

# Finance Tables

## Introduction

There are six types of finance table: tables 1-3 relate to all Service Areas, while only some Service Areas have tables 4, 5 and/or 6. Tables 1, 2, 3 and 6 show a Service Area's revenue budget in different presentations. Tables 3 and 6 detail all the changes to the budget. Table 2 shows the impact of the changes in year 1 on each policy line. Table 1 shows the combined impact on each policy line over the 5 year period. Some changes listed in Table 3 impact on just one policy line in Tables 1 and 2, but other changes in Table 3 are split across various policy lines in Tables 1 and 2. Tables 4 and 5 outline a Service Area's capital budget, with table 4 detailing capital expenditure for individual proposals, and funding of the overall programme, by year and table 5 showing how individual capital proposals are funded.

**TABLE 1** presents the net budget split by policy line for each of the five years of the Business Plan. It also shows the revised opening budget and the gross budget, together with fees, charges and ring-fenced grant income, for 2016-17 split by policy line. Policy lines are specific areas within a service on which we report, monitor and control the budget. The purpose of this table is to show how the net budget for a Service Area changes over the period of the Business Plan.

**TABLE 2** presents additional detail on the net budget for 2016-17 split by policy line. The purpose of the table is to show how the budget for each policy line has been constructed: inflation, demography and demand, pressures, investments and savings are added to the opening budget to give the closing budget.

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

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

**TABLE 4** presents a Service Area's capital schemes, across the ten-year period of the capital programme. The schemes are summarised by start year in the first table and listed individually, grouped together by category, in the second table. The third table

identifies the funding sources used to fund the programme. These sources include prudential borrowing, which has a revenue impact for the Council.

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

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

### Section 3 – A: Children, Families and Adults Services Overview

#### Services to be provided

The Children, Families and Adults (CFA) Service delivers the Council's responsibilities for the safeguarding, wellbeing and education of the residents of Cambridgeshire. The Service is responsible for the safeguarding of vulnerable adults and children, educational outcomes and makes a significant contribution to the health and wellbeing of children, families and adults. In broad terms, services include the following:

- Prevention, early intervention and support for vulnerable adults, including through the provision of advice, information, advocacy and support for carers. Effective use of assistive technology and re-ablement services to promote independence and prevent the need for more expensive services in the future. Work with partners to help prevent the need for people to access our statutory services.
- Assessment of the needs of older people with particular vulnerabilities, adults with learning disabilities, physical disabilities or sensory needs and adults and older people with mental health needs. These assessments will be directed by adults themselves and support personal choice and control in how assessed eligible needs are met, including the use of personal budgets and the needs of family carers.
- Commissioning, procuring and providing services that meet assessed eligible needs, support choice and control and maximise independence.
- Safeguarding and protecting vulnerable adults from abuse.

- Providing a school place for every child living in Cambridgeshire who is of school age and whose parents want their child educated in the state funded sector.
- Working with all schools and early year settings to ensure that children and young people get the best quality education, standards improve and educational achievement is accelerated for those who face deprivation.
- Identifying and supporting children and families who are vulnerable at the earliest opportunity through locality teams and working with schools, adult, health, police and fire services.
- Safeguarding all children and young people at risk of significant harm and ensuring children who are unable to remain at home are given the highest priority and minimal delay in finding alternative permanent homes.
- Provision of high quality fostering and adoption services to meet the placement demands of Cambridgeshire children.
- Provision of a range of family support services to those families in greatest need.

When considering the services provided within the CFA Service, it is important to note the changing national legislative context. Expectations around the National Living Wage will significantly increase the cost of commissioning domiciliary care, residential homes and other care for older people, those with disabilities and with mental health needs. Alongside this, significant changes to the education system have resulted in an increasingly diverse and autonomous school system and a changed role for the Council.

### Increased demand and complexity of need

Across Cambridgeshire, demand from people who are eligible for adult social care, older people and mental health services or children and young people's services continues at a level that exceeds the available budget. If we do not change the way we deliver services, we will not be able to meet the increasing demand for those who need our support over the next five years.

The number of children in the County is growing and is accompanied by a rising demand for higher need services. This includes an increase in the number of Looked After Children and level of complexity in children with statements of Special Educational Need. Less than half of children and young people in the county who are aged 11 to 16 years old attend a good or outstanding school. The proportion of children in Cambridgeshire who have special educational needs, access free school meals, or speak a language other than English at home (or some combination of these) who achieve the national benchmark is much lower than their non-disadvantaged peers, across all key assessment areas.

We have a rapidly expanding population of frail older people within Cambridgeshire who have increasingly complex needs and support requirements. There are also demographic pressures on the resources to support people with learning and physical disabilities. We are seeing more people presenting with complex needs and managing this pressure within a reduced budget is becoming increasingly demanding.

### Strategic direction for Children, Families and Adults Services

The CFA Service has set out significant savings in response to the unprecedented financial challenges facing the Council over the next five years. The total CFA savings requirement is £73m over the next five years, with £26.8m of that in year one (2016-17). Whilst reductions on this scale will have an impact on the amount of

support we can provide to vulnerable people, they do not represent straightforward service reductions. There are a number of transformation programmes planned across CFA Services which are expected to ensure delivery of these reductions whilst meeting statutory duties and minimising risk or impact to service users.

The vision of the CFA Service is for children, families and adults in Cambridgeshire to live independently and safely within strong and inclusive local networks of support. Where people need our most specialist and intensive services, we will support them. Our strategy for the CFA Service recognises that people do not generally want to be dependent on public services or be placed in an institutional care setting if this can possibly be avoided. Instead they want to live with and be supported by their family and friends at home, in the community, and remain connected to their communities and interests. If successful, this shared goal of promoting independence will achieve savings whilst also improving outcomes and the way in which vulnerable children, families and adults experience our services. We cannot do this in isolation and must work in partnership within the wider system across the health and care sector to transform support for people.

### How our services will change as a result of the Business Plan

Over the next five years, we will increase the focus on improving long term planning for those in receipt of high cost care to maximise their independence and support from their families and/or communities, and to minimise the need for formal support provision over their lifetime. We will promote professional judgement and support the flexible and creative use of resources to improve outcomes and reduce anticipated whole life costs. We will also reduce the cost of the specialist support people receive. In some cases, we will reduce support for people who use our services regardless of whether or not we can achieve greater independence. We will strengthen the impact of the preventative work we do with people, working with them to prevent need and to prevent an

escalation of need for our high cost services. We will use our remaining and reducing resources differently and our preventative activity will have a very different focus to now. Our work will be better focused on short term interventions to reduce, delay or prevent need where possible. It will be arranged and delivered locally and we will coordinate and integrate the support that people of all ages need (recognising that the intervention may be different depending on need). We will change the way that people access our services in order to ensure a more timely response to need.

