also share information on their own social media accounts.
- Service committee meetings are livestreamed on YouTube and are recorded and uploaded to [Cambridgeshire County Council's YouTube page](#).



## Stakeholders

Many stakeholders have roles to play to ensure we are managing our performance. We work closely with our partners to collect data and share lessons learnt.

Cambridgeshire County Council is committed to being open and transparent about our services. We communicate our progress to everyone who has an interest in it. This includes residents, partners, contractors, councilors, and officers. In addition, we have a statutory responsibility to report to our funders and regulators.

Partners will be made aware of findings at relevant stages and will help to shape our reports through sharing of good news stories, data sharing, and key risks and issues. Lessons learnt will be captured through our internal software (Microsoft PowerApps) which captures all lessons learnt in the council. These are shared with partners to enable a community of learning and collaboration.



# Appendix A – Glossary of Terms



**Audits and Accounts Committee:** Provides independent scrutiny of the authority's financial and non-financial performance to the extent it affects the authority's exposure to risk and weakness of the control environment.

**Balanced scorecard:** A performance management tool holding performance metrics and showing data trends.

**Change programmes:** Identifying, evaluating, and implementing changes to projects and programmes to improve outcomes.

**Corporate Leadership Team (CLT):** Council team consisting of heads of each directorate, HR, Communications, and the chief executive.

**Key Performance Indicators (KPIs):** Indicators used at all levels of performance management, from the performance of individual officers to service-wide reporting, to track performance.

**Lagging:** Data/KPIs collected and showing information from the past, for example, the year prior.

**Leading:** Data/KPIs that look ahead and attempt to predict future performance.

**Performance management:** Monitoring, reporting, and making recommendations based on performance data and metrics.

**Qualitative:** Non-numerical data.

**Quantitative:** Numerical data.

**RAG rating:** Red, Amber, Green rating system to show whether something is on track.

**Risk management:** Identifying and evaluating risks to minimize, monitor, and control the probability of negative impacts.

**Service improvement:** The process of dissecting identified problems within a service or programme and developing potential solutions.

**SMART objectives:** A tool used to achieve goals - Specific, Measurable, Achievable, Relevant, and Timely.

**Strategic Key Performance Indicators (SKPIs):** High-level indicators that directly link to our corporate aims and tell the story and overview of all our services.

**Strategy, Resource and Performance Committee:** Scrutinises SKPI metrics, data, and commentary.

## Appendix B – CCC's corporate ambitions



### The Cambridgeshire County Council Vision

We will deliver this vision by being Closer to our Communities, taking a 'decentralised' approach to our relationships with our partners, communities and residents, so that Cambridgeshire can become greener, fairer and more caring in the ways that are most suitable to the variety of people and communities we serve.

To do this we have SEVEN ambitions:

#### Ambition 1

Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes



#### Ambition 2

Travel across the county is safer and more environmentally sustainable



#### Ambition 3

Health inequalities are reduced



#### Ambition 4

People enjoy healthy, safe and independent lives through timely support that is most suited to their needs



#### Ambition 5

People are helped out of poverty and income inequality



#### Ambition 6

Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised



#### Ambition 7

Children and young people have opportunities to thrive



Delivering these ambitions often involves us working with all our partners including the voluntary sector, businesses and communities to tailor services around people, families and the communities they live in.

## Appendix C – CCC's balanced scorecard



Column	Description
Perspective	Who is this about? Corporate (staff) or residents.
KPI	List of indicators, around 10 for each section.
Metric Category	Where the metric is from e.g., central government, local authority.
Reporting Frequency	Monthly/Quarterly/etc.
Last Updated	Date or Quarter.
Target	End Year/ Quarter target/ Percentage/ Number/ Contextual.
Direction for Improvement	Whether a lower or higher performance from last period is better.
Performance (Current Period)	Statistical value for current period.
Performance (Previous Period)	Statistical value from previous period.
Change in Performance	Arrow demonstrating direction of improvement.
RAG Rating	Red/ Amber/ Green rating.
Trend Analysis	Arrow demonstrating direction of trend.
Comments/ Commentary	Any other relevant information.

The comments/commentary box will be used to provide updates, qualitative information, or context for the S/KPI and/or the trend seen. Where S/KPIs have red RAG ratings the commentary box will be reported on and used to provide updates on action plans created to mitigate the red risk

# Appendix D – Officer roles and responsibilities



Performance is tracked and reported in different ways. These are the ways our officers track and report our strategic, operational, and individual performance.

## Corporate Leadership Team

- Responsible for delivering our corporate priorities.
- Approve or reject new KPIs, recommend improvement or removal of existing KPIs.
- Tracks achievement of corporate priorities, focusing on SKPIs.
- Monitors and manages performance and challenges slippage.
- Agrees actions to overcome problems and changes to timescales.

## Directorate Management Teams

- Manage performance of their Service as appropriate according to risk and priority.
- Approve or reject new KPIs, recommend improvement or removal of existing KPIs.
- Translate corporate priorities into team outcomes, strategies, and action plans.
- Develop milestones, targets, and responsibilities.
- Ensure staff have the right training and tools.
- Link team performance to individual performance.
- Quality assure data and KPIs produced by Directorate Management Teams and external contractors.
- Track progress against service plans.
- Assess and communicate the impact of services.
- Analyse and investigate issues, to understand them and identify appropriate remedial action.

## Governance and Performance Team

- Audits the Performance Management Framework and KPI Suite annually, and communicates any revisions.
- Supports Directorate Management Teams to produce performance reports for committee, including technical commentary on suitable indicators and interpretation of trends.
- Undertakes sample tests of KPIs and maintains register of KPIs.
- Extracts and analyses data in response to performance issues and investigations requested by elected members.

## Policy and Insights Team

- Extracts and processes information from data systems and other sources.
- Quality assures data provided by services which contributes to KPIs.
- Extracts and analyses data in response to performance issues and investigations.

## All employees

- Identify and set the actions, measures, and targets to achieve priorities and objectives.
- Identify measures and set targets for achievement of desired outcomes.
- Identify risks to achieving good performance and manage them.
- Record data using business systems.

# Appendix E – Councillor roles and responsibilities



Our councillors track, report on, and scrutinise our strategic, operational, and individual performance in different ways. Below are the different ways elected members do this.

## Strategy, Resources and Performance Committee

This is the main committee SKPIs performance is reported to.

This committee:

- Defines corporate priorities and outcomes.
- Oversees performance management culture and system.
- Reviews and approves Performance Management Framework annually.
- Tracks progress against corporate priorities quarterly using SKPIs.
- Considers whether performance is at an acceptable level. Can request further information on different SKPIs each quarter to effectively assess performance.
- Seeks to understand the reasons behind the level of performance and identifies remedial action.

## Policy and Service Committees

The performance of relevant SKPIs are reported to these committees.

These committees:

- Set outcomes and strategy in the areas they oversee.
- Track progress quarterly.
- Consider whether performance is at an acceptable level. Can request further information on different SKPIs each quarter to effectively assess performance.
- Seek to understand the reasons behind the level of performance and identifies remedial action.

## All Councillors (Full Council)

- Set corporate priorities and outcomes when refreshing the strategic framework at Full Council.
- Contribute to the formation and challenge of policies, budget, strategies, and service delivery.



## Corporate Performance Report

To:	Strategy, Resources and Performance Committee
Meeting Date:	31 October 2024
From:	Executive Director of Strategy and Partnerships
Electoral division(s):	All
Key decision:	No
Forward Plan ref:	Not Applicable
Executive Summary:	This report provides an update to the Strategy, Resources and Performance Committee on the performance monitoring information for the 2024/25 quarter 1 period, covering 1 April to 30 June.
Recommendation:	The Committee is asked to note performance information and act, as necessary.

### Officer contact:

Name: Richard Springbett  
Post: Governance and Performance Manager, Strategy and Partnerships  
Email: [Richard.Springbett@cambridgeshire.gov.uk](mailto:Richard.Springbett@cambridgeshire.gov.uk)

# 1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 This report analyses the key performance indicators (KPIs) which directly link to Ambition 6: Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised. Due to the complex nature of KPIs, some indicators may also impact other ambitions.

## 2. Background

- 2.1 The Performance Management Framework sets out that Policy and Service Committees should:
- Set outcomes and strategy in the areas they oversee.
  - Select and approve the addition and removal of Key Performance Indicators (KPIs) for the committee performance report.
  - Track progress quarterly.
  - Consider whether performance is at an acceptable level.
  - Seek to understand the reasons behind the level of performance.
  - Identify remedial action.
- 2.2 This report, delivered quarterly, continues to support the committee with its performance management role. It provides an update on the status of the selected Key Performance Indicators (KPIs) which track the performance of the services the committee oversees.
- 2.3 The report covers the period of quarter 1 2024/25, up to the end of June 2024.
- 2.4 The most recent data for indicators for this committee can be found in the dashboard at Appendix 1. The dashboard includes the following information for each KPI:
- Current and previous performance and the projected linear trend.
  - Current and previous targets. Please note that not all KPIs have targets, this may be because they are being developed or the indicator is being monitored for context.
  - Red / Amber / Green / Blue (RAGB) status.
  - Direction for improvement to show whether an increase or decrease is good.
  - Change in performance which shows whether performance is improving (up) or deteriorating (down).
  - The performance of our statistical neighbours. This is only available, and therefore included, where there is a standard national definition of the indicator.
  - KPI description.
  - Commentary on the KPI.
- 2.5 The following RAGB criteria are being used:
- Red – current performance is 10% or more from target.
  - Amber – current performance is off target by less than 10%.
  - Green – current performance is on target or better by up to 5%.
  - Blue – current performance is better than target by 5% or more.



- Baseline – indicates performance is currently being tracked in order to inform the target setting process.
- Contextual – these KPIs track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target.
- In development - KPI has been agreed, but data collection and target setting are in development.

### 3. Main Issues

3.1 Current performance of available indicators monitored by the Committee is as follows:

Status	Number of KPIs	Percentage of KPIs*
Red	2	15%
Amber	2	15%
Green	6	46%
Blue	2	15%
Baseline	1	8%
Contextual	0	0%
In Development	0	0%
Suspended	0	0%

*\*Figures may not add to 100 due to rounding.*

3.2 There are 8 Green and Blue indicators this quarter. Below are some highlights.

#### **Indicator 195: Percentage of IT requests resolved at first line within expected timescales**

The increasing percentage of service requests being resolved within Service Level Agreement (SLA) is reflective of the improved processes used to resolve requests such as the management of call queues by ensuring that older calls are given equal priority. The standardisation of IT across the business is made possible by the migration away from network storage to Teams and SharePoint.

#### **Indicator 214: Staff turnover (rolling 12 month average)**

Rolling 12-month turnover has been steadily reducing since April 2023 and is now sitting more comfortably within the target range and significantly lower than our statistical neighbours. The number of leavers in August spiked which was in part due to 13 relief/fixed term contracts coming to an end and 13 retirements taking effect from end August. Whilst it was higher compared to recent months, it is a large drop off year on year, hence the downward trajectory of the rolling 12-month data.

Exit interviews are now offered across the whole organisation and are being routinely carried out with all leavers who wish to take part. This ensures reasons for leaving are captured and improvements made where possible with the intelligence gathered being fed back into the directorates by the Human Resources (HR) service. Engagement sessions are held within social care, supporting new starters in their first few weeks of employment. Exit interviews can now be requested by individuals directly and the offer is now extended to those employees who are considering leaving. The focus of this work will continue.

Increased collaboration between HR and the Council's Insight team has provided improvements to the suite of HR indicators and provided benchmarking data. This benchmarking data will help inform how the County Council is performing in relation to targets, statistical neighbours and national information.

- 3.3 There are 2 red indicators for commentary this quarter.

**Indicator 182: Proportion of Freedom of Information requests responded to within statutory timescale**

This first quarter performance has improved from Q4. There continues to be a high level of responses with 445 responses issued in the first quarter. June is the first month in the last two quarters where the number of requests received has dropped below 100 which should enable the team to work on issuing more responses on time without the pressures caused by the much higher volumes received in April (160) and May (146). The process has begun around publishing data on potholes on the website to address the higher levels of requests on that topic. Meetings are taking place with our IT and Digital Service to discuss improvements to reporting, self-service and the use of AI to enable smoother processing for our residents and our workforce.

**Indicator 212: Number of staff who have completed Introduction to First Aid**

This course has been reconfirmed by Corporate Leadership Team (CLT) as essential learning for all employees that needs to be repeated annually. A new process has been implemented in January whereby people are asked by their manager during their annual ratings conversation whether they have completed their essential learning and this is expected to drive a significant improvement in compliance.

For reporting on a quarterly basis, the target of 3000 is divided by four equally, however, whilst this indicator is reported red for Q1, 2,624 employees completed their training last year over the remainder of the financial year. It is expected that as officers complete their training annually this trend will continue, with the assurance of all employees being asked about their training during the annual ratings conversation at the end of Q3, beginning of Q4.

The Health & Safety Team continue to promote the course and monthly statistics are shared with CLT requesting them to promote within their Service areas.

Detailed commentary and summary of each indicator can be found in Appendix 1.

## 4. Conclusion and recommendations

- 4.1 Of the indicators updated this quarter, 4 indicators saw an improvement in performance from the quarter 4 update, reported to the committee in June 2024:

- 1 indicator moved from **Amber to Green**: Indicator 184: Statutory returns completed on time

2 indicators have seen a decline in performance from the quarter 4 update, reported to the committee in March 2024:

- 1 indicator moved from **Green to Amber**: Indicator 190: Proportion of information enquiries resolved at first point of contact
- 1 indicator moved from **Blue to Red**: Indicator 212: Number of staff who have completed Introduction to First Aid

9 indicator's performance status has remained unchanged:

- Indicator 182: Proportion of Freedom of Information requests responded to within statutory timescale
- Indicator 183: Percentage of Subject Access Requests completed within statutory timescales
- Indicator 195: Percentage of IT requests resolved at first line within expected timescales
- Indicator 213: Average days lost per FTE to sickness absence
- Indicator 214: Staff turnover (rolling 12 month average)
- Indicator 215: IT & Digital Services Network Access Availability.
- Indicator 216: IT & Digital Services Customer Perception Rating
- Indicator 217: Website Quality Assurance Score.
- Indicator 218: Website Accessibility Score.

1 indicator continues to be classified as baseline:

- Indicator 187: Proportion of staff feeling engaged as demonstrated through employee engagement survey.

## 5. Significant Implications

- 5.1 This report monitors quarterly performance. There are no significant implications within this report.

## 6. Source Documents

- 6.1 Appendix 1: Strategy, Resources and Performance Corporate Performance Report Q1 2024-25



**Produced on:** 23 October 2024



# Performance Report

## Quarter 1

### 2024/25 financial year

Strategy, Resources & Performance Committee

Governance & Performance  
Cambridgeshire County Council  
[governanceandperformance@cambridgeshire.gov.uk](mailto:governanceandperformance@cambridgeshire.gov.uk)

## Key



Data Item	Explanation
<b>Target / Pro Rata Target</b>	The target that has been set for the indicator, relevant for the reporting period
<b>Current Month / Current Period</b>	The latest performance figure relevant to the reporting period
<b>Previous Month / previous period</b>	The previously reported performance figure
<b>Direction for Improvement</b>	Indicates whether 'good' performance is a higher or a lower figure
<b>Change in Performance</b>	Indicates whether performance is 'improving' or 'declining' by comparing the latest performance figure with that of the previous reporting period
<b>Statistical Neighbours Mean</b>	Provided as a point of comparison, based on the most recently available data from identified statistical neighbours.
<b>England Mean</b>	Provided as a point of comparison, based on the most recent nationally available data
<b>RAG Rating</b>	<ul style="list-style-type: none"> <li>• <b>Red</b> – current performance is off target by more than 10%</li> <li>• <b>Amber</b> – current performance is off target by 10% or less</li> <li>• <b>Green</b> – current performance is on target by up to 5% over target</li> <li>• <b>Blue</b> – current performance exceeds target by more than 5%</li> <li>• <b>Baseline</b> – indicates performance is currently being tracked in order to inform the target setting process</li> <li>• <b>Contextual</b> – these measures track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target.</li> <li>• <b>In Development</b> - measure has been agreed, but data collection and target setting are in development</li> </ul>
<b>Indicator Description</b>	Provides an overview of how a measure is calculated. Where possible, this is based on a nationally agreed definition to assist benchmarking with statistically comparable authorities
<b>Commentary</b>	Provides a narrative to explain the changes in performance within the reporting period
<b>Actions</b>	Actions undertaken to address under-performance. Populated for 'red' indicators only
<b>Useful Links</b>	Provides links to relevant documentation, such as nationally available data and definitions

## Indicator 182: Proportion of Freedom of Information requests responded to within statutory timescale

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October 2024

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
90.0%	↑	73.3%	68.7%	Improving
RAG Rating				
Red				

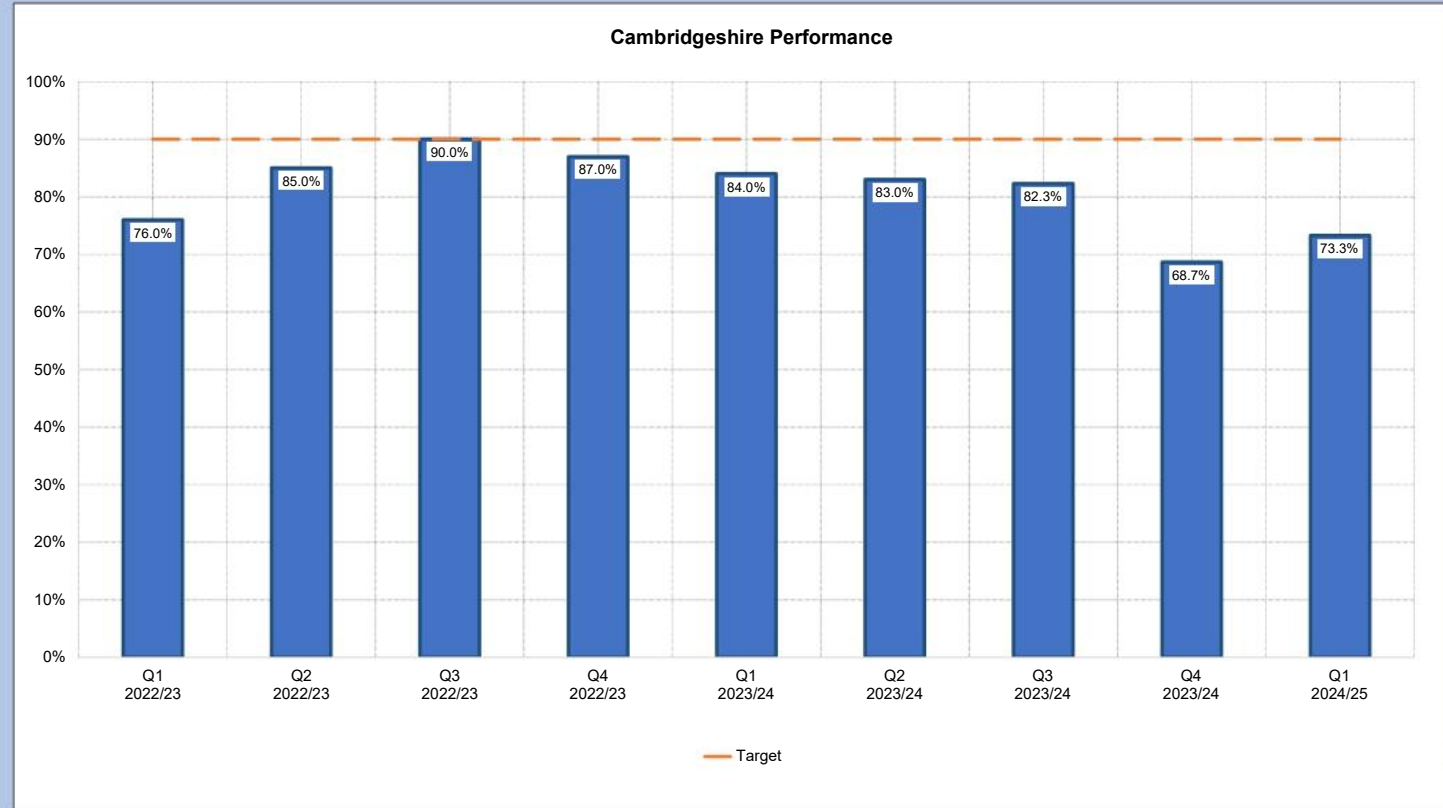
## Indicator Description

The percentage of Freedom of Information (FOI) responses issued within statutory timescales of 20 working days as required by the Freedom of Information Act (2000) or if extended to 40 working days to consider the public interest test.

