

Section 3 – Finance Tables

Introduction

There are six types of finance table: tables 1-3 relate to all Service Areas, while only some Service Areas have tables 4, 5 and/or 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. Tables 4 and 5 outline a Service Area's capital budget, with Table 4 detailing capital expenditure for individual proposals, and funding of the overall programme, by year and Table 5 showing how individual capital proposals are funded.

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 2017-18 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 2017-18 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. 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 4 presents a Service Area's capital schemes, across the ten-year period of the capital programme. The schemes are summarised by start year in the first table and listed individually, grouped together by category, in the second table. The third table identifies the funding sources used to fund the programme. These sources include prudential borrowing, which has a revenue impact for the Council.

TABLE 5 lists a Service Area's capital schemes and shows how each scheme is funded. The schemes are summarised by start year in the first table and listed individually, grouped together by category, in the second table.

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.

Children, Families and Adult Services

Services to be provided

The CFA Service is responsible for the safeguarding of vulnerable adults and children, the educational outcomes of children and young people and it makes a significant contribution to the health and wellbeing of children, families and adults. In broad terms, services include the following:

- Prevention, early intervention and support for vulnerable adults, including through the provision of advice, information, advocacy and support for carers. Effective use of assistive technology and re-ablement services to promote independence and prevent the need for more expensive services in the future. Work with partners, including the Voluntary and Community Sector, to prevent the need for people to access our statutory services.
- Assessment of the needs of older people with particular vulnerabilities, adults with learning disabilities, physical disabilities or sensory needs and adults and older people with mental health needs.
- Commissioning, procuring and providing services that meet assessed eligible needs, support choice and control and maximise independence.
- Safeguarding and protecting vulnerable adults from abuse.
- Providing a good quality place in learning for all children and young people, and particularly for those with Special Educational Needs or a disability.
- Working with all schools and early year settings to ensure that children and young people get the best quality education, that standards improve and educational achievement is accelerated for those who face deprivation.
- Identifying and supporting children and families who are vulnerable and need support at the earliest opportunity. Safeguarding all children and young people at risk of significant

harm and ensuring children who are unable to remain at home are given the highest priority and minimal delay in finding alternative permanent homes.

- Provision of high quality fostering and adoption services to meet the placement demands of Cambridgeshire children.
- Provision of a range of family support services to those families in greatest need.

Transformation of the Council to deliver outcomes

The proposed approach across the Children, Families and Adult Service to deliver the transformation required to support the necessary savings and service change is:

- **Demand Management:** Prioritise commissioning of services that will stop users having to access services in the first place, or delay the point at which the service becomes more urgent.
- **Market Development:** Develop the market for the provision of care and support with our partners to ensure diversity, capacity, and best value so that outcomes can be delivered sustainably for our citizens.
- **Optimise Services:** Transforming services and identifying solutions to issues that are based on evidence that they work – this must demonstrate that we are meeting needs in the most cost effective way.
- **Collaborative commissioning:** Jointly commissioning services with partners where there are economies of scale and/or improved outcomes for our citizens.
- **Return on Investment:** Commission and invest on the basis of a transformed service that also reduces costs over the whole life of an individual.

To deliver our transformation we need to work with our partners to build individual, family and community resilience to enable people to do things themselves, to strengthen support for people in the

community and reduce the need for more intensive high cost services.

Adults' Services:

We will transform existing services through new ways of working that release savings whilst still meeting people needs and goals. Our proposals largely focus on helping people to be healthier for longer, to retain their independence, to live in their own homes wherever possible and to draw on the networks and resilience within their families and communities.

We are already making significant progress, in line with our joint [Older People's Strategy](#), with partners across the health and care system. This strategy sets out opportunities to design and implement a better system of services for older people.

Through the implementation of a model for change called [Transforming Lives](#), our social work will become more proactive, preventative and personalised. This aims to enable residents to exert choice and control to ultimately live healthier, more fulfilled, socially engaged and independent lives. This approach is integral to the Older People's Strategy and the local Transforming Care plan.

Children's Services:

Children's Services arrangements in Cambridgeshire have been through significant transformation and have led the way to achieve some notable successes.

However, certain areas of provision are under substantial capacity and funding pressure with outcomes not being as strong as they could be. It is becoming clear that the current system of services is not financially sustainable in the face of such high demand, with the need for change being clear.

There has been an increase of **28.2%** in activity in the key areas of Child Protection and **117%** across Looked after Children (LAC) between April 2013 and July 2016.

In this context we have begun a significant review of our services and arrangements through the Children's Change Programme.

- **Children's Change Programme: Changes to Management Structure in Children's Services** - The Children's Change Programme is reviewing and transforming the system of children's services across early help, safeguarding and protection teams. Phase 1 of the programme will realise savings from staffing by deleting duplication and simplifying processes. Specifically, we will integrate social work and early help services into a district-based delivery model, unifying services around familiar and common administrative boundaries so they can align with partners better; and reducing the number of team manager level posts required.
- **Children's Change Programme (later phases)** - The Children's Change Programme will also improve services and outcomes for families. A series of proposals have been developed, including:
 - Bringing together, in one role, a Service Director for Children's Services, including line management of Early Help Services and Children's Social Care.
 - Developing an integrated service working with children and families in their community. Services will be integrated and located on a geographical basis - probably across the five district council areas.
 - Bringing together all services for children and young people with Special Educational Needs or Disability (SEND 0-25).
 - Being the very best Corporate Parent – Improving our fostering and adoption offer

Section 4 - A: Children, Families and Adults Services

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Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2017-18 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
	Adult Social Care							
-1,098	Strategic Management - ASC	-2,526	1,567	-959	-959	-959	-959	-959
507	Procurement	510	-	510	510	510	510	510
2,110	ASC Strategy and Transformation	2,070	-6	2,064	2,064	2,064	2,064	2,064
1,910	ASC Practice & Safeguarding	2,428	-612	1,816	1,584	1,584	1,584	1,584
	<i>Learning Disability Services</i>							
7,229	LD Head of Services	6,941	-204	6,737	6,739	6,741	6,742	6,742
2,401	LD Young Adults	3,458	-13	3,445	4,028	4,526	5,020	5,969
33,486	City, South & East Localities	34,073	-1,299	32,774	32,488	32,180	31,632	31,832
26,471	Hunts & Fens Localities	27,579	-1,090	26,489	26,255	25,977	25,526	25,658
5,851	In House Provider Services	5,864	-388	5,476	5,226	5,226	5,226	5,226
-16,031	NHS Contribution to Pooled Budget	-	-16,031	-16,031	-16,031	-16,031	-16,031	-16,031
	<i>Disability Services PD</i>							
1,162	Head of Services Physical	1,208	-36	1,172	1,173	1,174	1,175	1,175
12,407	Disabilities Autism and	13,700	-1,941	11,759	11,941	12,059	12,159	12,481
790	Adult Support Carers	764	-8	756	798	836	876	967
2,096	Services	1,833	-	1,833	2,141	2,149	2,156	2,156
79,291	Subtotal Adult Social Care	97,902	-20,061	77,841	77,957	78,036	77,680	79,374
	Older People and Mental Health Services							
-11,597	Strategic Management - OP&MH	3,232	-15,830	-12,598	-12,598	-12,598	-12,598	-12,598
-300	OP – Countywide Care	2,419	-2,809	-390	-72	1,745	4,522	4,522
20,903	OP - City & South Locality	26,814	-6,322	20,492	21,246	22,333	23,490	24,155
5,987	OP - East Cambs Locality	8,594	-2,642	5,952	6,248	6,663	7,098	7,331
9,567	OP - Fenland Locality	12,407	-3,116	9,291	9,739	10,378	11,053	11,430
13,872	OP - Hunts Locality	18,111	-5,067	13,044	13,679	14,577	15,522	16,043
2,064	Discharge Planning Teams	2,136	-46	2,090	2,090	2,090	2,090	2,090
8,566	Shorter Term Support and Maximising Independence	9,015	-443	8,572	8,697	8,697	8,697	8,697
428	Sensory Services	434	-	434	437	440	442	442
779	Integrated Community Equipment Service	5,272	-4,565	707	867	867	867	867
	<i>Mental Health</i>							
693	Mental Health Central	700	-	700	700	700	700	700
6,626	Adult Mental Health Localities	6,522	-502	6,020	6,166	6,502	6,822	7,026
7,539	Older People Mental Health	7,809	-1,346	6,463	6,225	6,403	6,555	6,555
3,932	Voluntary Organisations	3,913	-141	3,772	3,772	3,772	3,772	3,772
69,059	Subtotal Older People and Mental Health Services	107,378	-42,829	64,549	67,196	72,569	79,032	81,032

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	Children's Social Care and E&P							
5,570	Strategic Management - Children's Social Care	6,280	-299	5,981	5,755	5,605	5,605	5,605
3,005	Adoption Allowances Legal	3,236	-	3,236	3,508	3,801	4,117	4,457
1,540	Proceedings Safeguarding &	1,540	-	1,540	1,351	1,351	1,351	1,351
1,524	Standards CSC Units Hunts	1,935	-141	1,794	1,794	1,794	1,794	1,794
3,896	and Fenland Children Looked	4,313	-	4,313	4,313	4,313	4,313	4,313
11,367	After	12,497	-1,019	11,478	11,478	11,478	11,478	11,478
3,680	CSC Units East & South Cambs and Cambridge	3,792	-34	3,758	3,758	3,758	3,758	3,758
6,609	Disabled Services	7,143	-485	6,658	6,658	6,658	6,658	6,658
12,512	LAC Placements	14,605	-	14,605	14,048	15,786	18,041	20,668
612	Strategic Management - E&P Services	377	-	377	377	377	377	377
350	Children's Centres Strategy	523	-170	353	226	76	76	76
1,332	Support to Parents	3,053	-1,719	1,334	1,334	1,334	1,334	1,334
6,571	SEND Specialist Services	7,429	-856	6,573	6,580	6,580	6,580	6,580
1,083	Safer Communities Partnership	7,026	-6,042	984	6,864	6,864	6,864	6,864
	<i>Youth Support Services</i>							
1,720	Youth Offending Service	3,127	-1,024	2,103	2,166	2,166	2,166	2,166
516	Central Integrated Youth Support Services	573	-60	513	513	513	513	513
	<i>Locality Teams</i>							
3,403	East Cambs & Fenland Localities	3,474	-50	3,424	3,091	3,091	3,091	3,091
3,770	South Cambs & City Localities	3,914	-123	3,791	3,457	3,457	3,457	3,457
2,475	Huntingdonshire Localities	2,583	-97	2,486	2,153	2,153	2,153	2,153
71,535	Subtotal Children's Social Care and E&P	87,420	-12,119	75,301	79,424	81,155	83,726	86,693
	Strategy and Commissioning							
9	Strategic Management - S&C	117	-111	6	117	117	117	117
1,280	Information Management & Information Technology	1,327	-41	1,286	1,286	1,286	1,286	1,286
172	Strategy, Performance and Partnerships	180	-	180	180	180	180	180
484	Local Assistance Scheme	321	-	321	321	321	321	321
	<i>Commissioning Enhanced Services</i>							
8,563	SEN Placements	9,508	-945	8,563	8,563	8,563	8,563	8,563
4,140	Commissioning Services	3,875	-	3,875	3,781	3,781	3,781	3,781
1,323	Early Years Specialist Support	1,323	-	1,323	1,323	1,323	1,323	1,323
7,973	Home to School Transport - Special	8,089	-144	7,945	7,158	6,689	6,180	6,832

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Budget Period: 2017-18 to 2021-22

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1,107	LAC Transport	1,126	-	1,126	1,126	1,126	1,126	1,126
427	Executive Director	429	-	429	429	429	429	429
-138	Central Financing	66	-	66	81	561	1,307	1,657
25,340	Subtotal Strategy and Commissioning	26,361	-1,241	25,120	24,365	24,376	24,613	25,615
	Learning							
769	Strategic Management - Learning	455	-	455	131	131	131	131
1,321	Early Years Service	1,718	-416	1,302	1,286	1,270	1,254	1,254
1,188	Schools Intervention Service	1,677	-480	1,197	1,197	1,197	1,197	1,197
751	Schools Partnership Service	704	56	760	760	760	760	760
-7	Children's Innovation & Development Service	3,286	-3,220	66	131	131	131	131
1,172	Integrated Workforce Development Service	1,504	-334	1,170	1,170	1,170	1,170	1,170
-400	Catering & Cleaning Services	10,347	-10,796	-449	-449	-449	-449	-449
2,936	Redundancy & Teachers Pensions	3,411	-475	2,936	2,936	2,936	2,936	2,936
	<i>0-19 Place Planning & Organisation Service</i>							
1,030	0-19 Organisation & Planning	2,558	-1,526	1,032	1,032	1,032	1,032	1,032
88	Early Years Policy, Funding & Operations	89	-	89	89	89	89	89
172	Education Capital	169	-	169	169	169	169	169
9,726	Home to School/ College Transport - Mainstream	9,738	-767	8,971	8,536	8,536	8,536	8,536
18,746	Subtotal Learning	35,656	-17,958	17,698	16,988	16,972	16,956	16,956
-21,914	DSG Adjustment	-	-23,318	-23,318	-23,318	-23,318	-23,318	-23,318
	Future Years							
-	Inflation	-	-	-	2,170	4,166	6,289	8,428
-	Savings	-	-	-	-	-	-	-
242,057	CFA BUDGET TOTAL	354,717	-117,526	237,191	244,782	253,956	264,978	274,780

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Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Adult Social Care							
Strategic Management - ASC	-1,098	18	-	1	-	120	-959
Procurement	507	2	-	1	-	-	510
ASC Strategy and Transformation	2,110	5	-	7	-	-58	2,064
ASC Practice & Safeguarding	1,910	-	-	6	-	-100	1,816
<i>Learning Disability Services</i>							
LD Head of Services	7,229	6	-	2	-	-500	6,737
LD Young Adults	2,401	16	901	480	-	-353	3,445
City, South & East Localities	33,486	-8	568	924	-	-2,196	32,774
Hunts & Fens Localities	26,471	3	381	1,108	-	-1,474	26,489
In House Provider Services	5,851	48	-	7	-	-430	5,476
NHS Contribution to Pooled Budget	-16,031	-	-	-	-	-	-16,031
<i>Disability Services PD</i>							
Head of Services Physical	1,162	-	-	10	-	-	1,172
Disabilities Autism and	12,407	87	326	101	-	-1,162	11,759
Adult Support Carers	790	5	87	-9	-	-117	756
Services	2,096	5	-	-268	-	-	1,833
Subtotal Adult Social Care	79,291	187	2,263	2,370	-	-6,270	77,841
Older People and Mental Health Services							
Strategic Management - OP&MH	-11,597	10	-	-81	-	-930	-12,598
OP – Countywide Care	-300	10	-	-	-	-100	-390
OP - City & South Locality	20,903	142	508	214	-	-1,275	20,492
OP - East Cambs Locality	5,987	35	178	145	-	-393	5,952
OP - Fenland Locality	9,567	63	288	107	-	-734	9,291
OP - Hunts Locality	13,872	95	398	-394	-	-927	13,044
Discharge Planning Teams	2,064	7	-	19	-	-	2,090
Shorter Term Support and Maximising Independence	8,566	52	-	-46	-	-	8,572
Sensory Services	428	2	-	4	-	-	434
Integrated Community Equipment Service	779	28	-	-	-	-100	707
<i>Mental Health</i>							
Mental Health Central	693	6	-	5	-	-4	700
Adult Mental Health Localities	6,626	34	204	-242	-	-602	6,020
Older People Mental Health	7,539	57	-	-276	-	-857	6,463
Voluntary Organisations	3,932	1	-	-31	-	-130	3,772
Subtotal Older People and Mental Health Services	69,059	542	1,576	-576	-	-6,052	64,549

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Table 2: Revenue - Net Budget Changes by Operational Division
Budget Period: 2017-18

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Children's Social Care and E&P							
Strategic Management - Children's Social Care	5,570	44	-	736	807	-1,176	5,981
Adoption Allowances Legal	3,005	51	180	-	-	-	3,236
Proceedings Safeguarding &	1,540	-	-	-	-	-	1,540
Standards CSC Units Hunts	1,524	-3	-	273	242	-242	1,794
and Fenland Children Looked	3,896	-11	-	428	-	-	4,313
After	11,367	83	-	78	546	-596	11,478
CSC Units East & South Cambs and Cambridge	3,680	-11	-	89	-	-	3,758
Disabled Services	6,609	11	-	38	-	-	6,658
LAC Placements	12,512	211	2,070	3,000	-	-3,188	14,605
Strategic Management - E&P Services	612	11	-	4	-	-250	377
Children's Centres Strategy	350	-	-	3	-	-	353
Support to Parents	1,332	-5	-	7	-	-	1,334
SEND Specialist Services	6,571	-7	-	9	-	-	6,573
Safer Communities Partnership	1,083	1	-	-	-	-100	984
<i>Youth Support Services</i>							
Youth Offending Service	1,720	-4	-	387	-	-	2,103
Central Integrated Youth Support Services	516	-1	-	-2	-	-	513
<i>Locality Teams</i>							
East Cambs & Fenland Localities	3,403	17	-	4	-	-	3,424
South Cambs & City Localities	3,770	18	-	3	-	-	3,791
Huntingdonshire Localities	2,475	11	-	-	-	-	2,486
Subtotal Children's Social Care and E&P	71,535	416	2,250	5,057	1,595	-5,552	75,301
Strategy and Commissioning							
Strategic Management - S&C	9	-3	-	-	-	-	6
Information Management & Information Technology	1,280	-	-	6	-	-	1,286
Strategy, Performance and Partnerships	172	-9	-	17	-	-	180
Local Assistance Scheme	484	-	-	-	-	-163	321
<i>Commissioning Enhanced Services</i>							
SEN Placements	8,563	-	-	-	-	-	8,563
Commissioning Services	4,140	11	-	5	-174	-107	3,875
Early Years Specialist Support	1,323	-	-	-	-	-	1,323
Home to School Transport - Special	7,973	141	652	-	-	-821	7,945
LAC Transport	1,107	19	-	-	-	-	1,126
<i>Executive Director</i>							
Executive Director	427	1	-	1	-	-	429

Section 4 - A: Children, Families and Adults Services

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Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Central Financing	-138	-1	-	205	-	-	66
Subtotal Strategy and Commissioning	25,340	159	652	234	-174	-1,091	25,120
Learning							
Strategic Management - Learning	769	7	-	-	-	-321	455
Early Years Service	1,321	-7	-	16	-	-28	1,302
Schools Intervention Service	1,188	-9	-	18	-	-	1,197
Schools Partnership Service	751	5	-	4	-	-	760
Children's Innovation & Development Service	-7	-2	-	305	-	-230	66
Integrated Workforce Development Service	1,172	-3	-	1	-	-	1,170
Catering & Cleaning Services	-400	-	-	1	-	-50	-449
Redundancy & Teachers Pensions	2,936	-	-	-	-	-	2,936
<i>0-19 Place Planning & Organisation Service</i>							
0-19 Organisation & Planning	1,030	-2	-	14	-	-10	1,032
Early Years Policy, Funding & Operations	88	1	-	-	-	-	89
Education Capital	172	-4	-	1	-	-	169
Home to School/ College Transport - Mainstream	9,726	179	-	-	-	-934	8,971
Subtotal Learning	18,746	165	-	360	-	-1,573	17,698
DSG Adjustment	-23,318	-	-	-	-	-	-23,318
CFA BUDGET TOTAL	240,653	1,469	6,741	7,445	1,421	-20,538	237,191

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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
1	OPENING GROSS EXPENDITURE	358,106	354,717	355,716	365,077	376,286		
A/R.1.001	Increase in spend funded from external sources	2,585	-	-	-	-		Increase in expenditure budgets (compared to published 2016-17 Business Plan) as advised during the budget preparation period and permanent in-year changes made during 2016-17.
A/R.1.002	Transferred Function - War Pensions (change in care & support charging)	127	-	-	-	-		Currently only the first £10 per week of War Pension is disregarded in calculating client contributions for social care. From April 2017, all war pension must be disregarded, meaning Veterans will be better off. This line shows the extra grant the Council will receive for this new burden, offsetting the reduced income.
A/R.1.003	Transferred Function - Independent Living Fund (ILF)	-62	-40	-38	-36	-34		The ILF, a central government funded scheme supporting care needs, closed in 2015. Since then the local authority has been responsible for meeting eligible social care needs for former ILF clients. The government has told us that their grant will be based on a 5% reduction in the number of users accessing the service each year.
A/R.1.006	Youth Offending Service (YOS)	50	-	-	-	-		As part of the Transforming Rehabilitation Programme the responsibility for the provision of Junior Attendance Centres (JACs) transferred from the National Offender Management Service to the Local Authorities on 1st April 2015. Funding was provided through grant payments on an annual basis in 2015-16 and 2016-17 with a two year ring fenced protection in line with the new burdens doctrine from the Department of Communities and Local Government. Grant protection ends from 2017-18. Junior Attendance Centres form part of an overall strategy to reduce re-offending and reduce first time entrants to the criminal justice system and are within the range of interventions available for sentencing youth offenders. In addition, The National Probation Service funding for the YOS will reduce by 75% in 2017-18 and separate funding for Youth Rehabilitation Orders withdrawn too. Permanent costs will continue to be incurred by the YOS to support this work
A/R.1.007	Base Adjustment - Advocacy	95	-	-	-	-		Budget moved to CFA from Customer Service directorate (NHS complaints advocacy) due to centralisation of expenditure on advocacy to a single contract.
A/R.1.008	Care Act funding	-1,593	-	-	-	-		Technical adjustment resulting from the ceasing of Care Act funding as a ring-fenced grant and inclusion in general County Council funding. No impact on service delivery.
A/R.1.009	Increase in Dedicated Schools Grant (DSG)	104	-	-	-	-		Increase in expected Dedicated Schools Grant (DSG) compared to 2016-17.
A/R.1.010	Base adjustment - Corporate Capacity Review Phase 1	-2,039	-	-	-	-		Corporate Capacity Review revenue staffing budgets moved to Corporate Services.

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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.1.011	Special Educational Needs and Disability (SEND) Implementation Grant	456	-456	-	-	-		One-off grant awarded to local authorities to continue to support transition to the new system for SEND.
1.999	REVISED OPENING GROSS EXPENDITURE	357,829	354,221	355,678	365,041	376,252		
2	INFLATION							
A/R.2.001	Centrally funded inflation - Staff pay and employment costs	206	578	570	687	692		Forecast pressure from inflation relating to employment costs. On average, 1.8% inflation has been budgeted for, to include inflation on pay, employer's National Insurance and employer's pension contributions (which are subject to larger increases than pay as a result of the on-going review of the employer's percentage contribution required).
A/R.2.002	Centrally funded inflation - Care Providers	692	802	722	726	732		Forecast pressure from inflation relating to care providers. An average of 0.7% uplift would be affordable across Care spending.
A/R.2.003	Centrally funded inflation - Looked After Children (LAC) placements	341	395	356	358	360		Inflation is currently forecast at 1.7%, but we plan to restrict this to 0.7% on external placements where possible (see saving A/R.6.213)
A/R.2.004	Centrally funded inflation - Transport	360	420	378	381	384		Inflation relating to transport estimated at 1.6%.
A/R.2.005	Centrally funded inflation - Miscellaneous other budgets	157	145	141	142	143		Forecast pressure from inflation relating to miscellaneous other budgets, on average this is calculated at 1.3% increase.
2.999	Subtotal Inflation	1,756	2,340	2,167	2,294	2,311		
3	DEMOGRAPHY AND DEMAND							
A/R.3.002	Physical Disability & Sensory Services	413	352	348	323	434		We estimate that there will be a net increase of £326k (2.7%) in the cost of services provided to people with physical disabilities as a result of large increases in the number of service users and the changing needs of existing service users. In addition, demography funding is allocated to the Autism and Adult Support Team to reflect estimates of young people moving into the team, totalling £107k and equating to an estimated 26 new service-users.

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A/R.3.004	Learning Disability Partnership (LDP)	1,850	1,556	1,302	1,297	1,291		We estimate that there will be approximately a £950k (1.6%) increase in the cost of services provided to people with learning disabilities as a result of increased complexity of need and placement breakdowns, taking into account service users leaving the service. In addition, demography funding is allocated to the Young Adults Team (LDYA) to reflect estimated costs of new young adults transferring into the team, totalling £900k. The expected number of young people moving into adult services based on current information and recent trends is 53. As the LDYA Team is relatively new, it requires an increase in budget each year as a new cohort of young adults move in, until its service users are old enough to transfer into the LD locality teams. There is a linked savings target (A/R 6.125) that includes the expectation on this team to achieve savings during the transition to adulthood.
A/R.3.006	Older People	1,372	1,716	1,689	2,037	1,799		We estimate that the number of older people requiring support will increase by 3.4% per year. There will be 760 more Cambridgeshire residents aged over 85 in 2017 compared to 2016. We model that this would lead to an additional 114 clients for the Older People Service if no action was taken. Services must absorb the first 1.4% of population growth, meaning that this line represents funding for 67 additional older people. The Older People's service has been successfully diverting increasing demand in recent years through its savings programme - this approach continues this year (see savings section below). The amounts show the additional funding required to support older people if the Council continues to support the current proportion of the older people's population and the average cost of care per person remains the same.
A/R.3.008	Adult Mental Health	204	204	204	204	204		Funding to support increases in the number of adults age 18-65 with mental health needs. This reflects a rise in the overall population of Cambridgeshire, in particular the rise in mental health needs and autistic spectrum disorders. This is the funding level required if recent trends in the number of service users and the costs of care continue. The number of persons known to the Mental Health service increased by 47 in 2015/16 compared to the previous year. After allowing for 1.4% general population growth and other expected reductions in demand, this line represents funding for an additional 19 people to become known to the service in 2017-18.
A/R.3.010	Home to School Special Transport	652	642	645	648	652		Increased costs of journeys to school for children with Special Educational Needs (SEN) due to increasing numbers and complexity of need of children being transported, based on information gathered from previous years.