We recognise that problems cannot always be solved quickly and some people will require ongoing support over the course of their lifetime. Where people need our most specialist and intensive services, we will support them. We will strive to make sure that the support provided improves both the quality of their life and is cost effective. Where we have statutory responsibilities for institutions (e.g. maintained schools), interventions will be as targeted and as brief as possible with the aim of building capacity, promoting self-improvement and achieving a quality, self-sustaining system.

In **Adult Social Care services**, we will reduce spend on meeting the needs of people with physical and learning disabilities, and prevent and/or delay that need. Reductions to budgets will be delivered through a combination of activities, including:

- Using the Transforming Lives approach to prevent increased spend and to reduce spend where short term or community based interventions can be used in place of more traditional responses;
- Utilising assistive technology where this can improve independence and/or reduce the need for more expensive staff interventions;
- Continue to set the expectation that people will pay for chosen activities where these go beyond the duty on the Council to meet assessed eligible needs;

- Managing with more risk - plan for people to be as independent as possible and use contingency plans to ensure we can respond if extra help is required or something goes wrong;
- Be clearer about the minimum intervention that is required to meet eligible needs;
- Align services where we can achieve better prices and more sustainable services; and
- Work with young people to develop a programme of targeted early intervention for young people and young adults with special educational needs to maximise skills and independence and help them to access employment in adulthood wherever possible.

The roll out of our Transforming Lives programme will be accompanied by a revision of the policy framework for care and support to underpin these approaches. The changes to the policy framework will support staff to respond to the needs of people with disabilities in more innovative and flexible ways including increased focus on short term interventions to increase independence and exploring opportunities to utilise community resources. This will be developed with service users and is subject to Member approval.

In **Older People's services**, we will reduce spend on providing care to older people and prevent and/or delay need for statutory services. The Business Plan savings are predicated on both retaining the proportion of older people requiring statutory assessment and care at current levels and reducing the cost of care to those people who are in receipt of statutory services.

We will develop and enhance our early help and prevention services for older people in order to reduce the number of people requiring statutory support through a care package. It is important to note that the entitlement to ask for a full assessment continues.

- A multi-disciplinary First Contact Team will be established at the Council's Contact Centre to offer expert advice over the

phone to older people and their carers who are seeking advice, support or starting to struggle with independent living. We will aim to find solutions to the needs of around 75% of people without the need for further Council involvement.

- Where the First Contact Team are unable to resolve issues or meet needs, they will book face to face appointments with a new early help service.
- This will be supported by a light touch and less structured information offer.

Alongside this, we will continue to reduce the costs of care for people with eligible needs by avoiding or delaying the need for people to receive higher levels of care on an ongoing basis.

- The service will be repositioned to focus on working with people with emerging or increasing needs at home, helping them learn new skills and ways of coping before they have a crisis, such as a hospital admission.
- We will continue to take referrals from people leaving hospital after a period of acute care and a new pathway for re-ablement within the health and social care system is being designed.
- We will establish a Shared Lives scheme, whereby an adult who needs support and/or accommodation becomes a regular visitor to, or moves in with, a registered Shared Lives carer. Together, they share family and community life.

For **adults with mental health needs**, we will make savings by both minimising the levels of people requiring statutory assessment and care, and reducing the cost of care to those people who are in receipt of statutory services. The budgets for meeting the social care costs for adults with mental health needs are delegated to the Cambridgeshire and Peterborough Foundation Trust (CPFT) under the section 75 agreement, and CPFT managers and staff will be central to the delivery of the savings required. A range of initiatives have been agreed to support delivery, these include;

- Strengthening the routine review of care packages and authorisation before they are commissioned and setting expectations about outcomes at the time the package is put in place;
- Increasing the use of the Reablement Service and input from Mental Health to the Reablement Service to increase their ability and confidence to respond to older people with mental health needs;
- Reviewing care plans with a focus on high cost packages, packages that include night time sitting services and double ups and finding alternatives to services being provided by Council for lower levels of need;
- Use Extra Care Sheltered Housing and sheltered accommodation to keep people in their own homes;
- Reviewing discharge from hospital processes and work to identify whether existing services users could be discharged more promptly; and
- Implementation of the dementia strategy.

Across Adult Social Care, Older People and Mental Health services, we will continue work with health colleagues to clarify funding responsibility between social care and the NHS when someone has continuing health care needs. We are liaising and working with health partners on the respective budget reductions across the health and social care system recognising that both systems are under financial pressure and that a joint approach will be required to minimise the impact.

Within **Children's Social Care** services, significant savings will be achieved through preventing and reducing the number of Looked After Children.

- We will prevent need escalating and find alternatives to care wherever possible. We will focus on brokering family solutions and identifying kinship carers who can take responsibility for



children when their parent cannot, in preference to making a formal care placement. We will be clearer than ever with parents who ask us to take their children into care that they cannot give up their responsibilities as parents and that we will only bring children into care where this is absolutely necessary for their safety. Our range of edge of care services and wider services for children, families and adults will make children at risk of coming into care their first priority and provide the rapid, tenacious and intensive support for families which we know keeps children out of the care system.

- We will change the mix of care placements and arrangements we make – with fewer residential placements, fewer children with independent foster care agencies and fewer children placed out of county. We will use funds creatively and flexibly to meet need at a lower cost. This flexible approach will include support for children who are being supported by Children's Social Care teams or other specialist services, when we see their circumstances deteriorating and need(s) increasing, to avoid a high cost placement

Alongside these reductions to the Looked After Children budget:

- We will review management responsibilities within the unit structure (which covers geographical areas), with the intention of reducing management. In the longer term, we will also review the number of units that are required, reducing the number in proportion with the reduction in the number of LAC.
- We will review our policy of paying Special Guardianship Orders and Adoption Allowances until a child becomes 18 and will cap the payments to two years after a placement/order is made in all but the most exceptional circumstances.

Within our **Learning** services:

- We will reduce grants to staff training to work in Early Years settings.
- We will reduce the school improvement budget by continuing to increase the trading income of schools advice services and by reducing the funding that the Council provides for maintained schools to improve. The Council will support only where we have a statutory responsibility to intervene, and/or early intervention would be cost-effective.
- We will reconfigure our educational support for LAC, reducing and combining team functions, whilst still meeting our statutory responsibilities.
- Savings will be made within the Home to School Transport budgets for maintained and special schools. Savings to the mainstream school budget will be achieved through a range of actions including ceasing to provide any form of financial support to post-16 students starting a new course of study effective from 1 September 2016, apart from those living in low-income households. In respect of SEND transport, we will introduce a new subsidised rate for those living in low-income households effective from 1 September 2016.