## Useful Links

<https://ico.org.uk/for-the-public/>

<https://www.legislation.gov.uk/ukpga/2000/36/contents>



## Commentary

This first quarter performance has improved from Q4. There continues to be a high level of responses with 445 responses issued in the first quarter. June is the first month in the last two quarters where the number of requests received has dropped below 100 which should enable the team to work on issuing more responses on time without the pressures caused by the much higher volumes received in April (160) and May (146). The process has begun around publishing data on potholes on the website to address the higher levels of requests on that topic. Meetings are taking place with our IT and Digital Service to discuss improvements to reporting, self-service and the use of AI to enable smoother processing for our residents and our workforce.

## Actions

The FOI service is actively working with the directorates to support, guide and find ways of publishing data on the most common requests to reduce the impact for all. The team have been provided with means to search past requests easily to identify similar requests which can support quicker completion of requests. Any responses reaching 10 day deadlines will be flagged to the manager and any reaching 15 day deadline will be escalated to head of service to chase with the relevant service/executive director. The service are working with IT and Communications colleagues to utilise AI and a disclosure log on the website to direct requesters to self service.

## Indicator 183: Percentage of Subject Access Requests completed within statutory timescales

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October 2024

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
90.0%	↑	86.0%	87.3%	Declining
RAG Rating				
Amber				

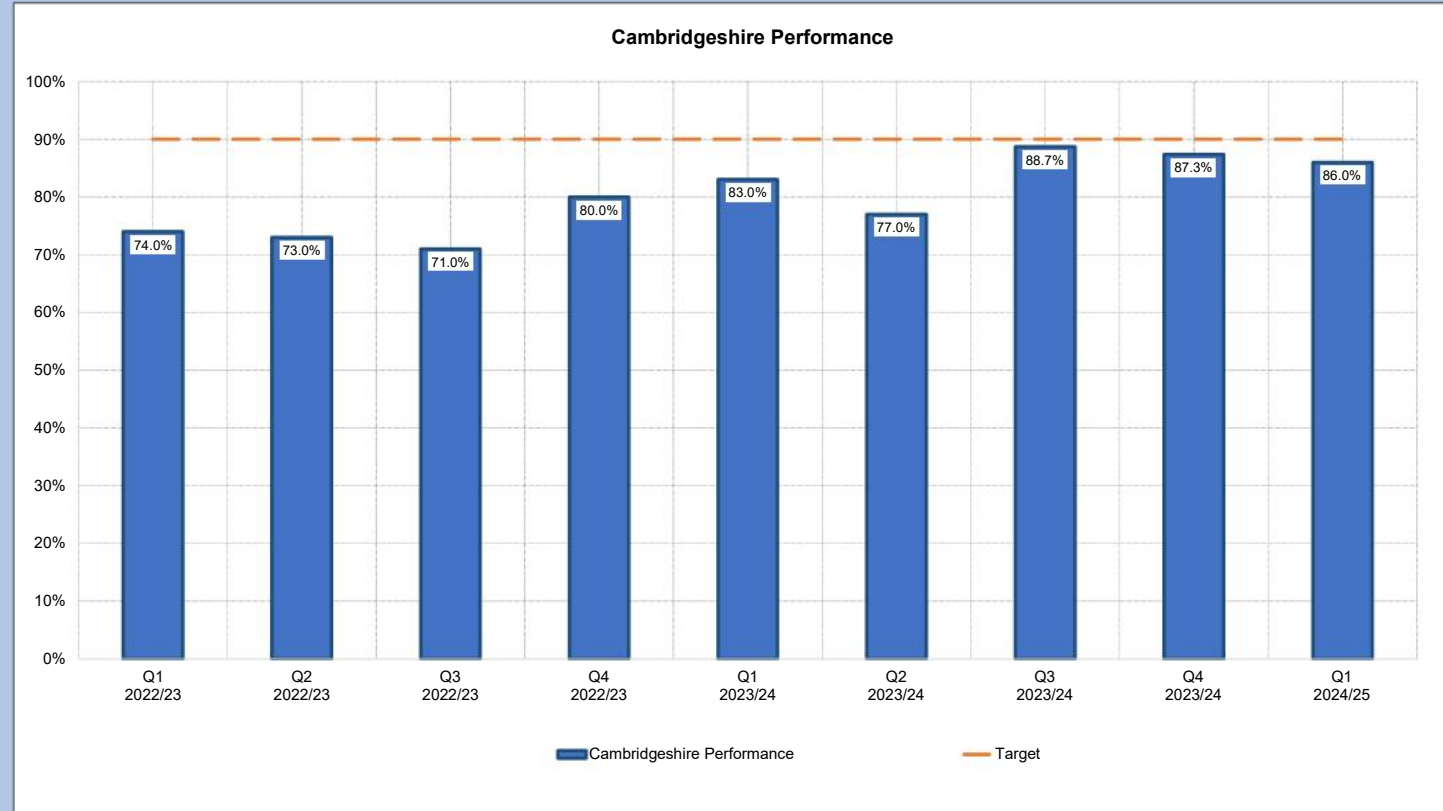
## Indicator Description

Percentage of Subject Access Requests completed within statutory timescales of one calendar month or if extended to three calendar months as permitted.

Subject Access Requests (SARs) are requests to access and receive a copy of personal data and other supplementary information held by the council.

## Useful Links

<https://ico.org.uk/for-the-public/>



## Commentary

The team continues to make great progress, with continued improvement over the last three financial years to achieving 86% of responses issued on time for the first quarter of the year, this has improved compared to 74% in quarter 1 in 2022/23 and 83% in 2023/24. The team continue to make efforts to increase this response rate despite continued high volumes of requests received, averaging more than 1 per working day, some of which are resource intensive due to the timeframe or the complexity of the matter at hand.

The team closed 93 matters in Q4 with 83 responses issued. For the remaining 10, there was no response received to the request for identification or clarification.

## Actions



Indicator 184: Statutory returns completed on time

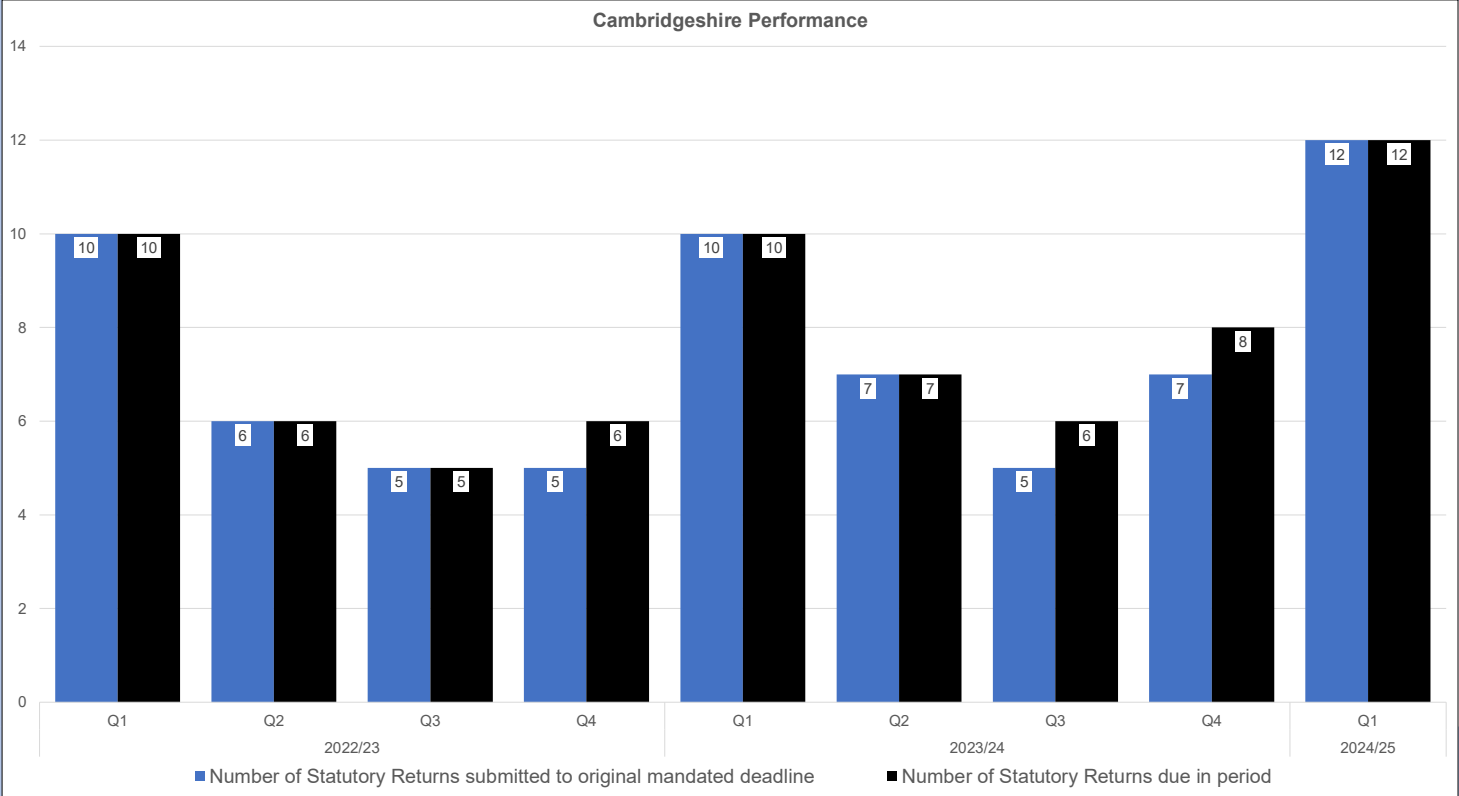
Target	Direction for Improvement	Current Quarter	Previous Year	Change in Performance
100%	↑	100.00%	95.65%	Improving

RAG Rating

Green

**Indicator Description**  
The Council's Policy & Insight team leads on, and supports the submission of, a number of key statutory data returns to central government departments and regulatory bodies. A list is available on request.

**Useful Links**  
[A list of all the datasets that local government must submit to central government.](#)



**Commentary**  
Within Q1, there were 12 statutory returns due and all were completed on time.

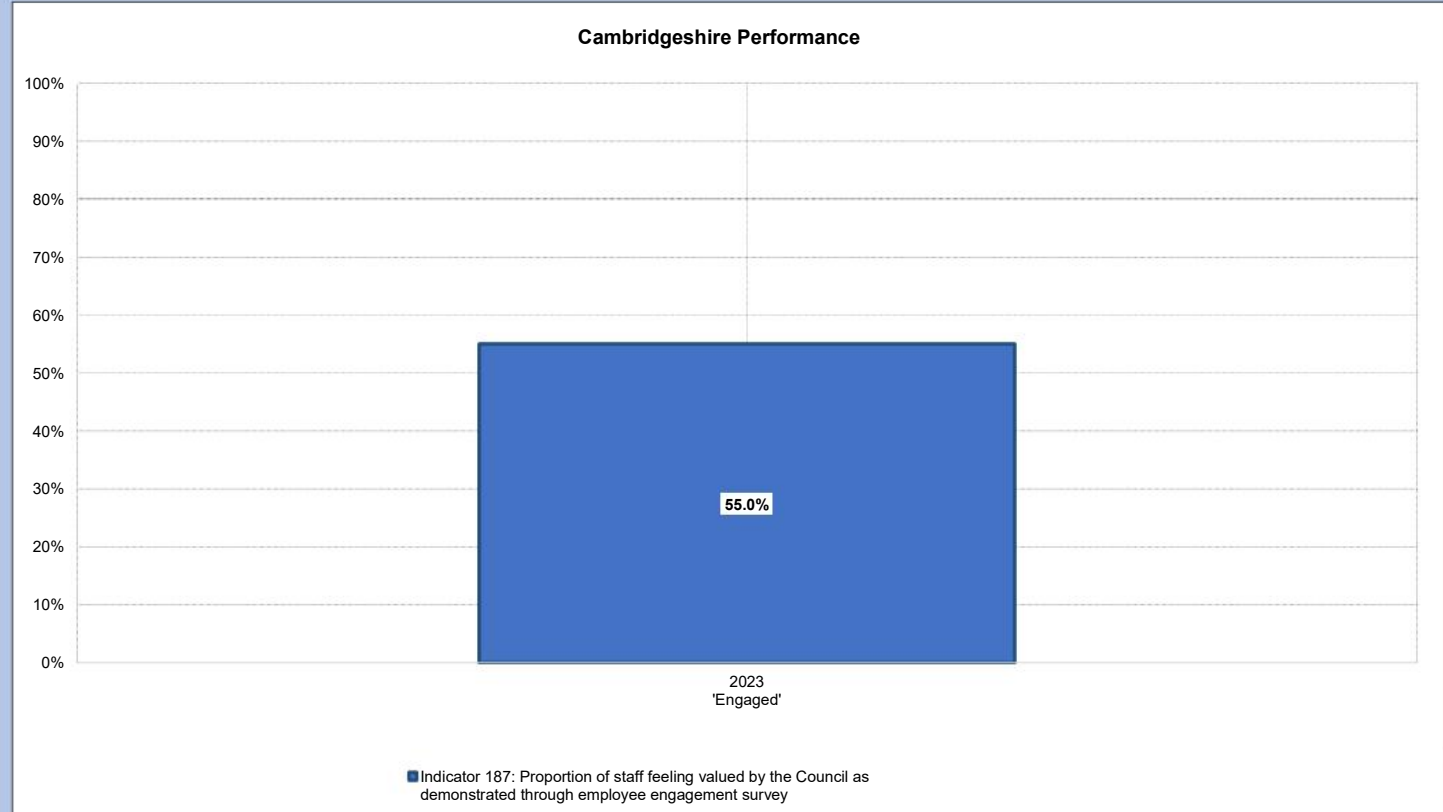
**Actions**

**Indicator 187: Proportion of staff feeling engaged as demonstrated through employee engagement survey**[Return to Index](#)**October 2024**

Target	Direction for Improvement	Current Year	Previous Year	Change in Performance
TBC	↑	55.0%	N/A	N/A
RAG Rating				
Baseline				

**Indicator Description**

A fully independent and externally validated Employee Engagement survey was carried out in September 2023 with the primary objective of measuring the levels of engagement of the workforce. 'Engagement' is measured by asking questions around pride, advocacy, motivation and belonging, and is considered to be the most effective measure of assessing overall how people feel about working for their employer. The engagement index score received for the County Council of 55% was 9 percentage points lower than the 2023 public sector benchmark provided by the Survey organisation. This will be used to set the target for improvement when the next full survey will take place in September 2025. Given that the engagement measure provided from the 2023 survey offers a more holistic and benchmarked result, there is no direct correlation between the internally conducted survey in 2021 and the 2023 results. Consequently, the 2021 results are not deemed relevant as a baseline for this indicator in the future

**Commentary**

The County Council's first, full and wholly independent Employee Engagement Survey for well over a decade was carried out by Ipsos Karian and Box in September 2023, and had an overall response rate of 54% of employees, which provides for a statistically significant data set for all questions. Engagement, as measured by Ipsos Karian and Box is made up from a number of individual scores relating to pride, advocacy, motivation and belonging, to provide an overall engagement rating, which in this case was 55%. Other questions covered in the survey focussed on factors such as their day to day experience of working for the Council, their confidence in the leadership of the organisation, whether they feel valued and recognised for the work that they do through to whether they receive constructive feedback on their performance. It also covered questions around any barriers to being able to work effectively and whether people have opportunities to learn and develop.

**Actions**

The Employee Engagement Survey results have been widely communicated and shared within the Council and employee listening sessions involving members of the Corporate Leadership Team have taken place during January – March to test the results with focus groups of employees and to inform the development of the Council's action plan in response to the survey. In addition, each of the Executive Directors has been holding listening sessions within their own directorates to inform local action plans. Actions in response to the survey will be developed and considered by Corporate Leadership Team in October 2024, with Directorate actions plans developed locally. Updates will be reported to Staffing and Appeals Committee as part of regular updates on the progress of the Council's People Strategy. Relevant indicators have been included as measures of activity in the People Strategy Action Plan and in local workforce plans, such as Children's and Adults'.

Indicator 190: Proportion of information enquiries resolved at first point of contact

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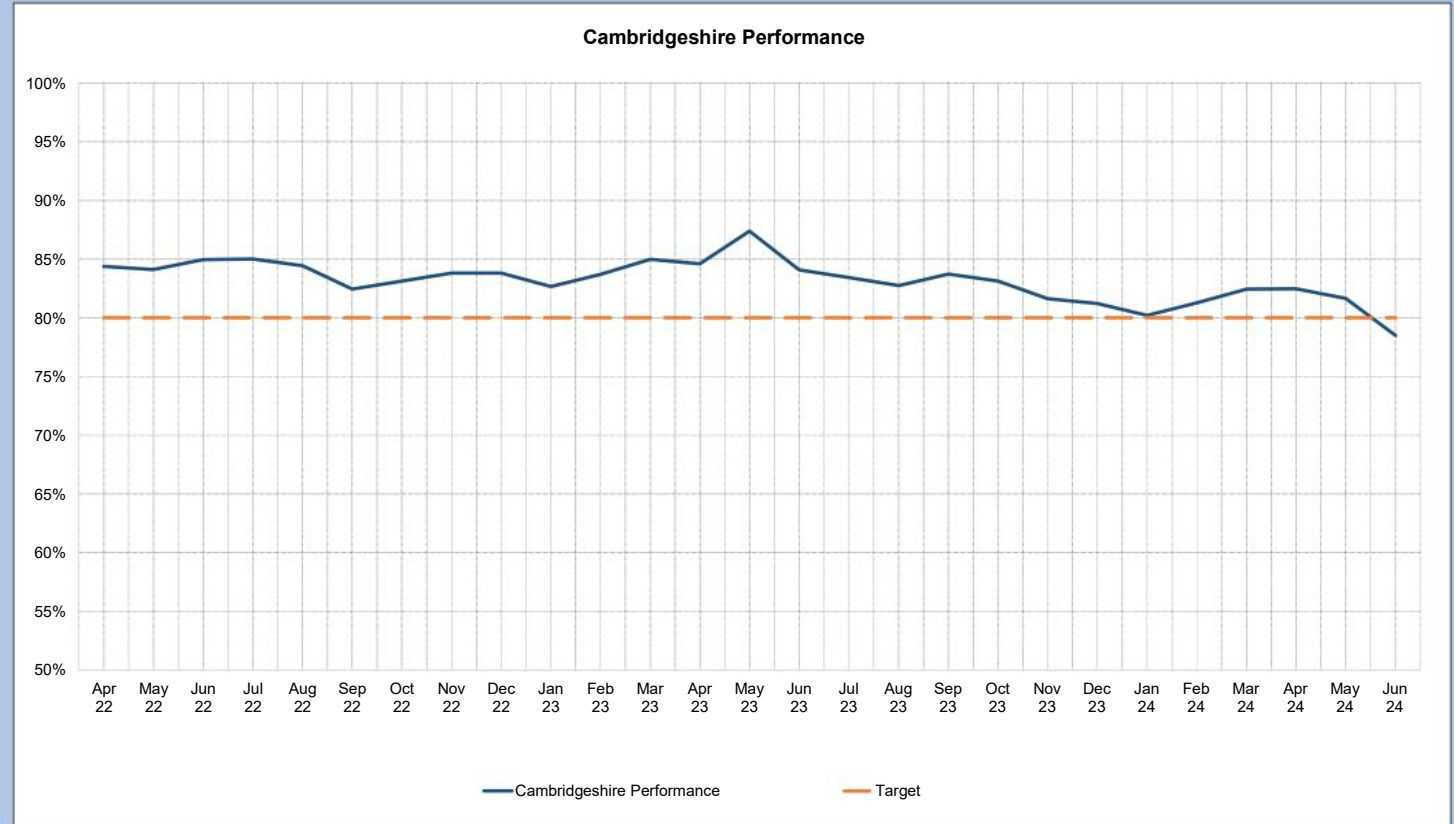
October 2024

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
80.0%	↑	78.50%	81.66%	Declining
RAG Rating				
Amber				

Indicator Description

Percentage of cases Customer Services deal with that are marked as resolved or transferred, against total number of cases recorded. Resolved means we have dealt with a customer's enquiry to a full resolution. Customer Services also class transferred calls as resolved as the request would be to speak to another member of staff, therefore the enquiry is resolved. If Customer Services are unable to resolve an enquiry and need to pass it on to a service representative to deal with, this would be marked as unresolved. This measures how effectively Customer Services are able to meet the customer service standard of dealing with requests at first point of contact.

