# Appendix B: Finance Tables

| Status:   | Full Draft                                      |  |  |  |  |  |  |  |  |  |  |
|-----------|---|--|--|--|--|--|--|--|--|--|--|
| Meeting:  | Highways and Community Infrastructure Committee |  |  |  |  |  |  |  |  |  |  |
| Date:     | 28 October 2014                                 |  |  |  |  |  |  |  |  |  |  |
|           |   |  |  |  |  |  |  |  |  |  |  |
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# Introduction

There are four types of revenue finance table: tables 1-3 relate to all Service Areas, while only some Service Areas have table 6. Tables 1, 2, 3 and 6 show a Service Area's revenue budget in different presentations. Tables 3 and 6 detail all the changes to the budget. Table 2 shows the impact of the changes in year 1 on each policy line. Table 1 shows the combined impact on each policy line over the 5 year period. Some changes listed in Table 3 impact on just one policy line in Tables 1 and 2, but other changes in Table 3 are split across various policy lines in Tables 1 and 2.

**TABLE 1** presents the net budget split by policy line for each of the five years of the Business Plan. It also shows the revised opening budget and the gross budget, together with fees, charges and ring-fenced grant income, for 2015-16 split by policy line. Policy lines are specific areas within a service on which we report, monitor and control the budget. The purpose of this table is to show how the net budget for a Service Area changes over the period of the Business Plan.

**TABLE 2** presents additional detail on the net budget for 2015-16 split by policy line. The purpose of the table is to show how the budget for each policy line has been constructed: inflation, demography and demand, pressures, investments and savings are added to the opening budget to give the closing budget.

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

- **Opening Gross Expenditure:** The amount of money available to spend at the start of the financial year and before any adjustments are made. This reflects the final budget for the previous year.
- **Revised Opening Gross Expenditure:** Adjustments that are made to the base budget to reflect permanent changes in a Service Area. This is usually to reflect a transfer of services from one area to another.

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

**TABLE 6** follows the same format and purpose as table 3 for Service Areas where there is a rationale for splitting table 3 in two.

Table 1: Revenue - Summary of Net Budget by Operational DivisionBudget Period: 2015-16 to 2019-20

|                   | Policy Line   | Gross Budget | Fees, Charges<br>& Ring-fenced | Net Budget | Net Budget | -          | -       | Net Budget |
|-------------------|---|--------------|--------------------------------|------------|------------|------------|---------|------------|
| Budget<br>2015-16 |   | 2015-16      | Grants<br>2015-16              | 2015-16    | 2016-17    | 2017-18    | 2018-19 | 2019-20    |
| £000              |   | £000         | £000                           | £000       | £000       | £000       | £000    | £000       |
|                   | Executive Director  |              |                                |            |            |            |         |            |
| 360               | Executive Director  | -43          | -25                            | -68        | 44         | 44         | 44      | 44         |
|                   | Business Support  | 532          | -54                            | 478        | 463        |            |         | 463        |
| 430               |   | 552          | -0+                            | 470        | +00        | +03        | +03     | 400        |
| 867               | Subtotal Executive Director                                     | 489          | -79                            | 410        | 507        | 507        | 507     | 507        |
|                   |   |              |                                |            |            |            |         |            |
|                   | Infrastructure Management & Operations                          |              |                                |            |            |            |         |            |
|                   | Director of Infrastructure Management and Operations            | 139          | -                              | 139        | 139        | 139        |         | 139        |
| · · ·             | Assets & Commissioning  | 44,709       | -8,636                         | 36,073     | 35,034     | 34,363     | · · · · | 34,960     |
|                   | Local Infrastructure & Street Management                        | 10,200       | -2,593                         | 7,607      | 7,375      | 6,916      | · · ·   | 7,221      |
|                   | Winter Maintenance  | 1,488        | -                              | 1,488      | 1,488      | 1,488      | · · · · | 1,488      |
| 1,346             | Supporting Business & Communities                               | 4,693        | -3,469                         | 1,224      | 1,266      | 1,009      | 1,009   | 1,009      |
| 5,725             | Community & Cultural Services                                   | 7,219        | -2,216                         | 5,003      | 4,358      | 3,556      | 3,657   | 3,662      |
| 52,281            | Subtotal Infrastructure Management & Operations                 | 68,448       | -16,914                        | 51,534     | 49,660     | 47,471     | 48,064  | 48,479     |
|                   | Official and a Devicial and and                                 |              |                                |            |            |            |         |            |
| 104               | Strategy & Development Director of Strategy and Development     | 134          |                                | 134        | 134        | 134        | 134     | 134        |
|                   |   | 263          | -<br>-111                      | 134        | 134        | 134        | -       | 134        |
|                   | Transport & Infrastructure Policy & Funding<br>Growth & Economy | 203<br>2,736 | -1,137                         | 1,599      | 1,405      | 1,217      | -       | 1,176      |
|                   | Major Infrastructure Delivery                                   | 2,736        | -1,137<br>-186                 | 1,599      | 1,405      | 1,217      | 1,170   | 1,170      |
|                   | Passenger Transport   | 10,841       | -2,900                         | -<br>7,941 | -<br>7,458 | -<br>7,258 | 7,258   | -<br>7,258 |
|                   | Adult Learning & Skills   | 4,080        | -2,900                         | 379        | 201        | 201        | 201     | 201        |
| 171               |   | 4,080        | -3,701                         | 575        | 201        | 201        | 201     | 201        |
| 10,329            | Subtotal Strategy & Development                                 | 18,240       | -8,035                         | 10,205     | 9,350      | 8,962      | 8,921   | 8,921      |
|                   | Future Years  |              |                                |            |            |            |         |            |
|                   | Inflation   |              |                                |            | 1,945      | 3,740      | 5.620   | 7,490      |
| -                 | Savings   | -            | -                              | -          | -996       | -1,602     | · · ·   | -5,402     |
| -                 | Savings   | -            | -                              | -          | -996       | -1,002     | -4,181  | -5,402     |
| 63,477            | ETE BUDGET TOTAL  | 87,177       | -25,028                        | 62,149     | 60,466     | 59,078     | 58,931  | 59,995     |

