

GENERAL PURPOSES COMMITTEE



Date: Tuesday, 27 November 2018

Democratic and Members' Services

Fiona McMillan
Monitoring Officer

10:00hr

Shire Hall
Castle Hill
Cambridge
CB3 0AP

**Kreis Viersen Room
Shire Hall, Castle Hill, Cambridge, CB3 0AP**

AGENDA

Open to Public and Press

CONSTITUTIONAL MATTERS

1. **Apologies for absence and declarations of interest**
Guidance on declaring interests is available at
<http://tinyurl.com/ccc-conduct-code>
2. **Minutes - 23rd October 2018 and Action Log** **5 - 14**
3. **Petitions**

OTHER DECISION

4. **Finance and Performance Report - September 2018** **15 - 24**

KEY DECISIONS

5.	Integrated Resources and Performance Report for the period ending 30th September 2018	25 - 56
	OTHER DECISIONS	
6.	Corporate Strategy	57 - 70
7.	Draft 2019-20 Capital Programme and Capital Prioritisation	71 - 116
8.	Transformation Fund Monitoring Report Quarter 2 2018-19	117 - 124
9.	Treasury Management Report - Quarter Two and Mid-Year Update 2018-19	125 - 138
10.	General Purposes Committee Agenda Plan, Training Plan and Appointments to Outside Bodies, Partnership Liaison and Advisory Groups, and Internal Advisory Groups and Panels	139 - 148

The General Purposes Committee comprises the following members:

Councillor Steve Count (Chairman) Councillor Roger Hickford (Vice-Chairman)

Councillor Anna Bailey Councillor Ian Bates Councillor Simon Bywater Councillor Steve Criswell Councillor Lorna Dupre Councillor Derek Giles Councillor Peter Hudson Councillor David Jenkins Councillor Elisa Meschini Councillor Lucy Nethsingha Councillor Josh Schumann Councillor Mathew Shuter and Councillor Joan Whitehead

For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact

Clerk Name: Michelle Rowe

Clerk Telephone: 01223 699180

Clerk Email: michelle.rowe@cambridgeshire.gov.uk

The County Council is committed to open government and members of the public are welcome to attend Committee meetings. It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens. These arrangements operate in accordance with a protocol agreed by the Chairman of the Council and political Group Leaders which can be accessed via the following link or made available on request: <http://tinyurl.com/ccc-film-record>.

Public speaking on the agenda items above is encouraged. Speakers must register their intention to speak by contacting the Democratic Services Officer no later than 12.00 noon three working days before the meeting. Full details of arrangements for public speaking are set out in Part 4, Part 4.4 of the Council's Constitution <https://tinyurl.com/ProcedureRules>.

The Council does not guarantee the provision of car parking on the Shire Hall site and you will need to use nearby public car parks <http://tinyurl.com/ccc-carpark> or public transport.

GENERAL PURPOSES COMMITTEE: MINUTES

Date: Tuesday, 23rd October 2018

Time: 10.00a.m. – 11.10a.m.

Present: Councillors Bailey, Count (Chairman), Criswell, Cuffley (substituting for Councillor Bates), Dupre, Giles, Hudson, Hunt (substituting for Councillor Hickford), Jenkins, Meschini, Schumann, Shuter, Whitehead and Williams (substituting for Councillor Nethsingha)

Apologies: Councillors Bates, Bywater, Hickford and Nethsingha

111. MINUTES – 20TH SEPTEMBER 2018 AND ACTION LOG

The minutes of the meeting held on 20th September 2018 were agreed as a correct record and signed by the Chairman.

At the request of the Chairman, the Committee received an updated tabled Action Log showing all actions completed available at the following link:
[General Purposes Committee meeting 23/10/2018](#)

112. PETITIONS

No petitions were received.

113. FINANCE AND PERFORMANCE REPORT – AUGUST 2018

The Committee was presented with the August 2018 Finance and Performance report for Corporate Services and LGSS Cambridge Office, which was showing a forecast underspend of £951k. It was noted that the forecast underspend on Financing Costs had increased by £200k.

One Member queried whether the cost of the Transformation Team was included in the report. It was noted that some revenue costs associated with the Team were included under the Deputy Chief Executive's budget. Members were informed that the full cost of the Team was just under £2m with the majority funded through a Government initiative on flexible use of capital receipts. It was noted that the Team had supported the organisation to deliver £140m of savings.

The same Member expressed surprise regarding the size of the establishment of the Team with 38.5 full time equivalent roles, and requested greater transparency. He queried which part of the Team had helped to deliver the savings, and suggested that the funding could have been used to support other capital projects. Another Member reminded the Committee that Transformation Team staff had already been employed by the Council. The Chief Finance Officer acknowledged that this had originally been the case. When established as part of the Corporate Capacity Review, resources in

Services had transferred to the centre saving £1m to be re-directed at front line services.

In conclusion, the Chairman highlighted the need to give further consideration to the clarity and visibility of the Team. **Action Required.**

It was resolved unanimously to review, note and comment upon the report.

114. INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING 31ST AUGUST 2018

The Committee received a report detailing the financial and performance information to assess progress in delivering the Council's Business Plan. Attention was drawn to the change of indicators on page 36, which had been reformatted to provide an explanation next to each pie chart. The overall revenue budget position was showing a forecast year-end pressure of £5.2m, which had reduced to £4.9m by the end of August. Members were informed that the table on page 42 reflected the approval of the additional £3.413m from the smoothing fund reserve towards pressures in children's services budgets in 2018-19 recommended by the Children and Young People Committee. Attention was drawn to pressures relating to the increase in unaccompanied asylum seekers, and This Land loans, which in due course would deliver to target.

The Chairwoman of Adults Committee highlighted the outcome – People with disabilities live well independently. She drew attention to one of the indicators which made up this outcome rated red. The 'Proportion of adults with primary support reason of learning disability support in paid employment (year to date)' had fallen from 0.7% in June to 0.5% in July which was significantly below the target of 6%. She reported that Adults Committee had raised concerns about this indicator and had recently considered proposals to improve performance. She explained that the statutory reporting mechanism was subject to people being assessed or reviewed in year. The definition of employment used, was adults with primary support needs of learning disability who were "known to the council" and were recorded as being in paid employment. At the end of the financial and reporting year 2017/18 this figure stood at 2.6%, all were within mainstream employment. There were an additional 41 people who were recorded on the system as employed but not reviewed in the 2017/18 financial year. If they had been and they were still in employment that met the required definition, then Cambridgeshire's performance would have been closer to the national, regional and comparator averages, at 5.4%.

She informed the Committee that it was therefore a priority to assess and review people. Links were being improved with the Adult Learning and Skills team working with colleagues working on the Skills Agenda to ensure that people with learning disabilities were able to maximise opportunities for education, training and employment. It was important that the Council looked at itself as an employer and, as such, a position had been identified in the Estates Team at Stanton House. She reported that 60% of people not in employment were shown to be seeking work. She therefore urged Councillors to promote this work in their communities. One Member commented that he would go back to his District Council with this message.

A Member queried whether the £3.413m from the smoothing fund reserve would be included in the People and Communities base budget. The Chairman reminded the Committee that the smoothing fund had been established to use this year's council tax to smooth out in year budget pressures. He explained that the underlying trend would be recognised in budgets moving forward and reflected in the Medium Term Financial Strategy (MTFS). He added that increases needed to be funded from somewhere so it would be a political decision as to whether the smoothing fund would continue in the future.

The same Member expressed concern that the Council had been forced to change its budget in year. The Chairman reminded the Committee that the Council predicted its revenue budget at the start of the year and, like private sector companies, had to make adjustments in year. It should be noted that it was currently only 1.4% outside its budget. The same Member commented that the Council might balance its books but miss its budgets. The Chairman congratulated the Administration, Chairs of Committees and officers on maintaining sound financial management.

The Committee was reminded that People and Communities had carried out a significant piece of work to change the way the Council supported young people. Attention was drawn to the recruitment drive for Foster Carers. It was noted that these transformation proposals had been reflected in the MTFS but could take time to yield significant results.

The Labour Group Leader commented that she had identified £2.5m additional funding for Children's Services in her alternative budget. The Liberal Democrat Deputy Leader reported that her Group had not voted for a smoothing fund but had voted continually to put more funding into Council services. She drew attention to the sudden decline in visits to libraries resulting from the decision to charge for computer use. The Chairman of Highways and Community Infrastructure Committee reported that this issue was being reviewed and would be presented to his committee in March. Another Member commented that it was important not to jump to conclusions given the other variables such as one of the hottest and driest summers recorded.

In conclusion, the Chairman drew attention to the success of the Smart Energy Grid and other work to save energy such as Solar Parks, and in schools.

It was resolved unanimously to:

- a) Note the additional capital contributions available as set out in section 5.7;
- b) Approve the -£41.1m revised phasing in the funding profile of Housing Schemes, as set out in section 5.7;
- c) Approve the -£17.2m revised phasing of funding relating to changes in the Commercial and Investment (C&I) capital programme variations budget, as set out in section 5.7;

- d) Approve an additional £54k of prudential borrowing in 2018/19 for the Babraham Park & Ride Smart Energy Grid scheme, as set out in section 5.8;
- e) Approve an additional £30k of prudential borrowing in 2018/19 for the Trumpington Park & Ride Smart Energy Grid scheme, as set out in section 5.9;
- f) Approve the allocation of £3.413m from the smoothing fund reserve towards pressures in children's services budgets in 2018-19, as set out in section 6.2.

115. MOBILE PHONE PROCUREMENT

The Committee considered the background to the procurement of a new mobile phone contract for LGSS partners through Cambridgeshire County Council. The current contract was due to come to an end in February 2019. It was proposed to go back to the market using the same tiered band of usage model. The current contract was let across other authorities resulting in a reduction in cost per unit. It had delivered savings of £303,000 and increased flexibility by deploying Subscriber Identity Modules (SIMs) in laptops. It was proposed to ask potential suppliers to provide details on how changes in technology would deliver further benefits to the Council and its partners. It was expected that the cost of the contract would be up to £450,000 per annum across all partners. Attention was drawn to the mitigation of risks detailed at Section 4.1 of the report.

One Member queried why the report did not explain the reason why the contract was needed. Members noted that the Council had rolled out 3,800 laptops which each had a data SIM to connect to 3 or 4G to enable users to work remotely; other SIMs were used in mobile phones. It was noted that there were currently 9,000 SIMs in Cambridgeshire.

Another Member congratulated officers on saving the Council money but expressed concern that the contract could effectively limit growth, as going to the higher band would cost more money. It was noted that the contract let four years ago covered an average data usage of 250 gigabytes. The new contract covered three terabytes per month. If the limit was exceeded for two consecutive months then it would move to the next tier. The cost of this next banding would be shared with each of the authorities based on the number of connections.

One Member expressed concern that new employees were not being given mobile phones because they were too expensive. The Director Corporate and Customer Services reported that the SIM cards in a range of devices such as laptops enabled officers to access data even when there was no wireless connection. Smart and Dumb phones were also available. It was noted that it was important to provide the right device to officers by understanding their usage. It was agreed that the Member would supply the Director with specific names after the meeting to determine if they had the right equipment to perform their council duties. **Action Required.**

The Chairman welcomed the fact that considering the amount of data being used the average cost of connection was £20 per annum. He also commented that the use of Skype had reduced the need for more expensive phone calls.

It was resolved unanimously to:

- a) consent to the procurement of a new mobile phone contract; and
- b) delegate the decision to award the contract to the LGSS Director of IT in consultation with the Chairman of the General Purposes committee.

116. SERVICE COMMITTEE REVIEW OF DRAFT REVENUE BUSINESS PLANNING PROPOSALS FOR 2019-20 TO 2023-24

The Committee received a report detailing an overview of the draft Business Plan Revenue Proposals for services that were within its remit. All committees would receive an update to the revenue business planning proposals in December at which point they would be asked to endorse the proposal to GPC as part of the consideration of the Council's overall Business Plan.

One Member requested further detail on the project to identify residents who were incorrectly paying less Council tax than they should be. The Chief Finance Officer reminded the Committee that the Council was not the billing and collection authority. He explained that Council tax comprised a property and a people element based on two people. Residents could therefore claim a Single Person Discount. The aim of the project was to identify those residents who were no longer entitled to this discount but were still claiming.

The Chairman drew attention to the fact that the County Council was proposing a significant investment which would benefit the District Councils. He queried the need for a risk share based on a 30:70 split. The Chief Finance Officer reported that there had been discussions with the District Councils regarding risk share. The District Councils were of the view that their contribution was in the administration of the process. However, the counter challenge was that it was their responsibility to ensure the process was managed correctly. The Chairman also queried whether this investment would be re-current. The Chief Finance Officer reported that this was a one-off project at this stage. Depending on its success, it might need to be repeated in the future. The Chairman proposed that if the project delivered in excess of its investment then there should be discussions with the billing authorities regarding their failure to collect.

Another Member queried whether an organisation could be procured to do this work on a no win no fee basis. She also drew attention to the delivery options and the requirement for Districts Councils to provide information. She therefore suggested a more conciliatory approach by offering resources to help them carry out this work might be more appropriate. The Chief Finance Officer reported that there would be a balance. The Council would not give away resources unless essential to the project. One Member commented that Huntingdonshire District Council took robust action to tackle fraud.

A Member highlighted the inflation rates for pay detailed in the table at the top of page 69. He questioned whether setting 1% for pay inflation was realistic. The Chief Finance Officer reminded the Committee that a 1% increase in the salary bill amounted to £1m. The Chairman reported that this was part of the process to deliver the budget in February and it would therefore be for the political groups to balance increased budgets should they wish to increase this.

Another Member queried whether the additional ask from LGSS was achievable. The Chief Finance Officer reported that the definitive savings proposals following the fundamental review of LGSS were not yet available. However, the Committee would receive more detail in a future report. The Chairman added that it was therefore appropriate to identify it in current plans.

The same Member questioned whether there would be any proposal in future to appoint to the higher level of lower pay bands given that the Council was losing areas of responsibility to the Combined Authority and schools. The Chief Finance Officer reported that the Council struggled to recruit across areas of the organisation but it would try and reduce salary levels. The Chief Executive reminded Members that the Council had a proper evaluation process which was kept under review by Staffing and Appeals Committee. The Chairman of Staffing and Appeals Committee reported that there had been a recent pay banding review and invited the Member concerned to attend a future meeting of the Committee when it was considered again.

In conclusion, the Chairman drew attention to the need to develop proposals which exceeded the total savings/income requirements so that where some schemes fell short they could be mitigated by others. He reminded the Committee that the Council needed to be fleet of foot and adjust in year as it could not wait until February.

It was resolved unanimously to:

- a) note the overview and context provided for the 2019-20 to 2023-24 Business Plan revenue proposals for the Service.
- b) comment on the draft revenue proposals that are within the remit of the General Purposes Committee for 2019-20 to 2023-24.

117. SERVICE COMMITTEE REVIEW OF THE DRAFT 2019-20 CAPITAL PROGRAMME

The Committee received a report detailing an overview of the draft Business Plan Capital Programme for Corporate and LGSS Managed Services. All the Committees would consider their own schemes which would then be included in the Capital Programme as part of the Council's overall Business Plan.

It was resolved unanimously to:

- a) note the overview and context provided for the 2019-20 Capital Programme for Corporate and LGSS Managed Services; and

- b) comment on the draft proposals for Corporate and LGSS Managed Services' 2019-20 Capital Programme and endorse their development.

118. GENERAL PURPOSES COMMITTEE AGENDA PLAN, TRAINING PLAN AND APPOINTMENTS TO OUTSIDE BODIES, INTERNAL ADVISORY GROUPS AND PANELS, AND PARTNERSHIP LIAISON AND ADVISORY GROUPS

The Committee considered its agenda plan and training plan. It also noted the following changes to appointments to outside bodies agreed by the Chief Executive, in consultation with the Chairman:

- Councillor Tierney to replace Councillor Cuffley on the Police and Crime Panel; and
- Councillor Boden to be appointed to the LGSS Law Limited Board, as the Council's representative at the Shareholders meeting.

One Member highlighted the fact that no training had taken place since last November. The Chairman asked the Committee and officers to identify any areas for future training. **Action Required.**

It was resolved unanimously to:

- (i) review its agenda plan attached at Appendix 1; and
- (ii) review its training plan attached at Appendix 2:

Chairman

**GENERAL PURPOSES
COMMITTEE****Minutes-Action Log****Introduction:**

This log captures the actions arising from the General Purposes Committee on 23rd October 2018 and updates members on the progress on compliance in delivering the necessary actions. This is the updated action log as at 19th November 2018.

Minutes of 20th September 2018					
Item No.	Item	Action to be taken by	Action	Comments	Completed
113.	FINANCE AND PERFORMANCE REPORT – AUGUST 2018	A Askham C Malyon	To give further consideration to the clarity and visibility of the Transformation Team.	Agreed to report the full time equivalents in the Transformation Team in the Transformation Quarterly report.	Yes
115.	MOBILE PHONE PROCUREMENT	Cllr Jenkins Sue Grace	Cllr Jenkins to supply the names of new employees who had not been given a Council mobile phone because it was too expensive.	The two members of staff referred to here were identified. There had been a miscommunication about their role and their device requirements, as soon as that was clarified phones were issued. The process has since been reviewed to help ensure this doesn't happen again.	Yes

118.	GENERAL PURPOSES COMMITTEE AGENDA PLAN, TRAINING PLAN AND APPOINTMENTS TO OUTSIDE BODIES, INTERNAL ADVISORY GROUPS AND PANELS, AND PARTNERSHIP LIAISON AND ADVISORY GROUPS	Members of GPC	To identify any areas for training.	Members of GPC are invited to identify any areas for training.	Yes
------	---	-------------------	-------------------------------------	---	-----

FINANCE AND PERFORMANCE REPORT – SEPTEMBER 2018

To: General Purposes Committee

Meeting Date: 27 November 2018

From: Director of Corporate and Customer Services
Chief Finance Officer

Electoral division(s): All

Forward Plan ref: Not applicable **Key decision:** No

Purpose: To present to General Purposes Committee (GPC) the September 2018 Finance and Performance Report for Corporate Services and LGSS Cambridge Office.

The report is presented to provide GPC with an opportunity to comment on the projected financial and performance outturn position, as at the end of September 2018.

Recommendation: The Committee is asked to review, note and comment upon the report.

<i>Officer contact:</i>		<i>Member contacts:</i>	
Name:	Tom Kelly	Names:	Councillors Count & Hickford
Post:	Head of Finance	Post:	Chair/Vice-Chair
Email:	Tom.Kelly@cambridgeshire.gov.uk	Email:	Steve.Count@cambridgeshire.gov.uk Roger.Hickford@cambridgeshire.gov.uk
Tel:	01223 703599	Tel:	01223 706398

1. BACKGROUND

- 1.1 General Purposes Committee receives the Corporate Services and LGSS Cambridge Office Finance and Performance Report at all of its meetings, where it is asked to both comment on the report and potentially approve recommendations, to ensure that the budgets and performance indicators for which the Committee has responsibility remain on target.

2. MAIN ISSUES

- 2.1 Attached as **Appendix A**, is the September 2018 Finance and Performance report.

2.2 Revenue:

At the end of September, Corporate Services (including the LGSS Managed, Deputy Chief Executive and Financing Costs) is forecasting an underspend of £1m.

The LGSS Cambridge Office budget is forecasting an overspend of £51k and there are no significant forecast outturn variances (over £100k) to report. This element of the budget is monitored by the LGSS Joint Committee and is not the responsibility of General Purposes Committee.

Financing Costs are forecasting an underspend of £1.18m at year-end. There are no new significant variances to report.

2.3 Capital:

At the end of September Corporate Services, Transformation and LGSS Managed are forecasting an in-year underspend of £1.1m on capital budgets, and a total scheme underspend of £0.1m. There is one new significant variance (over £500k) to report this month.

LGSS Operational is forecasting a balanced position on capital budgets. There is one new significant variances to report for LGSS Operational schemes.

2.4 Performance:

Corporate Services has 10 performance indicators for which data is available. 6 indicators are currently at green, 2 at amber and 2 at red status.

Performance information for LGSS Cambridge Office is not currently available.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

3.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

3.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

This report sets out details of the overall financial position for Corporate Services / LGSS and this Committee.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

4.3 Statutory, Risk and Legal Implications

There are no significant implications within this category.

4.4 Equality and Diversity Implications

There are no significant implications within this category.

4.5 Engagement and Consultation Implications

There are no significant implications within this category.

4.6 Localism and Local Member Involvement

There are no significant implications within this category.

4.7 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	N/A
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	N/A
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	N/A
Have the equality and diversity implications been cleared by your Service Contact?	N/A
Have any engagement and communication implications been cleared by Communications?	N/A
Have any localism and Local Member involvement issues been cleared by your Service Contact?	N/A
Have any Public Health implications been cleared by Public Health	N/A

Source Documents	Location
CS and LGSS Cambridge Office Finance & Performance Report (September 2018)	1 st Floor, Octagon, Shire Hall, Cambridge

Corporate Services and LGSS Cambridge Office**Finance and Performance Report –September 2018****1. SUMMARY****1.1 Finance**

Previous Status	Category	Target	Current Status	Section Ref.
N/A	Income and Expenditure	Balanced year end position	Green	2.1 – 2.4
N/A	Capital Programme	Remain within overall resources	Green	3.2

1.2 Performance Indicators – Current status: (see section 4)

Monthly Indicators	Red	Amber	Green	Total
August (Number of indicators)	2	2	6	10

2. INCOME AND EXPENDITURE**2.1 Overall Position**

Outturn Variance (Aug) £'000	Directorate	Budget £'000	Actual £'000	Outturn Variance (Sep) £'000	Outturn Variance (Sep) %
-72	Corporate & Customer Services	6,691	3,288	-126	-1.9%
182	Corporate Savings & Funding	-1,125	-186	220	19.6%
	Business Improvement & Development	902	1,905	-7	-0.8%
0	Deputy Chief Executive	325	43	-43	-13.1%
-1,176	Financing Costs	25,983	3,702	-1,176	-4.5%
115	LGSS Managed	11,186	8,689	126	1.2%
-951	Total	43,962	17,441	-1,005	-2.3%

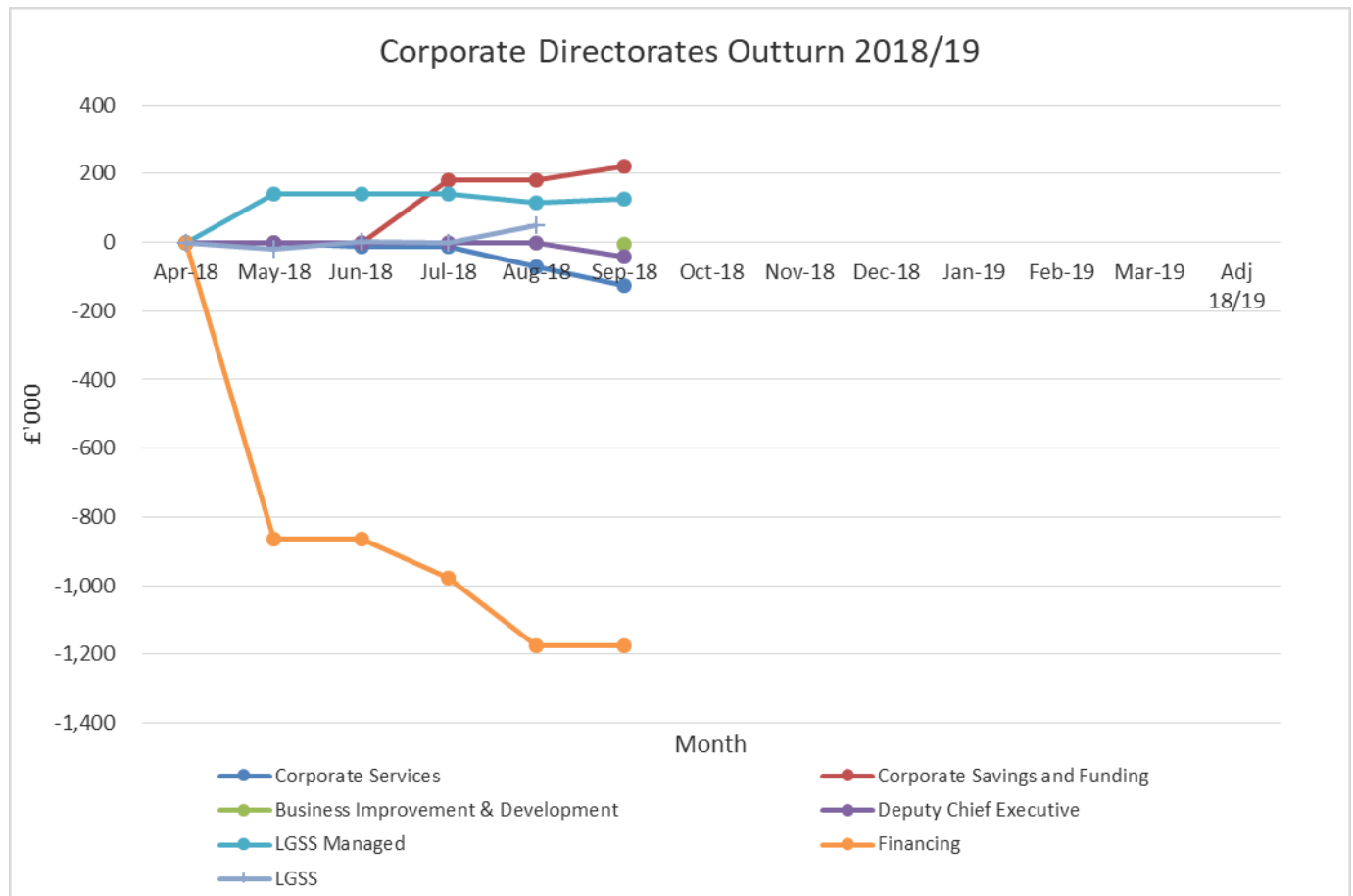
The service level budgetary control report for Corporate Services, LGSS Managed and Financing Costs for September 2018 can be found in [CS appendix 1](#).

The service level budgetary control report for LGSS Cambridge Office for September 2018 can be found in [LGSS appendix 1](#). The position on the LGSS trading contracts will be included here going forward. Pressures and deficits within LGSS Operational budgets are

the responsibility of the Joint Committee. Formal risk sharing arrangements are in place such that changes in service or financing impacting one partner are isolated from impacting other partners. In practice, this means that where there is risk (or additional requirements for) in-year savings for back-office services shared with or facing Northamptonshire County Council, these do not impact on the service received by Cambridgeshire County Council or impact any overspend to be handled by CCC.

Further analysis of the results can be found in [CS appendix 2](#) and [LGSS appendix 2](#)

The appendices are published online only and not printed for Committee.



2.1.1 Significant Issues – Corporate and Customer Services

Corporate and Customer Services budgets are currently predicting an underspend of £126k, which is an additional underspend of £54k compared to the previous forecast.

There are no exceptions to report this month.

2.1.2 Significant Issues – Corporate Savings and Funding

Corporate Savings and Funding budgets are currently predicting an overspend of £220k due to savings targets that are not expected to be met in the year; which is an addition overspend of £38k compared to the previous forecast.

There are no new exceptions to report this month.

2.1.3 Significant Issues – Business Improvement & Development

Business Improvement & Development budgets are currently predicting an underspend of £7k.

There are no new exceptions to report this month.

2.1.4 Significant Issues – Deputy Chief Executive

The Deputy Chief Executive budget is currently predicting an underspend of £43k, which is an increase of £43k from last month. This relates to the local authority contribution towards the LEP administration costs that the Combined Authority have agreed to absorb.

2.1.5 Significant Issues – LGSS Managed

LGSS Managed budgets are currently predicting an overspend of £126k at year-end, which is an increase of £11k from the previous forecast. This is mainly due to an increase in IT costs due to a change in telephony licensing.

There are no new exceptions to report this month.

2.1.6 Significant Issues – Financing Costs

Financing Costs are currently predicting an underspend of £1.18m, same as last month. This is due to a change in the payment of Minimum Revenue Provision and a rebate of bank fees on international payments. Following a review of cashflow forecasts and borrowing requirements, the interest payable forecast has been revised giving an additional £200k forecast underspend.

2.1.7 Significant Issues – LGSS Cambridge Office

LGSS Cambridge Office is currently predicting an overspend of £51k, which is an increase of £53k from the previous forecast. This is due to an increased overspend on Managing Director & Support and decrease in the income expected from the trading contracts.

There are no exceptions to report this month.

2.1.8 Additional Income and Grant Budgeted this Period

(De minimis reporting limit = £30,000)

There were no new items recorded during September 2018.

A full list of additional grant income for Corporate Services and LGSS Managed can be found in [CS appendix 3](#).

A full list of additional grant income for LGSS Cambridge Office can be found in [LGSS appendix 3](#).

2.2 Virements and Transfers to / from Reserves (including Operational Savings Reserve)

(De minimis reporting limit = £30,000)

The following virements have been made this month to reflect changes in responsibilities.

Corporate and Customer Services:

	£000	Notes
Resources Directorate	95	Savings in children services applied to corporate savings target
Non-material virements (+/- £30k)	0	

3. BALANCE SHEET

3.1 Reserves

A schedule of the Corporate Services and LGSS Managed reserves can be found in [CS appendix 5](#).

A schedule of the LGSS Cambridge Office Reserves can be found in [LGSS appendix 5](#).

3.2 Capital Expenditure and Funding

Expenditure

- Corporate Services and Transformation schemes have a capital budget of £5.4m in 2018/19 and there is expenditure of £772k to date. In-year, a balanced position is forecast. The total scheme forecast is on budget.

There are no new material variances to report this month.

- LGSS Managed has a capital budget of £5.9m in 2018/19 and there is expenditure of £934k to date. In-year, an underspend of £1.1m is forecast. The total scheme forecast is an underspend of £125k.

The Cambridgeshire Public Sector Network Replacement project is forecasting an underspend of £2.5m in 2018-19. This is due to a revised timescale for this project; the previous contract was extended, so the process to move buildings across to the new network has started on a revised timescale.

The Libraries IT Network refresh is forecasting a total scheme underspend of £125k. This is due to the size of the project being smaller than initially expected.

The LGSS Managed Variation Budget of £1.5m has been entirely used up by the above underspends. This leaves a total variance of £1.1m underspend in 2018-19.

- LGSS Cambridge Office has a capital budget of £0.1m in 2018/19 and there is no spend to date. In-year, a balanced position is forecast. The total scheme forecast is on budget.

There are no new material variances to report this month.

Funding

- Corporate Services and Transformation schemes have capital funding of £5.4m in 2018/19. The Corporate Services capital programme as a whole is forecasting a balanced outturn position, so the full amount of this funding is expected to be used.

There are no new material variances to report this month.

- LGSS Managed has capital funding of £5.9m in 2018/19. The LGSS Managed capital programme as a whole is forecasting an underspend of £1.1m in 2018/19, as reported above. This will reduce the Prudential Borrowing requirement by this amount.
- LGSS Cambridge Office has capital funding of £0.1m in 2018/19. The LGSS Cambridge Office capital programme as a whole is forecasting a balanced outturn position, so the full amount of this funding is expected to be used.

There are no new material variances to report this month.

- A detailed explanation of the position for Corporate Services and LGSS Managed can be found in [CS appendix 6](#).

A detailed explanation of the position for LGSS Cambridge Office can be found in [LGSS appendix 6](#).

4. PERFORMANCE

- 4.1** The key performance indicators for Corporate and Customer Services and LGSS Managed Services are set out in [CS Appendix 7](#). Key performance indicators for LGSS Cambridge Office are not reported here as the information for these is not yet available.

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

**INTEGRATED RESOURCES AND PERFORMANCE REPORT FOR THE PERIOD ENDING
30TH SEPTEMBER 2018**

To: General Purposes Committee

Date: 27 November 2018

From: Chief Finance Officer

Electoral division(s): All

Forward Plan ref: 2018/014 **Key decision:** Yes

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

Recommendations: General Purposes Committee (GPC) is recommended to:

- a) Approve £2.5m revised phasing of prudential borrowing from 2019/20 to 2018/19 for the Shire Hall Relocation Scheme, as set out in section 6.7;
- b) Approve an additional £105k of prudential borrowing in 2018/19 for the Stanground (£62k) and Woodston (£43k) Closed Landfill Energy Projects, as set out in section 6.8;
- c) Approve an additional £275k of prudential borrowing in 2018/19 for the replacement Mobile Libraries scheme, as set out in section 6.9;
- d) Approve an additional £113k of prudential borrowing in 2018/19 for the Marwick Centre roof repairs project, as set out in section 6.10 and;
- e) Approve the allocation of £239,873 School Improvement and Brokering Grant to People and Communities so that it can be used for its intended purpose, as set out in section 7.2.

<i>Officer contact:</i>		<i>Member contacts:</i>	
Name:	Tom Kelly	Names:	Councillors Count & Hickford
Post:	Head of Finance	Post:	Chair/Vice-Chair
Email:	Tom.Kelly@cambridgeshire.gov.uk	Email:	Steve.Count@cambridgeshire.gov.uk Roger.Hickford@cambridgeshire.gov.uk
Tel:	01223 703599	Tel:	01223 706398

1. PURPOSE

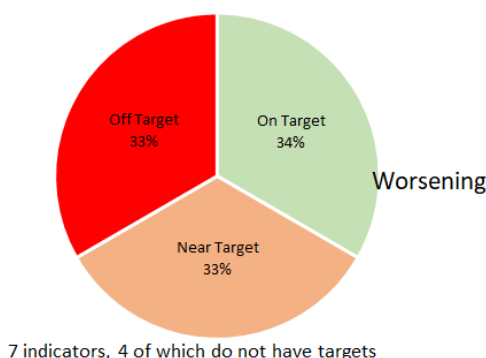
- 1.1 To present financial and performance information to assess progress in delivering the Council's Business Plan.

2. OVERVIEW

- 2.1 The following summary provides a snapshot of the Authority's performance against its indicators around outcomes, its forecast financial position at year-end and its key activity data for care budgets. Ninety two indicators about outcomes are monitored by service committees; these have been grouped by outcome area and their status is shown below:

2.2 Change in indicators:

Older people live well independently



Older people live well independently – Worsening

Out of 7 indicators for this outcome 3 have targets. One indicator is rated green, one amber, and one red. The decrease in performance for these indicators reflects the change in the indicator 'Average monthly number of bed day delays (social care attributable) per 100,000 18+ population'. The number of bed day delays increased from 117 (July) to 137 (target = <114). The council is continuing to invest considerable amounts of staff and management time into improving performance in this area, and working with colleagues in health to ensure correct and timely discharges from hospital. The other two indicators did not change from the previous month (one green and one amber).