This is measured in different ways across the industry, but Customer Services feel this is the most accurate and meaningful way of measuring this to ensure we are delivering good customer service for our residents. Any unresolved contacts are reviewed to see if Customer Services can work with the service to increase knowledge in some areas to increase the resolution rate. The target is then adjusted in line with any amendments. It is envisioned that this target will reduce in the coming years as more contacts move to digital channels and Customer Services are left dealing with more complex enquiries. Customer Services have other internal service KPIs as well as a number of advisor KPIs which mitigates any risks of bias. Audits also take place regularly with all advisors to check accuracy of recording.



Commentary

Over the period of April to June 2024, Customer Services achieved a First Contact Resolution percentage of around 82% before a drop off to 78.5% in June.

The decrease in June can be attributed largely to an increase in the amount of contacts being passed to the service for Registrations. For comparison we saw 227 contacts passed to the Registrations service in April resulting in a First Contact Resolution percentage of 77.34%, in June we saw 316 contacts passed to the Registrations service resulting in a First Contact Resolution percentage of 63.07%. The main cause for this increase is that customers have been unable to book a death appointment within the required 5 days either online or through Customer Services as there are no appointments available, as a result Customer Services have to pass the contact on to the Registrations service for them to arrange an appointment with the customer instead.

Actions

In order to address the above issue for Registrations. The service have prioritised booking appointments for death registrations over those for birth registrations as deaths must be registered within 5 days whilst births must be registered within 42 days. In addition the service is also undertaking recruitment to fill posts that will in turn allow more appointments to be booked and help alleviate the pressure.

Indicator 195: Percentage of IT requests resolved at first line within expected timescales

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October 2024

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
95.0%	↑	98.0%	97.0%	Improving

RAG Rating

Green

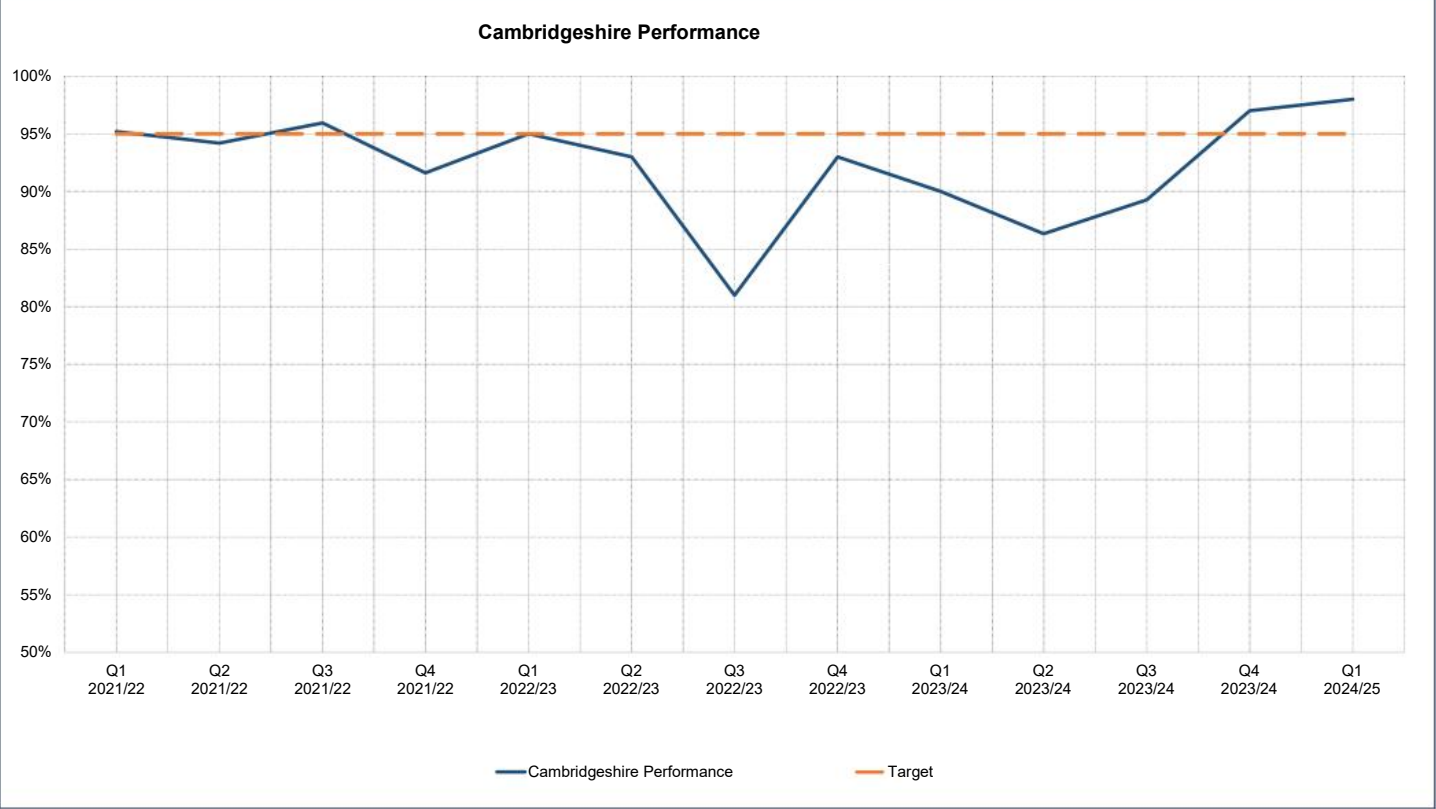
Indicator Description

For IT Support, a 'request' is defined as a call logged by a user asking for information, advice, a standard change or access to a service. They include system access requests, changes to IT profiles and laptop applications.

'First line' teams are those that take the calls directly from end users, in this case the IT Service Desk which includes the User Admin team.

'Requests resolved at first line', therefore means requests resolved by the Service Desk or User Admin, without being passed to any other IT team ('second line').

'Hornbill' is the IT system used internally by the council to raise, view and update IT requests and incidents.



Commentary

The increasing percentage of service requests being resolved within Service Level Agreement (SLA) is reflective of the improved processes used to resolve requests such as the management of call queues by ensuring that older calls are given equal priority. The standardisation of IT across the business is made possible by the migration away from network storage to Teams and SharePoint.

Actions

Indicator 212: Number of staff who have completed Introduction to First Aid

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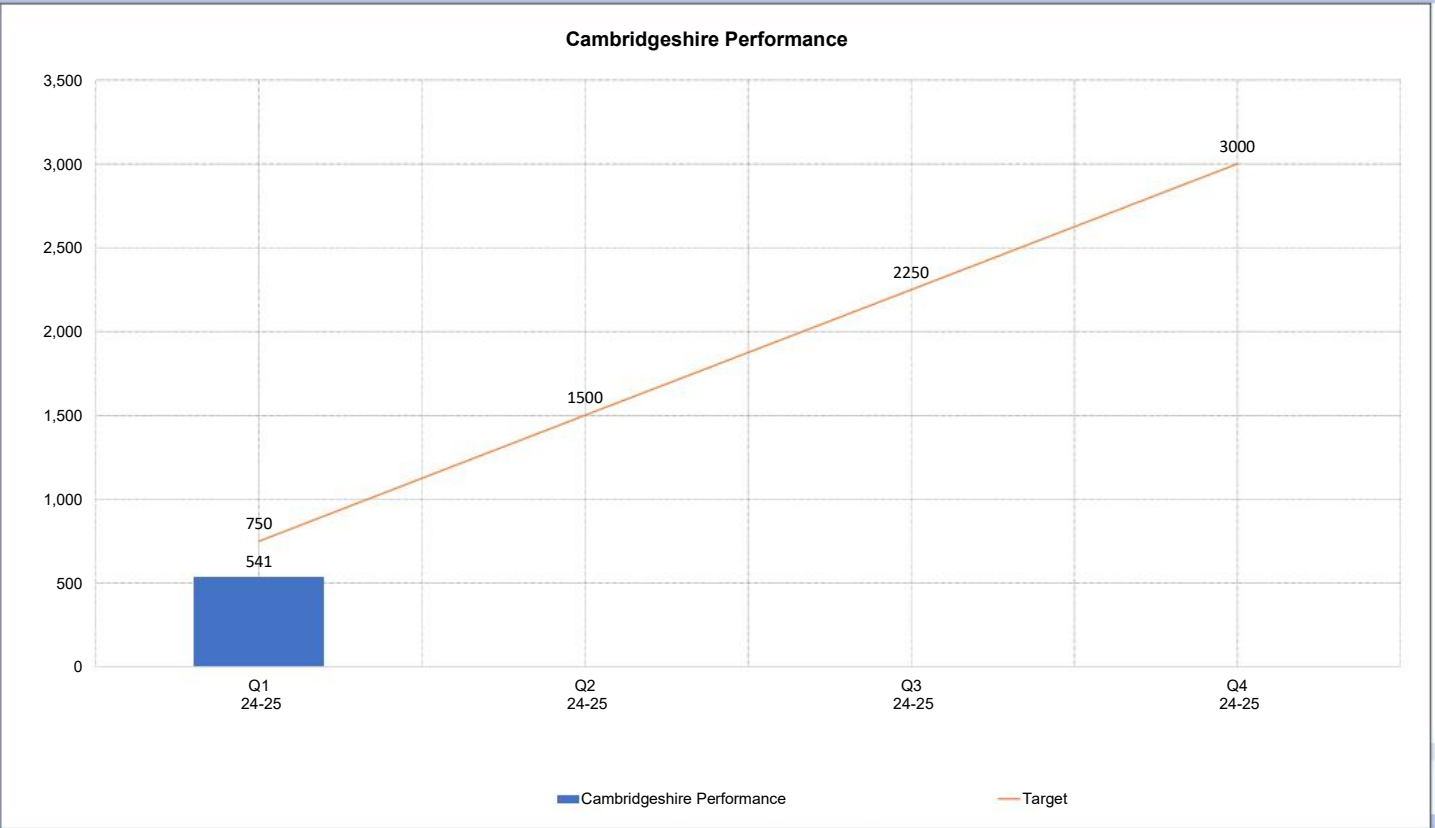
October 2024

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
750	↑	541	N/A	N/A
RAG Rating				
Red				

Indicator Description

This indicator measures how many staff have completed the 'Introduction to First Aid' & the 1 day Emergency First Aid course. These are mandatory courses which must be completed every year, that will enable staff to have a basic understanding of first aid requirements whilst working in an agile way.

Some staff do not need to complete the course as they may have already completed a more advanced course as part of their role within CCC (e.g. they may have a First Aid certificate acquired outside of work). This has informed the setting of a target of 3000 staff.



Commentary

This course has been reconfirmed by Corporate Leadership Team (CLT) as essential learning for all employees that needs to be repeated annually. A new process has been implemented in January whereby people are asked by their manager during their annual ratings conversation whether they have completed their essential learning and this is expected to drive a significant improvement in compliance.

For reporting on a quarterly basis, the target of 3000 is divided by four equally, however, whilst this indicator is reported red for Q1, 2,624 employees completed their training last year over the remainder of the financial year. It is expected that as officers complete their training annually this trend will continue, with the assurance of all employees being asked about their training during the annual ratings conversation at the end of Q3, beginning of Q4.

The Health & Safety Team continue to promote the course and monthly statistics are shared with CLT requesting them to promote within their Service areas.

Actions

The Health & Safety team will continue to promote the course via the Corporate Leadership Team and the Service Health & Safety Meetings to ensure that the target of 3000 by the end of the next financial year is met.

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
8 - 10	Within Target Range	8.80	8.77	Declining

RAG Rating

Green

Indicator Description

Please note that the methodology for this indicator is provisional. We are investigating the underlying report that provides this data from our HR system (ERP gold) to confirm the methodology used to calculate this indicator. Subject to the outcome of this, there may be a slight amendment to the methodology for this indicator.

This indicator is the average days lost per FTE over a 12 month rolling period.

The calculation is as follows:

Total FTE days lost to sickness absence in last 12m

Average number of FTE (average taken from start and end of 12m period)

The cohort included in this calculation is all permanent employees. It excludes agency and relief staff and those who have been on zero hours contracts for under a year at time of reporting (casual employees). This definition is in line with how the benchmark indicators are calculated.

The National average refers to all English single tier and county authorities that submitted data to the LG inform workforce benchmarking club for the 2022/23 financial year (34 authorities). Statistical (CIPFA) neighbour average is the average of Cambridgeshire's CIPFA nearest neighbour authorities who submitted data to LG Inform (4/15 neighbours). CIPFA nearest neighbours are calculated a broad range of social-economic indicators to define statistical similarities in authorities.

Directorate Comparison

The below graph shows the directorate comparison of average sickness days lost per FTE for the end of the latest quarter (Q1 2024/25). The yellow bars are the average days lost per FTE for the 12m period up to the end of the quarter. The blue line is the overall performance for CCC for that same period.

Average days lost per FTE by Directorate

Average days lost per FTE ● CCC

Directorate	Average days lost per FTE
Adults, Health and Commissioning	13.0
Children, Education and Families	9.1
Finance and Resources	4.8
Place and Sustainability	4.8
Strategy and Partnerships	5.9

Wellbeing support

Support and interventions aimed at support for health and wellbeing include:

Employee Assistance Programme (EAP)

Occupational Health

Access to Work and 1:1 Mental Health Support from Maximus

Stress Policy including Stress MOT and Action Plan

Return to work meetings

Wellbeing Conversations and Wellbeing Passport

Wellbeing Conversations for Managers training

Schwartz Rounds (Monthly reflective sessions)

Reasonable Adjustments Toolkit

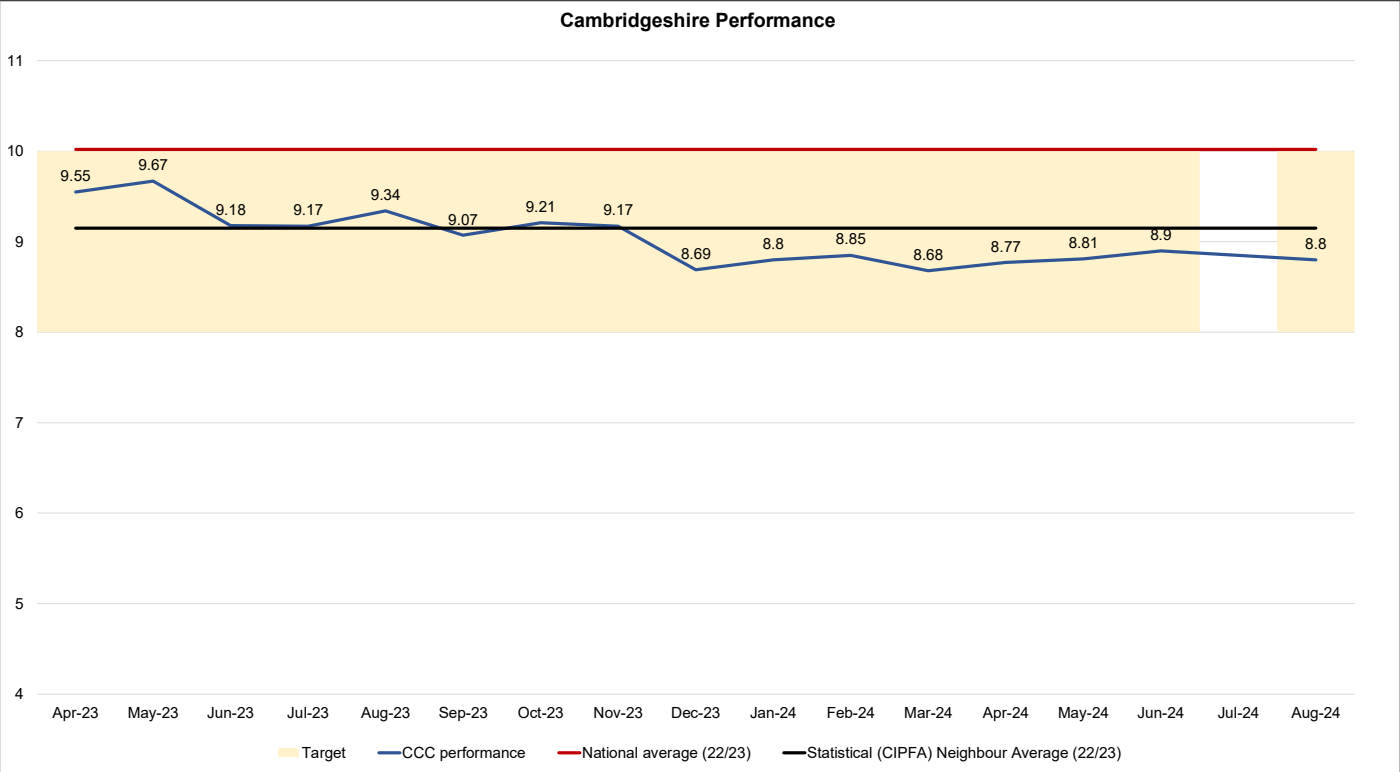
Mental Health First Aiders

Agile/flexible working options

Mental Health Awareness Training (e-learning and workshops)

Wellbeing Hours, blogs and promotion of resources

Menopause Awareness Workshops



Commentary

Our overall levels and top 5 reasons for absence continue to be monitored monthly at Corporate Leadership Team. Long-term absence is higher than in 2023, but lower than 2022. While the most common reason for long-term absence is anxiety, mental health and depression, levels are lower than in both 2022 and 2023, and we have a range of interventions supporting both managers and their teams to create a culture in which mental health is routinely discussed and resources accessed to promote good mental health, including our Employee Assistance Programme, our increasingly active Mental Health First Aiders network, and a comprehensive range of learning opportunities. Our 'Wellbeing Conversations for Managers' learning package has been accessed either in workshop or video format by 180 managers since its launch this year, providing the knowledge and skills to support both their team and their own mental health and wellbeing at work. Long-term absences related to stress and to musculoskeletal issues are at higher levels than in the previous two years. We are highlighting interventions and resources that can act on work-related causes of these kinds of absence, including our Stress Policy, monitoring of DSE assessments, and an audit of risk assessments, which will capture both physical and psychosocial risk factors. Our new electronic self-certificate provides an indicator of work-related absence and a trigger for the manager to take early action. HR Teams are following up where work has been cited as a factor to ensure that appropriate actions and support is in place. Where non-work related factors are the cause, our range of supportive employment policies and wellbeing interventions are available to enable managers to support and promote healthy attendance, and for colleagues to seek support.