Table 2: Revenue - Net Budget Changes by Operational DivisionBudget Period: 2015-16

| Policy Line  | Net Revised<br>Opening<br>Budget | Net Inflation | Demand | Pressures | Investments | Savings &<br>Income<br>Adjustments | Net Budget |
|--|----------------------------------|---------------|--------|-----------|-------------|------------------------------------|------------|
|  | £000                             | £000          | £000   | £000      | £000        | £000                               | £000       |
| Executive Director                                   |                                  |               |        |           |             |                                    |            |
| Executive Director                                   | 369                              | 6             | -      | _         | -123        | -320                               | -68        |
| Business Support                                     | 498                              | 13            | -      | -         | -           | -33                                | 478        |
|  | 100                              | 10            |        |           |             | 00                                 |            |
| Subtotal Executive Director                          | 867                              | 19            | -      | -         | -123        | -353                               | 410        |
| Infrastructure Management & Operations               |                                  |               |        |           |             |                                    |            |
| Director of Infrastructure Management and Operations | 136                              | 3             | -      | -         | -           | -                                  | 139        |
| Assets & Commissioning                               | 34,164                           | 1,107         | 312    | 480       | 398         | -388                               | 36,073     |
| Local Infrastructure & Street Management             | 8,705                            | 61            | 129    | -         | -           | -1,288                             | 7,607      |
| Winter Maintenance                                   | 2,205                            | 23            | 10     | -         | -           | -750                               | 1,488      |
| Supporting Business & Communities                    | 1,346                            | 37            | -      | -         | -           | -159                               | 1,224      |
| Community & Cultural Services                        | 5,725                            | 144           | 83     | -         | -           | -949                               | 5,003      |
| Subtotal Infrastructure Management & Operations      | 52,281                           | 1,375         | 534    | 480       | 398         | -3,534                             | 51,534     |
| Strategy & Development                               |                                  |               |        |           |             |                                    |            |
| Director of Strategy and Development                 | 131                              | 3             | -      | -         | -           | -                                  | 134        |
| Transport & Infrastructure Policy & Funding          | 141                              | 11            | -      | -         | -           | -                                  | 152        |
| Growth & Economy                                     | 1,671                            | 46            | -      | -         | -           | -118                               | 1,599      |
| Major Infrastructure Delivery                        | -                                | -             | -      | -         | -155        | 155                                | -          |
| Passenger Transport                                  | 8,215                            | 309           | -      | -         | -           | -583                               | 7,941      |
| Adult Learning & Skills                              | 171                              | 8             | -      | 200       | -           | -                                  | 379        |
| Subtotal Strategy & Development                      | 10,329                           | 377           | -      | 200       | -155        | -546                               | 10,205     |
|  |                                  |               |        |           |             |                                    |            |
| ETE BUDGET TOTAL                                     | 63,477                           | 1,771         | 534    | 680       | 120         | -4,433                             | 62,149     |