People with disabilities live well independently



People with disabilities live well independently – Worsening

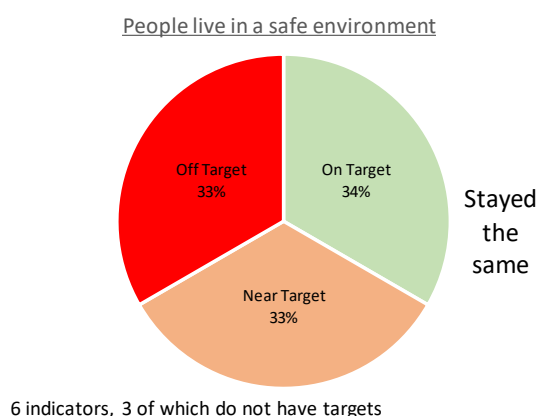
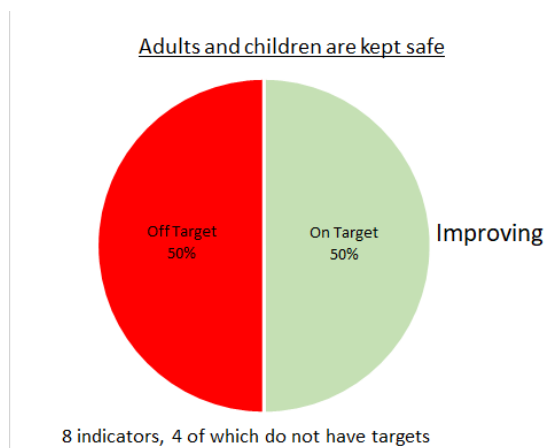
There are 6 indicators for this outcome and 5 have targets. 4 of these indicators' RAG ratings did not change; 2 rated green, one amber, and one red. The indicator rated red that did not change RAG rating was 'Proportion of adults with a primary support reason of learning disability support in paid employment (year to date)' which did rise from 0.5% in July to 0.8% in August, but is still significantly below the 6% target. This indicator relies on service users being assessed or reviewed in the year so is dependent on the review/assessment performance of the LD teams. Also note that this indicator is subject to some cumulative effects as clients are reviewed within the period. The overall worsening of performance in this indicator reflects a change in the RAG rating of the indicator 'Proportion of adults, in contact with secondary mental health services, who are in paid employment' which decreased from 12.6% in July to 12.2% in August (as the target is set 12.5% this change caused a

change in RAG rating from green to amber). There have been reductions in the number of people in contact with services, making this indicator more variable, while the numbers in employment change more gradually.

Adults and children are kept safe –

Improving

There are 8 indicators for this outcome and 4 have targets. The improvement in performance for this outcome is reflected by the change in the indicator ‘% children whose referral to social care occurred within 12 months of a previous referral’ which decreased from 20.8% to 15.9% (target = 20%), which changed the RAG rating from amber to green. The other three indicators did not change in their RAG rating, one was rated green and two red. The first red indicator that remained the same was ‘Number of children with a Child Protection Plan per 10,000 population under 18’, which increased from 35.7 to 38.9 in August (target = <30). The second red indicator that remained the same was ‘The number of looked after children per 10,000 population under 18’ which increased from 53.9 in July to 54.9 in August (target = <40). A number of actions are being taken to address this, see the People and Communities Finance and Performance report for further details.

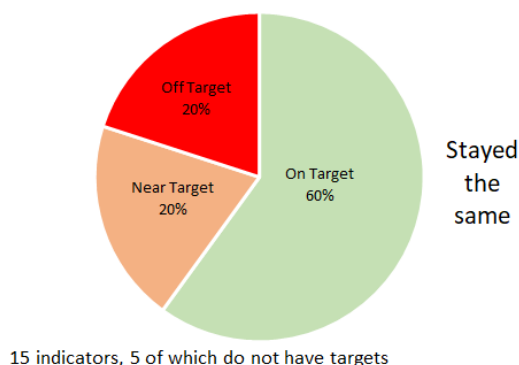


People live in a safe environment –

Stayed the same

3 out of the 6 indicators for this outcome have targets; one rated green, one amber, and one red. All three have not changed RAG rating from the previous month. The indicator rated red was ‘Killed or seriously injured (KSI) casualties - 12-month rolling total’, the most recent data available for this indicator is from March 18 hence this indicator has not changed RAG rating, however there has been a downward trend in this figure since August 2017, and if this trend continues it is anticipated to be within 10% of the target at year end.

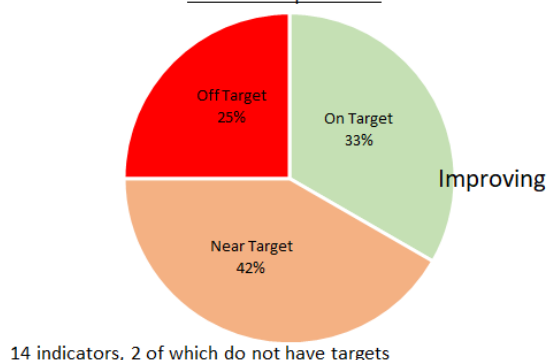
The Cambridgeshire economy prospers to the benefit of all residents



The Cambridgeshire economy prospers to the benefit of all residents – Stayed the same

There are 15 indicators for this indicator and 10 have targets; 6 were RAG rated green, 2 amber, and 2 red. All 10 indicators have not changed RAG rating from the previous month. The first indicator rated red was 'The average journey time per mile during the morning peak on the most congested routes', this was last measured in August 17 and an updated figure is not available hence the rating has not changed. The second red indicator was 'Classified road condition - narrowing the gap between Fenland and other areas of the County', this is an annual figure (2017/18) and will not be updated until the next financial year so will remain RAG rated red.

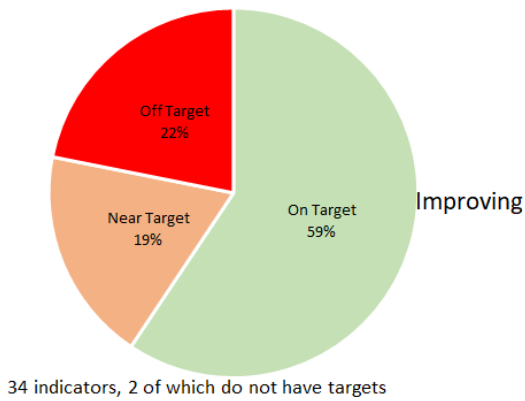
Places that work with children help them to reach their potential



Places that work with children help them to reach their potential – Improving

There are 14 indicators for this outcome and 12 have targets. 4 were rated green, 5 amber, and 3 red. The overall improvement in performance for this indicator is reflected in the indicator '% of EHCP assessments completed within timescale' which improved from 57.6% to 69.5%, which was only 0.5% of the 70% target, and cause the RAG rating to improve from red to amber. The rest of the indicators' RAG ratings did not change from the previous month. There were three that stayed red. These were: 'KS4 Attainment 8 (All children)' which is an annual indicator and reflects 2016/17 data (2017/18 which will be released in October 18), '% of disadvantaged households taking up funded 2 year old childcare places' which dropped 4 percentage points since the spring term to 68.0% (75% target), and 'Ofsted - Pupils attending schools that are judged as Good or Outstanding (Special Schools)' which remains at 89.6%.

People lead a healthy lifestyle and stay healthy for longer



People lead a healthy lifestyle and stay healthy for longer – Improving

There are 34 indicators for this outcome and 32 have targets. 18 rated green, 7 amber, and 7 red. Only one indicators' RAG rating changed. This was 'Growth in cycling from a 2004/05 average baseline', which increased from 29% in 2016, to 74% in 2017 (the figure for which has just been published), this caused its RAG rating to change from amber to green. Out of the 7 indicators that remained red, 3 are quarterly indicators so there has been no change in the data since last month, these were: 'Number of Health Checks completed', 'Health visiting mandated check - Percentage of first face-to-face antenatal contact with a HV at >28 weeks', and 'Health visiting mandated check - Percentage of children who received a 2 -2.5 year review'. 2 indicators are monthly but were not updated this month as new data was not available at the time of publishing this report, these were: 'Number of visitors to libraries/community hubs - year-to-date' and 'Smoking Cessation - four week quitters'. There were then 2 indicators that remained red that had been updated this month, these were: 'Number of outreach health checks carried out' where the number of health checks carried out as a percentage of the target remained at 74%. The second was '% of Tier 2 clients recruited who complete the course and achieve 5% weight loss', which did increase from 20% in July to 21% in August, but this was still below the target.

Key Pressures

- Residential and nursing placements for older people are increasing against the April 18 baseline.
 - The number of children in care has significantly increased this financial year.
 - The number of children on a child protection plan has increased this financial year, though there has been a 9% decrease since August.
- See following page for further details.

2.3 The master file of performance indicators is available [here](https://tinyurl.com/ycube3to), (<https://tinyurl.com/ycube3to>) while the latest Corporate Risk Register can be found [here](https://tinyurl.com/ycrphsfv), (<https://tinyurl.com/ycrphsfv>).

Finance and Risk

Revenue budget forecast

+£4.6m (1.3%)
variance at end of
year

RED

This is a £0.346m decrease
in the revenue forecast
pressure since last month.

This is a -£8.1m decrease in
the forecast in-year capital
expenditure compared to
last month.

Capital programme forecast

-£8.1m (-2.8%) variance
at end of year

GREEN

Residual risk score	Green	Amber	Red
Number of risks	0	8	2

*Latest Review: July 2018

Transformation Programme	Transformation Fund
43 Early ideas ↑ 195 Business cases in development ↑ 23 Projects being implemented ↓	12 projects rated Green ↔ 1 rated Amber (reflecting some need to re-phase savings) ↔ 2 rated Red (risk of non-delivery of savings or benefits) ↓

Number of service users supported by key care budgets

Older people aged 65+ receiving long term services

	Sep-18	Apr-18	Trend since Apr-18
Nursing	457	410	Increasing
Residential	870	847	Increasing
Community	2,230	2,023	Decreasing

Adults aged 18+ receiving long term services

	Sep-18	Apr-18	Trend since Apr-18
Nursing	30	26	Increasing
Residential	315	309	Increasing
Community	1,937	1,933	Increasing

Children open to social care

	Sep-18	Apr-18	Trend since Apr-18
Looked after children	737	715	Increasing
Child protection	495	483	Increasing
Children in need*	2,086	2,225	Decreasing

*Number of open cases in Children's Social Care (minus looked after children and child protection)

Public Engagement

	Sep-18	Apr-18	Trend since Apr-18
Contact Centre Engagement	13,829 Phone Calls 4,776 Other	12,763 5,316	Increasing Decreasing
Website Engagement (cambridgeshire.gov.uk)	187,559 Users 279,771 Sessions	154,319 229,409	Increasing Increasing

The number of service users is a key indicator of the demand for care budgets in social care, information about the contacts with the public across web and phone channels is a key indicator of both service delivery and transformation.

- 2.4 There was an error in the description of the number of Adults aged 18+ receiving long term services in the community reported on page 6 of August's IRPR. This was reported as "Increasing" but should have been reported as "Decreasing" as the number in August was 1,922 compared to 1,933 in April 18.
- 2.5 The key issues included in the summary analysis are:
- The overall revenue budget position is showing a forecast year-end pressure of +£4.6m (+1.3%); a decrease of £0.3m on the forecast pressure reported in August; there have been decreases in People & Communities (P&C), Public Health and Commercial & Investment (C&I). The LGSS Operational forecast is a £51k pressure. See section 3 for details.
 - The Capital Programme is forecasting a year-end underspend of -£8.1m. This includes use of the capital programme variations budget. See section 6 for details.

3. REVENUE BUDGET

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

Key to abbreviations

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

Forecast Variance (Aug) £000	Service	Current Budget for 2018/19 £000	Actual (Sep) £000	Forecast Variance (Sep) £000	Forecast Variance (Sep) %	Overall Status	DoT
0	Place & Economy	41,729	25,069	0	0.0%	Green	↔
2,827	People & Communities	243,264	130,384	2,671	1.1%	Red	↑
-281	Public Health	629	-3,024	-391	-	Green	↑
110	Corporate Services	6,793	5,050	44	0.6%	Amber	↑
115	LGSS Managed	11,186	8,689	136	1.2%	Amber	↓
6,263	Commercial & Investment	-8,707	2,738	6,177	-	Red	↑
-1,176	CS Financing	25,983	3,702	-1,176	-4.5%	Green	↔
7,858	Service Net Spending	320,877	172,608	7,461	2.3%	Red	↑
0	Funding Items	29,292	10,289	0	0.0%	Green	↑
-2,950	Open Purchase Order Reconciliation	0	0	-2,950	-	Green	↔
4,908	Subtotal Net Spending	350,169	182,897	4,511	1.3%	Red	↑
Memorandum items:							
-2	LGSS Operational	8,835	5,184	51	0.6%	Amber	↓
4,906	Grand Total Net Spending	359,004	188,081	4,562	1.3%	Red	↑
Schools		198,140					
Total Spending 2018/19		557,144					

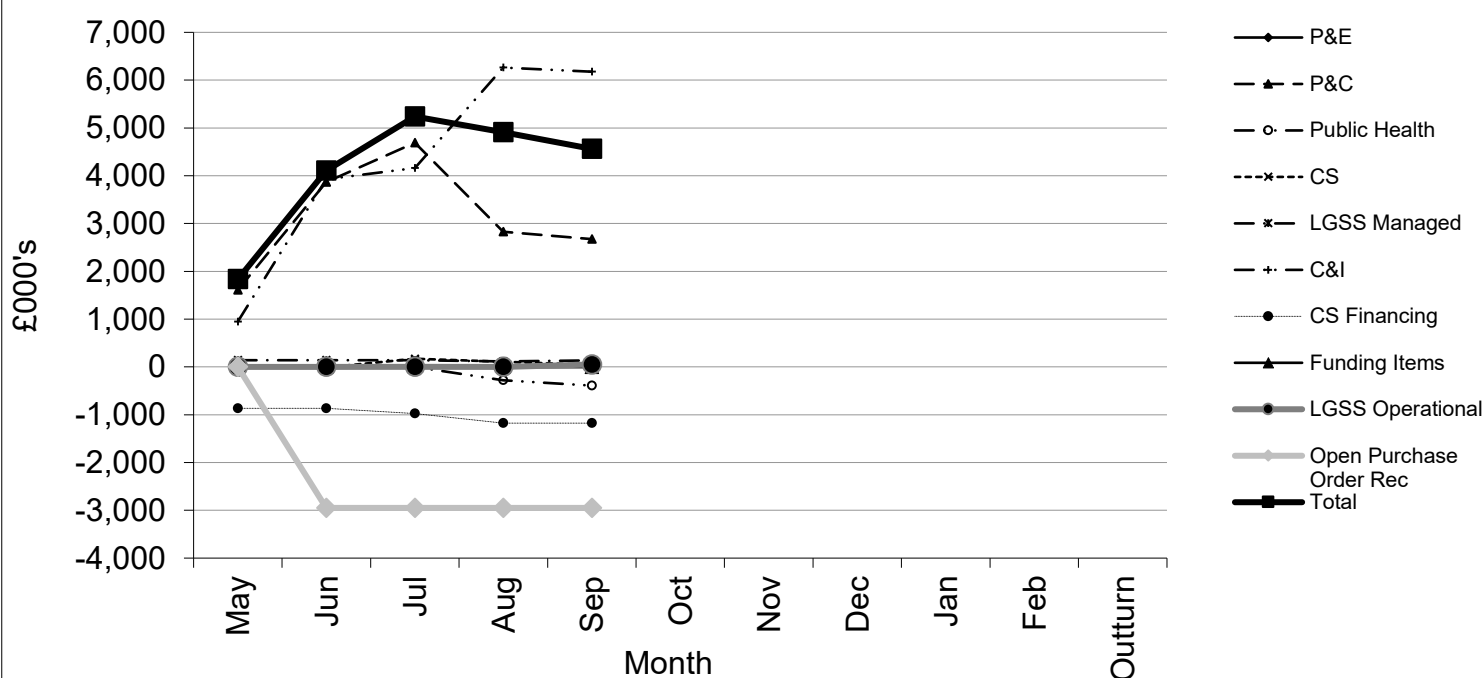
¹ The budget figures in this table are net.

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

³ The budget of £629k stated for Public Health consists of £391k cash limit and £238k funded from the carried forward Public Health reserve. In addition to this, Public Health has a budget of £25.4m from ring-fenced public health grant, which makes up its gross budget.

⁴ The 'Funding Items' budget comprises the £22.7m Combined Authority Levy, the £392k Flood Authority Levy and £6.2m change in general and corporate reserves budget requirement. The forecast outturn on this line reflects any variance in the amount received from corporate grants and business rates from what was budgeted; a negative outturn indicates a favourable variance, i.e. more income received than budgeted.

Forecast Outturn Position 2018/19



3.2 Key exceptions this month are identified below.

3.2.1 **Place & Economy:** a balanced budget is forecast at year-end. Although not yet identified it is anticipated that further savings and underspends will be found within Place & Economy to fund the current projected pressures. There are no exceptions to report this month; for full and previously reported details see the [P&E Finance & Performance Report](https://tinyurl.com/yafmsh2t), (<https://tinyurl.com/yafmsh2t>).

3.2.2 **People & Communities:** +£2.671m (+1.1%) pressure is forecast at year-end.

	£m	%
<ul style="list-style-type: none"> Learning Disability Services – a +£2.252m pressure is forecast, which is an increase of £0.301m on the position previously reported in June 2018. Demand pressures continue to be higher than expected despite positive work that has reduced the overall number of people in high-cost out-of-area in-patient placements. An increased shortfall against the reassessment savings ask and conversion from residential to supported living packages is also expected. In addition, around £90k of pressure is forecast for the in-house provider units, due to lower than expected vacancy levels in-year. The provider units have managed within reducing budgets for a number of years, and this year they are working towards a 5% saving on their staffing costs. Staffing levels continue to be reviewed by the units in order to ensure staff members are being used as efficiently as possible, but a minimum level of staffing is required in units to ensure safe service delivery and to meet the regulatory standards of the Care Quality Commission. 	+2.252	(+4%)
<ul style="list-style-type: none"> Funding to Special Schools and Units – a +£1.0m pressure is forecast. This is a result of increasing numbers of young people with Education Health and Care Plans (EHCP), and a 	+1.000	(+6%)

corresponding increase of young people taking up a place at Special Schools or Specialist Units. This budget is funded from the Dedicated Schools Grant (DSG) High Needs Block and will be managed within the overall available DSG resources. Work is being undertaken across SEND Services 0-25 to reduce the pressure on this budget. This will comprise both short-term mitigations such as reviewing high-cost provision to ensure that the additional support being provided is still required, and longer term structural review looking at the role of all schools and units within the county's overall SEN provision.

- Financing DSG** – a -£3.362m required contribution from DSG is forecast, which is an increase of -£1.053m on the position previously reported in August 2018. This represents the amount that will be drawn down from the DSG reserve in excess of what was budgeted to cover pressures in DSG-funded areas. These pressures are primarily Funding to Special Schools and Units (£1.0m) as described above, and previously reported High Needs Top-Up Funding (£1.50m), SEN Placements (£0.52m) and Out of School Tuition (£0.29m). For this financial year the intention is to manage within overall available DSG resources.

-3.362	(-6%)
--------	-------
- Central Financing** – a -£3.413m underspend is forecast. This reflects the allocation of the £3.413m smoothing fund reserve to support Children's Services pressures, as recommended by CYP Committee and approved by General Purposes Committee (GPC) at the October GPC meeting.

-3.413	(-97%)
--------	--------
- A combination of more minor variances, and previously reported exceptions disclosed in individual reports sum with the above to lead to an overall outturn of +£2.671m. For full and previously reported details see the [P&C Finance & Performance Report](https://tinyurl.com/y9n3sor9), (<https://tinyurl.com/y9n3sor9>).

3.2.3 **Public Health:** -£0.391m (-%) underspend is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [PH Finance & Performance Report](https://tinyurl.com/ybtg99kt), (<https://tinyurl.com/ybtg99kt>).

3.2.4 **Corporate Services:** +£0.044m (+0.7%) pressure is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/yaydaz25), (<https://tinyurl.com/yaydaz25>).

3.2.5 **LGSS Managed:** +£0.136m (+1.2%) pressure is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/yaydaz25), (<https://tinyurl.com/yaydaz25>).

3.2.6 **CS Financing:** -£1.176m (-4.5%) underspend is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/yaydaz25), (<https://tinyurl.com/yaydaz25>).

3.2.7 **Commercial & Investment:** +£6.177m (-%) pressure is forecast. There are no exceptions to report this month; for full and previously reported details see the [C&I Finance & Performance Report](https://tinyurl.com/y7zsf878), (<https://tinyurl.com/y7zsf878>). *(Please note that the C&I report will be available at the link above following the publication of the C&I Committee agenda.)*

3.2.8 **Open Purchase Order Reconciliation:** -£2.950m underspend is forecast. There are no exceptions to report this month.

3.2.9 **LGSS Operational:** +£0.051m (0%) pressure is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](#), (<https://tinyurl.com/yaydaz25>).

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

4. SAVINGS TRACKER

4.1 The “Savings Tracker” report – a tool for summarising delivery of savings. Within the tracker the forecast is shown against the original saving approved as part of the 2018-19 Business Planning process. Currently, the Council is on track to deliver £29.8m of savings against its original plan. Green rated savings total £21.1m. The Savings Tracker as at mid-October is included as **Appendix 3** to this report.

It is also important to note the relationship with the reported position within this report. As pressures arise in-year, further mitigation and/or additional savings will be required to deliver a balanced position.

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

BLUE			GREEN			AMBER			RED			BLACK			Total Original Savings	Total Variance
Number of Savings	Total Original Savings	Total Variance	Number of Savings	Total Original Savings	Total Variance	Number of Savings	Total Original Savings	Total Variance	Number of Savings	Total Original Savings	Total Variance	Number of Savings	Total Original Savings	Total Variance	Total Original Savings	Total Variance
	£000	£000		£000	£000		£000	£000		£000	£000		£000	£000	£000	£000
0	0	0	57	-21,076	58	4	-924	344	7	-15,317	7,085	6	-1,000	1,000	-38,317	8,487

The stretched targets for existing savings and additional savings identified within the funnel are supporting delivery of a further £4,918k in addition to the amounts shown above. For several proposals, due to delays or difficulties in recruiting, the delivery of savings in some cases may re-phased into 2019/20.

5. KEY ACTIVITY DATA

5.1 The latest key activity data for: Looked After Children (LAC); Special Educational Needs (SEN) Placements; Adult Social Care (ASC); Adult Mental Health; Older People (OP); and Older People Mental Health (OPMH) can be found in the latest [P&C Finance & Performance Report](#) (<https://tinyurl.com/y9n3sor9>) (section 2.5).

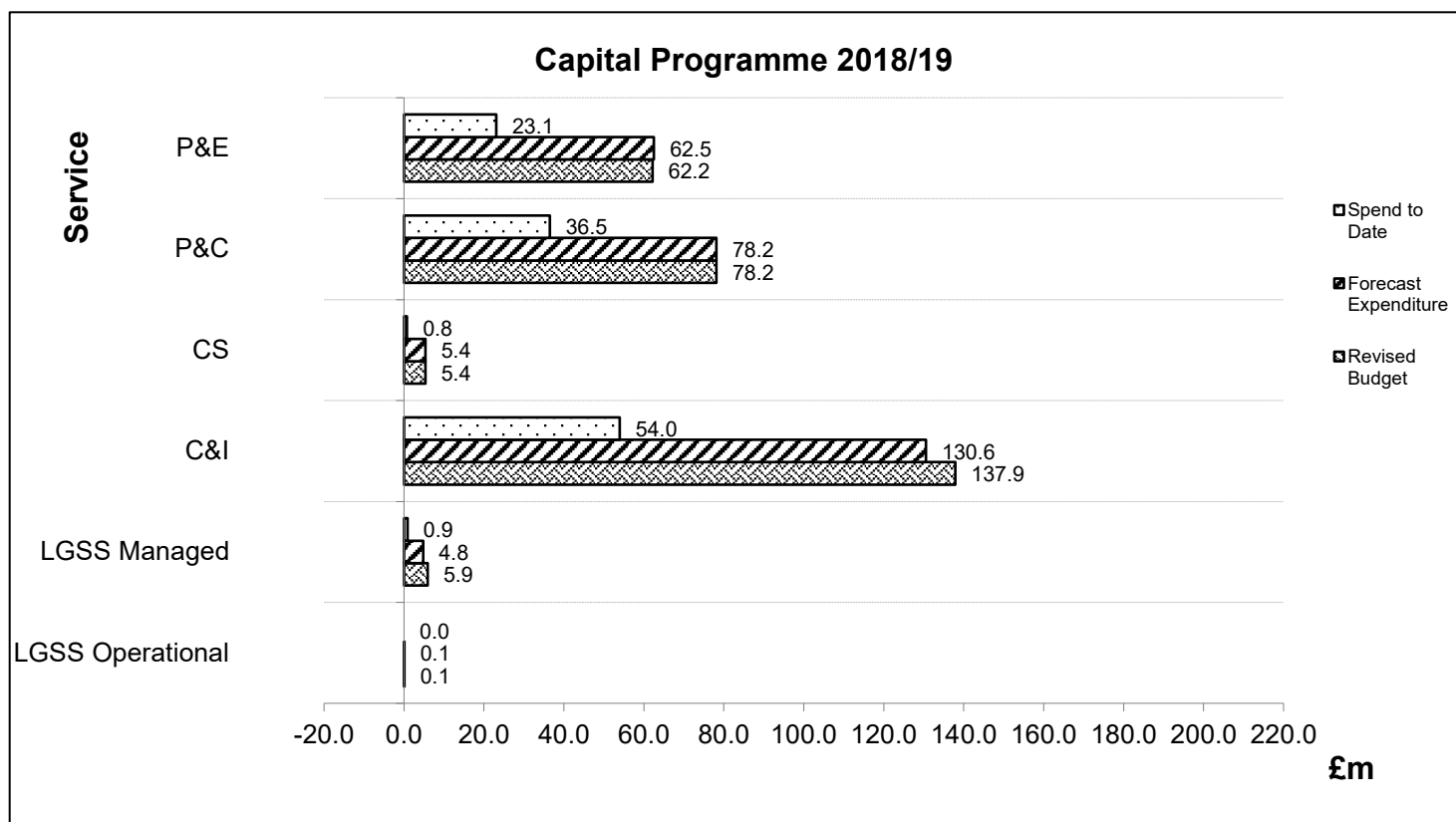
6. CAPITAL PROGRAMME

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

2018-19							TOTAL SCHEME	
Original 2018/19 Budget as per Business Plan £000	Forecast Variance - Outturn (August) £000	Service	Revised Budget for 2018/19 £000	Actual £000	Forecast Variance - Outturn (Sept) £000	Forecast Variance - Outturn (Sept) %	Total Scheme Revised Budget (Sept) £000	Total Scheme Forecast Variance (Sept) £000
35,956	-	P&E	62,169	23,082	366	0.6%	445,516	-
87,820	-0	P&C	78,157	36,463	-0	0.0%	669,433	15,801
2,038	-	CS	5,369	772	-	0.0%	19,437	-
6,415	-	LGSS Managed	5,915	934	-1,131	-19.1%	6,865	-125
123,274	-2,037	C&I	137,885	53,961	-7,294	-5.3%	283,926	-147
-	-	LGSS Operational	134	-	-	0.0%	2,025	-
-	2,037	Outturn adjustment	-	-	-	-	-	-
255,503	-0	Total Spending	289,629	115,213	-8,059	-2.8%	1,427,202	15,529

Notes:

1. The 'Revised Budget' incorporates any changes in the funding available to what was originally budgeted. A breakdown of the use of the capital programme variations budget by service is shown in section 6.2.
2. The reported P&E capital figures do not include Greater Cambridge Partnership, which has a budget for 2018/19 of £26.1m and is currently forecasting a balanced budget at year-end
3. The 'Total Scheme Forecast Variance' reflects the forecast variance against budget of the total expenditure for all active capital schemes across all financial years.



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

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

2018/19					
Service	Capital Programme Variations Budget	Forecast Variance - Outturn (Sept)	Capital Programme Variations Budget Used	Capital Programme Variations Budget Used	Revised Forecast Variance - Outturn (Sept)
	£000	£000	£000	%	£000
P&E	-14,931	366	0	0.00%	366
P&C	-10,469	-7,595	7,595	72.55%	-0
CS	-951	0	0	0.00%	0
LGSS Managed	-1,479	-2,610	1,479	100.00%	-1,131
C&I	-33,805	-41,099	33,805	100.00%	-7,294
LGSS Operational	0	0	0	-	0
Outturn adjustment	-	-	-	-	-
Total Spending	-61,635	-50,938	42,879	69.57%	-8,059

6.3 As at the end of September 2018, LGSS Managed and Commercial and Investment schemes have exceeded the capital variations budget allocated to them, forecasting in-year underspends of -£1.1m and -£7.3m respectively. At this stage of the financial year it is thought that the position across the whole programme will be an underspend, so no adjustment has been made to the outturn.

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

6.4.1 **Place & Economy:** a +£0.4m (+0.6%) in-year pressure is forecast at year-end.

	£m	%
<ul style="list-style-type: none"> £90m Highways Maintenance schemes – an in-year pressure of £1.4m is forecast. The Capital Maintenance Programme was presented to committee in March 2017 for ratification and the budget was applied on this basis. However, this was carried out before the £1.7m allocation of Highways Contract Efficiency savings were declared. It was agreed that the savings would not be apportioned out amongst all the areas utilising the new Highways contract but allocated to the schemes being funded by Prudential Borrowing. Unfortunately, due to the Prudential borrowing funds only being available for carriageway works, there was £2.2m of schemes allocated to this funding stream which are being delivered by the Eastern Highways Alliance Framework contract and therefore not subject to the Highways Contract Efficiency savings. Furthermore, as the capital maintenance programme had already been agreed by members, it was decided to proceed with the approved programme given historically not all programmed schemes have been delivered, resulting in an underspend. 	+1.4	(+27%)
<p>However, at this point in time the schemes that are not proceeding relate to drainage rather than carriageway works and therefore there is a pressure on the schemes being delivered from the Prudential Borrowing funding. Although this is being monitored by the Highways Service and will be updated on a monthly basis, historic experience demonstrates that until the schemes are prepared for delivery the obstacles for completion will not have materialised and therefore there is a potential for this pressure to reduce further.</p>		
<ul style="list-style-type: none"> King's Dyke – an in-year pressure of +£0.002m is forecast, which is a decrease of -£0.75m on the pressure previously reported in June 2018. An update has been received regarding the Cambridgeshire and Peterborough Combined Authority (CPCA) meeting the funding gap; the forecast has been revised accordingly. 	-0.0	(-0%)
<ul style="list-style-type: none"> P&E Capital Variation – as agreed by the Capital Programme Board, any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall. The forecast position is currently an in-year pressure of +£0.4m, therefore the £0.6m utilisation of the capital variations budget reported last month has reduced to zero as there is no underspend to offset. 	+0.0	(+0%)
<ul style="list-style-type: none"> For full and previously reported details see the P&E Finance & Performance Report, (https://tinyurl.com/yafmsh2g) 		

6.4.2 **People & Communities:** a balanced budget is forecast at year-end.

	£m	%
<ul style="list-style-type: none"> • Basic Need – Primary – an in-year underspend of -£1.2m is forecast, which is an increase of £0.3m on the underspend previously reported in June 2018. This is mainly due to rephasing on the following schemes: <ul style="list-style-type: none"> ○ Ermine Street Primary has experienced revised phasing of £140k. ○ Littleport 3rd Primary has experienced £180k revised phasing as the scheme is now not required until September 2021. 	-1.2	(-4%)
<ul style="list-style-type: none"> • P&C Capital Variation – as agreed by the Capital Programme Board, any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall. Therefore the net £7.6m underspend is balanced by use of the capital variations budget; this is an increase of £0.3m on the use of variations budget reported last month and relates to the underspend on Basic Need – Primary schemes as reported above. 	+7.6	(+73%)
<ul style="list-style-type: none"> • For full and previously reported details see the P&C Finance & Performance Report, (https://tinyurl.com/y9n3sor9). 		

6.4.3 **Corporate Services:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/yaydaz25), (<https://tinyurl.com/yaydaz25>).

6.4.4 **LGSS Managed:** a -£1.3m (-21.4%) in-year underspend is forecast after the capital programme variations budget has been utilised in full.

	£m	%
<ul style="list-style-type: none"> • Cambridgeshire Public Sector Network Replacement – an in-year underspend of -£2.5m is forecast. This is due to revised phasing in the timing of this project; the previous contract was extended so the process to move buildings across to the new network has started on a revised timescale compared to the original budget. 	-2.5	(-45%)
<ul style="list-style-type: none"> • LGSS Managed Capital Variation – as agreed by the Capital Programme Board, any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall up to the point when re-phasing exceeds this budget. Therefore £1.5m of the above Cambridgeshire Public Sector Network Replacement underspend is balanced by full utilisation of the capital variations budget. 	+1.5	(+100%)
<ul style="list-style-type: none"> • For full and previously reported details see the CS & LGSS Finance & Performance Report, (https://tinyurl.com/yaydaz25). 		

6.4.5 **Commercial & Investment:** a -£7.3m (-5.3%) in-year underspend is forecast after the capital programme variations budget has been utilised in full.

	£m	%
<ul style="list-style-type: none"> • St Ives Smart Energy Grid – an in-year underspend of 	-3.3	(-99%)

-£3.3m is forecast. This is due to revised phasing on this project. Construction is expected to start at the end of this financial year; as a result the majority of the expenditure on this project will take place in future years.

- **Community Hubs – East Barnwell** – an in-year underspend of -£1.8m is forecast. Options for the use of this site are being assessed, and an application for planning permission is currently being made. As a result the majority of the expenditure on this project is anticipated to take place in future years. -1.8 (-95%)
- For full and previously reported details see the [C&I Finance & Performance Report](https://tinyurl.com/y7zsf878), (<https://tinyurl.com/y7zsf878>). *(Please note that the C&I report will be available at the link above following the publication of the C&I Committee agenda.)*

6.4.6 **LGSS Operational:** a balanced budget is forecast at year-end. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/yaydaz25), (<https://tinyurl.com/yaydaz25>).

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

6.5.1 **Place & Economy:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details see the [P&E Finance & Performance Report](https://tinyurl.com/yafmsh2t), (<https://tinyurl.com/yafmsh2t>).

6.5.2 **People & Communities:** a +£15.8m (+2%) total scheme overspend is forecast. There are no exceptions to report this month; for full and previously reported details see the [P&C Finance & Performance Report](https://tinyurl.com/y9n3sor9), (<https://tinyurl.com/y9n3sor9>).

6.5.3 **Corporate Services:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/yaydaz25), (<https://tinyurl.com/yaydaz25>).

6.5.4 **LGSS Managed:** a -£0.1m (-0%) total scheme underspend is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/yaydaz25), (<https://tinyurl.com/yaydaz25>).

6.5.5 **Commercial & Investment:** a -£0.1m (-0%) total scheme underspend is forecast. There are no exceptions to report this month; for full and previously reported details see the [C&I Finance & Performance Report](https://tinyurl.com/y7zsf878), (<https://tinyurl.com/y7zsf878>). *(Please note that the C&I report will be available at the link above following the publication of the C&I Committee agenda.)*

6.5.6 **LGSS Operational:** a total scheme balanced budget is forecast. There are no exceptions to report this month; for full and previously reported details see the [CS & LGSS Finance & Performance Report](https://tinyurl.com/yaydaz25), (<https://tinyurl.com/yaydaz25>).