We continue to promote health and wellbeing interventions and resources with a focus on those that address our main reasons for absence, are supported by occupational health research, and are in line with our position as a public health authority. This includes: Our monthly Schwartz Rounds, which provide a safe, facilitated space in which colleagues reflect on the emotional impact of work and which 146 people have attended since we launched in February 2024; our participation in the Pain at Work research study, with 32 colleagues signing up to seek support and further research on managing pain at work; and our recognition for the significant numbers of colleagues who took part in the free trial of the Government's Midlife MOT scheme, which focused on supporting people to improve both their financial and physical and mental wellbeing to retain them in the workforce.

We continue to offer a monthly wellbeing hour, with recent topics including a session on how to use the digital tools in direct response to colleagues' experiences of adapting to new IT, such as MS Teams. Feedback provided confirmed that addressing potential stressors in this way is valued by colleagues, by understanding the impact of the right tools and the right support to use them, and reaching a large audience of 386 people live via the Wellbeing Hour platform. A recording is also available in the Wellbeing Hub along with a set of frequently asked questions from the session.

Actions

We launched an updated Health and Attendance Policy in July with the focus on supporting people to remain healthy in work and, and to achieve an effective and sustainable return to work when they have been absent from work. This puts a greater emphasis on the role of managers in supporting health at work, including the proactive use of wellbeing passports to structure and record supportive adjustments. It provides a degree of manager discretion in the use of phased returns to work, acknowledging the well-researched benefits of supporting people to attempt a return on adjusted duties or hours and the need for some more flexibility in this. This was in response to feedback from managers, employees, and trade unions, and the feedback to the revised approach has been very positive. We have invited tenders for both our Employee Assistance Programme and Occupational Health Contracts, emphasising the importance of services that understand and tailor for the wide range of needs and lives experiences within a workforce of our size, these procurements are now well underway.

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## Indicator 214: Staff turnover (rolling 12 month average)

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October 2024

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
10-13%	Within Target Range	11.22%	11.85%	Improving
RAG Rating				
Green				

## Indicator Description

Staff turnover is the sum of employees who leave the organisation over a 12 month period expressed as a percentage of the average headcount over a 12 month period.

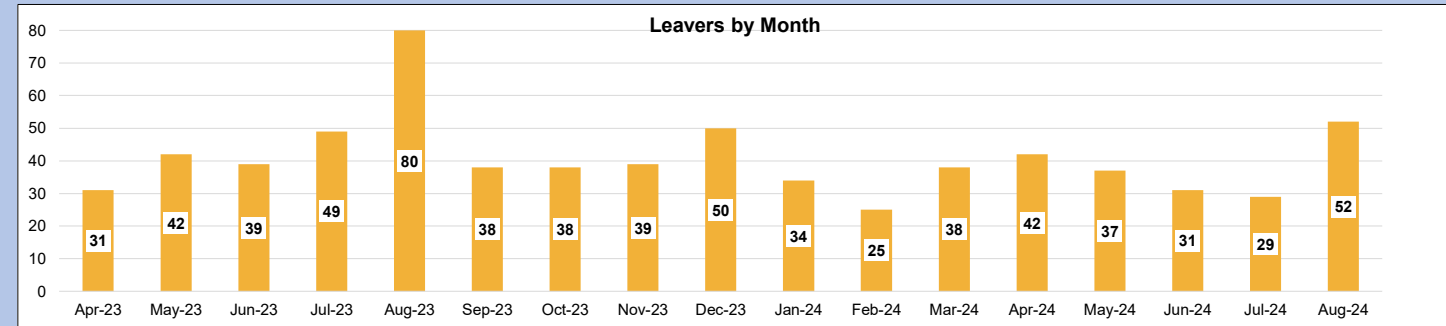
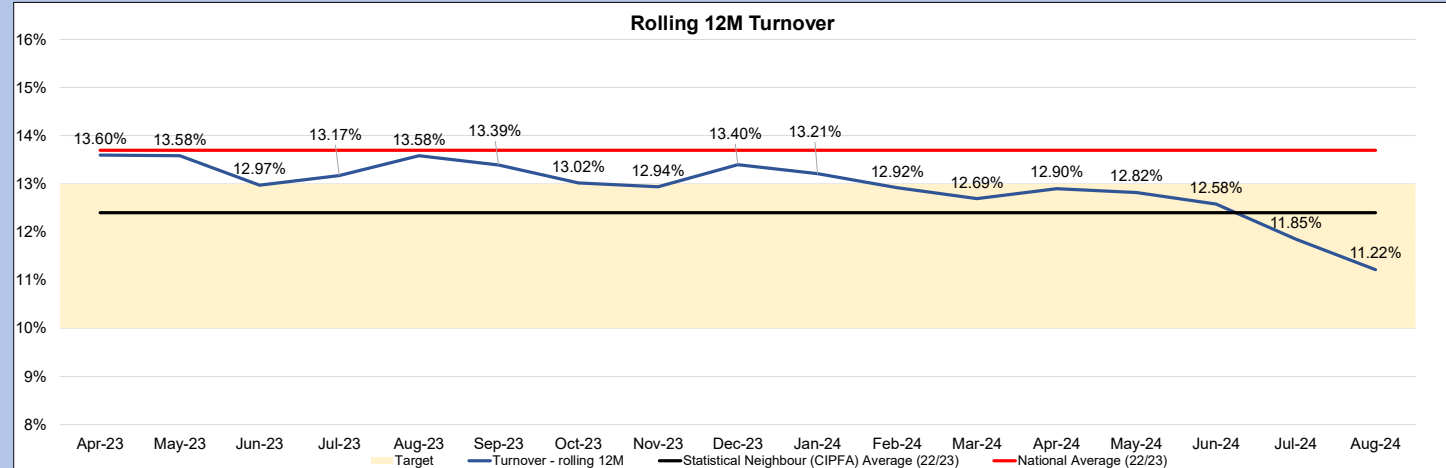
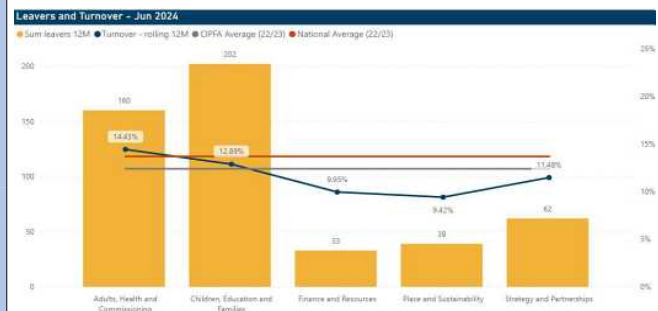
The blue line confirms the rolling 12 month average turnover which is calculated by number of voluntary and non-voluntary leavers / average headcount over a 12 month period. All permanent employees are included in the leavers and headcount figures used for the turnover calculation. This excludes agency and relief staff and those who have been on fixed term contracts for under a year at time of reporting (casual employees). This definition is in line with how the benchmark indicators are calculated.

The orange bars in the second graph show the number of leavers for each month. This is a count of voluntary and non-voluntary leavers (employees and FTCs over a year). If an employee leaves two positions, they are only counted once in this number. This is in-line with how the benchmark indicators are calculated. Please note: the data for number of leavers is correct at the time of reporting.

The National benchmark turnover figure for 2022 - 23 is 13.7%. National average refers to all English single tier and county authorities that submitted data to LG Inform for the 2022/23 financial year (34 authorities). The statistical (CIPFA) neighbour benchmark figure for 2022 - 23 is 12.4%. This is the average of Cambridgeshire's CIPFA nearest neighbour authorities who submitted data to LG Inform (5 out of the 15 authorities). CIPFA nearest neighbours are calculated by a broad range of social-economic indicators to define statistical similarities in authorities.

## Directorate Comparison

The below graph shows the directorate comparison of turnover for the end of the latest quarter (Q1 2024/25). The orange bars show the sum of leavers over the past 12 months (Jul 23-Jun 24). The blue line shows the rolling 12M turnover at the end of the latest quarter for each directorate. The grey and red lines are the statistical neighbour (CIPFA) and national average benchmark figures (2022-23).



## Commentary

Rolling 12-month turnover has been steadily reducing since April 2023 and is now sitting more comfortably within the target range and significantly lower than our statistical neighbours. The number of leavers in August spiked which was in part due to 13 relief/fixed term contracts coming to an end and 13 retirements taking effect from end August. Whilst it was higher compared to recent months, it is a large drop off year on year, hence the downward trajectory of the rolling 12-month data.

Exit interviews are now offered across the whole organisation and are being routinely carried out with all leavers who wish to take part. This ensures reasons for leaving are captured and improvements made where possible with the intelligence gathered being fed back into the services through the HR teams. Engagement sessions are held within social care supporting new starters in their first few weeks of employment. Exit interviews can now be requested by individuals directly and the offer is now extended to those employees who are considering leaving. The focus of this work will continue.

Increased collaboration between HR and Insight Analysts has provided some much-needed improvement to the suite of HR indicators and provided benchmarking data. This benchmarking data will help inform how the County Council is performing in relation to targets, statistical neighbours and national information.

## Actions

- Undertaking deeper listening activity with colleagues, via Directorate sessions, to explore the employee survey outcomes and how these insights can be used to drive employee engagement.
- Strengthening management skills in having effective Our Conversations, including a new learning intervention 'Wellbeing Conversations for Managers, which also covers support for managers own wellbeing.
- Responding to feedback from colleagues, managers and trade unions in relation to our approach to absence and attendance management, by developing and launching our refreshed Health and Attendance Policy.
- Developing targeted workforce plans with Adults' and Children's services to address specific needs that impact on recruitment and retention.
- Continue to gather the feedback from exit interviews, engagement sessions and potential leaver conversations to inform the directorates and address issues that can be resolved.



Indicator 215: IT & Digital Services Network Access Availability

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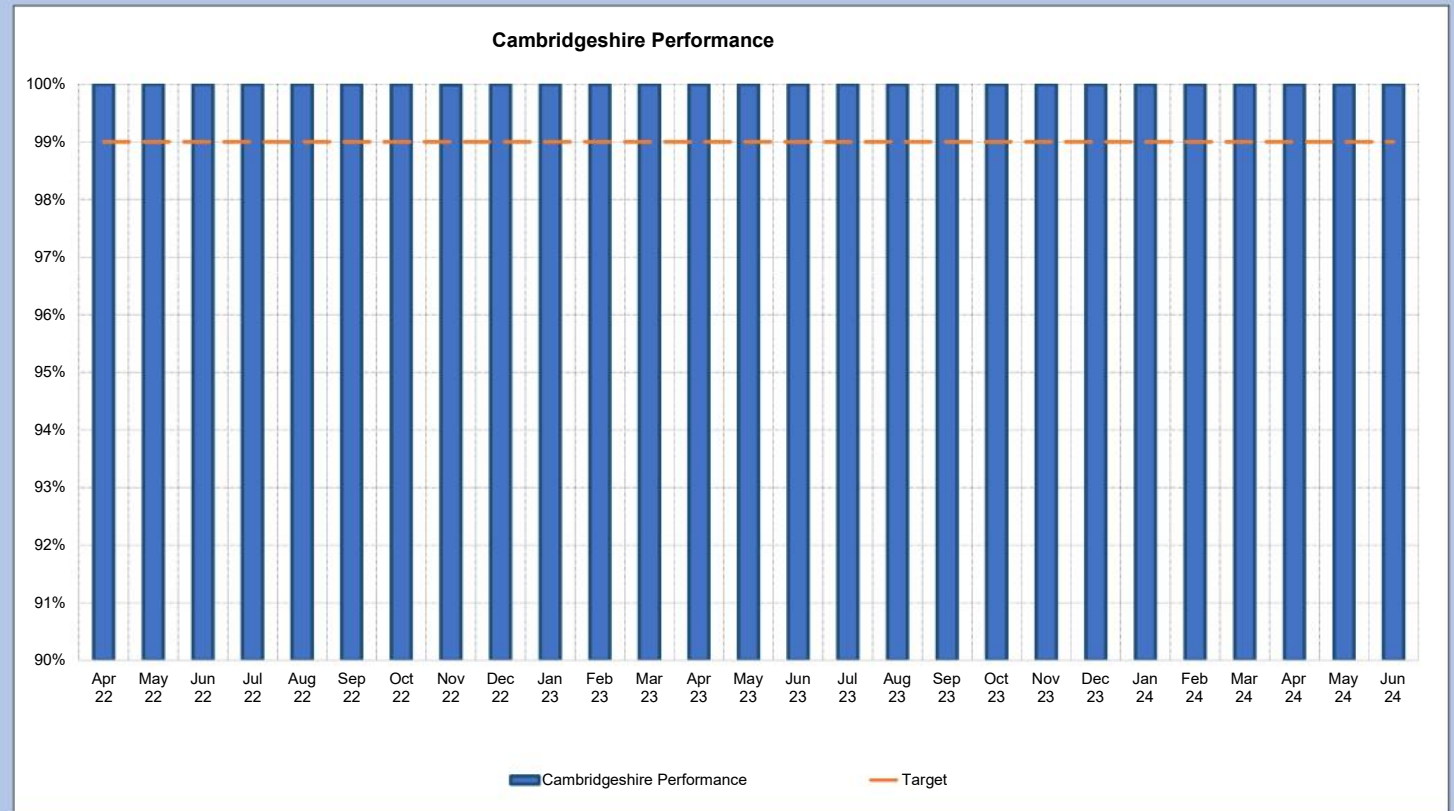
October 2024

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
99.0%	↑	100.00%	100.00%	Unchanged
RAG Rating				
Green				

**Indicator Description**

This indicator measures the availability of access to the CCC IT network from a managed (CCC) computer, for staff and Members.

The measure excludes outages for scheduled maintenance.



**Commentary**

The figure relates to the PaloAlto Secure Web Gateway (SWG). It provides access to the network when using a CCC managed computer from any location, whether remote or a networked office.

There has been full SWG availability for the duration of Q1. Issues in May were network wide and not limited to the SWG.

**Actions**



# Indicator 216: IT & Digital Services Customer Perception Rating

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October 2024

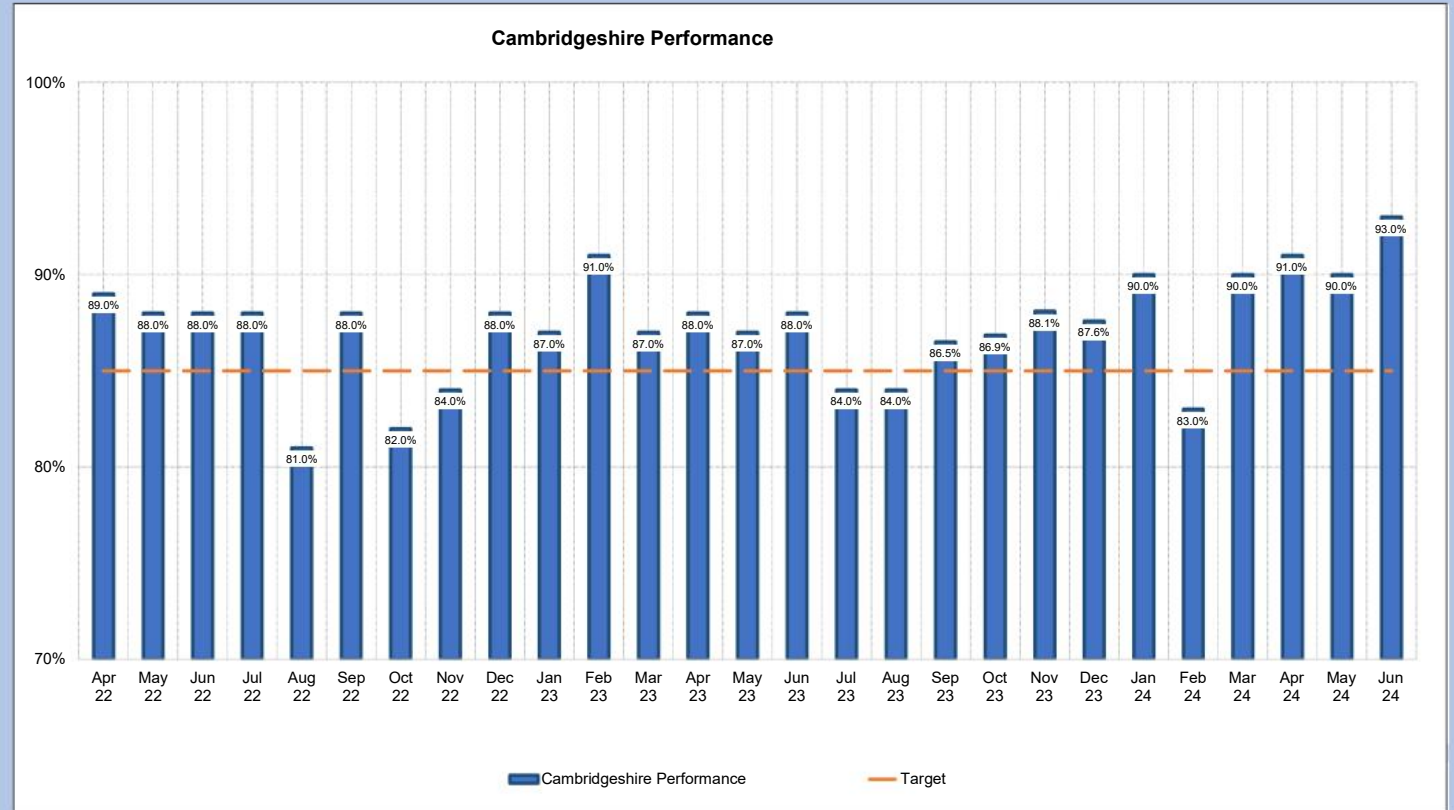
Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
85.0%	↑	93.0%	90.0%	Improving
RAG Rating				
Blue				

## Indicator Description

Once a call to the IT Service Desk is resolved, the requestor receives an email asking them to submit online feedback about the service they received. They can give a rating of one to five stars; the higher the star rating, the better the customer perception of service.

This measure takes the percentage of those submitting a five-star rating.

## Useful Links



## Commentary

Q1 starts well with 91% 5 star ratings for April, continues at 90% in May and finishes with a record 93% in June.

## Actions

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
87.0%	↑	98.0%	98.0%	Unchanged

RAG Rating

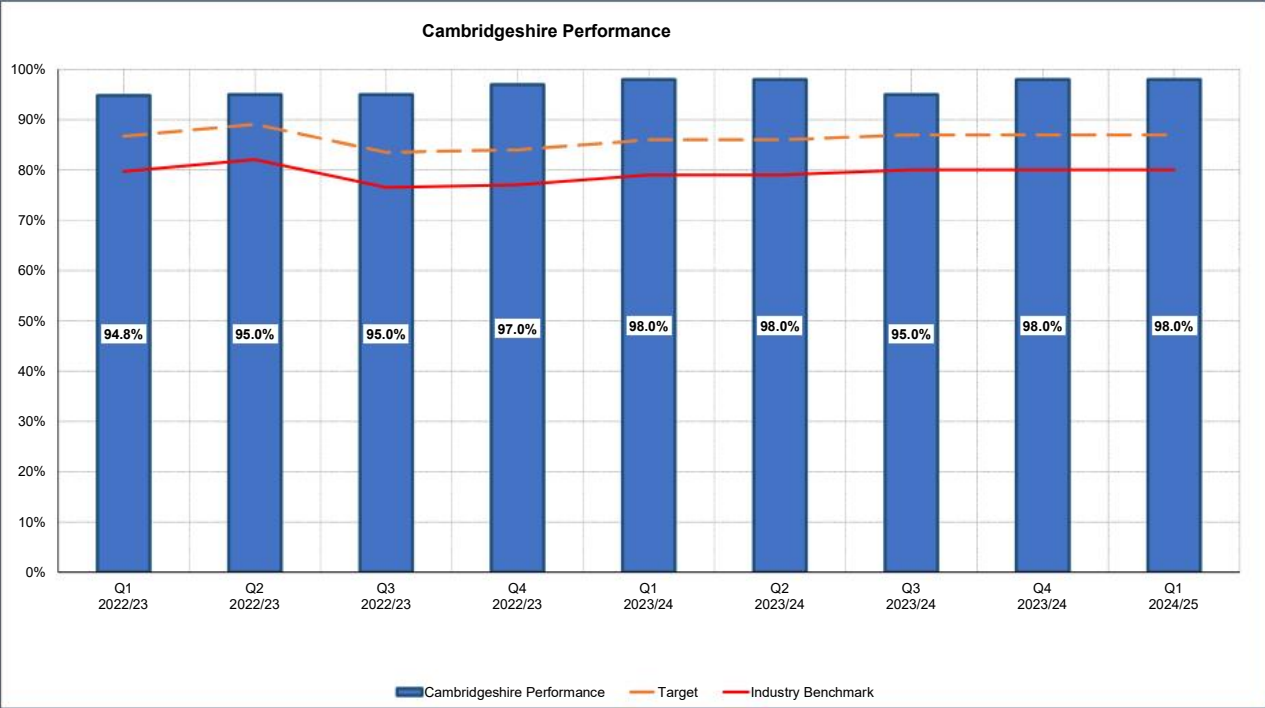
Blue

**Indicator Description**

The score is a measure of how well our website performs against the Site improve quality assurance checks. Site improve measures content quality, content freshness, security and user experience of CCC's main public website.

