

Section 3 - A: People & Communities

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

Budget Period: 2020-21 to 2024-25

Net Revised Opening Budget 2019-20 £000	Policy Line	Gross Budget 2020-21 £000	Fees, Charges & Ring-fenced Grants 2020-21 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000
-20,815	Director of Adults and Safeguarding	-21,050	-2,724	-23,774	-21,005	-19,312	-18,539	-17,766
1,868	Strategic Management - Adults	1,944	-43	1,901	1,901	1,901	1,901	1,901
8,837	Transfers of Care	9,482	-472	9,010	9,010	9,010	9,010	9,010
1,325	Prevention & Early Intervention	1,692	-345	1,347	1,415	1,415	1,415	1,415
1,015	Principal Social Worker, Practice and Safeguarding	1,137	-27	1,110	1,198	1,287	1,378	1,470
416	Autism and Adult Support	416	-	416	416	416	416	416
	Carers							
	<i>Learning Disability Partnership</i>							
5,781	Head of Service	6,286	-148	6,138	5,640	5,542	5,444	5,446
35,304	LD - City, South and East Localities	38,408	-1,626	36,782	38,165	39,544	40,919	42,289
28,298	LD - Hunts and Fenland Localities	30,366	-1,736	28,631	28,949	29,264	29,577	29,888
7,921	LD - Young Adults Team	9,052	-106	8,946	9,991	11,070	12,184	13,335
6,396	In House Provider Services	6,994	-402	6,592	6,592	6,592	6,592	6,592
-19,109	NHS Contribution to Pooled Budget	-387	-19,142	-19,530	-19,891	-20,252	-20,613	-20,974
	<i>Older People and Physical Disability Services</i>							
11,496	Physical Disabilities	14,237	-2,043	12,195	12,566	13,007	13,366	13,769
20,398	OP - City & South Locality	31,189	-7,172	24,017	25,703	27,754	30,031	32,036
6,587	OP - East Cambs Locality	11,673	-3,112	8,561	9,470	10,563	11,682	12,664
7,727	OP - Fenland Locality	13,641	-3,216	10,425	11,461	12,702	13,971	15,088
10,853	OP - Hunts Locality	19,522	-5,722	13,800	15,148	16,771	18,432	19,888
	<i>Mental Health</i>							
1,871	Mental Health Central	1,906	-20	1,886	1,886	1,886	1,886	1,886
5,361	Adult Mental Health Localities	5,907	-453	5,454	5,514	5,573	5,656	5,739
5,788	Older People Mental Health	7,403	-858	6,545	6,960	7,409	7,898	8,345
127,319	Subtotal Director of Adults and Safeguarding	189,818	-49,366	140,452	151,089	162,142	172,606	182,437
	Director of Commissioning							
510	Strategic Management - Commissioning	615	-100	515	515	515	515	515
1,795	Access to Resource & Quality	1,903	-83	1,820	1,820	1,820	1,820	1,820
300	Local Assistance Scheme	300	-	300	300	300	300	300
	<i>Adults Commissioning</i>							
10,773	Central Commissioning - Adults	40,877	-30,287	10,590	10,493	10,546	10,599	10,652
1,024	Integrated Community Equipment Service	5,919	-4,849	1,070	1,101	1,134	1,170	1,209
3,881	Mental Health Commissioning	4,074	-304	3,770	3,770	3,770	3,770	3,770
	<i>Childrens Commissioning</i>							
23,469	Children in Care Placements	21,703	-	21,703	20,117	22,691	25,473	28,480
245	Commissioning Services	245	-	245	245	245	245	245
41,997	Subtotal Director of Commissioning	75,636	-35,623	40,012	38,360	41,020	43,891	46,990

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	Director of Community & Safety							
15	Strategic Management - Communities & Safety	54	-69	-15	-15	-15	-15	-15
1,102	Youth Offending Service	1,997	-870	1,127	1,127	1,127	1,127	1,127
386	Central Integrated Youth Support Services	1,595	-1,204	391	391	391	391	391
836	Safer Communities Partnership	1,583	-739	845	845	845	845	845
462	Strengthening Communities	573	-104	469	479	479	479	479
180	Cambridgeshire Skills	2,292	-2,292	-	-	-	-	-
694	Trading Standards	694	-	694	694	694	694	694
3,676	Subtotal Director of Community & Safety	8,789	-5,278	3,511	3,521	3,521	3,521	3,521
	Director of Cultural & Community Services							
163	Strategic Management - Cultural & Community Services	166	-	166	166	166	166	166
3,409	Public Library Services	4,404	-960	3,445	3,494	3,494	3,494	3,494
107	Cultural Services	343	-234	109	109	109	109	109
440	Archives	481	-36	445	445	445	445	445
-516	Registration & Citizenship Services	1,037	-1,677	-641	-641	-641	-641	-641
1,117	Coroners	2,147	-614	1,533	1,516	1,536	1,556	1,576
4,721	Subtotal Director of Cultural & Community Services	8,577	-3,520	5,057	5,089	5,109	5,129	5,149
	Director of Children & Safeguarding							
3,355	Strategic Management - Children & Safeguarding	3,456	-18	3,438	3,438	3,438	3,438	3,438
2,241	Safeguarding and Quality Assurance	2,420	-146	2,275	2,190	2,190	2,190	2,190
12,711	Children in Care	16,492	-3,037	13,456	14,087	14,769	15,506	16,303
1,974	Integrated Front Door	2,220	-208	2,012	2,012	2,012	2,012	2,012
6,590	Children's Disability Service	7,213	-585	6,628	6,578	6,478	6,378	6,378
-141	Children's Centres Strategy	29	-170	-141	29	29	29	29
56	Support to Parents	1,638	-1,577	61	61	61	61	61
5,772	Adoption	6,249	-	6,249	6,692	7,217	7,840	8,578
1,970	Legal Proceedings	2,009	-	2,009	2,009	2,009	2,009	2,009
	<i>District Delivery Service</i>							
3,710	Safeguarding Hunts and Fenland	3,763	-	3,763	3,763	3,763	3,763	3,763
4,247	Safeguarding East & South Cambs and Cambridge	4,344	-36	4,308	4,308	4,308	4,308	4,308
5,345	Early Help District Delivery Service - North	5,493	-59	5,434	5,434	5,434	5,434	5,434
4,616	Early Help District Delivery Service - South	3,976	-24	3,952	3,952	3,952	3,952	3,952
52,444	Subtotal Director of Children & Safeguarding	59,303	-5,859	53,443	54,552	55,659	56,919	58,454

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	Director of Education							
593	Strategic Management - Education	3,420	-3,031	389	389	389	389	389
1,930	Early Years Service	2,246	-284	1,961	1,961	1,961	1,961	1,961
151	Schools Curriculum Service	469	-318	151	166	166	166	166
969	Schools Intervention Service	1,445	-458	987	987	987	987	987
537	Schools Partnership Service	1,969	-1,403	566	566	566	566	566
2,910	Redundancy & Teachers Pensions	3,385	-489	2,896	2,896	2,896	2,896	2,896
	<i>SEND Specialist Services (0 - 25 years)</i>							
9,582	SEND Specialist Services	10,804	-172	10,632	10,639	10,639	10,639	10,639
24,796	Funding to Special Schools and Units	24,796	-	24,796	24,796	24,796	24,796	24,796
19,428	High Needs Top Up Funding	19,428	-	19,428	19,428	19,428	19,428	19,428
9,973	SEN Placements	10,863	-891	9,973	9,973	9,973	9,973	9,973
1,519	Out of School Tuition	1,519	-	1,519	1,519	1,519	1,519	1,519
	<i>0-19 Place Planning & Organisaion Service</i>							
4,060	0-19 Organisation & Planning	4,992	-922	4,070	4,070	4,070	4,070	4,070
94	Early Years Policy, Funding & Operations	96	-	96	96	96	96	96
178	Education Capital	277	-99	179	179	179	179	179
9,821	Home to School Transport - Special	11,780	-97	11,684	12,670	13,713	14,816	15,983
2,005	Children in Care Transport	2,185	-	2,185	2,318	2,461	2,614	2,779
9,189	Home to School/ College Transport - Mainstream	9,733	-182	9,551	9,833	10,154	10,393	10,599
97,734	Subtotal Director of Education	109,408	-8,346	101,061	102,484	103,991	105,486	107,024
	P&C Executive Director							
882	P&C Executive Director	2,728	-255	2,473	3,996	4,170	4,170	4,170
91	Central Financing	91	-	91	91	91	91	91
973	Subtotal P&C Executive Director	2,818	-255	2,563	4,086	4,260	4,260	4,260
-72,150	DSG Adjustment	-	-72,150	-72,150	-72,150	-72,150	-72,150	-72,150
	Future Years							
-	- Inflation	-	-	-	5,406	9,710	13,710	17,790
-	- Savings	-	-	-				
256,714	P&C BUDGET TOTAL	454,349	-180,399	273,950	292,438	313,263	333,373	353,476

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Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2020-21

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Director of Adults and Safeguarding							
Strategic Management - Adults	-20,815	39	-	972	-	-3,970	-23,774
Transfers of Care	1,868	33	-	-	-	-	1,901
Prevention & Early Intervention	8,837	172	-	-	-	-	9,010
Principal Social Worker, Practice and Safeguarding	1,325	22	-	-	-	-	1,347
Autism and Adult Support	1,015	8	75	12	-	-	1,110
Carers	416	-	-	-	-	-	416
<i>Learning Disability Partnership</i>							
Head of Service	5,781	6	-	602	-	-250	6,138
LD - City, South and East Localities	35,304	37	612	829	-	-	36,782
LD - Hunts and Fenland Localities	28,298	12	321	-	-	-	28,631
LD - Young Adults Team	7,921	6	910	109	-	-	8,946
In House Provider Services	6,396	197	-	-	-	-	6,592
NHS Contribution to Pooled Budget	-19,109	-33	-	-387	-	-	-19,530
<i>Older People and Physical Disability Services</i>							
Physical Disabilities	11,496	23	514	161	-	-	12,195
OP - City & South Locality	20,398	762	1,236	1,772	-	-150	24,017
OP - East Cambs Locality	6,587	397	621	957	-	-	8,561
OP - Fenland Locality	7,727	383	690	1,625	-	-	10,425
OP - Hunts Locality	10,853	499	928	1,520	-	-	13,800
<i>Mental Health</i>							
Mental Health Central	1,871	14	-	-	-	-	1,886
Adult Mental Health Localities	5,361	28	5	84	-	-24	5,454
Older People Mental Health	5,788	366	278	112	-	-	6,545
Subtotal Director of Adults and Safeguarding	127,319	2,968	6,190	8,368	-	-4,394	140,452
Director of Commissioning							
Strategic Management - Commissioning	510	5	-	-	-	-	515
Access to Resource & Quality	1,795	25	-	-	-	-	1,820
Local Assistance Scheme	300	-	-	-	-	-	300
<i>Adults Commissioning</i>							
Central Commissioning - Adults	10,773	60	-	57	-	-300	10,590
Integrated Community Equipment Service	1,024	17	29	-	-	-	1,070
Mental Health Commissioning	3,881	9	-	-	-	-120	3,770
<i>Childrens Commissioning</i>							
Children in Care Placements	23,469	437	2,241	190	-	-4,634	21,703
Commissioning Services	245	-	-	-	-	-	245
Subtotal Director of Commissioning	41,997	553	2,270	247	-	-5,054	40,012

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Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2020-21