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

Funding Source	B'ness Plan Budget £m	Rolled Forward Funding ¹ £m	Revised Phasing £m	Additional/Reduction in Funding £m	Revised Budget £m	Outturn Funding £m	Funding Variance £m
Department for Transport (DfT) Grant	17.5	4.1	-0.4	2.4	23.6	23.6	-
Basic Need Grant	24.9	-	-	-	24.9	24.9	-
Capital Maintenance Grant	4.0	-	0.2	-	4.2	4.2	-
Devolved Formula Capital	1.0	0.7	-	-0.1	1.6	1.6	-
Specific Grants	6.5	4.4	-1.0	-	9.9	8.2	-1.8
S106 Contributions & Community Infrastructure Levy	11.0	3.0	-0.5	-0.6	12.9	11.8	-1.0
Capital Receipts	81.1	-	-15.9	-	65.2	45.1	-20.1
Other Contributions	12.1	-	-3.6	5.7	14.1	14.3	0.2
Revenue Contributions	-	-	-	-	-	-	-
Prudential Borrowing	97.3	92.3	-70.9	14.5	133.1	147.8	14.6
TOTAL	255.5	104.5	-92.2	21.9	289.6	281.6	-8.1

¹ Reflects the difference between the anticipated 2017/18 year end position used at the time of building the initial Capital Programme budget, as incorporated within the 2018/19 Business Plan, and the actual 2017/18 year end position.

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

Funding	Service	Amount (£m)	Reason for Change
Revised Phasing	C&I	+£2.5	A report on the Cambs 2020 Programme is being taken to C&I Committee in November. The report to C&I Committee can be found here . As part of that report, it is recommended that C&I Committee requests General Purposes Committee to approve the rephasing of the Shire Hall Relocation budget to move £2.5m budget from 2019/20 into 2018/19. This is to be funded from prudential borrowing, and will therefore increase the prudential borrowing requirement in 2018/19 by £2.5m. The change to the full scheme budget will be submitted for approval as part of the 2019/20 Business Planning process; the rephasing of the

			<p>2018/19 funding from 2019/20 requires GPC approval now to fund the design work. The scheme will be funded by borrowing; the annual cost of borrowing for this scheme (total borrowing £18.3m) will start in 2022/23 at £940k and decreases each year thereafter.</p> <p>General Purposes Committee is asked to approve +£2.5m revised phasing of prudential borrowing from 2019/20 to 2018/19 for the Shire Hall Relocation Scheme.</p>
--	--	--	---

- 6.8 In addition to the above funding changes for 2018/19, additional funding of £105k is requested in 2018/19 for the Stanground (£62k) and Woodston (£43k) Closed Landfill Energy Projects. These schemes relate to the development of clean energy projects at the Stanground and Woodston Closed Landfill sites with a view to generate income over the medium to longer term; the estimated 25 year net returns are £36.9m and £9.0m respectively. The outline business case was approved by the Commercial & Investment (C&I) Committee in September 2018; the report to C&I Committee can be found [here](#). The full scheme budgets will be submitted for approval as part of the 2019-20 Business Planning process; the 2018/19 funding requires GPC approval now to fund initial planning and design work. The schemes will be funded by borrowing; the annual cost of borrowing for these schemes (total borrowing £9.75m for Stanground, £2.53m for Woodston) will start in 2020/21 at £709k for Stanground and £184k for Woodston, and decrease each year thereafter.

General Purposes Committee is asked to approve additional Prudential Borrowing of £62,000 and £43,000 in 2018/19 for the Stanground and Woodston Closed Landfill Energy Projects.

- 6.9 In addition to the above funding changes for 2018/19, additional funding of £275k is requested in 2018/19 for two replacement mobile libraries. This scheme will ensure that the Mobile Library Service continues as an essential part of the statutory service and is fit for purpose. The existing mobile libraries are at end of their life and require replacing within the next three months to avoid critical service failure. The scheme will be funded by borrowing; the annual cost of borrowing for this scheme will start in 2019/20 at £32k and decreases each year thereafter.

General Purposes Committee is asked to approve additional Prudential Borrowing of £275,000 in 2018/19 for the replacement Mobile Libraries scheme.

- 6.10 In addition to the above funding changes for 2018/19, additional funding of £113k is requested in 2018/19 for roof repairs to the Marwick Centre. The Council owns the freehold of the Marwick Centre in March which is currently occupied by Fenland Area Community Trust (FACET), a registered charity who provide training and day care to adults with learning disabilities. Roof repairs are required to the centre following storm damage but FACET are unable to pay the full cost of the work. At the October Commercial & Investment (C&I) Committee meeting, the C&I Committee approved that in consideration for CCC paying for the roof works of £113,350 plus VAT, FACET will pay back 50% of the costs over the duration of the lease, which has approximately 21 years remaining. The 50% of the costs of the works plus interest will be recovered through an increase in the lease payment by FACET. The CCC insurers recovery team will continue to seek a claim against the original roof contractor. The C&I Committee recommends to the General Purposes Committee that an additional £113,350 be approved in the

C&I 2018/19 capital programme to cover this cost of roof repairs. The report to C&I Committee can be found [here](#). The scheme will be funded by borrowing in the first instance; the annual cost of borrowing for this scheme will start in 2019/20 at £6k and decreases each year thereafter.

General Purposes Committee is asked to approve additional Prudential Borrowing of £113,350 in 2018/19 for the Marwick Centre roof repairs project.

- 6.11 In addition to the above funding changes for 2018/19, additional funding of £22k is required in 2018/19 for a database system to manage financial and non-financial obligations indicated in relevant Section 106 legal agreements (s106s). S106 contributions are a major source of income for the Council; an average of £26m per annum has been collected from s106 agreements over the last 4 years. Monitoring is currently carried out via a spreadsheet but this is becoming unmanageable; a database system has been identified as an internal audit recommendation to mitigate risks around monitoring records and tracking triggers for developer contributions becoming due. The scheme will be funded by borrowing; the annual cost of borrowing for this scheme will start in 2019/20 at £5k and decreases each year thereafter. This project was agreed under delegated authority in consultation with the Chair of the Committee and is included here for information.

7. FUNDING CHANGES

- 7.1 Where there has been a material change in 2018/19 grant allocations to that budgeted in the Business Plan (BP) i.e. +/- £160k, this will require Strategic Management Team (SMT) discussion in order to gain a clear and preferred view of how this additional/shortfall in funding should be treated. The agreed approach for each grant will then be presented to the GPC for approval.

7.2 School Improvement Grant

The School Improvement Monitoring and Brokering Grant is an un-ringfenced grant from the Education Funding Agency (EFA) that has been allocated to Local Authorities to allow them to continue to monitor performance of maintained schools, broker school improvement provision, and intervene as appropriate. However as an un-ringfenced grant it is for the Council to determine how it allocates such funding.

Allocations are based on the number of maintained schools in each Local Authority as at 1st September 2018; following the revised calculation, Cambridgeshire County Council's allocation of the £50m grant is £239,873 higher than budgeted for.

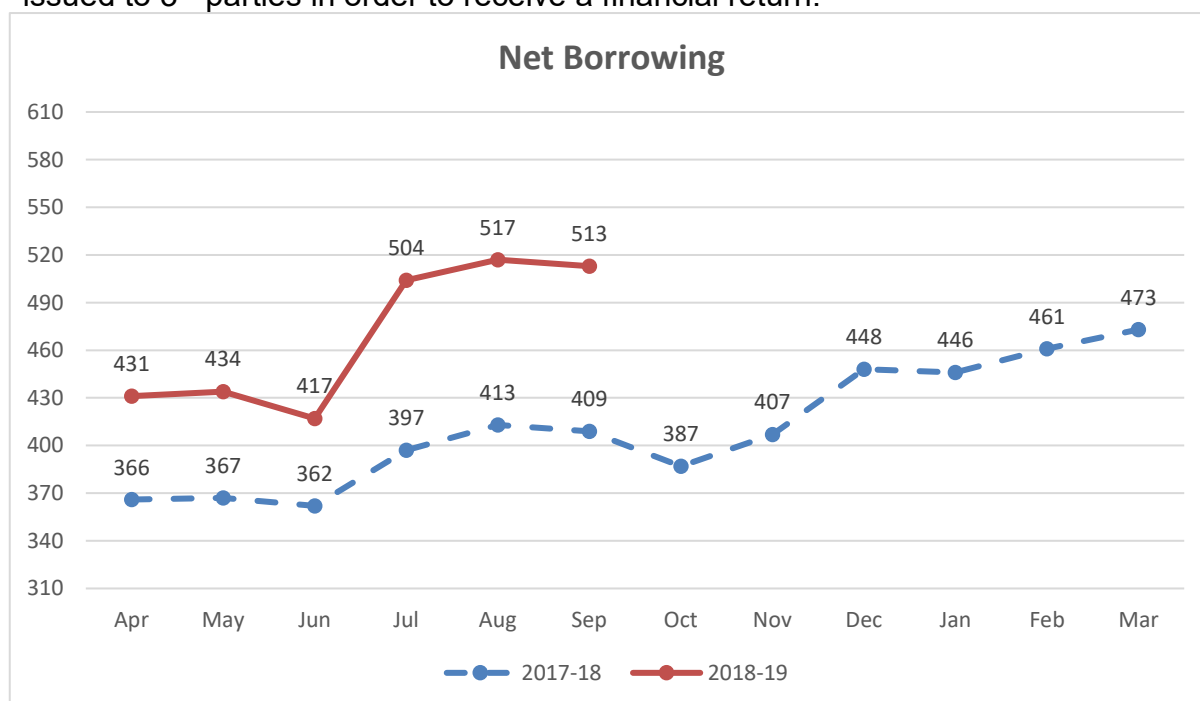
General Purposes Committee is asked to approve the allocation of £239,873 School Improvement and Brokering Grant to People and Communities so that it can be used for its intended purpose.

8. BALANCE SHEET

- 8.1 At the September meeting of the General Purposes Committee (GPC) new debt reduction targets were approved and actions being taken to manage income collection and debt recovery were noted. Allocation of income received to accounts is currently taking longer than normal due to the time taken to establish ERP Gold as business as usual for debt management. The report to GPC can be found [here](#). The debt position against the new targets will be reported in the Integrated Resources & Performance Report on a monthly basis. The position as at the end of September 2018 is shown below:

Measure		Year End Target	Actual as at the end of Sept 2018
Level of debt outstanding (owed to the council) 91 days +, £m	Adult Social Care	£3.37m	£4.05m
	Sundry	£1.71m	£3.76m

- 8.2 The graph below shows net borrowing (borrowings less investments) on a month by month basis and compares the position with the previous financial year. The levels of investments at the end of September 2018 were £50m (excluding 3rd party loans) and gross borrowing was £563m. Of this gross borrowing, it is estimated that £115m relates to borrowing for Invest to Save or Invest to Earn schemes, including loans we have issued to 3rd parties in order to receive a financial return.



- 8.3 The Treasury Management Strategy Statement (TMSS) sets out the plan for treasury management activities over the year. It identifies the expected levels of borrowing and investments based upon the Council's financial position and forecast capital programme. When the 2018-19 TMSS was set in February 2018, it was anticipated that net borrowing would reach £683m at the end of this financial year. Based upon latest projections of Balance Sheet cash-backed reserves and the Capital Programme borrowing requirements, this is now forecast to be lower at £630m. This position will be monitored as the year progresses to establish the full year final position.
- 8.4 From a strategic perspective, the Council is currently utilising cash backed balances and undertaking shorter term borrowing to generate net interest savings. This approach carries with it interest rate risk, and officers are monitoring options as to the timing of any

potential longer term borrowing should underlying rates be forecast to rise in a sustained manner.

- 8.5 There is a link between the annual capital programme borrowing requirement, the net borrowing position and consequently net interest charges. However, the Debt Charges budget is formulated in the context of 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.
- 8.6 The Council's cash flow profile varies considerably during the year, due to the timing difference between outgoing payments (payroll, supplier payments etc) and income streams (grants, Council tax etc). Cash flows at the beginning of the year are typically stronger than at the end of the year, as many grant receipts are received in advance of spend.
- 8.7 Further detail around the Treasury Management activities can be found in the latest [Treasury Management Report](https://tinyurl.com/yc7cu9ar) (<https://tinyurl.com/yc7cu9ar>).
- 8.8 The Council's reserves include various earmarked reserves (held for specific purposes), as well as provisions (held for potential liabilities) and capital funding. A schedule of the Council's reserves and provisions can be found in [Appendix 2](#).

9. ALIGNMENT WITH CORPORATE PRIORITIES

9.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

9.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

9.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

10. SIGNIFICANT IMPLICATIONS

10.1 Resource Implications

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

10.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

10.3 Statutory, Legal and Risk Implications

There are no significant implications within this category.

10.4 Equality and Diversity Implications

There are no significant implications within this category.

10.5 Engagement and Consultation Implications

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

10.6 Localism and Local Member Involvement

There are no significant implications within this category.

10.7 Public Health Implications

There are no significant implications within this category.

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

Source Documents	Location
P&E Finance & Performance Report (September 18) P&C Finance & Performance Report (September 18) PH Finance & Performance Report (September 18) CS and LGSS Cambridge Office Finance & Performance Report (September 18) C&I Finance & Performance Report (September 18) Performance Management Report & Corporate Scorecard (September 18) Capital Monitoring Report (September 18)	1 st Floor, Octagon, Shire Hall, Cambridge

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

	P&C	Public Health	P&E	CS Financing	Corporate Services	LGSS Managed	C&I	LGSS Op	Financing Items
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Opening Cash Limits as per Business Plan	239,124	629	41,428	25,983	7,207	11,126	-8,188	8,871	33,685
Post BP adjustments	208				203	58	-433	-36	
Greater Cambridge Partnership budgets not reported in CCC budget					-863				
Use of earmarked reserves for Community Transport			84						-84
Cleaning contract savings transfer					36		-36		
Organisational structure review	-70				70				
Use of earmarked reserves for Community Transport			211						-211
Funding from General Reserves for Children's services reduced grant income expectation as approved by GPC	295								-295
Funding from General Reserves for New Duties – Leaving Care as approved by GPC	390								-390
Savings forthcoming from change in LEP governance arrangements applied to corporate savings target			-43		43				
Grand Arcade shop rental income transfer from Libraries to Property Services			50				-50		
Use of Smoothing Fund Reserve for P&C	3,413								-3,413
Transfer of advocacy budget to Corporate Services	-95				95				
Current budget	243,264	629	41,730	25,983	6,791	11,184	-8,707	8,835	29,292
Rounding	2	0	0	0	-1	-1	1	0	0

APPENDIX 2 – Reserves and Provisions

Fund Description	Balance at 31 March 2018	2018-19		Forecast Balance 31 March 2019	Notes
		Movements in 2018-19	Balance at 30 September 2018		
	£000s	£000s	£000s	£000s	
General Reserves					
- County Fund Balance	13,392	2,568	15,960	11,398	Service reserve balances transferred to General Fund after review
- Services					
1 P&C	0	0	0	0	
2 P&E	0	0	0	0	
3 CS	0	0	0	0	
4 LGSS Operational	0	0	0	0	
subtotal	13,392	2,568	15,960	11,398	
Earmarked					
- Specific Reserves					
5 Insurance	3,175	151	3,327	3,327	
subtotal	3,175	151	3,327	3,327	
- Equipment Reserves					
6 P&C	64	0	64	64	
7 P&E	30	0	30	0	
8 CS	30	-27	3	3	
9 C&I	680	-626	54	0	
subtotal	804	-653	151	67	
Other Earmarked Funds					
10 P&C	514	0	514	514	Includes liquidated damages in respect of the Guided Busway
11 PH	2,567	0	2,567	2,069	
12 P&E	5,382	-261	5,121	3,780	
13 CS	2,628	-186	2,442	2,865	Savings realised through change in MRP policy
14 LGSS Managed	63	0	63	0	
15 C&I	552	106	658	658	
16 Transformation Fund	21,877	7,591	29,468	21,606	This table has been presented on the basis of the £3.413m draw down approved in the August IR&PR section 6.2.
17 Innovate & Cultivate Fund	844	-66	778	446	
18 Smoothing Fund	0	0	0	0	
subtotal	34,427	7,184	41,611	31,938	
SUB TOTAL	51,799	9,250	61,049	46,730	
Capital Reserves					
- Services					
18 P&C	778	0	778	778	Section 106 and Community Infrastructure Levy balances.
19 P&E	10,200	14,164	24,364	1,000	
20 LGSS Managed	0	0	0	0	
21 C&I	0	29,925	29,925	0	
22 Corporate	43,561	15,409	58,970	47,498	
subtotal	54,539	59,498	114,037	49,276	
GRAND TOTAL	106,338	68,748	175,086	96,006	

In addition to the above reserves, specific provisions have been made that set aside sums to meet both current and long term liabilities that are likely or certain to be incurred, but where the amount or timing of the payments are not known. These are:

Fund Description	Balance at 31 March 2018	2018-19		Forecast Balance 31 March 2019	Notes
		Movements in 2018-19	Balance at 30 September 2018		
	£000s	£000s	£000s	£000s	
- Short Term Provisions					
1 P&E	55	0	55	0	
2 P&C	200	0	200	200	
3 CS	0	0	0	0	
4 LGSS Managed	3,460	0	3,460	3,460	
5 C&I	0	0	0	0	
subtotal	3,715	0	3,715	3,660	
- Long Term Provisions					
6 LGSS Managed	3,613	0	3,613	3,613	
subtotal	3,613	0	3,613	3,613	
GRAND TOTAL	7,328	0	7,328	7,273	

Savings Tracker 2018-19

				Planned £000						Forecast £000									
				4,316	-6,837	-5,927	-5,936	-6,444	-38,317	-16,304	-3,471	-3,202	-6,455	-29,830	8,887				
Reference	Title	Description	Committee	Investment 18-19 £000	Original Phasing - Q1	Original Phasing - Q2	Original Phasing - Q3	Original Phasing - Q4	Original Saving 18-19	Current Forecast Phasing - Q1	Current Forecast Phasing - Q2	Current Forecast Phasing - Q3	Current Forecast Phasing - Q4	Forecast Saving	Variance from Plan £000	RAG	Direction of travel	Forecast Commentary	Links with partner organisations
A/R.6.001	P&C Contribution to Organisational Review Mileage Saving	As part of the Organisational Review (C/R.6.102) a cross cutting review of mileage allowances in 2017-18 was undertaken and areas where mileage could be reduced without impacting front line services were identified.	P&C Cross Committee	0	-63	0	0	0	-63	-63	0	0	0	-63	0	Green	↔	On track	0
A/R.6.111	Physical Disabilities - Supporting people with physical disabilities to live more independently and be funded appropriately	In line with the Council's commitment to promote independence, work will be undertaken to establish more creative ways to meet the needs of people with physical disability. This will include making better use of early help, community support and building on community and family support networks. It will also include work with the NHS to ensure health-funding arrangements are appropriate.	Adults	0	-110	-110	-110	-110	-440	-110	-110	-110	-110	-440	0	Green	↔	On track	0
A/R.6.114	Learning Disabilities - Increasing independence and resilience when meeting the needs of people with learning disabilities	Continuing the existing programme of service user care reassessments which requires each person's care needs to be reassessed in line with the Transforming Lives model and with the revised policy framework with a view to identifying ways to meet needs in the most appropriate way	Adults	786	-1,706	-464	-465	-465	-3,100	-1,409	-328	-327	-327	-2,391	709	Red	↑	A refreshed scoping of potential savings has been undertaken, and this work has taken into account previous experiences around the complexity and the level of challenge which impact on the pace at which savings can be delivered. In addition we anticipate a challenging round of fee uplift negotiations requiring officer input - these two aspects have resulted in the projected shortfall in savings.	Savings will be made on health elements of care packages as well, providing savings to the CCG
A/R.6.115	Retendering for domiciliary care for people with learning disabilities	Part-year savings were delivered in 2017/18 through retendering domiciliary care contracts, effective from 1 November 2017. The remaining effect of this saving will be delivered in 2018/19.	Adults	0	-100	0	0	0	-100	0	-100	0	0	-100	0	Green	↔	On track	0
A/R.6.122	Transforming Learning Disability In-House & Day Care Services	Developing a model of day opportunities for people with learning disabilities that is focused on enabling progression and skills development, supporting people with LD into employment where appropriate. Most of this saving will be delivered in 19/20 with a small amount in the latter part of 18/19.	Adults	0	0	0	0	-50	-50	-13	-13	-13	-13	-50	0	Green	↔	On track to deliver saving through vacancy savings, reducing service running costs such as travel, telephony (budgeted within service)	0
A/R.6.126	Learning Disability - Converting Residential Provision to Supported Living	This is an opportunity to de-register a number of residential homes for people with learning disabilities and change the service model to supported living. The people in these services will benefit from a more progressive model of care that promotes greater independence.	Adults	0	-400	-394	0	0	-794	-25	-143	0	0	-168	626	Red	↓	Having better appreciation with level of challenge from family carers, service user advocates and housing providers in the last financial year has resulted in a better forecast in this complex and very volatile area. The process has a set timescale with a number of dependencies that can affect delivery and phasing.	Savings will be made on health elements of care packages as well, providing savings to the CCG.
A/R.6.127	Care in Cambridgeshire for People with Learning Disabilities	Work to enable people with learning disabilities who have been placed 'out of county' to move closer to their family by identifying an alternative placement which is closer to home. To be approached on a case by case basis and will involve close work with the family and the person we support.	Adults	75	-78	-79	-79	-79	-315	-168	-49	-49	-49	-315	0	Green	↔	On track	Savings will be made on health elements of care packages as well, providing savings to the CCG
A/R.6.128	Use of grant funding to reduce demand and service pressures	Grant funding is provided to Adults services to support investment to reduce demand and mitigate service pressures.	Adults	0	0	0	0	0	-7,200	-7,200	0	0	0	-7,200	0	Green	↔	On track	Will help meet financial pressures on Adults Services, enabling it to better respond to system-wide challenges
A/R.6.129	Russell Street Learning Disability Provision Re-design	Provide the existing permanent residential provision through an external provider as a supported living project and develop a traded in-house service that can respond to immediate needs for carer and support using the vacated residential provision.	Adults	0	0	0	-70	0	-70	0	0	-70	0	-70	0	Green	↔	On track	0
A/R.6.132	Mental Health Demand Management	The programme of work to transform the social care offer for adults and older people with mental health needs will deliver savings totalling £400k through a combination of demand management, staffing restructures, strategic commissioning and ensuring people receive appropriate health funding.	Adults	340	-275	-125	0	0	-400	-275	-125	0	0	-400	0	Green	↔	Completed.	Reducing demand versus expected levels should lead to lower than expected health needs
A/R.6.143	Homecare Retendering	The Council has retendered its contract for home care and this will release some efficiencies. The Council is also developing alternative ways of delivering home care support building on innovation and best practice across the country including the expansion of direct payments	Adults	100	-306	0	0	0	-306	-306	0	0	0	-306	0	Green	↔	On track	0
A/R.6.172	Older People's Demand Management Savings	Building on current work and plans to enable older people to stay living at home and in the community successfully through the provision of assistive technology, early help, community equipment and housing related support. Work will be undertaken to increase effectiveness of Reablement and to prevent falls in collaboration with partners.	Adults	116	-250	-250	-250	-250	-1,000	-250	-250	-250	-250	-1,000	0	Green	↔	On track	Should reduce demand on health system as fewer older people than expected require interventions. Reablement and Carers work should aid with DTOC.
A/R.6.173	Adult Social Care Service User Financial Reassessments	Continuing the programme of reassessing clients in receipt of adult social care services more regularly to ensure full contributions are being collected.	Adults	280	-180	-129	-77	-26	-412	-180	-129	-77	-26	-412	0	Green	↔	On track	0

			Planned £000							Forecast £000									
			4,316	-6,837	-5,927	-5,936	-6,444	-38,317	-16,304	-3,471	-3,202	-6,455	-29,830	8,887					
Reference	Title	Description	Committee	Investment 18-19 £000	Original Phasing - Q1	Original Phasing - Q2	Original Phasing - Q3	Original Phasing - Q4	Original Saving 18-19	Current Forecast Phasing - Q1	Current Forecast Phasing - Q2	Current Forecast Phasing - Q3	Current Forecast Phasing - Q4	Forecast Saving	Variance from Plan £000	RAG	Direction of travel	Forecast Commentary	Links with partner organisations
A/R.6.174	Review of Supported Housing Commissioning	The Council is undertaking a review of all existing housing related support commissioned arrangements, with a view to ensuring contracts are efficient and to developing a single housing related support model across Cambridgeshire and Peterborough.	Adults	250	-250	-250	-250	-250	-1,000	-100	0	0	-150	-250	750	Red	↔	The phasing of this saving will now be over several years - a major redesign of some services is needed, and this will need to be done in conjunction with changes in the housing support being provided by district councils.	0
A/R.6.175	Automation - Mosaic and Adult Business Support Processes	Efficiencies resulting from implementation of Mosaic replacing current processes.	Adults	0	0	0	-150	0	-150	0	0	0	0	0	150	Black	↔	Realignment of business support ahead of Mosaic implementation is not expected to deliver this saving in year, but the alignment of support functions will be reviewed next year once the Mosaic implementation is complete.	0
A/R.6.177	Further savings required within Adults Services	This is the saving that will be delivered if the proposed changes to service-user care contributions policies are agreed (accounting for all appropriate benefits in contributions for day- and overnight-care, and adopting a preference for direct debits). If these changes are not agreed, additional savings will need to be found with Adults budgets in addition to savings already identified.	Adults	0	0	0	0	-282	-282	-282	0	0	0	-282	0	Green	↔	On track	0
A/R.6.178	Local Assistance Scheme	Review the commissioning of the local assistance scheme and resource requirement. The small saving of £21k identified does not reduce the service offer at all	Childrens	0	-21	0	0	0	-21	-21	0	0	0	-21	0	Green	↔	Achieved	0
A/R.6.201	Staffing efficiencies in Commissioning	A previous management restructure in the department has led to efficiencies in our commissioning team. This is the expected full year saving in 2018/19 of the new structure.	Childrens	0	-94	0	0	0	-94	-94	0	0	0	-94	0	Green	↔	On track	0
A/R.6.204	Childrens Change Programme (later phases)	Further savings from the Children's Change programme - establishing new structures and ways of working to ensure that our service offer is responsive and timely - targeted to those in greatest need and towards those that we can ensure experience a de-escalation of need and risk as a result of effective, integrated, multi-agency services delivered in a timely manner.	Childrens	0	-507	0	0	-87	-594	-507	0	0	-87	-594	0	Green	↔	£594 in year savings. Original stretch target of additional £295k due to shortfall of expected Government grant which did not materialise in 2017/18 has now been covered off through Business Planning. Children for Change Programme is managing the £87k still to be made and expectation this will be achieved in Q4.	0
A/R.6.210	Total Transport - Home to School Transport (Special)	Saving to be made through re-tendering contracts, route reviews, looking across client groups and managing demand for children requiring transport provision	Childrens	0	-55	-38	-115	-116	-324	-55	-24	-72	-73	-224	100	Amber	↔	A successful tender round resulted in 139k of savings. It is anticipated that some additional savings will be made, however increasing demand means that it is unlikely that the full savings target will be achieved in2018/19	0
A/R.6.214	Total Transport - Home to School Transport (Special) - Moving towards personal budgets	Personal Transport Budgets (PTBs) are discretionary payments to parents/carers of children eligible for home to school transport in exchange for full responsibility for transporting them safely to and from school. By increasing the uptake of PTBs, through targeting high cost journeys, revisiting the payment terms, improving the approval processes, and better engagement with children and parents about PTBs, this project will achieve efficiencies in the transport provided.	Childrens	0	0	0	-50	-50	-100	0	0	0	0	0	100	Black	↔	An anticipated move to banded PTBs has not taken place so savings are not expected to be achieved in 2018/19.	0
A/R.6.224	Children's Centres - Building a new service delivery model for Cambridgeshire Communities	We want every child in Cambridgeshire to thrive and will target our prioritised targeted services for vulnerable children and young people. As an integral part of the Early Help Offer, our redesigned services will provide support to families when they really need them. We will provide a range of flexible services that are not restricted to delivery from children's centre buildings, in order to provide access to services when they are needed. We will also work in a more integrated way with partners across the 0-19 Healthy Child Programme, to provide comprehensive targeted support to vulnerable families. All of this will be supported by an effective on line resource tool as part of an improved on line offer for families. The saving will be achieved by re-purposing some existing children's centre buildings and streamlining both our management infrastructure and back office, associated service running and overhead costs. We intend to maintain the current level of front line delivery. A total saving of £900k is planned, with £249k from Buildings and Infrastructure costs. Of the £249k saving, £128k will be attributable to annual running costs of internally managed buildings. As this element of the budget is held by Corporate and Managed Services, this element of the total saving is therefore shown in Table 3 for Corporate and Managed Services, business plan reference F/R.6.110	Childrens	0	0	0	0	0	-772	-772	0	0	0	-772	0	Green	↑	On track	0
A/R.6.227	Strategic review of the LA's ongoing statutory role in learning	A programme to transform the role of the local authority in education in response to national developments and the local context, (e.g. the increasing number of academies and a reduction in funding to local authorities) has been started. Savings will be made by focusing on the LA's core roles and functions; by developing joint working with Peterborough's education services, and with other authorities as appropriate	Childrens	50	-65	0	-129	-130	-324	-65	0	-129	-130	-324	0	Green	↔	Saving reliant on wider implementation of Shared and Integrated Services.	0

				Planned £000						Forecast £000									
				4,316	-6,837	-5,927	-5,936	-6,444	-38,317	-16,304	-3,471	-3,202	-6,455	-29,830	8,887				
Reference	Title	Description	Committee	Investment 18-19 £000	Original Phasing - Q1	Original Phasing - Q2	Original Phasing - Q3	Original Phasing - Q4	Original Saving 18-19	Current Forecast Phasing - Q1	Current Forecast Phasing - Q2	Current Forecast Phasing - Q3	Current Forecast Phasing - Q4	Forecast Saving	Variance from Plan £000	RAG	Direction of travel	Forecast Commentary	Links with partner organisations
A/R.6.244	Total Transport - Home to School Transport (Mainstream)	Through the Total Transport transformation programme we are scrutinising contract services to ensure the Council delivers the most efficient mainstream school transport services whilst ensuring all eligible pupils receive free transport in line with the Council's	Childrens	0	-138	-29	-88	-87	-342	-138	-29	-88	-87	-342	0	Green	↔	On track	0
A/R.6.250	Grants to Voluntary Organisations	Saving from the Home Start/Community Resilience Grant where the re-commissioning of this service ceased in 16/17.	Childrens	0	-168	0	0	0	-168	-168	0	0	0	-168	0	Green	↔	On track	0
A/R.6.251	Automation - Education and Children's Guidance	Reduction in staff costs in Education and Children's services related to more automated models of delivering advice and guidance.	Childrens	0	-25	-25	-25	-25	-100	0	0	0	0	0	100	Black	↔	As yet no delivery plan in place for this saving and, due to the lead in time needed to achieve savings through automation, it is unlikely that any savings will be achieved in year.	0
A/R.6.253	LAC Placement Budget Savings	Savings will be delivered through a number of workstreams as well as working to reduce the number of children in care and improve the placement composition between in house and more expensive external placements. Individual pieces of work that are likely to	Childrens	705	-333	-333	-417	-417	-1,500	-512	-680	-147	-105	-1,444	56	Green	↔	On track	0
A/R.6.254	Looked After Children Transport	Increasing efficiency in LAC transport provision by identify high cost cohorts, managing demand and integrating routes.	Childrens	50	0	-20	-40	-40	-100	0	-20	-40	-40	-100	0	Green	↔	On track	0
A/R.6.256	Delivering Greater Impact for Troubled Families	Our multi-agency Together for Families programme will deliver and evidence greater impact for more families and so will receive increase 'payment by results' income from central government.	Childrens	45	0	0	0	0	-150	0	0	-75	-75	-150	0	Green	↑	On track	None
A/R.6.257	Automation - Admissions & Additional Automation Initiatives	Additional automation initiatives currently being explored – although these do relate to service areas (assistive technology, domestic violence, mental health, looked after children, etc) further work needs to be done to see where the automation 'enabler' will release savings and ensure that these are not double counted.	Childrens	0	-25	-25	-25	-25	-100	0	0	0	0	0	100	Black	↔	As yet no delivery plan in place for this saving and, due to the lead in time needed to achieve savings through automation, it is unlikely that any savings will be achieved in year.	0
B/R.6.001	Automation - Icon System Roll Out	Reduction in staff costs relating to Icon (payment system) roll-out.	H&CI	0	0	0	0	0	-50	0	0	0	0	0	50	Black	↔		0
B/R.6.002	P&E Contribution to Mileage Element of Organisational Review Saving	As part of the Organisational Review (C/R.6.102) a cross cutting review of mileage allowances in 2017-18 was undertaken and areas where mileage could be reduced without impacting front line services were identified.	H&CI	0	0	0	0	0	-4	-4	0	0	0	-4	0	Green	↔	On track	0
B/R.6.104	Partner's Contribution to Removing Park and Ride Charges	We plan to remove charges to the public for parking at park and ride sites. In order to deliver this we have agreed additional contributions from our partners which will replace half the lost income from the charges previously in place	E&E	0	0	0	0	0	-600	-600	0	0	0	-600	0	Green	↔	Contribution for half the foregone income has been received from the Greater Cambridgeshire Partnership.	0
B/R.6.105	Ongoing Concessionary Fares Underspend	Due to changes in legislation and the increasing pension age, fewer people are eligible for concessionary bus fares - creating a reduced budget requirement in this area.	E&E	0	0	0	0	0	-400	-400	0	0	0	-400	0	Green	↔	Results from previous years indicates a good degree of confidence that this saving will be achieved, despite the ageing population.	0
B/R.6.207	Highways Service Transformation	Significant savings will be made by the new Highways contract, which started in July 2017, from further integration with our contractor and new ways of working.	H&CI	0	-125	-125	-125	-125	-500	0	0	0	0	0	500	Black	↓	As part of the procurement the contract sought a total of £2.2m saving in year two, comprising a mix of capital and revenue. This £500k is the revenue element and will be delivered through implementation of benefit cards forming part of Skanska's submission. This is not yet being achieved and so is being funded from alternative sources whilst work to lock in the savings goes on. It is anticipated the savings will be achieved next year.	0
B/R.6.208	Library Service Transformation	Changes to make the service financially sustainable and allow reinvestment in the book fund, including income generation and service redesign.	H&CI	98	0	0	0	0	-230	-230	0	0	0	-230	0	Green	↔	The saving will achieved from the generation of additional income, with any initial shortfall being funded by staff vacancy savings.	0
B/R.6.213	Move to full cost recovery for non-statutory highway works	Recharging the cost of officer time, not just the actual cost of work, for privately funded or part privately funded highway works.	H&CI	0	-25	-25	-25	-25	-100	-25	-25	-25	-25	-100	0	Green	↔	A new process was approved in July 2017 and is now in place. This includes an up front £500 admin fee and the recovery of actual cost upon completion of the work.	0
B/R.6.214	Street Lighting - contract synergies	Annual saving from joint contract drafting with partners. This will not lead to any reduction in street lighting provision.	H&CI	0	0	0	0	0	-98	-98	0	0	0	-98	0	Green	↔	This has now been achieved following completion of the synergies work in 17/18.	0
B/R.6.216	Street Lighting - conversion to LED	Saving on energy costs by introducing more energy efficient LED lights where there is a business case to do so.	H&CI	0	0	0	0	0	-95	0	0	-30	-65	-95	0	Green	↔	The deed of variation was signed and the LED stock delivered, with work commencing in April 2018. Work started in quarter 1 but full savings will not be realised until work is completed.	0
B/R.6.217	Redistribution of parking income	Use a greater proportion of on-street parking income to fund highways and transport works as allowed by current legislation.	H&CI	0	0	0	0	0	-500	-500	0	0	0	-500	0	Green	↔	This will take place at the start of the financial year and is a continuation of using the on-street account to fund highway services as per the legislation	0
B/R.6.218	Contract Savings on Signals	Savings from a new contract for signals on the highway, which came into force in 2017, from retendering and energy efficiency.	H&CI	0	0	0	0	0	-100	-25	-25	-25	-25	-100	0	Green	↔	This will be achieved as per the description and profiled across the financial year.	0
B/R.6.219	Consumer information and advice	Trading Standards now have an alternative contract in place for the delivery of consumer information and advice. Previous arrangements are no longer needed.	E&E	0	0	0	0	0	-15	-15	0	0	0	-15	0	Green	↔	On track	0