Reported data is an average of weekly scores for the last week in the reported month.

The target is set to track at 7% above the industry benchmark score for Government and this updates every quarter.



**Commentary**

The graph shows the quality assurance of the County Council website compared to the target score (7% above the industry standard).

The quality assurance score has remained the same for this period

**Actions**

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
92.0%	↑	94.0%	94.0%	Unchanged

RAG Rating

Green

Indicator Description

The score is a measure of how well our website performs against the Site improve website accessibility checks, which are based on the Web Content Accessibility Guidelines (WCAG) success criteria. These checks cover common issues that affect a website's accessibility compliance.

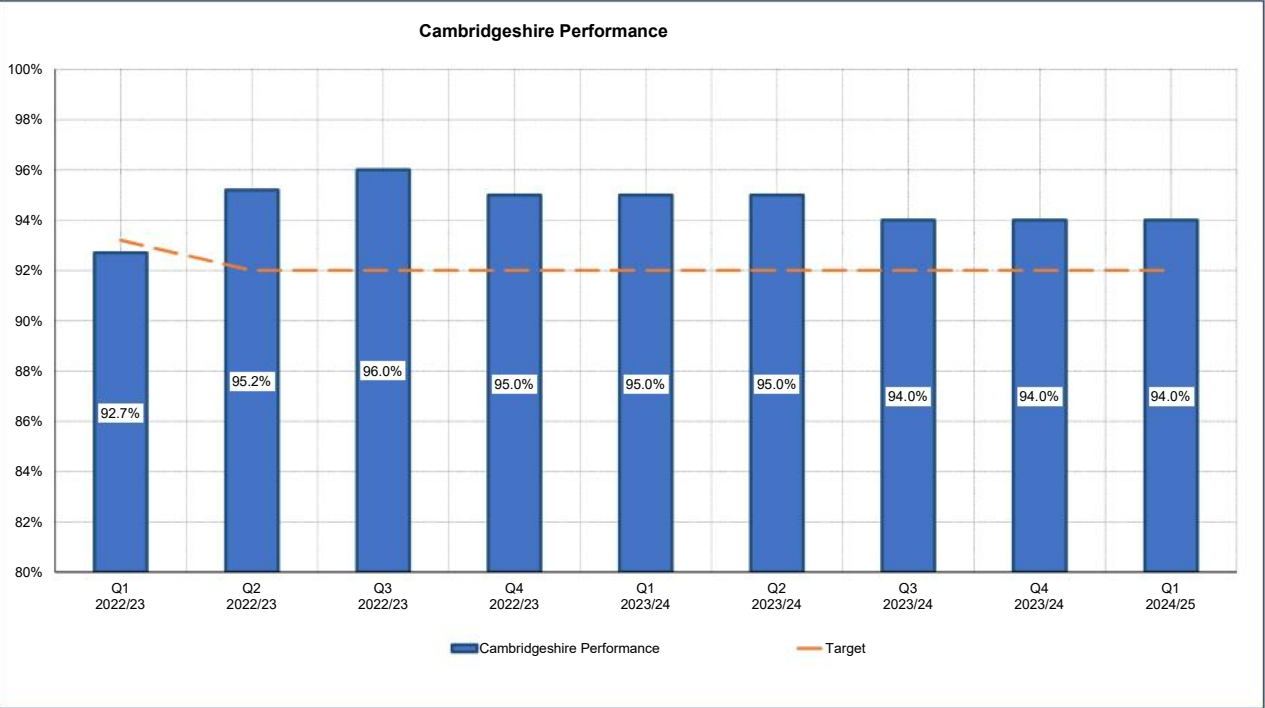
New regulations on accessibility came into force for public sector bodies in 2018 - <https://www.gov.uk/guidance/accessibility-requirements-for-public-sector-websites-and-apps>. We must make our website accessible by making it 'perceivable, operable, understandable and robust'.

The web team carryout weekly audits of the website to ensure the site is meeting the required accessibility standards. All new content is thoroughly checked to make sure it is accessible and we are currently updated all legacy documents (PDFs) to make sure they meet the new standards. The team uses a number of resources to do this including our Website Content Playbook - <https://www.cambridgeshire.gov.uk/website-content-playbook>

We have also developed an Accessibility E-Learning course to enable all staff to understand the accessibility regulations and make their own content accessible.

Reported data is an average of weekly scores in the reported time period.

The target changed to a fixed score of 92%, from a score that tracked at 7% above the industry standard in Q1 22/23.



Commentary

The accessibility score has remained the same this quarter

Actions



## Corporate Risk Register

To:	Strategy, Resources and Performance Committee
Meeting Date:	31st October 2024
From:	Chief Executive
Electoral division(s):	All
Key decision:	No
Forward Plan ref:	Not applicable
Executive Summary:	Good risk management - including the identification of risks and triggers as well development of mitigating actions - should inform decision making and areas for improvement; lead to better overall management of the Council's business, and protect the Council's assets, workforce, finances and services.
Recommendation:	The Committee is recommended to note the Corporate Risk Register.

Officer contact:  
Name: Mairead Claydon  
Post: Head of Internal Audit and Risk Management  
Email: [mairead.claydon@cambridgeshire.gov.uk](mailto:mairead.claydon@cambridgeshire.gov.uk)

# 1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 Risk Management is the process by which the Council understands and proactively considers the principal uncertainties and overall risks facing the organisation. The objective is to ensure that risks which might impact upon the Council achieving its plans are identified and managed on a timely basis and in a proportionate manner. As such, effective risk management contributes to the achievement of all seven of the Council's ambitions.

## 2. Background

- 2.1 The Accounts and Audit (England) Regulations 2015 require the authority to have a sound system of internal control, which includes effective arrangements for the management of risk.
- 2.2 Under the Council's constitution, the Strategy, Resources and Performance Committee (S,R &P Committee) is responsible for the development and oversight of the Council's risk management and strategy. The Audit and Accounts Committee also has important functions in relation to risk, including considering the effectiveness of the risk management arrangements and associated control environment and to seek assurances that appropriate action is being taken in response to risk.
- 2.3 Risk is inherent in our delivery of high-quality public services. The volatility, complexity and ambiguity of the Council's operating environment continues to increase, and taxpayers rightly expect transparency and accountability from the Council in managing the impacts of risk. We are committed to managing risk so that we enhance strategic planning and prioritisation and achieve our objectives with agility. The benefits of risk management include:
- Taking timely and proportionate action to prevent risks occurring or to manage effectively
  - Development and delivery of robust and effective action plans and enhancements to the governance of the organisation
  - Ensuring that decision makers are fully aware of any key risk issues associated with proposals being considered at the point of decision making
  - Demonstrating openness and accountability
- 2.4 The risk management approach adopted by the Council is based on identifying, assessing, managing and monitoring risks at all levels across the Council. Risk registers operate at three tiers across the organisation: (a) service/project specific, (b) directorate, and (c) corporate. This report provides an update on the Council's Corporate Risk Register.

## 2. Corporate Risk Register Updates

- 2.1 The full updated Corporate Risk Register can be found at Appendix 1 to this report. On the risk matrices, "RA" denotes the Council's maximum risk appetite of 15, which is a set maximum appetite for all risks. Where risk owners have identified a target risk below this risk appetite level, this is denoted with a "T".

## 2.2 Corporate Risk Register Overview

2.2.1 The following table gives an overview of the current status of the risks on the corporate risk register, including information on the current risk scoring compared to the scores at the previous report to Committee, and the direction of travel for each risk. Please note that as discussed at the July meeting of Strategy, Resources and Performance Committee, the direction of travel for each risk is now shown as a RAG rating: red indicating that the risk has increased; amber indicating no change; and green indicating that the risk has decreased.

*Table 1: Corporate Risk Register Overview, October 2024*

Risk	Residual Risk Score Mar 24	Residual Risk Score June 24	Residual Risk Score Oct 24	Direction of Travel (RAG)	Last Review
1. Risk that the Council's arrangements for safeguarding vulnerable adults fail.	15	15	15	→	24/09/24
2. Risk of failure of the Council's arrangements to safeguard vulnerable children and young people.	15	15	15	→ (static)	12/09/24
3. Risk that the Council does not have enough budget to deliver agreed short and medium term corporate objectives.	12	12	16	↑ (worsening)	08/10/24
4. Risk that a serious incident occurs, preventing services from operating and /or requiring a major/critical incident response.	12	12	12	→ (static)	11/09/24
5. Risk of serious failure of corporate governance.	10	10	10	→ (static)	12/09/24
6. Risk that the Council's workforce is not able to meet business need.	15	15	15	→ (static)	17/10/24
7. Risk of failure to deliver key Council services.	10	10	10	→ (static)	13/09/24
8. Risk that the Council is a victim of cyber crime.	15	15	15	→ (static)	11/09/24
9. Risk that the Council fails to comply with Information Governance legislation and industry standards	12	12	12	→ (static)	06/09/24

10. Risk of failure of key contracts.	12	12	12	→ (static)	11/09/24
11. Risk of failure of collaborative working.	12	12	12	→ (static)	11/09/24
12. Risk that Cambridgeshire County Council is not adequately prepared for the risks of the changing climate.	16	16	16	→ (static)	10/09/24

2.2.2 For this reporting cycle, the residual risk score for Risk 3 (“Risk that the Council does not have enough budget to deliver agreed short and medium term corporate objectives”) has increased from a score of 12 in June to a score of 16 in October. The Executive Director of Finance and Resources has confirmed that this is due to the continued increase in the Dedicated Schools Grant (DSG) High Needs deficit.

2.2.3 Whilst the Council is in the Department for Education (DfE) Safety Valve programme, the ongoing increase in Education, Health and Care Plans (EHCPs) has not seen the in-year deficit reduce as forecast. The accounting treatment of this deficit nationally has been subject to a statutory override for a number of years. This allows local authorities to hold DSG deficits in a separate, unusable reserve, and means that the deficit is not counted against the local authority’s usable reserves and does not affect the authority’s financial sustainability assessments.

2.2.4 Currently, this statutory override is due to lift on the 1st April 2026 and there has been no decision to extend. If this override is lifted and the deficit increases, the Council could face a draw on revenue balances in excess of its reserves. The Council is therefore reviewing its actions to assess further action to reduce the deficit and lobbying Government for clarity on the override position.

### 2.3 New Risks / Risks De-Escalated from the Corporate Risk Register:

2.3.1 There have been no new risks added to the Corporate Risk Register since the previous report in July 2024, and no risks have been de-escalated from the corporate risk register.

2.3.2 Since the previous report, risk 5, “failure of corporate governance” has been re-named “serious failure of corporate governance”, to reflect the focus is on aspects of the risk which have the potential for a significant impact on the organisation.

### 2.4 Key Actions Implemented:

2.4.1 A number of actions incorporated in the Action Plans for the Corporate Risk Register have been closed since the previous report in June 2024. In particular, the following key actions have been marked as complete by Corporate Risk Owners:

- The Council has adopted the Local Government Association’s (LGA) model code of conduct for Members, as recommended.

The Land and Property Strategy was approved by the Committee in March 2024, addressing Climate and nature challenges. Future refreshes will continue to reflect



these considerations.

### 3. Other Risk Management Updates

#### 3.1 Corporate Leadership Team (CLT) Risk & Assurance Meeting:

3.1.1 A meeting of the CLT Risk & Assurance group took place on 17th September. The meeting included an update from the Policy and Strategy team on work to review and risk-assess the Council's corporate partnerships to inform the recording of Risk 11 on the Corporate Risk Register (the risk of "Failure of Collaborative Working"). The following key updates are brought to the attention of the Committee:

##### i. *Risk Registers Review*

3.1.2 The meeting included a review of the Corporate Risk Register as well as all risks with a residual risk score of "15" or higher from Directorate Risk Registers. In particular discussions highlighted questions around how health and safety risks are recorded both at corporate and directorate risk register level and a range of actions to manage health and safety risk to be captured on risk registers. It was agreed that this would include some assurance testing across the Council to verify that risk assessments are in place for all the areas where this would be expected. It was also agreed that an item on health and safety risk would be included on the agenda for the next Leadership Team meeting.

3.1.3 Discussions also covered some risks around facilities management and property compliance. While the new Property database and the implementation of the corporate landlord model will assist in addressing these risks, there are some legacy issues relating to property budgets and the cost of maintenance, as well as some services still undertaking their own lettings of property or equipment. These risks are held on the Directorate Risk Register and a review is considering the extent to which they should be reflected in the Corporate Risk Register.

##### ii. *Other Key Decisions*

3.1.4 The CLT Risk Group also agreed a series of updated Risk Appetite Statements for inclusion in the Risk Management Toolkit which is provided to officers. These statements provide officers managing risk with a guide to the Council's appetite for risk across different types of activities (such as commercial and contracts, cyber security, environment and climate etc.) and set out the optimal risk position (i.e. the level of risk with which the organisation aims to operate) in each of Cambridgeshire's areas of principal risk. The Toolkit will now be updated to reflect this decision and the updated Appetite Statements will be shared with the Corporate Risk Group and more widely on Camweb.

3.1.5 The CLT Risk and Assurance Group also reviewed an options appraisal that had been prepared regarding risk management systems. The Council has been given notice on the risk management system it currently uses, which is shared with Milton Keynes, and a review of alternative systems was undertaken taking into account key considerations around cost, functionality, implementation time, and commitment length. In the short term it was agreed that commissioning a stand-alone instance of the current system was the preferred system as it was the most cost-effective option which would create minimal disruption, but would also give greater flexibility to change systems in future if desired.

Alongside implementing this proposal in the short term, the Council will continue to review other options for delivery, including the possibility of using a third-party developer to create a bespoke version of the POWA system (already used within the Council for project management) with the capability to record the Council's corporate and directorate risk registers.

### 3.2 Risk Strategy Implementation Update:

3.2.1 The Internal Audit & Risk Management team is progressing the actions from the updated Corporate Risk Strategy shared with Committee in July 2024. Key action updates since our last update in July include:

- *Action: Internal Audit & Risk Management will develop a risk management eLearning module that can be made available to all staff. This will particularly include guidance on how to escalate risks between different management levels/risk registers. Once this is completed, it will be publicised internally via the intranet and to targeted staff including budget managers."*

The training has been developed in draft and is currently with the Learning and Development team to create the eLearning module.

- *Action: "Appoint to new Corporate Risk Manager role in 2024/5 to develop greater capacity and resilience in corporate risk management support."*

An applicant has accepted the post of Corporate Risk Manager and pre-employment checks are currently ongoing.

## 4. Significant Implications

### 4.1 Finance Implications

Not applicable.

### 4.2 Legal Implications

Not applicable.

### 4.3 Risk Implications

This report and Appendix 1 showing the updated current Corporate Risk Register provide information on the key corporate risk areas currently identified by Cambridgeshire County Council and how these are being managed.

### 4.4 Equality and Diversity Implications

Not applicable.

## 5. Source Documents

5.1 Corporate Risk Register – Appendix 1

5.2 [Cambridgeshire County Council Risk Strategy 2023 – 6](#)



Cambridgeshire County Council CRR											17/10/2024																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						
Risk		01. ASC - There are reputational and legal impacts when the Council's arrangements for Safeguarding Adults with Care and Support needs fail.																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																															
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Controls	Adequacy	Critical Success
1) Adult Social Care Assurance. The organisation engages in the ongoing process of revising its practices and procedures to align with emerging local and national trends. This includes learning from local and national reviews such as Serious Case Reviews to continuously improve safeguarding measures.	Good	Regular reporting and providing practitioners with tools and support for following best practices are critical success factors. Regular reporting includes monthly highlight reports that are shared with the Head of Service, MASH governance reports that are submitted to the SAB Board, weekly summary information on the MASH status which are shared with the Head of Service, annual Safeguarding Adults statutory return. Annual self-assessments are submitted to the SAB Board which cover all safeguarding, we have the

Action Plans	Responsibility	Target Date
1. Performance Improvement Plan Improvement plan has been developed and agreed with key actions to take forward based on the peer improvement recommendations and national indicators. This is being reviewed fortnightly internally across key meeting groups and updated accordingly.  The improvement plan considers DOLs in CCC, threshold assessments for people in care homes in CCC, adults and autism historical back log, OT waiting list. LD Health waiting lists linked to section 75 agreements, care and support plan delays, including brokerage of increases or changes to care packages, financial assessment and financial data entry delays		22/11/2024

		<p>safeguarding, we have the thematic audit cycle completed by QSPT and reported to PGB, each team has service level improvement plans and we have monthly managerial audits with a quarterly report and action plan - all held by QSPT and team managers are accountable for these. These are reported to PGB.</p> <p>Adult Social Care Practice Update newsletter is circulated fortnightly and is sent out to all staff within the Adults, Health and Commissioning directorate, keeping staff up to date with relevant information to support them and those they work with.</p>
<p>2) Skilled ASC Workforce</p> <p>To ensure high quality safeguarding, staff receive comprehensive training, ongoing professional development opportunities, and regular supervisions that reinforce safeguarding procedures and best practices, enabling them to maintain professional registration.</p>	Good	<p>A dedicated safeguarding training resource, with robust training programmes, annually reviewed, available multi-agency policies, themed audits are undertaken, robust training programs available, and an adult practice governance board provide assurance and oversight.</p> <p>The CCC Safeguarding training strategy outlines the training offered along with safeguarding training that is essential to each role across adult social care. Work is being completed on monitoring training compliance rates, and teams are asked to complete a manual check of all MCA / Safeguarding training</p>
<p>3) Multi Agency Safeguarding</p> <p>Multi-agency Safeguarding Boards and Executive Boards provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity. Coordinated work between multi-agency partners. Police, County Council, Health and other agencies who are key members of the Board and subgroups</p>	Good	<p>Regular reports are submitted to the SAB Board including MASH Governance reports, QEG reports including a data set submitted every 3 months) and annual self-assessments and shared working outcomes</p>

4) Internal Quality Assurance Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance.	Good	Regular auditing and reporting. Ability to highlight good practice and areas for improvement, robust service level improvement plans developed as needed. Annual safeguarding thematic audit, monthly managerial audits and quarterly reports to PGB. Team level action plans held by managers and meet with PSW to discuss on a quarterly basis.
5) Commissioned Services Regular monitoring of social care providers and information sharing meetings with other local organisations, including the Care Quality Commission and ICB are in place. ASC have a structure in place to raise, discuss and address provider quality concerns across the health and social care system. If improvements are not made, escalation routes are in place and progress and risks are continually shared with the CQC regulator.	Good	Regular auditing and reporting. Ability to support providers at risk.
6) Coordinated work with system partners and agencies Coordinated work between multi-agency partners for both Adults and Children's. Police, County Council, and other agencies to identify child sexual exploitation, including supporting children and young people transitions to adulthood, with the oversight of the Safeguarding Boards.	Good	Effective and safe implementation; we have a number of task and finish groups - for example transitional safeguarding, MCA we have regular system wide groups - QEG.
7) Information Sharing with regulatory bodies. Continue to work with the CQC to share information.	Good	Regular reporting.
8) Manage demand Managing increasing demand and acuity to ensure adults receive right support at the right time. Regular DMT's to discuss and escalate issues.	Good	Daily monitoring of referrals and waiting time is in place to reduce waiting times and review priority levels to provide proportionate and time critical responses to those at risk.