#### Table 3: Revenue - Overview Budget Period: 2015-16 to 2019-20

Detailed Plans **Outline Plans** 

| Ref                    | Title  | 2015-16 | 2016-17 | 2017-18   | 2018-19 | 2019-20 | Type            | Description   | Committee        |
|------------------------|--|---------|---------|-----------|---------|---------|-----------------|---|------------------|
| -                      |  | £000    | £000    | £000      | £000    | £000    | <b>71</b>       |   |                  |
|                        |  |         |         |           |         |         |                 |   | ]                |
| 1                      | OPENING GROSS EXPENDITURE  | 86,962  | 87,177  | 85,755    | 84,485  | 84,489  |                 |   |                  |
|                        |  |         |         |           |         |         |                 |   |                  |
| B/R.1.001              | Base adjustments   | -26     | -       | -         | -       | -       | New             | Premises related budgeted moved to Corporate Services   | E&E, H&CI        |
| B/R.1.005<br>B/R.1.007 | Increased expenditure funded by additional income<br>Transfer of Function - Responsibility for Bus Service | 644     | -       | -<br>-273 | -       | -       | New<br>Existing | Devolution from the Department for Transport of budget associated with Bus Service  | E&E, H&CI<br>E&E |
| D/R.1.007              | Operators Grant  | -       | -       | -213      | -       | -       | Existing        | Operators Grant for bus services run under local authority contract.  | EQE              |
|                        |  |         |         |           |         |         |                 | Operators Grant for bus services full under local authomy contract.   |                  |
| 1.999                  | REVISED OPENING GROSS EXPENDITURE  | 87,580  | 87,177  | 85,482    | 84,485  | 84,489  |                 |   | -                |
| 2                      | INFLATION  |         |         |           |         |         |                 |   |                  |
| B/R.2.001              | Inflation  | 1,904   | 2,085   | 1,938     | 2,025   | 2,017   | Existing        | Forecast pressure from inflation, based on detailed analysis incorporating national   | E&E, H&CI        |
|                        |  |         |         |           |         |         |                 | economic forecasts, specific contract inflation and other forecast inflationary pressures.  |                  |
|                        |  |         |         |           |         |         |                 |   |                  |
| 2.999                  | Subtotal Inflation   | 1,904   | 2,085   | 1,938     | 2,025   | 2,017   |                 |   |                  |
| 2                      | DEMOGRAPHY AND DEMAND  |         |         |           |         |         |                 |   |                  |
| <b>3</b><br>B/R.3.001  | Maintaining our infrastructure   | 139     | 143     | 146       | 150     | 155     | Existing        | Population increase leads to more infrastructure being built, as well as increased use of   | H&CI             |
| D/11.0.001             |  | 100     | 110     | 110       | 100     | 100     | Exioting        | existing infrastructure, requiring more maintenance.  |                  |
| B/R.3.002              | Street Lighting  | 56      | 56      | 76        | 76      | 76      | Existing        | Additional energy and maintenance costs for streetlighting in new developments adopted  | H&CI             |
|                        |  |         |         |           |         |         | -               | by the County Council in the financial year and accrued into the PFI contract.  |                  |
| B/R.3.003              | Recycling Credits  | 58      | 20      | 41        | 43      | 44      | Existing        | To match increasing recycling rates and an increasing population.   | H&CI             |
| B/R.3.004              | Growth in demand for Registration & Coroner Services   | 3       | 5       | 6         | 6       | 5       | Existing        | Predicted increase in customer demand for Registration and Coroner services linked to   | H&CI             |
|                        |  |         |         |           |         |         |                 | population increase.  |                  |
| B/R.3.005              | Impact of population growth on libraries and community   | 80      | -       | -         | 60      | -       | Existing        | Increased running costs arising from the provision of new community facilities in   | H&CI             |
| B/R.3.006              | hubs<br>Residual Waste   | 22      | 35      | 101       | 110     | 117     | New             | response to housing development and population growth across the County.<br>To cover the cost of landfilling additional waste produced by an increasing population. | H&CI             |
| B/R.3.000<br>B/R.3.007 | PFI Contract Waste   | 176     |         | 80        | 78      |         | New             | To cover the cost of handling additional waste produced by an increasing population.  | H&CI             |
| D/IX.3.007             |  | 170     | 50      | 00        | 70      |         | INCW            | To cover the cost of handling additional waste produced by an increasing population.  | naci             |
| 3.999                  | Subtotal Demography and Demand   | 534     | 315     | 450       | 523     | 474     |                 |   |                  |
|                        | PRESSURES  |         |         |           |         |         |                 |   |                  |
| <b>4</b><br>B/R.4.003  | City Deal - Adult Learning Skills  | 200     | _       | _         | -       | _       | New             | Ensuring training is targeted to meet the skills needed to support economic growth.   | E&E              |
| B/R.4.003              | Single-tier State Pension  | 200     | 246     | _         | _       | _       | New             | The Government plans to abolish the State Second Pension on 1st April 2015. The   | E&E              |
| B/10.1.001             |  |         | 210     |           |         |         | 11011           | Council currently receives a rebate on the amount of National Insurance contributions it  |                  |
|                        |  |         |         |           |         |         |                 | pays as an employer because it has "contracted out" of the State Second Pension. This   |                  |
|                        |  |         |         |           |         |         |                 | rebate will cease when the State Second Pension is abolished, resulting in an increase  |                  |
|                        |  |         |         |           |         |         |                 | in the cost of National Insurance contributions which the Council is required to pay.   |                  |
| B/R.4.005              | Waste PFI - Revision of funding gap  | 480     | -42     | -37       | -60     | -59     | Modified        | Differences in the Waste PFI are corporately funded. This funding adjustment balances   | H&CI             |
|                        |  |         |         |           |         |         |                 | the difference between the expected expenditure and the initial funding. The figures are  |                  |
|                        |  |         |         |           |         |         |                 | negative to reflect an increase in savings and additional income.   |                  |
| 4.999                  | Subtotal Pressures   | 680     | 204     | -37       | -60     | -59     |                 |   | -                |
|                        |  | 000     | 204     |           |         |         |                 |   |                  |
|                        |  |         |         |           |         |         |                 |   |                  |
|                        |  |         |         |           |         |         |                 |   | J                |