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A/R.3.011	Looked after Children (LAC) Numbers	2,070	2,195	2,331	2,474	2,627		Along with much of the rest of the country we are experiencing a steady rise on the number of Looked after Children. The number of Looked after Children is predicted to increase by 6% over the coming year. For 2017-18 this represents an average increase of 35 LAC from 2016-17.
A/R.3.016	Special Guardianship Orders/Adoption	180	272	293	316	340		Central Government Adoption Reform Grant has now ceased and we are predicting a 17% year on year increase in Special Guardian Orders over the next five years which represents a rise of 78 on current numbers – this is good practise in relation to supporting children securing a permanent family arrangement. Separately as part of our savings we are reviewing all allowances presently in place and all new allowance arrangements to ensure they are appropriate and equitable.
3.999	Subtotal Demography and Demand	6,741	6,937	6,812	7,299	7,347		
4	PRESSURES							
A/R.4.002	Fair Cost of Care and Placement Costs	-	-	1,500	2,500	-		The Care Act says Councils need to make sure the price paid for Adult Social Care reflects the actual costs of providing that care. A strategic investment in the residential sector is envisaged in from 2019 onwards. The timing and extent of this will be kept under close review as several factors develop including the impact of the national living wage, local market conditions and the overall availability of resources.
A/R.4.009	Impact of National Living Wage (NLW) on Contracts	2,747	3,770	3,761	3,277	-		As a result of the introduction of the National Living Wage it is expected that the cost of contracts held by CCC with independent and voluntary sector care providers will increase. This is due to providers' costs increasing as a result of introducing the NLW leading to price increases. Our analysis suggests the changes from April 2017 will lead to price increases between 1% and 3.5%, dependent on the cost of providing different types of care.
A/R.4.012	Local Housing Allowance Limits	-	-	412	595	199		Government recently announced an intention to defer the possible cap on Housing Benefit payable for certain property service charges. It is unclear at this stage whether the recent announcement of additional funding from government will fully address this pressure. A number of the people the Council supports are social housing tenants, and an assessment had been made of the impact on the Council of costs increasing as a result of the change either at existing schemes or due to withdrawal of current services. The changes would take effect on new tenancies and so the implications take effect gradually.
A/R.4.013	Children's Social Care Establishment	355	-	-	-	-		Case holding continues to rise causing pressure within Unit Model. Capacity required over establishment to manage casework.

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A/R.4.014	Independent Review Officers and Child Protection Chairs	261	-	-	-	-		Over the past two years there has been a substantial increase in both the numbers of Children subject of a Child Protection Plan (82%) and Children in Care (22%- inc Asylum Seekers) – outside of increases across care budgets this has placed severe pressure on the social work units and the reviewing and chairing service. Consequently a number of additional social workers and Independent Reviewing Officers have been created without securing funding to support these. It is now anticipated that this level of posts will be required going forward.
A/R.4.015	Children's Innovation and Development Service (CIDS)	289	50	-	-	-		In 2015-16 a target was set for the Head of Service (CIDS) in Learning to secure extra funding from grants. Hard work has meant this target will be met in full for 2016-17 and in part for 2017-18. However, our initial work found that this will not be a long-term source of funding and will continue to be a pressure from 2017-18.
A/R.4.016	Multi Systemic Therapy (MST)	368	63	-	-	-		Multi Systemic Therapy (MST) Standard and MST Problematic Sexualised Behaviour are key components to our intensive family support service. MST is an evidence based intervention which operates under an operating licence. It has a clear methodology for creating long term change and a continuous quality assurance process which ensures high adherence to the intervention. MST is internationally recognised as delivering consistent and sustainable outcomes for young people at risk of care or custody. MST is part of a suite of interventions and services which make a significant contribution to the delivery of the savings assumed through the Commissioning Strategy for reducing the numbers of Looked after Children (LAC) and reducing longer term reliance on statutory services. The most recent cost benefit analysis of the impact MST has is shown that there is a return on investment of 3.0 – for every £1 invested in MST staff resource there is a return of £3. Part of the funding for MST, that has comprised external grant and County Council reserves funding, will come to an end. The reserves element have been used over a two year period to cover part of the service cost, which has enabled the service to continue in spite of the Council's reducing budget. Given the strong evidence base for delivery of sustained positive outcomes for families core budget is to be used to secure this provision.
A/R.4.017	Professional and Management Pay Structure	721	-	-	-	-		The revised management band pay structure was implemented in October 2016. The revised pay grades will not be inflated during 2017-18, as the inflation funding was factored into the available funding for the new pay structure. This pressure replaces inflation and funds the additional cost of the new pay structure expected to be incurred in 2017-18.

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A/R.4.018	Impact of National Living Wage (NLW) on CCC employee costs	4	15	68	151	151		The cost impact of the introduction of the NLW on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates. Traded services whose staff are paid below the NLW will be expected to recover any additional cost through their pricing structure.
A/R.4.019	Unachieved saving	200	-	-	-	-		Reverses the 2016-17 cross-Directorate proposal 'Revising senior management structure and support' which has not been made during 2016-17.
A/R.4.020	Learning Disability	1,361	-	-	-	-		The County Council's share of the ongoing overspend pressure within the Learning Disability Partnership (a pooled budget between CCC and the Peterborough and Cambridgeshire Clinical Commissioning Group. The full year effect of savings made mid way through 2016-17 are factored into the Business Plan for savings planned in 2017-18. This means there will be an ongoing pressure unless addressed by this line.
A/R.4.021	Looked after Children	3,000	-	-	-	-		Ongoing overspend and structural underfunding of Children Looked After.
A/R.4.022	Ongoing underspends redistribution and rebaselining	-1,861	-	-	-	-		As part of the Finance & Budget review aspect of the corporate transformation programme, areas with ongoing underspends have been identified. This is principally from Older People's & Mental Health Services, where a significant underspend is forecast this year, following underspends in the past two years. This will be kept carefully under review and monitored alongside performance during 2017-18. This underspend has been delivered through a combination of factors, one of which is the challenges of providing care and difficulties in recruiting staff in key areas of home care, reablement and social work - as this situation improves the on-going availability of this underspend will be reduced.
4.999	Subtotal Pressures	7,445	3,898	5,741	6,523	350		
5	INVESTMENTS							
A/R.5.003	Flexible Shared Care Resource	-174	-	-	-	-		Funding to bridge the gap between fostering and community support and residential provision has ended. Investment will be repaid over 7 years from savings in placement costs.
A/R.5.004	Reinvestment of savings into Children's Change Programme structure	1,595	-	-	-	-		Reinvestment of savings made as part of the Children's Change Programme into the revised Children's Services structure (see proposal A/R.6.243).
5.999	Subtotal Investments	1,421	-	-	-	-		

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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
6	SAVINGS							
	Cross Committee							
A/R.6.001	DAAT - Saving from integrating drug and alcohol misuse service contracts	-100	-	-	-	-	Contracts, commercial & procurement	The NHS trust 'Inclusion' provides countywide specialist drug & alcohol treatment services. Currently there are separate treatment contracts for alcohol and drugs. Inclusion have agreed to commence full service integration in 2016-17. This will require fewer service leads employed in management grades and reduces the overall management on-costs in the existing contract agreement. It is also proposed to reduce Saturday clinics and/or move to a volunteer/service user led model for these clinics.
	Adults							
A/R.6.101	Recouping under-used direct payment budget allocations from service users	-395	-	-	-	-	Finance & budget review	Improving central monitoring and coordination arrangements for direct payments - ensuring budget allocations are proportionate to need and any underspends are recovered.
A/R.6.102	Care Act (part reversal of previous saving)	120	-	-	-	-	Finance & budget review	There is a £60k deficit on Care Act funded schemes going into 2017-18, and a further £60k required to fund a new Community Navigators scheme. A saving of £400k was taken from the Care Act funding in 2016-17. Part of this (£120k) will be reversed to fund these schemes now that they are established and ongoing
A/R.6.111	Supporting people with physical disabilities and people with autism to live more independently	-791	-440	-505	-455	-	Commissioning	The focus will be on helping people lead independent lives through the Transforming Lives programme and measures approved by Adults Committee in 2016.
A/R.6.112	Securing appropriate Continuing Healthcare funding for people with physical disabilities and ongoing health needs	-320	-	-	-	-	Finance & budget review	Careful consideration of the needs of people with complex needs to identify where these needs meet the criteria for Continuing Healthcare and full funding by the NHS.
A/R.6.113	Specialist Support for adults with Autism to increase their independence	-72	-	-	-	-	Adults' services	Recruitment of two full time Support Workers for a twelve month period to work with service users to develop skills and access opportunities such as training or employment that would reduce the need for social care support.
A/R.6.114	Increasing independence and resilience when meeting the needs of people with learning disabilities	-2,381	-1,925	-1,747	-1,983	-	Commissioning	The focus will be on helping individuals to be independent and resilient through the Transforming Lives initiative, together with policies approved by Adults Committee in 2016. Care and support will focus on developing skills and opportunities, wherever possible, to increase independence. In the short term this may include more intensive support in order to reduce reliance on social care support in the longer term.
A/R.6.115	Retendering for residential, supported living and domiciliary care for people with learning disabilities	-331	-100	-	-	-	Contracts, commercial & procurement	Contracts will be retendered in 2017-18 with the intention of reducing the unit cost of care.

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A/R.6.116	Using assistive technology to help people with learning disabilities live and be safe more independently without the need for 24hr or overnight care	-214	-	-	-	-	Adults' services	New and existing care packages will be reviewed by specialist Assistive Technology and Occupational Therapy staff to identify appropriate equipment which could help disabled people to be safe and live more independently.
A/R.6.117	Developing a new learning disability care model in Cambridgeshire to reduce the reliance on out of county placements	-140	-	-	-	-	Commissioning	This work will entail a review of the most expensive out-of-county placements to inform the development of the most cost-effective ways of meeting needs by commissioning new services within county. In particular we know we will need to develop additional in-county provision with the expertise to manage behaviours that may be challenging. By replacing high-cost out of county placements with new in-county provision tailored to our needs we will reduce overall expenditure on care placements.
A/R.6.118	Review of Health partner contributions to the Learning Disability Partnership	-500	-	-	-	-	Finance & budget review	Negotiating with the NHS for additional funding through reviewing funding arrangements, with a focus on Continuing Healthcare and joint funded packages.
A/R.6.120	Short term reduction in budget to support family carers	-	300	-	-	-	Finance & budget review	Reversing in 2018-19 a temporary saving from 2016-17.
A/R.6.121	Managing the assessment of Deprivation of Liberty Safeguards (DoL) cases within reduced additional resources	-100	-300	-	-	-	Finance & budget review	The March 2014 Supreme Court judgment on Deprivation of Liberty requires councils to undertake a large number of new assessments, including applications to the Court of Protection. Funding was made available to increase capacity to undertake best interest assessments and process applications for DoLS. The national demand for staff who are trained as best interest assessors has meant that it has not been possible to deploy all the available funding in this way. This position is not expected to change, and so a saving has been identified against this budget.
A/R.6.122	Transforming In-House Learning Disability Services	-430	-250	-	-	-	Workforce planning & development	We will review and make necessary changes to in house services focussed on ensuring that resource is appropriately targeted to provide intensive short term support aimed at increasing independence. We will also identify where we can work with the independent sector to provide for assessed needs in a different way and consider whether any under-utilised services are required for the future.
A/R.6.123	Rationalisation of housing related support contracts	-58	-	-	-	-	Commissioning	In 2016-17 we completed a review of contracted services which support individuals and families to maintain their housing. A contract was terminated in November 2016, with the full-year effect of the associated budget reduction affecting 2017-18.

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A/R.6.125	Supporting people with learning disabilities to live as independently as possible	-726	-867	-1,039	-1,034		Adults' services	This work has two elements which are focused on managing demand for long term funded services. 1. Work in children's services and in the Young Adults Team will ensure that young people transferring to the LDP will be expected to have less need for services. 2. Working proactively with people who are living at home with carers who are needing increased support to maintain their caring role for whatever reason.
A/R.6.132	Promoting independence and recovery and keep people within their homes by providing care closer to home and making best use of resources for adults and older people with mental health needs	-676	-328	-	-		Adults' services	Reducing the cost of care plans for adults and older people with mental health needs will lead to savings. We aim to reduce residential and nursing care costs and increase the availability of support in the community.
A/R.6.133	Continuation of one-off capitalisation of equipment and assistive technology for a further year	-	285	-	-		Finance & budget review	We expect to continue spending on additional equipment and assistive technology into the 2017-18 financial year as part of our work to promote independence. At the moment this is funded by grants carried forward from previous years, but these will no longer be available when the grant ends by 2018-19, leading to a pressure in our revenue budgets.
A/R.6.134	Increase in client contributions from improving frequency of re-assessment - older people & elderly mental health	-381	-	-	-		Finance & budget review	Older people and those receiving elderly mental health services are not always being financially reassessed every year. The council will therefore reassess all clients more regularly to ensure that the full contributions are being collected. This programme has begun in 2016-17 and will continue into 2017-18 to complete.
A/R.6.140	Helping older people to take up their full benefits entitlements	-226	-	-	-		Finance & budget review	The council will work with service users to make sure they receive all the benefits to which they are entitled and this is expected to increase service user contributions.
A/R.6.143	Savings from Homecare: re-tendering of home care to develop the market through a number of best practice initiatives including the expansion of direct payments	-306	-306	-	-		Commissioning	This proposal will focus specifically on piloting an alternative but complementary approach to home-based care that would try and find alternative and local solutions to traditional homecare - whilst still improving outcomes for service users, promote independence, and achieve savings to the Council. Through the tendering process for home care, the Council will engage potential providers within a price range consistent with achieving this saving.

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A/R.6.145	Using assistive technology to support older people to remain independent in their own homes	-358	-239	-	-	-	Adults' services	The proposal is to invest in and expand the use of Just Checking (or similar) equipment to reduce spending in older people's services. As part of a social care assessment the equipment gives us a full report of a person's movements during a given period allowing us to test whether they are able to go about daily life (eating, washing, dressing, going to the toilet) unaided and to check that overnight they are safe at home. This full picture of a person's daily patterns and movements allows us to say with significantly more accuracy and confidence whether they can or cannot cope independently at home. This additional information and confidence would allow older people, their families and social workers to only make the decision to recommend a move into residential or nursing care where it is absolutely essential. In this way we can reduce care spending overall whilst ensuring we do make provision for those who cannot be independent in their own homes.
A/R.6.146	Expansion of the Adult Early Help Team to minimise the need for statutory care	-384	-	-	-	-	Customer & communities	The Adult Early Help team was established in April 2016 to provide an enhanced first response to people contacting the County Council with social care concerns. The team help people to retain independence, access services and advise on ways in which older people and their carers can organise help for themselves. The goal is to try to resolve issues without the need to wait for a formal assessment or care plan. Through either telephone support or through a face to face discussion, we hope to work with older people to find solutions without the need for further local authority involvement. The initial phase is already resulting in a reduced number of referrals to social care teams. This business case builds on the first phase and proposes continuing the expansion of the Adult Early Help team, so that the team is able to meet more of the need at tier 2, preventing further escalation of need and hence minimising care expenditure. This contributes further savings in 2017-18 as part of the care budget targets in Older People's Services.
A/R.6.149	Administer Disability Facilities Grant within reduced overhead costs	-150	-	-	-	-	Finance & budget review	At present the County Council invests £300k into the Home Improvement Agencies, which oversee the Disabled Facilities Grants by each of the Districts. The County Council is working in partnership with the District Councils to reduce the cost of the administration of these services. There will be no reduction in the level of grant or service and the intention is to speed up the decision making process.
A/R.6.155	Securing appropriate contributions from health to section 117 aftercare.	-420	-280	-	-	-	Finance & budget review	Careful consideration of the needs of people sectioned under the Mental Health Act to identify joint responsibility and ensure appropriate contributions by the council and the clinical commissioning group to section 117 aftercare.

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A/R.6.157	Increase in income from older people and older people with mental Health's client contributions following a change in disability related expenditure	-119	-	-	-	-	Finance & budget review	Following a comparative exercise, the Adults Committee agreed a change to the standard rate of disability related expenditure (DRE) during 2016. This means that additional income is being collected through client contributions. This line reflects the 'full-year' impact of this change, reflecting that the new standard rate is applied at the planned point of financial assessment or reassessment for each person.
A/R.6.159	Efficiencies from the cost of transport for older people	-100	-	-	-	-	Commissioning	Savings can be made through close scrutiny of the expenditure on transport as part of care packages in Older People's Services to ensure that travel requirements are being met in as cost efficient a way as possible.
A/R.6.160	Ensuring joint health and social care funding arrangements for older people are appropriate	-464	-	-	-	-	Finance & budget review	We have been working with NHS colleagues to review continuing health care arrangements including joint funding, with a view to ensuring that the decision making process is transparent and we are clearer about funding responsibility between social care and the NHS when someone has continuing health care needs. Several cases has been identified where potentially health funding should be included or increased based on a review of needs.
A/R.6.161	Managing the Cambridgeshire Local Assistance Scheme within existing resources	-163	-	-	-	-	Finance & budget review	The Adults Committee has considered several proposals on how to deliver the Cambridgeshire Local Assistance Scheme (CLAS). The contingency budget previously held for CLAS has now been removed, as is no longer required to support the redesigned service.
A/R.6.163	Ensuring that homecare for adults with mental health is outcomes focussed, incorporating review of long-term care packages and facilitated by support from Peer Support Workers and Recovery Coaches from the Recovery College	-250	-	-	-	-	Adults' services	Savings will be achieved through reproviding homecare services for adults with mental health needs and helping people to return to independence more quickly.

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Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.164	Reablement for older people - Improving effectiveness to enable more people to live independently	-219	-	-	-	-	Adults' services	Development of the Reablement Service to ensure it promotes independence and reduces the costs of care by being directed at the right people. Changes to the way the service operates will release additional capacity, allowing it to work with more people, achieve better outcomes and so reduce demand and cut costs. It is proposed that within existing staffing levels we can increase the number of people receiving a reablement service and increase the number of people for whom the reablement intervention is ended without the need for ongoing care or with a reduced need for ongoing care. To achieve this we will improve team structures and working practices and ensure the cases referred to the service are appropriate, where there is good potential for people to live independently again.
A/R.6.165	Enhanced Occupational Therapy Support to reduce the need for double-handed care	-252	-	-	-	-	Adults' services	The Double-Up Team was set up as a 'spend to save' initiative in 2013 based on evidence from other local authorities. Initially set up as a pilot project, it was endorsed as part of the County Council's prevention agenda, the implementation of Transforming Lives and the requirements of The Care Act. The team consists of two Senior Occupational Therapists (OTs) and two OT Technicians employed directly by the County Council. The team's remit is to focus on the review of service users to assess whether it is possible to either: <ul style="list-style-type: none"> • Reduce existing double-up packages of care to single-handed care OR • Prevent single-handed care packages being increased to double-up This team is currently based outside of the existing mainstream OT service to ensure focus on the delivery of actions that will benefit the recipients whilst returning a saving direct to the Council. Through the actions of the existing team, savings from the Councils homecare budget were generated in the region of £1.1m in 2015-16 and are on track to achieve a similar figure in the current financial year. This business case proposes the expansion of the service through the recruitment of an additional two OT workers so they can share learning and benefits associated with the current model to other settings (further details are listed in the 'scope' section of this document) as well as providing additional review capacity.

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Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.167	Voluntary Sector Contracts for Mental Health Services	-130	-	-	-	-	Finance & budget review	Renegotiation of a number of voluntary sector contracts for mental health support has resulted in lower costs to the Council whilst maintaining levels of service provision for adults with mental health needs. The reductions have been discussed and negotiated with the providers impacted, and they have factored this into their own business planning. On-going investment by the Mental Health service in the voluntary and community sector remains over £3.7m
A/R.6.168	Establish a review and reablement function for older people with mental health needs	-69	-23	-23	-23	-	Adults' services	Redirect support workers within the Older People Mental Health team to provide a review and reablement function for service users in receipt of low cost packages (under £150 per week).
A/R.6.169	Better Care Fund (BCF) - improved protection of social care	-930	-	-	-	-	Finance & budget review	Each year the Council and the local NHS agree a Better Care Fund plan, this includes an element for social care services.
A/R.6.170	Commissioning & demand savings within Older People's Services (including reduced block contract for respite)	-550	-	-	-	-	Commissioning	Given the uplift in the BCF allocation in 2016-17 and an anticipated further increase in 2017-18 the Council will negotiate that a greater share of BCF monies are focused on provision of social care services. This supports the local NHS. Retendering of contracts in 2016-17 has presented the opportunity to reduce our block purchasing of respite beds, following under-utilisation and unused voids in previous arrangements. Use of spot purchasing for respite will be monitored.
A/R.6.171	Enhanced Response Service - Falls and Telecare	-	-390	-	-	-	Adults' services	Additionally, as trends have continued towards supporting fewer people overall in 2016-17 it has been possible to reflect this cost reduction in a further small saving on demographic allocations. Following the agreement of GPC to the Assistive Technology proposals (Phase 1) in September 2016 a further business case has been developed to establish an enhanced assistive technology response service to reduce/delay/minimise admissions to hospital and funded care.
A/R.6.201	C&YP Staffing reductions in Commissioning Enhanced Services	-107	-94	-	-	-	Workforce planning & development	Review of Commissioning across CFA.
A/R.6.202	Children's Change Programme: Changes to Management Structure in Children's Services	-619	-	-	-	-	Workforce planning & development	The Children's Change Programme is reviewing and transforming the system of children's services across early help, safeguarding and protection teams. Phase 1 of the programme will realise savings from staffing by deleting duplication and simplifying processes. Specifically, we will integrate social work and early help services into a district-based delivery model, unifying services around familiar and common administrative boundaries so they can align with partners better; and reducing the number of team manager level posts required.

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Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.203	Amalgamating Family Support Services	-50	-	-	-	-	Workforce planning & development	Amalgamation of Specialist Family Support Service Family Support Workers in localities to produce better efficiency and subsequent a reduction of associated relief staff costs.
A/R.6.204	Childrens Change Programme (later phases)	-	-594	-300	-	-	Children's services	The Children's Change Programme will improve services and outcomes for families. A series proposals have been developed, including: - Bringing together, in one role, a Service Director for Children's Services, including line management of Early Help Services and Children's Social Care. - Developing an integrated service working with children and families in their community. Services will be integrated and located on a geographical basis - probably across the five district council areas. - Bringing together all services for children and young people with Special Educational Needs or Disability (SEND 0-25). - Being the very best Corporate Parent – Improving our fostering and adoption offer
A/R.6.205	Children's Social Care Support for young people with complex needs	-559	-530	-389	-30	-		Prevention of placement or family breakdowns by providing outreach support and the provision of a consistent wrap-around support for young people with complex needs to avoid the use of costly external residential provision that may not meet need.
A/R.6.207	Reducing cost of legal support in the Family Courts	-	-189	-	-	-	Children's services	Reduction in legal costs as a result of a review of the LGSS Law contract for Children's Services.