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Director of Community & Safety							
Strategic Management - Communities & Safety	15	0	-	-	-	-30	-15
Youth Offending Service	1,102	25	-	-	-	-	1,127
Central Integrated Youth Support Services	386	5	-	-	-	-	391
Safer Communities Partnership	836	9	-	-	-	-	845
Strengthening Communities	462	7	-	-	-	-	469
Cambridgeshire Skills	180	-	-	-	-	-180	-
Trading Standards	694	-	-	-	-	-	694
Subtotal Director of Community & Safety	3,676	45	-	-	-	-210	3,511
Director of Cultural & Community Services							
Strategic Management - Cultural & Community Services	163	3	-	-	-	-	166
Public Library Services	3,409	36	-	-	-	-	3,445
Cultural Services	107	2	-	-	-	-	109
Archives	440	5	-	-	-	-	445
Registration & Citizenship Services	-516	15	-	-	-	-140	-641
Coroners	1,117	4	20	391	-	-	1,533
Subtotal Director of Cultural & Community Services	4,721	65	20	391	-	-140	5,057
Director of Children & Safeguarding							
Strategic Management - Children & Safeguarding	3,355	83	-	-	-	-	3,438
Safeguarding and Quality Assurance	2,241	34	-	-	-	-	2,275
Children in Care	12,711	186	594	-35	-	-	13,456
Integrated Front Door	1,974	38	-	-	-	-	2,012
Children's Disability Service	6,590	89	-	-	-	-50	6,628
Children's Centres Strategy	-141	-	-	-	-	-	-141
Support to Parents	56	5	-	-	-	-	61
Adoption	5,772	99	377	-	-	-	6,249
Legal Proceedings	1,970	39	-	-	-	-	2,009
<i>District Delivery Service</i>							
Safeguarding Hunts and Fenland	3,710	53	-	-	-	-	3,763
Safeguarding East & South Cambs and Cambridge	4,247	61	-	-	-	-	4,308
Early Help District Delivery Service - North	5,345	89	-	-	-	-	5,434
Early Help District Delivery Service - South	4,616	86	-	-	-	-750	3,952
Subtotal Director of Children & Safeguarding	52,444	863	971	-35	-	-800	53,443

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Budget Period: 2020-21

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Director of Education							
Strategic Management - Education	593	17	-	-	-	-221	389
Early Years Service	1,930	31	-	-	-	-	1,961
Schools Curriculum Service	151	0	-	-	-	-	151
Schools Intervention Service	969	18	-	-	-	-	987
Schools Partnership Service	537	29	-	-	-	-	566
Redundancy & Teachers Pensions	2,910	-14	-	-	-	-	2,896
<i>SEND Specialist Services (0 - 25 years)</i>							
SEND Specialist Services	9,582	49	-	501	500	-	10,632
Funding to Special Schools and Units	24,796	-	-	-	-	-	24,796
High Needs Top Up Funding	19,428	-	-	-	-	-	19,428
SEN Placements	9,973	-	-	-	-	-	9,973
Out of School Tuition	1,519	-	-	-	-	-	1,519
<i>0-19 Place Planning & Organisaion Service</i>							
0-19 Organisation & Planning	4,060	11	-	-	-	-	4,070
Early Years Policy, Funding & Operations	94	2	-	-	-	-	96
Education Capital	178	1	-	-	-	-	179
Home to School Transport - Special	9,821	318	934	1,010	-	-400	11,684
Children in Care Transport	2,005	58	123	-	-	-	2,185
Home to School/ College Transport - Mainstream	9,189	299	263	-	-	-200	9,551
Subtotal Director of Education	97,734	817	1,320	1,511	500	-821	101,061
P&C Executive Director							
P&C Executive Director	882	11	-	1,579	-	-	2,473
Central Financing	91	-	-	-	-	-	91
Subtotal P&C Executive Director	973	11	-	1,579	-	-	2,563
DSG Adjustment	-72,150	-	-	-	-	-	-72,150
P&C BUDGET TOTAL	256,714	5,323	10,771	12,061	500	-11,419	273,950

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Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

		Detailed Plans		Outline Plans			Description	Committee
Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000		
1	OPENING GROSS EXPENDITURE	415,630	454,349	472,932	494,135	514,628		
A/R.1.001	Increase in expenditure funded from external sources	9,230	-	-	-	-	- Increase in expenditure budgets (compared to published 2019-24 Business Plan) as advised during the budget preparation period and permanent in-year changes made during 2019-20.	C&P, C&YP, Adults
A/R.1.002	Cultural & Community Services transferred from Place & Economy	8,763	-	-	-	-	- Transfer of Cultural & Community Services from P&E to Communities & Safety within P&C.	C&P
A/R.1.003	Base Adjustment - High Needs Block DSG	4,304	-	-	-	-	- Revised High Needs Block DSG (Dedicated Schools grant) baseline, following increases in funding and transfers from Schools Block in 2019/20.	C&YP
A/R.1.004	Transferred Function - Independent Living Fund (ILF)	-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, with none remaining past 2021/22.	Adults
A/R.1.005	Improved Better Care Fund (IBCF)	-975	-	-	-	-	- This adjustment represents the IBCF grant's contribution to meeting funding pressures in adult social care. These pressures are outlined in the sections below and are predominantly due to demand increases.	Adults
A/R.1.006	Social Care Support Grant	-1,650	-	-	-	-	- The Social Care Support Grant is unringfenced - in 2019/20 a portion of it was allocated to P&C to mitigate in year pressures. For 2020/21 some of this is replaced by specific pressure funding in the sections below.	Adults, C&YP
A/R.1.007	Better Care Fund (BCF)	1,175	-	-	-	-	- BCF funding is expected to rise in line with NHS funding. The additional income is shown in section 7 below, with this line reflecting additional budget available to adults services to mitigate existing pressures.	Adults
1.999	REVISED OPENING GROSS EXPENDITURE	436,441	454,315	472,932	494,135	514,628		
2	INFLATION							
A/R.2.001	Centrally funded inflation - Staff pay and employment costs	1,664	1,664	832	832	832	Forecast pressure from inflation relating to pay and employment costs. 2% pay inflation has been budgeted for years 1 and 2, with 1% for years 3-5.	C&P, C&YP, Adults
A/R.2.002	Centrally funded inflation - Care Providers	2,565	2,528	2,241	1,908	1,957	Forecast pressure from general inflation relating to care providers, particularly on residential and nursing care for older people, which has seen around 7% of inflation through 2018/19 and 2019/20. Further pressure funding is provided below to enable the cost of the rising minimum wage to be factored into rates paid to providers. This line includes a challenging trajectory to bring care home inflation back to RPI by 2024/25.	Adults, C&YP
A/R.2.003	Centrally funded inflation - Children in Care placements	591	626	639	651	664	Inflation is currently forecast at 1.8%.	C&YP
A/R.2.004	Centrally funded inflation - Transport	669	419	427	436	445	Forecast pressure for inflation relating to transport. This is estimated at 3.3%.	C&YP
A/R.2.005	Centrally funded inflation - Miscellaneous other budgets	216	557	543	556	570	Forecast pressure from inflation relating to miscellaneous other budgets, on average this is calculated at 0.2% increase.	C&P, C&YP, Adults
2.999	Subtotal Inflation	5,705	5,794	4,682	4,383	4,468		

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		Detailed Plans		Outline Plans			Description	Committee
Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000		
3	DEMOGRAPHY AND DEMAND							
A/R.3.002	Funding for additional Physical Disabilities demand	514	254	290	208	252	The needs of people with physical disabilities are increasing and so care packages are becoming more complex. In particular, more hours of domiciliary care are being provided per person, and there is expected to be a rise in the number of residential placements in the short-term.	Adults
A/R.3.003	Additional funding for Autism and Adult Support demand	75	77	78	80	81	Additional funding to ensure we meet the rising level of needs amongst people with autism and other vulnerable people. It is expected that 10 people will enter this service in 2020/21 and so, based on a the anticipated average cost, we are investing an additional £51k to ensure we give them the help they need. We are also investing an additional £24k to meet the increasing complexity in the needs of the people already cared for by the service. This brings the total demand funding requested to £75k for 2020/21.	Adults
A/R.3.004	Additional funding for Learning Disability Partnership (LDP) demand	1,843	1,868	1,895	1,924	1,954	Additional funding to ensure we meet the rising level of needs amongst people with learning disabilities - We need to invest an additional £910k in 2020/21 to provide care for a projected 60 new service users (primarily young people) who outnumber the number of people leaving services. We also need to invest £933k in the increasing needs of existing service users and the higher complexity we are seeing in adults over age 25. We're therefore allocating a total of £1,843k to ensure we provide the right care for people with learning disabilities.	Adults
A/R.3.005	Funding for Adult Mental Health Demand	70	70	51	51	51	Additional funding for a net increase of 5 care packages for 2020/21, in line with the trend of increasing prevalence of mental health needs and having some regard to district councils' housing plans. This represents an increase of around 1.4% each year.	Adults
A/R.3.006	Additional funding for Older People demand	3,475	3,830	4,859	5,002	4,236	Additional funding to ensure we meet the increased demand for care amongst older people, providing care at home as well as residential and nursing placements. Population growth in Cambridgeshire and the fact that people are living longer results in steeply increasing numbers of older people requiring care. We estimate that numbers will increase by around 2.7% each year and the current pattern of activity and expenditure is modelled forward to estimate the additional budget requirement for each age group and type of care. Account is then taken of increasing complexity of cases coming through the service. This work has supported the case for additional funding of £3,475k in 2020/21 to ensure we can continue to provide the care for people who need it.	Adults
A/R.3.007	Funding for Older People Mental Health Demand	213	245	297	337	295	Additional funding to ensure we meet the increased demand for care amongst older people with mental health needs, providing care at home as well as residential and nursing placements. The current pattern of activity and expenditure is modelled forward using population forecasts to estimate the additional budget requirement for each age group and type of care. We estimate that numbers will increase by about 2.7% each year. Some account is then taken of increasing complexity of cases coming through the service. This work has supported the case for additional funding of £213k in 2020/21 to ensure we can continue to provide the care for people who need it.	Adults
A/R.3.008	Home to school transport mainstream	263	282	321	239	206	Additional funding required to provide home to school transport for pupils attending mainstream schools. This additional funding is required due to the anticipated 2.99% increase in the number of pupils attending Cambridgeshire's schools in 2020/21.	C&YP

Section 3 - A: People and Communities

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

		Detailed Plans	Outline Plans					
Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
A/R.3.009	Home to school transport Children in Care	123	133	143	153	165	Additional funding required to provide home to school transport for Children in Care. This additional funding is required due to an anticipated 7.59% increase in the number of school-aged Children in the Care population in 2020/21	C&YP
A/R.3.010	Funding for Home to School Special Transport demand	934	986	1,043	1,103	1,167	Additional funding required to provide transport to education provision for children and young people with special educational needs (SEN). The additional funding is needed as there are increasing numbers of children with SEN and there is a trend towards increasingly complex needs, often requiring bespoke transport solutions. The cost of transport is directly linked to the availability, and increasing number, of places at Special Schools.	C&YP
A/R.3.011	Funding for rising Children in Care Numbers and need	2,835	3,013	3,256	3,519	3,804	Additional budget required to provide care for looked after children. (LACs) Along with many other local authorities, we have experienced a steady rise in the number of LACs in recent years, compounded by increasing complexity of need and therefore increasing cost of suitable placements. This additional investment will ensure we can fully shoulder our responsibilities as corporate parents and fund suitable foster, residential or other supported accommodation placements for all children entering care.	C&YP
A/R.3.016	Funding for additional Special Guardianship Orders/Adoption demand costs	377	443	525	623	738	Additional funding required to cover the cost of providing care for looked after children with adoptive parents or with extended family and other suitable guardians. As the numbers of children in care increase, we need to invest in adoptive and guardianship placements which provide stable, loving and permanent care for children who come into the care system.	C&YP
A/R.3.017	Funding for additional demand for Community Equipment	29	31	33	36	39	Over the last five years, our social work strategy has been successful in supporting a higher proportion of older people and people with disabilities to live at home (rather than requiring residential care). Additional funding is required to maintain the proportion of service users supported to live independently, through the provision of community equipment and home adaptations. This requirement is patent in the context of a rising population and the increasing complexity of the needs of the people in question.	Adults
A/R.3.018	Coroner Service	20	20	20	20	20	Extra costs associated with an increasing population and thus a higher number of deaths.	C&P
3.999	Subtotal Demography and Demand	10,771	11,252	12,811	13,295	13,008		
4	PRESSURES							
A/R.4.009	Impact of National Living Wage (NLW) on Adult Social Care Contracts	3,367	4,011	3,935	3,015	3,015	The NLW is expected by the Office of Budgetary Responsibility to rise steadily from its 2019/20 rate of £8.21 up to £9.79 by 2024/25, and this will have an impact on the cost of purchasing care from external providers. Our analysis suggests it will have between a 1% and 3% impact on costs depending on the type of care being purchased. If the NLW rises to more than £9.79 following recent government announcements, the resulting pressure will be higher.	Adults
A/R.4.010	Increase in Older People's placement costs in previous years	4,458	-	-	-	-	- Care costs for older people rose much higher than expected in the second half of 2018/19 and into 2019/20, particular in residential and nursing care. This funding offsets the impact of that and resets budgets for 2020/21.	Adults
A/R.4.011	Increased needs of working age adults with disabilities in previous years	600	-	-	-	-	- The needs of adults with disabilities have increased in 2019/20 by more than expected when budgets for demand were set, resulting in a projected opening pressure if not addressed. Much of this increased demand is from young people transitioning into adulthood, an area which is a key focus of the Adults Positive Challenge Programme to manage in future years.	Adults