**Detailed Plans** 

### Table 3: Revenue - Overview

Budget Period: 2015-16 to 2019-20

Committee Ref Title 2015-16 2016-17 2017-18 2018-19 2019-20 Type Description £000 £000 £000 £000 £000 INVESTMENTS B/R.5.002 Recycling Centre Business Rates & Licences 5 95 Existina Tax liability and operating licences linked to the phasing of the latest Recycling Centre H&CI Capital programme. From original bid included in 2011-2012 budget. B/R.5.003 Street Lighting PFI 398 274 13 Existing Based on the Streetlighting contract, the original saving was made in the 2011-2012 H&CI budget. B/R.5.007 Use of ERDF funding for Superfast Broadband Existing Revenue element of ERDF funding to be used for Superfast Broadband. Original E&E -123 investment in 2013-14 for one year only. B/R.5.008 Use of DfT funding for 'Walking in Cities' project -155 Existing Funding for 'Walking in Cities' project. Original investment in 2013-14 for one year only. E&E 5.999 Subtotal Investments 120 274 18 95 SAVINGS ETE Cross-Directorate B/R.6.003 Highways Services contract review - 2016 -300 -500 Existina The existing Highway Services contract comes to an end in 2016. We are currently H&CI reviewing different options to deliver financial savings and expect to make 10% savings on the existing budget. This will build on 20% savings already achieved through the existing contract and the introduction of an asset management strategy. B/R.6.013 Reduce back office budgets and shift from manual to -33 -15 Existina General efficiencies and reduction in IT, Training and Office Support budgets. Video E&E video Traffic Census counting is improving the efficiency of the Traffic Census process. Employment Review costs B/R.6.014 -165 -165 Existing Reduction in employment costs. Savings will be allocated across Services on a pro rata **E&E**, **H&CI** basis. nfrastructure Management & Operations B/R.6.105 Efficiencies from Highways Services Contract -200 Modified The current highways services contract delivers efficiencies year on year. New ways of H&CI working are continuously being explored to reduce overheads, improve systems, make operations more efficient. Substantial efficiency savings have been delivered in recent years and negotiations continue with the contractor to ensure delivery of the proposed savings identified for 2015/16. This will represent a further saving of approximately 2.5% of the budget. B/R.6.125 Reduce Highways Surveys -58 Existing Highway surveys will be reduced to only those that provide value to the County Council H&CI and its communities through its Asset Management Strategy. Some surveys for national comparison purposes will no longer be carried out. B/R.6.127 Reduce energy costs of streetlights -230 -48 Existing Requires switching off streetlights in residential areas between at least midnight and 6 H&CI am and further reduction in lighting levels at other times. This represents a further 21% of the Authority's resultant energy budget after the PFI has delivered 46% savings. B/R.6.129 Review waste management and recycling -100 -1,390 -950 Modified In conjunction with Defra, a review is being undertaken on the Waste PFI contract to H&CI identify future savings. All options are being explored, including possible reductions in service levels such as reduced hours or site closures at household recycling centres and contract review. The District Councils, as waste collection authorities, are key partners and the review is engaging with these authorities through the RECAP partnership to work towards an efficient joined up service. This saving represents 7.25% of that budget.