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Table 3: Revenue - Overview

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	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.210	Home to School Transport (Special)	-493	-1,051	-1,114	-1,157		Children's services	<p>Most children and young people with Statements of SEND and Education, Health and Care (EHC) plans do not require special transport arrangements. Wherever possible and appropriate, the child or young person with SEN should be treated in the same way as those without. e.g. in general they should walk to school, travel on a public bus or rail service or a contract bus service or be taken by their parents. They should develop independent travel skills which should be assessed at each Annual Review. The majority of children/ young people of statutory school age (5-16) who have a Statement of Special Educational Need (SSEN) will attend their designated mainstream school. Only if, as detailed in their SSEN/EHC Plan, a child or young person has a special educational need or disability which ordinarily prevents them from either walking to and from school or accessing a bus or rail service or contract bus service, will they be eligible for free transport.</p> <p>With effect from 1 September 2015, the Council stopped providing free transport for young people with SEND over the age of 16, except those living in low income families. In addition to the £396k of savings in this business case, there are two separate invest to save proposals which are being funded by CFA underspend and ETE capital funding (Meadowgate footpath and Independent Travel Training) which relate to home to school transport (special). There is less likelihood of achieving savings from 2018-19 onwards as these are more reliant on a reduction in the number of children on EHC plans. The ability to make considerable savings from 2018-19 onwards is based on increased in-county education provision and reduction in EHC Plans due to more need being met within mainstream provision, both of which are needed to reduce the number of pupils requiring transport - even with demographic increase in population. We plan to achieve savings through a change to post-16 funding policy introducing contributions to all post-16 pupils. This is subject to Member approval.</p>
A/R.6.213	LAC Inflation Savings	-124	-110	-96	-88		Commissioning	Award inflation at 0.7% rather than 1.7%
A/R.6.214	Moving towards personal budgets in home to school transport (SEN)	-232	-378	-	-		Contracts, commercial & procurement	<p>The Personal Transport Budget (PTB) is a sum of money that is paid to a parent/carer of a child who is eligible for free school travel. The cost of a PTB would not be more than current transport arrangements. A PTB gives families the freedom to make their own decisions and arrangements about how their child will get to and from school each day. Monitoring and bureaucracy of PTBs is kept to a minimum with parents not being expected to provide evidence on how the money is spent. However, monitoring of children's attendance at school is done and PTBs are removed if attendance falls below an agreed level.</p>

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	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.215	Adaptation and refurbishment of Council Properties to reduce the unit cost of placements	-562	-	-	-	-	Commissioning	Two properties owned by Cambridgeshire County Council have become vacant, or are becoming vacant over the coming months. This presents an opportunity to increase the capacity for in-county accommodation the Council has for children who are looked after and to contribute to the savings arising from the unit cost of placements. Refurbishment of the properties will take place to make these buildings fit for purpose.
A/R.6.216	Pathways to access contraception and sexual health services for priority groups	-185	-	-	-	-	Commissioning	To provide intermediate level training to 100 staff from targeted services in residential children's homes, drug and alcohol services, adult mental health services, the Youth Offending Service, the 18-25 team and Domestic Violence Adviser team. We will purchase 12 contraception boxes for offices of services attending training for use with clients.
A/R.6.217	Enhanced intervention service for children with disabilities	-174	-522	-	-	-	Commissioning	Establish an Enhanced Intervention Service in Cambridgeshire. The purpose of the team would be to reduce the number of children with disabilities placed in out of county residential homes, to enable children to safely live with their family and access education in their local area.
A/R.6.218	SPACE Programme – helping mothers to prevent repeat removals	-111	-111	-	-	-	Commissioning	The Space Programme works to engage with mothers who have had their baby permanently removed from their care, with the aim of reducing the likelihood of it happening again. The programme works with mothers and their partners where appropriate, to help them understand the range of issues they face and which may have contributed to their child becoming permanently removed in the first place. In partnership with other agencies, the programme works to promote positive relationships, self esteem and confidence and assertiveness, whilst encouraging access to universal and specialist services that can help mothers live healthier lives. The programme has been funded by CFA reserves from October 2015 to March 2017 and works on the assumption that the programme prevents six babies entering foster care in 2017-18 and 2018-19 as a result of the intervention work that's taken place in 2015-16 and 2016-17. Outcome data for the programme is currently being prepared and reviewed and options to secure permanent funding to sustain this work are being explored.
A/R.6.219	Systemic family meetings to be offered at an earlier stage to increase the number of children being diverted from LAC placements	-461	-150	-	-	-	Commissioning	Change the referral criteria for systemic family meetings so they take place with families at an earlier stage - at the point just before beginning a child protection plan. This would enable us to work with a larger group of 390 children at Child Protection level, rather than 240 at court proceedings level.
A/R.6.220	Increase the number and capacity of in-house foster carers	-195	-396	-64	-101	-	Commissioning	Reduce spending on foster placements from external carer agencies by increasing the capacity of the in-house service.

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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.221	Link workers within Adult Mental Health Services	-	-480	-	-	-	Commissioning	Two Link Workers will embed a Think Family approach in adult mental health services and increase access to preventative and early help services to keep families together wherever possible.
A/R.6.222	Independent travel training for children with SEND	-96	-	-	-	-	Children's services	Proposal to introduce Independent Travel Training (ITT) for young people with SEND to help them cope with the often more complex journeys required to access further education. Once trained and assessed to be safely able to travel independently, we will no longer have to provide home to school transport for these young people.
A/R.6.224	Re-commissioning of Children's Centres and Children's Health services	-	-1,000	-	-	-	Workforce planning & development	The future delivery model for Children's Centres will be looked at as part of the wider Children's Change Programme which will design how services will be provided, setting out how early help and targeted services can be integrated so that the whole system works together to improve outcomes for children and enables them to thrive. A revised model for Children's Centres will form part of this, which is likely to locate some Children's Centres' community-based service delivery within the development of Community Hubs across Cambridgeshire, and prioritise targeted services for vulnerable children in the wider system of service delivery in the Council, and through the 0-19 Healthy Child Programme.
A/R.6.225	Alternative model of delivery for school catering and cleaning	-50	-	-	-	-	Workforce planning & development	A new way of providing school catering and cleaning as either a joint venture or a partnership with another provider is at an advanced stage. A minimum of £50K has been set as a project priority.
A/R.6.227	Strategic review of the LA's ongoing statutory role in learning	-270	-324	-	-	-	Workforce planning & development	A programme to transform the role of the local authority in education in response to national developments such as the 2016 Education White Paper, and the local context, (e.g. the increasing number of academies and the educational performance of schools) has been started. This has four strands - the LA's core duties, traded services, local authority-initiated Multi-academy Trusts and the recruitment and retention of school staff. Early work has identified savings from reducing core funding by discharging the Education Advisor function with two f.t.e. staff, one funded centrally and one traded; Mathematics, English and Improvement advisers to be fully traded from 2017-18; Primary advisers to be part traded from 2017-18 and fully traded from 2018-19; Senior Advisers to be part traded; and a reduction in the intervention budget, supporting only maintained schools where we have a statutory responsibility to do so. The Education Advisers will generate a £10k surplus in 2018-19.
A/R.6.230	Reduction in Heads of Service	-80	-	-	-	-	Workforce planning & development	Reduce the number of Heads of Service in the Learning directorate from six to five in line with the reduction in staffing and changing role of the Directorate.

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	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
A/R.6.234	Home to School Transport (Mainstream)	-94	-	-	-	-	Contracts, commercial & procurement	The 2017-18 saving is made up of the summer term changes to post 16 and spare seats charging policy, implemented in 2016-17. As a result of a decision taken by SMT, all services are now required to absorb the impact of the general growth in population and no demography funding will be allocated for this purpose. This represents £598k for this budget. Full year savings of £438k from route retendering (which normally would be offered as savings) will instead be diverted to meet this pressure, with the remainder secured through a programme of route reviews.
A/R.6.236	Business Support	-51	-	-	-	-	Workforce planning & development	Development and implementation of course booking and customer feedback systems and new ways of working will enable us to reduce our business support capacity.
A/R.6.238	Block Distributed Purchasing (Flexi Beds).	-205	-344	-44	-	-	Commissioning	Tender for 16 Block Distributed Purchasing (Flexi Beds).
A/R.6.239	Review of top 50 placements	-324	-	-	-	-	Commissioning	Monthly review by panel of the top 50 most expensive external placements, with the objective of reducing placement costs wherever possible.
A/R.6.240	Negotiating placement fees	-70	-	-	-	-	Commissioning	Negotiate the costs of external placements for Looked After Children.
A/R.6.241	Foster carers to provide supported lodgings	-152	-108	-	-	-	Commissioning	Delivery of 10 new supported lodging placements
A/R.6.242	Reducing fees for Independent Fostering Agency placements	-66	-1	-	-	-	Commissioning	Reduce fees for Independent Fostering Agency (IFA) placements
A/R.6.243	Children's Change Programme	-1,595	-	-	-	-	Children's services	Restructure of Children's Services through the Children's Change Programme, to be reinvested to support the revised structure (see proposal A/R.5.004).
A/R.6.244	Total Transport	-840	-435	-	-	-	Commissioning	This is an updated proposal, in light of the data and experience gained through Phase 1 of the Total Transport pilot, which was implemented in the East Cambridgeshire area at the start of September 2016. By investing in staff and by extending the use of smartcard technology, the Council will be able to deliver more efficient mainstream school transport services, matching capacity more closely with demand. The intention is to secure financial savings whilst ensuring that all eligible pupils continue to receive free transport with reasonable but efficient travel arrangements.
A/R.6.245	Cambridgeshire Race, Equality and Diversity Service (CREDS)	-125	-	-	-	-	Workforce planning & development	The de-delegation received by the Cambridgeshire Race, Equality and Diversity Service (CREDS) from maintained primary schools in 2017-18 will reduce as a consequence of the large number of recent and forthcoming academy conversions. This reduction in funding will require a restructure of the service, including staffing reductions.
6.999	Subtotal Savings	-20,475	-11,680	-5,321	-4,871	-		
	TOTAL GROSS EXPENDITURE	354,717	355,716	365,077	376,286	386,260		

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Budget Period: 2017-18 to 2021-22

	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
7	FEES, CHARGES & RING-FENCED GRANTS							
A/R.7.001	Previous year's fees, charges & ring-fenced grants	-115,543	-117,526	-110,934	-111,121	-111,308	Finance & budget review	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
A/R.7.002	Increase in fees, charges and schools income compared to 2016-17	-2,766	-	-	-	-	Finance & budget review	Adjustment for permanent changes to income expectation from decisions made in 2016-17.
A/R.7.003	Fees and charges inflation	-287	-170	-171	-171	-172	Finance & budget review	Increase in external charges to reflect inflation pressures on the costs of services.
	Changes to fees & charges							
A/R.7.101	Early Years subscription package	-28	-16	-16	-16	-	Children's services	Proposal to develop Early Years subscription package for trading with settings.
A/R.7.103	Education ICT Service	-100	-	-	-	-	Children's services	Increase in trading surplus through expanding out-of-county provision.
A/R.7.104	Cambridgeshire Outdoors	-50	-	-	-	-	Children's services	Increase in trading surplus through cost reduction and external marketing.
A/R.7.105	Admissions Service	-10	-	-	-	-	Children's services	Increase in trading surplus through an increased use of automated systems.
A/R.7.106	Reduction in income de-delegated from Schools to CREDS	125	-	-	-	-	Workforce planning & development	The de-delegation received by the Cambridgeshire Race, Equality and Diversity Service (CREDS) from maintained primary schools in 2017-18 will reduce as a consequence of the large number of recent and forthcoming academy conversions. This reduction in funding will require a restructure of the service, including staffing reductions.
	Changes to ring-fenced grants							
A/R.7.201	Change in Public Health Grant	100	6,322	-	-	-		Change in ring-fenced Public Health grant to reflect change of function. This will be treated as a corporate grant from 2018-19 due to removal of the ring-fence.
A/R.7.205	Care Act (New Burdens Funding)	1,593	-	-	-	-		Technical adjustment resulting from the ceasing of Care Act funding as a ring-fenced grant and inclusion in general County Council funding. Funding changes deferred until 2020 meaning that the County Council did not need to undertake additional assessments on self-funders. No impact on service delivery.
A/R.7.206	Increase in Dedicated Schools Grant	-104	-	-	-	-		Increase in Dedicated Schools Grant (DSG) directly managed by CFA.
A/R.7.207	Special Educational Needs and Disability (SEND) Implementation Grant	-456	456	-	-	-		One-off grant awarded to local authorities to continue to support transition to the new system for SEND.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-117,526	-110,934	-111,121	-111,308	-111,480		
	TOTAL NET EXPENDITURE	237,191	244,782	253,956	264,978	274,780		

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Budget Period: 2017-18 to 2021-22

	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
A/R.8.001	Budget Allocation	-237,191	-244,782	-253,956	-264,978	-274,780		Net spend funded from general grants, business rates and Council Tax.
A/R.8.002	Fees & Charges	-62,764	-62,950	-63,137	-63,324	-63,496		Fees and charges for the provision of services.
A/R.8.003	Expected income from Cambridgeshire Maintained Schools	-7,783	-7,783	-7,783	-7,783	-7,783		Expected income from Cambridgeshire maintained schools.
A/R.8.004	Dedicated Schools Grant (DSG)	-23,318	-23,318	-23,318	-23,318	-23,318		DSG directly managed by CFA.
A/R.8.005	Better Care Fund (BCF) Allocation for Social Care	-15,453	-15,453	-15,453	-15,453	-15,453		The NHS and County Council pool budgets through the Better Care Fund (BCF), promoting joint working. This line shows the revenue funding flowing from the BCF into Social Care.
A/R.8.006	Arts Council Funding	-591	-591	-591	-591	-591		Arts Council funding for the Music Hub.
A/R.8.007	Youth Justice Board Good Practice Grant	-500	-500	-500	-500	-500		Youth Justice Board Good Practice Grant.
A/R.8.009	Care Act (New Burdens Funding) Social Care in Prisons	-339	-339	-339	-339	-339		Care Act New Burdens funding.
A/R.8.010	Special Educational Needs and Disability (SEND) Implementation Grant	-456	-	-	-	-		One-off grant awarded to local authorities to continue to support transition to the new system for SEND.
A/R.8.401	Public Health Funding	-6,322	-	-	-	-		Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-354,717	-355,716	-365,077	-376,286	-386,260		

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Budget Period: 2017-18 to 2021-22

Outline Plans				
2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000

MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-20,475	-11,680	-5,321	-4,871	-
Changes to fees & charges	-63	-16	-16	-16	-
TOTAL SAVINGS / INCREASED INCOME	-20,538	-11,696	-5,337	-4,887	-

MEMORANDUM: NET REVISED OPENING BUDGET					
Revised Opening Gross Expenditure	357,829	354,221	355,678	365,041	376,252
Previous year's fees, charges & ring-fenced grants	-115,543	-117,526	-110,934	-111,121	-111,308
Changes to fees, charges & ring-fenced grants in revised opening budget	-1,633	6,778	-	-	-
NET REVISED OPENING BUDGET	240,653	243,473	244,744	253,920	264,944

MEMORANDUM: TOTAL CFA GROSS EXPENDITURE INCLUDING DSG-FUNDED ELEMENT								
	Non DSG-funded expenditure	331,503	332,502	341,863	353,072	363,046	Modified	Total gross expenditure for CFA not funded by the Dedicated Schools Grant.
	DSG-funded expenditure	23,214	23,214	23,214	23,214	23,214	Modified	Total gross expenditure for CFA funded by the Dedicated Schools Grant.
	TOTAL GROSS EXPENDITURE	354,717	355,716	365,077	376,286	386,260		

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Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
Ongoing	45,440	15,024	4,444	1,925	3,884	4,616	3,754	11,793
Committed Schemes	291,538	125,713	69,464	59,157	31,325	5,497	382	-
2017-2018 Starts	37,900	176	4,000	14,300	9,400	2,074	1,450	6,500
2018-2019 Starts	52,278	50	1,100	14,400	13,775	17,873	4,700	380
2019-2020 Starts	51,620	20	200	2,640	13,500	24,040	6,990	4,230
2020-2021 Starts	5,300	-	-	-	70	1,600	1,830	1,800
2021-2022 Starts	21,250	-	-	-	-	400	8,050	12,800
2022-2023 Starts	22,580	-	-	-	-	-	1,020	21,560
2023-2024 Starts	31,590	-	-	-	-	-	-	31,590
2024-2025 Starts	24,350	-	-	-	-	-	-	24,350
TOTAL BUDGET	583,846	140,983	79,208	92,422	71,954	56,100	28,176	115,003

Summary of Schemes by Category	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
Basic Need - Primary	282,931	71,551	41,560	46,999	34,028	10,253	11,870	66,670
Basic Need - Secondary	218,514	43,490	26,865	39,606	31,880	39,531	11,102	26,040
Basic Need - Early Years	5,442	3,501	841	880	120	100	-	-
Adaptations	4,060	1,256	1,650	1,062	92	-	-	-
Condition & Maintenance	26,250	3,250	3,000	2,500	2,500	2,500	2,500	10,000
Building Schools for the Future	-	-	-	-	-	-	-	-
Schools Managed Capital	11,610	1,926	1,076	1,076	1,076	1,076	1,076	4,304
Specialist Provision	9,809	4,961	248	150	150	150	150	4,000
Site Acquisition & Development	650	300	150	100	100	-	-	-
Temporary Accommodation	14,000	1,500	1,500	1,500	1,500	1,500	1,500	5,000
Children Support Services	5,530	1,495	2,095	295	295	270	270	810
Adults' Services	36,029	7,753	5,354	4,929	4,929	4,929	1,450	6,685
Capital Programme Variation	-30,979	-	-5,131	-6,675	-4,716	-4,209	-1,742	-8,506
Corporate Services	-	-	-	-	-	-	-	-
TOTAL BUDGET	583,846	140,983	79,208	92,422	71,954	56,100	28,176	115,003

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
A/C.01 A/C.01.007	Basic Need - Primary Huntingdon Primary	Expansion of 3 classrooms: £2,521 Basic Need requirement 90 places		Committed	2,521	2,450	71	-	-	-	-	-

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Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
A/C.01.008	Isle of Ely Primary	New 3 form entry school with 52 Early Years provision: £10,626k Basic Need requirement 630 places £800k Temporary Provision £1,500k Early Years Basic Need 52 places £3,500k Highways works and access work to school site		Committed	16,426	16,150	276	-	-	-	-	-
A/C.01.012	Ermine Street Primary, Alconbury Weald	New 2 form entry school (with 3 form entry infrastructure) with 52 Early Years provision (Phase 1): £8,500k Basic Need requirement 420 places £1,500k Early Years Basic Need 52 places		Committed	10,000	9,893	107	-	-	-	-	-
A/C.01.013	Fourfields, Yaxley	Expansion of 3 classrooms: £1,270k Basic Need requirement 90 places		Committed	1,270	1,233	37	-	-	-	-	-
A/C.01.014	Grove Primary, Cambridge	Expansion of 3 classrooms: £1,411k Basic Need requirement 90 places £250k Asbestos Works		Committed	1,661	1,648	13	-	-	-	-	-
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	11,300	10,864	436	-	-	-	-	-
A/C.01.019	Westwood Primary, March. Phase 1	Expansion of 3 classrooms with 52 Early Years provision: £1,530k Basic Need requirement 90 places £1,300k Early Years Basic Need 52 places		Committed	2,830	2,771	59	-	-	-	-	-
A/C.01.020	Godmanchester Bridge, (Bearscroft Development)	New 1.5 form entry school (with 2 form entry core facilities) with 52 Early Years provision: £7,150k Basic Need requirement 315 places £2,200k Early Years Basic Need 52 places		Committed	9,350	4,427	4,600	323	-	-	-	-
A/C.01.021	North West Cambridge (NIAB site) primary	New 2 form entry school with 52 Early Years provision: £7,851k Basic Need requirement 420 places £1,700k Early Years Basic Need 52 places £1,200k Community facilities - Children's Centre		Committed	10,751	585	100	6,600	3,300	166	-	-
A/C.01.022	Burwell Primary	Expansion of 210 places: £6,724k Basic Need requirement 210 places		Committed	6,724	4,186	2,500	38	-	-	-	-
A/C.01.024	Clay Farm / Showground primary, Cambridge	New 3 form entry school with 52 Early Years provision £10,684k Basic Need requirement 630 places £1,700k Early Years Basic Need 52 places		Committed	12,384	5,320	6,841	223	-	-	-	-
A/C.01.025	Fordham Primary	Expansion from 1 to 2 form entry school / replacement of temporary buildings: £4,128k Basic Need requirement 210 places		Committed	4,128	2,845	1,250	33	-	-	-	-
A/C.01.026	Little Paxton Primary	Expansion from 1 to 2 form entry school / replacement of temporary buildings: £3,512k Basic Need requirement 210 places		Committed	3,512	2,058	1,300	154	-	-	-	-

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Table 4: Capital Programme

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Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
A/C.01.027	Ramnoth Primary, Wisbech	Expansion of 12 classrooms: £7,340k Basic Need requirement 300 places		Committed	7,340	2,024	5,100	216	-	-	-	-
A/C.01.028	Fulbourn Phase 2	Expansion of 4 classrooms: £5,685k Basic Need requirement 120 places		Committed	5,685	420	2,300	2,700	265	-	-	-
A/C.01.029	Sawtry Infants	Expansion of 3 classrooms with 26 Early Years provision: £2,692k Basic Need requirement 90 places £1,600k Early Years Basic Need 26 places		Committed	4,292	260	2,650	1,200	182	-	-	-
A/C.01.030	Sawtry Junior	Extension of 4 classrooms to complete 1 form entry expansion: £2,300k Basic Need requirement 120 places		Committed	2,300	40	1,250	900	110	-	-	-
A/C.01.031	Hatton Park, Longstanton	Expansion of 1 form of entry: £5,330k Basic Need requirement 210 places		Committed	5,330	1,600	3,510	220	-	-	-	-
A/C.01.032	Meldreth	Expansion to 1 form of entry: £2,066k Basic Need requirement		Committed	2,066	100	1,050	850	66	-	-	-
A/C.01.033	St Ives, Eastfield / Westfield / Wheatfields	Expansion of 1 form of entry: £7,000k Basic Need requirement 210 places		2017-18	7,000	61	250	3,500	3,000	189	-	-
A/C.01.034	St Neots, Winttringham Park.	New 1 form entry (with 3 form entry infrastructure) with 52 Early Years provision: £7,210k Basic Need requirement 210 places £1,640k Early Years Basic Need 52 places		2017-18	8,850	15	250	5,400	3,000	185	-	-
A/C.01.035	The Shade Primary, Soham	Expansion of 2 forms of entry (Phase 2): £2,713k Basic Need requirement 210 places		Committed	2,713	2,181	480	52	-	-	-	-
A/C.01.036	Pendragon, Papworth	Expansion of 1 form of entry: £3,500 Basic Need requirement		2017-18	3,500	-	150	1,900	1,350	100	-	-
A/C.01.037	Chatteris New School	New 1 form of entry School with 26 Early Years places: £7,000k Basic Need requirement 210 places £ 825k Early Years		2018-19	7,825	-	230	4,700	2,725	170	-	-
A/C.01.038	Westwood Primary, March. Phase 2	Expansion from 3 to 4 form entry school: £3,150k Basic Need requirement 120 places		2017-18	3,150	100	1,400	1,550	100	-	-	-
A/C.01.039	Wyton Primary	New replacement 1 form entry school: £6,453k Basic Need requirement 210 places		2018-19	6,453	-	200	3,300	2,750	203	-	-
A/C.01.040	Ermine Street, Alconbury, Phase 2	Expansion to 3 form entry school (Phase 2): £2,780k Basic Need requirement 210 places		2019-20	2,780	-	-	140	1,600	950	90	-

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Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
A/C.01.041	Barrington Harston	Expansion to 1 form of entry: £3,790k Basic Need requirement		2019-20	3,790	20	200	1,900	1,600	70	-	-
A/C.01.042	Primary Littleport 3rd	Expansion / development required; waiting for the outcome of a feasibility report to confirm numbers: £500k Basic Need requirement		2019-20	500	-	-	20	300	170	10	-
A/C.01.043	primary	New 1 form entry school (with 2 form entry infrastructure) (Phase 1): £4,250k Basic Need requirement 210 places £750k Early Years Basic Need 26 places		2019-20	5,000	-	-	180	3,200	1,550	70	-
A/C.01.044	Loves Farm primary, St Neots	New 2 form entry school: £10,020k Basic Need requirement 420 places		2019-20	10,020	-	-	300	6,200	3,300	220	-
A/C.01.045	Melbourn Primary	Expansion of 4 classrooms, hall and refurbishment: £4,160k Basic Need requirement 60 places		Committed	4,160	150	1,500	2,300	210	-	-	-
A/C.01.046	Sawston Primary	Extension of 4 classrooms to complete 1 form entry expansion: £2,830k Basic Need requirement 120 places		2019-20	2,830	-	-	-	100	1,000	1,600	130
A/C.01.047	Fourfields Primary, Yaxley Phase 2	Extension of 4 classrooms to complete 1 form entry expansion: £2,300k Basic Need requirement 120 places		2020-21	2,300	-	-	-	70	1,500	730	-
A/C.01.048	Histon Additional Places	Expansion of 1 form of entry within Histon area: £16,000k Basic Need requirement 210 places		Committed	16,000	150	3,450	8,300	3,900	200	-	-
A/C.01.049	Northstowe 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: £9,990k Basic Need requirement 420 places £1,260k Early Years Basic Need 52 places		2021-22	11,250	-	-	-	-	400	7,750	3,100
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	-	-	-	-	-	-	8,770
A/C.01.051	Wisbech new primary	New 1 form entry school; this is to be an on-going review: £8,770k Basic Need requirement 210 places		2023-24	8,770	-	-	-	-	-	-	8,770
A/C.01.052	NIAB 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: £7,950k Basic Need requirement 420 places £1,500k Early Years Basic Need 52 places £1,500k Community facilities - Children's Centre		2024-25	10,950	-	-	-	-	-	-	10,950
A/C.01.053	Robert Arkenstall Primary	Replacement of temporary building £500k Basic Need requirement 30 places		2024-25	500	-	-	-	-	-	-	500
A/C.01.054	Wilburton Primary	Expansion from 4 to 5 classrooms / replacement of temporary building: £500k Basic Need requirement 30 places		2024-25	500	-	-	-	-	-	-	500