Within our **Enhanced and Preventative** services:

- We will continue work to transform our early help and prevention offer in children and young people's services. We will recommission our early help offer delivered by Locality Teams. A reduction of the Advice and Guidance offer is planned and we will focus the service on the delivery of statutory responsibilities, supporting young people who are NEET or are at high risk of becoming NEET. There will continue to be a dedicated professional group to deliver this work with the most vulnerable young people, but others who may be less high risk but in need are less likely to receive a



service. Schools will no longer be provided with a dedicated resource, this will in future be allocated on a need basis. Alongside this, we will continue work to recommission services for children and young people that are delivered by Youth Support Services.

- We will re-commission our Children's Centres and Children's Health services. For 2016/17 the service will achieve efficiency savings of £250k while maintaining the service offer. This will be delivered through a combination of vacancy savings, further scrutiny of fixed term staff contracts, reductions to non-staff budgets and by setting a net income target for each children's centre. During 2016/17 the Service will also be undertaking redesign and transformation work to prepare to deliver the larger savings target required in 2017/18. It is intended that this will develop a more integrated service for families based on a mix of professionals and services, which will offer an effective service for families and scope to achieve efficiency by eliminating duplication. This includes work with the Library Service, Registry Service and other community functions to develop 'community hubs', as well as considering how to open up the use of children's centres to a wider range of provision as well as continuing to offer children's centre activity from other venues.

We will also reduce spend on **support** services across the CFA Service over the next five years. This includes our back office, strategic and transformation support teams. As changes are implemented to our way of working over the next five years, the need for these functions should reduce over the same timeframe

We will be clear with our workforce about how we will support them to transform the way they work over the next five years. Our staff are committed to improving the lives of the vulnerable people they work with and we will do all we can to equip them with the skills to both improve outcomes for people and reduce the cost to the public

purse. This requires a significant change for our workforce and we will develop a five year workforce development strategy to support this change.

## Section 3 - A: Children, Families and Adults Services

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

Budget Period: 2016-17 to 2020-21

Net Revised Opening Budget 2016-17 £000	Policy Line	Gross Budget 2016-17 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2016-17 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000
	<b>Adult's Social Care</b>							
565	Strategic Management - ASC	2,394	-1,620	774	774	770	770	770
572	Procurement	497	-	497	497	492	492	492
2,327	ASC Strategy & Transformation	2,064	-	2,064	1,557	1,251	1,243	1,235
1,956	ASC Practice & Safeguarding	1,818	-460	1,358	1,358	1,045	1,045	1,045
899	Local Assistance Scheme	484	-	484	554	554	554	554
	<i>Learning Disability Services</i>							
272	LD Head of Services	6,244	-5,982	262	271	276	284	293
465	LD Young Adults	1,004	-	1,004	916	1,214	1,442	1,623
31,194	City, South & East Locality	35,578	-4,384	31,194	29,400	29,270	29,312	29,247
21,818	Hunts & Fens Locality	28,166	-6,383	21,783	20,431	20,315	20,333	20,270
4,548	In House Provider Services	5,493	-1,416	4,077	4,077	4,031	4,031	4,031
	<i>Disability Services</i>							
973	PD Head of Services	950	-44	906	906	903	903	903
12,764	Physical Disabilities	14,350	-1,549	12,801	12,628	12,905	13,143	13,400
607	Autism and Adult Support	470	-3	467	322	347	349	355
509	Sensory Services	532	-7	525	525	524	524	525
2,121	Carers	1,839	-	1,839	1,835	2,129	2,124	2,119
<b>81,590</b>	<b>Subtotal Adult's Social Care</b>	<b>101,883</b>	<b>-21,848</b>	<b>80,035</b>	<b>76,051</b>	<b>76,026</b>	<b>76,550</b>	<b>76,861</b>
	<b>Older People and Mental Health Services</b>							
-7,205	Director of Older People and Mental Health	10,323	-18,240	-7,917	-7,784	-7,466	-5,792	-3,117
18,565	OP - City & South Locality	24,976	-6,042	18,934	19,479	20,175	20,781	21,455
7,187	OP - East Cambs Locality	9,449	-2,237	7,212	7,395	7,634	7,842	8,075
8,095	OP - Fenland Locality	11,073	-2,876	8,197	8,434	8,739	9,003	9,299
12,416	OP - Hunts Locality	16,822	-4,183	12,639	13,030	13,531	13,967	14,450
1,051	Addenbrooke's Discharge Planning Team	1,115	-	1,115	1,115	1,104	1,104	1,104
634	Hinchinbrooke Discharge Planning Team	661	-	661	661	656	656	656
8,220	Reablement, Occupational Therapy & Assistive Technology	8,674	-358	8,316	8,316	8,390	8,390	8,390
801	Integrated Community Equipment Service	5,201	-4,424	777	775	1,062	1,190	1,310
	<i>Mental Health</i>							
4,262	Head of Services	4,898	-143	4,755	4,755	4,754	4,754	4,754
7,237	Locality Teams	7,178	-431	6,747	6,505	6,703	6,557	6,550
8,127	Older People Mental Health	9,893	-1,570	8,323	8,508	8,761	8,975	9,216
<b>69,390</b>	<b>Subtotal Older People and Mental Health Services</b>	<b>110,263</b>	<b>-40,504</b>	<b>69,759</b>	<b>71,190</b>	<b>74,041</b>	<b>77,427</b>	<b>82,141</b>