Section 3 - A: People and Communities

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

		Detailed Plans	Outline Plans					
Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
A/R.4.019	Home to School Transport - Special	1,010	-	-	-	-	- A greater than anticipated increase in the number of pupils requiring SEND Home to School Transport has resulted in an ongoing pressure of £1,010k	C&YP
A/R.4.020	SEND Specialist Services - loss of grant	300	-	-	-	-	- Funding to offset the pressure caused by the loss of the SEN Reform Grant	C&YP
A/R.4.021	SEND Specialist Services - underlying pressures	201	-	-	-	-	- Historical unfunded pressures within the SEND service. Additional, permanent funding is required in order to fulfil our statutory duties.	C&YP
A/R.4.022	Dedicated Schools Grant Contribution to Combined Budgets	1,579	1,500	-	-	-	- Based on historic levels of spend, an element of the Dedicated Schools Grant (DSG) spend is retained centrally and contributes to the overall funding for the LA. Schools Forum is required to approve the spend on an annual basis and, following national changes, the expectation is that these historic commitments/arrangements will unwind over time. This pressure reflects the potential reduction in the contribution to combined budgets in future years, although is subject to a decision by Schools Forum, to be taken during the autumn term.	C&YP
A/R.4.023	Libraries to serve new developments	-	49	-	-	-	- Cost of running the Eddington Library in North West Cambridge to serve the new community.	C&P
A/R.4.027	Supervised contact	-35	-	-	-	-	- Part-reversal of previous pressure funding for supervised contact.	C&YP
A/R.4.028	Independent reviewing officers	-	-85	-	-	-	- Reversal of temporary investment into additional Independent Review Officer (IRO) capacity.	C&YP
A/R.4.029	Coroner Service	391	-37	-	-	-	- Pressure funding for the Coroner Service, recognising historical and ongoing increases in demand, cost and complexity of cases.	C&P
A/R.4.030	Children in Care - Secure Accommodation	190	-	-	-	-	- Pressure related to an increased number of Children in Care requiring placement in secure accommodation as a result of gang related crime.	C&YP
4.999	Subtotal Pressures	12,061	5,438	3,935	3,015	3,015		
5	INVESTMENTS							
A/R.5.001	Permanent Funding for Investments into Social Work	-	1,000	-	-	-	- As part of the Adults Positive Challenge Programme, a number of investments will be made from the Transformation Fund to deliver an ambitious package of demand management measures. This funding in 2021/22 is to provide a permanent basis for those investments that will need to continue, and will be allocated following a review of which investments worked and will continue to deliver benefit.	Adults
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 5 years, at £174k pa from 17/18 to 21-22, from savings in placement costs.	C&YP
A/R.5.004	SEND Specialist Services - additional capacity	500	-	-	-	-	- Permanent funding to ensure that the Statutory Assessment Team has sufficient capacity to meet its statutory duties.	C&YP
5.999	Subtotal Investments	500	1,000	174	-	-		
6	SAVINGS							
	Adults							

Section 3 - A: People and Communities

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

		Detailed Plans		Outline Plans				
Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
A/R.6.114	Learning Disabilities Commissioning	-250	-400	-	-		- A programme of work commenced in Learning Disability Services in 2016/17 to ensure service-users had the appropriate level of care; some additional work remains, particularly focussing on high cost placements outside of Cambridgeshire and commissioning approaches, as well as the remaining part-year impact of savings made part-way through 2019/20.	Adults
A/R.6.176	Adults Positive Challenge Programme	-3,800	-100	-100	-100		- Through the Adults Positive Challenge Programme, the County Council has set out to design a new service model for Adult Social Care, which will continue to improve outcomes whilst also being economically sustainable in the face of the huge pressure on the sector. This is the second year of saving through demand management, building on work undertaken through 2019/20, focussing on promoting independence and changing the conversation with staff and service-users to enable people to stay independent for longer. The programme also has a focus of working collaboratively with partner organisations in 2020/21. In later years, the effect of the Preparing for Adulthood workstream will continue to have an effect by reducing the level of demand on services from young people transitioning into adulthood.	Adults
A/R.6.179	Mental Health Commissioning	-144	-24	-24	-		- A retender of supported living contracts gives an opportunity to increase capacity and prevent escalation to higher cost services, over several years. In addition, a number of contract changes have taken place in 2019/20 that have enabled a saving to be taken.	Adults
A/R.6.180	Review of commissioning approaches for accommodation based care	-	-175	-175	-		- We are exploring alternative models of delivery for residential and nursing care provision, including a tenancy based model that should deliver savings to the council.	Adults
A/R.6.181	Review of commissioned domiciliary care	-300	-	-	-		- A review will be undertaken to ensure that the hours of domiciliary care we provide are required to meet people's needs, particularly ensuring that care is tailored to individuals' lifestyles. This should allow fewer hours to be commissioned, for example, where there are care calls that are not needed, and release some capacity to use elsewhere. This is associated with a transformation fund investment, providing capacity to undertake this work.	Adults
A/R.6.182	Improved Better Care Fund	-170	-	-	-		- A review has been conducted of expenditure funded by ringfenced social care grants, particularly the IBCF. A number of areas of spend (those not achieving sufficient outcomes) are proposed to be discontinued.	Adults
A/R.6.184	Revised commissioning approach for interim bed provision	-	-150	-	-		- Provision of interim beds, particularly in older people's services, is being reviewed. A new approach to interim bed provision should reduce delayed discharges from hospital and improve the reablement of people on leaving hospital. Therefore, more people will be able to return home instead of needing permanent residential or nursing care.	Adults
A/R.6.201	C&P Cambridgeshire Skills	-180	-	-	-		- 'Cambridgeshire Learning & Skills' is being transformed into 'Cambridgeshire Skills' a new stand-alone, self-financing service which aims to deliver more substantial, direct delivery of adult learning and skills, particularly targeted at those furthest away from learning and work to support their social and economic wellbeing.	C&P
A/R.6.202	C&YP Youth Justice / Youth Support	-30	-	-	-		- A reduction in staff capacity (£15k) and grants to external organisations (£15k) across the Youth Offending and Youth Support Services.	C&YP
A/R.6.255	Children in Care - Placement composition and reduction in numbers	-3,134	-2,399	-	-		- Through a mixture of continued recruitment of our own foster carers (thus reducing our use of Independent Foster Agencies) and a reduction in overall numbers of children in care, overall costs of looking after children and young people can be reduced in 2020/21.	C&YP

Section 3 - A: People and Communities

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

		Detailed Plans	Outline Plans					
Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
A/R.6.257	Early Help offer within Children's services	-750	-	-	-	-	- This saving will be achieved by ensuring that early help services are targeted in as effective and efficient a way possible.	C&YP
A/R.6.266	Children in Care Stretch Target - Demand Management	-1,500	-1,569	-	-	-	- Please see A/R.6.255 above.	C&YP
A/R.6.267	Children's Disability 0-25 Service	-50	-50	-100	-100	-	- The Children's Disability 0-25 service has been restructured into teams (from units) to align with the structure in the rest of children's social care. This has released a £50k saving on staffing budgets. In future years, ways to reduce expenditure on providing services to children will be explored in order to bring our costs down to a level closer to that of our statistical neighbours.	C&YP
A/R.6.268	Utilisation of Education Grants	-50	-	-	-	-	- Contribution from the LAC Pupil Premium Grant to fund work with children in care	C&YP
A/R.6.269	Review of Education support functions	-171	-	-	-	-	- Review of Education support functions including business support.	C&YP
A/R.6.270	Home to School Transport	-600	-	-	-	-	- Review of Home to School Transport processes and provision to include procurement, shared services, demand management and supporting independence	C&YP
6.999	Subtotal Savings	-11,129	-4,867	-399	-200	-		
	TOTAL GROSS EXPENDITURE	454,349	472,932	494,135	514,628	535,119		
7	FEES, CHARGES & RING-FENCED GRANTS							
A/R.7.001	Previous year's fees, charges & ring-fenced grants	-160,694	-180,399	-180,494	-180,872	-181,255	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	C&P, C&YP, Adults
A/R.7.002	Changes to fees, charges and schools income compared to 2019-20	-13,232	-	-	-	-	- Adjustment for permanent changes to income expectation from decisions made in 2019-20.	C&P, C&YP, Adults
A/R.7.003	Fees and charges inflation	-382	-388	-378	-383	-388	Increase in external charges to reflect inflation pressures on the costs of services.	C&P, C&YP, Adults
	Changes to fees & charges							
A/R.7.102	Registration Service - Certificate Income	-140	-	-	-	-	- An increase in statutory charges for certificates has resulted in an increase in income collected by the Registration Service.	C&P
A/R.7.105	Income from utilisation of vacant block care provision by self-funders	-150	-	-	-	-	- We currently have some vacancies in block purchased provision in care homes. Income can be generated to offset the vacancy cost by allowing people who pay for their own care to use these beds	Adults
	Changes to ring-fenced grants							
A/R.7.201	Change in Public Health Grant	-	293	-	-	-	- Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2021-22, due to removal of ring-fence.	C&P, C&YP, Adults
A/R.7.209	High Needs Block DSG funding	-4,304	-	-	-	-	- Revised High Needs Block Dedicated schools grant (DSG) baseline, following increases in funding and transfers from Schools Block in 2019/20.	C&YP
A/R.7.214	Better Care Fund	-1,497	-	-	-	-	- Additional funding transfer expected due to the nationally set, annual uplift to the NHS contribution to local authorities, through the Better Care Fund.	Adults
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-180,399	-180,494	-180,872	-181,255	-181,643		
	TOTAL NET EXPENDITURE	273,950	292,438	313,263	333,373	353,476		

Section 3 - A: People and Communities

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

		Detailed Plans		Outline Plans				
Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
A/R.8.001	Budget Allocation	-273,950	-292,438	-313,263	-333,373	-353,476	Net spend funded from general grants, business rates and Council Tax.	C&P, C&YP, Adults
A/R.8.002	Fees & Charges	-65,579	-65,967	-66,345	-66,728	-67,116	Fees and charges for the provision of services.	C&P, C&YP, Adults
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.	C&YP
A/R.8.004	Dedicated Schools Grant (DSG)	-72,150	-72,150	-72,150	-72,150	-72,150	The DSG is directly managed by P&C.	C&YP
A/R.8.005	Better Care Fund (BCF) Allocation for Social Care	-16,950	-16,950	-16,950	-16,950	-16,950	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.	Adults
A/R.8.007	Youth Justice Board Good Practice Grant	-500	-500	-500	-500	-500	Youth Justice Board Good Practice Grant.	C&YP
A/R.8.009	Social Care in Prisons Grant	-339	-339	-339	-339	-339	Care Act New Burdens funding.	Adults
A/R.8.011	Improved Better Care Fund	-14,725	-14,725	-14,725	-14,725	-14,725	Improved Better Care Fund grant.	Adults
A/R.8.012	Education and Skills Funding Agency Grant	-2,080	-2,080	-2,080	-2,080	-2,080	Ring-fenced grant funding for the Adult Learning and Skills service.	C&P
A/R.8.401	Public Health Funding	-293	-	-	-	-	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.	C&P, C&YP, Adults
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-454,349	-472,932	-494,135	-514,628	-535,119		