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Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
A/C.01.055	Benwick Primary	Expansion from 3 to 5 classrooms / replacement of temporary buildings: £500k Basic Need requirement 60 places		2024-25	500	-	-	-	-	-	-	500
A/C.01.056	Alconbury Weald 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: £8,528k Basic Need requirement 420 places £1,522k Early Years Basic Need 52 places		2023-24	10,050	-	-	-	-	-	-	10,050
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	-	-	-	-	-	-	11,900
A/C.01.060	Wyton New School	New 2 form entry school: £10,000k Basic Need requirement 420 places		2021-22	10,000	-	-	-	-	-	300	9,700
A/C.01.061	Gamlingay First	Extension of 4 classrooms to complete 1 form entry expansion with new hall: £3,000k Basic Need requirement 120 places		2020-21	3,000	-	-	-	-	100	1,100	1,800
	Total - Basic Need - Primary				282,931	71,551	41,560	46,999	34,028	10,253	11,870	66,670
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: £28,826k Basic Need requirement 600 places £1,500k Early Years Basic Need 26 places £12,000k SEN 110 places		Committed	42,326	34,082	8,000	244	-	-	-	-
A/C.02.004	Bottisham Village College	Expansion to 10 form entry school: £12,700k Basic Need requirement 150 places		Committed	12,700	820	4,800	6,700	380	-	-	-
A/C.02.006	Northstowe secondary	New 4 form entry school (with 12 form entry core facilities): £25,251k Basic Need requirement 600 places		Committed	25,251	546	3,000	16,700	4,600	405	-	-
A/C.02.007	North West Fringe secondary	New 4 form entry school (Phase 1): £22,900k Basic Need requirement 600 places		Committed	22,900	18	350	2,700	15,100	4,350	382	-
A/C.02.008	Cambridge City secondary	Additional capacity for Cambridge City £17,832k Basic Need requirement 450 places		Committed	17,995	1,374	6,745	6,600	3,000	276	-	-
A/C.02.009	Alconbury Weald secondary and Special	New 4 form entry school (with 8 form entry core facilities): £26,000k Basic Need requirement 600 places £12,000k SEN 110 places		2018-19	38,000	50	670	6,400	8,300	17,500	4,700	380

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Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
A/C.02.010	Cambourne Village College	Expansion to 7 form entry (Phase 2): £10,062k Basic Need requirement 300 places		Committed	10,062	6,600	3,300	162	-	-	-	-
A/C.02.011	Additional secondary capacity to serve March & Wisbech	New 4 to 5 form entry school: £23,000k Basic Need requirement 600 - 750 places		2019-20	23,000	-	-	100	500	17,000	5,000	400
A/C.02.012	Cromwell Community College	Expansion from 7 to 8 form entry school: £3,700k Basic Need requirement 150 places		2019-20	3,700	-	-	-	-	-	-	3,700
A/C.02.013	St. Neots secondary	Additional capacity for St Neots: £10,940 Basic Need requirement		2022-23	10,940	-	-	-	-	-	500	10,440
A/C.02.014	Northstowe secondary	Additional capacity for Northstowe: £11,640 Basic Need requirement 600 places		2022-23	11,640	-	-	-	-	-	520	11,120
	Total - Basic Need - Secondary				218,514	43,490	26,865	39,606	31,880	39,531	11,102	26,040
A/C.03	Basic Need - Early Years			Committed	1,000	9	341	630	20	-	-	-
A/C.03.001	Orchard Park Primary	Expansion of 24 Early Years provision: £1,000k Early Years Basic Need 24 places 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	4,442	3,492	500	250	100	100	-	-
A/C.03.003	LA maintained Early Years Provision			Committed								
	Total - Basic Need - Early Years				5,442	3,501	841	880	120	100	-	-
A/C.04	Adaptations			Committed	1,061	1,061	-	-	-	-	-	-
A/C.04.001	Hauxton Primary	Expansion of 1 classroom and extension of hall: £1,061k Basic Need requirement 30 places		Committed	2,999	195	1,650	1,062	92	-	-	-
A/C.04.004	Morley Memorial Primary	Expansion of 2 classrooms and internal re-modelling with 52 Early Years provision: £1,500k Basic Need requirement 60 places £1,500k Early Years Basic Need 18 places		Committed								
	Total - Adaptations				4,060	1,256	1,650	1,062	92	-	-	-
A/C.05	Condition & Maintenance			Ongoing	24,600	3,250	2,500	2,000	2,000	2,350	2,500	10,000
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								

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Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
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.		2017-18	1,650	-	500	500	500	150	-	-
	Total - Condition & Maintenance				26,250	3,250	3,000	2,500	2,500	2,500	2,500	10,000
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	11,610	1,926	1,076	1,076	1,076	1,076	1,076	4,304
	Total - Schools Managed Capital				11,610	1,926	1,076	1,076	1,076	1,076	1,076	4,304
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	5,059	4,961	98	-	-	-	-	-
A/C.08.002	Trinity School, Wisbech base	This scheme provides for permanent accommodation to be provided for the Wisbech base of the Trinity School which currently operates from leased accommodation at a rental cost of @£30,000 per year		2023-24	4,000	-	-	-	-	-	-	4,000
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.		2017-18	750	-	150	150	150	150	150	-
	Total - Specialist Provision				9,809	4,961	248	150	150	150	150	4,000
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	650	300	150	100	100	-	-	-
	Total - Site Acquisition & Development				650	300	150	100	100	-	-	-

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Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
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	14,000	1,500	1,500	1,500	1,500	1,500	1,500	5,000
	Total - Temporary Accommodation				14,000	1,500	1,500	1,500	1,500	1,500	1,500	5,000
A/C.11 A/C.11.001	Children Support Services 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	100	25	25	25	25	-	-	-
A/C.11.002	Cambridgeshire Alternative Education Service Minor Works	Funding which enables remedial and essential work to be undertaken by supplementing the devolved formula allocations of Cambridgeshire Alternative Education Service.		Ongoing	180	20	20	20	20	20	20	60
A/C.11.003	CFA Buildings & Capital Team Capitalisation	Salaries for the Buildings and Capital Team are to be capitalised on an ongoing basis.		Ongoing	2,250	250	250	250	250	250	250	750
A/C.11.005	CFA Management Information System IT Infrastructure	Procurement of Management Information systems for CFA in accordance with Contract Regulations and to ensure that systems are fit for purpose to meet the emerging financial, legislative and service delivery requirements. This will require replacement or upgrade of some or all of the Council's current systems.		Committed	3,000	1,200	1,800	-	-	-	-	-
	Total - Children Support Services				5,530	1,495	2,095	295	295	270	270	810
A/C.12 A/C.12.001	Adults' Services Strategic Investments	Enabling the Council to make one-off investments in the care sector to stimulate market capacity and improve care affordability. This heading also provides the option of additional capital allocations to community equipment and to support the development of Assistive Technology. Funded from previous Department of Health allocations which have been carried forward.		Ongoing	866	441	425	-	-	-	-	-

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Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
A/C.12.002	Enhanced Frontline	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	2,845	1,910	150	150	150	150	150	185
A/C.12.004	Disabilities Facilities Grant	We are expecting this funding to continue to be managed through the Better Care Fund for the period 2017/18 to 2022/13, 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	19,318	5,402	3,479	3,479	3,479	3,479	-	-
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		2017-18	13,000	-	1,300	1,300	1,300	1,300	1,300	6,500
	Total - Adults' Services				36,029	7,753	5,354	4,929	4,929	4,929	1,450	6,685
A/C.13 A/C.13.001	Capital Programme Variation Variation Budget	The Council has decided to include 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	-37,825	-	-6,664	-7,928	-6,134	-4,825	-2,393	-9,881
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.		Ongoing	6,846	-	1,533	1,253	1,418	616	651	1,375
	Total - Capital Programme Variation				-30,979	-	-5,131	-6,675	-4,716	-4,209	-1,742	-8,506
	TOTAL BUDGET				583,846	140,983	79,208	92,422	71,954	56,100	28,176	115,003

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Funding	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
Government Approved Funding								
Basic Need	128,085	7,185	32,671	24,919	10,000	10,000	5,743	37,567
Capital Maintenance	40,652	4,438	4,043	4,043	4,043	4,043	4,043	15,999
Devolved Formula Capital	11,610	1,926	1,076	1,076	1,076	1,076	1,076	4,304
Specific Grants	22,556	8,215	3,904	3,479	3,479	3,479	-	-
Total - Government Approved Funding	202,903	21,764	41,694	33,517	18,598	18,598	10,862	57,870
Locally Generated Funding Agreed								
Developer Contributions Anticipated	57,513	14,695	9,450	23,701	9,022	645	-	-
Developer Contributions Capital Receipts	93,276	2,731	7,720	6,670	17,570	18,796	9,200	30,589
Prudential Borrowing	175	175	-	-	-	-	-	-
Prudential Borrowing (Repayable)	224,620	73,745	26,464	32,798	29,899	18,266	12,314	31,134
Other Contributions	-	26,639	-8,845	-4,964	-3,835	-205	-4,200	-4,590
	5,359	1,234	2,725	700	700	-	-	-
Total - Locally Generated Funding	380,943	119,219	37,514	58,905	53,356	37,502	17,314	57,133
TOTAL FUNDING	583,846	140,983	79,208	92,422	71,954	56,100	28,176	115,003

Section 4 - A: Children, Families and Adults Services

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Table 5: Capital Programme - Funding

Budget Period: 2017-18 to 2026-27

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	45,440	70,485	-	-	175	-25,220
Committed Schemes	291,538	65,740	88,684	5,359	-	131,755
2017-2018 Starts	37,900	6,788	9,790	-	-	21,322
2018-2019 Starts	52,278	5,480	23,400	-	-	23,398
2019-2020 Starts	51,620	14,306	6,000	-	-	31,314
2020-2021 Starts	5,300	2,300	-	-	-	3,000
2021-2022 Starts	21,250	2,750	7,750	-	-	10,750
2022-2023 Starts	22,580	13,572	-	-	-	9,008
2023-2024 Starts	31,590	14,862	7,020	-	-	9,708
2024-2025 Starts	24,350	6,620	8,145	-	-	9,585
TOTAL BUDGET	583,846	202,903	150,789	5,359	175	224,620

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	Basic Need - Primary									
A/C.01.007	Huntingdon Primary			- Committed	2,521	626	111	-	-	1,784
A/C.01.008	Isle of Ely Primary			- Committed	16,426	2,656	3,168	2,800	-	7,802
A/C.01.012	Ermine Street Primary, Alconbury Weald			- Committed	10,000	-	9,682	-	-	318
A/C.01.013	Fourfields, Yaxley			- Committed	1,270	290	197	-	-	783
A/C.01.014	Grove Primary, Cambridge			- Committed	1,661	13	-	-	-	1,648
A/C.01.018	Pathfinder Primary, Northstowe			- Committed	11,300	105	11,000	-	-	195
A/C.01.019	Westwood Primary, March. Phase 1			- Committed	2,830	505	-	-	-	2,325
A/C.01.020	Godmanchester Bridge, (Bearscoft Development)			- Committed	9,350	3,025	5,080	-	-	1,245
A/C.01.021	North West Cambridge (NIAB site) primary			- Committed	10,751	1,965	8,278	-	-	508
A/C.01.022	Burwell Primary			- Committed	6,724	459	-	-	-	6,265
A/C.01.024	Clay Farm / Showground primary, Cambridge			- Committed	12,384	2,999	7,801	-	-	1,584
A/C.01.025	Fordham Primary Little			- Committed	4,128	861	8	-	-	3,259
A/C.01.026	Paxton Primary Ramnoth			- Committed	3,512	700	531	-	-	2,281
A/C.01.027	Primary, Wisbech Fulbourn			- Committed	7,340	1,296	-	530	-	5,514
A/C.01.028	Phase 2			- Committed	5,685	3,305	820	-	-	1,560
A/C.01.029	Sawtry Infants			- Committed	4,292	2,894	-	-	-	1,398
A/C.01.030	Sawtry Junior			- Committed	2,300	2,140	-	-	-	160
A/C.01.031	Hatton Park, Longstanton			- Committed	5,330	3,480	-	-	-	1,850
A/C.01.032	Meldreth			- Committed	2,066	1,966	-	-	-	100
A/C.01.033	St Ives, Eastfield / Westfield / Wheatfields			- 2017-18	7,000	2,939	-	-	-	4,061
A/C.01.034	St Neots, Wintringham Park.			- 2017-18	8,850	-	8,790	-	-	60
A/C.01.035	The Shade Primary, Soham			- Committed	2,713	457	124	-	-	2,132
A/C.01.036	Pendragon, Papworth			- 2017-18	3,500	923	1,000	-	-	1,577

Section 4 - A: Children, Families and Adults Services

Table 5: Capital Programme - Funding

Budget Period: 2017-18 to 2026-27

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.01.037	Chatteris New School			- 2018-19	7,825	456	-	-	-	7,369
A/C.01.038	Westwood Primary, March. Phase 2			- 2017-18	3,150	2,249	-	-	-	901
A/C.01.039	Wyton Primary			- 2018-19	6,453	2,474	-	-	-	3,979
A/C.01.040	Ermine Street, Alconbury, Phase 2			- 2019-20	2,780	185	2,150	-	-	445
A/C.01.041	Barrington Harston			- 2019-20	3,790	140	600	-	-	3,050
A/C.01.042	Primary Littleport 3rd			- 2019-20	500	310	-	-	-	190
A/C.01.043	primary			- 2019-20	5,000	2,986	-	-	-	2,014
A/C.01.044	Loves Farm primary, St Neots			- 2019-20	10,020	3,000	-	-	-	7,020
A/C.01.045	Melbourn Primary			- Committed	4,160	1,992	1,333	-	-	835
A/C.01.046	Sawston Primary			- 2019-20	2,830	2,350	-	-	-	480
A/C.01.047	Fourfields Primary, Yaxley Phase 2			- 2020-21	2,300	2,300	-	-	-	-
A/C.01.048	Histon Additional Places			- Committed	16,000	5,793	-	-	-	10,207
A/C.01.049	Northstowe 2nd primary			- 2021-22	11,250	2,750	-	-	-	8,500
A/C.01.050	March new primary			- 2023-24	8,770	658	7,020	-	-	1,092
A/C.01.051	Wisbech new primary			- 2023-24	8,770	6,426	-	-	-	2,344
A/C.01.052	NIAB 2nd primary			- 2024-25	10,950	170	8,145	-	-	2,635
A/C.01.053	Robert Arkenstall Primary			- 2024-25	500	500	-	-	-	-
A/C.01.054	Wilburton Primary			- 2024-25	500	500	-	-	-	-
A/C.01.055	Benwick Primary			- 2024-25	500	500	-	-	-	-
A/C.01.056	Alconbury Weald 2nd primary			- 2023-24	10,050	7,778	-	-	-	2,272
A/C.01.057	Northstowe 3rd primary			- 2024-25	11,900	4,950	-	-	-	6,950
A/C.01.060	Wyton New School			- 2021-22	10,000	-	7,750	-	-	2,250
A/C.01.061	Gamlingay First			- 2020-21	3,000	-	-	-	-	3,000
	Total - Basic Need - Primary			-	282,931	82,071	83,588	3,330	-	113,942
A/C.02	Basic Need - Secondary									
A/C.02.003	Littleport secondary and special			- Committed	42,326	3,423	5,000	-	-	33,903
A/C.02.004	Bottisham Village College			- Committed	12,700	4,932	-	-	-	7,768
A/C.02.006	Northstowe secondary			- Committed	25,251	7,385	8,820	-	-	9,046
A/C.02.007	North West Fringe secondary Cambridge			- Committed	22,900	299	20,118	-	-	2,483
A/C.02.008	City secondary Alconbury Weald			- Committed	17,995	6,345	-	1,995	-	9,655
A/C.02.009	secondary and Special Cambourne			- 2018-19	38,000	2,550	23,400	-	-	12,050
A/C.02.010	Village College			- Committed	10,062	3,462	5,639	-	-	961
A/C.02.011	Additional secondary capacity to serve March & Wisbech			- 2019-20	23,000	4,885	-	-	-	18,115
A/C.02.012	Cromwell Community College			- 2019-20	3,700	450	3,250	-	-	-
A/C.02.013	St. Neots secondary			- 2022-23	10,940	10,240	-	-	-	700
A/C.02.014	Northstowe secondary			- 2022-23	11,640	3,332	-	-	-	8,308
	Total - Basic Need - Secondary			-	218,514	47,303	66,227	1,995	-	102,989

Section 4 - A: Children, Families and Adults Services

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Table 5: Capital Programme - Funding

Budget Period: 2017-18 to 2026-27

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.03	Basic Need - Early Years									
A/C.03.001	Orchard Park Primary			- Committed	1,000	-	211	-	-	789
A/C.03.003	LA maintained Early Years Provision			- Committed	4,442	843	-	34	-	3,565
	Total - Basic Need - Early Years			-	5,442	843	211	34	-	4,354
A/C.04	Adaptations Hauxton									
A/C.04.001	Primary Morley Memorial			- Committed	1,061	30	763	-	-	268
A/C.04.004	Primary			- Committed	2,999	1,377	-	-	-	1,622
	Total - Adaptations			-	4,060	1,407	763	-	-	1,890
A/C.05	Condition & Maintenance									
A/C.05.001	School Condition, Maintenance & Suitability			- Ongoing	24,600	23,670	-	-	-	930
A/C.05.002	Kitchen Ventilation			2017-18	1,650	677	-	-	-	973
	Total - Condition & Maintenance			-	26,250	24,347	-	-	-	1,903
A/C.07	Schools Managed Capital									
A/C.07.001	School Devolved Formula Capital			- Ongoing	11,610	11,610	-	-	-	-
	Total - Schools Managed Capital			-	11,610	11,610	-	-	-	-
A/C.08	Specialist Provision									
A/C.08.001	Trinity School Hartford, Huntingdon			- Committed	5,059	117	-	-	-	4,942
A/C.08.002	Trinity School, Wisbech base			- 2023-24	4,000	-	-	-	-	4,000
A/C.08.003	SEN Pupil Adaptations			- 2017-18	750	-	-	-	-	750
	Total - Specialist Provision			-	9,809	117	-	-	-	9,692
A/C.09	Site Acquisition & Development									
A/C.09.001	Site Acquisition, Development, Analysis and Investigations			- Ongoing	650	500	-	-	-	150
	Total - Site Acquisition & Development			-	650	500	-	-	-	150
A/C.10	Temporary Accommodation									
A/C.10.001	Temporary Accommodation			- Ongoing	14,000	12,767	-	-	-	1,233
	Total - Temporary Accommodation			-	14,000	12,767	-	-	-	1,233

Section 4 - A: Children, Families and Adults Services

Table 5: Capital Programme - Funding

Budget Period: 2017-18 to 2026-27

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.11	Children Support Services									
A/C.11.001	Children's Minor Works and Adaptions			- Ongoing	100	65	-	-	-	35
A/C.11.002	Cambridgeshire Alternative Education Service Minor Works			- Ongoing	180	160	-	-	-	20
A/C.11.003	CFA Buildings & Capital Team Capitalisation			- Ongoing	2,250	-	-	-	-	2,250
A/C.11.005	CFA Management Information System IT Infrastructure			- Committed	3,000	-	-	-	-	3,000
	Total - Children Support Services			-	5,530	225	-	-	-	5,305
A/C.12	Adults' Services Strategic									
A/C.12.001	Investments Enhanced			- Ongoing	866	866	-	-	-	-
A/C.12.002	Frontline Disabilities			- Ongoing	2,845	1,529	-	-	175	1,141
A/C.12.004	Facilities Grant			- Ongoing	19,318	19,318	-	-	-	-
A/C.12.005	Integrated Community Equipment Service			- 2017-18	13,000	-	-	-	-	13,000
	Total - Adults' Services			-	36,029	21,713	-	-	175	14,141
A/C.13	Capital Programme Variation									
A/C.13.001	Variation Budget			- Ongoing	-37,825	-	-	-	-	-37,825
A/C.13.002	Capitalisation of Interest Costs			Ongoing	6,846	-	-	-	-	6,846
	Total - Capital Programme Variation			-	-30,979	-	-	-	-	-30,979
	TOTAL BUDGET				583,846	202,903	150,789	5,359	175	224,620

Economy Transport and Environment Services

Services to be provided

The Economy Transport and Environment service provides a very wide and diverse range of services to the people and businesses of Cambridgeshire. Much of what is provided by the Service is experienced by residents on a daily basis.

A broad overview of the services provided by the Service includes highway maintenance and improvement, the delivery of all major transport infrastructure schemes, the management of a series of major contracts such as highways, waste and street lighting, tackling rogue and other illegal trading and providing business advice, delivery of non-commercial superfast broadband services, waste disposal, libraries and cultural services, registration and coroner services, planning and Section 106 negotiation with developers, economic development, floods and water management, adult learning and skills, development of transport policy, funding bids for ETE services, cycling, commissioning of community transport, operation of the Guided Busway and the park and ride sites, and management of home to school, special needs and adults transport.

Transformation of the Council to deliver outcomes

Transformation of the way we do things has been the main focus in developing savings proposals for the new financial year. These are the following areas of focus for transformation within this programme:

- The Total Transport pilot is likely to commence in the Ely area in September 2016. It is targeting a 10% reduction in overall spend and if successful could be rolled out across the county. This will be developed in liaison with the Total Transport Steering Group and with local communities and local Members and will have links to other transformation projects in Adults and Children's services.
- The Waste PFI contract is costing the Council more than comparative newer contracts. Governance arrangements, including a Member Steering Group have been set up for this and negotiations are underway.
- We will re-tender the Highways Services Contract. Competitive dialogue is already underway; the aim of the new Highways Services contract will be to reduce costs significantly, and on an ongoing basis.
- Following the review of our corporate capacity, it is intended that there will be a review of senior management in ETE to reduce cost and simplify structures.
- Currently, Local Highways Improvement works and third party highway works do not cover their full cost. This proposal would involve introducing new time recording processes and new processes for costing and charging for schemes from third parties and could be spread to other non-statutory elements of the highways service.