## Section 3 - A: Children, Families and Adults Services

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

Budget Period: 2016-17 to 2020-21

Net Revised Opening Budget 2016-17 £000	Policy Line	Gross Budget 2016-17 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2016-17 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000
	<b>Children's Social Care</b>							
2,664	Strategic Management - Children's Social Care	2,456	-	2,456	2,456	2,429	2,429	2,429
4,126	Head of Social Work	4,778	-74	4,704	5,053	5,502	5,926	6,393
1,530	Legal Proceedings	1,541	-	1,541	1,352	1,352	1,352	1,352
1,176	Safeguarding & Standards	1,302	-130	1,172	1,172	1,165	1,165	1,165
4,533	Children's Social Care Access	4,919	-211	4,708	4,633	4,336	4,336	4,336
10,146	Children Looked After	10,851	-283	10,568	10,568	10,534	10,534	10,534
3,897	Children In Need	4,078	-38	4,040	4,040	4,015	4,015	4,015
5,910	Disabled Services	6,571	-467	6,104	6,149	6,174	6,219	6,264
<b>33,982</b>	<b>Subtotal Children's Social Care</b>	<b>36,496</b>	<b>-1,203</b>	<b>35,293</b>	<b>35,423</b>	<b>35,507</b>	<b>35,976</b>	<b>36,488</b>
	<b>Strategy and Commissioning</b>							
26	Strategic Management - S&C	513	-190	323	323	431	431	431
1,915	Information Management & Information Technology	1,859	-44	1,815	1,804	1,357	1,357	1,357
1,582	Strategy, Performance and Partnerships	1,471	-	1,471	1,345	956	956	956
	<i>Commissioning Enhanced Services</i>							
16,490	LAC Placements	15,210	-	15,210	13,349	11,790	10,856	10,191
8,469	SEN Placements	9,107	-544	8,563	8,563	8,563	8,563	8,563
3,731	Commissioning Services	3,420	-	3,420	3,251	2,747	2,751	2,756
1,323	Early Years Specialist Support	1,299	-	1,299	1,286	1,247	1,247	1,247
7,757	Home to School Transport - Special	9,151	-69	9,082	9,072	8,260	7,770	7,242
	<i>Executive Director</i>							
452	Executive Director	456	-	456	456	453	453	453
96	Central Financing	-505	-27	-532	-531	-532	-532	-532
-	Teachers Pensions	-	-	-	-	-	-	-
-	Redundancy	-	-	-	-	-	-	-
<b>41,841</b>	<b>Subtotal Strategy and Commissioning</b>	<b>41,981</b>	<b>-874</b>	<b>41,107</b>	<b>38,918</b>	<b>35,272</b>	<b>33,852</b>	<b>32,664</b>
	<b>Children's Enhanced and Preventative Services</b>							
823	Strategic Management - E&P Services	751	-	751	751	738	738	738
571	Children's Centres Strategy	423	-170	253	253	421	421	421
1,456	Support to Parents	2,669	-1,370	1,299	1,299	1,284	1,284	1,284
5,976	SEND Specialist Services	5,918	-188	5,730	5,730	5,678	5,678	5,678
1,272	Safer Communities Partnership	7,272	-6,207	1,065	1,065	6,716	6,716	6,716
	<i>Youth Support Services</i>							
1,317	Youth Offending Service	2,342	-1,147	1,195	1,195	1,180	1,180	1,180
1,195	Central Integrated Youth Support Services	953	-94	859	859	854	854	854

## Section 3 - A: Children, Families and Adults Services

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

Budget Period: 2016-17 to 2020-21

Net Revised Opening Budget 2016-17 £000	Policy Line	Gross Budget 2016-17 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2016-17 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000
	<i>Locality Teams</i>							
3,665	East Cambs & Fenland Localities	3,413	-35	3,378	2,711	2,685	2,685	2,685
4,222	South Cambs & City Localities	3,900	-53	3,847	3,180	3,152	3,152	3,152
2,659	Huntingdonshire Localities	2,395	-106	2,289	1,623	1,602	1,602	1,602
<b>23,156</b>	<b>Subtotal Children's Enhanced and Preventative Services</b>	<b>30,036</b>	<b>-9,370</b>	<b>20,666</b>	<b>18,666</b>	<b>24,310</b>	<b>24,310</b>	<b>24,310</b>
	<b>Learning</b>							
-274	Strategic Management - Learning	-310	-	-310	-441	-442	-442	-442
1,790	Early Years Service	1,594	-417	1,177	1,161	1,132	1,116	1,100
1,591	Schools Intervention Service	1,456	-302	1,154	843	666	666	666
1,544	Schools Partnership Service	1,391	-42	1,349	1,199	835	835	835
120	Children's Innovation & Development Service	2,765	-2,837	-72	-292	-243	-243	-243
1,464	Integrated Workforce Development Service	1,623	-296	1,327	1,217	1,207	1,207	1,207
-350	Catering, Cleaning & Groomfield Services	11,339	-11,739	-400	-400	-400	-400	-400
3,001	Redundancy & Teachers Pensions	3,515	-506	3,009	3,009	2,996	2,996	2,996
	<i>0-19 Place Planning &amp; Organisation Service</i>							
1,040	0-19 Organisation & Planning	2,528	-1,478	1,050	1,040	1,032	1,032	1,032
158	Early Years Policy, Funding & Operations	158	-	158	158	157	157	157
175	Education Capital	173	-	173	173	170	170	170
9,293	Home to School / College Transport - Mainstream	11,215	-1,027	10,188	10,092	10,177	10,401	10,643
<b>19,552</b>	<b>Subtotal Learning</b>	<b>37,447</b>	<b>-18,644</b>	<b>18,803</b>	<b>17,759</b>	<b>17,287</b>	<b>17,495</b>	<b>17,721</b>
-23,212	DSG Adjustment	-	-23,212	-23,212	-23,212	-23,212	-23,212	-23,212
	<b>Future Years</b>							
-	- Inflation	-	-	-	4,843	10,287	15,942	21,987
-	- Savings	-	-	-	-9,817	-14,582	-18,861	-18,861
<b>246,299</b>	<b>CFA BUDGET TOTAL</b>	<b>358,106</b>	<b>-115,655</b>	<b>242,451</b>	<b>229,821</b>	<b>234,937</b>	<b>239,480</b>	<b>250,099</b>

## Section 3 - A: Children, Families and Adults Services

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2016-17

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Adult's Social Care</b>							
Strategic Management - ASC	565	22	-	1	-	186	774
Procurement	572	15	-	9	-	-99	497
ASC Strategy & Transformation	2,327	37	-	9	-	-309	2,064
ASC Practice & Safeguarding	1,956	34	-	15	-	-647	1,358
Local Assistance Scheme	899	5	-	-	-350	-70	484
<i>Learning Disability Services</i>							
LD Head of Services	272	18	-	15	-	-43	262
LD Young Adults	465	18	298	336	31	-144	1,004
City, South & East Locality	31,194	414	714	1,920	19	-3,067	31,194
Hunts & Fens Locality	21,818	291	553	1,464	31	-2,374	21,783
In House Provider Services	4,548	125	-	68	-	-664	4,077
<i>Disability Services</i>							
PD Head of Services	973	17	-	4	-	-88	906
Physical Disabilities	12,764	156	406	445	49	-1,019	12,801
Autism and Adult Support	607	9	128	24	-	-301	467
Sensory Services	509	10	-	5	10	-9	525
Carers	2,121	25	-	1	-	-308	1,839
<b>Subtotal Adult's Social Care</b>	<b>81,590</b>	<b>1,196</b>	<b>2,099</b>	<b>4,316</b>	<b>-210</b>	<b>-8,956</b>	<b>80,035</b>
<b>Older People and Mental Health Services</b>							
Director of Older People and Mental Health	-7,205	89	-	225	26	-1,052	-7,917
OP - City & South Locality	18,565	264	475	775	50	-1,195	18,934
OP - East Cambs Locality	7,187	107	175	263	-	-520	7,212
OP - Fenland Locality	8,095	113	214	335	-	-560	8,197
OP - Hunts Locality	12,416	168	328	536	59	-868	12,639
Addenbrooke's Discharge Planning Team	1,051	36	-	15	51	-38	1,115
Hinchingbrooke Discharge Planning Team	634	15	-	8	22	-18	661
Reablement, Occupational Therapy & Assistive Technology	8,220	171	-	-	330	-405	8,316
Integrated Community Equipment Service	801	10	117	2	-	-153	777
<i>Mental Health</i>							
Head of Services	4,262	54	440	1	-	-2	4,755
Locality Teams	7,237	105	-	184	123	-902	6,747
Older People Mental Health	8,127	106	189	297	68	-464	8,323
<b>Subtotal Older People and Mental Health Services</b>	<b>69,390</b>	<b>1,238</b>	<b>1,938</b>	<b>2,641</b>	<b>729</b>	<b>-6,177</b>	<b>69,759</b>