		Planned £000								Forecast £000										
		4,316	-6,837	-5,927	-5,936	-6,444	-38,317	-16,304	-3,471	-3,202	-6,455	-29,830	8,887							
Reference	Title	Description	Committee	Investment 18-19 £000	Original Phasing - Q1	Original Phasing - Q2	Original Phasing - Q3	Original Phasing - Q4	Original Saving 18-19	Current Forecast Phasing - Q1	Current Forecast Phasing - Q2	Current Forecast Phasing - Q3	Current Forecast Phasing - Q4	Forecast Saving	Variance from Plan £000	RAG	Direction of travel	Forecast Commentary	Links with partner organisations	
B/R.6.302	Renegotiation of the Waste PFI contract.	Major contract re-negotiation to achieve savings.	H&CI	80	0	0	0	0	-1,000	0	0	0	0	-250	-250	750	Red	↓	Anticipated new savings totalling £1.0m are required from the contract re-negotiation although only a part-year may be achieved depending on when the contract is signed. It is assumed the new contract will be signed January 2019, although risks with this.	
C/R.6.101	Shared Arrangements with Peterborough City Council	We are continuing to explore further opportunities to share activities and costs and learn from one another's best practice with Peterborough City Council	GPC	0	0	0	0	0	-300	-75	-69	0	0	0	-144	156	Amber	↔	Savings achieved from Shared Chief Exec, Head of Business Intel and Head of Digital More to follow as opportunities arise	
C/R.6.102	Organisational Review	Review of organisational arrangements in a range of areas - a number of different streams including reviewing spans of management control in service structures, amendments to terms and conditions for staff and managing expenditure on business mileage.	GPC	0	0	0	0	0	-728	-70	0	0	0	-658	-728	0	Green	↔	On track	
C/R.6.105	Automation - Contact Centre, Front Door	Reduction in staff costs in service teams and Contact Centre from review of Customer Front Door across Cambridgeshire and Peterborough.	GPC	0	0	0	0	0	-100	0	-62	0	0	0	-62	38	Amber	↔	£62k permanent saving from contact centre. Remaining £38k in-year underspend in 18/19.	
C/R.6.106	Reduction in costs on Redundancy, Pensions & Injury budget	Reduction in costs on Redundancy, Pensions & Injury budget, held within Corporate Services.	GPC	0	0	0	0	0	-10	0	0	0	0	-10	-10	0	Green	↔	On track	
C/R.6.111	Efficiencies in Procurement Spend under £100k	To review spending below £100,000 in specific areas, with a view to ensuring the best possible contract and commercial terms are in place. This will include whether frameworks, bulk purchasing with other LGSS partners or smarter invoicing should be considered	GPC	0	0	0	0	0	-100	-36	0	-64	0	0	-100	0	Green	↔	£36k achieved from cleaning contract savings. Expecting to be able to use some savings from the Insurance contract for the rest. This saving will be made on larger contracts rather than on procurement under £100k.	
E/R.6.001	PH Contribution to Milage Element of Organisation Review Saving	As part of the Organisational Review (C/R.6.102) a cross cutting review of mileage allowances in 2017-18 was undertaken and areas where mileage could be reduced without impacting front line services were identified.	Health	0	-3	0	0	0	-3	-3	0	0	0	0	-3	0	Green	↔	Mileage saving. Budget reduced at budget prep.	
E/R.6.032	Miscellaneous Public Health Efficiencies	Reduction in public mental health budget of £7k, resulting from removal of non-recurrent set up costs spent in 2017/18 for the adult 'Keep Your Head' website and the post suicide bereavement service. This saving will not result in any reductions to services.	Health	0	-7	0	0	0	-7	-7	0	0	0	0	-7	0	Green	↔	On track	
E/R.6.033	Recommissioning Drug & Alcohol Treatment Services	Savings will be secured through the re-commissioning of the Cambridgeshire Adult Drug and Alcohol Treatment Services, which will enable transformational changes. The Drug and Alcohol Treatment Services are currently commissioned as separate services but from the same provider, and the integration of drug and alcohol services through a planned formal contractual arrangement will afford efficiency savings. The Drugs and Alcohol Joint Strategic Needs Assessment, (2016) indicated changes in needs requiring a new service model. Notably an aging long-term drug using population that enter and re-enter the Service may have complex health and social problems. These clients do not require intensive acute drug treatment services but more cost effective support services to ensure that they have good mental & physical health and other support needs. There will be a focus on recovery using cost-effective peer support models to avoid readmission	Health	0	0	0	-77	-77	-154	0	0	-77	-77	-154	0	0	Green	↔	Will be achieved on retendering of Drug & Alcohol contract from 1st October 2018	
E/R.6.034	Sexual Health Services - Changes to Delivery Model	There are proposals to transform aspects of the model of delivery for sexual health services, firstly through moving to online screening and postal samples for low risk patients who do not have symptoms of infection. Secondly through reviewing the 'hub and spoke' model for sexual health clinics, as many patients prefer to use the 'hubs' and there is low attendance at some 'spoke' clinics. Thirdly through providing oral contraception to low risk patients who are registered with a GP for one year only and then referring back to their GP.	Health	0	-35	-35	-35	-35	-140	-35	-35	-35	-35	-35	-140	0	Green	↔	On track	
E/R.6.035	Integrated behaviour change services - efficiencies	It is proposed that these savings would be made within the commissioned Integrated Lifestyle and Behaviour Change Services, through efficiencies and transformation following the transfer of the CAMQUIT Stop Smoking Service to Everyone Health earlier this year, which would not affect front line services.	Health	0	-84	0	0	0	-84	-84	0	0	0	0	-84	0	Green	↔	On track	
E/R.6.037	Public Health Directorate - In house staff rationalisation	The public health business programmes team is currently undergoing a restructure, to ensure that business management support reflects the integration of the wider public health directorate across Cambridgeshire and Peterborough. This will result in removal of one post with a shared saving across the two authorities. The remainder of the saving will be achieved through a review of pending vacancies and income generation opportunities.	Health	0	-49	0	0	0	-49	-49	0	0	0	0	-49	0	Green	↔	Achieved through restructure.	

				Planned £000						Forecast £000									
				4,316	-6,837	-5,927	-5,936	-6,444	-38,317	-16,304	-3,471	-3,202	-6,455	-29,830	8,887				
Reference	Title	Description	Committee	Investment 18-19 £000	Original Phasing - Q1	Original Phasing - Q2	Original Phasing - Q3	Original Phasing - Q4	Original Saving 18-19	Current Forecast Phasing - Q1	Current Forecast Phasing - Q2	Current Forecast Phasing - Q3	Current Forecast Phasing - Q4	Forecast Saving	Variance from Plan £000	RAG	Direction of travel	Forecast Commentary	Links with partner organisations
E/R.6.038	Decreased demand for Stop Smoking Services	This proposal is for a saving of £28k to be made from stop smoking services. In recent years there have been decreased costs created from a fall in demand for services associated with the use of e-cigarettes and a smaller number of people who smoke in the county. The savings are because GPs and community pharmacists who provide the service are paid for each person they support to stop smoking and in addition an associated reduction in costs of medications which the majority of smokers use when they are making a quit attempt. This funding was originally allocated to an evidence based pilot harm reduction project. This aimed to support smokers from high risk groups in Fenland to quit by extending the period when support was provided for stopping smoking. The pilot however was unable to recruit sufficient numbers of smokers and it was discontinued.	Health	0	-7	-7	-7	-7	-28	-7	-7	-7	-7	-28	0	Green	↔	Saving reliant on fall in demand continuing.	0
F/R.6.001	C&I Contribution to Mileage Element of Organisational Workforce Saving	As part of the Organisational Review (C/R.6.102) a cross cutting review of mileage allowances in 2017-18 was undertaken and areas where mileage could be reduced without impacting front line services were identified.	C&I	0	0	0	0	-3	-3	0	0	0	-3	-3	0	Green	↔	On track	0
F/R.6.108	Energy Efficiency Fund - Repayment of Financing Costs	Savings to be generated from Energy Efficiency Fund capital investment. Element to repay financing costs. Links to capital proposal F/C.2.119	C&I	0	-4	-5	-5	-5	-19	-4	-5	-5	-5	-19	0	Green	↔	Projected savings of £46k are forecast for the year 2018/19.	0
F/R.6.109	Outcome Focussed Review of Property Services Delivery	Savings arising from Outcome Focused Review of property services approaches including: o Generating new income o Sharing teams/function with other partner organisation o Efficiencies within our business processes of the property team o Efficiencies within the annual running cost of our property portfolio	C&I	0	-86	-38	-38	-38	-200	-86	-114	0	0	-200	0	Green	↔	-86k saving funded from increased increased parking charges re Shire Hall car park (est. £126k) exceeding current budget of £40k -114k funded from reduced rates liability for Shire Hall Permanent savings have been made but they are not related to the Outcome Focused Review of Property Services.	0
F/R.6.110	Children's Centres - Building a new service delivery model for Cambridgeshire Communities	We want every child in Cambridgeshire to thrive and will target our prioritised targeted services for vulnerable children and young people. As an integral part of the Early Help Offer, our redesigned services will provide support to families when they really need them. We will provide a range of flexible services that are not restricted to delivery from children's centre buildings, in order to provide access to services when they are needed. We will also work in a more integrated way with partners across the 0-19 Healthy Child Programme, to provide comprehensive targeted support to vulnerable families. All of this will be supported by an effective on line resource tool as part of an improved on line offer for families. The saving will be achieved by re-purposing some existing children's centre buildings and streamlining both our management infrastructure and back office, associated service running and overhead costs. We intend to maintain the current level of front line delivery. A total saving of £900k is planned, with £249k from Buildings and Infrastructure costs. Of the £249k saving, £128k will be attributable to annual running costs of internally managed	C&I	0	-128	0	0	0	-128	-128	0	0	0	-128	0	Green	↔	There has been a delay to a number of buildings, which will delay up to £30k of these savings being met from property/facilities management budgets this year. However, the 2018/19 saving is reported as deliverable because vacancy savings accrued within P&C are to be used as a one-off to offset the pressure. We currently expect to achieve the full saving from buildings from 2019/20 without the need to allocate vacancy savings.	0
G/R.6.004	Capitalisation of interest on borrowing	Through a change in the Council's accounting policy in 2017-18, the cost of borrowing within all schemes will be capitalised. This will help to better reflect the cost of assets when they actually become operational.	GPC	0	0	0	0	0	-319	0	0	0	-319	-319	0	Green	↔	On track	0
A/R.7.101	Early Years subscription package	Proposal to develop Early Years subscription package for trading with settings.	Childrens	0	-4	-4	-4	-4	-16	-4	-4	-4	-4	-16	0	Green	↔	On track	0
A/R.7.110	Learning Disability - Joint Investment with Health Partners in rising demand	Negotiating with the NHS for additional funding through reviewing funding arrangements, with a focus on ensuring Council investment in demand pressures re matched appropriately by the NHS.	Adults	0	-900	0	0	0	-900	-900	0	0	0	-900	0	Green	↔	On track	0
B/R.7.118	Increase on-street parking fees	It is proposed to increase on-street parking fees to encourage visitors to Cambridge to use alternatives such as Park and Ride - the projected income will also therefore increase.	H&CI	0	0	0	0	0	-200	-50	-50	-50	-50	-200	0	Green	↔	H&CI committee has approved an increase to the charges for parking. The saving will be realised across the financial year.	0
B/R.7.119	Improved Bus Lane Enforcement	We are installing more cameras to do more bus lane enforcement to keep traffic moving on our roads. Where people are caught driving in bus lanes we will enforce penalties.	H&CI	0	-100	-100	-100	-100	-400	-100	-100	-100	-100	-400	0	Green	↔	Phase two of the rollout is underway, with new site coming online this year. Income generated will be used to cover the cost of the bus lane enforcement provision, with any surplus reinvested into the upkeep of the public highway and associated assets.	0
B/R.7.120	Highways Development Management - increase income forecast	Increased income from charges made to developers making applications. In previous years we have over achieved on our income forecast so this represents a more realistic forecast of financial impact of existing practice	E&E	0	0	0	0	0	-200	-50	-50	-50	-50	-200	0	Green	↔	Forecast based on increased income achieved in 2017/18, and is therefore a reasonable target. However income is dependent on external factors outside CCC control as it relates to fees paid by developers. For the same reason income is not evenly spread through year.	0
F/R.7.104	County Farms Investment (Viability) - Repayment of Financing Costs	Increase in County Farms rental income resulting from capital investment. Links to capital proposal F/C.2.101.	C&I	0	0	-17	0	-18	-37	0	-17	0	-18	-35	2	Green	↔	On track	0
F/R.7.105	Renewable Energy Soham - Repayment of Financing Costs	Income generation resulting from capital investment in solar farm at Soham. Element to repay financing costs. Links to capital proposal C/C.2.102 in BP 2016-17.	C&I	0	-1	0	0	0	-1	-1	0	0	0	-1	0	Green	↔	On track	0

			Planned £000						Forecast £000										
			4,316	-6,837	-5,927	-5,936	-6,444	-38,317	-16,304	-3,471	-3,202	-6,455	-29,830	8,887					
Reference	Title	Description	Committee	Investment 18-19 £000	Original Phasing - Q1	Original Phasing - Q2	Original Phasing - Q3	Original Phasing - Q4	Original Saving 18-19	Current Forecast Phasing - Q1	Current Forecast Phasing - Q2	Current Forecast Phasing - Q3	Current Forecast Phasing - Q4	Forecast Saving	Variance from Plan £000	RAG	Direction of travel	Forecast Commentary	Links with partner organisations
F/R.7.106	Renewable Energy Soham - Surplus to Repayment of Financing Costs	Income generation resulting from capital investment in solar farm at Soham. Element to surplus to repaying financing costs.	C&I	0	-4	0	0	0	-4	-4	0	0	0	-4	0	Green	↔	On track	0
F/R.7.108	Solar PV - Surplus to Repayment of Financing Costs	Income generation resulting from installation of solar PV at a further 5 CCC non-school sites. Element surplus to repayment of financing costs.	C&I	0	-1	0	0	0	-1	-1	0	0	0	-1	0	Green	↔	On track	0
F/R.7.109	Additional commercial return on the Farms Estate	We will Invest further in our farms estates to achieve additional income from commercial opportunities	C&I	0	0	-200	0	-300	-500	0	-200	0	-300	-500	0	Green	↔	This will come from a combination of additional agricultural rent, anticipated solar farm return and cost savings by capitalising farmhouse refurbishments.	0
F/R.7.110	Commercial Investments	Develop a portfolio of strategic investments which able to provide an income return. Will be developed through commercial research into options available, appropriate balanced portfolio and the extent of risk	C&I	0	0	-1,567	-1,567	-1,566	-4,700	0	0	0	-1,600	-1,600	3,100	Red	↔	First commercial acquisition in place(£38m) and rent receivable, however the full quantity of initial expectations is not expected to be achievable within year 1.	0
F/R.7.111	External Funding	Identifying and leveraging in new external funding to support CCC initiatives. This might come from a range of approaches, e.g. - Advertising - Sponsorship - Lottery - Crowdfunding - Social Finance - Private Investors - Timebanking We also know that our business partners, and especially the Cambridge Ahead group, are keen to invest in Cambridgeshire. They are particularly interested in initiatives which support families (i.e. their staff) or which increase the range of skills in the local workforce, or which have demonstrable social value.	C&I	40	0	0	-80	-120	-200	0	0	-50	-100	-150	50	Amber	↔	The savings should be profiled in the last two quarters (80K and 120K) as the role has only just been approved for recruitment. There are a variety of schemes against this saving with a mix of risk. The lottery was delayed so is the highest risk of non delivery in this year, however alternative funding streams are being identified to replace this income. Rating is therefore amber.	0
F/R.7.112	Reviewing and Repositioning Existing Traded Services	Service Reviews have been initiated in a number of existing traded services areas to identify greater profit potential with different operating models. The reviews cover the existing Outdoor Centres, Professional Centre Services, Education ICT and Cambridgeshire Music Services	C&I	0	-125	-125	-125	-125	-500	0	0	-125	-125	-250	250	Red	↔	Full saving will not be achieved in 2018/19. Service reviews are ongoing which will result in more savings achieved from 2019/20 onwards, however it is likely that 130k of this saving will not be achievable.	0
F/R.7.113	Invest to Save Housing Schemes - Income Generation	The Council is a major landowner in Cambridgeshire and this provides an asset capable of generating both revenue and capital returns. This will require CCC to move from being a seller of sites to being a developer of sites, through a Housing Company. In the future, CCC will operate to make best use of sites with development potential in a co-ordinated and planned manner to develop them for a range of development options, generating capital receipts to support site development and significant revenue and capital income to support services and communities.	C&I	1301	0	-1,408	-1,408	-1,407	-4,223	0	-708	-1,108	-1,107	-3,323	1,300	Red	↔	Loans have been advanced for land acquisition and 23 out of 24 portfolio sales have completed to This Land. There are further loans approved by the Committee around construction and bridging. Interest receivable is limited by the valuation of properties at point of transfer which is itself a factor of progress through the planning process	0

CORPORATE STRATEGY

To: General Purposes Committee

Meeting Date: 27th November 2018

From: Amanda Askham – Director of Business Improvement and Development

Electoral division(s): All

Forward Plan ref: Not applicable **Key decision:** No

Purpose: To provide an overview of the proposed Corporate Strategy 2019-21.

To seek endorsement for the Strategy.

To recommend that the report template for all Committee Reports is updated to reflect the priorities of the Corporate Strategy from March 2019.

Recommendation: The Committee is asked to:

- a) Comment on, endorse and recommend to Full Council to agree the Corporate Strategy 2019 – 2021 as part of the Business Planning process; and
- b) Comment on, endorse and recommend the proposed changes to Committee Reports from March 2019.

<i>Officer contact:</i>		<i>Member contacts:</i>	
Name:	Amanda Askham	Names:	Councillors Count & Hickford
Post:	Director Business Improvement	Post:	Chair/Vice-Chair
Email:	Amanda.Askham@Cambridgeshire.gov.uk	Email:	Steve.Count@cambridgeshire.gov.uk Roger.Hickford@cambridgeshire.gov.uk
Tel:	01223 703565	Tel:	01223 706398

1. BACKGROUND

1.1 Since 2016, Cambridgeshire County Council has been developing an ambitious programme of transformation and has successfully:

- managed finances so that we can invest in the areas that really matter;
- made improvements to the way we work and to the services we provide;
- put community outcomes firmly at the centre of all that we do; and
- tackled the issues we face today alongside developing plans and solutions for the future.

Over the last six months, Members and officers have been working together to develop our 2019-21 Corporate Strategy, which builds on the progress we have made so far and sets out our response to new challenges and opportunities.

The General Purposes Committee had a workshop in October to explore and develop the key themes and is now asked to endorse the new Corporate Strategy 2019-21 and to recommend it to Full Council for approval in February 2019 as part of the Business Planning process.

1.2 The Strategic Framework introduced last year has enable us to respond to increasingly complex challenges – both in funding and demand - and to successfully develop deeper collaboration across public sector, partners and with our communities.

The framework ensures that all of our plans are underpinned by a shared vision for the County and are focused on achieving a number of outcomes for the people of Cambridgeshire. The framework, which is driven by the Corporate Strategy, comprises the following elements:

- A **Corporate Strategy**, describing the Council's long term vision for Cambridgeshire, the outcomes we strive for and our priorities for change.
- A set of ambitious **performance measures** which will be used to hold us to account for improvement across Cambridgeshire.
- The Council's **Business Plan**, which describes how we will commission services to deliver these outcomes within the resources we have.
- A suite of **key strategies** describing a detailed corporate approach to the management of core activities such as finances, workforce, digital services and assets.
- **Service plans**, which describe how each of our directorates work to deliver our business plan objectives, including priorities for delivery as well as transformation and service improvement initiatives.
- The Council's **transformation programme** which brings together our ambitious programme of change to ensure that we have the resources and capacity to deliver at pace.

2. OVERVIEW OF THE CORPORATE STRATEGY 2019-21

2.1 In developing the new Corporate Strategy (**Appendix A**), the working group and Councillors at the General Purposes Committee workshop agreed that it was important that the strategy:

- clearly articulates our ambition;
- honestly acknowledges the challenges we face;
- helps us to make choices;
- allows us both the freedom to innovate and the rigour to evaluate;
- flows through the business.

2.2 Cambridgeshire County Council has put outcomes for citizens at the heart of its strategy and transformation programme for the last three years. This outcomes based approach has focused the organisation on the difference that we make, not just what we do and how well we do it. It has also helped us to bring partners around common purpose and shared ambitions for the citizens of Cambridgeshire.

The 2019-21 Corporate Strategy articulates the three priority outcomes for this period, which are more fully articulated in the strategy document:

A good quality of life for everyone
Thriving places for people to live
The best start for Cambridgeshire's children

2.3 The Strategy also describes a set of priority actions which, when taken together and consistently applied across all of our programmes of change and transformation, should build on each other and focus the energy and resource of the organisation:

- embed a demand management approach across the business;
- develop a range of forward looking data and analytics to guide our choices;
- develop a place based model of practice across all services;
- develop a workforce that works in the ways and places that matter to citizens;
- develop strength and depth in our commercial activity;
- cultivate policy and practice so that citizens are always involved in the design and development of our services; and
- take a system wide and long term view in everything that we do.

2.4 These priority actions have each been allocated an officer lead from either the Strategic Management or Corporate Leadership Team. It is recommended that, if Full Council approves the Corporate Strategy in February 2019, Committee Report templates should be amended to include review by the lead officer for each priority area.

3. ALIGNMENT WITH CORPORATE PRIORITIES

The Strategy is outcomes focused, with these priorities at its core.

3.1 Developing the local economy for the benefit of all

3.2 Helping people live healthy and independent lives

3.3 Supporting and protecting vulnerable people

4. SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

There are no significant implications within this category directly involved with the approval of the Corporate Strategy. However, the strategy does guide the focus of our effort and activity over the next two years.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category directly involved with the approval of the Corporate Strategy.

4.3 Statutory, Legal and Risk Implications

There are no significant implications within this category directly involved with the approval of the Corporate Strategy.

4.4 Equality and Diversity Implications

There is a particular focus in the Corporate Strategy on reducing inequality and designing services with citizens, mandating inclusion of a diverse range of views and voices.

4.5 Engagement and Communications Implications

The Corporate Strategy will be communicated through different channels and to different audiences in a variety of formats. Engaging citizens in the development and design of our business is a priority action and a new methodology for co-production will be developed.

4.6 Localism and Local Member Involvement

Member engagement will be critical to the success of the new Corporate Strategy. Throughout the development of the strategy, Members have championed the needs, priorities and ambitions of local people in their neighbourhoods.

4.7 Public Health Implications

Public Health and population outcomes are key measures in delivery of the priority outcomes for 2019-21 and Public Health are closely involved in the design and delivery of several priority areas.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Chris Malyon
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	N/A
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	N/A
Have the equality and diversity implications been cleared	Yes Amanda Askham
Have any engagement and communication implications been cleared by Communications?	Yes Christine Birchall
Have any localism and Local Member involvement issues been cleared	Yes Amanda Askham
Have any Public Health implications been cleared by Public Health	Yes Liz Robin

Source Documents	Location
DRAFT Corporate Strategy 2019-21	Appendix A

Corporate Strategy 2019 - 2021

Version 1 – November 2018

Contents

Welcome to the Corporate Strategy which sets out the key outcomes, activities and behaviours that the Council will pursue over the next three years.

The audience for this strategy is primarily the Council – its Members, its staff and its partners. Our commitment and aspirations for the next three years will be communicated to the public through a variety of channels and conversations so they know what to expect from us and can hold us to account.

Page 2

Introduction to the Corporate Strategy
The Council's Strategic Framework

Page 3

Context

Page 4

Budget

Page 5

Priority Outcomes

Page 6

Priority Themes
Design Principles

Back cover

Contact details

Introduction

For the last three years, Cambridgeshire County Council has been developing an ambitious programme of transformation, with a determination to improve lives for local people despite an increasingly challenging financial context.

This work has prepared the Council well for the next period of significant challenge and change when the demand for our services is expected to continue to grow, in line with the increasing Cambridgeshire population, and the available funding for our services is set to decrease.

We recognise that we are one organisation in a hugely complicated system, where everyone has a role to play. Building a whole system approach around shared priorities, community outcomes and cost efficiencies is a crucial part of the Council's response to this context and requires a greater degree of collaboration between local public services, providers and with the public than has ever previously been experienced in Local Government.

Through this strategy, the Council's leaders, employees, partners and stakeholders are making a commitment to work together to improve our performance and impact, knowing that the services we provide are making a real difference to the lives of the people living in our communities.

The Council's Strategic Framework

The Council's Strategic Framework ensures that our plans are driven by a shared vision for the county. It is focused on achieving a number of outcomes for the people of Cambridgeshire and comprises the following elements:

- ◆ A **Corporate Strategy**, describing the Council's long term vision for Cambridgeshire, the outcomes we strive for and our priorities for change;
- ◆ A set of ambitious **performance measures** which will be used to hold us to account for improvement across Cambridgeshire;
- ◆ The Council's **Business Plan**, which describes how we will commission services to deliver these outcomes within the resources we have;
- ◆ A suite of **key strategies** describing a detailed corporate approach to the management of core activities such as finances, workforce, digital services and assets;
- ◆ A set of **partnership agreements and action plans** which describe multi-agency approaches to deliver improved outcomes across Cambridgeshire;
- ◆ **Service plans**, which describe how each of our directorates work to deliver our business plan objectives, including priorities for delivery as well as transformation and service improvement initiatives; and
- ◆ The Council's **transformation programme** which brings together our ambitious programme of change to ensure that we have the resources and capacity to deliver at pace.

Context




Cambridgeshire has a population of **644,575**

Assuming population trends continue, the population will reach...




708,000 & **802,000**
by 2021 by 2032

Between 2011 and 2031, the growth in numbers of over 65 year olds is set to far outpace that of under 25 year olds



74.3% **19.6%**



Cambridgeshire has **754** looked after children

and supports **5,862** adults in adult social care



In Cambridgeshire, the percentage of 4-5 year olds with excess weight last year was the lowest in the East of England at **18.5%**



The Council provides a network of **33** libraries and supports local groups and partners to provide a further **12** community libraries



The Council has **61** councillors and employs **5343** staff

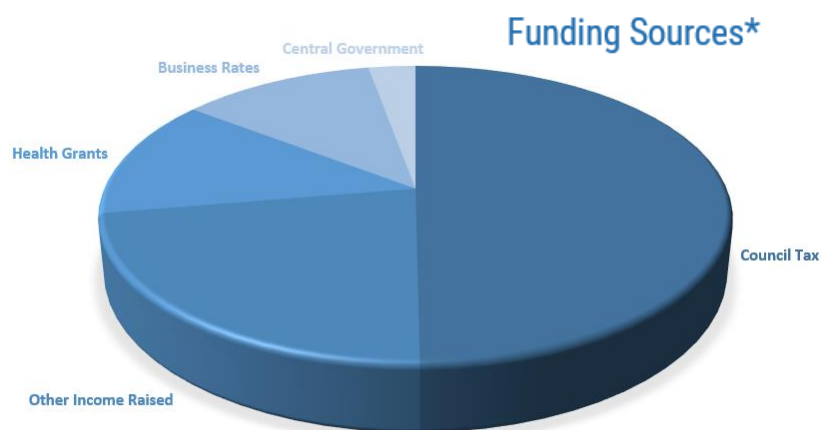


There are over **4,500** miles of roads in the County.



Budget

The current financial conditions faced by every Local Authority are very challenging. The funding for our services comes from **Government grants** and funding raised by the Council through collection of **Council Tax and commercial activity**. Since 2010, successive governments have reduced funding for Local Government in England as part of their efforts to reduce the fiscal deficit and there has been a move away from central government grants towards a greater reliance on locally sourced taxation such as Council Tax and Business Rates.



The sector has done well to manage substantial funding reductions since 2010, but many Local Authorities are now nearing a cliff edge, with growing overspends and reducing reserves. Most services other than adult and children's social care have already been through significant reductions in funding in councils across the Country. This leaves little or no room to find further savings and, even with a concerted effort to generate alternative income streams, this is driving Local Government towards a narrow core offer, increasingly centred on social care.

In Cambridgeshire, the Council has a robust and forward looking approach to financial planning which has allowed us to identify where savings need to be made and where investment is needed. This has helped us to ensure that resources are directed to services that will have the greatest impact in the priority outcomes for Cambridgeshire and that we can continue to offer **services for everyone**.

By focusing on **sustainable transformation** rather than short term service cuts; by **investing in a preventative approach** to demand management and by generating income which is ploughed back into services, the Council has saved £246m since 2010 whilst protecting critical front line services.

Based on our current levels of service and the expected national and local demand trajectory, the Council will need to make another £60m of savings over the next three years and we are **proactively planning** to meet the financial pressures in the years ahead.

*Funding passed directly to schools not included in these figures



Priority Outcomes

Cambridgeshire County Council has put outcomes for citizens at the heart of its strategy and transformation programme for the last three years. This outcomes based approach has focused the organisation on **the difference that we make**, not just what we do and how well we do it. It has also helped us to bring partners around **common purpose and shared ambitions** for the citizens of Cambridgeshire. The 2019-21 Corporate Strategy prioritises three outcomes for this period:

Priority Outcomes for Cambridgeshire Citizens		
A good quality of life for everyone	Thriving places for people to live	The best start for Cambridgeshire's children
<ul style="list-style-type: none"> ◆ Keeping vulnerable people safe in a way that draws on their own strengths and those of their communities. ◆ Nurturing healthily communities that have access to resources that enable them to support themselves, connect with others and become sustainable. ◆ Improving social and economic equality so that life expectancy, opportunity and social mobility are not determined by wealth or background. ◆ Encouraging and supporting people to choose healthy lifestyles to prevent problems in later life - focusing our help on those communities most at risk of poor health outcomes. ◆ Using our public assets wisely and raising money in a fair and businesslike way to generate social return for all citizens of Cambridgeshire. 	<ul style="list-style-type: none"> ◆ Growing financial and social capital place-by-place by stewarding local resources including public, private and voluntary contribution. ◆ Continuing to invest in the environment, infrastructure and services that are a vital part of everyday life for everyone in the county and for a thriving local economy. ◆ Putting more choice and more independence directly into the hands of individuals and communities. ◆ Working with District and Parish Councils, Public Sector Partners and other community organisations to provide local services which build supportive, resilient communities and great places to live. 	<ul style="list-style-type: none"> ◆ Focusing on what happens to children in their earliest years as the key to influencing positive outcomes in adult life. ◆ Working with children, their families and carers to develop positive attitudes to learning and health and wellbeing. ◆ Joining services across health, education and social care to address social inequalities in our most deprived communities. ◆ Intervening early and effectively to support and safeguard vulnerable children, young people and their families. ◆ Increasing stability in placements for children in care. ◆ Providing ongoing support for care leavers to help achieve positive educational outcomes and access to quality work opportunities.

Themes and Design Principles

A set of strategic delivery themes has been developed which, when taken together and consistently applied across all of our programmes of change and transformation, should build on each other and focus the energy and resource of the organisation on delivering our priority outcomes. These themes are underpinned by our Council wide design principles and each has its own leader and action plan.

Corporate Strategy themes						
Embedding a demand management approach across the business	Developing a range of forward looking data and insight to guide our choices	Developing a place based model of practice across all services	Developing a workforce that works in the ways and places that matter to citizens	Developing strength and depth in our commercial activity	Cultivating policy and practice so that citizens are always involved in the design and development of our services	Taking a system wide and long term view in everything that we do.
Council-wide design principles						
Meeting need in a way that improves the quality of life and reduces inequalities	Focusing on communities and places	Being business like and commercial	Working for the system in partnership	Committed to continuous learning and improvement	Focused on modern, automated and lean delivery	

The Corporate Strategy, its themes and design principles have been developed in consultation with Members, lead officers, our partners and communities. The strategy is intended to foster an innovative culture where continuous improvement is everyone's responsibility. It builds on good practice and strong leadership and develops approaches we have been testing and refining over the last two years.

We hope the ambition and themes are inclusive and engaging and this strategy encourages leaders, employees, partners, stakeholders and customers across Cambridgeshire to participate in the important work of public service.

We welcome any feedback, offers of collaboration or ideas for improvement to Transformation.Team@Cambridgeshire.gov.uk Thank you.



DRAFT 2019-20 CAPITAL PROGRAMME AND CAPITAL PRIORITISATION

To: General Purposes Committee

Meeting Date: 27th November 2018

From: Chief Finance Officer

Electoral division(s): All

Forward Plan ref: Not applicable **Key decision:** No

Purpose: This report provides the Committee with an overview of the full draft Business Plan Capital Programme and results from the capital prioritisation process.

Recommendation: It is requested that the Committee:

- a) Note the overview and context provided for the 2019-20 Capital Programme;
- b) Note and comment on the results of the capital prioritisation process, taking into consideration the most up to date estimations for financing costs and the overall revenue position; and
- c) Comment on the draft proposals for the full 2019-20 Capital Programme and endorse their development.