Section 4 - B: Economy, Transport and Environment Services

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Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2017-18 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
	Executive Director							
121	Executive Director	-72	-	-72	-70	-66	-52	-38
296	Business Support	297	-	297	297	297	297	297
417	Subtotal Executive Director	225	-	225	227	231	245	259
	Infrastructure Management & Operations							
144	Director of Infrastructure Management and Operations	144	-	144	144	144	144	144
31,124	Waste Disposal Including PFI	35,416	-4,370	31,046	28,286	27,366	27,366	27,366
	<i>Highways</i>							
5,601	Street Lighting	10,249	-4,074	6,175	6,040	5,906	5,779	5,652
582	Asset Management	1,043	-458	585	585	585	585	585
575	Road Safety	617	-121	496	576	526	401	401
-515	Traffic Manager	969	-1,663	-694	-694	-694	-694	-694
1,050	Network Management	1,115	-21	1,094	1,094	1,094	1,094	1,094
2,759	Local Infrastructure & Streets	2,754	-	2,754	2,654	2,654	2,654	2,654
-	Parking Enforcement	4,345	-4,345	-	-	-	-	-
1,278	Winter Maintenance	1,975	-	1,975	1,975	1,975	1,975	1,975
1,971	Local Infrastructure & Street Management Other	1,494	-139	1,355	1,055	1,261	1,472	1,689
	<i>Trading Standards</i>							
725	Trading Standards	895	-172	723	738	738	738	738
	<i>Community & Cultural Services</i>							
3,938	Libraries	4,398	-768	3,630	3,698	3,698	3,747	3,747
376	Archives	398	-46	352	352	352	352	352
-550	Registrars	957	-1,501	-544	-544	-544	-544	-544
769	Coroners	1,121	-343	778	778	778	778	778
49,827	Subtotal Infrastructure Management & Operations	67,890	-18,021	49,869	46,737	45,839	45,847	45,937
	Strategy & Development							
142	Director of Strategy and Development	141	-	141	141	141	141	141
100	Transport & Infrastructure Policy & Funding	166	-71	95	95	95	95	95
	<i>Growth & Economy</i>							
589	Growth & Development	758	-197	561	561	561	561	561
263	County Planning, Minerals & Waste	415	-178	237	237	237	237	237
328	Flood Risk Management	401	-73	328	328	328	328	328
53	Historic Environment	298	-246	52	52	52	52	52
17	Highways Development Management	741	-723	18	18	18	18	18
107	Growth & Economy Other	314	-208	106	106	106	106	106

Section 4 - B: Economy, Transport and Environment Services

FINAL DRAFT

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2017-18 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
	<i>Major Infrastructure Delivery</i>	-	-	-	-	-	-	-
	<i>Major Infrastructure Delivery</i>	-	-	-	-	-	-	-
	<i>Passenger Transport</i>	-	-	-	-	-	-	-
169	Park & Ride Concessionary	2,168	-1,976	192	192	192	192	192
5,494	Fares Passenger Transport	5,408	-15	5,393	5,393	5,393	5,393	5,393
2,211	Other Adult Learning & Skills	2,950	-715	2,235	2,235	2,235	2,235	2,235
	Adult Learning & Skills	-	-	-	-	-	-	-
180	Learning Centres	2,559	-2,379	180	180	180	180	180
-		35	-35	-	-	-	-	-
9,653	Subtotal Strategy & Development	16,354	-6,816	9,538	9,538	9,538	9,538	9,538
	Income from Combined Authority	-	-23,000	-23,000	-23,000	-23,000	-23,000	-23,000
	Future Years							
	- Inflation	-	-	-	1,607	3,280	4,996	6,695
	- Savings	-	-	-	-	-	-	-
59,897	ETE BUDGET TOTAL	84,469	-47,837	36,632	35,109	35,888	37,626	39,429

Section 4 - B: Economy, Transport and Environment Services

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Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Executive Director	-	-	-	-	-	-	-
Executive Director	121	5	-	72	-	-270	-72
Business Support	296	1	-	-	-	-	297
	-	-	-	-	-	-	-
Subtotal Executive Director	417	6	-	72	-	-270	225
Infrastructure Management & Operations	-	-	-	-	-	-	-
Director of Infrastructure Management and Operations	144	-	-	-	-	-	144
Waste Disposal Including PFI	31,124	842	-	-	80	-1,000	31,046
<i>Highways</i>	-	-	-	-	-	-	-
Street Lighting	5,601	429	-	275	13	-143	6,175
Asset Management	582	3	-	-	-	-	585
Road Safety	575	5	-	-	-	-84	496
Traffic Manager	-515	1	-	-	-	-180	-694
Network Management	1,050	44	-	-	-	-	1,094
Local Infrastructure & Streets	2,759	95	-	-	-	-100	2,754
Parking Enforcement	-	-	-	-	-	-	-
Winter Maintenance	1,278	47	-	650	-	-	1,975
Local Infrastructure & Street Management Other	1,971	84	195	-	-	-895	1,355
<i>Trading Standards</i>	-	-	-	-	-	-	-
Trading Standards	725	-2	-	-	-	-	723
<i>Community & Cultural Services</i>	-	-	-	-	-	-	-
Libraries	3,938	32	-	-	-	-340	3,630
Archives	376	1	-	-	-	-25	352
Registrars	-550	6	-	-	-	-	-544
Coroners	769	9	-	-	-	-	778
	-	-	-	-	-	-	-
Subtotal Infrastructure Management & Operations	49,827	1,596	195	925	93	-2,767	49,869
Strategy & Development	-	-	-	-	-	-	-
Director of Strategy and Development	142	-1	-	-	-	-	141
Transport & Infrastructure Policy & Funding	100	-5	-	-	-	-	95
<i>Growth & Economy</i>	-	-	-	-	-	-	-
Growth & Development	589	-3	-	-	-	-25	561
County Planning, Minerals & Waste	263	-1	-	-	-	-25	237
Flood Risk Management	328	-	-	-	-	-	328
Historic Environment	53	-1	-	-	-	-	52
Highways Development Management	17	1	-	-	-	-	18
Growth & Economy Other	107	-1	-	-	-	-	106

Section 4 - B: Economy, Transport and Environment Services

FINAL DRAFT

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<i>Major Infrastructure Delivery</i>	-	-	-	-	-	-	-
Major Infrastructure Delivery	-	-	-	-	-	-	-
<i>Passenger Transport</i>	-	-	-	-	-	-	-
Park & Ride Concessionary	169	23	-	-	-	-	192
Fares Passenger Transport	5,494	74	-	125	-	-300	5,393
<i>Other Adult Learning & Skills</i>	2,211	24	-	-	-	-	2,235
Adult Learning & Skills	-	-	-	-	-	-	-
Learning Centres	180	-	-	-	-	-	180
-	-	-	-	-	-	-	-
Subtotal Strategy & Development	9,653	110	-	125	-	-350	9,538
Income from Combined Authority	-	-	-	-	-	-23,000	-23,000
ETE BUDGET TOTAL	59,897	1,712	195	1,122	93	-26,387	36,632

Section 4 - B: Economy, Transport and Environment Services

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Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
1	OPENING GROSS EXPENDITURE	86,483	84,469	82,777	83,575	85,332		
B/R.1.001	Base adjustments	-744	-	-	-	-		Adjustment for permanent changes to base budget from decisions made in 2016-17.
B/R.1.005	Reduced expenditure funded by reduction in grant	-648	-	-	-	-		Adjustment to match Adult Learning grants being received.
B/R.1.007	Bus Service Operators Grant payable to the County Council	-273	-	-	-	-		Bus Service Operators Grant now payable to the County Council for use on Community transport
B/R.1.008	Base adjustment - CCR Phase 1	-288	-	-	-	-		CCR revenue staffing budgets moved to Corporate Services.
1.999	REVISED OPENING GROSS EXPENDITURE	84,530	84,469	82,777	83,575	85,332		
2	INFLATION							
B/R.2.001	Inflation	1,736	1,626	1,692	1,735	1,718		Some County Council services have higher rates of inflation than the national level. For example, this is due to factors such as increasing oil costs that feed through into services like road repairs. This overall figure comes from an assessment of likely inflation in all ETE services.
2.999	Subtotal Inflation	1,736	1,626	1,692	1,735	1,718		
3	DEMOGRAPHY AND DEMAND							
B/R.3.001	Maintaining our infrastructure	195	200	206	211	217		Population increase leads to more infrastructure being built, as well as increased use of existing infrastructure, requiring more maintenance.
B/R.3.002	Street Lighting	-	-	-	-	-		All demography increases based on the general population will be a pressure and will need to be absorbed within the Service. 2017-18 increase £77k.
B/R.3.003	Recycling Credits	-	-	-	-	-		All demography increases based on the general population will be a pressure and will need to be absorbed within the Service. 2017-18 increase £52k.
B/R.3.004	Growth in demand for Registration & Coroner Services	-	-	-	-	-		All demography increases based on the general population will be a pressure and will need to be absorbed within the Service. 2017-18 increase £7k.
B/R.3.006	Residual Waste	-	-	-	-	-		All demography increases based on the general population will be a pressure and will need to be absorbed within the Service. 2017-18 increase £96k.
B/R.3.007	PFI Contract Waste	-	-	-	-	-		All demography increases based on the general population will be a pressure and will need to be absorbed within the Service. 2017-18 increase £71k.
3.999	Subtotal Demography and Demand	195	200	206	211	217		

Section 4 - B: Economy, Transport and Environment Services

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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
4	PRESSURES							
B/R.4.005	Libraries to serve new developments	-	-	-	49	-	Environment, transport & economy	Cost of running the Darwin Green library in North West Cambridge to serve the new community.
B/R.4.006	Reinstatement of funding for non-statutory concessionary fares	125	-	-	-	-		The County Council provides free bus travel for those with a concessionary pass which is more than required by Government. This funding provides concessionary fares for people with sight impairment to travel before 09.30am (the normal cut off for when concessionary passes can be used) and subsidises for concessions on community transport services. This was removed from the budget in 2016-17 but following consultation and the decision by Members, this is being reinstated to help people lead independent lives and access jobs and essential services.
B/R.4.007	Professional and Management Pay Structure	72	-	-	-	-		The revised management band pay structure was implemented in October 2016. The revised pay grades will not be inflated during 2017-18, as the inflation funding was factored into the available funding for the new pay structure. This pressure replaces inflation and funds the additional cost of the new pay structure expected to be incurred in 2017-18.
B/R.4.008	Impact of National Living Wage (NLW) on CCC Employee Costs	-	2	4	14	14		The extra cost of the National Living Wage on directly employed CCC staff.
B/R.4.009	Reinstatement of funding for Winter Maintenance	650	-	-	-	-		The original £650k saving proposal against winter operations was based on the achievement of three areas; leasing the gritting fleet, route optimisation and weather domain forecasting. This has been reversed.
B/R.4.010	Reinstatement of funding for Street Lighting	275	-	-	-	-		The budget removed as a saving in 2016-17 has been reinstated.
4.999	Subtotal Pressures	1,122	2	4	63	14		
5	INVESTMENTS							
B/R.5.003	Street Lighting PFI	13	-	-	-	-	Contracts, commercial & procurement	The street lighting PFI contract has allowed all of the Council's aging street lights to be replaced over a five year period. All lights have now been replaced and this money, which has been budgeted for in previous years, is to pay for the operation of additional lights that are now being installed in new developments.
B/R.5.103	Renegotiation of the Waste PFI contract	80	240	80	-	-		Transformation Fund investment relating to proposal B/R.6.302 which gives savings of up to £5m from 2019/20.
5.999	Subtotal Investments	93	240	80	-	-		

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	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
6	SAVINGS							
	Cross Committee							
B/R.6.001	Senior management review in ETE	-250	-	-	-	-	Workforce planning & development	A review of senior management in ETE to reduce cost and simplify structures, as well as sharing services with partners.
B/R.6.002	Centralise business support posts across ETE	-20	-	-	-	-	Workforce planning & development	Costs will be reduced by centralising business support for the whole of ETE.
	E&E							
B/R.6.101	Improve efficiency through shared county planning, minerals and waste service with partners	-25	-	-	-	-	Commissioning	Reduced costs to the Council by sharing our services for minerals and waste planning applications with other Councils.
B/R.6.102	Improve efficiency through shared growth and development service with partners	-25	-	-	-	-	Commissioning	Reduced costs to the Council by sharing our services with other councils to process major planning applications and negotiate financial contributions from developers that can be used to pay for essential infrastructure such as schools and roads.
B/R.6.103	Reduction in Concessionary fare payments	-300	-	-	-	-	Environment, transport & economy	To remove £300k from the Concessionary Fare budget for 2017-18 following actual underspend of £300k for 2015-16 and projected underspend of £300k for 2016-17
	H&CI							
B/R.6.202	Upgrade streetlights to LEDs	-14	-	-	-	-	Contracts, commercial & procurement	This will involve upgrading street light bulbs with LEDs where this offers good value for money, such as the energy savings are greater than the cost of conversion. This links to capital proposal B/C.3.109. This is the full year effect of a saving made in 2016-17.
B/R.6.203	Rationalise business support in highways depots to a shared service	-25	-	-	-	-	Workforce planning & development	Move to shared service business support across the highway depots.
B/R.6.205	Replace rising bollards with cameras	-25	-	-	-	-	Commissioning	The rising bollards in Cambridge are old and becoming increasingly expensive to maintain. This will save the annual maintenance cost of the bollards.
B/R.6.207	Highways Services Transformation	-800	-500	-	-	-	Contracts, commercial & procurement	The Council is replacing its existing contract for highway works such as road maintenance and pot hole filling. This will allow us to achieve greater value for money and reduce costs significantly while improving service quality.
B/R.6.208	Seek to transfer a number of smaller community libraries to community control.	-	-230	-	-	-	Customer & communities	The proposal is to reduce the number of libraries directly run by the Council and increase community involvement. It is unlikely this work can be completed to the original timescale, therefore the associated saving will be deferred to 2018-19; there is no further option for meeting this original 2017-18 saving within the service other than reducing the stock (book) fund (see below).

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Table 3: Revenue - Overview

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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
B/R.6.209	Reduce library management and systems support and stock (book) fund	-340	230	-	-	-	Commissioning	One year reduction of £325k in spending on new library stock, together with further savings in deliveries and some IT systems support. Any further reduction in support would impact the ability of communities to take on their libraries and there is reputational risk in reducing the book fund.
B/R.6.211	Road Safety projects & campaigns - savings required due to change in Public Health Grant	-84	-	-	-	-	Commissioning	This is a removal of a one off Public Health grant. This has funded specific work and campaigns which have now ended and so the money is no longer required.
B/R.6.212	Transformation of Road Safety Services	-	-25	-50	-125	-	Commissioning	Exploring commissioning opportunities through potential integration with Peterborough, aligned to the Public Health agenda and the outcomes of the Cambridgeshire & Peterborough Road Safety Partnership. This work covers road safety education and school crossing patrol services across both Cambridgeshire and Peterborough.
B/R.6.213	Move to full cost recovery for non-statutory highway works	-100	-100	-	-	-	Commissioning	Communities and Parish/Town Councils can pay for additional highway works such as traffic calming and yellow lines that are extra to the Council's normal work. The Council delivers these works but has not in the past recovered the full cost of delivery of schemes and officer time in preparing them will be charged.
B/R.6.214	Street Lighting Synergies	-129	-135	-134	-127	-127	Environment, transport & economy	Cambridgeshire County Council can make an £8m joint saving with Northamptonshire if both parties enter the same Street Lighting PFI contract. In order for this to happen, CCC will have to pay a Break Cost estimated to be £800k. This cost can be paid upfront or over time. It is proposed that CCC pays the Break Cost upfront.
B/R.6.215	Contract savings for the maintenance of Vehicle Activated signs (VAS) and traffic signal junctions/crossings	-70	-	-	-	-	Contracts, commercial & procurement	A new 5 year contract is now in place to provide maintenance for traffic signalled junctions, crossings and vehicle speed activated signs (VAS). The proposed saving is realised from sharing fixed contract overhead costs with neighbouring authorities and the reallocation of risk. Funding will no longer be available to replace VAS signs if they cannot be repaired unless they are safety critical.
B/R.6.302	GPC Renegotiation of the Waste PFI contract.	-1,000	-3,000	-1,000	-	-	Contracts, commercial & procurement	The Council has a contract with Amey to process and recycle the waste collected across Cambridgeshire. Through negotiation, the Council is seeking to reduce the cost of this contract.
6.999	Subtotal Savings	-3,207	-3,760	-1,184	-252	-127		
	TOTAL GROSS EXPENDITURE	84,469	82,777	83,575	85,332	87,154		

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Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
7	FEES, CHARGES & RING-FENCED GRANTS							
B/R.7.001	Previous year's fees, charges & ring-fenced grants	-26,531	-47,837	-47,668	-47,687	-47,706	Finance & budget review	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
B/R.7.002	Fees and charges inflation	-24	-19	-19	-19	-19	Finance & budget review	Additional income for increases to fees and charges in line with inflation.
B/R.7.004	Reduction in budgeted income	803	-	-	-	-	Finance & budget review	Adjustment for changes to fees, charges & ring-fenced grants from forecasts and decisions made in 2015-16.
B/R.7.005	Income from Combined Authority	-23,000	-	-	-	-		
	Changes to fees & charges							
B/R.7.100	Increase income from digital archive services	-25	-	-	-	-	Environment, transport & economy	The Council currently charges for digital versions of documents from our archive. As more documents are being digitised each year, the Council expects income to increase.
B/R.7.109	Introduce a charge for commercial events using the highway	-10	-	-	-	-	Environment, transport & economy	Large commercial events that require closures of roads such as cycling and running races currently cost the council money to administer. In future, the cost of the Council's work will be recovered. This will not impact on small community events.
B/R.7.110	Increase highways charges to cover costs	-5	-	-	-	-		This relates to a wide range of charges levied for use of the highway such as skip licences for example. All charges have been reviewed across ETE. Further targeted review and monitoring of charges will continue to ensure they remain relevant.
B/R.7.111	Introduce a highways permitting system	-140	-	-	-	-	Environment, transport & economy	This proposal will allow the Council to better control works on our roads being carried out by utility and other commercial companies through the use of permits. This will mean better coordination of road works, reduced delays and the ability to fine companies when they do not work efficiently on our roads.
B/R.7.117	Section 106 funding for Clay Farm Community Centre	-	35	-	-	-	Environment, transport & economy	Developer funding has been secured to contribute towards the running costs of the library and other County Council provision as part of the Clay Farm Community Centre in its first three years. The figure is to show in the Business Plan that this funding has come to an end and does not represent a reduction in service.
	Changes to ring-fenced grants							
B/R.7.202	Change in Public Health Grant	174	153	-	-	-		Change in ring-fenced Public Health grant to reflect change of function and treatment as a corporate grant from 2018-19 due to removal of ring-fence.
B/R.7.204	Change in Bus Service Operators Grant	273	-	-	-	-		Ending of ring-fenced Bus Service Operators Grant devolved from the Department of Transport for bus services run under local authority contract.
B/R.7.205	Change in Adult & Skills Grants	300	-	-	-	-		Reduction to match expected grant from funding body
B/R.7.206	Change in Learning Centre grants	302	-	-	-	-		No further Learning centre grants expected

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Budget Period: 2017-18 to 2021-22

	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
B/R.7.207	Change in National Careers grant funding	46	-	-	-	-		Reduction to match expected funding from awarding body
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-47,837	-47,668	-47,687	-47,706	-47,725		
	TOTAL NET EXPENDITURE	36,632	35,109	35,888	37,626	39,429		

FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
B/R.8.001	Budget Allocation	-36,632	-35,109	-35,888	-37,626	-39,429		Net spend funded from general grants, business rates and Council Tax. Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team. Fees and charges for the provision of services. PFI Grant from DfT for the life of the project. PFI Grant from DEFRA for the life of the project. External grant funding for Adult Learning & Skills. Funding for National Careers.
B/R.8.002	Public Health Grant	-153	-	-	-	-		
B/R.8.003	Fees & Charges	-38,613	-38,597	-38,616	-38,635	-38,654		
B/R.8.004	PFI Grant - Street Lighting	-3,944	-3,944	-3,944	-3,944	-3,944		
B/R.8.005	PFI Grant - Waste	-2,691	-2,691	-2,691	-2,691	-2,691		
B/R.8.010	Adult Learning & Skills Grants	-2,080	-2,080	-2,080	-2,080	-2,080		
B/R.8.012	National Careers grant funding	-356	-356	-356	-356	-356		
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-84,469	-82,777	-83,575	-85,332	-87,154		

MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-3,207	-3,760	-1,184	-252	-127
Changes to fees & charges	-180	35	-	-	-
TOTAL SAVINGS / INCREASED INCOME	-3,387	-3,725	-1,184	-252	-127

MEMORANDUM: NET REVISED OPENING BUDGET					
Revised Opening Gross Expenditure	84,530	84,469	82,777	83,575	85,332
Previous year's fees, charges & ring-fenced grants	-26,531	-47,837	-47,668	-47,687	-47,706
Changes to fees, charges & ring-fenced grants in revised opening budget	-21,102	153	-	-	-
NET REVISED OPENING BUDGET	36,897	36,785	35,109	35,888	37,626

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Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
Ongoing	145,616	52,481	15,327	19,178	19,116	19,074	18,904	1,536
Committed Schemes	309,259	202,431	49,686	12,959	8,027	1,951	3,265	30,940
2018-2019 Starts	340	-	-	340	-	-	-	-
TOTAL BUDGET	455,215	254,912	65,013	32,477	27,143	21,025	22,169	32,476

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
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	-
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	-
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	-
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	-
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	-
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	7,746	-	2,362	1,346	1,346	1,346	1,346	-
	Total - Integrated Transport				16,966	-	4,206	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	47,704	-	10,547	9,918	9,415	8,912	8,912	-

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Table 4: Capital Programme

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Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
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	-
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	-
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	4,300	-	900	850	850	850	850	-
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	-
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	-
	Total - Operating the Network				67,349	-	14,516	13,837	13,334	12,831	12,831	-
B/C.03	Infrastructure Management & Operations											
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	90,000	52,481	6,269	6,250	6,250	6,250	6,250	6,250
B/C.3.012	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	60	395	395	3,357	581	395	3,000

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Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
B/C.3.101	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	5,060	3,000	2,060	-	-	-	-	-
B/C.3.103	Library service essential maintenance and infrastructure renewal	This is a rolling programme, ending in 2017-18, to update the public PCs in libraries and library learning centres in order to replace equipment that has become obsolete, and ensure continued service delivery. This is particularly important to support people to access learning, skills, transactions and employment online in response to the Digital by Default agenda. There is also an essential requirement to replace the book sortation system at Cambridge Central Library which has reached the end of its life, and to plan for renewing self service facilities in 2017/18 as this will be coming out of contract and on which we need to make significant revenue savings.		Committed	562	297	265	-	-	-	-	-
B/C.3.107	New Community Hub / Library Provision Clay Farm	Contribution to the development of a community centre / hub in Clay Farm, including a library and other community facilities.		Committed	827	808	19	-	-	-	-	-
B/C.3.108	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.		2018-19	340	-	-	340	-	-	-	-
	Total - Infrastructure Management & Operations				104,972	56,646	9,008	6,985	9,607	6,831	6,645	9,250
B/C.04 B/C.4.001	Strategy & Development Ely Crossing	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	36,000	7,998	25,000	1,702	1,300	-	-	-
B/C.4.006	Guided Busway	Guided Busway construction contract retention payments.		Committed	148,886	144,426	1,370	1,240	370	370	370	740

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Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
B/C.4.014	Huntingdon West of Town Centre Link Road	The 520 metre link road from Ermine Street to Brampton Road, close to the railway station junction, consists of a single carriageway, with footpaths either side, and new junctions on Ermine Street and Brampton Road. The residual funding is for outstanding land deals for this scheme.		Committed	9,116	8,266	850	-	-	-	-	-
B/C.4.017	Cambridge Cycling Infrastructure	Cambridge Cycling Infrastructure		Committed	5,103	2,317	1,580	1,206	-	-	-	-
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	4,600	677	2,000	1,923	-	-	-	-
B/C.4.022	Cycling City Ambition Fund	Cycling City Ambition Fund		Committed	8,152	7,362	790	-	-	-	-	-
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	13,580	1,420	11,667	493	-	-	-	-
B/C.4.024	Soham Station	Proposed new railway station at Soham to support new housing development.		Committed	6,700	1,000	-	-	-	-	1,500	4,200
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	100	100	-	-	1,000	1,000	23,000
B/C.4.031	Growth Deal - Wisbech Access Strategy	Funding provided by the LEP in order to deliver the Wisbech Access Strategy		Committed	1,000	1,000	-	-	-	-	-	-
	Total - Strategy & Development				258,337	174,566	43,357	6,564	1,670	1,370	2,870	27,940

Section 4 - B: Economy, Transport and Environment Services

FINAL DRAFT

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
B/C.05 B/C.5.002	Other Schemes 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	23,700	3,590	6,000	3,000	-	-	-
	Total - Other Schemes				36,290	23,700	3,590	6,000	3,000	-	-	-
B/C.08 B/C.6.001	Capital Programme Variation Variation Budget	The Council has decided to include 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	-31,144	-	-10,156	-4,974	-4,189	-3,294	-3,473	-5,058
B/C.6.002	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.		Ongoing	2,445	-	492	875	531	97	106	344
	Total - Capital Programme Variation				-28,699	-	-9,664	-4,099	-3,658	-3,197	-3,367	-4,714
	TOTAL BUDGET				455,215	254,912	65,013	32,477	27,143	21,025	22,169	32,476

Section 4 - B: Economy, Transport and Environment Services

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Funding	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
Government Approved Funding	216,349	104,909	20,474	17,400	16,524	17,021	17,021	23,000
Department for Transport	39,750	15,419	19,231	4,100	-	-	1,000	-
Specific Grants								
Total - Government Approved Funding	256,099	120,328	39,705	21,500	16,524	17,021	18,021	23,000
Locally Generated Funding Agreed	33,510	19,925	4,427	5,340	3,103	200	200	315
Developer Contributions Anticipated	12,700	-	400	200	200	200	1,000	10,700
Developer Contributions Prudential	99,817	64,494	4,839	6,040	8,296	3,634	3,778	8,736
Borrowing	15,295	27,419	3,239	-3,248	-980	-30	-830	-10,275
Prudential Borrowing (Repayable)	37,794	22,746	12,403	2,645	-	-	-	-
Other Contributions								
Total - Locally Generated Funding	199,116	134,584	25,308	10,977	10,619	4,004	4,148	9,476
TOTAL FUNDING	455,215	254,912	65,013	32,477	27,143	21,025	22,169	32,476

Section 4 - B: Economy, Transport and Environment Services

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Table 5: Capital Programme - Funding

Budget Period: 2017-18 to 2026-27

Summary of Schemes by Start Date					Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing					145,616	86,573	731	-	-	58,312
Committed Schemes					309,259	169,526	45,180	37,794	-	56,759
2018-2019 Starts					340	-	299	-	-	41
TOTAL BUDGET					455,215	256,099	46,210	37,794	-	115,112

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.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	-	-	-	-
B/C.1.015	Strategy and Scheme Development work			- Ongoing	1,725	1,725	-	-	-	-
B/C.1.019	Delivering the Transport Strategy Aims			- Ongoing	7,746	7,065	681	-	-	-
	Total - Integrated Transport		-		16,966	16,285	681	-	-	-
B/C.02	Operating the Network									
B/C.2.001	Carriageway & Footway Maintenance including Cycle Paths			- Ongoing	47,704	47,704	-	-	-	-
B/C.2.002	Rights of Way			- Ongoing	700	700	-	-	-	-
B/C.2.004	Bridge strengthening			- Ongoing	12,820	12,820	-	-	-	-
B/C.2.005	Traffic Signal Replacement			- Ongoing	4,300	4,250	50	-	-	-
B/C.2.006	Smarter Travel Management - Integrated Highways Management Centre			- Ongoing	1,000	1,000	-	-	-	-
B/C.2.007	Smarter Travel Management - Real Time Bus Information			- Ongoing	825	825	-	-	-	-
	Total - Operating the Network		-		67,349	67,299	50	-	-	-
B/C.03	Infrastructure Management & Operations									
B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)			- Ongoing	90,000	2,989	-	-	-	87,011
B/C.3.012	Waste – Household Recycling Centre (HRC) Improvements			- Committed	8,183	-	2,603	-	-	5,580
B/C.3.101	Development of Archives Centre premises			- Committed	5,060	-	-	-	-	5,060
B/C.3.103	Library service essential maintenance and infrastructure renewal			- Committed	562	-	-	-	-	562
B/C.3.107	New Community Hub / Library Provision Clay Farm			- Committed	827	-	566	-	-	261
B/C.3.108	New Community Hub / Library Service Provision Darwin Green			- 2018-19	340	-	299	-	-	41
	Total - Infrastructure Management & Operations		-		104,972	2,989	3,468	-	-	98,515

Section 4 - B: Economy, Transport and Environment Services

Table 5: Capital Programme - Funding

Budget Period: 2017-18 to 2026-27

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.04	Strategy & Development									
B/C.4.001	Ely Crossing			- Committed	36,000	22,000	1,000	6,294	-	6,706
B/C.4.006	Guided Busway			- Committed	148,886	94,667	29,642	9,282	-	15,295
B/C.4.014	Huntingdon West of Town Centre Link Road			- Committed	9,116	-	4,568	4,548	-	-
B/C.4.017	Cambridge Cycling Infrastructure			- Committed	5,103	-	5,103	-	-	-
B/C.4.021	Abbey - Chesterton Bridge			- Committed	4,600	2,500	1,550	550	-	-
B/C.4.022	Cycling City Ambition Fund			- Committed	8,152	7,609	148	395	-	-
B/C.4.023	King's Dyke			- Committed	13,580	8,000	-	3,500	-	2,080
B/C.4.024	Soham Station			- Committed	6,700	1,000	-	1,000	-	4,700
B/C.4.028	A14			- Committed	25,200	25,000	-	200	-	-
B/C.4.031	Growth Deal - Wisbech Access Strategy			- Committed	1,000	-	-	1,000	-	-
	Total - Strategy & Development		-		258,337	160,776	42,011	26,769	-	28,781
B/C.05	Other Schemes									
B/C.5.002	Investment in Connecting Cambridgeshire			- Committed	36,290	8,750	-	11,025	-	16,515
	Total - Other Schemes		-		36,290	8,750	-	11,025	-	16,515
B/C.08	Capital Programme Variation									
B/C.6.001	Variation Budget			- Ongoing	-31,144	-	-	-	-	-31,144
B/C.6.002	Capitalisation of Interest Costs			Ongoing	2,445	-	-	-	-	2,445
	Total - Capital Programme Variation		-		-28,699	-	-	-	-	-28,699
	TOTAL BUDGET				455,215	256,099	46,210	37,794	-	115,112

Corporate and Customer Services

The Corporate and Customer Services Directorate comprises the following service areas:

Business Intelligence - bringing together information management and governance, to ensure we have the right information stored in the right way; research about our population and economy, so we understand the circumstances and needs of our population; and analysis of our service activity, so we understand what is happening in our services and where we are making the most difference.