## Section 3 - A: Children, Families and Adults Services

**Table 2: Revenue - Net Budget Changes by Operational Division**

Budget Period: 2016-17

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Children's Social Care</b>							
Strategic Management - Children's Social Care	2,664	75	-	42	70	-394	2,456
Head of Social Work	4,126	54	316	572	-	-364	4,704
Legal Proceedings	1,530	11	-	-	-	-	1,541
Safeguarding & Standards	1,176	25	-	19	25	-73	1,172
Children's Social Care Access	4,533	107	-	52	209	-193	4,708
Children Looked After	10,146	175	-	188	193	-134	10,568
Children In Need	3,897	87	-	48	175	-167	4,040
Disabled Services	5,910	97	-	86	87	-76	6,104
<b>Subtotal Children's Social Care</b>	<b>33,982</b>	<b>631</b>	<b>316</b>	<b>1,007</b>	<b>759</b>	<b>-1,401</b>	<b>35,293</b>
<b>Strategy and Commissioning</b>							
Strategic Management - S&C	26	3	-	3	-	291	323
Information Management & Information Technology	1,915	37	-	14	-	-151	1,815
Strategy, Performance and Partnerships	1,582	40	-	22	-	-173	1,471
<i>Commissioning Enhanced Services</i>							
LAC Placements	16,490	198	-	83	-	-1,561	15,210
SEN Placements	8,469	94	-	-	-	-	8,563
Commissioning Services	3,731	79	-	41	-64	-367	3,420
Early Years Specialist Support	1,323	16	-	-	-	-40	1,299
Home to School Transport - Special	7,757	125	613	1,200	-	-613	9,082
<i>Executive Director</i>							
Executive Director	452	11	-	3	-	-10	456
Central Financing	96	-	-	366	-	-994	-532
<b>Subtotal Strategy and Commissioning</b>	<b>41,841</b>	<b>603</b>	<b>613</b>	<b>1,732</b>	<b>-64</b>	<b>-3,618</b>	<b>41,107</b>
<b>Children's Enhanced and Preventative Services</b>							
Strategic Management - E&P Services	823	25	-	20	-	-117	751
Children's Centres Strategy	571	13	-	-	-	-331	253
Support to Parents	1,456	32	-	21	-	-210	1,299
SEND Specialist Services	5,976	189	-	84	-	-519	5,730
Safer Communities Partnership	1,272	96	-	15	-	-318	1,065
<i>Youth Support Services</i>							
Youth Offending Service	1,317	34	-	25	6	-187	1,195
Central Integrated Youth Support Services	1,195	22	-	9	-	-367	859



### Section 3 - A: Children, Families and Adults Services

**Table 2: Revenue - Net Budget Changes by Operational Division**

Budget Period: 2016-17

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<i>Locality Teams</i>							
East Cambs & Fenland Localities	3,665	89	-	46	-	-422	3,378
South Cambs & City Localities	4,222	101	-	54	-	-530	3,847
Huntingdonshire Localities	2,659	69	-	38	-	-477	2,289
<b>Subtotal Children's Enhanced and Preventative Services</b>	<b>23,156</b>	<b>670</b>	<b>-</b>	<b>312</b>	<b>6</b>	<b>-3,478</b>	<b>20,666</b>
<b>Learning</b>							
Strategic Management - Learning	-274	-4	-	1	-	-33	-310
Early Years Service	1,790	39	-	31	-	-683	1,177
Schools Intervention Service	1,591	43	-	29	-	-509	1,154
Schools Partnership Service	1,544	57	-	29	-	-281	1,349
Children's Innovation & Development Service	120	13	-	12	-	-217	-72
Integrated Workforce Development Service	1,464	33	-	19	-	-189	1,327
Catering, Cleaning & Groomfield Services	-350	-	-	-	-	-50	-400
Redundancy & Teachers Pensions	3,001	35	-	-	-	-27	3,009
<i>0-19 Place Planning &amp; Organisation Service</i>							
0-19 Organisation & Planning	1,040	27	-	13	-	-30	1,050
Early Years Policy, Funding & Operations	158	3	-	3	-	-6	158
Education Capital	175	4	-	7	-	-13	173
Home to School / College Transport - Mainstream	9,293	153	475	980	-	-713	10,188
<b>Subtotal Learning</b>	<b>19,552</b>	<b>403</b>	<b>475</b>	<b>1,124</b>	<b>-</b>	<b>-2,751</b>	<b>18,803</b>
DSG Adjustment	-23,212	-	-	-	-	-	-23,212
<b>CFA BUDGET TOTAL</b>	<b>246,299</b>	<b>4,741</b>	<b>5,441</b>	<b>11,132</b>	<b>1,220</b>	<b>-26,381</b>	<b>242,451</b>