Section 3 - B: Place & Economy

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

Budget Period: 2020-21 to 2024-25

Net Revised Opening Budget 2019-20 £000	Policy Line	Gross Budget 2020-21 £000	Fees, Charges & Ring-fenced Grants 2020-21 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000
-8,316	Executive Director Executive Director	1,165	-9,755	-8,590	-8,590	-8,590	-8,590	-8,590
-8,316	Subtotal Executive Director	1,165	-9,755	-8,590	-8,590	-8,590	-8,590	-8,590
	Highways							
157	Asst Dir - Highways	158	-	158	158	158	158	158
6,085	Local Infrastructure Maintenance and Improvement	9,540	-764	8,776	9,776	10,776	11,776	11,776
-95	Traffic Management	2,820	-2,935	-115	-115	-115	-115	-115
528	Road Safety	679	-192	487	607	607	607	607
6,142	Street Lighting	10,502	-4,144	6,358	6,360	6,364	6,364	6,364
407	Highways Asset Management	1,281	-872	409	409	409	409	409
-	Parking Enforcement	5,443	-5,443	-	-	-	-	-
2,125	Winter Maintenance	2,664	-	2,664	2,664	2,664	2,664	2,664
340	Bus Operations including Park & Ride	1,420	-1,413	7	7	7	7	7
15,690	Subtotal Highways	34,507	-15,763	18,744	19,866	20,870	21,870	21,870
	Passenger Transport							
2,311	Community Transport	2,955	-557	2,398	2,398	2,398	2,398	2,398
4,770	Concessionary Fares	4,934	-16	4,918	4,918	4,918	4,918	4,918
7,081	Subtotal Passenger Transport	7,889	-573	7,316	7,316	7,316	7,316	7,316
	Environment & Commercial Services							
425	County Planning, Minerals & Waste	646	-275	371	317	317	317	317
51	Historic Environment	1,087	-1,037	50	50	50	50	50
419	Flood Risk Management	525	-101	425	425	425	425	425
28	Energy Projects Director	168	-139	29	29	29	29	29
58	Energy Programme Manager	61	-2	60	60	60	60	60
34,620	Waste Management	39,632	-4,244	35,388	35,613	35,792	35,984	36,186
35,601	Subtotal Environment & Commercial Services	42,119	-5,797	36,322	36,493	36,672	36,864	37,066

Section 3 - B: Place & Economy

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

Budget Period: 2020-21 to 2024-25

Net Revised Opening Budget 2019-20 £000	Policy Line	Gross Budget 2020-21 £000	Fees, Charges & Ring-fenced Grants 2020-21 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000
	Infrastructure & Growth							
160	Asst Dir - Infrastrucuture & Growth	162	-	162	162	162	162	162
1,300	Major Infrastructure Delivery	1,573	-273	1,300	-	-	-	-
33	Transport Strategy and Policy	45	-10	34	34	34	34	34
551	Growth & Development	898	-341	557	557	557	557	557
-	Highways Development Management	1,219	-1,219	-	-	-	-	-
2,044	Subtotal Infrastructure & Growth	3,897	-1,843	2,054	754	754	754	754
	Future Years							
-	Inflation	-	-	-	1,840	3,867	5,927	8,085
-	Savings	-	-	-				
52,101	P&E BUDGET TOTAL	89,577	-33,732	55,845	57,678	60,888	64,140	66,500

Section 3 - B: Place & Economy

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2020-21

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	-8,316	-273	-	-	-	-	-8,590
Subtotal Executive Director	-8,316	-273	-	-	-	-	-8,590
Highways							
Asst Dir - Highways	157	1	-	-	-	-	158
Local Infrastructure Maintenance and Improvement	6,085	341	-	-	3,000	-650	8,776
Traffic Management	-95	-20	-	-	-	-	-115
Road Safety	528	9	-	-	-	-50	487
Street Lighting	6,142	195	-	-	-	21	6,358
Highways Asset Management	407	2	-	-	-	-	409
Parking Enforcement	-	-	-	-	-	-	-
Winter Maintenance	2,125	76	-	463	-	-	2,664
Bus Operations including Park & Ride	340	7	-	-	-	-340	7
Subtotal Highways	15,690	610	-	463	3,000	-1,019	18,744
Passenger Transport							
Community Transport	2,311	87	-	-	-	-	2,398
Concessionary Fares	4,770	148	-	-	-	-	4,918
Subtotal Passenger Transport	7,081	234	-	-	-	-	7,316
Environment & Commercial Services							
County Planning, Minerals & Waste	425	-1	-	-54	-	-	371
Historic Environment	51	-1	-	-	-	-	50
Flood Risk Management	419	6	-	-	-	-	425
Energy Projects Director	28	1	-	-	-	-	29
Energy Programme Manager	58	1	-	-	-	-	60
Waste Management	34,620	969	199	-	-	-400	35,388
Subtotal Environment & Commercial Services	35,601	975	199	-54	-	-400	36,322

Section 3 - B: Place & Economy

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2020-21

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Infrastructure & Growth							
Asst Dir - Infrastrucuture & Growth	160	3	-	-	-	-	162
Major Infrastructure Delivery	1,300	-	-	-	-	-	1,300
Transport Strategy and Policy	33	1	-	-	-	-	34
Growth & Development	551	6	-	-	-	-	557
Highways Development Management	-	-	-	-	-	-	-
Subtotal Infrastructure & Growth	2,044	9	-	-	-	-	2,054
P&E BUDGET TOTAL	52,101	1,555	199	409	3,000	-1,419	55,845

Section 3 - B: Place and Economy

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

		Detailed Plans	Outline Plans					
Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	
								Committee
1	OPENING GROSS EXPENDITURE	92,125	89,577	91,583	95,086	98,639		
B/R.1.001	Base adjustments	1,038	-	-	-	-	Adjustment for permanent changes to base budget from decisions made in 2019-20.	E&E, H&CI
B/R.1.002	Cultural & Community Services transferred to P&C	-8,763	-	-	-	-	Transfer of Cultural & Community Services from P&E to Communities & Safety within P&C.	E&E, H&CI
1.999	REVISED OPENING GROSS EXPENDITURE	84,400	89,577	91,583	95,086	98,639		
2	INFLATION							
B/R.2.001	Inflation	1,998	2,133	2,320	2,361	2,466	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 P&E services.	E&E, H&CI
2.999	Subtotal Inflation	1,998	2,133	2,320	2,361	2,466		
3	DEMOGRAPHY AND DEMAND							
B/R.3.007	Waste Disposal	199	225	179	192	202	Extra cost of landfilling additional waste produced by an increasing population.	H&CI
3.999	Subtotal Demography and Demand	199	225	179	192	202		
4	PRESSURES							
B/R.4.009	Cambridgeshire and Peterborough Minerals and Waste Local Plan	-54	-54	-	-	-	This is the removal of the short-term investment made in previous years. Work was undertaken on a new Minerals and Waste Plan with Peterborough City Council.	E&E
B/R.4.013	Guided Busway Defects	-	-1,300	-	-	-	This is the removal of the short-term investment made in previous years. The Council is in dispute with the contractor over defects in the busway construction. This was to fund repairs to defects and legal costs in support of the Council's legal action against the Contractor. The Council expects to recover these costs.	E&E
B/R.4.014	Winter Maintenance	463	-	-	-	-	Reflecting in-year pressure and results of current contractual setup	H&CI
4.999	Subtotal Pressures	409	-1,354	-	-	-		
5	INVESTMENTS							
B/R.5.104	Investment in Highways Services	3,000	1,000	1,000	1,000	-	Investment in Highways Services to increase funding for proactive treatment and maintenance of roads, bridges and footpaths.	H&CI
5.999	Subtotal Investments	3,000	1,000	1,000	1,000	-		
6	SAVINGS							
B/R.6.102	H&CI Waste	-400	-	-	-	-	Reduction in the amount of Waste being landfilled.	H&CI

Section 3 - B: Place and Economy

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

		Detailed Plans	Outline Plans					
Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
B/R.6.204	Road Safety	-50	-	-	-	-	- At the March H&CI committee members approved the implementation of a new transformative model for delivering all elements of road safety (education, engineering, school crossing patrols, safety cameras, audits etc). The approach is an integrated model with Peterborough, built around core and commercial activities. The £50k will be achieved through more efficient working practices (moving resource online and co-location)	H&CI
B/R.6.214	Street Lighting - contract synergies	21	2	4	-	-	- Every year the budget is changed to reflect the level of synergy savings which will be achieved from the joint contract. This will not lead to any reduction in street lighting provision.	H&CI
6.999	Subtotal Savings	-429	2	4	-	-		
	TOTAL GROSS EXPENDITURE	89,577	91,583	95,086	98,639	101,307		
7	FEES, CHARGES & RING-FENCED GRANTS							
B/R.7.001	Previous year's fees, charges & ring-fenced grants	-34,621	-33,732	-33,905	-34,198	-34,499	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	E&E, H&CI
B/R.7.002	Fees and charges inflation	-164	-117	-116	-120	-123	Additional income for increases to fees and charges in line with inflation, not including the effect of the Combined Authority Levy.	E&E, H&CI
B/R.7.002	Changes to fees, charges & ring-fenced grants	2,322	-	-	-	-	- Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2019-20.	E&E, H&CI
B/R.7.004	Inflation on Levy charged to the Combined Authority	-279	-176	-177	-181	-185	Inflation of the Combined Authority Levy - this is matched to the inflation in P&E expenditure for which the Combined Authority are billed.	E&E, H&CI
B/R.7.119	Changes to fees & charges Income from Bus Lane Enforcement	-650	-	-	-	-	- Utilising additional bus lane enforcement income to fund highways and transport works, as allowed by current legislation.	H&CI
B/R.7.120	Deployment of current surpluses in civil parking enforcement to transport activities	-340	-	-	-	-	- Deployment of current surpluses in civil parking enforcement to transport activities, including a contribution to Park & Ride, as allowed by current legislation.	H&CI
B/R.7.202	Changes to ring-fenced grants Change in Public Health Grant	-	120	-	-	-	- Change in ring-fenced Public Health grant to reflect change of function and treatment as a corporate grant from 2019-20 due to removal of ring-fence.	E&E, H&CI
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-33,732	-33,905	-34,198	-34,499	-34,807		
	TOTAL NET EXPENDITURE	55,845	57,678	60,888	64,140	66,500		

Section 3 - B: Place and Economy

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

		Detailed Plans	Outline Plans					
Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
B/R.8.001	Budget Allocation	-55,845	-57,678	-60,888	-64,140	-66,500	Net spend funded from general grants, business rates and Council Tax.	E&E, H&CI
B/R.8.002	Public Health Grant	-120	-	-	-	-	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.	E&E, H&CI
B/R.8.003	Fees & Charges	-27,057	-27,350	-27,643	-27,944	-28,252	Fees and charges for the provision of services.	E&E, H&CI
B/R.8.004	PFI Grant - Street Lighting	-3,944	-3,944	-3,944	-3,944	-3,944	PFI Grant from DfT for the life of the project.	H&CI
B/R.8.005	PFI Grant - Waste	-2,611	-2,611	-2,611	-2,611	-2,611	PFI Grant from DEFRA for the life of the project.	H&CI
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-89,577	-91,583	-95,086	-98,639	-101,307		

Section 3 - C: Corporate and Managed Services

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

Budget Period: 2020-21 to 2024-25

Net Revised Opening Budget 2019-20 £000	Policy Line	Gross Budget 2020-21 £000	Fees, Charges & Ring-fenced Grants 2020-21 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000
	Corporate & Customer Services							
530	Director, Corporate and Customer Services	640	-101	539	640	640	640	640
127	Chief Executive	132	-3	129	129	129	129	129
735	Communication and Information	747	-	747	747	747	747	747
1,978	Customer Services	2,231	-218	2,013	2,013	2,013	2,013	2,013
523	Information Management	537	-5	532	532	532	532	532
2,083	IT & Digital Service	2,155	-60	2,095	2,095	2,095	2,095	2,095
165	Elections	165	-	165	165	165	165	165
856	Redundancy, Pensions & Injury	1,019	-173	846	846	846	846	846
6,997	Subtotal Corporate & Customer Services	7,626	-560	7,066	7,167	7,167	7,167	7,167
	Corporate Savings & Funding							
322	Demography Reserve	322	-	322	322	322	322	322
1,266	Central Services and Organisation-Wide Risks	5,065	-90	4,975	5,075	3,775	3,775	3,775
-711	PCC Shared Services	-301	-	-301	-301	-301	-301	-301
-38	Automation	-38	-	-38	-38	-38	-38	-38
839	Subtotal Corporate Savings & Funding	5,048	-90	4,958	5,058	3,758	3,758	3,758
	Business Improvement & Development							
166	Transformation Team	272	-108	164	164	164	164	164
847	Business Intelligence	1,105	-242	863	863	863	863	863
1,013	Subtotal Business Improvement & Development	1,377	-350	1,027	1,027	1,027	1,027	1,027
	Resources Directorate							
335	Resources Directorate	425	-87	338	338	338	338	338
1,631	Professional Finance	1,660	-	1,660	1,660	1,660	1,660	1,660
1,966	Subtotal Resources Directorate	2,085	-87	1,998	1,998	1,998	1,998	1,998
	Legal & Governance							
102	Legal & Governance Services	103	-	103	103	103	103	103
385	Democratic & Member Services	454	-95	359	359	359	359	359
1,053	Members' Allowances	1,054	-	1,054	1,054	1,054	1,054	1,054
1,540	Subtotal Legal & Governance	1,611	-95	1,516	1,516	1,516	1,516	1,516