<i>Officer contact:</i>		<i>Member contacts:</i>	
Name:	Chris Malyon	Names:	Councillors Count & Hickford
Post:	Chief Finance Officer	Post:	Chair/Vice-Chair
Email:	chris.malyon@cambridgeshire.gov.uk	Email:	Steve.Count@cambridgeshire.gov.uk Roger.Hickford@cambridgeshire.gov.uk
Tel:	01223 699796	Tel:	01223 706398

1. CAPITAL STRATEGY

- 1.1 The Council strives to achieve its vision through delivery of its Business Plan. To assist in delivering the Plan the Council needs to provide, maintain and update long term assets (often referred to as 'fixed assets'), which are defined as those that have an economic life of more than one year. Expenditure on these long term assets is categorised as capital expenditure, and is detailed within the Capital Programme for the Council.
- 1.2 Each year the Council adopts a ten year rolling capital programme as part of the Business Plan. The very nature of capital planning necessitates alteration and refinement to proposals and funding during the planning period; therefore whilst the early years of the Business Plan provide robust, detailed estimates of schemes, the later years only provide indicative forecasts of the likely infrastructure needs and revenue streams for the Council.
- 1.3 This report forms part of the process set out in the Capital Strategy whereby the Council updates, alters and refines its capital planning over an extended planning period. New schemes have been developed by Services and all existing schemes have been reviewed and updated as required before being presented to the Capital Programme Board and subsequently Service Committees in September for further review and development.
- 1.4 An Investment Appraisal of each capital scheme (excluding committed schemes and schemes with 100% ring-fenced funding) has also been undertaken / revised in order to determine a prioritisation score. This score allows schemes within and across all Services to be ranked and prioritised against each other, in light of the finite resources available to fund the overall Programme and in order to ensure the schemes included within the Programme are aligned to assist the Council with achieving its outcomes.

2. DEVELOPMENT OF THE 2019-20 CAPITAL PROGRAMME

- 2.1 Service Capital Programmes have been reviewed individually by Service Committees in October, alongside the addition, revision and update of schemes. Once the prioritisation of schemes across the whole programme has been reviewed by GPC as part of this report, firm capital and revenue spending plans will be considered by Service Committees in December, before GPC also review the final overall programme in December. In particular, GPC will review the overall levels of borrowing and financing costs, before recommending the programme in January as part of the overarching Business Plan for Full Council to consider in February.
- 2.2 All capital schemes are funded using capital resources or borrowing, as this is the most financially sensible option for the Council due to the ability to borrow money for capital schemes and defray the cost of that expenditure to the Council over the life of the asset. Therefore any Invest to Save or Earn schemes will continue to be funded over time by the revenue payback they produce via savings or increased income; this means the Transformation Fund can be prioritised towards revenue investment.
- 2.3 Feedback from Services Committees in October required the following actions:
 - Highways and Community Infrastructure (H&CI) Committee noted that in-depth analysis to facilitate informed decision making in future is required with respect to the Highways Maintenance £90m expenditure (ending in 2022-23), as it is unsustainable in the long-term to fund highways maintenance expenditure via borrowing. A one-page summary on this issue will be circulated to Members before the next H&CI Committee meeting. More recently as part of the Autumn Budget, the Government has announced additional funding for road maintenance; the implications of this for Cambridgeshire are currently being assessed.

- H&CI Committee discussed the Community Hub schemes in relation to the minimal investment in workspaces and digital access that is required to turn these into touchdown facilities. This information will also be circulated to Committee.
- The St Ives Eastfield/Westfield/Wheatfields scheme was excluded from Children and Young People (CYP) Committee's endorsement of the development of the CYP programme, as a separate paper was to be taken to CYP committee in November regarding this scheme. A decision about the scheme was deferred again to December Committee, where a more thorough review will be undertaken (in conjunction with some other CYP schemes, including Spring Common, detailed below). In the meantime, the scheme remains in the programme as it was originally calculated.
- CYP Committee requested further sufficiency work to be carried out regarding the Spring Common Special School scheme in order to determine whether this scheme should be brought back into the programme.

2.4 There are several schemes in progress where work is underway to develop the scheme, however they are either not sufficiently far enough forward to be able to include any capital estimate within the Business Plan, or a draft set of figures have been included but they are, at this stage, highly indicative. The following are the main schemes that this applies to:

- The Adults Committee first considered the Older People's Accommodation Strategy in 2016, and in September 2017 agreed a blended approach for increasing capacity for residential/nursing care. One element of this was to procure an increase in capacity through a number of new build sites, which has potential for implications for the Council's capital plans through provision of land or other assets, or involvement with construction. The Council is engaged with health partners on these challenges, to maximise a 'one public estate' approach. A strategic dialogue tender process is currently underway to appoint a partner for the operation and delivery of this project.
- The Council, in cooperation with health partners, is reviewing the care that is provided to service-users with learning disabilities, particular those placed out-of-county due to lack of suitable local provision. One option being considered is the acquisition of land and/or buildings that could provide bespoke services to groups of individuals with high needs reducing the need to source high-cost residential placements while improving outcomes. This would have an impact on the Council's capital plans through provision of land or other assets, or involvement with construction. This will only be done where the new provision is more cost-effective than current arrangements.
- The Cambs 2020 project is moving forward with pace; one element of this project relates to the Shire Hall Relocation capital scheme where the Council is looking to change ways of working and move out of its current premises. However, there is still significant work to be undertaken to determine the capital investment required to enable the Hub and Spokes model to be implemented, as well as the revenue impacts of the project. The revised phasing and cost for the relocation element of the project has been reviewed by C&I Committee in November and has been included within the figures in this report.
- The St Ives Eastfield/Westfield/Wheatfields scheme has been increased within the programme in support of the provision of an all-through primary school; however as already noted this proposal is due to be reviewed individually by CYP committee again in December, and will be amended accordingly once this has taken place.

3. REVENUE IMPLICATIONS

3.1 All capital schemes can have a potential two-fold impact on the revenue position, relating to the cost of borrowing through interest payments and repayment of principal and the ongoing revenue costs or benefits of the scheme. Conversely, not undertaking schemes can also have

an impact via needing to provide alternative solutions, such as Home to School Transport (e.g. transporting children to schools with capacity rather than investing in capacity in oversubscribed areas).

- 3.2 The Council is required by the Chartered Institute of Public Finance and Accountancy's (CIPFA's) Prudential Code for Capital Finance in Local Authorities 2017 to ensure that it undertakes borrowing in an affordable and sustainable manner. In order to ensure that it achieves this, GPC recommends an advisory limit on the annual financing costs of borrowing (debt charges) over the life of the Plan. In order to afford a degree of flexibility from year to year, changes to the phasing of the limit is allowed within any three-year block (the next block starts in 2018-19), so long as the aggregate limit remains unchanged.
- 3.3 For the 2019-20 Business Plan, GPC has agreed as part of the Capital Strategy paper that went to September committee that this should equate to the level of revenue debt charges as set out in the 2014-15 Business Plan and then limited to around £39m annually from 2019-20 onwards (restated to take into account the change to the Minimum Revenue Policy agreed by GPC in February 2016).

4. SUMMARY OF THE DRAFT CAPITAL PROGRAMME

- 4.1 Following on from September service committees, the revised draft Capital Programme is as follows (please see **Appendix A** for the full programme):

Service Block	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000	Later Yrs £'000
People and Communities	125,124	90,657	69,727	66,713	50,316	52,085
Place and Economy	44,941	25,953	19,352	18,768	15,114	16,800
Commercial and Investment	85,503	32,801	954	800	800	4,000
Corporate and Managed Services	5,458	2,514	2,294	-	-	-
Total	261,026	151,925	92,327	86,281	66,230	72,885

- 4.2 This is anticipated to be funded by the following resources:

Funding Source	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000	Later Yrs £'000
Grants	36,569	48,520	37,053	37,078	32,754	43,134
Contributions	54,150	28,105	40,051	33,264	10,848	170,899
Capital Receipts	47,688	5,098	6,493	500	500	2,000
Borrowing	81,488	71,999	22,821	17,479	22,378	1,430
Borrowing (Repayable)*	41,131	-1,797	-14,091	-2,040	-250	-144,578
Total	261,026	151,925	92,327	86,281	66,230	72,885

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

4.3 The following table shows how each Service's borrowing position has changed since the 2018-19 Capital Programme was set:

Service Block	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000	Later Yrs £'000
People and Communities	14,437	15,978	1,668	8,743	8,727	1,202
Place and Economy	1,624	2,097	335	-2,563	-4,396	3,911
Corporate and Managed Services	2,431	-459	-459	-	-	-
Commercial and Investment Committee	7,170	44,750	-11,097	2,706	1,838	19,970
Corporate and Managed Services – relating to general capital receipts	-	-	-	-	-	-
Total	25,662	62,366	-9,553	8,886	6,169	25,083

4.4 The table below categorises the reasons for these changes:

Reasons for change in borrowing	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000	Later Yrs £'000
New	15,590	32,018	-4,577	370	2,750	15,590
Removed/Ended	-1,327	-150	-1,601	-2,800	-2,059	-1,327
Minor Changes/Rephasing*	31,138	16,758	-10,943	1,341	2,188	31,138
Increased Cost (includes rephasing)	-6,383	38,926	14,339	13,675	14,074	-6,383
Reduced Cost (includes rephasing)	0	0	0	0	-4,000	0
Change to other funding (includes rephasing)	237	-14,756	-3,868	-796	-2,222	237
Variation Budget	-13,593	-10,430	-2,903	-2,904	-4,562	-13,593
Total	25,662	62,366	-9,553	8,886	6,169	25,662

*This does not off-set to zero across the years because the rephasing also relates to pre-2019-20.

4.5 In addition to rephasing, the main changes to borrowing relate to (this includes any costs incurred pre-2019-20):

New schemes

- Six school schemes, at a total borrowing cost of £14.6m, to respond to anticipated demand for new school places
- Four energy schemes at a cost of £30.1m, which are expected to generate a total net income of £30m over the life of the scheme (25 years)
- A new Children's Services IT system at a total cost of £2.5m

Removed schemes

- Three school schemes, at a total borrowing cost of £7.1m, to reflect where need is now required
- Removal of Soham Station, at a total borrowing cost of £5.0m, as this is being delivered by the Cambridgeshire and Peterborough Combined Authority

Increased cost of schemes

- Increased borrowing costs of £56.5m for 13 school schemes, including £7.2m for St Ives Eastfield/Westfield/Wheatfields, £15.8m for new secondary capacity to serve Wisbech and £19.0m for Cambourne West secondary

Change in funding:

- Additional Basic Need funding for 2020-21 of £13.6m over the Council's original forecast, which reduces borrowing by the same amount

4.6 Since the October committees, there has been some movement regarding the levels of borrowing included within the above figures, mainly relating to:

- Change in phasing, and therefore funding profile, for:
 - Connecting Cambridgeshire
 - Community Hubs - East Barnwell
 - CPSN Replacement
 - Smart Energy Grid Demonstrator scheme at the St Ives Park and Ride
 - Babraham and Trumpington Smart Energy Grids
 - Stanground and Woodston Closed Landfill Energy Projects
- Additional costs of £1.8m and revised phasing for the Shire Hall Relocation scheme
- Minor changes/rephasing of school schemes

4.7 The revised levels of borrowing result in the following overall levels of financing costs:

Financing Costs	2019-20 £'000	2020-21 £'000	2021-22 £'000	2022-23 £'000	2023-24 £'000
2018-19 agreed BP	29.0	34.7	36.7	38.5	-
2019-20 draft BP	28.3	34.4	39.1	40.8	42.6
CHANGE (+) increase / (-) decrease	-0.6	-0.3	2.4	2.3	42.6

**This is a large increase due to having a new year 5 (i.e. there was no budget for 2023-24 in the 2018-19 BP).*

4.8 Financing costs have decreased in 2019-20 and 2020-21, despite an increase in the levels of borrowing forecast in those years, due to a reset of the financing costs model. This has taken into account revised levels of forecast spend for both the latter period of 2017-18 and current forecasts for 2018-19, as well as updated projections on levels of internal cash balances held by the Council and also expectations regarding future interest rates.

4.9 Invest to Save / Earn schemes are excluded from the advisory financing costs limit – the following table therefore compares revised net financing costs excluding these schemes. In order to afford a degree of flexibility from year to year, the limit is reviewed over a three-year period – based on the revised programme, the advisory limit is not exceeded for either of these 3 year blocks.

Financing Costs	2018-19 £m	2019-20 £m	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m
2019-20 draft BP (net figures excluding Invest to Save / Earn schemes)	23.9	27.0	32.2	36.0	37.9	39.7
Recommend limit	37.9	38.6	39.2	39.7	40.3	40.8
HEADROOM	-14.0	-11.6	-7.0	-3.7	-2.4	-1.2
Recommend limit (3 years)	115.7			120.8		
HEADROOM (3 years)	-32.6			-7.3		

- 4.10 Whilst the limit has not been exceeded, the Business Plan is still under review and as such adjustments to schemes and phasing will continue over the next month.

5. CAPITAL PRIORITISATION

- 5.1 An Investment Appraisal of each capital scheme (excluding schemes with 100% ring-fenced funding) is undertaken / revised as part of the Investment Proposal, which allows the scheme to be scored against a weighted set of criteria such as strategic fit, business continuity, joint working, investment payback and resource use (see **Appendix B** for criteria). Schemes that are already committed (i.e. where the asset is already part constructed, or we have entered into a commitment to incur expenditure) are not subsequently scored; nor are schemes that are fully funded by non-borrowing resources.
- 5.2 This process allows schemes within and across all Services to be ranked and prioritised against each other, in light of the finite resources available to fund the overall Programme and in order to ensure the schemes included within the Programme are aligned to assist the Council with achieving its targeted outcomes. A summary of results for all scored schemes (excludes committed and fully funded schemes) is included in **Appendix B**.
- 5.3 It should be noted that it is difficult to score many of the school schemes for use of non-borrowing funding, as the allocation of Basic Need / Capital Maintenance grants and prudential borrowing is often arbitrary and could in theory be moved around.
- 5.4 The table below ranks the scored schemes in order of priority, and provides detail of cost and borrowing figures. For further detail on flexibility of timing of spend or alternative methods of delivery (which is particularly helpful with regard to assessing the school schemes) please see the full table in **Appendix C**.

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000
70	Invest to Save	C&I	F/C.2.240	Housing Schemes	148,172	4,655
61	Statutory	P&C	A/C.01.067	WING Development - Cambridge	9,850	-
56	Statutory	P&C	A/C.02.015	Sir Harry Smith	5,000	-
54	Statutory	P&C	A/C.01.043	Littleport 3rd primary	5,300	596
54	Statutory	P&C	A/C.01.050	March new primary	8,770	230
54	Statutory	P&C	A/C.01.052	NIAB 2nd primary	11,900	430

54	Statutory	P&C	A/C.05.001	School Condition, Maintenance & Suitability	24,350	-
53	Statutory	P&C	A/C.08.007	Samuel Pepys	3,600	2,188
52	Statutory	P&C	A/C.05.002	Kitchen Ventilation	1,650	240
52	Other	P&E	B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)	78,700	73,768
51	Statutory	P&C	A/C.01.068	St Philips Primary School	3,500	790
51	Invest to Save	C&I	F/C.2.119	Babraham Smart Energy Grid	11,399	11,399
51	Invest to Save	C&I	F/C.2.120	Trumpington Smart Energy Grid	6,969	6,969
50	Statutory	P&C	A/C.08.006	Highfields Phase 2	6,870	5,637
49	Statutory	P&C	A/C.02.013	St. Neots secondary	11,130	700
49	Statutory	P&C	A/C.10.001	Temporary Accommodation	12,500	7,520
49	Statutory	P&C	A/C.12.005	Integrated Community Equipment Service	13,000	13,000
48	Statutory	P&C	A/C.02.012	Cromwell Community College	8,320	2,980
48	Invest to Save	C&I	F/C.2.114	MAC Joint Highways Depot	5,198	398
45	Statutory	P&C	A/C.02.011	New secondary capacity to serve Wisbech	38,800	34,846
45	Statutory	P&C	A/C.02.016	Cambourne West secondary	38,500	23,690
45	Statutory	P&C	A/C.08.003	SEN Pupil Adaptations	600	600
44	Statutory	P&C	A/C.01.040	Ermine Street, Alconbury, Phase 2	3,350	-
44	Statutory	P&C	A/C.01.044	Loves Farm primary, St Neots	11,660	10,156
44	Statutory	P&C	A/C.01.049	Northstowe 2nd primary	11,590	-
44	Statutory	P&C	A/C.01.056	Alconbury Weald 2nd primary	11,750	-
44	Statutory	P&C	A/C.01.066	Bassingbourn Primary	3,050	2,883
44	Statutory	P&E	B/C.5.012	Waste - Household Recycling Centre (HRC) Improvements	8,183	5,580
43	Statutory	P&C	A/C.01.051	Wisbech new primary	8,940	4,458
43	Invest to Save	C&I	F/C.2.116	Shire Hall Relocation	18,326	18,326
43	Invest to Save	C&I	F/C.2.121	Stanground Closed Landfill Energy Project	9,745	9,745
43	Invest to Save	C&I	F/C.2.122	Woodston Closed Landfill Energy Project	2,526	2,526
42	Statutory	P&C	A/C.01.046	Sawston Primary	2,460	2,401
42	Statutory	P&C	A/C.01.057	Northstowe 3rd primary	11,900	-
42	Statutory	P&C	A/C.01.069	Caldecote Primary	3,890	2,898
36	Statutory	P&C	A/C.02.014	Northstowe secondary, phase 2	11,860	8,690

35	Other	CS	C/C.2.006	CPSN Replacement	5,500	5,500
35	Other	C&I	F/C.2.111	Shire Hall	5,439	3,016
34	Other	P&C	A/C.09.001	Site Acquisition, Development, Analysis and Investigations	600	500
34	Other	P&E	B/C.6.108	New Community Hub/ Library Service Provision Darwin Green	340	41
32	Statutory	P&C	A/C.08.004	Replacement Pilgrim Pupil Referral Unit - Medical Provision	4,000	4,000
29	Other	CS	C/C.1.005	Children's Services IT System	2,545	2,545
28	Other	C&I	F/C.2.109	Community Hubs - East Barnwell	1,950	1,659
28	Other	C&I	F/C.2.112	Building Maintenance	6,000	6,000
26	Invest to Save	C&I	F/C.2.101	County Farms investment (Viability)	3,000	3,000
25	Statutory	P&C	A/C.04.007	William Westley	351	351
25	Other	C&I	F/C.2.103	Local Plans - representations	1,000	1,000
21	Other	P&C	A/C.12.002	Enhanced Frontline in Adult Social Care	635	635
21	Invest to Save	CS	C/C.1.003	Citizen First, Digital First	3,546	3,546
20	Other	CS	C/C.3.001	Capitalisation of Transformation Team	6,465	-
16	Other	P&E	B/C.6.112	Open access & touchdown facilities	567	567
14	Invest to Save	P&E	B/C.5.029	Energy Efficiency Fund	1,000	1,000
12	Other	P&C	A/C.11.001	Children's Minor Works and Adaptions	75	75
12	Other	P&E	B/C.6.113	Library Service Transformation mixed model provision	148	148
12	Other	CS	C/C.3.002	Capitalisation of Redundancies	5,000	-

6. NEXT STEPS

6.1 The following amendments are expected to be made before the Service Capital Programmes are presented to Service committees again in December:

- Updates to the forecast general capital receipts figures
- Updated capitalisation of interest figures

7. ALIGNMENT WITH CORPORATE PRIORITIES

7.1 Developing the local economy for the benefit of all

For detail on significant implications within this category, please see the September Service Committee reports.

7.2 Helping people live healthy and independent lives

For detail on significant implications within this category, please see the September Service Committee reports.

7.3 Supporting and protecting vulnerable people

For detail on significant implications within this category, please see the September Service Committee reports.

8. SIGNIFICANT IMPLICATIONS

8.1 Resource Implications

The report above is entirely concerned with resource issues and the significant implications are included throughout the report.

8.2 Procurement/Contractual/Council Contract Procedure Rules Implications

For detail on significant implications within this category, please see the October Service Committee reports.

8.3 Statutory, Risk and Legal Implications

For detail on significant implications within this category, please see the October Service Committee reports.

8.4 Equality and Diversity Implications

There are no significant implications within this category.

8.5 Engagement and Consultation Implications

The significant engagement and consultation implications will be addressed as part of the overarching Business Planning Process.

8.6 Localism and Local Member Involvement

There are no significant implications within this category.

8.7 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Tom Kelly
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?	N/A
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	N/A
Are there any Equality and Diversity implications?	N/A
Have any engagement and communication implications been cleared by Communications?	N/A
Are there any Localism and Local Member involvement issues?	N/A
Have any Public Health implications been cleared by Public Health	N/A

Source Documents	Location
2018-19 Business Plan	https://www.cambridgeshire.gov.uk/council/finance-and-budget/business-plans/
October 2018 Service Committee reports;	
General Purposes Committee	https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/911/Committee/2/Default.aspx
Adults Committee	https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/803/Committee/3/Default.aspx
Children and Young People Committee	https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/831/Committee/4/Default.aspx
Economy and Environment Committee	https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/867/Committee/5/Default.aspx
Highways and Community Infrastructure Committee	https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/781/Committee/7/Default.aspx
Commercial & Investment Committee	https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/769/Committee/31/Default.aspx

Appendix A

Section 3 - A: People and Communities

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000
Ongoing	19,770	-	-6,043	-1,022	1,776	2,116	-244	23,187
Committed Schemes	414,704	213,033	94,142	51,598	43,326	9,837	2,655	113
2018-2019 Starts	38,500	160	270	390	550	24,600	12,000	530
2019-2020 Starts	98,260	2,979	36,695	39,251	15,255	3,925	155	-
2020-2021 Starts	3,500	10	60	180	2,300	900	50	-
2021-2022 Starts	15,480	10	-	10	500	8,150	5,700	1,110
2022-2023 Starts	27,341	1	-	-	1,020	13,185	12,710	425
2023-2024 Starts	29,460	-	-	250	5,000	4,000	16,790	3,420
2024-2025 Starts	23,800	-	-	-	-	-	500	23,300
TOTAL BUDGET	670,815	216,193	125,124	90,657	69,727	66,713	50,316	52,085

Summary of Schemes by Category	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000
Basic Need - Primary	273,604	99,629	50,972	27,105	24,792	18,631	24,645	27,830
Basic Need - Secondary	321,128	97,676	64,254	50,245	41,591	45,117	21,305	940
Basic Need - Early Years	5,718	5,518	100	100	-	-	-	-
Adaptations	20,619	5,473	6,477	7,800	350	204	300	15
Condition & Maintenance	26,000	1,000	2,500	2,500	2,500	2,500	2,500	12,500
Building Schools for the Future	-	-	-	-	-	-	-	-
Schools Managed Capital	10,050	-	1,005	1,005	1,005	1,005	1,005	5,025
Specialist Provision	20,128	5,388	6,270	3,900	350	370	3,850	-
Site Acquisition & Development	600	-	150	150	150	150	-	-
Temporary Accommodation	12,500	-	1,500	1,500	1,500	1,500	1,500	5,000
Children Support Services	2,575	-	275	275	275	250	250	1,250
Adult Social Care	30,095	-	5,565	5,565	5,565	5,600	1,300	6,500
Capital Programme Variation	-52,202	1,509	-13,944	-9,488	-8,351	-8,614	-6,339	-6,975
Corporate Services	-	-	-	-	-	-	-	-
TOTAL BUDGET	670,815	216,193	125,124	90,657	69,727	66,713	50,316	52,085

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	Committee
A/C.01	Basic Need - Primary												
A/C.01.018	Pathfinder Primary, Northstowe	New 3 form entry school with 52 Early Years provision: £8,300k Basic Need requirement 630 places £1,500k Early Years Basic Need 52 places £1,500k Community facilities - Children's Centre		Committed	11,301	11,231	70	-	-	-	-	-	C&YP
A/C.01.020	Godmanchester Bridge, (Bearscoft Development)	New 2 form entry school with 52 Early Years provision: £7,148k Basic Need requirement 420 places £2,102k Early Years Basic Need 52 places		Committed	9,250	9,076	174	-	-	-	-	-	C&YP

Appendix A

Section 3 - A: People and Communities

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
A/C.01.021	North West Cambridge (NIAB site) primary	New 2 form entry school with 52 Early Years provision: £8,874k Basic Need requirement 420 places £1,700k Early Years Basic Need 52 places £1,200k Community facilities - Children's Centre		Committed	11,774	635	-	6,900	4,000	239	-	-	C&YP
A/C.01.024	Clay Farm / Showground primary, Cambridge	New 3 form entry school with 52 Early Years provision: £10,300k Basic Need requirement 630 places £1,700k Early Years Basic Need 52 places		Committed	12,000	11,836	164	-	-	-	-	-	C&YP
A/C.01.025	Fordham Primary	Expansion from 1 to 2 form entry school / replacement of temporary buildings: £4,125k Basic Need requirement 210 places		Committed	4,125	4,018	107	-	-	-	-	-	C&YP
A/C.01.026	Little Paxton Primary	Expansion from 1 to 2 form entry school / replacement of temporary buildings: £3,350k Basic Need requirement 210 places		Committed	3,350	3,330	20	-	-	-	-	-	C&YP
A/C.01.027	Ramnoth Primary, Wisbech	Expansion of 12 classrooms: £7,340k Basic Need requirement 300 places		Committed	7,341	7,117	224	-	-	-	-	-	C&YP
A/C.01.028	Fulbourn Phase 2	Expansion of 4 classrooms: £6,950k Basic Need requirement 120 places		Committed	6,950	6,557	293	100	-	-	-	-	C&YP
A/C.01.029	Sawtry Infants	Expansion of 3 classrooms with 26 Early Years provision: £3,911k Basic Need requirement 90 places £1,600k Early Years Basic Need 26 places		Committed	5,511	2,122	2,500	750	139	-	-	-	C&YP
A/C.01.030	Sawtry Junior	Extension of 4 classrooms to complete 1 form entry expansion: £3,214k Basic Need requirement 120 places		Committed	3,214	300	2,100	700	114	-	-	-	C&YP
A/C.01.031	Hatton Park, Longstanton	Expansion of 1 form of entry: £5,080k Basic Need requirement 210 places		Committed	5,080	5,017	63	-	-	-	-	-	C&YP
A/C.01.032	Meldreth	Expansion to 1 form of entry: £2,250k Basic Need requirement		Committed	2,250	2,213	37	-	-	-	-	-	C&YP
A/C.01.034	St Neots, Wintringham Park	New 3 form entry school with 78 Early Years provision: £11,210k Basic Need requirement 630 places £2,640k Early Years Basic Need 78 places		Committed	14,268	646	9,000	4,000	400	222	-	-	C&YP
A/C.01.035	The Shade Primary, Soham	Expansion of 2 forms of entry (Phase 2): £2,560k Basic Need requirement 210 places		Committed	2,560	2,554	6	-	-	-	-	-	C&YP
A/C.01.036	Pendragon, Papworth	Expansion of 0.5 form of entry: £3,500 Basic Need requirement		Committed	3,500	-	-	-	150	1,900	1,450	-	C&YP
A/C.01.037	Chatteris New School	New 1 form of entry School with 26 Early Years places: £6,155k Basic Need requirement 210 places £ 825k Early Years		Committed	6,980	272	4,600	1,900	208	-	-	-	C&YP
A/C.01.038	Westwood Primary, March, Phase 2	Expansion from 3 to 4 form entry school: £3,241k Basic Need requirement 120 places		Committed	3,241	3,177	64	-	-	-	-	-	C&YP
A/C.01.039	Wyton Primary	New replacement 1.5 form entry school: £9,226k Basic Need requirement 315 places		Committed	9,226	8,640	400	186	-	-	-	-	C&YP
A/C.01.040	Ermine Street, Alconbury, Phase 2	Expansion to 3 form entry school (Phase 2): £3,350k Basic Need requirement 210 places		2019-20	3,350	-	150	1,800	1,300	100	-	-	C&YP

Appendix A

Section 3 - A: People and Communities

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
A/C.01.041	Barrington	Expansion to 1 form of entry: £3,090k Basic Need requirement		Committed	3,090	1,112	1,800	178	-	-	-	-	C&YP
A/C.01.043	Littleport 3rd primary	New 1 form entry school (with 2 form entry infrastructure) (Phase 1): £4,350k Basic Need requirement 210 places £ 950k Early Years Basic Need 26 places		2019-20	5,300	-	180	3,400	1,600	120	-	-	C&YP
A/C.01.044	Loves Farm primary, St Neots	New 2 form entry school: £11,660k Basic Need requirement 420 places		2019-20	11,660	5	100	200	8,200	3,000	155	-	C&YP
A/C.01.045	Melbourn Primary	Expansion of 4 classrooms, hall and refurbishment: £4,441k Basic Need requirement 60 places		Committed	4,441	4,247	194	-	-	-	-	-	C&YP
A/C.01.046	Sawston Primary	Extension of 4 classrooms to complete 1 form entry expansion: £2,460k Basic Need requirement 120 places		2019-20	2,460	959	1,400	101	-	-	-	-	C&YP
A/C.01.048	Histon Additional Places	Expansion of 1 form of entry within Histon area: £17,171k Basic Need requirement 210 places		Committed	17,171	7,142	6,859	2,900	270	-	-	-	C&YP
A/C.01.049	Northstowe 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: £10,330k Basic Need requirement 420 places £1,260k Early Years Basic Need 52 places		2021-22	11,590	-	-	10	400	8,000	3,000	180	C&YP
A/C.01.050	March new primary	New 1 form entry school (Phase 1): £8,770k Basic Need requirement 210 places		2023-24	8,770	-	-	250	5,000	3,350	170	-	C&YP
A/C.01.051	Wisbech new primary	New 1 form entry school; this is to be an on-going review: £8,940k Basic Need requirement 210 places		2023-24	8,940	-	-	-	-	250	8,520	170	C&YP
A/C.01.052	NIAB 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: £8,900k Basic Need requirement 420 places £1,500k Early Years Basic Need 52 places		2024-25	11,900	-	-	-	-	-	250	11,650	C&YP
A/C.01.056	Alconbury Weald 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: £10,228k Basic Need requirement 420 places £1,522k Early Years Basic Need 52 places		2023-24	11,750	-	-	-	-	400	8,100	3,250	C&YP
A/C.01.057	Northstowe 3rd primary	New 2 form entry school with 52 Early Years provision and community facilities: £10,567k Basic Need requirement 420 places £1,333k Early Years Basic Need 52 places		2024-25	11,900	-	-	-	-	-	250	11,650	C&YP
A/C.01.061	Gamlingay Primary School	Extension of 4 classrooms to complete 1 form entry expansion with new hall: £4,800k Basic Need requirement 120 places		Committed	4,800	4,644	156	-	-	-	-	-	C&YP
A/C.01.062	Waterbeach Primary School	Expansion of 1 form of entry due to in-catchment development: £6,759 Basic Need requirement 120 places		Committed	6,759	819	5,600	200	140	-	-	-	C&YP
A/C.01.063	St Neots Eastern Expansion	Temporary expansion of 1 form of entry: £704k Temporary Provision		Committed	704	668	36	-	-	-	-	-	C&YP

Appendix A

Section 3 - A: People and Communities

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
A/C.01.065	New Road Primary	Expansion to 2 form of entry: £6,808k Basic Need requirement		Committed	6,808	722	5,500	400	186	-	-	-	C&YP
A/C.01.066	Bassingbourn PS	Expansion		2019-20	3,050	150	2,715	150	35	-	-	-	C&YP
A/C.01.067	WING Development - Cambridge	New 2 form entry school with 52 Early Years provision and community facilities: £8,590k Basic Need requirement 420 places £1,260k Early Years Basic Need 52 places		2019-20	9,850	400	6,400	2,800	250	-	-	-	C&YP
A/C.01.068	St Philips Primary School	Expansion of 0.5 form of entry: £3,500k Basic Need requirement 60 places		2020-21	3,500	10	60	180	2,300	900	50	-	C&YP
A/C.01.069	Caldecote Primary	Expansion of 0.5 form of entry: £3890k Basic Need requirement 60 places		2021-22	3,890	10	-	-	100	150	2,700	930	C&YP
Total - Basic Need - Primary					273,604	99,629	50,972	27,105	24,792	18,631	24,645	27,830	
A/C.02	Basic Need - Secondary												
A/C.02.003	Littleport secondary and special	New 4 form entry school (with 5 form entry core facilities) with new SEN school and 52 Early Years provision: £29,482k Basic Need requirement 600 places £1,500k Early Years Basic Need 26 places £12,400k SEN 110 places		Committed	43,381	43,187	194	-	-	-	-	-	C&YP
A/C.02.004	Bottisham Village College	Expansion to 10 form entry school: £14,969k Basic Need requirement 150 places		Committed	14,969	14,659	240	70	-	-	-	-	C&YP
A/C.02.006	Northstowe secondary	New 4 form entry school (with 12 form entry core facilities) & 100 place SEN Provision: £50,373k Basic Need requirement 600 places		Committed	50,373	9,678	33,000	5,500	1,500	500	195	-	C&YP
A/C.02.007	North West Fringe secondary	New 4 form entry school (Phase 1): £20,518k Basic Need requirement 600 places		Committed	20,518	236	2,500	12,700	4,700	382	-	-	C&YP
A/C.02.008	Cambridge City secondary	Additional capacity for Cambridge City: £18,355k Basic Need requirement 450 places		Committed	18,355	16,620	1,550	185	-	-	-	-	C&YP
A/C.02.009	Alconbury Weald secondary and Special	New 4 form entry school (with 8 form entry core facilities): £27,900k Basic Need requirement 600 places £13,000k SEN 110 places		Committed	40,900	-	350	4,000	30,000	6,000	550	-	C&YP
A/C.02.010	Cambourne Village College	Expansion to 7 form entry (Phase 2): £9,956k Basic Need requirement 300 places Follow on expansion to 9 form entry: £9,066k Basic Need requirement 300 places		Committed	19,022	12,021	6,500	350	151	-	-	-	C&YP
A/C.02.011	New secondary capacity to serve Wisbech	New 4 form entry school with 8FE core and SEMH provision: £26,500k Basic Need requirement 750 places £12,300 SEMH Provision		2019-20	38,800	800	14,000	22,000	1,500	500	-	-	C&YP
A/C.02.012	Cromwell Community College	Expansion from 7 to 8 form entry school: £8,320k Basic Need requirement 150 places		2019-20	8,320	300	5,500	2,250	270	-	-	-	C&YP