## Section 3 - A: Children, Families and Adults Services

Table 3: Revenue - Overview

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>360,719</b>	<b>358,106</b>	<b>346,001</b>	<b>345,292</b>	<b>350,341</b>		
A/R.1.001	Increase in spend funded from external sources	590	-	-	-	-	Existing	Increase in expenditure budgets (compared to published 2015-16 Business Plan) as advised during the budget preparation period and permanent in-year changes made during 2015-16.
A/R.1.002	Special Educational Needs and Disability (SEND) Implementation Grant	-359	-	-	-	-	Existing	Removal of one-off new funding to support impact of new responsibilities due to SEND reforms (received in 2015-16 only).
A/R.1.003	Transfer of Function - Independent Living Fund	1,332	-67	-63	-60	-57	New	The Independent Living Fund (ILF), a central government funded scheme supporting care needs, closed on 30 June 2015 and the local authority is now responsible for meeting eligible social care needs for former ILF clients – requiring the additional budget shown on this line. Following the national trend, a 5% reduction in service users per year has been applied across the Business Planning period.
A/R.1.004	Cambridgeshire Local Assistance Scheme	513	-	-	-	-	Existing	Increase in allocation to Local Assistance Scheme, following GPC review of national settlement
A/R.1.005	Reduction in Youth Justice Board Grant	-95	-	-	-	-	New	Anticipated reduction in Youth Justice Board Good Practice Grant.
A/R.1.006	Care Act (New Burdens Funding) Additional assessments and care cap	-1,600	-	-	-	-	New	With the announcement in July 2015 that the care cap would be delayed from April 2016 to the end of the decade, the Council now no longer needs to undertake assessments of people who fund their own care. We therefore anticipate the funding which the Council has been allocated for early assessments in 2015/16 will not recur in future years.
A/R.1.007	Increase in Dedicated Schools Grant (DSG)	200	-	-	-	-	New	DSG funding of Special school equipment budget in Commissioning Enhanced Services.
<b>1.999</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>361,300</b>	<b>358,039</b>	<b>345,938</b>	<b>345,232</b>	<b>350,284</b>		
<b>2</b>	<b>INFLATION</b>							
A/R.2.001	Centrally funded inflation - Staff pay and employment costs	2,221	2,171	2,433	2,507	2,675	New	Forecast pressure from inflation relating to employment costs. On average, 3.3% inflation has been budgeted for, to include inflation on pay, employers National Insurance and employers pension contributions (which are subject to larger increases than pay as a result of the on-going review of the employer's percentage contribution required). However CFA will expect individual Budget Holders to absorb part of this increase in cost (see A/R.6.710).
A/R.2.002	Centrally funded inflation - Care Providers	2,232	2,181	2,445	2,519	2,689	New	Forecast pressure from inflation relating to care providers. An average of 1.2% uplift would be affordable across Care spending.
A/R.2.003	Centrally funded inflation - Looked After Children (LAC) placements	316	323	352	363	359	New	Forecast pressure from inflation relating to LAC Placements, which is estimated at 1.2%. However it is planned to restrict inflation on contracts to 0.50% where possible (see saving A/R.6.407).
A/R.2.004	Centrally funded inflation - Transport	431	441	480	494	490	New	Forecast pressure relating to Transport. Inflationary increase is calculated at 1.5%.
A/R.2.005	Centrally funded inflation - Miscellaneous other budgets	170	173	189	194	192	New	Forecast pressure from inflation relating to miscellaneous other budgets, on average this is calculated at 1.3% increase.

## Section 3 - A: Children, Families and Adults Services

**Table 3: Revenue - Overview**

**Budget Period: 2016-17 to 2020-21**

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
A/R.2.006	Corporate Services Inflation Proposal - Impact of National Living Wage on CCC employee costs	-	4	15	68	151	New	The cost impact of the introduction of the National Living Wage (NLW) on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates. Traded services whose staff are paid below the National Living Wage will be expected to recover any additional cost through their pricing structure.
<b>2.999</b>	<b>Subtotal Inflation</b>	<b>5,370</b>	<b>5,293</b>	<b>5,914</b>	<b>6,145</b>	<b>6,556</b>		
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>							
A/R.3.001	Integrated Community Equipment Services (ICES)	117	118	128	128	120	Existing	Funding to support the increased demand for Community Equipment, both for the Adult population (demand for more complex equipment and demand led by Reablement) and for children (where demand continues to grow). ICES is an all age service.
A/R.3.002	Physical Disability & Sensory Services	534	529	492	511	511	Existing	Funding to support the increase in demand on the service from children transferring to adult services and the net predicted increase in new users' needs (based on current trends of new users less users leaving the service). A net increase of 63 clients were registered on Disabilities Service commitment record across 2014-15.
A/R.3.003	Reductions in demand - Physical Disability and Autism & Adult Support	-	-20	-55	-80	-111	New	The strategic approach across CFA is to maximise independence and reduce the need for statutory services. This work in children's will ensure that those young people transferring to the Physical Disability and Adult and Autism Team will be expected to have a reduced level of need for services. In addition working to the Transforming Lives model will ensure that a wider range of family and community resources are used to help people meet their needs as well as promoting independence through short term funding and use of reablement before considering a long term statutory provision. There will be an increased level of financial risk relating to any reduction in a carer's ability to care.
A/R.3.004	Learning Disability Partnership (LDP)	2,065	2,288	1,904	2,085	2,085	Modified	Funding to support new users in the service (children turning 18 in 2016-17), as well as carer breakdown. Indicative budget has been identified for 13 clients who are likely to transition to Adults Services in the first year of this Business Planning period. The remaining £1.7m of the bid in 2016/17 relates to increased need for existing clients and new clients presenting to the LDP after their early twenties. This is based on an analysis of changes in this client group over the last 2 years – indicating an upward trend of 3.5%.
A/R.3.005	Reductions in demand - Learning Disability	-500	-750	-904	-1,085	-1,085	New	The strategic approach across CFA is to maximise independence and reduce the need for statutory services; this work in children's will ensure that those young people transferring to the LDP will be expected to have a reduced level of need for services. In addition working to the Transforming Lives model will ensure that a wider range of family and community resources are used to help people meet their needs as well as promoting independence through short term funding before considering a long term statutory provision. There will be an increased level of financial risk relating to any reduction in a carers ability to care and in relation to any new people moving into the County.