Communications and Information - leading on press and media engagement; communications and marketing activity; the provision of information and advice; and internal communications and staff engagement.

IT and Digital Service - ensuring that we exploit, and drive best value, from our Council-wide business systems; providing data for management and statutory reporting; and ensuring our future business requirements are reflected in our IT and Digital product development plans.

Customer Services - providing information and advice to customers contacting the Council; signposting people to other services and service providers; and supporting the fulfilment of transactions such as applying for or renewing a Blue Badge or a concessionary bus pass.

Emergency Planning - in partnership with other public sector agencies ensuring that the County and the Council is prepared to respond to emergencies, such as severe weather, that may affect our citizens; and ensuring that services across the Council have plans in place for the continuation of service delivery in the light of an emergency or an incident that affects our business as usual activity.

Community Development – in partnership with others within and beyond the Council, this team works to actively engage communities in making sense of issues which affect their lives, supporting them in setting goals for improvements and responding to problems through empowerment and active participation thereby enabling communities and individuals to do more for themselves. Specific activity includes supporting the development of community-led youth activity, green space management, local museums and safe neighbourhood schemes; the volunteer-led library service for house bound people; and the development of activity such as Time Banks and Time Credits to facilitate people's engagement in their local communities. The outcomes of this work are wide ranging with a focus on supporting the Council's early help and prevention activity and enabling people to become or remain independent.

Transformation of the Council to deliver outcomes

Citizen First, Digital First – is a programme of activity to help us transform how we interact with people by taking a consistent approach to how we use those places where people come to us for support and assistance, be those physical locations, such as the emerging network of Community Hubs; virtual locations, such as our website; or our members of staff, such as those in the contact centre. Taking this approach will mean that people will be able to get the right answer to their query, at the right time, at the right place.

Organisational Structure – The Council has undertaken a corporate review to ensure that it has strong, responsive and integrated corporate services to meet the significant financial and service challenges that we face. We will work to ensure that the Council's structures are as efficient and effective as possible to meet the needs of our communities as part of an ongoing programme of organisational redesign.

LGSS Managed Services

TEXT TO FOLLOW

Section 4 - C: Corporate and Managed Services

FINAL DRAFT

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2017-18 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
	Corporate Services							
973	Corporate Director	1,611	-101	1,510	1,711	1,712	1,716	1,720
198	Chief Executive	200	-3	197	197	197	197	197
1,186	Business Intelligence	1,408	-251	1,157	1,157	1,157	1,157	1,157
1,434	City Deal	1,279	-	1,279	945	907	907	907
951	Communications & Information	949	-	949	949	949	949	949
1,287	Customer Services	1,451	-128	1,323	1,347	1,372	1,397	1,422
381	Digital Strategy	382	-	382	382	382	382	382
165	Elections	165	-	165	165	165	165	165
908	Redundancy, Pensions & Injury	1,080	-182	898	888	878	868	868
-	- Commercial approach to contract management	-500	-	-500	-2,000	-2,000	-2,000	-2,000
-	- Organisational Structure Review	-1,312	-	-1,312	-3,312	-3,312	-3,312	-3,312
-	- Citizen First, Digital First	-303	-	-303	-679	-847	-874	-874
-	- Contract mitigation	-	-	-	1,500	2,000	2,000	2,000
-	- Demography	3,405	-	3,405	6,794	10,263	13,798	17,387
-956	Corporate Capacity Review - Phase 2	-956	-	-956	-956	-956	-956	-956
6,527	Subtotal Corporate Services	8,859	-665	8,194	9,088	12,867	16,394	20,012
	Transformation							
1,505	Transformation	344	-121	223	223	1,516	1,516	1,516
1,505	Subtotal Transformation	344	-121	223	223	1,516	1,516	1,516
	Managed Services							
141	External Audit	141	-	141	141	141	141	141
-45	Finance Managed	294	-318	-24	-24	-24	-24	-24
1,894	Insurance	2,074	-	2,074	2,074	2,074	2,074	2,074
1,863	IT Managed	2,512	-159	2,353	2,353	2,353	2,353	2,353
1,020	Members Allowances	1,030	-	1,030	1,030	1,030	1,030	1,030
166	Organisational & Workforce Development Managed	167	-	167	167	167	167	167
1,000	Redundancy Reserve	-	-	-	-	1,000	1,000	1,000
-	- Transformation Fund	7,884	-	7,884	1,646	38	-	-
6,039	Subtotal Managed Services	14,102	-477	13,625	7,387	6,779	6,741	6,741
	- UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-	-	-	-2,943	-14,909	-28,311	-38,168
	Future Years							
-	- Inflation	-	-	-	171	367	618	902
-	- Savings	-	-	-	-	-	-	-
14,071	CS BUDGET TOTAL	23,305	-1,263	22,042	13,926	6,620	-3,042	-8,997

Section 4 - C: Corporate and Managed Services

FINAL DRAFT

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Corporate Services							
Corporate Director	973	-1	-	538	-	-	1,510
Chief Executive	198	-1	-	-	-	-	197
Business Intelligence	1,186	6	-	-	-	-35	1,157
City Deal	1,434	-	-	-	-155	-	1,279
Communications & Information	951	-2	-	-	-	-	949
Customer Services	1,287	13	23	-	-	-	1,323
Digital Strategy	381	1	-	-	-	-	382
Elections	165	-	-	-	-	-	165
Redundancy, Pensions & Injury	908	-	-	-	-	-10	898
Commercial approach to contract management	-	-	-	-	-	-500	-500
Organisational Structure Review	-	-	-	-	-	-1,312	-1,312
Citizen First, Digital First	-	-	-	-	-	-303	-303
Contract mitigation	-	-	-	-	-	-	-
Demography	-	-	-	3,405	-	-	3,405
Cross Service Transformation savings	-	-	-	-	-	-	-
Corporate Capacity Review - Phase 2	-956	-	-	-	-	-	-956
Subtotal Corporate Services	6,527	16	23	3,943	-155	-2,160	8,194
Transformation							
Transformation	1,505	11	-	-	-	-1,293	223
Subtotal Transformation	1,505	11	-	-	-	-1,293	223
Managed Services							
External Audit	141	-	-	-	-	-	141
Finance Managed	-45	-	-	-	21	-	-24
Insurance	1,894	180	-	-	-	-	2,074
IT Managed	1,863	4	-	486	-	-	2,353
Members Allowances	1,020	10	-	-	-	-	1,030
Organisational & Workforce Development Managed	166	1	-	-	-	-	167
Redundancy Reserve	1,000	-	-	-	-	-1,000	-
Transformation Fund	-	-	-	-	7,884	-	7,884
Subtotal Managed Services	6,039	195	-	486	7,905	-1,000	13,625
CS BUDGET TOTAL	14,071	222	23	4,429	7,750	-4,453	22,042

Section 4 - C: Corporate and Managed Services

FINAL DRAFT

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
1	OPENING GROSS EXPENDITURE	20,041	23,305	14,990	7,686	-1,974		
C/R.1.001	Base Adjustments	-6,990	-	-	-	-		Adjustment for permanent changes to base budget from decisions made in 2016-17.
C/R.1.007	Base Adjustment - Advocacy	-95	-	-	-	-		Budget moved to CFA from CST due to centralisation of expenditure on advocacy to a single contract
C/R.1.008	Base adjustment - CCR Phase 1	2,375	-	-	-	-		CCR revenue staffing budgets moved to Corporate Services from CFA, ETE and A&I.
1.999	REVISED OPENING GROSS EXPENDITURE	15,331	23,305	14,990	7,686	-1,974		
2	INFLATION							
C/R.2.001	Inflation	225	173	198	253	286		Some County Council services have higher rates of inflation than the national level. For example, this is due to factors such as increasing running costs of Council properties. This overall figure comes from an assessment of likely inflation in all Corporate services. Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.
2.999	Subtotal Inflation	225	173	198	253	286		
3	DEMOGRAPHY AND DEMAND							
C/R.3.001	Customer Services Demography	23	24	25	25	25		Increases in the number of older people in Cambridgeshire may see calls to our Contact Centre rise. This is above and beyond the 1.4% population growth that is accounted for Corporately and features later on in this table - see C/R.4.007
3.999	Subtotal Demography and Demand	23	24	25	25	25		
4	PRESSURES							
C/R.4.005	Apprenticeship Levy	500	-	-	-	-		From April 2017, large employers, including the Council, will be required to pay a levy of 0.5% of their salary budget. This will provide Central Government with a pool of money to support apprenticeship schemes nationwide. This is the forecast cost for our Council.
C/R.4.006	Elections	-	-	-	-	-		Full County Council elections are held every four years across the whole country and are due again for this Council in May 2017. This figure (to be confirmed) is based on expected costs for 2017, and we will be rolling those costs forward on an annual basis to pay for the next elections in 2021.

Section 4 - C: Corporate and Managed Services

FINAL DRAFT

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
C/R.4.007	Demography	3,405	3,389	3,469	3,535	3,589		Cambridgeshire is the fastest growing county in the country, which means there is more demand for services. This figure reflects the financial impact of the predicted 1.4% population growth on service provision across the Council. Funding will be taken from this centrally held budget as and when services demonstrate there has been an impact on them due to population growth, which cannot be contained within their existing revenue budget.
C/R.4.008	Contract mitigation	-	1,500	500	-	-		The Transformation Programme includes some significant savings through contract renegotiation across the Council. These savings represent best case scenarios and as such a mitigating pressure has been included.
C/R.4.009	Professional and Management Pay Structure	38	-	-	-	-		The revised management band pay structure was implemented in October 2016. The revised pay grades will not be inflated during 2017-18, as the inflation funding was factored into the available funding for the new pay structure. This pressure replaces inflation and funds the additional cost of the new pay structure expected to be incurred in 2017-18.
C/R.4.010	Impact of National Living Wage (NLW) on CCC Employee Costs	-	-	1	4	4		The cost impact of the introduction of the National Living Wage (NLW) on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates.
C/R.4.905	Increased Revenue Costs for Wide Area Network (WAN) Upgrades	63	-	-	-	-		To allow the public and staff to benefit from using smart technology, a number of Council sites require an increase in bandwidth to cope with the extra usage. This is part of the Council's drive to achieve greater efficiency through using technology.
C/R.4.906	Increased Revenue Costs for Wide Area Network (WAN) Upgrades in Libraries	123	-	-	-	-		To allow the public and staff to benefit from using smart technology, a number of library sites require an increase in bandwidth to cope with the extra usage. This is part of the Council's drive to achieve greater efficiency through using technology.
C/R.4.907	Corporate Office IT Assets	300	-	-	-	-	Commissioning	Due to the success of the Council's laptop rollout programme, the number of desktop PCs in scope for refresh has fallen. However not all areas are suitable for the use of laptops and desktop PCs in these areas will need to be updated in order to support the use of Windows 10 as the standard operating system for CCC. This funding will fund the ongoing purchase of new IT assets supporting the modernisation and transformation of the IT estate within CCC.
4.999	Subtotal Pressures	4,429	4,889	3,970	3,539	3,593		

Section 4 - C: Corporate and Managed Services

FINAL DRAFT

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
5	INVESTMENTS							
C/R.5.001	Commercial approach to contract management	400	-400	-	-	-	Contracts, commercial & procurement	Transformation Fund investment relating to proposal C/R.6.101 which gives an expected saving of £2,000k per year from 2017-18. This project will establish a Commercial Board, ensuring all commercial opportunities are being robustly pursued.
C/R.5.102	Total Transport	132	-56	-38	-38	-	Commissioning	Transformation Fund investment relating to proposal A/R.6.244. With a predicted saving of £1,275k. Total Transport is a project looking at delivering school transport in a better and more efficient way.
C/R.5.202	Move to full cost recovery for non-statutory highway works	50	-50	-	-	-	Commissioning	Transformation Fund investment relating to proposal B/R.6.213 which gives an expected saving of £200k per year from 2018-19. This project will ensure that the Council recovers all costs associated with additional non-statutory highway works.
C/R.5.301	Specialist Support for Adults with Autism to increase their independence	50	-50	-	-	-	Adults' services	Transformation Fund investment relating to proposal A/R.6.113 which will save £72k per year from 2017-18. This project will involve working with service users to develop skills as well as access to training and employment opportunities to increase independence. This in turn will reduce the need for social care support.
C/R.5.302	Using assistive technology to help people with learning disabilities live and be safe more independently without the need for 24hr or overnight care	186	-186	-	-	-	Adults' services	Transformation Fund investment relating to proposal A/R.6.116 saving £214k per year from 2017-18. We will identify appropriate equipment and smart technology to help people with disabilities be safe and live more independently.
C/R.5.303	Using assistive technology to support older people to remain independent in their own homes (approved)	110	-60	-50	-	-	Adults' services	Transformation Fund investment relating to proposal A/R.6.145 saving £595k per year from 2018-19. Investing in smart technology to help service users stay in their homes, independently, for longer. In this way we can reduce care spending overall while ensuring we make provision for those who cannot remain independent in their own homes.

Section 4 - C: Corporate and Managed Services

FINAL DRAFT

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
C/R.5.304	Neighbourhood Cares Transformation Pilot- A New Approach to Social Work in Communities	656	-	-656	-	-	Adults' services	<p>Proposal to pilot a radically different model of social work in Cambridgeshire, to be known as "Neighbourhood Cares".</p> <p>This model of social work is informed by the latest thinking developed locally through the Transforming Lives Project, innovation being led by other local authorities and in particular by the successful Buurtzorg model of community care in The Netherlands.</p> <p>This transformation bid is to pilot the model of care in two patches across Cambridgeshire during 2017-18 and 2018-19 with the aim of offering a better quality of care.</p> <p>The key outcomes we want to achieve are:</p> <ul style="list-style-type: none"> •Shift as much resource as possible to the front line. •Free up staff to have more direct contact with the people we need them to work with, in the way we want them to work. •Improve the quality and continuity of the service user experience. •Generate capacity where we currently have capacity gaps, particularly in home care. •Reduce the cost of care (in the back office and in commissioned care). •Set ourselves up for the future – the learning from the pilot sites would then be the basis for the wider transformation of the whole system. <p>The proposed pilot will test new ways of working which are vital to the achievement of better outcomes and managing with a reduced budget for social care over the medium term. If successful, the ways of working developed through the pilot would then be rolled out countywide and form the basis of our model of local care across Cambridgeshire. This pilot will help us test solutions to the strategic challenges facing the adult social care in Cambridgeshire.</p>
C/R.5.305	Enhanced Occupational Therapy Support to reduce the need for double-handed care	90	-	-90	-	-	Adults' services	Transformation Fund investment relating to proposal A/R.6.165 saving £252k per year from 2017-18. based on an existing successful pilot scheme this would use Occupational Therapy to reduce the need for extra care.
C/R.5.306	Recouping under-used direct payment budget allocations (increased monitoring)	87	-	-87	-	-	Finance & budget review	Transformation Fund investment relating to proposal A/R.6.101 saving £395k per year from 2017-18. This will ensure that budget allocations are proportionate to the needs of the user, and any underspends are recovered.

Section 4 - C: Corporate and Managed Services

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Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
C/R.5.307	Dedicated Reassessment Team - Learning Disabilities	750	-750	-	-	-	Commissioning	Transformation Fund investment relating to proposal A/R.6.114 saving at least £2.3million in 2017-18 and savings in subsequent years. Funding dedicated reassessment capacity to deliver savings and to drive better practice. Other savings within the LD programme, including A/R.6.115, A/R.6.117 and A/R.6.122, which relate to commissioning, will also draw on the additional capacity costed within this investment.
C/R.5.308	Supporting people with physical disabilities & people with autism to live more independently	128	-128	-	-	-	Commissioning	Transformation Fund investment relating to proposal A/R.6.111 saving £791k in 2017-18 and making savings in subsequent years. This investment provides increased capacity to undertake the reassessment programme, and consists of funding for 2 social workers and administrative support, totalling 3.5 FTE.
C/R.5.312	Increase in client contributions from improving frequency of re-assessment - older people & elderly mental health	46	-46	-	-	-	Finance & budget review	Transformation Fund investment relating to proposal A/R.6.134, saving £381k. This is the 2017-18 investment in four additional financial assessment offers required to progress a programme of financial re-assessment of social care clients. By ensuring that clients have a regular financial review, which is in any case a Care Act requirement, we will increase the collection of client contributions to reflect uplifts in pensions, benefits and other personal finance changes.
C/R.5.313	Enhanced Response Service - Falls and Telecare	393	-393	-	-	-		Transformation Fund investment relating to proposal A/R.6.171 saving £390k per year from 2018-19. We will establish an enhanced assistive technology response service to reduce/delay/minimise admissions to hospital and funded care.
C/R.5.319	ASC/OP investment required to manage and reduce demand & cost to serve	3,357	-3,357	-	-	-		Full proposal is being developed and is likely to include resourcing of projects on: - OP Home Care - OP Accommodation - Crisis Response - Section 117 aftercare (Mental Health) - Lifetime Costs: use of upfront spending to reduce the total lifetime costs of service users with long term needs
C/R.5.320	OP & MH service delivery - sustaining budgetary performance	600	-600	-	-	-		Good progress has been made in managing the OP & MH budgets but there are diminishing returns and investment is required to manage the risks to deliver these savings. This links to the redistribution of current underspends in this area shown at A/R.4.022 within the CFA section of the tables

Section 4 - C: Corporate and Managed Services

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Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
C/R.5.401	Enhanced intervention service for children with disabilities	120	-	-120	-	-	Commissioning	Transformation Fund investment relating to proposal A/R.6.217 saving £696k from 2018-19 onwards per year. This will reduce the number of children with disabilities in out of county residential homes, to enable them to safely live with their family and access education in their local area.
C/R.5.402	Systemic family meetings to be offered at an earlier stage to increase the number of children being diverted from LAC placements	148	-37	-111	-	-	Commissioning	Transformation Fund investment relating to proposal A/R.6.219 saving £611k per year from 2018-19 onwards. Change the referral criteria for systemic family meetings to take place with families at an earlier stage; at the point just before beginning a child protection plan. This would enable the Council to work with a larger group of 390 children at Child Protection Level, rather than 240 at Court Proceedings Level.
C/R.5.403	Link workers within Adult Mental Health Services	84	-21	-63	-	-	Commissioning	Transformation Fund investment relating to proposal A/R.6.221 saving £480k per year from 2018-19. To keep families together wherever possible we will embed a Think Family approach in adult mental health services and increase access to preventative and early help services.
C/R.5.403	Investment in 'No Wrong Door' approach	497	-104	-393	-	-	Children's services	Transformation Fund investment relating to proposal A/R.6.205 saving £559k in 2017/18, with a further £530k in year 2, £389k in year 3 and £30k in year 4. Implementation of 'No Wrong Door' hub model to improve outcomes for children on the edge of care, looked after and care leavers.
C/R.5.953	City Deal Revenue Costs	-155	-334	-38	-	-	Finance & budget review	City Deal revenue costs funded by the growth in New Homes Bonus, revised following a reduction in the number of payment years.
C/R.5.954	Wisbech Community Led Local Development (CLLD) Fund	21	-	-	-	-		The Council's financial contribution to the administration of the Wisbech CLLD Fund, unlocking an overall Fund of £2.1m for investment in Wisbech's communities
5.999	Subtotal Investments	7,750	-6,572	-1,646	-38			
6	SAVINGS GPC							
C/R.6.101	Commercial approach to contract management	-500	-1,500	-	-	-	Contracts, commercial & procurement	Ensuring the Council pursues all commercial opportunities, with a focus on contract management through improved commissioning and procurement.
C/R.6.102	Organisational Structure Review	-1,312	-2,000	-	-	-	Workforce planning & development	Ensuring that the Council's structures are as efficient and effective as possible, to meet the needs of our communities. This is part of an ongoing programme of organisational redesign.
C/R.6.103	Courier Contract	-35	-	-	-	-	Commissioning	A more efficient Council-wide postage service, has generated savings against courier costs.