Section 3 - C: Corporate and Managed Services

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

Budget Period: 2020-21 to 2024-25

Net Revised Opening Budget 2019-20 £000	Policy Line	Gross Budget 2020-21 £000	Fees, Charges & Ring-fenced Grants 2020-21 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000
	LGSS Managed							
90	External Audit	75	-	75	75	75	75	75
2,139	Insurance	2,207	-	2,207	2,207	2,207	2,207	2,207
4,371	IT Managed	4,568	-195	4,373	4,373	4,373	4,373	4,373
177	OWD Managed	190	-10	180	180	180	180	180
110	Subscriptions	110	-	110	110	110	110	110
48	Authority-wide Miscellaneous	166	-118	48	148	148	148	148
37	HR Managed	39	-	39	39	39	39	39
-	- Corporate Redundancies	-	-	-	-	-	-	-
6,428	Transformation Fund	2,568	-	2,568	295	-	-	-
13,400	Subtotal LGSS Managed	9,923	-323	9,600	7,427	7,132	7,132	7,132
	Greater Cambridge Partnership							
602	City Deal with Greater Cambridge Partnership	2,882	-2,393	489	603	603	603	603
602	Subtotal Greater Cambridge Partnership	2,882	-2,393	489	603	603	603	603
-3,944	UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-3,944	-	-3,944	-8,934	-17,297	-28,137	-38,434
	Future Years							
-	Inflation	-	-	-	350	453	557	660
	Savings	-	-	-				
22,413	CS BUDGET TOTAL	26,608	-3,898	22,710	16,212	6,357	-4,379	-14,573

Section 3 - C: Corporate and Managed Services

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2020-21

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 & Customer Services							
Director, Corporate and Customer Services	530	9	-	-	-	-	539
Chief Executive	127	2	-	-	-	-	129
Communication and Information	735	12	-	-	-	-	747
Customer Services	1,978	35	-	-	-	-	2,013
Information Management	523	9	-	-	-	-	532
IT & Digital Service	2,083	12	-	-	-	-	2,095
Elections	165	-	-	-	-	-	165
Redundancy, Pensions & Injury	856	-	-	-	-	-10	846
Subtotal Corporate & Customer Services	6,997	79	-	-	-	-10	7,066
Corporate Savings & Funding							
Demography Reserve	322	-	-	-	-	-	322
Central Services and Organisation-Wide Risks	1,266	424	-	400	2,775	110	4,975
PCC Shared Services	-711	-	-	-	-	410	-301
Automation	-38	-	-	-	-	-	-38
Subtotal Corporate Savings & Funding	839	424	-	400	2,775	520	4,958
Business Improvement & Development							
Transformation Team	166	-2	-	-	-	-	164
Business Intelligence	847	16	-	-	-	-	863
Subtotal Business Improvement & Development	1,013	14	-	-	-	-	1,027
Resources Directorate							
Resources Directorate	335	3	-	-	-	-	338
Professional Finance	1,631	29	-	-	-	-	1,660
Subtotal Resources Directorate	1,966	32	-	-	-	-	1,998
Legal & Governance							
Legal & Governance Services	102	1	-	-	-	-	103
Democratic & Member Services	385	4	-	-	-	-30	359
Members' Allowances	1,053	1	-	-	-	-	1,054
Subtotal Legal & Governance	1,540	6	-	-	-	-30	1,516

Section 3 - C: Corporate and Managed Services

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2020-21

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
LGSS Managed							
External Audit	90	-	-	-	-	-15	75
Insurance	2,139	68	-	-	-	-	2,207
IT Managed	4,371	2	-	-	-	-	4,373
OWD Managed	177	3	-	-	-	-	180
Subscriptions	110	-	-	-	-	-	110
Authority-wide Miscellaneous	48	-	-	-	-	-	48
HR Managed	37	3	-	-	-	-	39
Corporate Redundancies	-	-	-	-	-	-	-
Transformation Fund	6,428	-	-	-	-3,860	-	2,568
Subtotal LGSS Managed	13,400	76	-	-	-3,860	-15	9,600
Greater Cambridge Partnership							
City Deal with Greater Cambridge Partnership	602	-	-	-	-113	-	489
Subtotal Greater Cambridge Partnership	602	-	-	-	-113	-	489
UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-3,944	-	-	-	-	-	-3,944
CS BUDGET TOTAL	22,413	630	-	400	-1,198	465	22,710

Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

		Detailed Plans	Outline Plans					
Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	
1	OPENING GROSS EXPENDITURE	29,172	26,608	20,574	10,733	11		
C/R.1.001	Base Adjustments	-930	-	-	-	-	- Adjustment for permanent changes to base budget from decisions made in 2019-20.	GPC
C/R.1.002	Transfer of Function: Repatriation of Professional Finance and Democratic Services	2,108	-	-	-	-	- Repatriation of Professional Finance and Democratic Services from LGSS	GPC
1.999	REVISED OPENING GROSS EXPENDITURE	30,350	26,608	20,574	10,733	11		
2	INFLATION							
C/R.2.001	Inflation	221	191	117	118	117	Some 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.	GPC
C/R.2.002	Provision for administrative staff pay award	424	174	-	-	-	- A pay rise for Council staff was negotiated and awarded nationally for 2018-2020. Lower pay scales received inflationary uplifts in excess of 2%. A provision for additional inflationary increases for staff on lower pay scales has been added in light of recent pay awards across the public sector.	GPC
2.999	Subtotal Inflation	645	365	117	118	117		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
C/R.4.001	Repatriation of LGSS services	400	750	-	-	-	- Cost of services for which responsibility is to move out of LGSS and into Corporate Services.	GPC
4.999	Subtotal Pressures	400	750	-	-	-		
5	INVESTMENTS							
C/R.5.001	Cambridgeshire IT Service - Desktop and Application Support	175	-	-	-	-	- Investment in the IT Service Desk and Desktop Support Service to support the implementation of new software systems, and roll out of laptops and mobile devices.	GPC
C/R.5.002	Demand risk in social care	2,600	-	-1,300	-	-	- Demand is expected to increase for both adult and children's social care services over the medium term. There are some ambitious plans to mitigate this through the Adults Positive Challenge Programme and the Children in Care strategy, but there remains a risk that this does not work quickly enough. This line provides some further short-term mitigation should that be the case, to be offset as the demand management work delivers over a longer time period.	GPC
C/R.5.108	Financing the Energy Investment Unit	224	-	-224	-	-	- A Transformation Fund investment to support the development of strategic energy policy, market shaping approaches and a growing portfolio of sustainable energy projects, helping the Council to deliver its target of net zero carbon emissions for Cambridgeshire by 2050.	GPC
C/R.5.109	Financing the Commercial Team	257	-257	-	-	-	- A Transformation Fund investment in establishing a Commercial Team to provide additional capacity and expertise to deliver the 2019 - 2021 Commercial Strategy.	GPC

Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

		Detailed Plans		Outline Plans				
Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
C/R.5.110	Home to Schools and Adults Social Care Transport	129	-58	-71	-	-	- A Transformation Fund investment in specialist capacity to support a review of transport policy, processes and procedures across services and to develop and embed an Independent Travel Training Programme.	GPC
C/R.5.900	Reversal of 17-18 Transformation Fund Investments	-38	-	-	-	-	- Transformation funded projects are provided with investments for 1-3 years in order to deliver ongoing savings. This is the reversal of the investment for schemes funded in 2017-18.	GPC
C/R.5.901	Reversal of 18-19 Transformation Fund Investments	-50	-	-	-	-	- Transformation funded projects are provided with investments for 1-3 years in order to deliver ongoing savings. This is the reversal of the investment for schemes funded in 2018-19. It is anticipated that further transformation funds will come through for funding in 2019-20.	GPC
C/R.5.902	Removal of 19-20 Transformation Fund Investments	-4,382	-1,958	-	-	-	- Transformation funded projects are provided with investments for 1-3 years in order to deliver ongoing savings. This is the reversal of the investment for schemes funded in 2019-20. It is anticipated that further transformation funds will come through for funding in 2020-21.	GPC
C/R.5.953	Greater Cambridge Partnership's Revenue Costs	-113	114	-	-	-	- The Council's contribution to the Greater Cambridge Partnership's revenue costs funded by the growth in New Homes Bonus, revised following a reduction in the number of payment years.	GPC
5.999	Subtotal Investments	-1,198	-2,159	-1,595	-	-		
6	SAVINGS							
C/R.6.101	Sharing with other Councils	410	-	-	-	-	- Reduction in the expected saving to be made from sharing with Peterborough City Council. The focus of the sharing arrangements has shifted from making direct savings to improving service provision and resilience across both councils.	GPC
C/R.6.103	External Auditor fee	-15	-	-	-	-	- Saving to be achieved from reduction in expenditure on External Audit, as per fees set by Public Sector Audit Appointments	GPC
C/R.6.106	Reduction in costs on Redundancy, Pensions & Injury budget	-10	-	-	-	-	- Reduction in costs on Redundancy, Pensions & Injury budget, held within Corporate Services.	GPC
C/R.6.108	Democratic Services	-30	-	-	-	-	- Savings from efficiencies in the Democratic Services team and additional income from public sector partners.	GPC
6.999	Subtotal Savings	355	-	-	-	-		
	UNIDENTIFIED SAVINGS TO BALANCE BUDGET	-3,944	-4,990	-8,363	-10,840	-10,297		
	TOTAL GROSS EXPENDITURE	26,608	20,574	10,733	11	-10,169		
7	FEES, CHARGES & RING-FENCED GRANTS							
C/R.7.001	Previous year's fees, charges & ring-fenced grants	-4,904	-3,898	-4,362	-4,376	-4,390	- Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.	GPC
C/R.7.002	Changes to fees, charges & ring-fenced grants	1,003	-	-	-	-	- Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2019-20.	GPC
C/R.7.003	Fees and charges inflation	-15	-15	-14	-14	-14	- Uplift in external charges to reflect inflation pressures on the costs of services.	GPC
C/R.7.004	Transfer of Function: Repatriation of Professional Finance and Democratic Services	-92	-	-	-	-	- Repatriation of Professional Finance and Democratic Services from LGSS	GPC

Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

		Detailed Plans	Outline Plans					
Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
C/R.7.101	Changes to fees & charges Council Tax: Counter Fraud & Compliance	200	-650	-	-	-	We will seek to work with Cambridgeshire District Councils to develop a joint action plan to increase the Council tax collected in Cambridgeshire. We will invest in more effective identification of fraudulent or incorrectly claimed Council tax discounts and in compliance activity to ensure residents are paying the correct levels of Council tax. We will establish a gain sharing mechanism to ensure that extra income generated as a result of the scheme is shared fairly between District Councils and the County Council. - Cambridgeshire County Council's shared of retained business rates income from the Alconbury Weald Enterprize Zone. - Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2021-22 due to removal of ring-fence.	GPC
C/R.7.102	Business rates income from Alconbury Enterprize Zone	-90	-	-	-			GPC
C/R.7.201	Changes to ring-fenced grants Change in Public Health Grant	-	201	-	-			GPC
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-3,898	-4,362	-4,376	-4,390	-4,404		
	TOTAL NET EXPENDITURE	22,710	16,212	6,357	-4,379	-14,573		
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
C/R.8.001	Budget Allocation	-22,710	-16,212	-6,357	4,379	14,573	Net spend funded from general grants, business rates and Council Tax.	GPC
C/R.8.002	Public Health Grant	-201	-	-	-	-	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.	GPC
C/R.8.003	Fees & Charges	-3,697	-4,362	-4,376	-4,390	-4,404	Fees and charges for the provision of services.	GPC
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-26,608	-20,574	-10,733	-11	10,169		