Outline Plans

 

 Table 3: Revenue - Overview

 Budget Period: 2015-16 to 2019-20

Ref

Detailed Plans **Outline Plans** 2015-16 2016-17 2017-18 2018-19 2019-20 Type £000 £000 £000 £000 £000 Title Description

|           |   | £000 | £000 | £000 | £000 | £000 | ───      |   | 4      |
|-----------|---|------|------|------|------|------|----------|---|--------|
| 3/R.6.132 | Reduce winter maintenance service   | -750 | -    | -    | -    | -    |          | Savings would be achieved through efficiencies, including route optimisation to reduce the fleet, leasing vehicles and improved forecasting information. Further savings would  | H&CI   |
|           |   |      |      |      |      |      |          | be achieved by reducing network coverage, which would result in a service covering approximately 30% of the county's road network, compared with the current level of   |        |
| R.6.134   | Reduce grass cutting of highways verges   | -100 | -    | -    | -    | -    |          | approximately 40%.<br>Reduce the number of grass cuts of highway verges to two per year, but retaining<br>existing provision for safety sight lines.  | H&CI   |
| R.6.135   | Review Rights of Way provision  | -50  | -20  | -    | -    | -    |          | Review the way in which Rights of Way is provided and make operational savings.   | H&CI   |
|           | Review communications and policy work   | -28  | -    | -    | -    | -    | Existing | This activity within Supporting Business and Communities will be reviewed to create<br>further efficiencies by working with other services whilst maintaining essential<br>information for customers.   | H&CI   |
| R.6.142   | Efficiencies achieved through whole systems approach to Waste                   | -    | -    | -37  | -    | -    | Modified | Work with District Councils is currently being undertaken to develop a 'whole systems approach' to Waste which will deliver savings and efficiencies.   | H&CI   |
| R.6.143   | Reduce community grants   | -15  | -15  | -15  | -    | -    | Modified | Legal advice provider grants given to local voluntary groups will be reduced. This proposal will have an impact on voluntary services dependent on public sector finance. Grants will be phased out in the medium term.   | H&CI   |
| R.6.148   | Redefine Library Service provision and structure                                | -540 | -515 | -540 | _    | -    |          | A comprehensive review of library services will seek to deliver substantial savings through greater working with communities, leading to a reduction in Council provided services, further to previous savings of £2M. Support will be targeted to areas of greatest need and to build community capacity to take a greater role in running local services. There will be further joint delivery of services across the public sector through community hubs, although the level of service may be reduced to cut costs. Support services and the stock fund will be reduced, although there will be further development of partnerships with other library authorities to maximise the use of resources. 2015/16 savings will focus on reducing the cost of larger libraries, shifting from mobile services towards an enhanced 'Library at Home' service, reducing the stock fund, generating new income from the introduction of business support services in libraries, and making efficiencies in professional and support services. |        |
| R.6.149   | Cambridgeshire Archives and Local Studies (CALS) staffing efficiencies          | -    | -40  | -143 | -    | -    | Modified | Fully integrate and streamline Cambridgeshire Archives and Local Studies staffing as part of relocation to a new joint Centre. This is a 31% saving, further to previous savings of £125k (14%) since 2010.   | H&CI   |
| R.6.150   | Transfer Cromwell Museum to a charitable trust                                  | -    | -30  | -    | -    | -    | Existing | Implement transfer to a new charitable organisation to secure long-term future.   | H&CI   |
| .6.152    | Coroners service efficiencies   | -100 | -    | -    | -    | -    |          | Efficiencies and economies of scale from creating a single merged jurisdiction.   | H&CI   |
| .6.156    | Capitalise road patching repairs  | -832 | -    | -    | -    | -    | New      | Transfer of half of the revenue budget for patching to capital.   | H&CI   |
| .6.157    | Work with partners to provide Road Safety education                             | -    | -100 | -100 | -    | -    | New      | Further collaboration with other highway authorities and police forces.   | H&CI   |
| R.6.158   | Roll out Business Hub across the county   | -    | -    | -150 | -    | -    |          | Develop a one stop 'business hub' model for our regulatory work with businesses. Work with District Councils to consider whether more joined up and effective regulatory services can be provided.  | H&CI   |
| R.6.159   | Rationalise community support   | -    | -25  | -25  | -    | -    | New      | Work collaboratively with other Services in the Council to provide a more integrated approach to improving community resilience.  | H&CI   |
| R.6.160   | Working practice efficiencies arising from the Highway<br>Asset Management Plan | -80  | -    | -    | -    | -    | New      | Improve working practices and provide greater clarity of the level of service we provide.   | H&CI   |
|           | Strategy & Development  |      |      |      |      |      |          |   | 1      |
|           | Remove one planning enforcement post  |      | -30  |      |      |      | Existing | The minerals and waste functions will remain, although enforcement activity will reduce.  | lese - |