Appendix A

Section 3 - A: People and Communities

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
A/C.02.013	St. Neots secondary	Additional capacity for St Neots: £11,130 Basic Need requirement		2022-23	11,130	-	-	-	500	6,500	3,940	190	C&YP
A/C.02.014	Northstowe secondary, phase 2	Additional capacity for Northstowe: £11,640 Basic Need requirement 600 places		2022-23	11,860	-	-	-	520	6,500	4,620	220	C&YP
A/C.02.015	Sir Harry Smith	Expansion of 1 form entry: £5,000k Basic Need requirement 150 places		2019-20	5,000	15	150	2,800	1,900	135	-	-	C&YP
A/C.02.016	Cambourne West	New 6 form entry school with 300 place sixth form provision: £38,500k Basic Need requirement 900 places		2018-19	38,500	160	270	390	550	24,600	12,000	530	C&YP
	Total - Basic Need - Secondary				321,128	97,676	64,254	50,245	41,591	45,117	21,305	940	
A/C.03	Basic Need - Early Years												
A/C.03.003	LA maintained Early Years Provision	Funding which enables the Council to increase the number of free Early Years funded places to ensure the Council meets its statutory obligation. This includes providing one-off payments to external providers to help meet demand as well as increasing capacity attached to Cambridgeshire primary schools.		Committed	5,718	5,518	100	100	-	-	-	-	C&YP
	Total - Basic Need - Early Years				5,718	5,518	100	100	-	-	-	-	
A/C.04	Adaptations												
A/C.04.004	Morley Memorial Primary	Expansion of 2 classrooms and internal re-modelling with 52 Early Years provision: £2,137k Basic Need requirement 60 places £1,900k Early Years Basic Need 18 places		Committed	4,037	3,960	77	-	-	-	-	-	C&YP
A/C.04.006	Sawtry Village Academy	New block build to address serious Health, Safety and Wellbeing issues due to inadequate condition of existing accommodation.		Committed	2,000	1,200	800	-	-	-	-	-	C&YP
A/C.04.007	William Westley	Adaptation to existing classrooms to ensure they are in accordance with current Building Bulletin guidance.		2022-23	351	1	-	-	-	35	300	15	C&YP
A/C.04.008	St Ives, Eastfield / Westfield / Wheatfields	Expansion of 1 form of entry: £14.231k Basic Need requirement 210 places		Committed	14,231	312	5,600	7,800	350	169	-	-	C&YP
	Total - Adaptations				20,619	5,473	6,477	7,800	350	204	300	15	
A/C.05	Condition & Maintenance												
A/C.05.001	School Condition, Maintenance & Suitability	Funding that enables the Council to undertake work that addresses condition and suitability needs identified in schools' asset management plans, ensuring places are sustainable and safe.		Ongoing	24,350	-	2,000	2,350	2,500	2,500	2,500	12,500	C&YP
A/C.05.002	Kitchen Ventilation	Works to improve ventilation & gas safety in school kitchens (where gas is used for cooking) is required to comply with the Gas safety regulations BS 6173:2009.		Committed	1,650	1,000	500	150	-	-	-	-	C&YP
	Total - Condition & Maintenance				26,000	1,000	2,500	2,500	2,500	2,500	2,500	12,500	

Appendix A

Section 3 - A: People and Communities

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
A/C.07 A/C.07.001	Schools Managed Capital School Devolved Formula Capital	Funding is allocated directly to Cambridgeshire Maintained schools to enable them to undertake low level refurbishments and condition works.		Ongoing	10,050	-	1,005	1,005	1,005	1,005	1,005	5,025	C&YP
	Total - Schools Managed Capital				10,050	-	1,005	1,005	1,005	1,005	1,005	5,025	
A/C.08 A/C.08.001	Specialist Provision Trinity School Hartford, Huntingdon	This scheme provides for the relocation of the school's base in Huntingdon, which is unsuitable for the educational requirements and needs of the pupils and staff. The funding covers purchase of a site in St Neots and its redevelopment for use by Trinity and local early years and childcare providers.		Committed	5,058	5,038	20	-	-	-	-	-	C&YP
A/C.08.003	SEN Pupil Adaptations	This budget is to fund child specific adaptations to facilitate the placement of children with SEND in line with decisions taken by the County Resourcing Panel.		Ongoing	600	-	150	150	150	150	-	-	C&YP
A/C.08.004	Replacement Pilgrim Pupil Referral Unit - Medical Provision	Replacement required as current site will not be available for future use.		2022-23	4,000	-	-	-	-	150	3,850	-	C&YP
A/C.08.006	Highfields Phase 2	This scheme is provide essential ancillary facilities recommended for a school of this size and nature		2019-20	6,870	250	3,600	2,800	150	70	-	-	C&YP
A/C.08.007	Samuel Pepys	Expansion to 140 places		2019-20	3,600	100	2,500	950	50	-	-	-	C&YP
	Total - Specialist Provision				20,128	5,388	6,270	3,900	350	370	3,850	-	
A/C.09 A/C.09.001	Site Acquisition & Development Site Acquisition, Development, Analysis and Investigations	Funding which enables the Council to undertake investigations and feasibility studies into potential land acquisitions to determine their suitability for future school development sites.		Ongoing	600	-	150	150	150	150	-	-	C&YP
	Total - Site Acquisition & Development				600	-	150	150	150	150	-	-	
A/C.10 A/C.10.001	Temporary Accommodation Temporary Accommodation	Funding which enables the Council to increase the number of school places provided through use of mobile accommodation. This scheme covers the cost of purchasing new mobiles and the transportation of provision across the county to meet demand.		Ongoing	12,500	-	1,500	1,500	1,500	1,500	1,500	5,000	C&YP
	Total - Temporary Accommodation				12,500	-	1,500	1,500	1,500	1,500	1,500	5,000	

Appendix A

Section 3 - A: People and Communities

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
A/C.11	Children Support Services												
A/C.11.001	Children's Minor Works and Adaptions	Funding which enables remedial and essential work to be undertaken, maintaining the Council's in-house LAC provision.		Ongoing	75	-	25	25	25	-	-	-	C&YP
A/C.11.003	P&C Buildings & Capital Team Capitalisation	Salaries for the Buildings and Capital Team are to be capitalised on an ongoing basis. These are budgeted as one line, but are eventually capitalised against individual schemes.		Ongoing	2,500	-	250	250	250	250	250	1,250	C&YP
	Total - Children Support Services				2,575	-	275	275	275	250	250	1,250	
A/C.12	Adult Social Care												
A/C.12.002	Enhanced Frontline in Adults Social Care	Planned spending on in-house provider services and independent care accommodation to address building condition and improvements. Service requirements and priorities will be agreed and aligned with the principles of Transforming Lives.		Ongoing	635	-	150	150	150	185	-	-	Adults
A/C.12.004	Disabled Facilities Grant	Funding provided through the Better Care Fund, in partnership with local housing authorities. Disabled Facilities Grant enables accommodation adaptations so that people with disabilities can continue to live in their own homes.		Ongoing	16,460	-	4,115	4,115	4,115	4,115	-	-	Adults
A/C.12.005	Integrated Community Equipment Service	Funding to continue annual capital investment in community equipment, that helps people to sustain their independence. The Council contributes to a pooled budget purchasing community equipment for health and social care needs for people of all ages		Ongoing	13,000	-	1,300	1,300	1,300	1,300	1,300	6,500	Adults
	Total - Adult Social Care				30,095	-	5,565	5,565	5,565	5,600	1,300	6,500	
A/C.13	Capital Programme Variation												
A/C.13.001	Variation Budget	The Council includes a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-61,000	-	-16,688	-12,017	-9,369	-9,039	-6,799	-7,088	Adults, C&Y
A/C.13.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Committed	8,798	1,509	2,744	2,529	1,018	425	460	113	Adults, C&Y
	Total - Capital Programme Variation				-52,202	1,509	-13,944	-9,488	-8,351	-8,614	-6,339	-6,975	
	TOTAL BUDGET				670,815	216,193	125,124	90,657	69,727	66,713	50,316	52,085	

Appendix A

Section 3 - A: People and Communities

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Funding	Total Funding £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000
Government Approved Funding								
Basic Need	120,712	54,938	6,905	20,626	10,000	10,000	9,654	8,589
Capital Maintenance	35,765	3,411	4,126	3,877	3,877	3,877	3,877	12,720
Devolved Formula Capital	10,050	-	1,005	1,005	1,005	1,005	1,005	5,025
Specific Grants	21,824	2,286	6,167	5,141	4,115	4,115	-	-
Total - Government Approved Funding	188,351	60,635	18,203	30,649	18,997	18,997	14,536	26,334
Locally Generated Funding								
Agreed Developer Contributions	72,839	17,391	11,634	5,665	9,706	6,421	9,536	12,486
Anticipated Developer Contributions	99,886	8,124	3,384	15,686	29,520	26,076	500	16,596
Prudential Borrowing	294,986	113,814	70,215	38,246	21,328	17,259	25,994	8,130
Prudential Borrowing (Repayable)	1	13,252	11,588	-1,197	-9,891	-2,040	-250	-11,461
Other Contributions	14,752	2,977	10,100	1,608	67	-	-	-
Total - Locally Generated Funding	482,464	155,558	106,921	60,008	50,730	47,716	35,780	25,751
TOTAL FUNDING	670,815	216,193	125,124	90,657	69,727	66,713	50,316	52,085

Appendix A

Section 3 - A: People and Communities

Table 5: Capital Programme - Funding

Budget Period: 2019-20 to 2028-29

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	19,770	55,940	-14,030	-	-	-22,140
Committed Schemes	414,704	81,640	110,317	13,544	-	209,203
2018-2019 Starts	38,500	-	14,810	-	-	23,690
2019-2020 Starts	98,260	20,168	15,197	1,208	-	61,687
2020-2021 Starts	3,500	2,710	-	-	-	790
2021-2022 Starts	15,480	992	11,590	-	-	2,898
2022-2023 Starts	27,341	13,600	-	-	-	13,741
2023-2024 Starts	29,460	6,002	18,770	-	-	4,688
2024-2025 Starts	23,800	7,299	16,071	-	-	430
TOTAL BUDGET	670,815	188,351	172,725	14,752	-	294,987

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	Committee
A/C.01	Basic Need - Primary										
A/C.01.018	Pathfinder Primary, Northstowe			- Committed	11,301	105	10,800	-	-	396	C&YP
A/C.01.020	Godmanchester Bridge, (Bearscoft Development)			- Committed	9,250	150	4,622	7	-	4,471	C&YP
A/C.01.021	North West Cambridge (NIAB site) primary			- Committed	11,774	90	7,317	-	-	4,367	C&YP
A/C.01.024	Clay Farm / Showground primary, Cambridge			- Committed	12,000	3,591	8,409	-	-	-	C&YP
A/C.01.025	Fordham Primary			- Committed	4,125	1,082	8	-	-	3,035	C&YP
A/C.01.026	Little Paxton Primary			- Committed	3,350	1,628	624	-	-	1,098	C&YP
A/C.01.027	Ramnoth Primary, Wisbech			- Committed	7,341	4,213	-	-	-	3,128	C&YP
A/C.01.028	Fulbourn Phase 2			- Committed	6,950	6,118	320	-	-	512	C&YP
A/C.01.029	Sawtry Infants			- Committed	5,511	3,329	224	-	-	1,958	C&YP
A/C.01.030	Sawtry Junior			- Committed	3,214	1,114	-	-	-	2,100	C&YP
A/C.01.031	Hatton Park, Longstanton			- Committed	5,080	2,169	-	-	-	2,911	C&YP
A/C.01.032	Meldreth			- Committed	2,250	1,106	-	-	-	1,144	C&YP
A/C.01.034	St Neots, Wintringham Park			- Committed	14,268	-	9,190	-	-	5,078	C&YP
A/C.01.035	The Shade Primary, Soham			- Committed	2,560	199	272	-	-	2,089	C&YP
A/C.01.036	Pendragon, Papworth			- Committed	3,500	909	1,000	-	-	1,591	C&YP
A/C.01.037	Chatteris New School			- Committed	6,980	1,938	-	-	-	5,042	C&YP
A/C.01.038	Westwood Primary, March, Phase 2			- Committed	3,241	2,671	-	-	-	570	C&YP
A/C.01.039	Wyton Primary			- Committed	9,226	3,868	-	-	-	5,358	C&YP
A/C.01.040	Ermine Street, Alconbury, Phase 2			- 2019-20	3,350	45	3,305	-	-	-	C&YP
A/C.01.041	Barrington			- Committed	3,090	330	1,000	-	-	1,760	C&YP
A/C.01.043	Littleport 3rd primary			- 2019-20	5,300	4,704	-	-	-	596	C&YP
A/C.01.044	Loves Farm primary, St Neots			- 2019-20	11,660	1,504	-	-	-	10,156	C&YP
A/C.01.045	Melbourn Primary			- Committed	4,441	1,530	1,229	-	-	1,682	C&YP
A/C.01.046	Sawston Primary			- 2019-20	2,460	59	-	-	-	2,401	C&YP
A/C.01.048	Histon Additional Places			- Committed	17,171	5,651	-	-	-	11,520	C&YP
A/C.01.049	Northstowe 2nd primary			- 2021-22	11,590	-	11,590	-	-	-	C&YP
A/C.01.050	March new primary			- 2023-24	8,770	1,520	7,020	-	-	230	C&YP

Appendix A

Section 3 - A: People and Communities

Table 5: Capital Programme - Funding

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	
A/C.01.051	Wisbech new primary			- 2023-24	8,940	4,482	-	-	-	4,458	C&YP
A/C.01.052	NIAB 2nd primary			- 2024-25	11,900	3,325	8,145	-	-	430	C&YP
A/C.01.056	Alconbury Weald 2nd primary			- 2023-24	11,750	-	11,750	-	-	-	C&YP
A/C.01.057	Northstowe 3rd primary			- 2024-25	11,900	3,974	7,926	-	-	-	C&YP
A/C.01.061	Gamlingay Primary School			- Committed	4,800	776	29	-	-	3,995	C&YP
A/C.01.062	Waterbeach Primary School			- Committed	6,759	159	-	-	-	6,600	C&YP
A/C.01.063	St Neots Eastern Expansion			- Committed	704	-	-	-	-	704	C&YP
A/C.01.065	New Road Primary			- Committed	6,808	-	22	-	-	6,786	C&YP
A/C.01.066	Bassingbourn PS			- 2019-20	3,050	167	-	-	-	2,883	C&YP
A/C.01.067	WING Development - Cambridge			- 2019-20	9,850	-	8,642	1,208	-	-	C&YP
A/C.01.068	St Philips Primary School			- 2020-21	3,500	2,710	-	-	-	790	C&YP
A/C.01.069	Caldecote Primary			- 2021-22	3,890	992	-	-	-	2,898	C&YP
Total - Basic Need - Primary			-		273,604	66,208	103,444	1,215	-	102,737	
A/C.02	Basic Need - Secondary										
A/C.02.003	Littleport secondary and special			- Committed	43,381	1,695	5,000	-	-	36,686	C&YP
A/C.02.004	Bottisham Village College			- Committed	14,969	9,722	134	1,190	-	3,923	C&YP
A/C.02.006	Northstowe secondary			- Committed	50,373	8,966	11,034	10,400	-	19,973	C&YP
A/C.02.007	North West Fringe secondary			- Committed	20,518	-	19,650	-	-	868	C&YP
A/C.02.008	Cambridge City secondary			- Committed	18,355	10,991	-	1,621	-	5,743	C&YP
A/C.02.009	Alconbury Weald secondary and Special			- Committed	40,900	2,550	23,400	-	-	14,950	C&YP
A/C.02.010	Cambourne Village College			- Committed	19,022	150	5,853	200	-	12,819	C&YP
A/C.02.011	New secondary capacity to serve Wisbech			- 2019-20	38,800	3,954	-	-	-	34,846	C&YP
A/C.02.012	Cromwell Community College			- 2019-20	8,320	2,090	3,250	-	-	2,980	C&YP
A/C.02.013	St. Neots secondary			- 2022-23	11,130	10,430	-	-	-	700	C&YP
A/C.02.014	Northstowe secondary, phase 2			- 2022-23	11,860	3,170	-	-	-	8,690	C&YP
A/C.02.015	Sir Harry Smith			- 2019-20	5,000	5,000	-	-	-	-	C&YP
A/C.02.016	Cambourne West			- 2018-19	38,500	-	14,810	-	-	23,690	C&YP
Total - Basic Need - Secondary			-		321,128	58,718	83,131	13,411	-	165,868	
A/C.03	Basic Need - Early Years										
A/C.03.003	LA maintained Early Years Provision			- Committed	5,718	1,600	56	34	-	4,028	C&YP
Total - Basic Need - Early Years			-		5,718	1,600	56	34	-	4,028	
A/C.04	Adaptations										
A/C.04.004	Morley Memorial Primary			- Committed	4,037	1,830	124	92	-	1,991	C&YP
A/C.04.006	Sawtry Village Academy			- Committed	2,000	-	-	-	-	2,000	C&YP
A/C.04.007	William Westley			- 2022-23	351	-	-	-	-	351	C&YP
A/C.04.008	St Ives, Eastfield / Westfield / Wheatfields			- Committed	14,231	-	-	-	-	14,231	C&YP
Total - Adaptations			-		20,619	1,830	124	92	-	18,573	

Appendix A

Section 3 - A: People and Communities

Table 5: Capital Programme - Funding

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	
A/C.05	Condition & Maintenance										
A/C.05.001	School Condition, Maintenance & Suitability			- Ongoing	24,350	24,350	-	-	-	-	C&YP
A/C.05.002	Kitchen Ventilation			- Committed	1,650	1,410	-	-	-	240	C&YP
	Total - Condition & Maintenance		-		26,000	25,760	-	-	-	240	
A/C.07	Schools Mananged Capital										
A/C.07.001	School Devolved Formula Capital			- Ongoing	10,050	10,050	-	-	-	-	C&YP
	Total - Schools Mananged Capital		-		10,050	10,050	-	-	-	-	
A/C.08	Specialist Provision										
A/C.08.001	Trinity School Hartford, Huntingdon			- Committed	5,058	-	-	-	-	5,058	C&YP
A/C.08.003	SEN Pupil Adaptations			- Ongoing	600	-	-	-	-	600	C&YP
A/C.08.004	Replacement Pilgrim Pupil Referral Unit - Medical Provision			- 2022-23	4,000	-	-	-	-	4,000	C&YP
A/C.08.006	Highfields Phase 2			- 2019-20	6,870	1,233	-	-	-	5,637	C&YP
A/C.08.007	Samuel Pepys			- 2019-20	3,600	1,412	-	-	-	2,188	C&YP
	Total - Specialist Provision		-		20,128	2,645	-	-	-	17,483	
A/C.09	Site Acquisition & Development										
A/C.09.001	Site Acquisition, Development, Analysis and Investigations			- Ongoing	600	100	-	-	-	500	C&YP
	Total - Site Acquisition & Development		-		600	100	-	-	-	500	
A/C.10	Temporary Accommodation										
A/C.10.001	Temporary Accommodation			- Ongoing	12,500	4,980	-	-	-	7,520	C&YP
	Total - Temporary Accommodation		-		12,500	4,980	-	-	-	7,520	
A/C.11	Children Support Services										
A/C.11.001	Children's Minor Works and Adaption			- Ongoing	75	-	-	-	-	75	C&YP
A/C.11.003	P&C Buildings & Capital Team Capitalisation			- Ongoing	2,500	-	-	-	-	2,500	C&YP
	Total - Children Support Services		-		2,575	-	-	-	-	2,575	
A/C.12	Adult Social Care										
A/C.12.002	Enhanced Frontline in Adults Social Care			- Ongoing	635	-	-	-	-	635	Adults
A/C.12.004	Disabled Facilities Grant			- Ongoing	16,460	16,460	-	-	-	-	Adults
A/C.12.005	Integrated Community Equipment Service			- Ongoing	13,000	-	-	-	-	13,000	Adults
	Total - Adult Social Care		-		30,095	16,460	-	-	-	13,635	

Appendix A

Section 3 - A: People and Communities

Table 5: Capital Programme - Funding

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	
A/C.13	Capital Programme Variation										
A/C.13.001	Variation Budget			- Ongoing	-61,000	-	-14,030	-	-	-46,970	Adults, C&YP
A/C.13.002	Capitalisation of Interest Costs			- Committed	8,798	-	-	-	-	8,798	Adults, C&YP
	Total - Capital Programme Variation			-	-52,202	-	-14,030	-	-	-38,172	
	TOTAL BUDGET				670,815	188,351	172,725	14,752	-	294,987	

Appendix A

Section 3 - B: Place and Economy

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000
Ongoing	133,503	65,258	11,169	15,740	17,251	14,260	14,025	-4,200
Committed Schemes	311,366	239,738	33,131	9,799	2,101	4,508	1,089	21,000
2019-2020 Starts	1,055	-	641	414	-	-	-	-
TOTAL BUDGET	445,924	304,996	44,941	25,953	19,352	18,768	15,114	16,800

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	Committee
B/C.01	Integrated Transport												
B/C.1.002	Air Quality Monitoring	Funding towards supporting air quality monitoring work in relation to the road network with local authority partners across the county.		Ongoing	115	-	23	23	23	23	23	-	E&E
B/C.1.009	Major Scheme Development & Delivery	Resources to support the development and delivery of major schemes.		Ongoing	1,000	-	200	200	200	200	200	-	E&E
B/C.1.011	Local Infrastructure improvements	Provision of the Local Highway Improvement Initiative across the county, providing accessibility works such as disabled parking bays and provision of improvements to the Public Rights of Way network.		Ongoing	3,410	-	682	682	682	682	682	-	H&CI
B/C.1.012	Safety Schemes	Investment in road safety engineering work at locations where there is strong evidence of a significantly high risk of injury crashes.		Ongoing	2,970	-	594	594	594	594	594	-	H&CI
B/C.1.015	Strategy and Scheme Development work	Resources to support Transport & Infrastructure strategy and related work across the county, including long term strategies and District and Market Town Transport Strategies, as well as funding towards scheme development work.		Ongoing	1,725	-	345	345	345	345	345	-	E&E
B/C.1.019	Delivering the Transport Strategy Aims	Supporting the delivery of Transport Strategies and Market Town Transport Strategies to help improve accessibility and mitigate the impacts of growth.		Ongoing	6,730	-	1,346	1,346	1,346	1,346	1,346	-	H&CI
	Total - Integrated Transport				15,950	-	3,190	3,190	3,190	3,190	3,190	-	
B/C.02	Operating the Network												
B/C.2.001	Carriageway & Footway Maintenance including Cycle Paths	Allows the highway network throughout the county to be maintained. With the significant backlog of works to our highways well documented, this fund is crucial in ensuring that we are able to maintain our transport links.		Ongoing	53,360	-	10,672	10,672	10,672	10,672	10,672	-	H&CI
B/C.2.002	Rights of Way	Allows improvements to our Rights of Way network which provides an important local link in our transport network for communities.		Ongoing	700	-	140	140	140	140	140	-	H&CI

Appendix A

Section 3 - B: Place and Economy

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
B/C.2.004	Bridge strengthening	Bridges form a vital part of the transport network. With many structures to maintain across the county it is important that we continue to ensure that the overall transport network can operate and our bridges are maintained.		Ongoing	12,820	-	2,564	2,564	2,564	2,564	2,564	-	H&CI
B/C.2.005	Traffic Signal Replacement	Traffic signals are a vital part of managing traffic throughout the county. Many signals require to be upgraded to help improve traffic flow and ensure that all road users are able to safely use the transport network.		Ongoing	4,250	-	850	850	850	850	850	-	H&CI
B/C.2.006	Smarter Travel Management - Integrated Highways Management Centre	The Integrated Highways Management Centre (IHMC) collects, processes and shares real time travel information to local residents, businesses and communities within Cambridgeshire. In emergency situations the IHMC provides information to ensure that the impact on our transport network is mitigated and managed.		Ongoing	1,000	-	200	200	200	200	200	-	H&CI
B/C.2.007	Smarter Travel Management - Real Time Bus Information	Provision of real time passenger information for the bus network.		Ongoing	825	-	165	165	165	165	165	-	H&CI
	Total - Operating the Network				72,955	-	14,591	14,591	14,591	14,591	14,591	-	
B/C.03	Highways												
B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)	This fund allows the Council to increase its investment in the transport network throughout the county. With the significant backlog of works to our transport network well documented, this fund is crucial in ensuring that we reduce the rate of deterioration of our highways.		Ongoing	78,700	64,654	4,300	4,300	4,300	1,146	-	-	H&CI
	Total - Highways				78,700	64,654	4,300	4,300	4,300	1,146	-	-	
B/C.04	Infrastructure & Growth												
B/C.4.001	Ely Bypass	The project will alleviate traffic congestion on the A142 at the level crossing adjacent to Ely railway station, which will benefit local businesses and residents. The station area is a gateway to the city. Implementation of the bypass option would remove a significant amount of traffic around the station and enhance the gateway area, making the city more attractive to tourists and improve the local environment.		Committed	49,000	48,000	1,000	-	-	-	-	-	E&E
B/C.4.006	Guided Busway	Guided Busway construction contract retention payments.		Committed	149,791	145,591	3,460	370	370	-	-	-	E&E

Appendix A

Section 3 - B: Place and Economy

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
B/C.4.021	Abbey - Chesterton Bridge	The Chisolm Trail cycle route scheme is being delivered as part of the City Deal Programme and will link together three centres of employment in the city along a North / South axis, including Addenbrooke's hospital, the CB1 Area and the Science Park. The Abbey - Chesterton Bridge scheme is one element of the trail that is not included within the City Deal scheme.		Committed	4,602	4,127	475	-	-	-	-	-	E&E
B/C.4.023	King's Dyke	The level crossing at King's Dyke between Whittlesey and Peterborough has long been a problem for people using the A605. The downtime of the barriers at the crossing causes traffic to queue for significant periods of time and this situation will get worse as rail traffic increases along the Ely to Peterborough railway line in the future. The issue is also made worse during the winter months as the B1040 at North Brink often floods, leading to its closure and therefore increasing traffic use of the A605 across King's Dyke.		Committed	29,982	10,965	14,176	4,841	-	-	-	-	E&E
B/C.4.028	A14	Improvement of the A14 between Cambridge and Huntingdon. This is a scheme led by the Highways Agency but in order to secure delivery a local contribution to the total scheme cost, which is in excess of £1bn, is required. The Council element of this local contribution is £25m and it is proposed that it should be paid in equal instalments over a period of 25 years commencing in 2020.		Committed	25,200	200	-	1,000	1,000	1,000	1,000	21,000	E&E
Total - Infrastructure & Growth					258,575	208,883	19,111	6,211	1,370	1,000	1,000	21,000	
B/C.05 B/C.5.012	Environment & Commercial Services Waste – Household Recycling Centre (HRC) Improvements	To deliver Household Recycling Centre (HRC) improvements by acquiring appropriate sites, gaining planning permission, designing and building new or upgraded facilities. A new facility is proposed in the Greater Cambridge area, a site is required to replace the current facility in March and works are required to maintain/upgrade other HRCs in the network. The programme also includes funds to develop the St Neots HRC reuse facility.		Committed	8,183	443	3,357	581	395	3,407	-	-	H&CI
B/C.5.029	Energy Efficiency Fund	Establish a funding stream (value £250k per year, for four years) for investment in energy and water efficiency improvement measures in Council buildings.	F/R.6.108	Ongoing	1,000	604	250	146	-	-	-	-	E&E
Total - Environment & Commercial Services					9,183	1,047	3,607	727	395	3,407	-	-	

Appendix A

Section 3 - B: Place and Economy

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
B/C.06	Cultural & Community Services												
B/C.6.101	Development of Archives Centre premises	Development of fit for purpose premises for Cambridgeshire Archives, to conserve and make available unique historical records of the county as part of an exciting new cultural heritage centre.		Committed	5,280	4,323	957	-	-	-	-	-	- H&CI
B/C.6.108	New Community Hub / Library Service Provision Darwin Green	Contribution to the fit-out of new community hub / library facilities in areas of growth in the county.		2019-20	340	-	-	340	-	-	-	-	- H&CI
B/C.6.111	Community Hubs - Sawston	To develop a community hub in Sawston combining the library, children's centre, locality team and flexible community meeting facilities, in close association with Sawston Village College.		Committed	1,810	896	914	-	-	-	-	-	- H&CI
B/C.6.112	Libraries - Open access & touchdown facilities	The introduction of Open Access (self-service) technology to maximise the use of our library properties supporting the Cambs 2020 hub and spokes approach with staff increasingly operating in localities. Open access will extend the times libraries are open to our communities and enable Council, public sector and partner agency staff, particularly peripatetic staff, to increasingly use libraries as touchdown and meeting sites, in line with the objectives of One Public Estate. This will provide open access in 9 hub libraries and equipment/furnishings to ensure fit for purpose accessible touchdown facilities and digital access across the library network.		2019-20	567	-	567	-	-	-	-	-	- H&CI
B/C.6.113	Library Service - Card payments in Libraries	Conversion of 21 smaller libraries to community managed libraries phased over two years, including installation of cashless (Chip & PIN) option for library payments on the self service machines (RFID) to reduce and overtime negate the need of cash handling.		2019-20	148	-	74	74	-	-	-	-	- H&CI
	Total - Cultural & Community Services				8,145	5,219	2,512	414	-	-	-	-	-
B/C.07	Other Schemes												
B/C.7.002	Investment in Connecting Cambridgeshire	Connecting Cambridgeshire is working to ensure businesses, residents and public services can make the most of opportunities offered by a fast-changing digital world. Led by the Council, this ambitious partnership programme is improving Cambridgeshire's broadband, mobile and Wi-Fi coverage, whilst supporting online skills, business growth and technological innovation to meet future digital challenges.		Committed	36,290	24,486	8,500	3,000	304	-	-	-	- E&E
	Total - Other Schemes				36,290	24,486	8,500	3,000	304	-	-	-	-

Appendix A

Section 3 - B: Place and Economy

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
B/C.08 B/C.8.001	Capital Programme Variation Variation Budget	The Council includes a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-35,102	-	-11,162	-6,487	-4,830	-4,667	-3,756	-4,200	E&E, H&CI
B/C.8.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Committed	1,228	707	292	7	32	101	89	-	E&E, H&CI
	Total - Capital Programme Variation				-33,874	707	-10,870	-6,480	-4,798	-4,566	-3,667	-4,200	
	TOTAL BUDGET				445,924	304,996	44,941	25,953	19,352	18,768	15,114	16,800	

Funding					Total Funding £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000
Government Approved Funding												
Department for Transport					206,563	101,493	16,107	17,808	18,056	18,081	18,218	16,800
Specific Grants					38,750	38,250	500	-	-	-	-	-
Total - Government Approved Funding					245,313	139,743	16,607	17,808	18,056	18,081	18,218	16,800
Locally Generated Funding												
Agreed Developer Contributions					21,963	17,785	4,073	105	-	-	-	-
Anticipated Developer Contributions					11,907	544	256	70	758	767	812	8,700
Capital Receipts					39	39	-	-	-	-	-	-
Prudential Borrowing					119,282	121,279	7,032	3,129	538	-80	-3,916	-8,700
Other Contributions					47,420	25,606	16,973	4,841	-	-	-	-
Total - Locally Generated Funding					200,611	165,253	28,334	8,145	1,296	687	-3,104	-
TOTAL FUNDING					445,924	304,996	44,941	25,953	19,352	18,768	15,114	16,800

Appendix A

Section 3 - B: Place and Economy

Table 5: Capital Programme - Funding

Budget Period: 2019-20 to 2028-29

Summary of Schemes by Start Date					Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	Committee
Ongoing					133,503	85,002	-1,545	-	-	50,046	
Committed Schemes					311,366	160,311	35,116	47,420	39	68,480	
2019-2020 Starts					1,055	-	299	-	-	756	
TOTAL BUDGET					445,924	245,313	33,870	47,420	39	119,282	
Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	Committee
B/C.01	Integrated Transport										
B/C.1.002	Air Quality Monitoring			- Ongoing	115	115	-	-	-	-	
B/C.1.009	Major Scheme Development & Delivery			- Ongoing	1,000	1,000	-	-	-	-	
B/C.1.011	Local Infrastructure improvements			- Ongoing	3,410	3,410	-	-	-	-	
B/C.1.012	Safety Schemes			- Ongoing	2,970	2,970	-	-	-	-	E&E
B/C.1.015	Strategy and Scheme Development work			- Ongoing	1,725	1,725	-	-	-	-	E&E
B/C.1.019	Delivering the Transport Strategy Aims			- Ongoing	6,730	6,730	-	-	-	-	H&CI
	Total - Integrated Transport		-		15,950	15,950	-	-	-	-	
B/C.02	Operating the Network										
B/C.2.001	Carriageway & Footway Maintenance including Cycle Paths			- Ongoing	53,360	53,360	-	-	-	-	H&CI
B/C.2.002	Rights of Way			- Ongoing	700	700	-	-	-	-	H&CI
B/C.2.004	Bridge strengthening			- Ongoing	12,820	12,820	-	-	-	-	H&CI
B/C.2.005	Traffic Signal Replacement			- Ongoing	4,250	4,250	-	-	-	-	H&CI
B/C.2.006	Smarter Travel Management - Integrated Highways Management Centre			- Ongoing	1,000	1,000	-	-	-	-	H&CI
B/C.2.007	Smarter Travel Management - Real Time Bus Information			- Ongoing	825	825	-	-	-	-	H&CI
	Total - Operating the Network		-		72,955	72,955	-	-	-	-	
B/C.03	Highways										
B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)			- Ongoing	78,700	4,932	-	-	-	73,768	H&CI
	Total - Highways		-		78,700	4,932	-	-	-	73,768	
B/C.04	Infrastructure & Growth										
B/C.4.001	Ely Bypass			- Committed	49,000	22,000	1,000	6,294	-	19,706	E&E
B/C.4.006	Guided Busway			- Committed	149,791	94,667	29,488	9,282	-	16,354	E&E
B/C.4.021	Abbey - Chesterton Bridge			- Committed	4,602	1,894	2,025	683	-	-	E&E
B/C.4.023	King's Dyke			- Committed	29,982	8,000	-	19,902	-	2,080	E&E
B/C.4.028	A14			- Committed	25,200	25,000	-	200	-	-	E&E
	Total - Infrastructure & Growth		-		258,575	151,561	32,513	36,361	-	38,140	

Appendix A

Section 3 - B: Place and Economy

Table 5: Capital Programme - Funding

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	
B/C.05	Environment & Commercial Services										
B/C.5.012	Waste – Household Recycling Centre (HRC) Improvements		-	Committed	8,183	-	2,603	-	-	5,580	H&CI
B/C.5.029	Energy Efficiency Fund	F/R.6.108	-550	Ongoing	1,000	-	-	-	-	1,000	E&E
	Total - Environment & Commercial Services		-550		9,183	-	2,603	-	-	6,580	
B/C.06	Cultural & Community Services										
B/C.6.101	Development of Archives Centre premises		-	Committed	5,280	-	-	34	-	5,246	H&CI
B/C.6.108	New Community Hub / Library Service Provision Darwin Green		-	2019-20	340	-	299	-	-	41	H&CI
B/C.6.111	Community Hubs - Sawston		-	Committed	1,810	-	-	-	39	1,771	H&CI
B/C.6.112	Libraries - Open access & touchdown facilities		-	2019-20	567	-	-	-	-	567	H&CI
B/C.6.113	Library Service - Card payments in Libraries		-	2019-20	148	-	-	-	-	148	H&CI
	Total - Cultural & Community Services		-		8,145	-	299	34	39	7,773	
B/C.07	Other Schemes										
B/C.7.002	Investment in Connecting Cambridgeshire		-	Committed	36,290	8,750	-	11,025	-	16,515	E&E
	Total - Other Schemes		-		36,290	8,750	-	11,025	-	16,515	
B/C.08	Capital Programme Variation										
B/C.8.001	Variation Budget		-	Ongoing	-35,102	-8,835	-1,545	-	-	-24,722	E&E, H&CI
B/C.8.002	Capitalisation of Interest Costs		-	Committed	1,228	-	-	-	-	1,228	E&E, H&CI
	Total - Capital Programme Variation		-		-33,874	-8,835	-1,545	-	-	-23,494	
	TOTAL BUDGET				445,924	245,313	33,870	47,420	39	119,282	