Section 4 - C: Corporate and Managed Services

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Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
C/R.6.104	Citizen First, Digital First - Repayment of financing costs	-56	-510	-3	-3	-3	Customer & communities	Investment in a range of technology solutions that will enable us to ensure that our digital presence is engaging and easy to use, to integrate our various existing IT systems, and enable the delivery of the Citizen First, Digital First strategy. This saving will repay the debt charges resulting from borrowing.
C/R.6.105	Citizen First, Digital First - Surplus to repayment of financing costs	-247	134	-165	-24	3	Customer & communities	Additional savings to C/R.6.104, after repayment of the debt charges resulting from borrowing to invest and enable the delivery of the Citizen First, Digital First strategy.
C/R.6.106	Reduction in costs on Redundancy, Pensions & Injury budget	-10	-10	-10	-10	-	Finance & budget review	Reduction in costs on Redundancy, Pensions & Injury budget, held within Corporate Services.
C/R.6.107	Capitalisation of Redundancies	-1,000	-	1,000	-	-	Finance & budget review	Using the flexibility of capital receipts direction to fund redundancies from capital instead of being funded by revenue.
C/R.6.109	Capitalisation of the Transformation team	-1,293	-	1,293	-	-	Finance & budget review	Using the flexibility of capital receipts direction to fund the transformation team from capital instead of being funded by revenue.
C/R.6.999	Cross Committee Unidentified Savings	-	-2,943	-11,966	-13,402	-9,857	Finance & budget review	Savings to be identified during future years' Business Planning processes.
6.999	Subtotal Savings	-4,453	-6,829	-9,851	-13,439	-9,857		
	TOTAL GROSS EXPENDITURE	23,305	14,990	7,686	-1,974	-7,927		
7	FEES, CHARGES & RING-FENCED GRANTS							
C/R.7.001	Previous year's fees, charges & ring-fenced grants	-691	-1,263	-1,064	-1,066	-1,068		Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
C/R.7.002	Increase in fees, charges & ring-fenced grants	-569	-	-	-	-	Finance & budget review	Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2016-17.
C/R.7.003	Fees and charges inflation	-3	-2	-2	-2	-2	Finance & budget review	Uplift in external charges to reflect inflation pressures on the costs of services.
C/R.7.201	Changes to ring-fenced grants Change in Public Health Grant	-	201	-	-	-		Change in ring-fenced Public Health grant to reflect change of function and treatment as a corporate grant from 2018-19 due to removal of ring-fence.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-1,263	-1,064	-1,066	-1,068	-1,070		
	TOTAL NET EXPENDITURE	22,042	13,926	6,620	-3,042	-8,997		

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Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
C/R.8.001	Budget Allocation	-22,042	-13,926	-6,620	3,042	8,997		Net spend funded from general grants, business rates and Council Tax. Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team. Fees and charges for the provision of services.
C/R.8.002	Public Health Grant	-201	-	-	-	-		
C/R.8.003	Fees & Charges	-1,062	-1,064	-1,066	-1,068	-1,070		
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-23,305	-14,990	-7,686	1,974	7,927		

MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-4,453	-6,829	-9,851	-13,439	-9,857
Changes to fees & charges	-	-	-	-	-
TOTAL SAVINGS / INCREASED INCOME	-4,453	-6,829	-9,851	-13,439	-9,857

MEMORANDUM: NET REVISED OPENING BUDGET					
Revised Opening Gross Expenditure	15,331	23,305	14,990	7,686	-1,974
Previous year's fees, charges & ring-fenced grants	-691	-1,263	-1,064	-1,066	-1,068
Changes to fees, charges & ring-fenced grants in revised opening budget	-569	201	-	-	-
NET REVISED OPENING BUDGET	14,071	22,243	13,926	6,620	-3,042

Section 4 - C: Corporate and Managed Services

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Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
Ongoing	2,192	-	1,453	1,084	-115	-115	-115	-
Committed Schemes	3,511	1,754	1,718	39	-	-	-	-
2017-2018 Starts	9,046	-	1,746	5,575	575	575	575	-
TOTAL BUDGET	14,749	1,754	4,917	6,698	460	460	460	-

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
C/C.01	Corporate Services											
C/C.1.001	Essential CCC Business Systems Upgrade	Windows 2003 servers came to the end of their life in July 2015. The majority of all organisation wide customer / digital systems sat on these servers, which required upgrading.		Committed	300	111	150	39	-	-	-	-
C/C.1.003	Citizen First, Digital First	Significant improvements could be made to our website; to system integration to take out multiple re-keying from one system into another; and in other areas through investment in a suite of technologies that will improve our efficiency such as a more robust e-payments system.		2017-18	3,546	-	1,246	575	575	575	575	-
	Total - Corporate Services				3,846	111	1,396	614	575	575	575	-
C/C.02	Managed Services											
C/C.2.005	Microsoft Enterprise Agreement for CCC	Microsoft software is deeply embedded within the Council's IT services, from desktop office automation, email and operating systems, to collaboration (SharePoint) and integration (BizTalk) services, and server operating systems and management tools. An Enterprise Agreement is offered by Microsoft as a way to buy and support licences for their software products as a bundle. This is at a lower cost than buying the components separately, and delivers additional benefits such as technical training and support.		Committed	1,902	1,402	500	-	-	-	-	-
C/C.2.006	CPSN Replacement	This is for the procurement of a replacement Wide Area Network solution. The current contracted service is due to end in June 2018. 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.		2017-18	5,500	-	500	5,000	-	-	-	-

Section 4 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
C/C.2.108	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	1,309	241	1,068	-	-	-	-	-
	Total - Managed Services				8,711	1,643	2,068	5,000	-	-	-	-
C/C.03 C/C.3.001	Transformation Capitalisation of Transformation Team	Funding the Transformation team from capital instead of revenue, by using the flexibility of capital receipts direction.		Ongoing	2,586	-	1,293	1,293	-	-	-	-
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	2,000	-	1,000	1,000	-	-	-	-
	Total - Transformation				4,586	-	2,293	2,293	-	-	-	-
C/C.10 C/C.10.001	Capital Programme Variation Variation Budget	The Council has decided to include 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	-2,581	-	-913	-1,323	-115	-115	-115	-
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.		Ongoing	187	-	73	114	-	-	-	-
	Total - Capital Programme Variation				-2,394	-	-840	-1,209	-115	-115	-115	-
	TOTAL BUDGET				14,749	1,754	4,917	6,698	460	460	460	-

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Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Funding	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
Government Approved Funding								
Total - Government Approved Funding	-	-	-	-	-	-	-	-
Locally Generated Funding								
Capital Receipts	44,547	8,750	2,293	11,125	2,769	6,015	2,130	11,465
Prudential Borrowing	-29,798	-6,996	2,624	-4,427	-2,309	-5,555	-1,670	-11,465
Total - Locally Generated Funding	14,749	1,754	4,917	6,698	460	460	460	-
TOTAL FUNDING	14,749	1,754	4,917	6,698	460	460	460	-

Section 4 - C: Corporate and Managed Services

Table 5: Capital Programme - Funding

Budget Period: 2017-18 to 2026-27

Summary of Schemes by Start Date						Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing						2,192	-	-	-	44,106	-41,914
Committed Schemes						3,511	-	-	-	441	3,070
2017-2018 Starts						9,046	-	-	-	-	9,046
TOTAL BUDGET						14,749	-	-	-	44,547	-29,798

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
C/C.01	Corporate Services									
C/C.1.001	Essential CCC Business Systems Upgrade		-	Committed	300	-	-	-	-	300
C/C.1.003	Citizen First, Digital First		-2,455	2017-18	3,546	-	-	-	-	3,546
	Total - Corporate Services		-2,455		3,846	-	-	-	-	3,846
C/C.02	Managed Services									
C/C.2.005	Microsoft Enterprise Agreement for CCC			Committed	1,902	-	-	-	402	1,500
C/C.2.006	CPSN Replacement			2017-18	5,500	-	-	-	-	5,500
C/C.2.108	Community Hubs - Sawston			Committed	1,309	-	-	-	39	1,270
	Total - Managed Services		-		8,711	-	-	-	441	8,270
C/C.03	Transformation									
C/C.3.001	Capitalisation of Transformation Team			Ongoing	2,586	-	-	-	2,586	-
C/C.3.002	Capitalisation of Redundancies			Ongoing	2,000	-	-	-	2,000	-
	Total - Transformation		-		4,586	-	-	-	4,586	-
C/C.10	Capital Programme Variation									
C/C.10.001	Variation Budget			Ongoing	-2,581	-	-	-	-	-2,581
C/C.10.002	Capitalisation of Interest Costs			Ongoing	187	-	-	-	-	187
	Total - Capital Programme Variation		-		-2,394	-	-	-	-	-2,394
C/C.9.001	Excess Corporate Services capital receipts used to reduce total prudential borrowing			Ongoing	-	-	-	-	39,520	-39,520
	TOTAL BUDGET				14,749	-	-	-	44,547	-29,798

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Table 6: Revenue - Financing Debt Charges Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
1	OPENING GROSS EXPENDITURE	32,766	25,433	28,463	30,408	32,940		
G/R.1.001	Base Adjustments	-	-	-	-	-		Adjustment for permanent changes to base budget from decisions made in 2014-15.
1.999	REVISED OPENING GROSS EXPENDITURE	32,766	25,433	28,463	30,408	32,940		
2	INFLATION							
2.999	Subtotal Inflation	-	-	-	-	-		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
4.999	Subtotal Pressures	-	-	-	-	-		
5	INVESTMENTS							
G/R.5.001	Revenue impact of Capital decisions	-9,951	1,890	1,656	1,834	1,245		Change in borrowing costs as a result of changes to levels of prudential borrowing in the capital programme.
G/R.5.002	Invest to Save Housing Schemes - Interest Costs	1,276	1,301	-21	-517	-79		Revenue costs associated with the development of new 'affordable' housing and open market rent housing on Council owned land in order to generate long-term income streams.
G/R.5.003	Slippage provision	2,000	-	-	-	-		The Council's capital programme has underspent significantly in previous financial years, leading to underspends being declared in relation to capital financing costs. To reduce these underspends, a provision was originally included in the base revenue budget to reflect this, however this has now been superseded by a provision directly within the capital programme. Therefore, this specific reduction to the base revenue budget can now be reversed as the reduction is instead reflected in proposal G/R.5.001.
5.999	Subtotal Investments	-6,675	3,191	1,635	1,317	1,166		
6	SAVINGS							
G/R.6.001	GPC PFI Refinancing	1,440	-	-	-	-	Finance & budget review	A one-off saving generated in 2016-17 as a result of refinancing the PFI contract for Thomas Clarkson Community College.

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Table 6: Revenue - Financing Debt Charges Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
G/R.6.003	MRP: Accountable Body	-	-	-	-	-	Finance & budget review	As Accountable Body the Council incurs certain administrative costs in undertaking this role. However it also holds the cash on an interim basis pending utilisation by those parties. The Council therefore intends to maximise the use of these resources whilst not detrimentally affecting those resources. This is only possible where the body or partnership does not use the funds that have been awarded in the financial year in which they are provided.
G/R.6.004	Capitalisation of interest on borrowing	-2,098	-161	310	1,215	-22		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.
6.999	Subtotal Savings	-658	-161	310	1,215	-22		
	TOTAL GROSS EXPENDITURE	25,433	28,463	30,408	32,940	34,084		
7	FEES, CHARGES & RING-FENCED GRANTS							
G/R.7.001	Previous year's fees & charges	-	-2,700	-9,923	-11,606	-11,035		Previous year's fees and charges for the provision of services rolled forward.
G/R.7.002	Invest to Save Housing Schemes - Income Generation	-2,700	-7,223	-1,683	571	-188		Generation of long-term income stream associated with the development of new 'affordable' housing and open market rent housing on Council owned land.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-2,700	-9,923	-11,606	-11,035	-11,223		
	TOTAL NET EXPENDITURE	22,733	18,540	18,802	21,905	22,861		

FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
G/R.8.101	Budget Allocation	-22,733	-18,540	-18,802	-21,905	-22,861		Net spend funded from general grants, business rates and Council Tax. Fees and charges for the provision of services.
G/R.8.102	Fees and Charges	-2,700	-9,923	-11,606	-11,035	-11,223		
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-25,433	-28,463	-30,408	-32,940	-34,084		

LGSS Services

LGSS is a shared services partnership between Cambridgeshire County Council, Milton Keynes Council and Northamptonshire County Council. It provides an extensive range of business support services to the three 'parent' councils and a range of other public sector organisations.

The services provided to Cambridgeshire County Council by LGSS are as follows:

- Finance Professional
- Finance Operations including Procure to Pay and Debt & Assessments
- Audit and Risk Management
- Pensions Service
- Business Systems
- Procurement and Insurance
- IT Strategy
- IT Operations
- Strategic and Advisory HR Services, including policy and projects
- Workforce Planning & Strategy
- Learning and Development
- HR Transactions including Payroll and Recruitment services
- Health, Safety and Wellbeing
- Democratic Services
- Legal Services

LGSS also discharges certain statutory duties under the Local Government Act, particularly in respect of those that fall to the:

- Section 151 Officer
- Monitoring Officer

In addition to these duties LGSS is responsible for discharging specific duties in respect of employment law, procurement law, and pension administration and investments.

Transforming the Council to deliver outcomes

Business transformation and innovation are crucial elements of the LGSS strategic business plan. Where there is commonality between authorities that are customers of LGSS an assessment of current processes takes place in order to identify best practice, integrate, streamline, standardise and deploy the transformation across this customer base. This enables LGSS to offer superior service levels combined with economies of scale in terms of technology, resources and efficiencies.

There has been a significant joining together of teams across Cambridgeshire, Milton Keynes, Northamptonshire and other LGSS customers since the commencement of the partnership in 2010. This has enabled LGSS to converge processes and procedures and rationalise IT systems, to deliver significant savings and service improvements.

LGSS has a wide range of programmes in place which will bring improvements in service delivery whilst also meeting the needs of customers. These programmes include:

- Development and implementation of Agresso, our Next Generation Enterprise Resource Planning (ERP) solution, replacing the existing Oracle E-Business suite; this will bring together our core finance and HR systems across LGSS partners.
- Implementation of a single Legal Case Management and financial system for LGSS Law Ltd.
- Implementation of IT service improvements as agreed between LGSS and the Council's Senior Management team.



Section 4 - D: LGSS - Cambridge Office

FINAL DRAFT

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2017-18 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
-8,854	Central Management							
	Trading	871	-9,725	-8,854	-8,634	-8,634	-8,634	-8,634
-8,854	Subtotal Central Management	871	-9,725	-8,854	-8,634	-8,634	-8,634	-8,634
	Finance							
691	Chief Finance Officer	1,166	-476	690	690	690	690	690
1,985	Professional Finance	2,491	-485	2,006	2,007	2,008	2,013	2,018
-	Strategic Assets	-	-	-	-	-	-	-
-	Pensions Service	2,264	-2,264	-	-	-	-	-
2,676	Subtotal Finance	5,921	-3,225	2,696	2,697	2,698	2,703	2,708
	People, Transformation & Transactions							
708	Director of People, Transformation & Transactional	670	38	708	708	708	708	708
1,328	HR Business Partners	1,336	-	1,336	1,336	1,336	1,336	1,336
296	HR Policy & Strategy	352	-53	299	299	299	299	299
1,854	LGSS Programme Team	1,878	-24	1,854	1,854	1,854	1,854	1,854
300	Organisational & Workforce Development	405	-104	301	301	301	301	301
2,381	Revenues & Benefits	2,384	-	2,384	2,384	2,384	2,384	2,384
1,295	Transactional Services	1,455	-149	1,306	1,306	1,306	1,306	1,306
-	Property Operations & Delivery	-	-	-	-	-	-	-
474	Audit & Risk Management	700	-223	477	477	477	477	477
8,636	Subtotal People, Transformation & Transactions	9,180	-515	8,665	8,665	8,665	8,665	8,665
	Law, Procurement & Governance							
-271	Director of Law, Property & Governance	-	-271	-271	-271	-271	-271	-271
-291	LGSS Law Ltd	-206	-85	-291	-291	-291	-291	-291
425	Democratic & Scrutiny Services	447	-19	428	428	428	428	428
293	Procurement	332	-32	300	300	300	300	300
156	Subtotal Law, Procurement & Governance	573	-407	166	166	166	166	166
	IT Services							
5,459	IT Services	5,963	-500	5,463	5,463	5,463	5,463	5,463
5,459	Subtotal IT Services	5,963	-500	5,463	5,463	5,463	5,463	5,463

Section 4 - D: LGSS - Cambridge Office

FINAL DRAFT

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2017-18 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
78	Service Assurance Service Assurance	84	-6	78	78	78	78	78
78	Subtotal Service Assurance	84	-6	78	78	78	78	78
	- LGSS Service Reviews	-468	-	-468	-468	-468	-468	-468
	Future Years							
	- Inflation	-	-	-	70	136	220	302
	- Savings	-	-	-	-706	-1,325	-1,932	-2,498
8,151	LGSS - CAMBRIDGE OFFICE BUDGET TOTAL	22,124	-14,378	7,746	7,331	6,779	6,261	5,782

Section 4 - D: LGSS - Cambridge Office

FINAL DRAFT

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Central Management							
Trading	-8,854	-	-	-	-	-	-8,854
Subtotal Central Management	-8,854	-	-	-	-	-	-8,854
Finance							
Chief Finance Officer	691	-1	-	-	-	-	690
Professional Finance	1,985	-2	-	23	-	-	2,006
Strategic Assets	-	-	-	-	-	-	-
Pensions Service	-	-	-	-	-	-	-
Subtotal Finance	2,676	-3	-	23	-	-	2,696
People, Transformation & Transactions							
Director of People, Transformation & Transactional	708	-	-	-	-	-	708
HR Business Partners	1,328	1	-	7	-	-	1,336
HR Policy & Strategy	296	-1	-	4	-	-	299
LGSS Programme Team	1,854	-	-	-	-	-	1,854
Organisational & Workforce Development	300	1	-	-	-	-	301
Revenues & Benefits	2,381	-	-	3	-	-	2,384
Transactional Services	1,295	11	-	-	-	-	1,306
Property Operations & Delivery	-	-	-	-	-	-	-
Audit & Risk Management	474	-	-	3	-	-	477
Subtotal People, Transformation & Transactions	8,636	12	-	17	-	-	8,665
Law, Procurement & Governance							
Director of Law, Property & Governance	-271	-	-	-	-	-	-271
LGSS Law Ltd	-291	-	-	-	-	-	-291
Democratic & Scrutiny Services	425	-	-	3	-	-	428
Procurement	293	2	-	5	-	-	300
Subtotal Law, Procurement & Governance	156	2	-	8	-	-	166
IT Services							
IT Services	5,459	-9	-	13	-	-	5,463
Subtotal IT Services	5,459	-9	-	13	-	-	5,463

Section 4 - D: LGSS - Cambridge Office

FINAL DRAFT

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Service Assurance							
Service Assurance	78	-	-	-	-	-	78
Subtotal Service Assurance	78	-	-	-	-	-	78
LGSS Service Reviews	-	-	-	-	-	-468	-468
LGSS - CAMBRIDGE OFFICE BUDGET TOTAL	8,151	2	-	61	-	-468	7,746

Section 4 - D: LGSS - Cambridge Office

FINAL DRAFT

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
1	OPENING GROSS EXPENDITURE	24,242	22,124	21,497	20,953	20,443		
D/R.1.001	Base Adjustments	-1,721	-	-	-	-		Adjustment for permanent changes to base budget from decisions made in 2016-17.
1.999	REVISED OPENING GROSS EXPENDITURE	22,521	22,124	21,497	20,953	20,443		
2	INFLATION							
D/R.2.001	Inflation	10	78	74	92	90		Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.
2.999	Subtotal Inflation	10	78	74	92	90		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
D/R.4.001	Professional and Management Pay Structure	61	-	-	-	-		The revised management band pay structure was implemented in October 2016. The revised pay grades will not be inflated during 2017-18, as the inflation funding was factored into the available funding for the new pay structure. This pressure replaces inflation and funds the additional cost of the new pay structure expected to be incurred in 2017-18.
D/R.4.002	Impact of National Living Wage (NLW) on CCC Employee Costs	-	1	1	5	5		The cost impact of the introduction of the NLW on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates.
4.999	Subtotal Pressures	61	1	1	5	5		
5	INVESTMENTS							
5.999	Subtotal Investments	-	-	-	-	-		
6	SAVINGS							
D/R.6.101	LGSS JC LGSS Operational Savings	-468	-	-	-	-	Corporate & LGSS	Delivery of savings through Year 3 of the Service Review Programme and a new ERP Platform.

Section 4 - D: LGSS - Cambridge Office

FINAL DRAFT

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
D/R.6.999	Unidentified Savings	-	-706	-619	-607	-566	Corporate & LGSS	Delivery of savings through a new ERP Platform and discussion of LGSS scope and SLA offering to be identified during future Business Planning processes.
6.999	Subtotal Savings	-468	-706	-619	-607	-566		
	TOTAL GROSS EXPENDITURE	22,124	21,497	20,953	20,443	19,972		
7	FEES, CHARGES & RING-FENCED GRANTS							
D/R.7.001	Previous year's fees, charges & ring-fenced grants	-14,237	-14,378	-14,166	-14,174	-14,182		Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
D/R.7.002	Fees and charges inflation	-8	-8	-8	-8	-8		Uplift in external charges to reflect inflation pressures on the costs of services.
D/R.7.003	Changes to fees and charges in 2016-17	-133	-	-	-	-		Changes to fees and charges as a result of decisions in 2016-17.
D/R.7.201	Changes to fees & charges Change in Public Health Grant	-	220	-	-	-		Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2018-19 due to removal of ring-fence.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-14,378	-14,166	-14,174	-14,182	-14,190		
	TOTAL NET EXPENDITURE	7,746	7,331	6,779	6,261	5,782		

FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
D/R.8.001	Budget Allocation	-7,746	-7,331	-6,779	-6,261	-5,782		Net spend funded from general grants, business rates and Council Tax.
D/R.8.002	Cambridgeshire Maintained Schools income	-495	-505	-516	-527	-538		Expected income from Cambridgeshire maintained schools.
D/R.8.003	Fees & Charges	-13,663	-13,661	-13,658	-13,655	-13,652		Fees and charges for the provision of services.
D/R.8.004	Public Health Grant	-220	-	-	-	-		Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-22,124	-21,497	-20,953	-20,443	-19,972		

Section 4 - D: LGSS - Cambridge Office

FINAL DRAFT

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

	Outline Plans				
	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000

MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-468	-706	-619	-607	-566
Changes to fees & charges	-	-	-	-	-
TOTAL SAVINGS / INCREASED INCOME	-468	-706	-619	-607	-566

MEMORANDUM: NET REVISED OPENING BUDGET					
Revised Opening Gross Expenditure	22,521	22,124	21,497	20,953	20,443
Previous year's fees, charges & ring-fenced grants	-14,237	-14,378	-14,166	-14,174	-14,182
Changes to fees, charges & ring-fenced grants in revised opening budget	-133	220	-	-	-
NET REVISED OPENING BUDGET	8,151	7,966	7,331	6,779	6,261

Section 4 - D: LGSS - Cambridge Office

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
Ongoing Committed Schemes	1,288	1,188	100	-	-	-	-	-
TOTAL BUDGET	1,288	1,188	100	-	-	-	-	-

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
D/C.01 D/C.1.001	LGSS Operational Next Generation Enterprise Resource Planning (ERP) solution	This project to replace the Council's business system will deliver savings, safe-guard the Council's vital core systems and services, and provide a more agile system for end-users.		Committed	1,288	1,188	100	-	-	-	-	-
	Total - LGSS Operational				1,288	1,188	100	-	-	-	-	-
	TOTAL BUDGET				1,288	1,188	100	-	-	-	-	-

Funding	Total Funding £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
Government Approved Funding								
Total - Government Approved Funding	-	-	-	-	-	-	-	-
Locally Generated Funding Prudential Borrowing	1,288	1,188	100	-	-	-	-	-
Total - Locally Generated Funding	1,288	1,188	100	-	-	-	-	-
TOTAL FUNDING	1,288	1,188	100	-	-	-	-	-

Section 4 - D: LGSS - Cambridge Office

FINAL DRAFT

Table 5: Capital Programme - Funding

Budget Period: 2017-18 to 2026-27

Summary of Schemes by Start Date					Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing Committed Schemes					- 1,288	- -	- -	- -	- -	- 1,288
TOTAL BUDGET					1,288	-	-	-	-	1,288

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
D/C.01 D/C.1.001	LGSS Operational Next Generation Enterprise Resource Planning (ERP) solution			Committed	1,288	-	-	-	-	1,288
	Total - LGSS Operational		-		1,288	-	-	-	-	1,288
	TOTAL BUDGET				1,288	-	-	-	-	1,288

Public Health Service

Services to be provided

The Public Health Directorate is responsible for the commissioning and provision of services that will improve and protect the health of local people. The Public Health Budget for 2017-18 is allocated by the Department of Health and is ring-fenced to public health.

The Council's public health services cover the following:

- Improving the health of the local population and reducing health inequalities with a focus on prevention.
- Oversight of plans to protect the health of the local population from public health hazards, such as infectious diseases.
- Providing specialist public health advice to the Council, other local authorities and local NHS Commissioners.

Health improvement services commissioned by the Public Health Directorate include:

- Health visiting and school nursing services
- Sexual health services, including testing for and treatment of infections, contraception.
- Interventions to promote physical activity and healthy diet and help people manage their weight.
- Smoking cessation and tobacco control.
- NHS Health Checks
- Public mental health

Transformation of the Council to deliver outcomes

Nationally the two overarching priority outcomes in the 'Public Health Outcomes Framework' are:

- Increasing healthy life expectancy
- Reducing differences in life expectancy and healthy life expectancy between communities.

This is reflected in the Council's priority outcome 'People live a healthy lifestyle and stay healthy for longer'.

Delivery of these outcomes in Cambridgeshire is affected by activities across the full range of Council directorates, District/City Councils, the local NHS, businesses and within local communities. Helping people to stay healthy and independent supports other priority outcomes for the Council.

Key transformation plans to deliver these outcomes, while also making the necessary savings, include:

- Improving engagement with communities to support behaviour changes which will improve health in the longer term.
- Strengthening the role of all three tiers of local government in providing environments and services which support health and wellbeing.
- Maximising efficiency through our commissioning and procurement of services, including working in partnership with other local organisations where this can improve outcomes and value for money.



Section 4 - E: Public Health

FINAL DRAFT

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2017-18 to 2021-22

The above Public Health Directorate does not constitute the full extent of Public Health expenditure. The reconciliation below sets out where the Public Health grant is being managed in other areas of the County Council.