Committee

Table 3: Revenue - OverviewBudget Period: 2015-16 to 2019-20

Detailed Plans Outline Plans

| Ref                                      | Title  | 2015-16<br>£000         | 2016-17<br>£000      | 2017-18<br>£000      | 2018-19<br>£000      | 2019-20<br>£000 |                             | Description   | Committee                           |
|--|--|-------------------------|----------------------|----------------------|----------------------|-----------------|-----------------------------|---|-------------------------------------|
| B/R.6.209                                | Cut additional support for Fenland Learning Centres  | -                       | -178                 | -                    | -                    | -               | New                         | This budget tops up a grant targeted at learners who are hard to reach and unemployed and require a level of support to progress to gaining skills and qualifications. As well as providing skills through learning, we have started to provide staff to support Job Clubs running in March and Wisbech Learning Centres with this funding. The complexities and difficulties of delivery in Fenland mean that the hardest to reach are often only reached as individuals or in small numbers meaning that traditional delivery models do not work and so we have adopted a different model of delivery. Under this model of delivery, the Council funding complements Skills for Learning grant and if the Council funding were to be lost, then the grant would also be at risk as the service is not viable without the total funding package. Without this service, the training which consists of a range of employability skills undertaken in the County Council Learning Centres would be reduced and at least one Learning Centre would be likely to close. In 2013/14, 1,000 learners benefited from this training and therefore this number would be reduced. This training is in addition to the main Skills Funding Agency grant funded training in Fenland. | E&E                                 |
| B/R.6.210                                | Remove funding from MLEI   | -7                      | -                    | -                    | -                    | -               | New                         | Remove funding for part of postholder as MLEI comes to an end. Will have no impact on service.  | E&E                                 |
| B/R.6.211                                | Review effectiveness of Community Transport and<br>Cambridgeshire Future Transport and reduce funding to<br>CFT and Community Transport              | -313                    | -383                 | -200                 | -                    | -               | New                         | The budget is being reduced but there will be no impact on services until 2016/17 as one off community grant previously received will be used to cover the financial saving. To mitigate the impact of further budget reductions there will be a Member led review of Cambridgeshire Future Transport to improve integration across public transport, home to school transport and non emergency hospital transport. The review will assess which services are working well and pare back funding for services where ridership is not providing value for money. The review will examine the level of direct grant funding to Community Transport orgnisations and the funding of concessionary passholders using Dial a Ride schemes.  |                                     |
| B/R.6.213                                | Review Planning functions across the county  | -                       | -                    | -100                 | -                    | -               | New                         | Increase joint working or develop shared service model or models with District Councils. Will need to be negotiated with Districts.   | E&E                                 |
| B/R.6.214                                | Review Enterprise and Economy (Economic<br>Development) function   | -40                     | -50                  | -                    |                      | -               | New                         | A shared service is currently being developed between the County and District Councils.<br>This will allow a reduction in funding from the County Council due to more efficient   | E&E                                 |
| 6.999                                    | Subtotal Savings   | -3,641                  | -3,304               | -2,760               | -                    | -               |                             |   |                                     |
|  | UNIDENTIFIED SAVINGS TO BALANCE BUDGET   | -                       | -996                 | -606                 | -2,579               | -1,221          |                             |   |                                     |
|  | TOTAL GROSS EXPENDITURE  | 87,177                  | 85,755               | 84,485               | 84,489               | 85,700          |                             |   |                                     |
| 7<br>B/R.7.001<br>B/R.7.002<br>B/R.7.004 | FEES, CHARGES & RING-FENCED GRANTS<br>Previous year's fees, charges & ring-fenced grants<br>Fees and charges inflation<br>Additional budgeted income | -23,737<br>-133<br>-644 | -25,028<br>-140<br>- | -25,289<br>-143<br>- | -25,407<br>-145<br>- |                 | Existing<br>Existing<br>New | Previous year's fees and charges for the provision of services and ring-fenced grant<br>funding rolled forward.<br>Uplift in external charges to reflect inflation pressures on the costs of services.  | E&E, H&CI<br>E&E, H&CI<br>E&E, H&CI |
|  | 5  |                         |                      |                      |                      |                 |                             |   | ,                                   |