**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council

**Risk Category:**

**Linked Object(s):**

Risk		02. CSC - Failure of the council's arrangements to safeguard vulnerable children & young people									
Likelihood	5						Risk Owners Martin Purbrick	Current Score 15  Risk Appetite 15  Previous Score 15	Last Review 12/09/2024  Next Review 11/12/2024		
	4										
	3					X/RA					
	2										
	1										
		1	2	3	4	5					
Consequence											
						Triggers		Likelihood Factors (Vulnerability)		Potential Consequences	
						1. High caseloads in Children's Social Care. 2. Lack of financial resilience. 3. Non-compliance with safeguarding processes and procedures. 4. Inability to recruit and retain experienced Social Workers. 5. Lack of placement sufficiency to meet the needs of complex children and young people. 6. Major incident results in inability to access Council systems, records or buildings.		Each one below is linked to each of the triggers: 1. Children's social care caseloads are too high in some areas due to issues with recruitment and retention. (Low likelihood) 2. Difficulty procuring affordable capacity for children's placements and Home to School Transport. (Medium) 3. Lack of robust assessments (undertaken in a timely way) of risk in relation to children & the family circumstances. Although recently launched revised practice standards, guidance and the focus on six key areas ('Big 6') has meant a focus on areas for improvement. (Medium) 4. Recruitment and retention has improved for those in management roles and more work is underway for recruitment of permanent social workers (Medium) 5. Difficulty procuring capacity for children's placements, although now working more closely with provider market and better recruitment of in-house foster carer placement underway. (High) 6. In terms of a major incident, there are business continuity plans (BCP's) in place whereby child protection lists would be obtainable if required. (Low)		1. Harm to child or young person awaiting or receiving services from the Council. 2. Reputational damage to the Council. 3. Financial impact. 4. Appointment of a Children's Commissioner and notice of statutory intervention issued by the Department for Education.	

Controls	Adequacy	Critical Success
1. Multi-agency Safeguarding Boards and Executive Boards.  Provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity specific safeguarding situation between partners. The partnership has now requested a Cambridgeshire specific partnership Board (instead of one board across both Peterborough & Cambridgeshire). Work has started in developing this (May 2024)	Reasonable	The LA improvement board started in October 2023 and continues to provide independent scrutiny.
2. Information-sharing and coordinated work between multi-agency partners, providers, and regulators.	Reasonable	A review by Essex sector led improvement (SLI) partner to identify key areas of strengths

Action Plans	Responsibility	Target Date
1. Corporate response to Ofsted focused visit.  Updated self-assessment completed and action plan submitted around the 7 recommendations made by ofsted.  Previous outline of establishing a strengthening services board, however there was little appetite for this from partners. Therefore, the children's improvement board will be focused on the key areas for development.	Martin Purbrick	31/03/2025
1a. Workforce - building the right capacity within the workforce  The action plan outlines activities within	Martin Purbrick	31/03/2025



In particular Police, County Council and other agencies to identify child sexual exploitation, including supporting children and young people transitions to adulthood, with the oversight of the Safeguarding Boards. Regular monitoring of social care providers and information sharing meetings with other local organisations.		and development. Recommendations are being added to the improvement plan along with other key areas.
3. Comprehensive and up-to-date Safeguarding Policies, Procedures and Practice Standards. Continuous process of updating practice and procedures, linking to local and national trends, including learning from local and national reviews such as Child Safeguarding Practice Reviews (SPR's).	Good	Several practice and processes have recently been reviewed and revised to ensure they are robust and includes; Our Practice Standards, Guidance and Toolkit (Big 6); Our Threshold document; MASH Manual and Guidance etc.
4. Safeguarding Training & Development Comprehensive and robust safeguarding training, ongoing development opportunities for staff, and regular supervisions monitor and instil safeguarding procedures and practice.	Good	Effective training and development ensures all staff understand and can implement key safeguarding processes. Social care academy launched on 20th November with new ASYE and International workers starting in January 2024.
5. Quality Assurance Framework. Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance.	Good	Recently revised and implemented new practice governance ensuring performance information is more accessible and training has been provided to ensure performance is monitored more closely. In addition, an audit schedule has been reviewed, updated and is underway. QA framework that is understood by all that are using it; reflects the lived experience of children; and helps with practice improvement, whilst supporting practice standards.
6. Clear processes for reporting concerns.	Good	Effective processes for reporting

Workforce and building the right capacity within the workforce to ensure consistency, quality and timeliness and developing the workforce framework		
1b. Placement Sufficiency - the residential strategy is within the approval process Placement Sufficiency - the residential strategy has been drafted and is going through the approval process. Additional work around emergency placements, increase of foster-carers is also underway	Ranjit Chambers	31/03/2025
1c. Assessments - additional capacity to improve the quality, consistency and timeliness of assessments	Raul Butron	31/03/2025
1e. Care leavers - Improving the pathway plan and better preparation for independent support Improving the pathway plan and completion rate, redevising the Local Offer and better preparation for independent support to young people from 14 years in care is being developed. In addition, building partner relationships to ensure Care Leavers are able to access support more easily.	Ranjit Chambers	31/03/2025
1f. Out of hours support - a review of the out of hours services will be completed	Raul Butron	31/12/2024
1g. Homelessness 16/17 year olds - review of this area is planned to ensure a more joined up approach	Raul Butron	31/03/2025
2. Recruitment of a permanent workforce Successful recruitment within management areas		30/09/2024

Whistleblowing policy, robust Local Authority Designated Officer (LADO) arrangements and complaints process inform practice.		concerns ensure that the response to concerns is timely and effective, with the involvement of appropriate partners.
7. Strength based approaches review After a review of the family safeguarding approaches, Cambridgeshire is developing a systemic practice model using strength based approaches	Reasonable	
Full leadership team recruitment A permanent and stable leadership team is in place and established to provide crucial leadership across Children, Education and Families.	Good	Permanent team in place and established

with over 90% of permanent Directors, Heads of Services, Service Managers and Team Managers. Over 70% of Social Workers are now permanent.  As part of the children's improvement work, there is a focus on ensuring the recruitment and support of children's workforce.		
3. Children's Placement Sufficiency. Sufficiency Strategy due at CYP Committee in January 2025. Market engagement happened during January 2024 and Social Care & Commissioning working more closely together as a strong focus on recruiting in-house foster, showing early signs of success, however, there are still a number of children in unregistered placements  Work to manage the local market with support from Commissioning services is underway to support placement sufficiency for Cambridgeshire. This action is likely to remain ongoing	Martin Purbrick	31/03/2025
4. Review of key areas of Children's, Education and Families services Essex diagnostics throughout 2023 has now been completed. CCC was successful in receiving additional Sector Led Improvement partner work and additional support throughout 2024 is planned.  Essex is supporting Cambridgeshire with a sector led improvement review of key frontline services to help understand their strengths and key areas		30/09/2024

**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council

**Risk Category:**

**Linked Objective(s):**

Risk		03. The Council does not have enough budget to deliver agreed short and medium term corporate objectives																
Likelihood	5																	
	4				X													
	3									RA								
	2																	
	1																	
		1	2	3	4	5												
Consequence							Risk Owners		Michael Hudson		Current Score		16		Last Review		08/10/2024	
											Risk Appetite		15		Next Review		08/01/2025	
											Previous Score		12					
							Triggers		Likelihood Factors (Vulnerability)					Potential Consequences				
							1. The Council spends more resources than it has by the end of the year and does not have sufficient reserves to cover cumulative variances.		1. Increased demand for services remains a key risk in care, SEND and related transport services.					1. Council issues a s114 report or requires capitalisation direction.				
							2. Policies, procedures or governance framework for budget setting and monitoring fail or are circumvented.		2. Economic/market conditions - continued impact on supply of services by providers and impact on commercial factors remain due to higher interest rates.					2. Breach of prudential code or capital strategy benchmark/indicators due to levels of borrowing.				
							3. Demand management, prevention or service reform activity is insufficient.		3. Changes to government funding; short term national planning - these are not a risk for the short term but the uncertainty of changes increases the likelihood of risk.					3. The Council does not deliver its statutory responsibilities.				
							4. Inflationary pressures and market failures / supply shortages lead to rising costs.		4. Legislative and regulatory changes could impact but none noted at this stage.					4. People do not receive the services to which they are entitled or require, and may be harmed as a result.				
							5. Staff without appropriate skills, knowledge, experience. Greater staff turnover.		5. Partnership risks - additional costs or reduced funding in collaborations. Change programmes require additional short term risk.					5. Reputational damage.				
							6. The Council is a victim of major fraud, cyber crime or corruption.		6. Waste management reforms; Industrial Emissions Directive.									
							7. Failure to meet Safety Valve agreed trajectory - Council has to fund DSG High Needs deficit or jeopardises DfE funds.		7. Home to School Transport and children's social care placements markets.									
							8. Lack of clarity regarding central government grant allocations.		8. Credit loss on long term debtors.									
							9. Commercial failure											

reporting (accountable quarterly to Grant Committee), tracking budget, savings, activity and performance.		proposals delivered in previous years. The focus on this tracking remains key to delivery as savings required becomes harder with the funding uncertainty
04. Operational division Finance Monitoring Reports (accountable monthly to Service Committees), tracking budget, savings, activity and performance	Good	Finance reports produced on time, high accuracy, ownership by budget manager to forecast accurately and take actions as a result. Training continues to be provided to the budget managers.
05. Scheme of Financial Management, including Budget Control Report for the Council as a whole and operational divisions	Good	Clear budget process, effective engagement with it and compliance
06. Procurement processes and controls ensure that best value is achieved through procurement	Good	Realisation of procurement savings through competition. Basis for effective contract management and productivity. External Auditors have recognised the improvements in both procurement controls and operation.
07. Budget challenge and independent advisory: Finance and budget managers at all levels of the organisation to track exceptions and identify remedial actions	Good	Meeting of financial targets and deadlines. Political engagement and approval
08. Rigorous treasury management system plus tracking of national and international economic factors and Government policy	Good	Prudential Indicators met
09. Rigorous risk management discipline embedded in services and projects	Reasonable	Risk scoring
10. Adequate reserves	Good	Reserves held at recommended level as per section 25 statement
11. Integrated Financial Monitoring Report	Good	Received quarterly at SR&P and monthly at DMTs and CLT with action sought for overspends via these meetings.
12. Anti-fraud and corruption, whilst blowing, money laundering policies alongside fraud detection work by IA	Good	Organisational awareness campaigns

07. Review of Financial Regulations	Tom Kelly	02/03/2025
08. Ongoing review of Reserves	Michael Hudson	30/01/2025
09. Ongoing review of Commercial activities and risk	Michael Hudson	30/01/2025
Change Strategy development and feed into the MTFP.	Sue Grace	13/02/2025
Lobby for clarification of the DSG deficit override position and at the same time for DfE to address the funding shortfa	Michael Hudson	15/12/2024

13. Internal control framework	Good	Organisational awareness campaigns
14. Contract Management	Reasonable	More work is required to increase the skills of contract managers and align responsibility and reporting with budget monitoring.
15. Publication of transparency data	Good	Organisational awareness campaigns
16. Statutory Officer meetings	Good	The Statutory officers regularly review the financial standing as part of their set agenda and consider any actions for discussions with CLT, this included for example need for Vacancy Panel.
17. Safety Valve	Poor	The year end 23/24 position was significantly worse than forecast and base budget. The previous plan of action is being revised as is the service system and further discussions with DfE being held.
18. Workforce Expenditure Panel	Good	Has introduced further level of control.
19. Shareholder sub-committee	Reasonable	Greater reporting of shareholder and commercial interests to be set up, although action around key risks being managed.

**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council

**Risk Category:**

**Linked Objective(s):**

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Risk		04. A serious incident occurs, preventing services from operating and /or requiring a major/critical incident response.										
Likelihood	5						Risk Owners	Sue Grace	Current Score	12	Last Review	11/09/2024
	4								Risk Appetite	15	Next Review	10/12/2024
	3				X	RA			Previous Score	12		
	2						Triggers		Likelihood Factors (Vulnerability)		Potential Consequences	
	1						1. Loss of large quantity of staff or key staff 2. Loss of key premises (including temporary denial of access) 3. Loss of IT, equipment or data 4. Loss of a key supplier 5. Loss of utilities or fuel 6. Decreasing resilience in CCC services due to ongoing financial constraints and cost reduction 7. Serious major external incident 8. Officer non-compliance with Business Continuity planning or processes 9. Co-operation and engagement of partners 10. An outbreak of infectious disease resulting in non BAU activity 11. A pandemic or localised outbreak resulting in non BAU activity		1. Ongoing risk of environment hazards such as flooding and severe weather 2. Pandemic 3. Cyber Attack / Cyber Crime (see Risk 09) 4. Possible power outages caused by gas shortages 5. Resource issues due to shared service 'decoupling'		1. Inability to deliver services to vulnerable people, resulting in harm to them 2. Inability to meet legislative and statutory requirements 3. Increase in service demand 4. Reputational damage	
		1	2	3	4	5						
		Consequence										

3. Cambridgeshire & Peterborough Local Resilience Forum  The LRF allows multi-agency collaboration regarding local resilience issues. The LRF follows a clear process to allow agencies across the region to share information, plan and prepare for major incidents, and maintains a tactical response process.	Good	The Council is able to work effectively with other agencies across Cambridgeshire & Peterborough in responding to a major/critical incident.
4. IT disaster recovery arrangements  Up to date IT disaster recovery plans in place.	Reasonable	ICT downtime and disruption to front-line business is minimised in the event of an IT critical incident or loss of data.
5. Resilient Internet feed	Good	
6. Corporate Emergency Plan	Reasonable	
7. Internal Audit of Business Continuity  In April 2024 an internal audit was completed of Business Continuity.	Good	
8. Improved resilience through a strengthened EP & BC team  As of June 2024 the EP has been restructured and additional positions have been recruited for resulting in a strengthened team. This has subsequently improved resilience.	Good	

**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council

**Risk Category:**

**Linked Objective(s):**

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Risk		05. Serious failure of corporate governance													
Likelihood	5						Risk Owners	Emma Duncan	Current Score	10	Last Review	12/09/2024			
	4								Risk Appetite	15	Next Review	11/12/2024			
	3								Previous Score	10					
	2						Triggers	Likelihood Factors (Vulnerability)	Potential Consequences						
	1														
		1	2	3	4	5									
	Consequence						1. Major business disruption. 2. Lack of management oversight. 3. Negative inspection judgement . 4. Poor financial management. 5. Insufficient finance. 6. Personal Data is inappropriately accessed or shared. 7. Lack of awareness of or preparedness for legislative changes. 8. Lack of clear corporate policy framework. 9. Officer non-compliance with policy framework.						1. Current local financial pressures. 2. Ongoing national reduction in public sector funding. 3. Changes to statutory/Legislative duties. 4. Current major corporate restructures and service change. 5. Increasing instances of Councils not able to meet expenditure commitments due to pressures in the local government sector.		1. Harm to people as a result of them not getting services they need or are entitled to. 2. Criminal or civil action against the Council. 3. Negative impact on Council's reputation. 4. Lack of control over financial or operational delivery. 5. S114 Report or Public Interest Report. 6. S5 Report.

Controls	Adequacy	Critical Success
01. Monitoring Officer role.	Good	Lack of or reduced risk of successful legal challenge to decision making.
02. Annual Governance Statement (AGS).	Good	AGS process ensure that the Council reviews the effectiveness of its corporate governance arrangements and its compliance with the corporate governance framework.
03. Code of Corporate Governance (CoCG).	Good	Annual review of the Code of Corporate Governance provides assurance that the Council has a robust governance framework in place.
04. Business Planning process used to identify and address changes to legislative/regulatory requirements	Good	
05. The Council's Constitution, including Scheme of Financial Management, Contract Procedure Rules, Scheme of Delegation etc.	Good	Officers and Members comply with statutory obligations

Action Plans	Responsibility	Target Date
01. Corporate Response to the Covid Public Inquiry.		31/03/2023
02. Implement Action Plan from Annual Governance Statement.	Emma Duncan	31/03/2025
03. Executive Director Assurances & audit action implementation CLT to address audit action implementation in a timely manner and introduce a process to present their directorate assurance statements at Audit and Accounts Committee on a rolling basis.		31/10/2024



06. Corporate Complaints procedure and response to Local Government & Social Care Ombudsman reviews.	Good	The Council can identify and respond to any breaches of legislative or statutory obligations.
07. Service managers kept up to date with changes by Monitoring Officer / Pathfinder, Government departments, professional bodies, involvement in regional and national networks	Good	Lack of or reduced risk of successful legal challenge to decision making
08. New Committee report template and process developed following the Governance Review.  Key statutory and legislative considerations in Committee reports are highlighted in sufficient detail and signed off by key officers prior to submission to Committee.	Good	Committee papers and key decisions are scrutinised to identify any statutory/legislative impact.
09. Roles of Statutory Officers. inc. Head of Paid Service, Section 151 Officer, Director of Adult Social Services, Caldicott Guardian, etc.	Good	Active postholders for all statutory roles for the Council.
10. Statutory Officers Group  Statutory Officers Group meetings to discuss corporate governance arrangements and issues, and to reflect on recurring themes relating to Council improvement.	Good	Regular scrutiny of corporate governance by senior officers.
11. Performance Management Framework  Performance management is a tool that allows us to measure whether we are on track to achieve our corporate priorities. If we are off-track, we change our activities to improve service delivery, value for money and the outcomes people experience.	Reasonable	Clear information on organisational performance against objectives provided in a timely way to decision-makers.
12. Corporate Clearance Group  The Corporate Clearance Group has been established to ensure draft reports receive sufficient corporate review prior to being submitted to Committee.	Good	All Committee reports are subject to corporate scrutiny and challenge to ensure that Committee decisions are taken on the basis of sufficient, robust information.