Net Revised Opening Budget 2017-18 £000	Service	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2017-18 £000	Net Budget 2017-18 £000
	Children, Families and Adults Services Public Health expenditure delivered by CFA	6,322	-6,322	
	- Subtotal Children, Families and Adults Services			
	Economy, Transport and Environment Services Public Health expenditure delivered by ETE	153	-153	
	- Subtotal Economy, Transport and Environment Services			
	Corporate Services Public Health expenditure delivered by CS	201	-201	
	- Subtotal Corporate Services			
	LGSS - Cambridge Office Overheads associated with Public Health function	220	-220	
	- Subtotal LGSS - Cambridge Office			
	- PUBLIC HEALTH MANAGED IN OTHER SERVICE AREAS TOTAL	6,896	-6,896	
-42	Less Fees & Charges / Contributions	-310	310	
631	EXPENDITURE FUNDED BY PUBLIC HEALTH GRANT TOTAL	27,086	-26,946	140

Section 4 - E: Public Health

FINAL DRAFT

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2017-18 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
	Health Improvement							
4,074	Sexual Health STI testing & treatment	3,975	-	3,975	3,975	3,975	3,975	3,975
1,170	Sexual Health Contraception	1,170	-	1,170	1,170	1,170	1,170	1,170
	- National Child Measurement Programme	-	-	-	-	-	-	-
151	Sexual Health Services Advice Prevention and Promotion	152	-	152	152	152	152	152
	- HI - Obesity Adults	-	-	-	-	-	-	-
82	Obesity Children	57	-	57	57	57	57	57
84	Physical Activity Adults	39	-	39	39	39	39	39
1,605	Healthy Lifestyles	1,605	-	1,605	1,605	1,605	1,605	1,605
	- Physical Activity Children	-	-	-	-	-	-	-
907	Stop Smoking Service & Intervention	797	-	797	797	797	797	797
31	Wider Tobacco Control	31	-	31	31	31	31	31
273	General Prevention Activities	273	-	273	273	273	273	273
80	Falls Prevention	80	-	80	80	80	80	80
2	Dental Health	2	-	2	2	2	2	2
8,459	Subtotal Health Improvement	8,181	-	8,181	8,181	8,181	8,181	8,181
	Children Health							
7,531	Children 0-5 PH Programme	7,433	-	7,433	7,433	7,433	7,433	7,433
1,745	Children 5-19 PH Programme	1,656	-	1,656	1,656	1,656	1,656	1,656
9,276	Subtotal Children Health	9,089	-	9,089	9,089	9,089	9,089	9,089
	Adult Health & Wellbeing							
716	NHS Health Checks Programme	716	-	716	716	716	716	716
164	Public Mental Health	164	-	164	164	164	164	164
37	Comm Safety, Violence Prevention	37	-	37	37	37	37	37
917	Subtotal Adult Health & Wellbeing	917	-	917	917	917	917	917
	Intelligence Team							
14	Public Health Advice	14	-	14	14	14	14	14
	- Info & Intelligence Misc	-	-	-	-	-	-	-
14	Subtotal Intelligence Team	14	-	14	14	14	14	14
	Health Protection							
	- LA Role in Health Protection	-	-	-	-	-	-	-

Section 4 - E: Public Health

FINAL DRAFT

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2017-18 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
	6 Health Protection Emergency Planning	6	-	6	6	6	6	6
	6 Subtotal Health Protection	6	-	6	6	6	6	6
	Programme Team							
	- PT - Obesity Adults	-	-	-	-	-	-	-
31	Stop Smoking no pay staff costs	31	-	31	31	31	31	31
105	General Prevention, Traveller, Lifestyle	96	-22	74	74	74	74	74
	136 Subtotal Programme Team	127	-22	105	105	105	105	105
	Public Health Directorate							
-18,135	Public Health - Admin & Salaries	2,166	-20,338	-18,172	1,878	1,878	1,878	1,878
	-18,135 Subtotal Public Health Directorate	2,166	-20,338	-18,172	1,878	1,878	1,878	1,878
	Future Years							
	- Inflation	-	-	-	20	39	59	77
	- Savings	-	-	-	-	-	-	-
673	PUBLIC HEALTH TOTAL	20,500	-20,360	140	20,210	20,229	20,249	20,267

Note: *Public Health - Admin & Salaries* includes direct delivery of health improvement programmes, health protection, and specialist healthcare public health advice services by public health directorate staff.

Section 4 - E: Public Health

FINAL DRAFT

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Health Improvement							
Sexual Health STI testing & treatment	4,074	1	-	-	-	-100	3,975
Sexual Health Contraception	1,170	-	-	-	-	-	1,170
National Child Measurement Programme	-	-	-	-	-	-	-
Sexual Health Services Advice Prevention and Promotion	151	1	-	-	-	-	152
HI - Obesity Adults	-	-	-	-	-	-	-
Obesity Children	82	-	-	-	-	-25	57
Physical Activity Adults	84	-	-	-	-	-45	39
Healthy Lifestyles	1,605	-	-	-	-	-	1,605
Physical Activity Children	-	-	-	-	-	-	-
Stop Smoking Service & Intervention	907	-	-	-	-	-110	797
Wider Tobacco Control	31	-	-	-	-	-	31
General Prevention Activities	273	-	-	-	-	-	273
Falls Prevention	80	-	-	-	-	-	80
Dental Health	2	-	-	-	-	-	2
Subtotal Health Improvement	8,459	2	-	-	-	-280	8,181
Children Health							
Children 0-5 PH Programme	7,531	-	-	-	-	-98	7,433
Children 5-19 PH Programme	1,745	1	-	-	-	-90	1,656
Subtotal Children Health	9,276	1	-	-	-	-188	9,089
Adult Health & Wellbeing							
NHS Health Checks Programme	716	-	-	-	-	-	716
Public Mental Health	164	-	-	-	-	-	164
Comm Safety, Violence Prevention	37	-	-	-	-	-	37
Subtotal Adult Health & Wellbeing	917	-	-	-	-	-	917
Intelligence Team							
Public Health Advice	14	-	-	-	-	-	14
Info & Intelligence Misc	-	-	-	-	-	-	-
Subtotal Intelligence Team	14	-	-	-	-	-	14
Health Protection							
LA Role in Health Protection	-	-	-	-	-	-	-

Section 4 - E: Public Health

FINAL DRAFT

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Health Protection Emergency Planning	6	-	-	-	-	-	6
Subtotal Health Protection	6	-	-	-	-	-	6
Programme Team							
PT - Obesity Adults	-	-	-	-	-	-	-
Stop Smoking no pay staff costs	31	-	-	-	-	-	31
General Prevention, Traveller, Lifestyle	105	-	-	-	-	-31	74
Subtotal Programme Team	136	-	-	-	-	-31	105
Public Health Directorate							
Public Health - Admin & Salaries	-18,135	10	-	4	-	-51	-18,172
Subtotal Public Health Directorate	-18,135	10	-	4	-	-51	-18,172
Public Health Ring-fenced Grant and Fees & Charges	-	-	-	-	-	-	-
PUBLIC HEALTH TOTAL	673	13	-	4	-	-550	140

Note: *Public Health - Admin & Salaries* includes direct delivery of health improvement programmes, health protection, and specialist healthcare public health advice services by public health directorate staff.

Section 4 - E: Public Health

FINAL DRAFT

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
1	OPENING GROSS EXPENDITURE	20,948	20,500	20,520	20,539	20,559		
E/R.1.004	One-off use of Public Health reserve funding	84	-	-	-	-		This is the removal of a Public Health grant to Economy, Transport and Environment. This funded specific work and campaigns which have now ended and so the money is no longer required. Increase in expenditure budgets (compared to published 2016-17 Business Plan) as advised during the budget preparation period and permanent in-year changes made during 2016-17.
E/R.1.005	Increase in spend funded from external sources	56	-	-	-	-		
1.999	REVISED OPENING GROSS EXPENDITURE	21,088	20,500	20,520	20,539	20,559		
2	INFLATION							
E/R.2.001	Inflation	14	20	19	20	18		Forecast pressure from inflation in the Public Health Directorate, excluding inflation on any costs linked to the standard rate of inflation where the inflation rate is assumed to be 0%.
2.999	Subtotal Inflation	14	20	19	20	18		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
E/R.4.001	Professional and Management Pay Structure	4	-	-	-	-		The revised management band pay structure was implemented in October 2016. The revised pay grades will not be inflated during 2017-18, as the inflation funding was factored into the available funding for the new pay structure. This pressure replaces inflation and funds the additional cost of the new pay structure expected to be incurred in 2017-18.
4.999	Subtotal Pressures	4	-	-	-	-		
5	INVESTMENTS							
5.999	Subtotal Investments	-	-	-	-	-		

Section 4 - E: Public Health

FINAL DRAFT

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
6	SAVINGS Health							
E/R.6.003	CCS contract for integrated contraception and sexual health services	-50	-	-	-	-	Public Health	Continued move to a more demand led model which means that although there will be a small reduction in clinic sessions the service will be even more targeted where there is most need. Specific proposals that reflect this approach are being discussed with Cambridgeshire Community Services.
E/R.6.006	Review exercise referral schemes	-71	-	-	-	-	Public Health	As part of the Public Health drive to promote and increase physical activity to benefit everyone across the County the service is discontinuing investment in the current district based exercise referral schemes by £48k (recurrent). There is inequity in the current investment in exercise referral schemes as only two areas are funded. However the Health Committee approved at its November 2016 meeting a countywide physical activity programme which includes all the Districts. An additional £23k saving (recurrent) results from the end of a workplace physical activity pilot at County Council premises Scott House, from which the learning is now mainstreamed, and from ceasing other currently unallocated physical activity project budgets.
E/R.6.012	Public health services contract for children and young people aged 0-19	-90	-	-	-	-	Public Health	Reducing the cost of the contract for age 0-19 public health services with Cambridgeshire Community Services, while investing in public health school nursing services for Special Schools. Review of skill mix and ways of working in 0-5 public health services, including health visiting and family nurse partnership, which should enable saving of £150k. Existing staff will be working in a more integrated way with other Council services, such as Children's Centres and Together for Families Programme. Invest £60k to provide a public health school nursing service for Special Schools.
E/R.6.019	Public Health Programmes Team: proposed transfer to integrated lifestyles provider &	-50	-	-	-	-	Public Health	It is proposed to transfer the CAMQUIT team to the current external Integrated Lifestyles Provider, subject to a Voluntary Transparency notice. Staff involved in microcommissioning of smoking cessation services in GP practices and pharmacies will not be transferred and will be in scope for the joint public health commissioning unit. &
E/R.6.021	Public health commissioning - explore joint work with other organisations	-57	-	-	-	-	Public Health	Create a joint Public Health commissioning unit with Peterborough City Council in order to drive best value across both areas, building on the existing Children's Health Joint Commissioning Unit and existing joint work across the two Councils by the public health specialist team.

Section 4 - E: Public Health

FINAL DRAFT

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
E/R.6.025	Smoking Cessation : Reduced spend on NRT and GP Payments	-110	-	-	-	-	Public Health	After review of smoking cessation spend on nicotine replacement therapy (NRT) and payments to GP practices and pharmacies in the first two quarters of 2016-17, it has been established that this level of saving can be withdrawn while meeting the current level of demand for the smoking cessation service.
E/R.6.026	Chlamydia Screening : Online Testing and reduction in lab costs	-50	-	-	-	-	Public Health	Demand for the online chlamydia screening service has declined. This is partially due to adopting a more targeted screening model. This also results in a lower spend on laboratory tests.
E/R.6.028	Food for Life : Jointly commission across Cambridgeshire and Peterborough	-25	-	-	-	-	Public Health	The Food for Life programme aims to promote a healthier eating lifestyle and reduce childhood obesity. Currently the Council and Peterborough City Council separately commission this programme. The proposal is to reduce costs by recommissioning jointly with Peterborough City Council the programme which will promote healthy eating and physical activity while targeting areas that are more deprived with higher levels of childhood obesity.
E/R.6.029	Traveller Health Team : Changed ways of working	-5	-	-	-	-	Public Health	Reduce value of contract with Ormiston Trust so that it reflects current level of community worker input, while funding additional input from Traveller Health specialist nurse.
E/R.6.031	Contribution to CCC 0-5 voluntary sector contract no longer required	-98	-	-	-	-	Public Health	The Council's three year contract with Homestart ceased in September 2016 as part of a wider refocussing of preventive services for children aged 0-5. Public Health made a contribution to the overall budget for this contract, which is no longer required.
6.999	Subtotal Savings	-606	-	-	-	-		
	TOTAL GROSS EXPENDITURE	20,500	20,520	20,539	20,559	20,577		
7	FEES, CHARGES & RING-FENCED GRANTS							
E/R.7.001	Previous year's fees, charges & ring-fenced grants	-20,766	-20,360	-310	-310	-310		Fees and charges expected to be received for services provided and Public Health ring-fenced grant from Government.
E/R.7.002	Increase in fees and charges income compared to 2016 17 published business plan	-56	-	-	-	-		Adjustment for permanent changes to income expectation from decisions made in 2016-17.
	Changes to fees & charges							
E/R.7.101	Fees and Charges Inflation	-1	-	-	-	-	Finance & budget review	Income from teaching medical students.
E/R.7.102	Reduction in income	56	-	-	-	-		Reductions in income from Cambridgeshire and Peterborough Clinical Commissioning Group for management of joint Health Intelligence Unit. A reduction in Public Health Consultant sessions of medical student teaching.

Section 4 - E: Public Health

FINAL DRAFT

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
E/R.7.201	Changes to ring-fenced grants Change in Public Health Grant	407	20,050	-	-	-		Grant reductions announced in the comprehensive spending review, and removal of the ring-fence in 2018-19.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-20,360	-310	-310	-310	-310		
	TOTAL NET EXPENDITURE	140	20,210	20,229	20,249	20,267		

FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
E/R.8.001	Budget Allocation	-140	-20,210	-20,229	-20,249	-20,267		Net spend funded from general grants, business rates and Council Tax. Direct expenditure funded from Public Health grant. Income generation (various sources).
E/R.8.101	Public Health Grant	-20,050	-	-	-	-		
E/R.8.102	Fees & Charges	-310	-310	-310	-310	-310		
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-20,500	-20,520	-20,539	-20,559	-20,577		

MEMORANDUM: SAVINGS / INCREASED INCOME						
Savings	-606	-	-	-	-	-
Changes to fees & charges	55	-	-	-	-	-
TOTAL SAVINGS / INCREASED INCOME	-551	-	-	-	-	-

MEMORANDUM: NET REVISED OPENING BUDGET					
Revised Opening Gross Expenditure	21,088	20,500	20,520	20,539	20,559
Previous year's fees, charges & ring-fenced grants	-20,766	-20,360	-310	-310	-310
Changes to fees, charges & ring-fenced grants in revised opening budget	351	20,050	-	-	-
NET REVISED OPENING BUDGET	673	20,190	20,210	20,229	20,249



Assets & Investments Services

TEXT TO FOLLOW





Section 4 - F: Assets & Investments

FINAL DRAFT

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2017-18 to 2021-22

Net Revised Opening Budget 2017-18 £000	Policy Line	Gross Budget 2017-18 £000	Fees, Charges & Ring-fenced Grants 2017-18 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000
	Assets & Investments							
1,115	Building Maintenance	1,224	-91	1,133	1,133	1,133	1,133	1,133
-3,453	County Farms	1,059	-5,463	-4,404	-4,405	-4,413	-4,422	-4,430
5,052	County Offices	6,339	-1,832	4,507	4,488	4,469	3,908	3,910
0	Effective Property Asset Management	0	-	0	0	0	0	0
708	Property Operations & Delivery	1,115	-415	700	700	700	700	700
775	Strategic Assets	767	-2	765	765	765	765	765
4,197	Subtotal Assets & Investments	10,505	-7,803	2,702	2,682	2,655	2,085	2,079
	Future Years							
	- Inflation	-	-	-	90	180	273	366
	- Savings	-	-	-	-	-	-	-
4,197	ASSETS & INVESTMENTS TOTAL	10,505	-7,803	2,702	2,772	2,835	2,358	2,445

Section 4 - F: Assets & Investments

FINAL DRAFT

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2017-18

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Assets & Investments	-	-	-	-	-	-	-
Building Maintenance	1,115	19	-	-	-	-	1,133
County Farms	-3,453	-	-	183	-	-1,134	-4,404
County Offices	5,052	137	-	-	-75	-607	4,507
Effective Property Asset Management	0	-	-	-	-	-	0
Property Operations & Delivery	708	1	-	-8	-	-	700
Strategic Assets	775	-1	-	-9	-	-	765
	-	-	-	-	-	-	-
Subtotal Assets & Investments	4,197	155	-	166	-75	-1,741	2,702
	-	-	-	-	-	-	-
ASSETS & INVESTMENTS TOTAL	4,197	155	-	166	-75	-1,741	2,702

Section 4 - F: Assets and Investments

FINAL DRAFT

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
1	OPENING GROSS EXPENDITURE	-	10,505	10,580	10,656	10,192		
F/R.1.001	Base adjustments	10,480	-	-	-	-		Adjustment for permanent changes to base budget from decisions made in 2016-17. CCR revenue staffing budgets moved to Corporate Services.
F/R.1.002	Base adjustment - CCR Phase 1	-48	-	-	-	-		
1.999	REVISED OPENING GROSS EXPENDITURE	10,432	10,505	10,580	10,656	10,192		
2	INFLATION							
F/R.2.001	Inflation	156	90	90	93	93		Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.
2.999	Subtotal Inflation	156	90	90	93	93		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
F/R.4.903	Renewable Energy - Soham	183	4	5	4	5		Operating costs associated with the capital investment in Renewable Energy, at the Soham Solar Farm. Links to capital proposal C/C.2.102 in BP 2016-17. The revised management band pay structure was implemented in October 2016. The revised pay grades will not be inflated during 2017-18, as the inflation funding was factored into the available funding for the new pay structure. This pressure replaces inflation and funds the additional cost of the new pay structure expected to be incurred in 2017-18.
F/R.4.904	Professional and Management Pay Structure	-17	-	-	-	-		
4.999	Subtotal Pressures	166	4	5	4	5		
5	INVESTMENTS							
F/R.5.902	Property Rationalisation Resource	-75	-	-	-	-	Assets, estates & facilities mgmt.	The second year of a phased removal of two-year investment in resource to support a project making better use of the Council's property.
5.999	Subtotal Investments	-75	-	-	-	-		

Section 4 - F: Assets and Investments

FINAL DRAFT

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

Detailed Plans	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
6	SAVINGS A&I							
F/R.6.107	Rationalisation of Property Portfolio	-154	-	-	-553	-	Assets, estates & facilities mgmt.	Savings generated by the more efficient use of Council properties.
F/R.6.108	Energy Efficiency Fund - Repayment of Financing Costs	-20	-19	-19	-8	2	Assets, estates & facilities mgmt.	Savings to be generated from Energy Efficiency Fund capital investment. Element to repay financing costs. Links to capital proposal F/C.2.119
6.999	Subtotal Savings	-174	-19	-19	-561	2		
	TOTAL GROSS EXPENDITURE	10,505	10,580	10,656	10,192	10,292		
7	FEES, CHARGES & RING-FENCED GRANTS							
F/R.7.001	Previous year's fees, charges & ring-fenced grants	-6,372	-7,803	-7,808	-7,821	-7,834		Previous year's fees and charges for the provision of services and ring-fenced grant funded rolled forward.
F/R.7.002	Decrease in fees, charges & ring-fenced grants	137	-	-	-	-		Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2016-17.
F/R.7.003	Fees and charges inflation	-1	-	-	-	-		Uplift in external charges to reflect inflation pressures on the cost of services.
	Changes to fees & charges							
F/R.7.103	County Farms Investment (Viability) - Surplus to Repayment of Financing Costs	-15	37	16	-4	-		Increase in County Farms rental income resulting from capital investment. Element surplus to repaying financing costs.
F/R.7.104	County Farms Investment (Viability) - Repayment of Financing Costs	-60	-37	-16	4	-		Increase in County Farms rental income resulting from capital investment. Links to capital proposal F/C.2.101.
F/R.7.105	Renewable Energy Soham - Repayment of Financing Costs	-876	-1	-8	100	70		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.
F/R.7.106	Renewable Energy Soham - Surplus to Repayment of Financing Costs	-183	-4	-5	-113	-83		Income generation resulting from capital investment in solar farm at Soham. Element to surplus to repaying financing costs.
F/R.7.107	Solar PV - Repayment of Financing Costs	-	1	-	-	1		Income generation resulting from installation of solar PV at a further 5 CCC non-school sites. Element to repay financing costs.
F/R.7.108	Solar PV - Surplus to Repayment of Financing Costs	-	-1	-	-	-1		Income generation resulting from installation of solar PV at a further 5 CCC non-school sites. Element surplus to repayment of financing costs.
F/R.7.109	Telecommunications hosting policy	-40	-	-	-	-	Assets, estates & facilities mgmt.	Review the Council's mobile telecommunications equipment policy. This will include exploring opportunities to generate revenue income from hosting telecommunications equipment on Council land and property assets and actively promoting better mobile coverage across the county.

Section 4 - F: Assets and Investments

FINAL DRAFT

Table 3: Revenue - Overview

Budget Period: 2017-18 to 2021-22

	Outline Plans
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Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
F/R.7.120	Income from Rationalisation of Property Portfolio	-393	-	-	-	-		Income generation from alternative use of major office building(s) to provide ongoing revenue streams.
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-7,803	-7,808	-7,821	-7,834	-7,847		
	TOTAL NET EXPENDITURE	2,702	2,772	2,835	2,358	2,445		

FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
F/R.8.001	Budget Allocation	-2,702	-2,772	-2,835	-2,358	-2,445		Net spend funded from general grants, business rates and Council Tax.
F/R.8.003	Fees & Charges	-7,803	-7,808	-7,821	-7,834	-7,847		Fees and charges for the provision of services.
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-10,505	-10,580	-10,656	-10,192	-10,292		

MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-174	-19	-19	-561	2
Changes to fees & charges	-	-	-	-	-
TOTAL SAVINGS / INCREASED INCOME	-174	-19	-19	-561	2

MEMORANDUM: NET REVISED OPENING BUDGET					
Revised Opening Gross Expenditure	10,432	10,505	10,580	10,656	10,192
Previous year's fees, charges & ring-fenced grants	-6,372	-7,803	-7,808	-7,821	-7,834
Changes to fees, charges & ring-fenced grants in revised opening budget	137	-	-	-	-
NET REVISED OPENING BUDGET	4,197	2,702	2,772	2,835	2,358

Section 4 - F: Assets and Investments

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
Ongoing	17,633	8,304	1,700	1,717	909	1,137	1,116	2,750
Committed Schemes	-	-	-	-	-	-	-	-
2017-2018 Starts	189,691	-	113,958	43,568	6,194	-	11,251	14,720
TOTAL BUDGET	207,324	8,304	115,658	45,285	7,103	1,137	12,367	17,470

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
F/C. F/C.2.101	Assets & 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.	C/R.7.104	Ongoing	3,820	1,320	500	500	500	500	500	-
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	4,284	1,634	350	350	300	300	300	1,050
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, in accordance with the previous Cabinet decision in November 2009.		Ongoing	6,150	4,500	550	550	550	-	-	-
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	600	2,400
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.		2017-18	5,198	-	482	482	4,234	-	-	-
F/C.2.119	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.5.002	Ongoing	1,000	250	250	250	250	-	-	-

Section 4 - F: Assets and Investments

FINAL DRAFT

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
F/C.2.240	Housing schemes	The Council is in the fortunate 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.	G/R.5.002, G/R.7.002	2017-18	184,493	-	113,476	43,086	1,960	-	11,251	14,720
	Total - Assets & Investments				210,945	8,304	116,208	45,818	8,394	1,400	12,651	18,170
F/C.3.001	Capital Programme Variation Budget	The Council has decided to include 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	-3,665	-	-550	-550	-1,291	-284	-284	-706
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.		Ongoing	44	-	-	17	-	21	-	6
	Total - Capital Programme Variation				-3,621	-	-550	-533	-1,291	-263	-284	-700
	TOTAL BUDGET				207,324	8,304	115,658	45,285	7,103	1,137	12,367	17,470

Section 4 - F: Assets and Investments

Table 4: Capital Programme

Budget Period: 2017-18 to 2026-27

Funding	Total Cost £000	Previous Years £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Later Years £000
Government Approved Funding								
Total - Government Approved Funding	-	-	-	-	-	-	-	-
Locally Generated Funding								
Capital Receipts	111,136	3,313	81,583	10,551	2,483	-	13,206	-
Prudential Borrowing	14,558	4,831	2,098	1,717	909	1,137	1,116	2,750
Prudential Borrowing (Repayable)	-107,823	-	31,977	33,017	3,711	-13,542	-6,155	-156,831
Ring-Fenced Capital Receipts	4,800	-	-	-	-	600	4,200	-
Other Contributions	184,653	160	-	-	-	12,942	-	171,551
Total - Locally Generated Funding	207,324	8,304	115,658	45,285	7,103	1,137	12,367	17,470
TOTAL FUNDING	207,324	8,304	115,658	45,285	7,103	1,137	12,367	17,470

Section 4 - F: Assets and Investments

FINAL DRAFT

Table 5: Capital Programme - Funding

Budget Period: 2017-18 to 2026-27

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	17,633	-	-	160	3,313	14,160
Committed Schemes	-	-	-	-	-	-
2017-2018 Starts	189,691	-	-	184,493	112,623	-107,425
TOTAL BUDGET	207,324	-	-	184,653	115,936	-93,265

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
F/C.	Assets & Investments County									
F/C.2.101	Farms investment (Viability) Local	C/R.7.104	-3,116	Ongoing	3,820	-	-	-	422	3,398
F/C.2.103	Plans - representations			- Ongoing	4,284	-	-	10	618	3,656
F/C.2.111	Shire Hall			- Ongoing	6,150	-	-	150	2,273	3,727
F/C.2.112	Building Maintenance			- Ongoing	6,000	-	-	-	-	6,000
F/C.2.114	MAC Joint Highways Depot		-183	2017-18	5,198	-	-	-	4,800	398
F/C.2.119	Energy Efficiency Fund	F/R.5.002	-550	Ongoing	1,000	-	-	-	-	1,000
F/C.2.240	Housing schemes	G/R.5.002, G/R.7.002		2017-18	184,493	-	-	184,493	107,823	-107,823
	Total - Assets & Investments		-3,849		210,945	-	-	184,653	115,936	-89,644
F/C.	Capital Programme Variation									
F/C.3.001	Variation Budget			- Ongoing	-3,665	-	-	-	-	-3,665
F/C.3.002	Capitalisation of Interest Costs			Ongoing	44	-	-	-	-	44
	Total - Capital Programme Variation		-		-3,621	-	-	-	-	-3,621
	TOTAL BUDGET				207,324	-	-	184,653	115,936	-93,265