## Section 3 - A: Children, Families and Adults Services

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
A/R.3.006	Older People (Additional Demand)	2,298	2,402	2,793	2,798	2,806	Existing	Demographic modelling indicates that the number of older people requiring support will increase by 3.1% per year. This is due to a combination of the overall population growth occurring in Cambridgeshire, the increasing proportion of people aged over 65 and over 85 within that population and the increasing prevalence of dementia. The amounts show the additional funding required to support older people if the current proportion of people continue to receive care and the average cost of care per person remains the same.
A/R.3.007	Reductions in Demand - Preventing and delaying the need for care for older people	-918	-965	-1,138	-1,136	-1,136	New	We plan to mitigate a significant proportion of the demand pressure on older people's services by offering forms of early help which will result in a quicker response and reduce the number of people passing into the statutory teams for full assessment and a care package. We will establish a multi-disciplinary team in the Contact Centre which will work to identify people with needs that can be immediately resolved by offering advice and guidance over the phone. For people requiring a face to face conversation a new booked appointments service will be provided which will work to link people into voluntary and community sector support and universal services, and ensure that preventative measures are taken, information and advice is provided and links made to existing support systems in the community to meet needs more quickly and delay the need for statutory support. This is in line with Transforming Lives principles. Through this work we will hope to reduce the volume of new referrals to care teams by approximately 40%. We will need to reduce expected new demand by 52 clients, across care types, to achieve this level of saving.
A/R.3.008	Adult Mental Health - Additional Demand	440	440	440	440	440	Existing	Funding to support increases in mental health needs for people aged 18- 65. This reflects modelling of the overall population growth in Cambridgeshire, the rise in mental health needs and autistic spectrum disorders in particular. The model reflects the additional funding required if recent trends in the number of service users and the costs of care were to continue.
A/R.3.010	Home to School Special Transport	613	618	618	623	625	Modified	Increased costs of journeys to school for children with Special Educational Needs (SEN) due to increasing numbers and complexity of need of children being transported, as predicted using historical trends.
A/R.3.011	Looked After Children (LAC) Numbers	2,100	1,615	1,680	1,744	1,841	Existing	Increased costs due to forecast increase in the LAC population in Cambridgeshire. The population is forecast to grow at a monthly rate of 0.36%, following analysis of recent and historical trends; this is prior to management intervention. Significant savings are planned to be delivered through the Placements Strategy, reversing the demographic growth (A/R.3.012) and delivering further savings (A/R.6.407).
A/R.3.012	Reduction in demand - Looked After Children (LAC)	-2,100	-1,615	-1,680	-1,744	-1,841	New	Demographic pressures (A/R.3.011) are planned to be met through implementation of the Placements Strategy reducing the risk of children entering care, reducing the length of time children spend in care, and reducing the risk of children returning to care.
A/R.3.013	Growth in Children Numbers	305	487	528	589	589	Existing	Increase in resources required to support increased and more diverse child population in Cambridgeshire.
A/R.3.014	Reductions in demand - Growth in Children Numbers	-305	-487	-528	-589	-589	New	There will be no new resources for new communities as they emerge in Cambridgeshire and therefore additional demand will be met from within the services' existing resource.

## Section 3 - A: Children, Families and Adults Services

**Table 3: Revenue - Overview**

**Budget Period: 2016-17 to 2020-21**

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
A/R.3.015	Home to School Mainstream Transport	475	759	759	759	759	Existing	Increased costs because the growth in numbers requires additional and new routes to be put in place for children of statutory school age.
A/R.3.016	Adoption	316	349	384	424	467	New	Special Guardianship Orders and Adoption Allowances were previously part funded through use of the Adoption Reform Grant as well as opportune in year savings in Children's Social Care (CSC). Government has now withdrawn the Adoption Reform Grant and previous funding is also not available in CSC to manage these costs. With a 25% year on year increase of Special Guardianship Orders alone over the past four years this funding is needed to fund the shortfall in funding for Special Guardianship Orders/Adoption Allowances. Our policy in relation to these payments will also be reviewed with a view to making savings in this area (see saving A/R.6.305).
A/R.3.017	Support Packages - Children in Need	47	46	46	46	46	Existing	Increased costs for Children in Need teams within Children's Social Care due to increasing numbers of referrals, and initial and core assessments being undertaken.
A/R.3.018	Support Packages - Children in Need	-47	-46	-46	-46	-46	New	The additional pressure on this budget will be absorbed.
A/R.3.019	Disability Children's Services	56	58	60	62	64	Existing	Projected growth in disabled children numbers being seen in Cambridgeshire and requiring support from Children's Social Care, based on national trends in numbers and increases in complexity of need.
A/R.3.020	Disability Children's Services	-56	-58	-60	-62	-64	New	The additional demand on this budget will be managed within existing resources.
A/R.3.021	Adult Alcohol Specialist Treatment Service	38	89	81	92	85	Existing	Funding to support increased demand for alcohol services.
A/R.3.022	Adult Alcohol Specialist treatment	-38	-89	-81	-92	-85	New	Increased demand on this service will be managed within existing resources.
<b>3.999</b>	<b>Subtotal Demography and Demand</b>	<b>5,440</b>	<b>5,768</b>	<b>5,421</b>	<b>5,467</b>	<b>5,481</b>		
<b>4</b>	<b>PRESSURES</b>							
A/R.4.001	Unaccompanied Asylum Seeking Children	125	-	-	-	-	New	Recognising the increase in Unaccompanied Asylum Seeking Children in Cambridgeshire and increasing costs relating to legal challenge, assessment and interpreters.
A/R.4.002	Fair Cost of Care and Placement Costs	-	-	-	1,500	2,500	New	In line with Care Act guidance, the Council will need to continue to ensure that the price paid for Adult Social Care reflects due regard to the actual costs of providing that care. A strategic investment in the care home sector is envisaged in the final two years of this Business Plan. The timing and extent of this will be kept under close review as several factors develop including the impact of the national living wage, local market conditions and the overall availability of resources.
A/R.4.003	Home to School Transport (Mainstream)	980	-	-	-	-	New	Pressures exist on the 2015/16 budget because savings from the re-tendering of contracts have been less than anticipated (prices have been negotiated to as low as the market will bear), and because of an unanticipated increase in the number of children requiring transport as a result of catchment schools being at capacity.
A/R.4.004	Home to School Transport (Looked After Children & Special)	1,200	-	-	-	-	New	Pressures existing as a result of the increasing Looked After Children population, and increasing needs resulting in higher cost and quantity of specialist transport.

## Section 3 - A: Children, Families and Adults Services

**Table 3: Revenue - Overview**  
**Budget Period: 2016-17 to 2020-21**

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
A/R.4.005	Learning Disability Partnership	1,892	-	-	-	-	New	Previously the Council attempted to make savings based on the existing programme of reviews of service users, and limiting reduction of services to those that service users could reasonably be expected to pay. In the future the Council will have to straightforwardly seek reductions in packages without necessarily ensuring there is another way of the service user accessing that support. Going forward, a dedicated team of staff will be set up to undertake reviews of service users and to negotiate with providers. This work will need to ensure services are appropriate to service users needs and in line with the policies of the Council.
A/R.4.007	Single-Tier State Pension	1,409	-	-	-	-	Existing	The Government plans to abolish the State Second Pension on 1st April 2016. The Council currently receives a rebate on the amount of National Insurance contributions it pays as an employer because it has "contracted out" of the State Second Pension. This rebate will cease when the State Second Pension is abolished, resulting in an increase in the cost of National Insurance contributions which the Council is required to pay.
A/R.4.008	Adoption	570	-	-	-	-	New	There is a current pressure of £570k in the Children's Social Care directorate. Adoption Allowances and Special Guardianship Orders were previously part funded through use of the Adoption Reform Grant as well as opportune in year savings in Children's Social Care (CSC). Government has now withdrawn the Adoption Reform Grant and previous funding is also not available in CSC to manage these costs. With a 25% year on year increase of Special Guardianship Orders alone over the past four years this funding is needed to fund the shortfall in funding for Special Guardianship Orders/Adoption Allowances. These allowances will be reviewed with a view to making savings (see proposal A/R.6.305).
A/R.4.009	Impact of National Living Wage on Contracts	4,956	4,861	4,765	4,763	4,833	New	As a result of the introduction of the National Living Wage (NLW) it is expected that the cost of contracts held by CCC with private and voluntary sector care providers will increase. This is as a result of providers costs increasing as a result of introducing the NLW, price increases are therefore anticipated. Our analysis suggests the changes from April 2016 could cost an additional 3-5%, depending on the cost base for providing different types of care.
<b>4.999</b>	<b>Subtotal Pressures</b>	<b>11,132</b>	<b>4,861</b>	<b>4,765</b>	<b>6,263</b>	<b>7,333</b>		
<b>5</b>	<b>INVESTMENTS</b>							
A/R.5.001	Re-evaluation of Social Work posts in Children's and Adult's Services	1,304	-	-	-	-	New	The Council has carried out a re-evaluation of the grades for posts working in social care in Adults' and Children's services to bring CCC in line with neighbouring authorities. This is in response to current difficulties with recruitment and retention and forms part of a Recruitment and Retention Strategy. This will result in increased cost as existing staff are upgraded, new staff are appointed and vacancies filled. We expect some decrease in spending on agency workers as a result, shown in proposal A/R.6.706.