Section 3 - C: Corporate and Managed Services

Table 6: Revenue - Financing Debt Charges Overview

Budget Period: 2020-21 to 2024-25

		Detailed Plans		Outline Plans			Description	
Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000		
1	OPENING GROSS EXPENDITURE	28,161	28,960	32,710	32,536	34,154		Committee
1.999	REVISED OPENING GROSS EXPENDITURE	28,161	28,960	32,710	32,536	34,154		
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	790	2,012	138	1,338	2,386	Change in borrowing costs as a result of changes to levels of prudential borrowing in the capital programme.	GPC
5.999	Subtotal Investments	790	2,012	138	1,338	2,386		
6	SAVINGS							
G/R.6.003	GPC MRP: Accountable Body	367	934	-1,039	-	-	- 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 maximises 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. This is an adverse effect, it is the reversal of savings made in previous years as the cash received in prior years is utilised by the parties for whom we hold the funds and can no longer be used to offset borrowing requirements	GPC
G/R.6.004	Capitalisation of interest on borrowing	-358	804	727	280	327	Through a change in the Council's accounting policy in 2017-18, the cost of borrowing within all schemes will be capitalised. This will help to better reflect the cost of assets when they actually become operational.	GPC
6.999	Subtotal Savings	9	1,738	-312	280	327		
	TOTAL GROSS EXPENDITURE	28,960	32,710	32,536	34,154	36,867		

Section 3 - C: Corporate and Managed Services

Table 6: Revenue - Financing Debt Charges Overview
Budget Period: 2020-21 to 2024-25

		Detailed Plans	Outline Plans					
Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
7	FEES, CHARGES & RING-FENCED GRANTS							
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-	-	-	-	-		
	TOTAL NET EXPENDITURE	28,960	32,710	32,536	34,154	36,867		
FUNDING SOURCES								
8 G/R.8.101	FUNDING OF GROSS EXPENDITURE Budget Allocation	-28,960	-32,710	-32,536	-34,154	-36,867	Net spend funded from general grants, business rates and Council Tax.	GPC
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-28,960	-32,710	-32,536	-34,154	-36,867		

Section 3 - D: LGSS - Cambridge Office

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

Budget Period: 2020-21 to 2024-25

Net Revised Opening Budget 2019-20 £000	Policy Line	Gross Budget 2020-21 £000	Fees, Charges & Ring-fenced Grants 2020-21 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000
	Finance Services							
231	Procurement & Insurance	321	-84	237	237	237	237	237
17	Integrated Finance Services	504	-480	24	24	24	24	24
232	Audit and Risk Management	633	-398	235	235	235	235	235
1,379	Finance Operations	1,449	-50	1,399	1,399	1,399	1,399	1,399
-	Pensions Operations	802	-802	-	-	-	-	-
277	Debt & Income Service	307	-16	291	291	291	291	291
2,136	Subtotal Finance Services	4,016	-1,830	2,186	2,186	2,186	2,186	2,186
	Human Resources							
1,400	Learning & Development	1,826	-415	1,411	1,411	1,411	1,411	1,411
275	Workforce Policy & Strategy	357	-79	278	278	278	278	278
1,096	HR Advisory	1,115	-	1,115	1,115	1,115	1,115	1,115
-38	Payroll & HR Transactions	71	-109	-38	-38	-38	-38	-38
2,733	Subtotal Human Resources	3,369	-603	2,766	2,766	2,766	2,766	2,766
	Information Technology							
2,265	IT Services	2,339	-	2,339	2,339	2,339	2,339	2,339
1,022	LGSS Business Systems, Projects & Change Management	1,044	-	1,044	1,044	1,044	1,044	1,044
3,287	Subtotal Information Technology	3,383	-	3,383	3,383	3,383	3,383	3,383
	Managing Director & Support							
8	Customer Engagement	8	-	8	8	8	8	8
150	LGSS Business Planning & Finance	153	-	153	153	153	153	153
158	Subtotal Managing Director & Support	161	-	161	161	161	161	161
	Central Management							
-	Central Management	-	-	-	-	-	-	-
-2,210	Trading	3,131	-5,341	-2,210	-1,990	-1,990	-1,990	-1,990
-2,210	Subtotal Central Management	3,131	-5,341	-2,210	-1,990	-1,990	-1,990	-1,990
	Future Years							
-	Inflation	-	-	-	183	276	369	462
-	Savings	-	-	-				
6,103	LGSS - CAMBRIDGE OFFICE BUDGET TOTAL	14,060	-7,774	6,286	6,689	6,782	6,875	6,968

Section 3 - D: LGSS - Cambridge Office

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2020-21

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Finance Services							
Procurement & Insurance	231	6	-	-	-	-	237
Integrated Finance Services	17	7	-	-	-	-	24
Audit and Risk Management	232	3	-	-	-	-	235
Finance Operations	1,379	20	-	-	-	-	1,399
Pensions Operations	-	-	-	-	-	-	-
Debt & Income Service	277	14	-	-	-	-	291
Subtotal Finance Services	2,136	50	-	-	-	-	2,186
Human Resources							
Learning & Development	1,400	11	-	-	-	-	1,411
Workforce Policy & Strategy	275	3	-	-	-	-	278
HR Advisory	1,096	19	-	-	-	-	1,115
Payroll & HR Transactions	-38	-	-	-	-	-	-38
Subtotal Human Resources	2,733	33	-	-	-	-	2,766
Information Technology							
IT Services	2,265	74	-	-	-	-	2,339
LGSS Business Systems, Projects & Change Management	1,022	22	-	-	-	-	1,044
Subtotal Information Technology	3,287	96	-	-	-	-	3,383
Managing Director & Support							
Customer Engagement	8	-	-	-	-	-	8
LGSS Business Planning & Finance	150	3	-	-	-	-	153
Subtotal Managing Director & Support	158	3	-	-	-	-	161
Central Management							
Central Management	-	-	-	-	-	-	-
Trading	-2,210	-	-	-	-	-	-2,210
Subtotal Central Management	-2,210	-	-	-	-	-	-2,210
LGSS - CAMBRIDGE OFFICE BUDGET TOTAL	6,103	183	-	-	-	-	6,286

Section 3 - D: LGSS - Cambridge Office

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

		Detailed Plans	Outline Plans					
Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
1	OPENING GROSS EXPENDITURE	15,660	14,060	14,259	14,364	14,470		
D/R.1.001	Base Adjustments	309	-	-	-	-	Adjustment for permanent changes to base budget from decisions made in 2019-20. - Repatriation of Professional Finance and Democratic Services to Cambridgeshire County Council	LGSS JC
D/R.1.002	Transfer of Function: Repatriation of Professional Finance and Democratic Services	-2,108	-	-	-	-		LGSS JC
1.999	REVISED OPENING GROSS EXPENDITURE	13,861	14,060	14,259	14,364	14,470		
2	INFLATION							
D/R.2.001	Inflation	199	199	105	106	106	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.	LGSS JC
2.999	Subtotal Inflation	199	199	105	106	106		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
4.999	Subtotal Pressures	-	-	-	-	-		
5	INVESTMENTS							
5.999	Subtotal Investments	-	-	-	-	-		
6	SAVINGS							
6.999	Subtotal Savings	-	-	-	-	-		
	TOTAL GROSS EXPENDITURE	14,060	14,259	14,364	14,470	14,576		
7	FEES, CHARGES & RING-FENCED GRANTS							
D/R.7.001	Previous year's fees, charges & ring-fenced grants	-7,499	-7,774	-7,570	-7,582	-7,595	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward. Uplift in external charges to reflect inflation pressures on the costs of services.	LGSS JC
D/R.7.002	Fees and charges inflation	-16	-16	-12	-13	-13		LGSS JC
D/R.7.003	Changes to fees and charges in 2019-20	-351	-	-	-	-	- Changes to fees and charges as a result of decisions in 2019-20. - Repatriation of Professional Finance and Democratic Services to Cambridgeshire County Council	LGSS JC
D/R.7.004	Transfer of Function: Repatriation of Professional Finance and Democratic Services	-92	-	-	-	-		LGSS JC
	Changes to fees & charges							
D/R.7.201	Change in Public Health Grant	-	220	-	-	-	- Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2021-22 due to removal of ring-fence.	LGSS JC
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-7,958	-7,570	-7,582	-7,595	-7,608		

Section 3 - D: LGSS - Cambridge Office

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

		Detailed Plans	Outline Plans					Committee	
Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description		
	TOTAL NET EXPENDITURE	6,102	6,689	6,782	6,875	6,968			
FUNDING SOURCES									
8	FUNDING OF GROSS EXPENDITURE							LGSS JC	
D/R.8.001	Budget Allocation	-6,286	-6,689	-6,782	-6,875	-6,968	Net spend funded from general grants, business rates and Council Tax.		
D/R.8.003	Fees & Charges	-7,554	-7,570	-7,582	-7,595	-7,608	Fees and charges for the provision of services.		LGSS JC
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.		LGSS JC
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-14,060	-14,259	-14,364	-14,470	-14,576			

Section 3 - E: Public Health

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

Budget Period: 2020-21 to 2024-25

Net Revised Opening Budget 2019-20 £000	Policy Line	Gross Budget 2020-21 £000	Fees, Charges & Ring-fenced Grants 2020-21 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000
	Children Health							
6,907	Children 0-5 PH Programme	6,907	-	6,907	6,907	6,907	6,907	6,907
1,622	Children 5-19 PH Programme - Non Prescribed	1,622	-	1,622	1,622	1,622	1,622	1,622
270	Children Mental Health	271	-	271	271	271	271	271
8,799	Subtotal Children Health	8,800	-	8,800	8,800	8,800	8,800	8,800
	Drugs & Alcohol							
5,463	Drug & Alcohol Misuse	5,469	-134	5,335	5,272	5,272	5,272	5,272
5,463	Subtotal Drugs & Alcohol	5,469	-134	5,335	5,272	5,272	5,272	5,272
	Sexual Health & Contraception							
3,829	SH STI testing & treatment - Prescribed	3,764	-	3,764	3,764	3,764	3,764	3,764
1,116	SH Contraception - Prescribed	1,116	-	1,116	1,116	1,116	1,116	1,116
152	SH Services Advice Prevn Promtn - Non-Prescribed	152	-	152	152	152	152	152
5,097	Subtotal Sexual Health & Contraception	5,032	-	5,032	5,032	5,032	5,032	5,032
	Behaviour Change / Preventing Long Term Conditions							
1,984	Integrated Lifestyle Services	1,934	-	1,934	1,934	1,934	1,934	1,934
408	Other Health Improvement	518	-110	408	408	408	408	408
703	Smoking Cessation GP & Pharmacy	703	-	703	703	703	703	703
625	NHS Health Checks Prog - Prescribed	625	-	625	625	625	625	625
3,720	Subtotal Behaviour Change / Preventing Long Term Conditions	3,780	-110	3,670	3,670	3,670	3,670	3,670
	Falls Prevention							
80	Falls Prevention	80	-	80	80	80	80	80
80	Subtotal Falls Prevention	80	-	80	80	80	80	80
	General Prevention Activities							
13	General Prevention, Traveller Health	13	-	13	13	13	13	13
13	Subtotal General Prevention Activities	13	-	13	13	13	13	13
	Adult Mental Health & Community Safety							
256	Adult Mental Health & Community Safety	256	-	256	256	256	256	256
256	Subtotal Adult Mental Health & Community Safety	256	-	256	256	256	256	256

Section 3 - E: Public Health

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

Budget Period: 2020-21 to 2024-25

Net Revised Opening Budget 2019-20 £000	Policy Line	Gross Budget 2020-21 £000	Fees, Charges & Ring-fenced Grants 2020-21 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000
2,008	Public Health Directorate Public Health - Admin & Salaries	2,236	-185	2,051	2,051	2,051	2,051	2,051
2,008	Subtotal Public Health Directorate	2,236	-185	2,051	2,051	2,051	2,051	2,051
	Public Health Grant Future years' inflation		-25,237	-25,237	- 43	- 64	- 85	- 106
25,436	PUBLIC HEALTH TOTAL	25,666	-25,666	-	25,217	25,238	25,259	25,280

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.