Appendix A

Section 3 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000
Ongoing	12,444	6,407	1,504	2,239	2,294	-	-	-
Committed Schemes	9,207	4,978	3,954	275	-	-	-	-
TOTAL BUDGET	21,651	11,385	5,458	2,514	2,294	-	-	-

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	Committee
C/C.01	Corporate Services												
C/C.1.003	Citizen First, Digital First	Further improvements to be made to automate our systems and processes. To take out costs and to improve the speed of transactions with the Council for our customers, partners and providers.		Ongoing	3,546	1,821	575	575	575	-	-	-	GPC
C/C.1.005	Children's Services IT System	Procurement and implementation of a case management and information system for CCC Children's Services that can be aligned with the system in use in Peterborough City Council.		Committed	2,545	1,418	1,127	-	-	-	-	-	GPC
	Total - Corporate Services				6,091	3,239	1,702	575	575	-	-	-	
C/C.02	Managed Services												
C/C.2.006	CPSN Replacement	This is for the procurement of a replacement Wide Area Network solution. The current contracted service (CPSN) is due to end in June 2018, but we have secured continuance to June 2019. This proposal is for funding for the 2017-18 and 2018-19 financial years to allow for the procurement and transition to a new service (EastNet).		Committed	5,500	3,015	2,485	-	-	-	-	-	GPC
C/C.2.010	IT Infrastructure Refresh	Upgrades/refresh of the core CCC IT systems that underpin use of IT across the Council. This essential work will ensure that the critical IT Infrastructure continues to be fit for purpose and supports changes in technology and business requirements		Committed	660	220	165	275	-	-	-	-	GPC
C/C.2.011	Replacement of office networking hardware	Replacement of end-of-life networking hardware (switches) in all CCC offices to maintain stability, supportability and security of access to business systems for CCC staff.		Committed	354	177	177	-	-	-	-	-	GPC
	Total - Managed Services				6,514	3,412	2,827	275	-	-	-	-	
C/C.03	Transformation												
C/C.3.001	Capitalisation of Transformation Team	Funding the Transformation team from capital instead of revenue, by using the flexibility of capital receipts direction.		Ongoing	6,465	2,586	1,293	1,293	1,293	-	-	-	GPC

Appendix A

Section 3 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
C/C.3.002	Capitalisation of Redundancies	Funding the cost of redundancies from capital instead of revenue, using the flexibility of capital receipts direction.		Ongoing	5,000	2,000	1,000	1,000	1,000	-	-	-	GPC
	Total - Transformation				11,465	4,586	2,293	2,293	2,293	-	-	-	
C/C.10 C/C.10.001	Capital Programme Variation Variation Budget	The Council includes a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-2,567	-	-1,364	-629	-574	-	-	-	GPC
C/C.10.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Committed	148	148	-	-	-	-	-	-	GPC
	Total - Capital Programme Variation				-2,419	148	-1,364	-629	-574	-	-	-	
	TOTAL BUDGET				21,651	11,385	5,458	2,514	2,294	-	-	-	

Funding	Total Funding £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000
Government Approved Funding								
Total - Government Approved Funding	-	-	-	-	-	-	-	-
Locally Generated Funding								
Capital Receipts	11,465	4,586	2,293	2,293	2,293	-	-	-
Prudential Borrowing	10,186	6,799	3,165	221	1	-	-	-
Total - Locally Generated Funding	21,651	11,385	5,458	2,514	2,294	-	-	-
TOTAL FUNDING	21,651	11,385	5,458	2,514	2,294	-	-	-

Appendix A

Section 3 - C: Corporate and Managed Services

Table 5: Capital Programme - Funding

Budget Period: 2019-20 to 2028-29

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	12,444	-	-	-	11,465	979
Committed Schemes	9,207	-	-	-	-	9,207
TOTAL BUDGET	21,651	-	-	-	11,465	10,186

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	Committee
C/C.01	Corporate Services										
C/C.1.003	Citizen First, Digital First			- Ongoing	3,546	-	-	-	-	3,546	GPC
C/C.1.005	Children's Services IT System			- Committed	2,545	-	-	-	-	2,545	GPC
	Total - Corporate Services			-	6,091	-	-	-	-	6,091	
C/C.02	Managed Services										
C/C.2.006	CPSN Replacement			- Committed	5,500	-	-	-	-	5,500	GPC
C/C.2.010	IT Infrastructure Refresh			- Committed	660	-	-	-	-	660	GPC
C/C.2.011	Replacement of office networking hardware			- Committed	354	-	-	-	-	354	GPC
	Total - Managed Services			-	6,514	-	-	-	-	6,514	
C/C.03	Transformation										
C/C.3.001	Capitalisation of Transformation Team			- Ongoing	6,465	-	-	-	6,465	-	GPC
C/C.3.002	Capitalisation of Redundancies			- Ongoing	5,000	-	-	-	5,000	-	GPC
	Total - Transformation			-	11,465	-	-	-	11,465	-	
C/C.10	Capital Programme Variation										
C/C.10.001	Variation Budget			- Ongoing	-2,567	-	-	-	-	-2,567	GPC
C/C.10.002	Capitalisation of Interest Costs			- Committed	148	-	-	-	-	148	GPC
	Total - Capital Programme Variation			-	-2,419	-	-	-	-	-2,419	
	TOTAL BUDGET				21,651	-	-	-	11,465	10,186	

Appendix A

Section 3 - F: Commercial and Investments

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000
Ongoing	80,989	44,889	36,938	-7,200	762	800	800	4,000
Committed Schemes	177,425	119,100	47,247	10,886	192	-	-	-
2018-2019 Starts	30,639	206	1,318	29,115	-	-	-	-
TOTAL BUDGET	289,053	164,195	85,503	32,801	954	800	800	4,000

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	Committee
F/C.2.101	Commercial & Investments County Farms investment (Viability)	To invest in projects which protect and improve the County Farms Estate's revenue potential, asset value and long term viability.	F/R.7.103, F/R.7.104	Ongoing	3,000	-	300	300	300	300	300	1,500	C&I
F/C.2.103	Local Plans - representations	Making representations to Local Plans and where appropriate following through to planning applications with a view to adding value to County Farms and other Council land, whilst meeting Council objectives through the use / development of such land.		Ongoing	1,000	-	100	100	100	100	100	500	C&I
F/C.2.109	Community Hubs - East Barnwell	Creation of a community hub in the Abbey ward by renovating and extending East Barnwell community centre and adjoining preschool. To accommodate a library, a base for the South City locality team, to extend the childcare facility to address insufficiency in local provision, as well as provide flexible community facilities with dedicated space for young people.		Committed	1,950	131	910	909	-	-	-	-	C&I
F/C.2.111	Shire Hall	This budget is used to carry out essential maintenance and potentially limited improvements required to occupy Shire Hall for a further 10 years to 2020, in accordance with the previous Cabinet decision in November 2009.		Ongoing	5,439	4,889	550	-	-	-	-	-	C&I
F/C.2.112	Building Maintenance	This budget is used to carry out replacement of failed elements and maintenance refurbishments.		Ongoing	6,000	-	600	600	600	600	600	3,000	C&I
F/C.2.114	MAC Joint Highways Depot	The Joint Highways Depot Project will facilitate the physical co-location of partner organisations to a single depot site, with joint-working practices implemented initially, with an aspiration to develop shared services in the future.		Committed	5,198	582	4,616	-	-	-	-	-	C&I
F/C.2.116	Shire Hall Relocation	As part of the Cambs 2020 vision, the Council plans to vacate Shire Hall and relocate to outside of Cambridge.	F/R.6.101	Committed	18,326	2,643	5,633	9,858	192	-	-	-	C&I
F/C.2.117	Commercial Investments	Development of a portfolio of strategic investments which are able to provide an income return. This will be developed through commercial research into options available, appropriate balance of portfolio and the extent of risk.	F/R.4.008	Ongoing	96,744	40,000	56,744	-	-	-	-	-	C&I
F/C.2.118	Smart Energy Grid Demonstrator scheme at the St Ives Park and Ride	Low carbon energy generation assets with battery storage on Council assets at St Ives Park and Ride	F/R.7.114	Committed	3,645	246	3,280	119	-	-	-	-	C&I

Appendix A

Section 3 - F: Commercial and Investments

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000
F/C.2.119	Babraham Smart Energy Grid	The project is to develop a high level assessment, then an Investment Grade Proposal for a renewable energy scheme on the Babraham Park and Ride site. This project at Babraham will look to build on the skills developed in the St Ives project to replicate on other Park and Ride sites. A 2.1 MW solar canopy project is proposed at the HLA stage.	F/R.7.115	2018-19	11,399	76	383	10,940	-	-	-	-
F/C.2.120	Trumpington Smart Energy Grid	The project is to develop a high level assessment, then an Investment Grade Proposal for a renewable energy scheme on the Trumpington Park and Ride site. This project at Trumpington will look to build on the skills developed in the St Ives project to replicate on other Park and Ride sites. A 2.1 MW solar canopy project is proposed at the HLA stage.	F/R.7.116	2018-19	6,969	25	292	6,652	-	-	-	-
F/C.2.121	Stanground Closed Landfill Energy Project	The project is to develop a high level assessment, then an Investment Grade Proposal for a clean energy scheme on the closed landfill site in Stanground. Bouygues propose a 2.25MWp Solar PV ground mounted array on the site together with a 10MW 2C battery storage system for demand side response.	F/R.7.117	2018-19	9,745	62	397	9,286	-	-	-	-
F/C.2.122	Woodston Closed Landfill Energy Project	The project is to develop a high level assessment, then an Investment Grade Proposal for a clean energy scheme on the closed landfill site in Woodston. A tailored 3MW 2C Battery Storage for Demand Side Response services is proposed. This would provide a steady revenue stream, while being respectful of the local environment in terms of disruption and visual amenity.	F/R.7.118	2018-19	2,526	43	246	2,237	-	-	-	-
F/C.2.240	Housing schemes	The Council is in a position of continuing to be a major landowner in Cambridgeshire and this provides an asset capable of generating both revenue and capital returns. This will require CCC to move from being a seller of sites to being a developer of sites, through a Housing Company. In the future, CCC will operate to make best use of sites with development potential in a co-ordinated and planned manner to develop them for a range of development options, generating capital receipts to support site development and significant revenue and capital income to support services and communities.	F/R.5.001, F/R.7.113	Committed	148,172	115,445	32,727	-	-	-	-	-
Total - Commercial & Investments					320,113	164,142	106,778	41,001	1,192	1,000	1,000	5,000

- C&I

- C&I

- C&I

- C&I

- C&I

Appendix A

Section 3 - F: Commercial and Investments

Table 4: Capital Programme

Budget Period: 2019-20 to 2028-29

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000	
F/C. F/C.3.001	Capital Programme Variation Variation Budget	The Council includes a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-31,194	-	-21,356	-8,200	-238	-200	-200	-1,000	C&I
F/C.3.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Committed	134	53	81	-	-	-	-	-	C&I
	Total - Capital Programme Variation				-31,060	53	-21,275	-8,200	-238	-200	-200	-1,000	
	TOTAL BUDGET				289,053	164,195	85,503	32,801	954	800	800	4,000	

Funding					Total Funding £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000
Government Approved Funding												
Specific Grants					1,822	-	1,759	63	-	-	-	-
Total - Government Approved Funding					1,822	-	1,759	63	-	-	-	-
Locally Generated Funding												
Agreed Developer Contributions					260	-	130	130	-	-	-	-
Capital Receipts					95,737	45,137	45,395	2,205	-	500	500	2,000
Prudential Borrowing					42,767	7,734	1,076	30,403	954	300	300	2,000
Prudential Borrowing (Repayable)					-	108,374	29,543	-600	-4,200	-	-	-133,117
Ring-Fenced Capital Receipts					4,800	-	-	600	4,200	-	-	-
Other Contributions					143,667	2,950	7,600	-	-	-	-	133,117
Total - Locally Generated Funding					287,231	164,195	83,744	32,738	954	800	800	4,000
TOTAL FUNDING					289,053	164,195	85,503	32,801	954	800	800	4,000

Appendix A

Section 3 - F: Commercial and Investments

Table 5: Capital Programme - Funding

Budget Period: 2019-20 to 2028-29

Summary of Schemes by Start Date					Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	
Ongoing					80,989	-	-	150	95,706	-14,867	
Committed Schemes					177,425	1,822	260	143,517	4,831	26,995	
2018-2019 Starts					30,639	-	-	-	-	30,639	
TOTAL BUDGET					289,053	1,822	260	143,667	100,537	42,767	

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000	Committee
F/C.	Commercial & Investments										
F/C.2.101	County Farms investment (Viability)	F/R.7.103, F/R.7.104	-5,250	Ongoing	3,000	-	-	-	-	3,000	C&I
F/C.2.103	Local Plans - representations		-	Ongoing	1,000	-	-	-	-	1,000	C&I
F/C.2.109	Community Hubs - East Barnwell		-	Committed	1,950	-	260	-	31	1,659	C&I
F/C.2.111	Shire Hall		-	Ongoing	5,439	-	-	150	2,273	3,016	C&I
F/C.2.112	Building Maintenance		-	Ongoing	6,000	-	-	-	-	6,000	C&I
F/C.2.114	MAC Joint Highways Depot		-183	Committed	5,198	-	-	-	4,800	398	C&I
F/C.2.116	Shire Hall Relocation	F/R.6.101	-	Committed	18,326	-	-	-	-	18,326	C&I
F/C.2.117	Commercial Investments	F/R.4.008	-217,000	Ongoing	96,744	-	-	-	96,744	-	C&I
F/C.2.118	Smart Energy Grid Demonstrator scheme at the St Ives Park and Ride	F/R.7.114	-1,594	Committed	3,645	1,822	-	-	-	1,823	C&I
F/C.2.119	Babraham Smart Energy Grid	F/R.7.115	-2,600	2018-19	11,399	-	-	-	-	11,399	C&I
F/C.2.120	Trumpington Smart Energy Grid	F/R.7.116	-1	2018-19	6,969	-	-	-	-	6,969	C&I
F/C.2.121	Stanground Closed Landfill Energy Project	F/R.7.117	-3,324	2018-19	9,745	-	-	-	-	9,745	C&I
F/C.2.122	Woodston Closed Landfill Energy Project	F/R.7.118	-837	2018-19	2,526	-	-	-	-	2,526	C&I
F/C.2.240	Housing schemes	F/R.5.001, F/R.7.113	-70,049	Committed	148,172	-	-	143,517	-	4,655	C&I
	Total - Commercial & Investments		-300,838		320,113	1,822	260	143,667	103,848	70,516	
F/C.	Capital Programme Variation										
F/C.3.001	Variation Budget		-	Ongoing	-31,194	-	-	-	-11,349	-19,845	C&I
F/C.3.002	Capitalisation of Interest Costs		-	Committed	134	-	-	-	-	134	C&I
	Total - Capital Programme Variation		-		-31,060	-	-	-	-11,349	-19,711	
F/C.9.001	Excess Corporate Services capital receipts used to reduce total prudential borrowing			Ongoing	-	-	-	-	8,038	-8,038	C&I
	TOTAL BUDGET				289,053	1,822	260	143,667	100,537	42,767	

Appendix B

Capital Investment Appraisals Summary of Scores

Ref	Title	Capital Scheme Category	(1) Meets Outcomes & Enablers 12/100	(2) Bold Economic Investment 15/100	(3) Asset Management Strategy 5/100	(4) Statutory Obligation 15/100	(5) Business Interruption / Risk 10/100	(6) Partnership Benefits 5/100	(7) Business Case 4/100	(8) Asset Life 7/100	(9) Value for Money 15/100	(10) Non- borrowing Funding 12/100	Total Score 100/100
A/C.01.040	Ermine Street, Alconbury, Phase 2	P&C - Basic Need - Primary	8	0	5	10	0	0	2	7	0	12	44
A/C.01.043	Littleport 3rd primary	P&C - Basic Need - Primary	8	0	5	10	10	0	2	7	0	12	54
A/C.01.044	Loves Farm primary, St Neots	P&C - Basic Need - Primary	8	0	5	10	10	0	2	7	0	2	44
A/C.01.046	Sawston Primary	P&C - Basic Need - Primary	8	0	5	10	10	0	2	7	0	0	42
A/C.01.049	Northstowe 2nd primary	P&C - Basic Need - Primary	8	0	5	5	5	0	2	7	0	12	44
A/C.01.050	March new primary	P&C - Basic Need - Primary	8	0	5	10	10	0	2	7	0	12	54
A/C.01.051	Wisbech new primary	P&C - Basic Need - Primary	8	0	5	10	10	0	2	7	0	1	43
A/C.01.052	NIAB 2nd primary	P&C - Basic Need - Primary	8	0	5	10	10	0	2	7	0	12	54
A/C.01.056	Alconbury Weald 2nd primary	P&C - Basic Need - Primary	8	0	5	5	5	0	2	7	0	12	44
A/C.01.057	Northstowe 3rd primary	P&C - Basic Need - Primary	8	0	5	5	5	0	2	7	0	10	42
A/C.01.066	Bassingbourn Primary	P&C - Basic Need - Primary	8	0	5	15	5	0	4	7	0	0	44
A/C.01.067	WING Development - Cambridge	P&C - Basic Need - Primary	8	0	5	15	10	0	4	7	0	12	61
A/C.01.068	St Philips Primary School	P&C - Basic Need - Primary	8	0	5	10	5	0	4	7	0	12	51
A/C.01.069	Caldecote Primary	P&C - Basic Need - Primary	8	0	5	10	5	0	4	7	0	3	42
A/C.02.011	New secondary capacity to serve Wisb	P&C - Basic Need - Secondary	8	0	5	10	10	0	4	7	0	1	45
A/C.02.012	Cromwell Community College	P&C - Basic Need - Secondary	8	0	5	10	5	0	2	7	0	11	48
A/C.02.013	St. Neots secondary	P&C - Basic Need - Secondary	8	0	5	10	5	0	2	7	0	12	49
A/C.02.014	Northstowe secondary, phase 2	P&C - Basic Need - Secondary	8	0	5	5	5	0	2	7	0	4	36
A/C.02.015	Sir Harry Smith	P&C - Basic Need - Secondary	8	0	5	10	10	0	4	7	0	12	56
A/C.02.016	Cambourne West secondary	P&C - Basic Need - Secondary	8	0	5	10	5	0	4	7	0	6	45
A/C.04.007	William Westley	P&C - Adaptations	8	0	5	5	0	0	0	7	0	0	25
A/C.05.001	School Condition, Maintenance & Suita	P&C - Condition & Maintenance	8	0	5	15	5	0	2	7	0	12	54
A/C.05.002	Kitchen Ventilation	P&C - Condition & Maintenance	8	0	5	15	5	0	2	5	0	12	52
A/C.08.003	SEN Pupil Adaptations	P&C - Specialist Provision	12	0	5	15	10	0	0	3	0	0	45
A/C.08.004	Replacement Pilgrim Pupil Referral Uni	P&C - Specialist Provision	8	0	5	5	5	0	2	7	0	0	32
A/C.08.006	Highfields Phase 2	P&C - Specialist Provision	8	0	5	15	10	0	2	7	0	3	50
A/C.08.007	Samuel Pepys	P&C - Specialist Provision	8	0	5	15	10	0	2	7	0	6	53
A/C.09.001	Site Acquisition, Development, Analysis	P&C - Site Acquisition & Developm	8	0	5	0	0	0	2	7	0	12	34
A/C.10.001	Temporary Accommodation	P&C - Temporary Accommodation	8	0	5	15	5	0	2	5	0	9	49
A/C.11.001	Children's Minor Works and Adaption	P&C - Children Support Services	0	0	5	0	0	0	0	5	0	2	12
A/C.12.002	Enhanced Frontline in Adult Social Car	P&C - Adult Social Care	12	0	0	0	0	0	2	5	0	2	21
A/C.12.005	Integrated Community Equipment Serv	P&C - Adult Social Care	12	0	5	15	10	5	2	0	0	0	49
B/C.3.001	Highways Maintenance (carriageways	P&E - Infrastructure Management	12	15	5	0	10	0	2	7	0	1	52
B/C.5.012	Waste - Household Recycling Centre (I	P&E - Infrastructure Management	4	0	5	10	10	5	0	5	0	5	44
B/C.5.029	Energy Efficiency Fund	P&E - Strategy & Development	4	0	0	0	0	0	0	5	5	0	14
B/C.6.108	New Community Hub/ Library Service F	P&E - Infrastructure Management	0	0	5	0	5	5	0	7	0	12	34
B/C.6.112	Open access & touchdown facilities	P&E - Libraries, Archives & Inform	4	0	0	0	0	5	4	3	0	0	16
B/C.6.113	Library Service Transformation mixed r	P&E - Libraries, Archives & Inform	0	0	0	0	0	5	4	3	0	0	12
C/C.1.003	Citizen First, Digital First	CS - Corporate Services	12	0	5	0	0	0	4	0	0	0	21
C/C.1.005	Children's Services IT System	CS - Corporate Services	12	0	5	0	5	5	4	3	0	0	29
C/C.2.006	CPSN Replacement	CS - Managed Services	12	0	5	0	10	5	0	3	0	0	35
C/C.3.001	Capitalisation of Transformation Team	CS - Corporate Services	8	0	0	0	0	0	0	0	0	12	20
C/C.3.002	Capitalisation of Redundancies	CS - Corporate Services	0	0	0	0	0	0	0	0	0	12	12
F/C.2.101	County Farms investment (Viability)	C&I - Commercialisation & Investm	4	0	0	0	0	5	0	7	10	0	26
F/C.2.103	Local Plans - representations	C&I - Commercialisation & Investm	8	0	5	0	0	5	0	7	0	0	25
F/C.2.109	Community Hubs - East Barnwell	C&I - Commercialisation & Investm	0	0	5	0	5	5	4	7	0	2	28
F/C.2.111	Shire Hall	C&I - Commercialisation & Investm	8	0	5	0	10	0	0	5	0	7	35

Appendix B

Ref	Title	Capitla Scheme Category	(1) Meets Outcomes & Enablers 12/100	(2) Bold Economic Investment 15/100	(3) Asset Managemet Strategy 5/100	(4) Statutory Obligation 15/100	(5) Business Interruption / Risk 10/100	(6) Partnership Benefits 5/100	(7) Business Case 4/100	(8) Asset Life 7/100	(9) Value for Money 15/100	(10) Non- borrowing Funding 12/100	Total Score 100/100
F/C.2.112	Building Maintenance	C&I - Commercialisation & Investrn	8	0	5	0	10	0	0	5	0	0	28
F/C.2.114	MAC Joint Highways Depot	C&I - Commercialisation & Investrn	12	0	0	0	5	5	2	7	5	12	48
F/C.2.116	Shire Hall Relocation	C&I - Commercialisation & Investrn	12	0	5	0	10	5	4	7	0	0	43
F/C.2.119	Babraham Smart Energy Grid	C&I - Commercialisation & Investrn	12	15	5	0	0	5	4	5	5	0	51
F/C.2.120	Trumpington Smart Energy Grid	C&I - Commercialisation & Investrn	12	15	5	0	0	5	4	5	5	0	51
F/C.2.121	Stanground Closed Landfill Energy Pro	C&I - Commercialisation & Investrn	4	15	5	0	0	5	4	5	5	0	43
F/C.2.122	Woodston Closed Landfill Energy Proje	C&I - Commercialisation & Investrn	4	15	5	0	0	5	4	5	5	0	43
F/C.2.240	Housing Schemes	C&I - Commercialisation & Investrn	12	15	5	0	5	5	4	7	5	12	70

Appendix C

Capital Investment Appraisals Prioritised List of Schemes

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Flexibility in Phasing	Alternative Methods of Delivery
70	Invest to Save	C&I	F/C.2.240	Housing Schemes	148,172	4,655		-
61	Statutory	P&C	A/C.01.067	WING Development - Cambridge	9,850	-	If the spend is delayed the Council will incur one of two additional types of cost:- the provision of additional capacity in temporary accommodation and planning permission on the existing school site could be secured (High risk)- transport for pupils to attend the nearest primary school with places available. these will increase year on year and be longstanding as pupils would have the right to complete their education in that school once they had started.	Temporary Accommodation;#Home to School Transport -
56	Statutory	P&C	A/C.02.015	Sir Harry Smith	5,000	-		Home to School Transport - Transport children, at a revenue expense, to schools across Cambridgeshire with capacity at the time.
54	Statutory	P&C	A/C.01.043	Littleport 3rd primary	5,300	596		-
54	Statutory	P&C	A/C.01.050	March new primary	8,770	230		-
54	Statutory	P&C	A/C.01.052	NIAB 2nd primary	11,900	430		-
54	Statutory	P&C	A/C.05.001	School Condition, Maintenance & Suitability	24,350	-		-
53	Statutory	P&C	A/C.08.007	Samuel Pepys	3,600	2,188		-
52	Statutory	P&C	A/C.05.002	Kitchen Ventilation	1,650	240		- Are limited. Conditions need to improve to comply with Gas safety regulations BS 6173:2009. The County Council would be failing to provide safe wroing envirnments is this wrk was not undertaken and could lead to closure of kitchens and possibly school.
52	Other	P&E	B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)	78,700	73,768	N/A	- N/A

Appendix C

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Flexibility in Phasing	Alternative Methods of Delivery
51	Statutory	P&C	A/C.01.068	St Philips Primary School	3,500	790	If the spend is delayed the Council will incur one of two additional types of cost:- the provision of additional capacity in temporary accommodation and planning permission on the existing school site could be secured (High risk)- transport for pupils to attend the nearest primary school with places available. these will increase year on year and be longstanding as pupils would have the right to complete their education in that school once they had started.	Temporary Accommodation;#Home to School Transport -
51	Invest to Save	C&I	F/C.2.119	Babraham Smart Energy Grid	11,399	11,399		-
51	Invest to Save	C&I	F/C.2.120	Trumpington Smart Energy Grid	6,969	6,969		-
50	Statutory	P&C	A/C.08.006	Highfields Phase 2	6,870	5,637		-
49	Statutory	P&C	A/C.02.013	St. Neots secondary	11,130	700		-
49	Statutory	P&C	A/C.10.001	Temporary Accommodation	12,500	7,520		-
49	Statutory	P&C	A/C.12.005	Integrated Community Equipment Service	13,000	13,000	None	-
48	Statutory	P&C	A/C.02.012	Cromwell Community College	8,320	2,980		-
48	Invest to Save	C&I	F/C.2.114	MAC Joint Highways Depot	5,198	398		Reduced Quality / Scope of Project - Quality: Existing depots have to be used, resulting in a lower-quality depot, with restricted functionality being provided. The location of which may not be as appropriate for all stakeholders. Output: Outputs would be reduced - particularly around delivering capital receipts/redevelopment sites. Outputs associated with running cost savings would also be reduced/removed, as would efficiencies/savings through co-location and joint working, as the ability to deliver these would be reduced. Value for money: Whilst saving capital investment, in the long-term revenue costs would be higher, and joint working/co-location opportunities less, with a resulting negative impact on service delivery. Revenue costs: Running costs are likely to be higher than if the proposal was developed. Overall costs to the Council: Whilst capital costs would be less, capital receipts would be negatively affected, as would running costs, there is a cost of reputational damage to the Council if statutory obligations are reduced due to revenue budget pressures.
45	Statutory	P&C	A/C.02.011	New secondary capacity to serve Wisbech	38,800	34,846		-

Appendix C

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Flexibility in Phasing	Alternative Methods of Delivery
45	Statutory	P&C	A/C.02.016	Cambourne West secondary	38,500	23,690	An element of flexibility as it could be possible to increase the current campus with temporary accommodation to meet the existing site, however the scheme will be required and has been part of the master plan for Cambourne from the early stages.	Temporary Accommodation - The scheme is required to meet the existing basic need demand from the current Cambourne population as well as to meet the new demand from the new housing developments on this area of cambourne west. The new demand has associated S106 developer contributions which are being finalised.
45	Statutory	P&C	A/C.08.003	SEN Pupil Adaptations	600	600	Timing will be reactive to placement of child, this will be on an individual basis.	Other - If Cambridgeshire is unable to provide school places in main stream settings, an alternative would be specialist provision in county which would mean increased transport cost, or an out of county placement which would increase revenue costs extensively.
44	Statutory	P&C	A/C.01.040	Ermine Street, Alconbury, Phase 2	3,350	-		-
44	Statutory	P&C	A/C.01.044	Loves Farm primary, St Neots	11,660	10,156		-
44	Statutory	P&C	A/C.01.049	Northstowe 2nd primary	11,590	-		-
44	Statutory	P&C	A/C.01.056	Alconbury Weald 2nd primary	11,750	-		-
44	Statutory	P&C	A/C.01.066	Bassingbourn Primary	3,050	2,883	If the spend is delayed the Council will incur one of two additional types of cost:- the provision of additional capacity in temporary accommodation and planning permission on the existing school site could be secured (High risk)- transport for pupils to attend the nearest primary school with places available. these will increase year on year and be longstanding as pupils would have the right to complete their education in that school once they had started.	Temporary Accommodation -
44	Statutory	P&E	B/C.5.012	Waste - Household Recycling Centre (HRC) Improvements	8,183	5,580		-
43	Statutory	P&C	A/C.01.051	Wisbech new primary	8,940	4,458		-
43	Invest to Save	C&I	F/C.2.116	Shire Hall Relocation	18,326	18,326		-
43	Invest to Save	C&I	F/C.2.121	Stanground Closed Landfill Energy Project	9,745	9,745		-
43	Invest to Save	C&I	F/C.2.122	Woodston Closed Landfill Energy Project	2,526	2,526		-
42	Statutory	P&C	A/C.01.046	Sawston Primary	2,460	2,401		-
42	Statutory	P&C	A/C.01.057	Northstowe 3rd primary	11,900	-		-

Appendix C

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Flexibility in Phasing	Alternative Methods of Delivery
42	Statutory	P&C	A/C.01.069	Caldecote Primary	3,890	2,898	If the spend is delayed the Council will incur one of two additional types of cost:- the provision of additional capacity in temporary accommodation and planning permission on the existing school site could be secured (High risk)- transport for pupils to attend the nearest primary school with places available. these will increase year on year and be longstanding as pupils would have the right to complete their education in that school once they had started.	-
36	Statutory	P&C	A/C.02.014	Northstowe secondary, phase 2	11,860	8,690		Home to School Transport - Transport children, at a revenue expense, to schools across Cambridgeshire with capacity at the time.
35	Other	CS	C/C.2.006	CPSN Replacement	5,500	5,500	No flexibility	-
35	Other	C&I	F/C.2.111	Shire Hall	5,439	3,016		-
34	Other	P&C	A/C.09.001	Site Acquisition, Development, Analysis and Investigations	600	500		-
34	Other	P&E	B/C.6.108	New Community Hub/ Library Service Provision Darwin Green	340	41		-
32	Statutory	P&C	A/C.08.004	Replacement Pilgrim Pupil Referral Unit - Medical Provision	4,000	4,000	The current accommodation is likely to be sold for development and therefore a new site will need to be found. The timing requirement is flexible as CCC will need to respond to the developments surrounding the future of the current provision.	Other - If no alternative delivery base is found, this provision would need to be delivered in a alternative way. Could include external provision which would have a significant revenue impact.
29	Other	CS	C/C.1.005	Children's Services IT System	2,545	2,545		-
28	Other	C&I	F/C.2.109	Community Hubs - East Barnwell	1,950	1,659		-
28	Other	C&I	F/C.2.112	Building Maintenance	6,000	6,000		-
26	Invest to Save	C&I	F/C.2.101	County Farms investment (Viability)	3,000	3,000		-
25	Statutory	P&C	A/C.04.007	William Westley	351	351	Adaptation to existing classrooms to ensure they are in accordance with current Building Bulletin guidance. Therefore there is some flexibility to deliver the scheme.However underlying issues will need addressing	-

Appendix C

Priority Score (/100)	Class	Service Area	Ref	Title	Total Scheme Cost £000	Total Prudential Borrowing £000	Flexibility in Phasing	Alternative Methods of Delivery
25	Other	C&I	F/C.2.103	Local Plans - representations	1,000	1,000	The timing of the development of allocated sites is very flexible but it is essential that consultations on Local Plans are responded to in the required time frames or the opportunities are invariably lost for some 3-5 years. Once a site is allocated it makes sense to secure a planning consent as soon as is practical unless market conditions are such that development is unviable, although even then the Council may take the view that it was to stimulate economic growth.	-
21	Other	P&C	A/C.12.002	Enhanced Frontline in Adult Social Care	635	635		-
21	Invest to Save	CS	C/C.1.003	Citizen First, Digital First	3,546	3,546		-
20	Other	CS	C/C.3.001	Capitalisation of Transformation Team	6,465	-		There are no other methods of delivery - this scheme reduces revenues costs.
16	Other	P&E	B/C.6.112	Open access & touchdown facilities	567	567		-
14	Invest to Save	P&E	B/C.5.029	Energy Efficiency Fund	1,000	1,000		-
12	Other	P&C	A/C.11.001	Children's Minor Works and Adaptions	75	75		-
12	Other	P&E	B/C.6.113	Library Service Transformation mixed model provision	148	148		-
12	Other	CS	C/C.3.002	Capitalisation of Redundancies	5,000	-		There are no other methods of delivery - this scheme reduces revenues costs.

TRANSFORMATION FUND MONITORING REPORT QUARTER 2 2018-19

To: General Purposes Committee

Meeting Date: 27 November 2018

From: Julia Turner, Transformation Manager

Electoral division(s): All

Forward Plan ref: Not applicable **Key decision:** No

Purpose: To outline progress in delivery of the projects for which transformation funding has been approved at the end of the second quarter of the 2018/19 financial year.

Recommendation: It is recommended that the Committee note and comment on the report and the impact of transformation fund investment across the Council.

Officer contact:		Member contacts:	
Name:	Julia Turner	Names:	Councillors Count & Hickford
Post:	Transformation Manager	Post:	Chair/Vice-Chair
Email:	Julia.turner@cambridgeshire.gov.uk	Email:	Steve.Count@cambridgeshire.gov.uk Roger.Hickford@cambridgeshire.gov.uk
Tel:	01223 699051	Tel:	01223 706398

1. BACKGROUND

- 1.1 General Purposes Committee (GPC) has responsibility for the stewardship of the Transformation Fund, approving business cases for new proposals and reviewing progress of the existing schemes.
- 1.2 This report provides GPC with a high level overview of how the proposals are meeting their financial objectives for schemes that have investment in 2018/19 using a Red, Amber Green (RAG) rating system. Service Committees continue to review relevant projects in detail as appropriate.
- 1.3 This report also highlights where the proposals contribute towards the Council's Outcomes and also where schemes provide benefits across the systems to other organisations, where known.