**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council

**Risk Category:**

**Linked Objective(s):**

Risk		06. The Council's workforce is not able to meet business need												
Likelihood	5						<b>Risk Owners</b> Janet Atkin	<b>Current Score</b> <b>Risk Appetite</b> <b>Previous Score</b>	15	15	15	<b>Last Review</b> <b>Next Review</b>	13/09/2024	15/01/2025
	4													
	3												X/RA	
	2													
	1													
		1	2	3	4	5								
Consequence														

Quarterly dashboard reports on workforce matters including absence and turnover are provided to Directorate Management Teams for them to keep a focus on their workforce profile and any emerging or potential concerns.		
Staff appraisal system linked to performance management  Comprehensive framework is in place to provide a clear and structured means of ensuring that everyone has meaningful performance reviews and clear outcomes to work to, as well as a focus on wellbeing and career development.	Good	Staff performance is quantifiable across the Council services.
A Children's Workforce Board has been re-established under the leadership of the new DCS to focus on workforce challenges to oversee delivery against the Ofsted action plan.  This meeting continues to focus on key areas of challenge and concern, engaging with our providers of agency workers as well around hard to fill posts to identify opportunities to improve candidate attraction and employee retention. It is responsible for maintaining clear oversight of the key challenges facing the service and ensuring that meaningful actions are set out and delivered against.	Good	Staffing levels become more stable to support service delivery.
Adult Social Care Strategic Workforce Plan  A strategic workforce plan has been produced to capture the workforce challenges facing the service now and in the foreseeable future. This has a comprehensive action plan for services to work together to deliver the changes and innovations needed to address the areas of concern.	Good	Staffing levels become more stable to support service delivery and staff have the right skills as those requirements shift over time.
Agency Staff framework with Opus.  The agency worker policy clearly stipulates that Opus Cambridgeshire should be the source of all agency workers unless they are unable to provide them in which case there is an option to source alternatively.	Good	Hiring managers use Opus as an accessible and cost-effective route to market for agency staff and as a provider of the skills and expertise we need to reach through our joint venture.

out to gain deeper understanding of the employee engagement survey results so that a comprehensive set of actions can be captured under the People Strategy Action Plan. A further engagement survey will run in September 2025.		
Strategic Workforce Plan for Adult Services  Development of a clear plan to address the workforce challenges faced by adult social care has been carried out, led by the Service Director for Adult Services with engagement from corporate teams such as HR and Finance.		31/07/2024
The values and behaviours framework has been reviewed in line with the new People Strategy.  The People Strategy was approved in 2023 and work is underway to develop an action plan for approval by Strategy, Resources and Performance Committee that incorporates the outputs from the recently held Directorate listening sessions	Janet Atkin	31/07/2024
Work with the service directors to create a comprehensive L&D framework to support the wider People Strategy.  Can only be completed once People strategy in place and agreed therefore target date to be aligned –June 2024	Janet Atkin	30/09/2024

C. 5 year People Strategy, endorsed by Members with accompanying action plan to ensure the right focus on recruitment, retention and talent management. New People Strategy has been launched and has a clear focus on the shifting employment market and employment challenges that the Council faces, to establish clear plans for the workforce.	Good	Clear workforce plan in place for the Council.
Dedicated Recruitment Team supporting the whole Council. Targeted recruitment campaigns and new e-recruitment system. The team engage with services to understand the specific and differing challenges that they face and target recruitment campaigns accordingly, as well as maximising usage of social media channels, and widely promoting initiatives such as the WeAreCambs campaign to promote the Council as an employer of choice.	Good	The Council is able to recruit staff with the right skills and experience.
Effective Learning & Development platform and work of the Learning & Development team. Comprehensive learning offer that covers a wide range of topics and is delivered in a variety of ways to maximise accessibility for people as well as a well defined and well used apprenticeship programme that is being delivered across the Council in a diverse range of roles.	Good	Staff are able to access targeted learning and development opportunities and the Council can monitor training undertaken.
Employee Wellbeing offer Wellbeing is key to a healthy workforce as well as healthy levels of employee engagement. An Employee Engagement & Wellbeing Advisor post is now in place to maintain the ongoing development of resources to support the workforce.	Good	Staff are supported to maintain wellbeing, reducing absence and supporting employee engagement and retention.
Grow our own strategy Organisation wide commitment to using the grow our own approach to recruitment and retention challenges using apprenticeship, graduate development schemes and work experience opportunities to attract candidates.	Good	Gold status in the 5% Club by May 2025 demonstrating that 5% of our workforce or more are in earn as you learn roles. Full use of our apprenticeship levy without returning funds.
Clear set of design principles established to	Reasonable	Organisational design principles

<p>Reports to Staffing and Appeals Committee</p> <p>Reports have historically been delivered to Staffing and Appeals Committee in February each year setting out a clear review of the workforce profile and activity during the year as well as key policy changes, employee engagement activity and an update around employee wellbeing. With effect from November 2024 it has been agreed with the Chair and Vice Chair that these reports will be considered bi-annually along with examples of how the workforce challenges are being addressed.</p>	Good	Impact of workforce policies and engagement is measured and evaluated to inform future policy development.
<p>Role of HR Business Partners.</p> <p>HR Business Partners work with services to anticipate and meet demands within service areas. BPs attend management meetings and meet Service Directors regularly.</p>	Good	Services are supported in successful recruitment, engagement, development and retention of staff.
<p>Use of Consultants Policy and Interim &amp; Agency Workers Policy.</p> <p>Clear policy is in place to guide managers through the process to ensure that Procurement Rules are adhered to and value for money is at the heart of decision making.</p>	Reasonable	Hiring managers use appropriate and compliant routes to market to obtain interim, agency staff and consultants.
<p>Well established consultative framework with trade unions.</p> <p>Meetings take place monthly, chaired by Service Director, HR.</p> <p>Chief Executive joins the meetings on a quarterly basis.</p>	Good	Well established and positive relationships enable constructive discussions with trade union colleagues around any challenging workforce related matters, as well as an opportunity to gain valuable insights and contributions to help shape policy development.

**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council

**Risk Category:**

**Linked Objective(s):**

Risk		07. Failure to Deliver Key Council Services									
Likelihood	5										
	4										
	3										RA
	2										X
	1										
		1	2	3	4	5					
							Risk Owners		Stephen Moir		
							Current Score		10		
							Risk Appetite		15		
							Previous Score		10		
							Triggers		Likelihood Factors (Vulnerability)		Potential Consequences
							01. This risk may be triggered by the realisation of any of the other risks on the Corporate Risk Register: <ul style="list-style-type: none"> <li>- Failure of safeguarding arrangements (Risks 1 and 2)</li> <li>- Failure of financial management (Risk 3)</li> <li>- Impact of a major/critical incident (Risk 4), cyber attack (Risk 8) or climate change (Risk 12)</li> <li>- Failure of corporate governance (Risk 5), key contracts (Risk 10) or partnership and collaborative working (Risk 11)</li> <li>- Insufficient workforce (Risk 6)</li> <li>- Failure to comply with Information Governance legislation (Risk 9)</li> </ul> 02. Changing county demography and high levels of growth create pressure on Council resources and increase the risk that funding does not match demand; this may also be exacerbated by weak demand management process within the Council.           03. Failure to identify changing policy or legislation, or an inability to respond to changes in policy or legislation.           04. Failure to develop, effectively communicate and implement clear Council strategies and service plans, including the Business Plan.           05. Insufficient corporate oversight of performance.           06. Non-compliance with corporate policies and procedures.           07. Failure of arrangements for health and safety.           08. Major organizational change.		01. Changes to legislation or Government policy having an adverse impact upon Council services and funding.           02. Local Government Financial reforms and funding reductions leading to direct upon Council budgets.           03. High levels of growth in Cambridgeshire outstripping forecasts and creating increased demand for key services.           04. Pandemic or other form of long running incident.           05. Organisational changes impacting service delivery.           06. Economic uncertainty due to national and international events           07. Political changes arising from General or Local Elections impacting upon service priorities.           08. Commissioned service providers unable to continue service (if not managed under Risk 10)		01. Harm or risk to vulnerable people. 02. Financial penalties 03. Reputational damage to the Council. 04. Government or regulatory intervention/sanctions. 05. Statutory penalties or prosecution.

Controls	Adequacy	Critical Success
1. Role of the Corporate Leadership Team for the operational delivery of services  CLT have a leading role in ensuring that the Council delivers key services and legislative requirements. Individual Executive Directors have Service Plans setting out the required delivery from their teams for the year ahead.	Good	The Corporate Leadership Team has clear terms of reference and regular reviews service performance dashboards, financial reporting, workforce information, contract/commissioning and audit and risk matters.
2. Policy and Budget Framework	Reasonable	The Council's Strategic

Action Plans	Responsibility	Target Date
1. Redevelopment of the Council's Performance Framework.  Framework - rescheduled for SRP Committee on 31/10/24	Sue Grace	31/10/2024
2.Preparation for Full Council Elections	Sue Grace Stephen Moir	31/12/2024

A clear, approved Policy and Budget Framework for the Council (including the Strategic Framework, Medium Term Financial Strategy, Capital Programme and Treasury Management Strategy).		Framework should set the high level Vision and Ambitions for the authority, from which individual service plans should be developed and delivered.
3. The role and responsibilities of Council and Committess for decision making and scrutiny  Full Council and through Council Committees there is robust overview, scrutiny and challenge in respect of the delivery of key services, performance reporting and the development and approval of policy and strategy for the Council.	Good	Council and Committees have cleared, defined constitutional roles and terms of reference, with clear schemes of delegation. Each Service/Policy Committee has a clear agenda and training plan. Committee governance and effectiveness is the subject of review during each Council term.
4. Systems providing oversight of Council performance and service delivery.  The Council's Performance Framework and Key Performance Indicators, along with associated systems for identifying performance issues such as the Complaints Procedure and Feedback Policy, provide corporate oversight of performance and delivery of key services.	Reasonable	Councillors and the Corporate Leadership Team have a robust overview of service performance, delivery and risks to enable scrutiny, accountability and performance improvement activities.
5. Demand forecasting.  The Council operates forecasting mechanisms to inform budget setting and long-term planning. This includes placement sufficiency processes to inform provision of school and early years places.	Good	The Council has an accurate view of likely demand for services, from both a demographic, inflationary and needs basis, in the short and long term to inform business planning.
6. Policy Horizon Scanning  The Council operates an approach to policy and horizon scanning, to understand and assess the potential implications arising from policy, legislation and regulation that may impact the authority as a consequence of any change to Government due to the General Election.	Reasonable	The Council is aware off and able to inform, influence and respond to likely changes in policy from a new Government.

**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council

**Risk Category:**

**Linked Objective(s):**

Risk		08. The Council is a victim of cyber crime.															
Likelihood	5			X			Consequence	Risk Owners	Michael Hudson	Current Score	15	Last Review	11/09/2024				
	4													Risk Appetite	15	Next Review	10/12/2024
	3																
	2																
	1																
		1	2	3	4	5											
Triggers								Likelihood Factors (Vulnerability)				Potential Consequences					
01. Data loss 02. Denial of IT services 03. Malware attack 04. Phishing attack 05. Ransomware attack 06. Telephone Toll Fraud 07. Major vulnerability 08. DR for IT Services 09. Data mishandling/breach 10. Training arrangements fail 11. Password attack 12. SQL injection attack 13. Monitoring does not identify threats 14. In-house expertise/resource is stretched/reduced 15. Outdated or unpatched systems								01. Increasing malicious attempts from various sources 02. Malicious Emails to staff increasing 03. Non-compliance by staff or partners with IT Security policies				01. Regulatory breach subject to ICO action, reputational harm to the Council and disclosure of private information. 02. Inability or degradation in the ability of Council staff to access any computer based service hosted outside of the Council network. It will most likely also impact any services that the council hosts for access by the public. Finally it would also impact any VOIP services operated by the council. 03. Infection of Council systems by malware, causing a degradation of Council systems. 04. Credentials and/or data being made available to unauthorised third parties. This could result in ICO action, reputational damage to the Council and the unauthorised release of confidential information. 05. Loss of access to Council data, a financial ransom to recover access, reinstallation and restore operations to recover access, release of confidential data, reputational harm and ICO action. The exact impact will depend on how well mitigation reduce the impact of the attack. 06. Financial loss for the Council. The Council may also suffer reputational damage or information loss risks if the breacher of the system attempts to impersonate the Council. 07. Systems are exploited by using known\unknown vulnerabilities.					

Controls	Adequacy	Critical Success
01. Phishing detection and prevention controls	Good	Phishing attempts are prevented or detected and dealt with. Additional software to be procured and paper going to A&P Committee July 2024. Annual Phishing exercise is planned.
02. Vulnerability detection and mitigation controls	Good	Vulnerabilities are identified internally and externally and

Action Plans	Responsibility	Target Date
02. Corporate IT Security KPIs and reporting to be developed – such as Cyber Security and IG e-learning training complet	Tim Spiers	31/12/2024
04. DR retesting to be scheduled	Tim Spiers	31/12/2024
08. To carry out member training	Tim Spiers	24/10/2025



		patched in a timely manner – 14 days for vulnerabilities rated high or critical on the CVSS scoring system.
03. Disaster Recovery Testing	Reasonable	DR actioned successfully in January and February, with Power Outage test successful June 2024, and further schedule of DR testing and reporting remainder of 2024
04. Robust policies and procedures including the new IT Strategy and the existing Information Management & Governance policy framework.	Good	Accessibility and awareness of comprehensive, up-to-date IT and Cyber security policies and guidance.
05. Staff training on the correct handling of private data, and to use technical controls available to the Council to enable this.	Good	Completion of e-learning and delivery of sessions at Council wide sessions, such as Cambridgeshire Conversations
06. Use multiple layer of anti-malware protection on Firewalls, email and end-points to prevent malware with frequent signature updates.	Good	Anti-malware protection
07. Use technical controls to limit access to the Council VOIP system to the UK only.	Good	Legacy system now replaced with new VOIP and new call centre solution. Access to VOIP now controlled by conditional access policies and MFA.
08. Use the automated denial of service mitigation service provided by our wide area network provider MLL. This will inform us of any denial of service attempts and mitigation activities.	Good	MLL monitoring notifications
09. Cyber Security Board and Technical Group	Good	Regular meeting and reporting on cyber security
10. Information Governance Management Board	Good	Regular meeting and reporting on cyber security arrangements and actions.

9. To take a snapshot of the Cyber Security Strategy Implementation Plan deliverability as at August 2024 (1 year after) and report to CLT / SR&P Committee	Tim Spiers	31/12/2024
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11. ITDS Recruitment Campaigns	Good	The service retains and develops workers with IT specialisms.
12. IT Business Continuity Planning processes	Reasonable	BCP in place for IT and service specific IT risks are considered in other service's BCP
13. ICT Security Procurements	Reasonable	Due diligence processes are adhered to when making IT procurements to ensure the Council's IT security systems are not compromised
14. Information Risk Owner role; Data Protection Officer role; Caldicott Guardians	Good	Defined responsible officers are in place
16. Communication strategy	Good	Ad-hoc communications and publicity work to raise awareness of IT security
17. Limitations to FOI requests	Good	Limitations on details the Council can release in FOI answers in relation to council system infrastructure
18. Cyber Security	Good	5 Year Cyber Strategy adopted in 2023 reflecting 10 Year Central Government Cyber Strategy and setting out high level improvement steps.
19. Cloud First	Good	Cyber Strategy includes the Cloud First principle.

**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council

**Risk Category:**

**Linked Objective(s):**

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Risk		09. The Council fails to comply with Information Governance legislation and industry standards														
Likelihood	5															
	4															
	3															
	2															
	1															
		1	2	3	4	5										
	Consequence															
Risk Owners		Emma Duncan					Current Score		12		Last Review		06/09/2024			
							Risk Appetite		15		Next Review		05/12/2024			
							Previous Score		12							
Triggers							Likelihood Factors (Vulnerability)					Potential Consequences				
1. High staff turnover and use of agency and interim staff. 2. Out of date IT systems or staff failure to install patches. 3. Cybercrime and phishing attacks. 4. Lack of training/awareness among staff. 5. Insufficient physical security of buildings. 6. Staff removing physical records from the office.							This risk is closely linked to Risk 08, 'the Council is a victim of cybercrime', and IT security vulnerabilities will increase the likelihood of a breach of Information Governance legislation.					There is a risk that a lack of oversight and control of information management leads to information being mis-handled, which would expose the organisation to: * Legal action/Information Commission Officer involvement. * Damage to the reputation of the council and adverse publicity. * Complaints. * Data subjects suffer loss, detriment and distress as result of poor management of data. This will include records management, contractual obligations, case management, training and awareness.				

Controls	Adequacy	Critical Success
01. Mandatory data protection and security training for all staff	Good	95% of staff have undergone online training or face to face training dependent on risks faced.
02. Use of Data Protection Impact Assessments (DPIAs) in all projects and procurements	Good	Register of DPIAs identifies which have seen a DPIA completed, signed off and managed. Ongoing review of DPIAs so it is not a one off assessment.
03. Regular communications to all staff and at key locations (e.g. printers)	Good	CamWeb used to promote key messages in a structured and engaging way each quarter. IG attend DMTs on a quarterly basis to hear of issues and resolve problems.
04. Information Management Board, chaired by senior info risk owner (CLT member), with representative of all directorates along with DPO and both Caldicott Guardians. Board	Good	Board meetings to be held every quarter and led by CLT members.

Action Plans	Responsibility	Target Date
Annual review of advice sought and provided to develop staff guides such as when to share and how to share to ensure con review of what the service is asked about to look for common themes and produce guides/notes to support		30/11/2024
Completion of NHS DSP Toolkit 24-2025 Ensures areas of compliance considered and how met for Public Health and Adult	Ben Stevenson	30/06/2025
Continued Awareness and communications CambWeb pages updated and regular reviews , attendance DMTs and conversations to keep awareness levels up	Ben Stevenson	30/11/2024
Implement learning from incidents Ensure that processes are reviewed and trends analysed Breaches discussed at IM Board	Ben Stevenson	30/11/2024
Mandatory training	Ben Stevenson	30/11/2024

oversees IG and cyber security activity		
05. A comprehensive set of information and security policies.	Good	Policies reviewed and refreshed annually with redundant documents removed.
06. Established procedure for notifying, handling and managing data breaches	Good	Compliance with policy and clear reporting on breaches.
07. Subject Access Requests responded to within the statutory timeframe.	Good	Targeting compliance rate of 90% SARs completed within statutory timeframe.
8. FOI responses issued within the statutory timeframe.	Good	Targeting compliance rate of 90% FOIs completed within statutory timeframe.

Training to be delivered annually to all staff, relevant to services and councils Refresher training being developed for coming year		
Review of IG policies Annual review of policies and updating to ensure best practice shared	Ben Stevenson	30/11/2024

**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council

**Risk Category:**

**Linked Objective(s):**

Risk		10. Failure of key contracts.									
Likelihood	5						<b>Risk Owners</b> Michael Hudson	<b>Current Score</b> 12 <b>Risk Appetite</b> 15 <b>Previous Score</b> 12	<b>Last Review</b> 11/09/2024 <b>Next Review</b> 10/12/2024		
	4										
	3				X	RA					
	2										
	1										
		1	2	3	4	5					
	<b>Consequence</b>										
<b>Triggers</b>							<b>Likelihood Factors (Vulnerability)</b>		<b>Potential Consequences</b>		
01. Different partnership arrangements and/or contracts have conflicting aims or priorities. 02. Large scale handback / collapse of major suppliers for economic/profitability reasons 03. Supply chain failure and/or significant cost increases in supply chain or CPI. 04. The Council fails to identify key/business-critical contracts. 05. Lack of robust, formally agreed contract documents to set deliverables, performance and governance arrangements for all key contracts. 06. Failure to compliantly procure key contracts leads to legal challenge. 07. Contracts lack clear corporate owners; or contract owners have a conflict of interest between their CCC role and external interests. 08. Contracts fail to drive desired deliverables/outcomes through appropriate penalties/rewards. 09. Lack of in-house contract management expertise and/or capacity. 10. Third party fraud committed by or against suppliers and/or internal fraud or corruption in collusion with suppliers. 11. Relationship breakdown with key contractors, potentially leading to a legal dispute. 12. Heavy reliance on single suppliers leading to lack of a diversified supply chain. 13. Policy or leadership changes in central government.							01. Uncertainty and major change programmes underway within the Council. 02. Significant economic and inflationary volatility. 03. Industrial Emissions Directive and the Best Available Techniques conclusions (BATc). 04. Capacity and experience to deliver robust contract and supplier relationship management for key contracts. 05. Understanding of market conditions for the specific markets in which the key contracts sit.		01. Financial impact of credit loss or default on monies owed. 02. Revenue impact of increased costs or reduced income returns. 03. Interruption to outcomes and service delivery. 04. Construction quality and health & safety matters. 05. Reputational damage. 6. Failure to fulfil statutory duties.		

		quarterly in line with the Transparency Code regulations.
03. Procurement Governance Board.	Good	Corporate oversight over the delivery of compliance with CPRs.
04. Business Continuity Planning processes.	Poor	This needs to be improved for 25/26 submissions so contract managers have thought about the risk and mitigations.
05. Head of Diligence & Best Value role.	Reasonable	Additional resource for deep dive scrutiny and challenge of contract management.
06. Corporate due diligence processes.	Good	Capability and capacity of suppliers is verified prior to entering into contracts valued over £100k, including checking e.g. insurance, accreditation, finance, health and safety etc.
07. Declarations of Interest processes within the Codes of Conduct for officers and members and within the Procurement Planning process.	Good	Responsible Officer and anyone involved in procurement evaluations has to sign a Declaration of Interest to ensure that any conflicts of interest are identified and managed/avoided.
08. Corporate process for identifying key contracts and the use of the procurement pipeline.	Reasonable	Major procurements are planned well in advance and the risk of contracts is understood.
09. Budget monitoring and forecasting processes.	Reasonable	The risk of contract overspends is identified early and can be addressed effectively.
10. Contract Management Toolkit in place along with other supporting guidance. Contract management training is delivered to key contract managers via the Government Commercial Function.	Good	Officers know how to manage contracts effectively and use the Toolkit as part of their management processes.
Decision Making Framework for Joint Procurements A decision making framework has been agreed by CLT and will be used in all procurements valued over £100,000 where a joint procurement is being planned. This enables the risks of such a joint procurement to be identified and scored.	Good	The use of the decision making framework.