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.

People & Communities Services Public Health expenditure delivered by P&C	293	-293	-
Subtotal Children, Families and Adults Services	293	-293	-
Place & Economy Services Public Health expenditure delivered by P&E	120	-120	-
Subtotal Economy, Transport and Environment Services	120	-120	-
Corporate Services Public Health expenditure delivered by CS	201	-201	-
Subtotal Corporate Services	201	-201	-
LGSS - Cambridge Office Overheads associated with Public Health function	220	-220	-
Subtotal LGSS - Cambridge Office	220	-220	-
PUBLIC HEALTH MANAGED IN OTHER SERVICE AREAS TOTAL	834	-834	-
Less Fees & Charges / Contributions	-429	429	-
EXPENDITURE FUNDED BY PUBLIC HEALTH GRANT TOTAL	26,071	-26,071	-

Section 3 - E: Public Health

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2020-21

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 Health							
Children 0-5 PH Programme	6,907	-	-	-	-	-	6,907
Children 5-19 PH Programme - Non Prescribed	1,622	-	-	-	-	-	1,622
Children Mental Health	270	-	-	-	-	-	271
Subtotal Children Health	8,799	-	-	-	-	-	8,800
Drugs & Alcohol							
Drug & Alcohol Misuse	5,463	-1	-	-	-	-127	5,335
Subtotal Drugs & Alcohol	5,463	-1	-	-	-	-127	5,335
Sexual Health & Contraception							
SH STI testing & treatment - Prescribed	3,829	-	-	-	-	-65	3,764
SH Contraception - Prescribed	1,116	-	-	-	-	-	1,116
SH Services Advice Prevn Promtn - Non-Prescribed	152	-	-	-	-	-	152
Subtotal Sexual Health & Contraception	5,097	-	-	-	-	-65	5,032
Behaviour Change / Preventing Long Term Conditions							
Integrated Lifestyle Services	1,984	-	-	-	-	-50	1,934
Other Health Improvement	408	-	-	-	-	-	408
Smoking Cessation GP & Pharmacy	703	-	-	-	-	-	703
NHS Health Checks Prog - Prescribed	625	-	-	-	-	-	625
Subtotal Behaviour Change / Preventing Long Term Conditions	3,720	-	-	-	-	-50	3,670
Falls Prevention							
Falls Prevention	80	-	-	-	-	-	80
Subtotal Falls Prevention	80	-	-	-	-	-	80
General Prevention Activities							
General Prevention, Traveller Health	13	-	-	-	-	-	13
Subtotal General Prevention Activities	13	-	-	-	-	-	13
Adult Mental Health & Community Safety							
Adult Mental Health & Community Safety	256	-	-	-	-	-	256
Subtotal Adult Mental Health & Community Safety	256	-	-	-	-	-	256

Section 3 - E: Public Health

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2020-21

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Public Health Directorate							
Public Health - Admin & Salaries	2,008	44	-	-	-	-	2,051
Subtotal Public Health Directorate	2,008	44	-	-	-	-	2,051
Public Health Grant	-25,237			-			-25,237
PUBLIC HEALTH TOTAL	199	43	-	-	-	-242	-

Section 3 - E: Public Health

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

Detailed Plans	Outline Plans
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Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
1	OPENING GROSS EXPENDITURE	25,492	25,666	25,648	25,671	25,694		
E/R.1.001	Base Adjustments	51	-	-	-	-	- Adjustment for permanent changes to base budget from decisions made in 2019-20.	Health
E/R.1.002	Assumed new Public Health burdens	320	-	-	-	-	- It is assumed that the expected increase in Public Health grant will come with a number of new burdens that will need to be paid by the council	Health
1.999	REVISED OPENING GROSS EXPENDITURE	25,863	25,666	25,648	25,671	25,694		
2	INFLATION							
E/R.2.001	Inflation	45	45	23	23	23	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%. Inflation appears low due to the majority of public health spend being committed to external contracts. Providers are expected to meet inflationary and demographic pressures within the agreed contract envelope.	Health
2.999	Subtotal Inflation	45	45	23	23	23		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
4.999	Subtotal Pressures	-	-	-	-	-		
5	INVESTMENTS							
5.999	Subtotal Investments	-	-	-	-	-		
6	SAVINGS							
E/R.6.033	Health Drug & Alcohol service - funding reduction built in to new service contract	-127	-63	-	-	-	- This saving has been built into the contract for Adult Drug and Alcohol Treatment Services which was awarded to Change Grow Live (CGL) and implemented in October 2018. The savings are being achieved through a new service model with strengthened recovery services using cost effective peer support models to avoid readmission, different staffing models, and a mobile outreach service.	Health
E/R.6.034	Recommissioning of the Integrated Contraception and Sexual Health (iCASH) Service contract	-15	-	-	-	-	- This saving has been deferred from 2019/20 into 2020/21 and refers to the recommissioning of integrated sexual and reproductive health services described under saving E/R.6.042	Health
E/R.6.042	Joint re-procurement of Sexual Health Services	-50	-	-	-	-	- The re-commissioning of Integrated Sexual and Reproductive Health Services (SRH) for one service across Cambridgeshire and Peterborough. Peterborough City Council will delegate authority to Cambridgeshire County Council to commission, contract and performance manage the successful bidder on its behalf. Service efficiencies and transformational changes will secure the planned savings.	Health

Section 3 - E: Public Health

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

Detailed Plans	Outline Plans
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Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
E/R.6.043	Joint re-procurement of Integrated Lifestyle Services	-50	-	-	-	-	- Re-commissioning of the integrated lifestyle services as one service across Cambridgeshire and Peterborough. Peterborough City Council will delegate authority to Cambridgeshire County Council to commission, contract and performance manage the new provider.	Health
6.999	Subtotal Savings	-242	-63	-	-	-		
	TOTAL GROSS EXPENDITURE	25,666	25,648	25,671	25,694	25,717		
7	FEES, CHARGES & RING-FENCED GRANTS							
E/R.7.001	Previous year's fees, charges & ring-fenced grants	-25,102	-25,666	-431	-433	-435	Fees and charges expected to be received for services provided and Public Health ring-fenced grant from Government.	Health
E/R.7.002	Changes to 2019-20 Fees and Charges	-51	-	-	-	-	- Changes to fees and charges as a result of decisions in 2019-20.	Health
E/R.7.003	Fees and Charges Inflation	-2	-2	-2	-2	-2	- Inflation on external income.	Health
E/R.7.201	Changes to fees & charges Change in Public Health Grant	-511	25,327	-	-	-	- It is assumed following recent announcements that the Public Health Grant will increase by 2% in 2020/21, and that the ring-fence will be removed in 2021/22	Health
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-25,666	-341	-433	-435	-437		
	TOTAL NET EXPENDITURE	-	25,307	25,238	25,259	25,280		
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
E/R.8.001	Budget Allocation	-	-25,217	-25,238	-25,259	-25,280	Net spend funded from general grants, business rates and Council Tax.	Health
E/R.8.101	Public Health Grant	-25,237	-	-	-	-	Direct expenditure funded from Public Health grant. As the ring-fence is assumed to be removed in 2021/22, the grant will be treated corporately and replaced with budget allocation for Public Health services	Health
E/R.8.102	Fees & Charges	-429	-431	-433	-435	-437	Income generation (various sources).	Health
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-25,666	-25,648	-25,671	-25,694	-25,717		

Section 3 - F: Commercial & Investments

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

Budget Period: 2020-21 to 2024-25

Net Revised Opening Budget 2019-20 £000	Policy Line	Gross Budget 2020-21 £000	Fees, Charges & Ring-fenced Grants 2020-21 £000	Net Budget 2020-21 £000	Net Budget 2021-22 £000	Net Budget 2022-23 £000	Net Budget 2023-24 £000	Net Budget 2024-25 £000
	Commercial Activity							
-4,700	Property Investments	3,960	-8,765	-4,805	-4,848	-4,890	-4,933	-4,976
-206	Shareholder Company Dividends	96	-552	-456	-456	-456	-552	-552
-5,850	Housing Investment (This Land Company)	2,196	-7,992	-5,796	-6,063	-6,063	-6,063	-6,063
-449	Contract Efficiencies & Other Income	-249	-200	-449	-949	-1,449	-2,199	-2,949
-	CCLA Managed Investment	-	-420	-420	-420	-420	-420	-420
-874	Renewable Energy Investments	805	-1,099	-294	-902	-439	-440	-609
-12,079	Subtotal Commercial Activity	6,808	-19,028	-12,220	-13,638	-13,717	-14,607	-15,569
	Property Services							
5,369	Facilities Management	7,733	-2,156	5,576	4,875	4,877	4,877	4,877
655	Property Services	665	-	665	665	665	665	665
205	Property Compliance	250	-44	206	206	206	206	206
6,229	Subtotal Property Services	8,648	-2,201	6,447	5,746	5,748	5,748	5,748
	Strategic Assets							
-4,114	County Farms	736	-4,918	-4,182	-4,432	-4,607	-4,607	-4,607
813	Strategic Assets	824	0	824	824	824	824	824
-3,301	Subtotal Strategic Assets	1,560	-4,917	-3,358	-3,608	-3,783	-3,783	-3,783
	Traded Services							
0	Traded Services - Central	0	-	0	0	0	0	0
-200	ICT Service (Education)	1,741	-1,941	-200	-200	-200	-200	-200
-71	Professional Development Centres	55	-126	-71	-71	-71	-71	-71
5	Cambridgeshire Music	1,778	-1,773	5	5	5	5	5
-77	Outdoor Education (includes Grafham Water)	1,892	-1,969	-77	-77	-77	-77	-77
-343	Subtotal Traded Services	5,466	-5,809	-343	-343	-343	-343	-343
	Future Years							
-	Inflation	-	-	-	140	274	411	550
-	Savings	-	-	-				
-9,493	COMMERCIAL & INVESTMENTS TOTAL	22,482	-31,955	-9,473	-11,702	-11,820	-12,573	-13,396

Section 3 - F: Commercial & Investments

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2020-21

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Commercial Activity							
Property Investments	-4,700	-	-	15	3,945	-4,065	-4,805
Shareholder Company Dividends	-206	-	-	-	-	-250	-456
Housing Investment (This Land Company)	-5,850	-	-	-	-517	571	-5,796
Contract Efficiencies & Other Income	-449	-	-	-	-	-	-449
CCLA Managed Investment	-	-	-	-	-	-420	-420
Renewable Energy Investments	-874	-	-	4	594	-18	-294
Subtotal Commercial Activity	-12,079	-	-	19	4,022	-4,182	-12,220
Property Services							
Facilities Management	5,369	202	-	446	-	-441	5,576
Property Services	655	9	-	-	-	-	665
Property Compliance	205	1	-	-	-	-	206
Subtotal Property Services	6,229	213	-	446	-	-441	6,447
Strategic Assets							
County Farms	-4,114	7	-	-	-	-75	-4,182
Strategic Assets	813	11	-	-	-	-	824
Subtotal Strategic Assets	-3,301	18	-	-	-	-75	-3,358
Traded Services							
Traded Services - Central	0	-	-	-	-	-	0
ICT Service (Education)	-200	-	-	-	-	-	-200
Professional Development Centres	-71	-	-	-	-	-	-71
Cambridgeshire Music	5	-	-	-	-	-	5
Outdoor Education (includes Grafham Water)	-77	-	-	-	-	-	-77
Subtotal Traded Services	-343	-	-	-	-	-	-343
COMMERCIAL & INVESTMENTS TOTAL	-9,493	231	-	465	4,022	-4,698	-9,473