2. OVERVIEW OF TRANSFORMATION FUND PERFORMANCE

- 2.1 The table below provides a summary of investments which are rated green 'on track' and those which are amber or red because the delivery of benefits is either delayed or will not be achieved as originally anticipated. The total invested and delivered to date and projected over the lifetime of the programme is provided in the overview.

RAG Rating	No of Schemes	Investment to Q2 (£000)	Total Investment Committed for lifetime of scheme (£000)	Savings / Income to Q2 (£000)	Projected savings / Income to end 18/19 (£000)	Projected total Projected total savings over the five year MTFS (£000)
Green	13	595	2,511	-5,634	-7,371	-8,293
Amber	1	0	40	0	-150	-150
Red	2	354	1,036	-1,837	-2,641	-6,371
Total	16	949	3,587	-7,471	-10.162	-14,814

2.2 EXCEPTIONS

The following tables show details of the schemes which are rated as RED or AMBER in this quarter:

Scheme: Dedicated social work and commissioning capacity - Learning Disability (LD)			RED
Investment to date	Total scheme Investment Committed	Savings to date	Total scheme savings anticipated
£354,000	£786,000	-£1,737,000	-£3,100,000
<p><i>Service Comments:</i></p> <p>The above saving figures include 18/19 progress only, however it is important to recognise the success from 17/18 savings from reassessments (reference A/R.6.114) have spanned multiple years. In 17/18, £2,001k savings were achieved through reassessments and this included savings accrued as a result of reassessments undertaken by both the Project Assessment Team (PAT) and LD Locality Teams.</p> <p>In addition, because the work of PAT is not limited only to the reassessment work, it would also be beneficial to outline the wider financial benefit of using the transformation fund to invest in PAT.</p> <p>There are three particular programmes of work that are delivering savings and efficiencies on behalf of the LDP, these are:</p> <ol style="list-style-type: none"> 1. Leading project to de-register residential homes for people living with disabilities and changing the service model to supported living delivering savings (£85k achieved to date in 18/19) and promoting greater independence for service users 2. Work to enable people living with learning disabilities who have been placed 'out of county' to move closer to their family by identifying a placement which is closer to home. There is a business plan savings target of £315k for this work, it is forecast to be delivered in full and to date £169k of savings have been banked (£169k of which is accrued to 2018/19 and £10k to 2019/20) 3. Leading negotiations with all providers on behalf of LD regarding annual fee uplifts within limited resources, applying expert brokerage support and best practice commercial logic to these negotiations on behalf of the council <p>The dedicated social work team and brokerage commissioning capacity has bought real time savings currently standing at 2.5m (recurrent) from a target 3.1m which I am confident can be reached by the end of this financial year. This has been achieved through standing firm in the implementation of the policy lines, negotiating hard with providers and ensuring value for money but never compromising on meeting the client's needs under the Care Act requirements.</p>			

Scheme: Housing Review			RED
Investment to date	Total scheme Investment Committed	Savings to date	Total scheme savings anticipated
£0	£250,000	-£100,000	-£1,000,000
<p><i>Service Comments:</i></p> <p>An extensive review of initiatives currently funded by the Housing Related Support has been undertaken during May – September 2018, in order to inform recommendations for achievement of the required savings. This needs to take into account any unanticipated consequences of proposed savings, and a Community Impact Assessment (CIA) has been completed for each proposal. Following analysis, a set of proposed savings, with timescales, are being presented to the Joint Commissioning Board on the 29th November for decision.</p> <p>In a linked piece of work, extensive work is underway internally and with partners to consider more innovative solutions to meeting accommodation needs of our most vulnerable clients in the medium to longer term. This work will require cross Council working and the opportunity to build on significant collaborations across District Councils which have been formed, for example, around the Homelessness Trailblazer. A paper considering these opportunities with recommendations to take the work forward, was considered at Communities and Partnership Committee on 8th November.</p> <p>The investment of the transformation fund will be an essential part of both of these workstreams. Consideration of how it could be best deployed will be made at both the Joint Commissioning Board and also through the transformation work now underway with partners.</p>			

Scheme: External Funding			AMBER
Investment to date	Total scheme Investment Committed	Savings to date	Total scheme savings anticipated
£0	£40,000	£0	£200,000
<p><i>Service Comments</i></p> <p>This scheme is rated as amber due to phasing, the investment has not been drawn down at as the end of Q2 and therefore the expected savings will be delayed.</p>			

3. OUTCOMES

3.1 The table below shows the current financial year schemes with Transformation Fund investment, their RAG status for this period, Q2 2018/19, and where they contribute towards the Council's Outcomes.

RAG	Investment scheme description	Older people live well independently	People with disabilities live well independently	People at risk of harm are kept safe	People lead a healthy lifestyle	Children & young people reach their potential in settings & schools	Cambridgeshire economy prospers to the benefit of all	People live in a safe environment
GREEN	Total Transport							X
GREEN	Move to full cost recovery for non-statutory highway works						X	
GREEN	Street Lighting Synergies							X
GREEN	Supporting people with physical disabilities & people with autism to live more independently		X	X				X
GREEN	Pilot of Additional safeguarding posts in the MASH A/R.6.172			X				X
AMBER	External Funding						X	
GREEN	Support Investment in modernising Social Care Payments	X						
RED	Dedicated social work and commissioning capacity - LD		X					
GREEN	Additional capacity in team to conduct financial assessments in Adults	X						
GREEN	Investment in additional upstream MH social work			X				
RED	Housing Review			X				X
GREEN	LAC Placement Budget Savings			X				
GREEN	Learning services review					X		
GREEN	Dedicated capacity to undertake case reviews of specialist transport provision A/R.6.244,214,210,251			X				
BLUE	Social work capacity to review out of area placements			X				
GREEN	Library Service Transformation Bid	X	X					

3.2 Some of the schemes provide benefits across the system, the list below shows the areas identified by Services as potential benefits, although these cannot be quantified in terms of number of financial savings:

- Reducing the amount of hospital admissions
- Supporting discharge from hospital
- Reduction in crisis intervention for mental health preventing the use of A & E

3.3 Conversely, the dedicated social work and commissioning capacity in LD is likely to have resulted in additional benefits being claimed.

4.0 ALIGNMENT WITH CORPORATE PRIORITIES

4.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

4.2 Helping people live healthy and independent lives

A key focus of the Transformation Programme is on helping people to live healthy lives and cope more independently of public services.

4.3 Supporting and protecting vulnerable people

The impacts associated with the people living healthy and independent lives are captured within Community Impact Assessments for each proposals within the Business Plan, including these transformation programmes. By successfully delivering transformation we can address the funding shortfall whilst protecting and enhancing outcomes for vulnerable groups. The transformation fund and its impact therefore mitigates the potential need for service reductions which would impact negatively on vulnerable people.

5.0 SIGNIFICANT IMPLICATIONS

5.1 Resource Implications

The resource implications are captured on the savings tracker showing expenditure from the transformation fund and the actual and anticipated return on investment.

5.1.1 Transformation team resource as at 30th September 2018 = 38.5 FTEs

5.2 Procurement/Contractual/Council Contract Procedure Rules Implications

No significant implications – in some instances the procurement process has taken longer than anticipated creating some delay in the expenditure and impact of the transformation investments – these are described within the commentary for each scheme.

5.3 Statutory, Legal and Risk Implications

There are no significant impacts for this category.

5.4 Equality and Diversity Implications

There are no significant implications within this category from this report – individual community impact assessments were completed for all schemes as part of the original business case.

5.5 Engagement and Communications Implications

There are no significant impacts for this category.

5.6 Localism and Local Member Involvement

There are no significant impacts for this category.

5.7 Public Health Implications

There are no significant impacts for this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes – Chris Malyon and Tom Kelly
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	n/a
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	n/a
Have the equality and diversity implications been cleared by your Service Contact?	n/a
Have any engagement and communication implications been cleared by Communications?	n/a
Have any localism and Local Member involvement issues been cleared by your Service Contact?	n/a
Have any Public Health implications been cleared by Public Health	n/a

Source Documents	Location
General Purposes Committee Agenda, Reports and Minutes	https://cmis.cambridgeshire.gov.uk/ccc_live/Committees/tabid/62/ctl/ViewCMIS_CommitteeDetails/mid/381/id/2/Default.aspx

TREASURY MANAGEMENT REPORT – QUARTER TWO AND MID-YEAR UPDATE 2018-19

To: **General Purpose Committee**

Meeting Date: **27th November 2018**

From: **Chief Finance Officer**

Electoral division(s): **All**

Forward Plan ref: **Not applicable** *Key decision:* **No**

Purpose: **To provide the second quarterly and mid-year update on the Treasury Management Strategy 2018-19, approved by Council in February 2018.**

Recommendation: **The General Purposes Committee is recommended to:**

- a) Note the Treasury Management Report.**
- b) Approve the addition of LNAV money market funds to the list of approved investments.**
- c) Forward to Full Council for approval.**

<i>Officer contact:</i>	<i>Member contacts:</i>
Name: Carl Oliver Post: Group Accountant – Treasury & Tax Email: Carl.oliver@milton-keynes.gov.uk Tel: 01908 252414	Names: Councillors Count & Hickford Post: Chair/Vice-Chair Email: Steve.Count@cambridgeshire.gov.uk Roger.Hickford@cambridgeshire.gov.uk Tel: 01223 706398

1. BACKGROUND

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

2. ECONOMIC CLIMATE

- 2.1 A detailed commentary from the Council's treasury advisors of the current economic climate is provided at **Appendix A** to this report. In brief summary, Q2 saw:

- The UK economy gathered some momentum; a tight labour market put upward pressure on wage growth and consumer price inflation rose unexpectedly;
- The Bank of England increased interest rates from 0.50% to 0.75%; however, they emphasised again that future increases would be gradual and would rise at a slow pace.
- Brexit negotiations remained at an impasse; UK equities market underperformed given the uncertainty.

3. INTEREST RATE FORECAST

- 3.1 The latest forecast for UK Bank Rate along with PWLB borrowing rates (certainty rate) from the Council's treasury advisors is set out below:

Table 1: Interest Rate Forecast

Link Asset Services Interest Rate View											
	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21
Bank Rate View	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.50%	1.50%
5yr PWLB Rate	2.00%	2.00%	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%	2.50%	2.50%	2.60%
10yr PWLB Rate	2.40%	2.50%	2.50%	2.60%	2.70%	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%
25yr PWLB Rate	2.80%	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%	3.40%	3.50%	3.50%
50yr PWLB Rate	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%

- 3.2 There are many risks to the forecast set out above, principally around the timing and pace of further rate rises, and a listing of underlying assumptions is attached at **Appendix B**. Budget estimates prudently include sensitivity analysis of the impact that a slower than forecast economic recovery would have upon the Council, and any impact of changes to interest rates is reported through the Budget Monitoring process.

4. INVESTMENTS

- 4.1 The Treasury Management Strategy Statement (TMSS) for 2018-19, which includes the Annual Investment Strategy, was approved by the Council on 6th February 2018. It sets out the Council's investment priorities as being:

1. Security of Capital;

2. Liquidity; and then
3. Yield

4.2 The Council will aim to achieve the optimum return (yield) on investments commensurate with proper levels of security and liquidity.

4.3 The table below summarises the maturity profile of the Council's investment portfolio at the end of Q2 2018-19 (excluding third party loans):

Table 2 – Investment maturity profile at end of Q2 2018-19

Product	Access Type	Maturity Period			
		0d	0-3m	Total	
		£m	£m	£m	%
Money Market Funds	Same-Day	14.5		14.5	29.3
Bank Call Account	Instant Access	5.0		5.0	10.1
Certificate of Deposits	Fixed Term / Tradeable	0.0	30.0	30.0	60.6
Total		19.5	30.0	49.5	100.0
%		39.4	60.6	100.0	

4.4 Set out below are details of the amounts outstanding on loans and share equity investments classed as capital expenditure advanced to third party organisations at the end of Q2:

- This Land Ltd - £36.846m – loans advanced to Council's wholly owned property companies.
- Arthur Rank Hospice Charity - £3.680m – loan to local charitable organisation to enable the build of a 24 bedded hospice; and
- UK Municipal Bonds Agency (MBA) – £0.4m – share equity investment to establish the agency to raise bond finance as an alternative to PWLB & markets.

4.5 Financial markets trade on confidence and certainty, and although the Bank of England forward guidance is aimed at providing this, markets remain sceptical. Investment rates have increased from historical lows following the base rate rises, but remain relatively low in short to medium-term durations, with limited pickup in value for longer durations.

4.6 At 31st March 2018 investment balances totalled £26.8m, held in Money Market Funds and Call/Notice accounts. This figure excludes third party loans and share capital which are set out above. Due to the front-loaded nature of various government funding streams and timing of capital expenditure, the average level of funds available for investment purposes during quarter two was £76.3m. Short-term loans will be repaid as they mature but in the meantime, short-term investments have been placed in accordance with the Council's approved investment strategy.

4.7 Investment balances are forecast to reduce by the financial year end as internal resources

from temporary positive cashflow surpluses are applied to fund expenditure demands in lieu of fully funding the borrowing requirement (internal borrowing) on a net basis. This process effectively reduces the cost of carrying additional borrowing at a higher cost than the income that could be generated through short term investment of those balances, as well as reducing investment counterparty credit risk.

- 4.8 The Council's investments outperformed against the most comparable weighted duration benchmark by 10 basis points (equivalent to £19k more than benchmark return). Any impact on latest budget projections for the financial year are reported through the Budget Monitoring process.

Table 3: Benchmark Performance – Q2 2018-19

Benchmark	Benchmark Return	Council Performance
1m LIBID	0.47%	0.57%

- 4.9 Leaving market conditions aside, the Council's return on investments is influenced by a number of factors, the largest contributors being the duration of investments and the credit quality of the institution or instrument:
- Credit risk is the consideration of the likelihood of default and is controlled through the creditworthiness policy approved by Council.
 - The duration of an investment introduces liquidity risk; the risk that funds cannot be accessed when required.
 - Interest rate risk; the risk that arises from fluctuating market interest rates.
- 4.10 These factors and associated risks are actively managed by the LGSS Integrated Finance Treasury team.

5. BORROWING

- 5.1 The Council can raise cash through borrowing in order to fund expenditure on its capital programme for the benefit of Cambridgeshire. The amount of new borrowing needed each year is determined by capital expenditure plans and projections of the Capital Financing Requirement, underlying borrowing requirement, forecast cash-backed reserves and both current and forecast economic conditions.
- 5.2 Overall borrowing outstanding increased by £20.0m during Q2. At Q1, the Council held £542.8m of borrowing, of which £100.0m matured in less than 1 year. At the end of Q2, the Council held £562.8m of borrowing, of which £137.5m matures in less than 1 year. The additional borrowing was taken short-term for durations up to one year from other Local Authorities.

- 5.3 Table 4 below sets out the maturity profile of the Council's borrowing portfolio at the end of Q2. The majority of loans are Public Works Loan Board (PWLB) loans and have a fixed interest rate and are long term in nature which limits the Council's exposure to interest rate fluctuations.

Table 4: Borrowing Maturity Profile – Q2 2018-19

Term Remaining	Borrowing	
	£m	%
Under 12 months	137.603	24.4
1-2 years	35.160	6.2
2-5 years	106.286	18.9
5-10 years	62.566	11.1
10-20 years	68.990	12.3
20-30 years	46.675	8.3
30-40 years	20.000	3.6
40-50 years	35.000	6.2
Over 50 years	50.500	9.0
TOTAL	562.780	100.0

- 5.4 Market Lender Option Borrower Option (LOBO) loans are included at their final maturity rather than their next potential call date. In the current low interest rate environment the likelihood of lenders exercising their option to increase the interest rates on these loans - and so triggering the Council's option to repayment at par - is considered to be low.
- 5.5 The Council is in an internally borrowed cash position and balances will need to be replenished at some point in the future (subject to expenditure demands). Officers continue to assess cashflow forecasts against projected movements in borrowing rates. Sharp or sustained movements in borrowing rates will increase the likelihood of additional borrowing.
- 5.6 The Council has entered into a Framework Agreement and Joint and Several Guarantee arrangement with the UK Municipal Bonds Agency (MBA). This included the advance of seed capital shares of £0.4m as reported in paragraph 4.4 above. It is hoped this will allow for the Council to potentially raise loan finance through MBA as an alternative to PWLB and market loans. To date, the MBA has not issued any bonds.

6. BORROWING RESTRUCTURING

- 6.1 No borrowing rescheduling was undertaken during the Q2. Rescheduling opportunities are limited in the current economic climate. For PWLB loans, due to the spread between the carrying rate of existing borrowing and early redemption rates, substantial exit (premium) costs would be incurred. For market borrowing, the lender uses the certainty of the loans cashflow profile to hedge against forecast interest rate movements and so would pass the cost of unwinding these instruments onto the Council as an exit (premium) cost.

- 6.2 Officers continue to monitor the position regularly, and are in ongoing dialogue with the market loan lenders who may be open to negotiating on exit costs in return for early repayment of principal. Further updates on this position will be reported should they materialise.

7. TREASURY AND PRUDENTIAL INDICATORS

- 7.1 The Council's approved Treasury and Prudential Indicators (affordability limits) were approved alongside the TMSS. It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits.
- 7.2 During the financial year to date the Council has operated within the Treasury and Prudential Indicators set out in the Council's TMSS, shown in **Appendix C**.

8. REGULATORY UPDATE

IFRS9 Accounting Standard

- 8.1 IFRS9 accounting standard came into effect from 1st April 2018. Under previous accounting standards, annual year-end book value movements in the market value of investments were held unrealised on the Balance Sheet. This approach recognised that there is a high likelihood that gains or losses will be reversed in time and so would only become a real cost or benefit to the authority at the point of redemption. However under IFRS9, any annual gains or losses would be charged directly to the General Fund. This change would have a minor impact on commonly used short-term treasury management investments. For longer term strategic investments like pooled property funds, third party loans and commercial investments, the impact could be significant on budget setting and Council Tax.
- 8.2 In September 2018, The Ministry of Housing, Communities and Local Government (MHCLG) consulted on a temporary statutory override to allow English local authorities to continue to mitigate the impact of valuation gains or losses. This temporary measure was intended to allow authorities time to adjust their portfolio of investments before full implementation of IFRS9 standard.
- 8.3 The LGSS Treasury team responded to the consultation to voice concern that this accounting standard may force local authorities to increase council tax or cut local public services based on a snapshot of financial markets at a point in time measurement each year. The circumstances meaning a temporary statutory override is appropriate now will still apply in April 2021 and beyond. A permanent override, as for longer term strategic pension fund investments, was put forward as a recommended solution.
- 8.4 In November 2018, MHCLG published the Government's response to the consultation. In summary the Government intends to:
- Require local authorities to account for fair value movements in financial instruments in accordance with proper practices as set out in the Code on Local Authority Accounting published by CIPFA.

- Introduce a mandatory statutory override requiring local authorities to reverse out all unrealised fair value movements resulting from pooled investment funds. This will be effective from financial year commencing 1 April 2018.
- Extend the proposed period for which the statutory override applies to five years. The Government will keep use of the override under review.
- Require Local Authorities to disclose the net impact of the unrealised fair value movements in a separate unusable reserve throughout the duration of the override.

8.5 Government did not see a case for issuing an initial statutory override without a time limit, which would have resulting in a permanent deviation from normal accounting practices. Any statutory override introduced would mean that local authority accounts will differ from accounts prepared by other entities, reducing transparency and comparability.

9. ALIGNMENT WITH CORPORATE PRIORITIES

9.1 Developing the local economy for the benefit of all

There are no significant implications for this priority.

9.2 Helping people live healthy and independent lives

There are no significant implications for this priority.

9.3 Supporting and protecting vulnerable people

There are no significant implications for this priority.

10. SIGNIFICANT IMPLICATIONS

10.1 Resource Implications

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

10.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications for this category.

10.3 Statutory, Legal and Risk Implications

The Council continues to operate within the statutory requirements for borrowing and investments. Further details can be found within the Prudential Indicators in **Appendix C**.

10.4 Equality and Diversity Implications

There are no significant implications for this category.

10.5 Engagement and Communications Implications

There are no significant implications for this category.

10.6 Localism and Local Member Involvement

There are no significant implications for this category.

10.7 Public Health Implications

There are no significant implications for this category.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Tom Kelly
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Not applicable
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Not applicable
Have the equality and diversity implications been cleared by your Service Contact?	Not applicable
Have any engagement and communication implications been cleared by Communications?	Not applicable
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Not applicable
Have any Public Health implications been cleared by Public Health	Not applicable

Source Documents	Location
None	Not applicable

Appendix A

Economic Commentary; Extract from Treasury Advisors (Link Asset Services)

UK

- The first half of 2018/19 has seen UK economic growth post a modest performance, but sufficiently robust for the Monetary Policy Committee, (MPC), to unanimously (9-0) vote to increase Bank Rate on 2nd August from 0.5% to 0.75%. Although growth looks as if it will only be modest at around 1.5% in 2018, the Bank of England's August Quarterly Inflation Report forecast that growth will pick up to 1.8% in 2019, albeit there were several caveats – mainly related to whether or not the UK achieves an orderly withdrawal from the European Union in March 2019.
- Some MPC members have expressed concerns about a build-up of inflationary pressures, particularly with the pound falling in value again against both the US dollar and the Euro. The Consumer Price Index (CPI) measure of inflation rose unexpectedly from 2.4% in June to 2.7% in August due to increases in volatile components, but is expected to fall back to the 2% inflation target over the next two years given a scenario of minimal increases in Bank Rate. The MPC has indicated Bank Rate would need to be in the region of 1.5% by March 2021 for inflation to stay on track. Financial markets are currently pricing in the next increase in Bank Rate for the second half of 2019.
- As for the labour market, unemployment has continued at a 43 year low of 4% on the Independent Labour Organisation measure. A combination of job vacancies hitting an all-time high in July, together with negligible growth in total employment numbers, indicates that employers are now having major difficulties filling job vacancies with suitable staff. It was therefore unsurprising that wage inflation picked up to 2.9%, (3 month average regular pay, excluding bonuses) and to a one month figure in July of 3.1%. This meant that in real terms, (i.e. wage rates higher than CPI inflation), earnings grew by about 0.4%, and near to the joint high of 0.5% since 2009 (The previous high point was in July 2015). Given the UK economy is very much services sector driven, an increase in household spending power is likely to feed through into providing some support to the overall rate of economic growth in the coming months. This tends to confirm that the MPC were right to start on a cautious increase in Bank Rate in August as it views wage inflation in excess of 3% as increasing inflationary pressures within the UK economy. However, the MPC will need to tread cautiously before increasing Bank Rate again, especially given all the uncertainties around Brexit.

EU

- Growth was unchanged at 0.4% in quarter 2, but has undershot early forecasts for a stronger economic performance in 2018. In particular, data from Germany has been mixed and it could be negatively impacted by US tariffs on a significant part of manufacturing exports e.g. cars. For that reason, although growth is still expected to be in the region of 2% for 2018, the horizon is less clear than it seemed just a short while ago.

Appendix A continued.

US

- The US easing of fiscal policy is fuelling a (temporary) boost in consumption which has generated an upturn in the rate of strong growth which rose from 2.2%, (annualised rate), in quarter 1 to 4.2% in quarter 2, but also an upturn in inflationary pressures. With inflation moving towards 3%, the Fed increased rates another 0.25% in September to between 2.00% and 2.25%, this being four increases in 2018, and indicated they expected to increase rates four more times by the end of 2019. The dilemma, however, is what to do when the temporary boost to consumption wanes, particularly as the recent imposition of tariffs on a number of countries' exports to the US, (China in particular), could see a switch to US production of some of those goods, but at higher prices. Such a scenario would invariably make any easing of monetary policy harder for the Fed in the second half of 2019.

Asia

- In China, economic growth has been weakening over successive years despite repeated rounds of central bank stimulus; medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and credit systems.
 - Japan has been struggling to stimulate consistent significant GDP growth and to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy.

Interest Rate Forecast Commentary; Extract from Treasury Advisors (Link Asset Services)

Underlying assumptions to the interest rate forecast are:

The flow of generally positive economic statistics after the end of the quarter ended 30 June meant that it came as no surprise that the MPC came to a decision on 2 August to make the first increase in Bank Rate above 0.5% since the financial crash, to 0.75%. However, the MPC emphasised again, that future Bank Rate increases would be gradual and would rise to a much lower equilibrium rate, (where monetary policy is neither expansionary or contractionary), than before the crash; indeed they gave a figure for this of around 2.5% in ten years' time but they declined to give a medium term forecast. We do not think that the MPC will increase Bank Rate in February 2019, ahead of the deadline in March for Brexit. We also feel that the MPC is more likely to wait until August 2019, than May 2019, before the next increase, to be followed by further increases of 0.25% in May and November 2020 to reach 1.5%. However, the cautious pace of even these limited increases is dependent on a reasonably orderly Brexit.

The balance of risk to the UK is:

- The overall balance of risks to economic growth in the UK is probably neutral.
- The balance of risks to increases in Bank Rate and shorter term PWLB rates, are probably also even and are broadly dependent on how strong GDP growth turns out, how slowly inflation pressures subside, and how quickly the Brexit negotiations move forward positively.

Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

- Bank of England monetary policy takes action too quickly over the next three years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- A resurgence of the Eurozone sovereign debt crisis, possibly Italy, due to its high level of government debt, low rate of economic growth and vulnerable banking system, and due to the election in March of a government which has made a lot of anti-austerity noise. This is likely to lead to friction with the EU when setting the target for the fiscal deficit in the national budget. Unsurprisingly, investors have taken a dim view of this and so Italian bond yields have been rising.
- The imposition of trade tariffs in the US could negatively impact world growth. Specific actions against Turkey pose a particular risk to its economy which could, in turn, negatively impact Spanish and French banks which have significant exposures to loans to Turkey.
- Weak capitalisation of some European banks.
- Rising interest rates in the US could negatively impact emerging countries which have borrowed heavily in dollar denominated debt, so causing an investor flight to safe havens e.g. UK gilts.
- Geopolitical risks, especially North Korea, but also in Europe and the Middle East, which could lead to increasing safe haven flows.

Appendix B continued.

Upside risks to current forecasts for UK gilt yields and PWLB rates are:

- US fiscal plans to stimulate economic expansion causing a significant increase in inflation in the US and causing further sell offs of government bonds in major western countries.
- The Fed causing a sudden shock in financial markets through misjudging the pace and strength of increases in its Fed. Funds Rate and in the pace and strength of reversal of QE, which then leads to a fundamental reassessment by investors of the relative risks of holding bonds, as opposed to equities. This could lead to a major flight from bonds to equities and a sharp increase in bond yields in the US, which could then spill over into impacting bond yields around the world.
- The Bank of England is too slow in its pace and strength of increases in Bank Rate and, therefore, allows inflation pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.
- UK inflation, whether domestically generated or imported, returning to sustained significantly higher levels causing an increase in the inflation premium inherent to gilt yields.

Appendix C

Treasury and Prudential Indicators

Prudential Indicator	2018/19 Indicator	2018/19 Q2
Authorised limit for external debt (Inc' loans raised to on-lend to Housing & Investment Company)	----- £1,014.6m -----	
Operational boundary for external debt (Inc' loans raised to on-lend to Housing & Investment Company)	----- £984.6m -----	
Capital Financing Requirement (CFR)	£954.6m	£894.6
Ratio of financing costs to net revenue streams	8.1%	7.6%
Incremental impact of capital investment decisions:-		
a) Increase in council tax (band D) per annum.	£16.02p	£15.42p
Upper limit of fixed interest rates based on net debt	150%	101%
Upper limit of variable interest rates based on net debt	65%	-1%
Principal sums invested > 364 days (exc' third party loans)	£0m	£0m
Maturity structure of borrowing limits:-		
Under 12 months	Max. 80% Min. 0%	27.2%
12 months to 2 years	Max. 50% Min. 0%	6.2%
2 years to 5 years	Max. 50% Min. 0%	18.9%
5 years to 10 years	Max. 50% Min. 0%	11.1%
10 years and above	Max. 100% Min. 0%	36.6%

- The Treasury Management Code of Practice guidance notes requires that maturity is determined by the earliest date on which the lender can trigger repayment, which in the case of LOBO loans is the next break/call point.

GENERAL PURPOSES COMMITTEE AGENDA PLAN

Published on 1st November 2018
as at 19th November 2018

Agenda Item No. 10



Cambridgeshire
County Council

Notes

Committee dates shown in bold are confirmed.

Committee dates shown in brackets and italics are reserve dates.

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.

Draft reports are due with the Democratic Services Officer by 10.00 a.m. eight clear working days before the meeting.

The agenda dispatch date is six clear working days before the meeting.

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
27/11/18	1. Minutes – 23/10/18	M Rowe			
	2. Resources and Performance Report (September) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report - September 2017	R Barnes	2018/014		
	4. Treasury Management Report – Quarter 2*	C Oliver/ J Lee	Not applicable		
	5. Draft 2019/20 Capital Programme and Capital Prioritisation	C Malyon	Not applicable		
	6. Transformation Fund Monitoring Report Quarter 2 2018-19	A Askham	Not applicable		
	7. Corporate Strategy	C Malyon	Not applicable		
18/12/18	1. Minutes – 27/11/18	M Rowe			

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	2. Resources and Performance Report (October) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report - October 2017	R Barnes	2018/016		
	4. Business Planning 2019-20 to 2023-24 – update	C Malyon	Not applicable		
	5. Draft Revenue and Capital Business Planning Proposals for 2019-20 to 2023-2024 (whole Council)	C Malyon	Not applicable		
	6. Treasury Management Strategy	C Oliver/ J Lee	Not applicable		
	7. Waste PFI Contract+ <i>[Reason for the meeting to be held in private - Information relating to the financial or business affairs of any particular person [including the authority holding that information].</i>	A Smith	2018/026		
	8. Cambridgeshire Positive Behaviour Support project continuing funding from Transformation Fund	S Rust	Not applicable		
22/01/19	1. Minutes – 18/12/19	M Rowe			
	2. Resources and Performance Report (November) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report - November 2017	R Barnes	2019/001		
	3. Capital Receipts Strategy	C Malyon	Not applicable		
	4. Treasury Management Strategy	C Malyon	Not applicable		
	5. Business Plan*	C Malyon	Not applicable		
	6. Consultation Report	S Grace	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
<i>[26/02/19] Provisional Meeting</i>					
26/03/19	1. Minutes – 22/01/19	M Rowe			
	2. Resources and Performance Report (January) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (January)	R Barnes	2019/002		
	4. Transformation Fund Monitoring Report Quarter 3 2018/19	A Askham	Not applicable		
	5. Treasury Management Report – Quarter 3	C Oliver/ J Lee	Not applicable		
<i>[30/04/19] Provisional Meeting</i>					
28/05/19	1. Minutes – 26/03/19	M Rowe			
	2. Resources and Performance Report (March) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (March)	R Barnes	2019/003		
	4. Treasury Management Report – Quarter 4 and Outturn Report*	C Oliver/ J Lee	Not applicable		
<i>[26/06/19] Provisional Meeting</i>					
16/07/19	1. Minutes – 26/03/19	M Rowe			
	2. Resources and Performance Report (May) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	3. Integrated Resources and Performance Report (May)	R Barnes	2019/010		
	4. Transformation Fund Monitoring Report Quarter 4 2018/19	A Askham	Not applicable		
<i>[20/08/19] Provisional Meeting</i>					
26/09/19	1. Minutes – 16/07/19	M Rowe			
	2. Resources and Performance Report (July) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (July)	R Barnes	2019/011		
	4. Medium Term Financial Strategy	C Malyon	Not applicable		
	5. Capital Strategy	C Malyon	Not applicable		
	6. Transformation Fund Monitoring Report Quarter 1 2019/20	A Askham	Not applicable		
	7. Treasury Management Report – Quarter 1 2019-20	C Oliver/ J Lee	Not applicable		
22/10/19	1. Minutes – 26/09/19	M Rowe			
	2. Resources and Performance Report (July) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (August)	R Barnes	2019/012		
26/11/19	1. Minutes – 22/10/19	M Rowe			

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	2. Resources and Performance Report (September) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (September)	R Barnes	2019/013		
	4. Treasury Management Report – Quarter 2*	C Oliver/ J Lee	Not applicable		
	5. Draft 2019/20 Capital Programme and Capital Prioritisation	C Malyon	Not applicable		
	6. Business Planning 2019-20 to 2023-24 – update	C Malyon	Not applicable		
	7. Transformation Fund Monitoring Report Quarter 2 2019-20	A Askham	Not applicable		
17/12/19	1. Minutes – 26/11/19	M Rowe			
	2. Resources and Performance Report (October) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report – (October)	R Barnes	2019/014		
	4. Amendments to Business Plan Tables (if required)	C Malyon	Not applicable		
	5. Draft Revenue and Capital Business Planning Proposals for 2020-21 to 2024-2025 (whole Council)	C Malyon	Not applicable		
	6. Treasury Management Strategy	C Oliver/ J Lee	Not applicable		
28/01/20	1. Minutes – 17/12/19	M Rowe			
	2. Resources and Performance Report (November) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report – (November)	R Barnes	2020/001		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	4. Local Government Finance Settlement	C Malyon	Not applicable		
	6. Capital Receipts Strategy	C Malyon	Not applicable		
	7. Treasury Management Strategy	C Malyon	Not applicable		
	8. Business Plan*	C Malyon	Not applicable		
	9. Consultation Report	S Grace	Not applicable		
<i>[25/02/20] Provisional Meeting</i>					
24/03/20	1. Minutes – 28/01/20	M Rowe			
	2. Resources and Performance Report (January) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (January)	R Barnes	2020/002		
	4. Transformation Fund Monitoring Report Quarter 3 2019/20	A Askham	Not applicable		
	5. Treasury Management Report – Quarter 3	C Oliver/ J Lee	Not applicable		
<i>[28/04/20] Provisional Meeting</i>					
02/06/20	1. Minutes – 24/03/20	M Rowe			
	2. Resources and Performance Report (March) – Corporate and Customer Services and LGSS Managed	T Kelly	Not applicable		
	3. Integrated Resources and Performance Report (March)	R Barnes	2020/003		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	4. Treasury Management Report – Quarter 4 and Outturn Report*	C Oliver/ J Lee	Not applicable		

GENERAL PURPOSES COMMITTEE TRAINING PLAN			The Training Plan below includes topic areas for GPC approval. Following sign-off by GPC the details for training and development sessions will be worked up.						
Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
1.	Emergency planning	The Council's roles and responsibilities, how do we respond in an emergency		25th July 2017	Stuart Thomas / Sue Grace		GPC	Bailey Bates Bywater Count Criswell Dupre Hickford Hudson Jenkins Nethsingha Schumann Shuter	80%
2.	Business Intelligence	Data / system integration Date sharing with other authorities. The importance of good governance and information management. <i>(pre reading material required)</i>		28th November 2017	Tom Barden/ Sue Grace		GPC	Bailey Bywater Criswell Dupre Hickford Hudson Jenkins Kavanagh McGuire Nethsingha Shuter Wotherspoon	80%