### Table 3: Revenue - Overview

Budget Period: 2015-16 to 2019-20

Detailed Plans Outline Plans

| Ref                    | Title  | 2015-16  |           | 2017-18  | 2018-19 |         |                      | Description  | Committee       |
|------------------------|--|----------|-----------|----------|---------|---------|----------------------|--|-----------------|
|                        |  | £000     | £000      | £000     | £000    | £000    |                      |  | 4               |
|                        | Changes to fees & charges  |          |           |          |         |         |                      |  |                 |
| B/R.7.102              | Generate income through advertising and sponsorship<br>at Park and Ride and Cambridgeshire Guided Busway | -50      | -         | -        | -       | -       | Existing             | Generate income through sale of advertising space on bus shelters and possibly<br>billboards at Guided Busway stops and all seven Park and Ride sites.   | E&E             |
| B/R.7.103              | Section 106 funding for Clay Farm Community Centre   | -35      | -         | -        | 35      | -       | Existing             | Section 106 funding to contribute towards the running costs of the library and other<br>County Council provision as part of the Clay Farm Community Centre in its first three<br>years. This will partially offset costs built into the budget | H&CI            |
| B/R.7.104              | Increase highways charges to cover costs   | -86      | -5        | -5       | -       | -       | Existing             | Increased charges resulting from the review of charges across ETE. Further targeted review and monitoring of charges will continue.  | H&CI            |
| B/R.7.106              | Increase Growth & Economy charges to cover costs   | -41      | -36       | -16      | -41     | -       | Existing             | Fees relating to transport, planning and ecology advice.   | E&E             |
| B/R.7.107              | Implement cost recovery model for Supporting<br>Businesses and Communities                               | -56      | -45       | -30      | -       | -       | Existing             | Introduce a charging model for some services, such as business advice services and recovering the costs of our financial investigators work.   | H&CI            |
| B/R.7.108              | Secure funding for the Historic Environment Team   | -30      | -28       | -22      | -       | -       | Existing             | The team is to become self-funding by 2018-19.   | E&E             |
| B/R.7.109              | Introduce parking charges at the 5 Cambridge Park and Ride sites   | -100     | -         | -        | -       | -       | Existing             | Implemented July 2014.   | E&E             |
| B/R.7.110              | Introduce charges for parking at Guided Busway sites   | -120     | -         | -        | -       | -       | Existing             | Charges would apply at Longstanton and St Ives. Financial assessment will be considered by a future E&E Committee seeking approval to advertise the necessary Traffic Regulation Orders and commence procurement of equipment.                 | E&E             |
| B/R.7.112              | Create enterprise centres in Libraries - Surplus to<br>Repayment of Financing Costs                      | -80      | -25       | -100     | -       | -       | Existing             | Optimise the potential of library buildings to support business start-ups and generate income.   | H&CI            |
|                        | Increase Registration charges to cover costs   | -159     | -50       | -        | -       | -       | Modified             | Introduction of new services and charges to generate further income.   | H&CI            |
| B/R.7.115              | Secure percentage of S106 contributions to cover costs of negotiation                                    | -        | -50       | -50      | -       | -       | New                  | Explore legality and impact on site viability and significant time lag following introduction.   | E&E             |
| B/R.7.116              | Further commercialisation of Park and Ride Services  | -        | -100      | -        | -       | -       | New                  | Explore options, including changing the use of the buildings and further commercialisation of the car parks.   | E&E             |
| B/R.7.118              | Increase income from digital archive services  | -        | -         | -25      | -       | -       | New                  | This service is chargeable and so further income can be raised. Implement as part of a relocated Archives facility.  | H&CI            |
| B/R.7.119<br>B/R.7.120 | Increase Libraries charges to cover costs<br>Implementation of a permit scheme for streetworks           | -35<br>- | -<br>-200 | -        | -       | -       | New<br>New           | Review fees and charges.<br>Investigate implementation of a permit scheme for street works to increase the efficiency<br>of how and when utility companies carry out road works.   | H&CI<br>H&CI    |
|                        | Changes to ring-fenced grants  |          |           |          |         |         |                      |  |                 |
| B/R.7.201<br>B/R.7.202 | ERDF grant funding for Superfast Broadband<br>Change in Public Health Grant                              | 123<br>- | ۔<br>418  | -        | -       | -       | Existing<br>Existing | 5 5 1 5  | E&E<br>E&E, H&C |
|                        |  |          |           |          |         |         |                      | 2016-17 due to removal of ring-fence.  | 1               |
| B/R.7.203<br>B/R.7.204 | DfT grant funding - Walking in Cities<br>Change in Bus Service Operators Grant                           | 155<br>- | -         | -<br>273 | -       | -       | Existing<br>Existing | Grant funding for Walking in Cities. Grant in 2013-14 for one year only.<br>New ring-fenced Bus Service Operators Grant devolved from the Department of<br>Transport for bus services run under local authority contract.                      | E&E<br>E&E      |
|                        |  |          |           |          |         |         |                      | Transport for bus services full under local autionty contract.   |                 |
| 7.999                  | Subtotal Fees, Charges & Ring-fenced Grants  | -25,028  | -25,289   | -25,407  | -25,558 | -25,705 |                      |  | 1               |
|                        |  |          |           |          |         |         |                      |  | -               |
|                        | TOTAL NET EXPENDITURE  | 62,149   | 60,466    | 59,078   | 58,931  | 59,995  |                      |  |                 |