Ongoing review of the use of waivers, including targeted training for contract managers and reporting to Committee	Clare Ellis	31/12/2024
Review of CPRs	Clare Ellis	31/03/2025
Undertake training and guidance for contract managers for Business Continuity Plans to aid HoS and Eds sign off with gre	Clare Ellis	01/12/2025

**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council

**Risk Category:**

**Linked Objective(s):**

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Risk		11. Failure of collaborative working.									
Likelihood	5						<b>Risk Owners</b> Sue Grace  <b>Current Score</b> 12 <b>Risk Appetite</b> 15 <b>Previous Score</b> 12  <b>Triggers</b> 01. Different partnership arrangements have conflicting aims or priorities. 02. The Council fails to identify and manage key/business-critical partnerships. 03. Lack of robust, formally agreed partnership agreements or equivalent to set scope, deliverables and governance arrangements for all key partnerships. 04. Partnerships lack clear corporate owners; or partnership owners have a conflict of interest between their CCC role and external interests. 05. Partnership agreements fail to drive desired deliverables/outcomes. 06. Relationship challenges and/or breakdown with key partners, potentially leading to a legal dispute and potential longer term impact on collaborative working. 07. Policy or leadership changes in central government or local partnership organisations. 08. Lack of transparency regarding the operation of key partnerships.  <b>Consequence</b>	<b>Risk Owners</b> Sue Grace  <b>Current Score</b> 12 <b>Risk Appetite</b> 15 <b>Previous Score</b> 12  <b>Triggers</b> 01. Different partnership arrangements have conflicting aims or priorities. 02. The Council fails to identify and manage key/business-critical partnerships. 03. Lack of robust, formally agreed partnership agreements or equivalent to set scope, deliverables and governance arrangements for all key partnerships. 04. Partnerships lack clear corporate owners; or partnership owners have a conflict of interest between their CCC role and external interests. 05. Partnership agreements fail to drive desired deliverables/outcomes. 06. Relationship challenges and/or breakdown with key partners, potentially leading to a legal dispute and potential longer term impact on collaborative working. 07. Policy or leadership changes in central government or local partnership organisations. 08. Lack of transparency regarding the operation of key partnerships.  <b>Consequence</b>	<b>Current Score</b> 12 <b>Risk Appetite</b> 15 <b>Previous Score</b> 12  <b>Likelihood Factors (Vulnerability)</b> 1. Uncertainty and major change programmes underway within CCC and partner organisations. 2. Restricted budgets across sector, coupled with significant economic and inflationary volatility. 3. Current negotiations regarding LD pooled budgets.	<b>Last Review</b> 11/09/2024 <b>Next Review</b> 10/12/2024  <b>Potential Consequences</b> 01. Financial impact of partnership failure particularly where budgets are pooled. 02. Revenue impact of increased costs or reduced income returns. 03. Interruption to outcomes and service delivery. 04. Reputational damage. 05. Failure to fulfil statutory duties.	
	4										
	3				X	RA					
	2										
	1										
		1	2	3	4	5					



03. Appointments to Outside Bodies Process	Good	Officers and Members have guidance on the law around serving on external bodies, and Democratic Services maintain a record of Member appointments to outside bodies.
04. Council's Strategic Framework	Good	Clear statement of our Vision and Ambitions as a basis for our collaborative working.
05. Regular liaison with key partners ICS, CPCA, District & City Council, CAPALC (Cambs & Peterbr' Association of Local Councils), CPSB (Cambs & Peterbr' Strategic Board).	Good	Partners are clear about where they can work together for the benefits of the communities of Cambridgeshire

**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council

**Risk Category:**

**Linked Objective(s):**

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Risk		NEW 12. Cambridgeshire County Council is not adequately prepared for the impacts of the changing climate									
Likelihood	5						Consequence	<b>Risk Owners</b> Frank Jordan  <b>Current Score</b> 16 <b>Target Score</b> 8 <b>Previous Score</b> 16  <b>Triggers</b> 1.Local government is not adequately funded to address the issues relating to climate change and to deliver climate mitigation, adaptation and/or natural capital enhancement at the pace and scale required 2.Lack of a clear regulatory environment to enable actions to manage climate change to be enforced. 3.Local strategic partnerships fail to align, deliver strategic coordinated action and clarify roles and responsibilities 4.Key national and local partners make decisions that undermine action and progress to deliver climate mitigation and nature related action 5.Internal skills, knowledge, resource and capacity do not keep pace with action delivery requirements 6.Lack of awareness, skills, engagement and buy-in for climate and nature action within the Council at all levels and across all services 7.Council's Budget Position does not enable key projects to reduce carbon, enhance nature or provide mitigation are able to be taken forward (Please Note Link Risk 3) 8.Supply chain is insufficiently developed to deliver low carbon solutions, adaptation and/or biodiversity enhancements at required pace, scale and cost	<b>Likelihood Factors (Vulnerability)</b> 1.Significant longer-term costs, impacts on assets and demand for services which impacts on the financial position of the County and the Council 2.Increased cost to council services to manage climate impacts on service delivery – e.g. highways pot holes, increased number of service users from flooding, or school closures from overheating; increasingly complex needs etc 3.Undermining of business continuity and deliverability of statutory functions and legislative requirements due to climate impacts impeding Officers and/or service users delivering or accessing services 4.Significant reputational damage associated with lack of action by the Council to support its communities to cope with increased extreme weather events – e.g. flooding, overheating 5.Significant political and reputational damage to the Council for not acting on the climate emergency that has been declared. 6.Raised political tensions with partner local authorities where CCC does not deliver actions due to budget constraints which then undermines partnership collaborations. 7.Potential for community and business legal challenges on the Council's failure to deliver the Council's duties	<b>Last Review</b> 10/09/2024 <b>Next Review</b> 11/12/2024  <b>Potential Consequences</b> 1.Increased demand on council services and budgets limits capacity for investment into carbon, adaptation and nature related projects 2.Other priorities with short-term acute challenges are prioritised – financially and/or officer capacity/resource - ahead of carbon, adaptation and nature related projects 3.national policy changes reduce the support for climate and/or nature action, undermining ability to prioritise projects, funding availability and/or ability for key partners to collaborate on coordinated action 4.Carbon, climate resilience and nature enhancements are not sufficiently embedded into service planning. 5.Inability to effectively quantify the cost impacts of the changing climate on council services and/or Cambridgeshire communities undermines ability to plan, fund and deliver resilience. 6.Existing culture – internal and external – regarding views on climate and nature issues and its relevant importance reduces deliverability of actions 7.Forecast annual Carbon reductions within the Council and County are not realised 8.New technologies and innovations are technically complex and/or challenging to implement	
	4				X						
	3					RA					
	2				T						
	1										
		1	2	3	4	5					

Controls	Adequacy	Critical Success
Climate Change & Environment Programme  The programme is in place to manage and ensure delivery of the CCES and action plan (relates to 01 above)	Good	"Governance established feeding directly into Change Programme Board and Corporate Leadership Team (CLT). Recruitment underway to increase capacity. Phase 2 and Phase 3 mobilisation programmes developed"
Climate Change & Environment Strategy	Good	CCES approved, Phase 1

Action Plans	Responsibility	Target Date
Annual review and update of the CCES Action Plan  Annual review and update of actions within the CCES Action Plan to monitor progress towards targets. Remedial actions to service plans to update relevance of new and emerging technology, knowledge and political (local/national) ambition	Sheryl French	31/10/2024
CCES Programme Closure Plan Development of CCES Programme Closure Plan,	Sheryl French	30/06/2026

Council's Climate Change and Environment Strategy and Action Plan are in place to guide decarbonisation and nature recovery priorities.		Enabling Net Zero Programme approved and mobilised. Flood management and biodiversity JTF funded project is funded and mobilised. Phase 2/3 Delivery of actions is funded and mobilised.
Community Flood Action Programme Programme in place to support communities to develop local flood action plans	Good	Growth in number of resilient communities and establishment of network of community flood action groups.
Economy and Climate Change Service The service supports, facilitates and delivers action across the Council including a watching brief on governmental policy, legislation and funding opportunities to enable pro-active responses to emerging changes.	Good	Phase 2 JTF funding bid secured to support delivery of the CCES. Implementation of Phase 2 projects is reported and on track, Increase external funding success for climate/ decarbonisation/nature."
Embedding into council decision making processes Integration of climate and nature into Council decision making frameworks and processes	Reasonable	Committee reports include climate/ nature impacts. Net Zero design guide to support project management framework. Capital Programme Board carbon reporting.
Emergency Planning measures for adverse weather e.g Flood Response CPLRF framework has a multi agency flood plan (MAFP) which outlines the multi-agency response to a flooding incident. The LRF has a severe weather plan which focuses on response and recovery encompasses heat and severe weather in general.	Good	Quality response to minimise risk of harm to people and damage to property. •Met Office Weather Warnings & UK Health Security Agency Heat Health/ Cold Health alerts are cascaded internally to CCC services by the CCC Emergency Planning Team when received.
Highways Impacts Programme Drainage systems management, Grip Cutting Programme, Peat Soil impacted roads action plan	Good	Cyclical gulley emptying is on track to complete the emptying of all known galleys within a two-year cycle. Assets have been plotted onto our Kaarbontech system. Drainage and Resilience Team have delivered programmed drainage repairs across the

embedding of the CCES Programme into "business as usual" and assurances for on-going monitoring of action delivery and targets		
Cleantech Sector Monitoring Collaboration and monitoring of the cleantech market to inform knowledge/skills/technology to support carbon emissions	Sheryl French	01/07/2025
Climate risk to council services Increase understanding of climate risk and its impacts on Council services including increased demand on services	Sheryl French	31/07/2025
Collaboration with Government On-going closer collaboration with government departments to share net zero and climate risk projects and programmes	Sheryl French	31/12/2024
Control effectiveness Undertake an assessment of the controls to understand the confidence in these controls to manage the corporate risk	Sheryl French	31/12/2024
Embedding climate and nature into council processes Further integration of climate and nature considerations into existing Council structures, frameworks and governance	Joe Lacey-Holland	30/12/2025
Engagement Development and commence delivery of an Engagement and awareness campaign: To deliver behavioural change and empower individuals, communities and businesses to act independently of the Council: a) internal and b) external	Andrew Hadfield-Ames	31/12/2024
Funding & Resource Long-term Funding and Resource Plan is developed and approved (via business planning and other mechanisms, e.g. grant, changes to business case methodology etc) to support on-going delivery of CCES.	Frank Jordan	31/03/2026
Inclusion of biodiversity Further embedding of Biodiversity Strategy and nature into the Climate Change & Environment Programme	Emma Fitch	31/03/2025

Liaison with CPCA on their Climate Action Plan to access additional resources to support the Council to mitigate and adapt to climate CPCA Climate Action Plan review (2025) includes projects and funding to support Council climate ambitions.	Reasonable	CPCA Climate Action Plan review (2025) includes projects and funding to support Council climate ambitions. Devolution planning includes climate mitigation, adaptation measures and support for nature.
Performance Management Reporting to monthly change Programme Board by the Executive Director Place & Sustainability	Reasonable	Unlocking organisational barriers for implementation.
Performance Management Annual monitoring of action plan and target delivery established	Reasonable	Baseline assessments in place for carbon and biodiversity.
Strategic Partnerships and collaborations Continued involvement in various strategic partnerships/collaborative spaces to feedback information and establish collaborative working approaches e.g. Place Directors, Greater South East Net Zero Hub; Local Climate Change Officers Group, UK100, ADEPT, UKPN Innovation Teams, Biodiversity Officers group, Fenland SOIL.	Good	Sharing best practice for policy and delivery improvements and securing government and other project finance.

Internal Audit recommendations from 2023 review of the Climate Change and Environment Strategy	Sheryl French	01/07/2025
Implementation of Internal Audit recommendations from 2023/2024 audit of the Climate Change and Environment Strategy		
Local Resilience Forum, Emergency Planning Multi- agency plans for flooding and severe weather are reviewed on a three year basis.		19/12/2025
Net Zero KPIs Establishment of Net Zero/Climate KPIs and their quarterly reporting	Rachel Hallam	31/12/2024
Procurement Further integration of climate and environment (esp biodiversity) into procurement strategy and frameworks e.g. Climate Change Charter, implementation of the Social Value toolkit, training and support for commissioning officers, standard specification text etc.	Clare Ellis	31/12/2024
Public Health Public Health messaging to communities on climate related health impacts and how to manage these e.g overheating	Val Thomas	31/12/2024

**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council

**Risk Category:**

**Linked Objective(s):**

Agenda Item No.14

## Strategy, Resources and Performance Committee Agenda Plan

Published on 1 October 2024

### Notes

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

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

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

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

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

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
28/11/24 (special meeting)	Waste Private Finance Initiative Review+ (Confidential Report)	A Smith	2024/079		
17/12/24	Integrated Finance Management Report for the Period Ending 31st October 2024	S Howarth	2024/027	04/12/24	09/12/24
	Business Planning Proposals for 2025-30	T Kelly	Not applicable		
	Corporate Services Performance Report Quarter 2	R Springbett	Not applicable		
	Treasury Management Report – Quarter 2*	E Tod	Not applicable		
28/01/25	Integrated Finance Management Report for the Period Ending 30th November 2024	S Howarth	2025/001	15/01/25	20/01/25
	Corporate Business Planning Strategies – Strategic	S Grace	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Framework				
	Full Draft Business Plan and Budget*	T Kelly	Not applicable		
11/03/25	Integrated Finance Management Report for the Period Ending 31st January 2025	S Howarth	2025/002	26/02/25	03/03/25
	Corporate Services Performance Report Quarter 3	R Springbett	Not applicable		
24/06/25	Integrated Finance Management Report for the Period Ending 31st March 2025	S Howarth	2025/003	11/06/25	16/06/25
	Corporate Services Performance Report Quarter 4	R Springbett	Not applicable		

Please contact Democratic Services [democraticservices@cambridgeshire.gov.uk](mailto:democraticservices@cambridgeshire.gov.uk) if you require this information in a more accessible format

<b>STRATEGY, RESOURCES AND PERFORMANCE COMMITTEE TRAINING PLAN</b>				The Training Plan below includes topic areas for S,R&P approval. Following sign-off by 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.	Link Treasury Management	Local Government Finance – Third session as part of Members’ Induction Programme		November 2021	Tom Kelly	Virtual	Cllrs Bulat, Corney, Coutts, Kindersley, S King, McDonald, Milnes, Murphy, Shailer, Sharp, Taylor, Thompson, van de Ven & Whelan	14	Not applicable
2.	Performance Management training and case study research	In response to recommendations from the Peer Review and an internal audit. Members will be involved in reviewing and revising Key Performance Indicators that will be reported to Policy and Service Committees.		3 February 2022	Tom Barden	One hour session with PowerPoint presentation and live polls	All Members	18	Not applicable

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
3.	Procurement Training for Members	To understand how procurement works		7 October 2022	T Kelly C Ellis	An hour on Teams	Cllrs Bulat, Costello, Cox-Condron, Dupré, Goodliffe, M King, McDonald, Rae, Shailer, Taylor and Whelan	11	Not applicable
4.	Strategic Framework Workshop	This will inform the business planning process		8 November 2022	S Grace T Kelly	Just over an hour on Teams	Cllrs Beckett, Costello, Count, Criswell, Dupré Gough, Howitt Murphy, Nethsingha, Rae, Sanderson Shailer, Sharp and Wilson	14	Not applicable



Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
5.	The complaints process and how this can help Members manage their own in-boxes, including letters from MPs	To understand how the Council manages complaints.		21 February 2023	S Grace D Snowdon	Just over an hour on Teams	Batchelor, Bradnam, Cox Condron, Costello, Coutts, Daunton, Dew, Goodliffe, Gough, Hathorn, Hay, Kindersley, Meschini, Prentice, Sharp, Slatter, Taylor, Thompson, Wilson	19	Not applicable
6.	Digital Strategy is being prepared by the IT & Digital Service to support the vision and the ambitions of the Council over the next three years.	To input into the draft Digital Strategy		12 June 2023	S Smith J Patmore	An hour on Teams	Beckett Bulat, Costello, Hathorn, S King, Taylor, Thompson, Whelan, Wilson	9	Not applicable

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
7.	Risk Management Training	Overview of risk management		14 September 2023	M Hudson T Kelly M Claydon	An hour and a half on Teams	D Ambrose-Smith A Bradnam A Bulat P Coutts C Daunton L Dupré B Goodliffe R Hathorn A Hay S King E Murphy N Shailer A Sharp P Slatter S Taylor F Thompson A Whelan G Wilson	18	Not applicable

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
8.	Briefing on the impact of a cyber attack on Council services as part of its emergency planning arrangements.			7 November 2023	M Hudson S Grace K Foley C Stromberg S Thomas	An hour on Teams	A Beckett G Bird A Bradnam S Count L Dupré C Daunton B Goodliffe J Gowing R Hathorn S Kindersley G Seeff A Sharp A Whelan G Wilson	14	Not applicable
9.	Procurement Training for Members	Essentials on procurement governance, but also the legislative change coming forward and some of the specifics for the Council.		29 November 2023	M Hudson T Kelly C Ellis	An hour on Teams	D Ambrose Smith A Beckett M Black A Bradnam A Costello P Coutts L Dupré B Hunt S King C Rae P Slatter S van de Ven G Wilson	13	Not applicable

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
10.	Programme Management and measuring performance			17 January 2024	S Grace J Lacey-Holland J Roberts	An hour on Teams	A Bradman A Costello L Dupré C Daunton R Hathorn G Seeff F Thompson A Whelan	8	Not applicable
11.	Treasury Management Training			24 January 2024	M Hudson S Howarth	One hour 45 minutes on Teams	D Ambrose-Smith M Black A Bulat A Costello P Coutts R Hathorn C Rae G Seeff S Taylor A Whelan	10	Not applicable

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
12.	Cambridgeshire Skills Briefing			27 February 2024	S Grace L Riddle T Malloy	An hour on Teams	D Ambrose Smith M Black M Bulat A Costello S Criswell C Daunton J French R Hathorn E Murphy L Nethsingha C Rae A Sharp P Slatter	13	Not applicable
13.	Member Briefing on Cambridge Biomedical Campus (confidential)			4 June 2024	M Hudson S Anderson J Macmillan	An hour on Teams	Strategy, Resources & Performance and Assets & Procurement Committee Members and Local Members	A Beckett S Count M Goldsack R Hathorn P McDonald B Milnes L Nethsingha C Rae A Sharp P Slatter	

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
14.	Performance Management			19 June 2024	Joe Lacey-Holland Richard Springbett	An hour on Teams	M Black A Costello P Coutts C Daunton S King B Milnes F Thompson A Whelan	8	
15.	Briefing on Risk 8 – The Council is a victim of cyber crime			9 July 2024	M Hudson C Stromberg		A Beckett C Boden A Bulat S Count L Dupré B Goodliffe E Meschini B Milnes L Nethsingha A Sharp G Wilson A Wood	12	
16.	Risk Management Workshop	Consideration of changes to show whether the direction of travel was towards the Council's accepted level of risk.		To be confirmed	M Hudson S Grace M Hudson	An hour on Teams	Strategy, Resources & Performance Committee		