Section 3 - F: Commercial and Investments

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

		Detailed Plans	Outline Plans					
Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
1	OPENING GROSS EXPENDITURE	17,735	22,482	23,738	25,631	26,185		
F/R.1.001	Base adjustments	425	-	-	-	-	Adjustment for permanent changes to base budget from decisions made in 2019-20.	C&I
F/R.1.003	Commercial Team	-	258	-	-	-	Establishment of a dedicated commercial resource to deliver the Council's Commercial Strategy; the Commercial Team will be base funded from 2021-22.	C&I
1.999	REVISED OPENING GROSS EXPENDITURE	18,160	22,740	23,738	25,631	26,185		
2	INFLATION							
F/R.2.001	Inflation	240	149	143	146	148	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.	C&I
2.999	Subtotal Inflation	240	149	143	146	148		
3	DEMOGRAPHY AND DEMAND							
3.999	Subtotal Demography and Demand	-	-	-	-	-		
4	PRESSURES							
F/R.4.001	East Barnwell Community Centre	-	100	-	-	-	Operating costs for the proposed new community centre in East Barnwell, Cambridge.	C&I
F/R.4.007	LGSS Law dividend expectation	-	-	-	-96	-	Reduced dividend expectations from LGSS Law in 2019/20 and 2020/21. The company is making progress with improved utilisation of fee earning lawyers, under the stewardship of a new finance director.	C&I
F/R.4.008	Spokes buildings operating costs	395	-	-	-	-	The acquisition, development and change of use of spokes buildings will lead to an increase in the operating costs of those buildings. This will be offset by the savings from the Cmabs 2020 programme in 2021-22.	C&I
F/R.4.009	Milton Road Library	51	-	-	-	-	Rent payable for the new library at Milton Road, Cambridge.	C&I
F/R.4.010	St Ives Smart Energy Grid - operating costs	-	39	1	1	1	The Council is building a Smart Energy Grid at the St Ives Park & Ride site, capital project reference F/C.2.118. These are the expected operating costs.	C&I
F/R.4.011	Babraham Smart Energy Grid - operating costs	-	-	45	2	3	The Council is building a Smart Energy Grid at the Babraham Park & Ride site, capital project reference F/C.2.119. These are the expected operating costs.	C&I
F/R.4.012	Trumpington Smart Energy Grid - operating costs	-	-	-	63	2	The Council is building a Smart Energy Grid at the Trumpington Park & Ride site, capital project reference F/C.2.120. These are the expected operating costs.	C&I
F/R.4.013	Stanground Closed Landfill Site - operating costs	-	120	3	3	3	The Council is installing a solar park facility and battery storage system at the Stanground closed landfill site, capital project reference F/C.2.121. These are the expected operating costs.	C&I
F/R.4.014	Woodston Closed Landfill Site - operating costs	-	-	48	1	2	The Council is installing a solar park facility and battery storage system at the Woodston closed landfill site, capital project reference F/C.2.122. These are the expected operating costs.	C&I

Section 3 - F: Commercial and Investments

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

		Detailed Plans		Outline Plans				
Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
F/R.4.015	North Angle Solar Farm, Soham - operating costs	-	371	135	14	14	The Council is installing a solar park facility at North Angle Farm, Soham, capital project reference F/C.2.123. These are the expected operating costs.	C&I
F/R.4.016	Commercial Investments - operating costs	15	-	-	-	-	The Council is developing a portfolio of commercial property investments, capital project reference F/C.1.117. These are the expected operating costs.	C&I
F/R.4.903	Renewable Energy - Soham	4	5	40	6	6	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.	C&I
4.999	Subtotal Pressures	465	635	272	-6	31		
5	INVESTMENTS							
F/R.5.001	Invest to Save Housing Schemes - Interest Costs	-517	-79	-	-	-	- Revenue costs associated with the development of the Cambridge Housing and Investment Company in order to generate long-term income streams.	C&I
F/R.5.002	St Ives Smart Energy Grid - Interest Costs	-	38	89	-2	-2	The Council is building a Smart Energy Grid at St Ives Park & Ride site, capital project reference F/C.2.118. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.	C&I
F/R.5.003	Babraham Smart Energy Grid - Interest Costs	-	-	379	-5	-5	The Council is building a Smart Energy Grid at the Babraham Park & Ride site, capital project reference F/C.2.119. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.	C&I
F/R.5.004	Trumpington Smart Energy Grid - Interest Costs	-	-	-	507	-9	The Council is building a Smart Energy Grid at the Trumpington & Ride site, capital project reference F/C.2.120. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.	C&I
F/R.5.005	Stanground Closed Landfill Site - Interest Costs	-	521	-8	-8	-8	The Council is installing a solar park facility and battery storage system at the Stanground closed landfill site, capital project reference F/C.2.121. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy and provision of grid services.	C&I
F/R.5.006	Woodston Closed Landfill Site - Interest Costs	-	-	162	-2	-3	The Council is installing a solar park facility and battery storage system at the Woodston closed landfill site, capital project reference F/C.2.122. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy and provision of grid services.	C&I
F/R.5.007	North Angle Solar Farm, Soham - Interest Costs	-	587	906	-24	-23	The Council is installing a solar park facility at North Angle Farm, Soham, capital project reference F/C.2.123. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.	C&I
F/R.5.008	Renewable Energy Soham - Interest Costs	594	-9	-10	-9	-10	The Council has invested in building a solar park at Triangle Farm, Soham. These are the borrowing costs associated with the scheme to be repaid using income from the sale of energy.	C&I
F/R.5.009	Commercial Investments - Interest Costs	3,945	-43	-42	-43	-43	The Council is developing a portfolio of commercial property investments. These are the associated borrowing costs to be repaid using rental income generated from the leases of these properties.	C&I
5.999	Subtotal Investments	4,022	1,015	1,476	414	-103		

Section 3 - F: Commercial and Investments

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

		Detailed Plans		Outline Plans				
Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
6	SAVINGS C&I							
F/R.6.003	Babbage House closure	-397	-198	-	-	-	- The lease on Babbage House is due to end in 2020-21, and will not be renewed.	C&I
F/R.6.108	Energy Efficiency Fund - Repayment of Financing Costs	-8	2	2	-	-	- Savings to be generated from Energy Efficiency Fund capital investment. Element to repay financing costs. Links to capital proposal B/C.5.029	C&I
F/R.6.109	Cambs 2020 Operational Savings	-	-605	-	-	-	- Savings to the running costs of corporate buildings as a result of the Cambs 2020 programme.	C&I
6.999	Subtotal Savings	-405	-801	2	-	-		
	TOTAL GROSS EXPENDITURE	22,482	23,738	25,631	26,185	26,261		
7	FEES, CHARGES & RING-FENCED GRANTS							
F/R.7.001	Previous year's fees, charges & ring-fenced grants	-27,237	-31,955	-35,440	-37,451	-38,758	Previous year's fees and charges for the provision of services and ring-fenced grant funded rolled forward.	C&I
F/R.7.002	Increase in fees, charges & ring-fenced grants	-416	-	-	-	-	- Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2019-20.	C&I
F/R.7.003	Fees and charges inflation	-9	-9	-9	-9	-9	- Uplift in external charges to reflect inflation pressures on the cost of services.	C&I
F/R.7.103	Changes to fees & charges County Farms Investment (Viability) - Surplus to Repayment of Financing Costs	-4	-	-	-	-	- Increase in County Farms rental income resulting from capital investment. Element surplus to repaying financing costs.	C&I
F/R.7.104	County Farms Investment (Viability) - Repayment of Financing Costs	4	-	-	-	-	- Increase in County Farms rental income resulting from capital investment. Links to capital proposal F/C.2.101.	C&I
F/R.7.105	Renewable Energy Soham - Income Generation	-18	-13	-13	-14	-13	- Income generation resulting from capital investment in solar farm at Soham. Links to capital proposal C/C.2.102 in BP 2016-17.	C&I
F/R.7.106	Utilisation/commercialisation of physical assets	-36	-	-	-	-	- One Public Estate Asset plan Maximise the income generated from parking Venue request tool	C&I
F/R.7.110	Return on Commercial Property Investments	-4,065	-	-	-	-	- The Council is developing a portfolio of commercial property investments. This is the rental income generated from the leases of these properties.	C&I
F/R.7.113	Invest to Save Housing Schemes - Income Generation	571	-188	-	-	-	- The Council is a major landowner in Cambridgeshire and this provides an asset capable of generating both revenue and capital returns. This will require CCC to move from being a seller of sites to being a developer of sites, through a Housing Company. In the future, CCC will operate to make best use of sites with development potential in a co-ordinated and planned manner to develop them for a range of development options, generating capital receipts to support site development and significant revenue and capital income to support services and communities.	C&I
F/R.7.114	St Ives Smart Energy Grid - Income Generation	-	-117	-5	-6	-6	- The Council is building a Smart Energy Grid at St Ives Park & Ride site, capital project reference F/C.2.118. This is the expected income to be generated from the sale of energy.	C&I

Section 3 - F: Commercial and Investments

Table 3: Revenue - Overview
Budget Period: 2020-21 to 2024-25

		Detailed Plans		Outline Plans				
Ref	Title	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	2024-25 £000	Description	Committee
F/R.7.116	Babraham Smart Energy Grid - Income Generation	-	-	-304	-16	-18	The Council is building a Smart Energy Grid at the Babraham Park & Ride site, capital project reference F/C.2.119. This is the expected income to be generated from the sale of energy.	C&I
F/R.7.118	Trumpington Smart Energy Grid - Income Generation	-	-	-	-463	-15	The Council is building a Smart Energy Grid at the Trumpington Park & Ride site, capital project reference F/C.2.120. This is the expected income to be generated from the sale of energy.	C&I
F/R.7.120	Stanground Closed Landfill Site - Income Generation	-	-510	-23	-24	-25	The Council is installing a solar park facility and battery storage system at the Stanground closed landfill site, capital project reference F/C.2.121. This is the expected income to be generated from the sale of energy and provision of grid services.	C&I
F/R.7.122	Woodston Closed Landfill Site - Income Generation	-	-	-380	50	12	The Council is installing a solar park facility and battery storage system at the Woodston closed landfill site, capital project reference F/C.2.122. This is the expected income to be generated from the sale of energy and provision of grid services.	C&I
F/R.7.125	North Angle Solar Farm, Soham - Income Generation	-	-1,640	-602	-75	-75	The Council is installing a solar park facility at North Angle Farm, Soham, capital project reference F/C.2.123. This is the expected income to be generated from the sale of energy.	C&I
F/R.7.127	County Farms - Commercial uses	-75	-250	-175	-	-	Conversion of barns on the County Farms Estate for non-agricultural commercial uses, including storage and distribution.	C&I
F/R.7.129	Pooled Property Fund Investment (CCLA)	-420	-	-	-	-	In accordance with the Council's treasury management strategy, the Commercial & Investment Committee has supported a pooled property fund investment. The Local Authorities' Pooled Property Fund, managed by CCLA, has over £1.1bn invested spread across property classes throughout the UK. The Council has funds available to invest with a long-term horizon and the expected net returns are shown on this line.	C&I
F/R.7.130	Increase in ESPO dividend	-250	-	-	-	-	Increase in ESPO dividend	C&I
F/R.7.131	Commercial Income	-	-758	-500	-750	-750	Commercial return from the Council's Commercial Strategy, to be generated by the newly developed Commercial Team.	C&I
7.999	Subtotal Fees, Charges & Ring-fenced Grants	-31,955	-35,440	-37,451	-38,758	-39,657		
	TOTAL NET EXPENDITURE	-9,473	-11,702	-11,820	-12,573	-13,396		
FUNDING SOURCES								
8	FUNDING OF GROSS EXPENDITURE							
F/R.8.001	Budget Surplus	9,473	11,702	11,820	12,573	13,396	Net surplus from Commercial and Investment activities contributed to funding other Services.	C&I
F/R.8.003	Fees & Charges	-31,173	-34,658	-36,669	-37,976	-38,875	Fees and charges for the provision of services.	C&I
F/R.8.004	Arts Council Funding	-782	-782	-782	-782	-782	Ring-fenced grant from the Arts Council to part-fund Cambridgeshire Music	C&I
8.999	TOTAL FUNDING OF GROSS EXPENDITURE	-22,482	-23,738	-25,631	-26,185	-26,261		