#### Table 3: Revenue - Overview Budget Period: 2015-16 to 2019-20

Detailed Plans **Outline Plans** 

| Ref | Title | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 Typ | Description | Committee |
|-----|-------|---------|---------|---------|---------|-------------|-------------|-----------|
|     |       | £000    | £000    | £000    | £000    | £000        | ·           |           |

| FUNDING S | SOURCES   |                 |         |         |         |         |          |   |                        |
|-----------|---|-----------------|---------|---------|---------|---------|----------|---|------------------------|
| B/R.8.001 | FUNDING OF GROSS EXPENDITURE<br>Cash Limit Funding<br>Public Health Grant | -62,149<br>-418 | -60,466 | -59,078 | -58,931 |         |          | Net spend funded from general grants, business rates and Council Tax.<br>Funding transferred to Service areas where the management of Public Health functions | E&E, H&CI<br>E&E. H&CI |
|           |   |                 |         |         |         |         |          | will be undertaken by other County Council officers, rather than directly by the Public Health Team.  |                        |
|           | Fees & Charges  | -17,702         | -18,381 | -18,772 | -18,923 | -19,070 |          | Fees and charges for the provision of services.   | E&E, H&CI              |
| B/R.8.004 | PFI Grant - Street Lighting   | -3,944          | -3,944  | -3,944  | -3,944  | -3,944  | Existing | PFI Grant from DfT for the life of the project.   | H&CI                   |
| B/R.8.005 | PFI Grant - Waste   | -2,691          | -2,691  | -2,691  | -2,691  | -2,691  | Existing | PFI Grant from DEFRA for the life of the project.   | H&CI                   |
| B/R.8.008 | DfT Grant - Bus Service Operators Grant                                   | -273            | -273    | -       | -       | -       | Existing | Department for Transport funding for bus services run under local authority contract.   | E&E                    |
|           |   |                 |         |         |         |         |          |   |                        |
| 8.999     | TOTAL FUNDING OF GROSS EXPENDITURE  | -87,177         | -85,755 | -84,485 | -84,489 | -85,700 |          |   |                        |

| MEMORANDUM: SAVINGS / INCREASED INCOME   |                     |                        |                        |        |                  |
|--|---------------------|------------------------|------------------------|--------|------------------|
| Savings<br>Unidentified savings to balance budget<br>Changes to fees & charges | -3,641<br>-<br>-792 | -3,304<br>-996<br>-539 | -2,760<br>-606<br>-248 | -2,579 | -<br>-1,221<br>- |
| TOTAL SAVINGS / INCREASED INCOME   | -4,433              | -4,839                 | -3,614                 | -2,585 | -1,221           |