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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
A/R.5.002	Early help and intervention service for Older People and Adults with disabilities	330	-	-	-	-	New	We will establish a multi-disciplinary team in the Contact Centre which will work to identify people with needs. In addition, for people requiring a face to face conversation, Contact Centre staff will be able to offer a new booked appointments service which will work to link people into voluntary and community sector support and universal services, and ensure that preventative measures are taken, information and advice is provided and links made to existing support systems in the community to meet needs more quickly and delay the need for statutory support. This is in line with Transforming Lives principles.
A/R.5.003	Flexible Shared Care Resource	-64	-174	-	-	-	Existing	Ending of transformation funding given to fill a gap in the market for the provision of services which bridge the gap between fostering and community support and residential provision. Investment will be repaid over a 7 year period from savings in placement costs.
A/R.5.004	Cambridgeshire Local Assistance Scheme (CLAS)	-350	-	-	-	-	Existing	Reversal of one off investment made into Cambridgeshire Local Assistance Scheme in 2015-16 (offset by new funding of £513k as shown in proposal A/R.1.004).
5.999	Subtotal Investments	1,220	-174	-	-	-		

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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
6	<b>SAVINGS</b>							
A/R.6.101	<b>Adult Social Care</b> Reduction in expenditure on meeting the needs of people with physical disabilities and people on the autistic spectrum.	-1,232	-1,191	-440	-505	-455	New	<p>The savings will be a combination of actions set within a new policy framework currently being developed. The focus of activity will be reducing the provision for service users with disabilities within the context of the transforming lives model. This will include:</p> <ul style="list-style-type: none"> <li>• Accepting more risk in packages</li> <li>• Funding in place to manage situations where there was a likely need for increased support will be removed where there is no evidence that this has been used; Instead working to the transforming lives model teams will be more responsive to emerging need and intervene early to prevent or delay that need, offering time limited support or a Reablement Service where appropriate.</li> <li>• Specialist occupational therapist input will also continue to reduce double-handed care packages to single worker provision</li> <li>• Limiting the level of funding for "social inclusion" where a person attends groups or lives with others.</li> <li>• Negotiating reduction in the price we set for care (benchmark) particularly where this price is different across clients groups i.e. one cost for physical disabilities and a different one for older people.</li> <li>• Focusing on setting goals in support plans that aim for increased independence and reducing funding when those goals are achieved.</li> <li>• A programme of reviews and re-assessments will underpin these changes, this is likely to take up to three years to complete.</li> </ul> <p>As we expect service user numbers to be broadly static in this service, achieving this saving will require a 7.5% reduction in the average appending per person in residential services and a 4.5% reduction in the average spending per person receiving community based support.</p>

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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
A/R.6.102	Reduction in expenditure on meeting the needs of people with learning disabilities	-5,213	-5,914	-2,025	-2,047	-2,283	New	<p>The savings will be a combination of actions set within a new policy framework currently being developed. The focus of activity will be on reducing the provision for service users with Learning disabilities within the context of the Transforming Lives model. This will include:</p> <ul style="list-style-type: none"> <li>• Accepting more risk in packages</li> <li>• Funding in place to manage situations where there was a likely need for increased support will be removed where there is no evidence that this has been used; Instead working to the transforming lives model teams will be more responsive to emerging need and intervene early to prevent or delay that need.</li> <li>• Identifying opportunities to promote group activities both in the community and in day care settings meaning support staff can be shared.</li> <li>• Introduction of set (benchmark) prices for care in line with current practice in Physical Disabilities and Older Peoples services requiring negotiation with existing providers.</li> <li>• Focusing on setting goals in support plans that support people to progress and increase their independence, reducing funding when those goals are achieved.</li> <li>• A programme of reviews and re-assessments will underpin these changes, this is likely to take up to three years to complete.</li> </ul> <p>The Learning Disability Partnership has a pooled health and social care budget therefore additional savings are required to maintain the pooled budget, this work will be focused on a review of specialist health support including the commissioned inpatient provision. For 2016/17, the savings in this line have been modelled as requiring a 7% reduction in the average cost of residential care, a 5% reduction in the average cost of supported living and a 6% reduction on average across community-based services. Client numbers will stay stable overall for the first two years of the plan – meaning the average level of support to individuals will decrease and cost less.</p>
A/R.6.103	Rationalisation of housing related support contracts (previously part of the Supporting People Programme)	-230	-500	-300	-	-	Existing	<p>This work will focus on contracted services commissioned to support individuals / families to maintain their housing. One contract will be ended and another will be realigned to current performance. Where services are ended this will be replaced by "floating support" this support is provided on a referral basis and is aimed at helping individuals and families to maintain their tenancies as well as other activities such as help to gain employment which moves them into a more independent and sustainable situation.</p>
A/R.6.104	Charge eligible Disabled Facilities Grant expenditure to capital budget	-	40	-	-	-	Existing	<p>Reversal of charging equipment and work to provide better facilities for disabled people to capital rather than revenue budgets (as there is a limited amount of carried forward capital funding available).</p>
A/R.6.105	Older People's Services Handyperson	50	-	-	-	-	Existing	<p>Reversal of a one off saving from 2015-16. Work with partners to develop a new Countywide handyperson scheme was delayed in 2015/16 allowing a one-off saving to be made. This money will be needed for the new service in 2016/17.</p>
A/R.6.106	Review of non-care contracts in Adult Social Care	-54	-	-	-	-	New	<p>The Disabilities Service is no longer required to make a contribution to the Blue Badge scheme (£17k) and to multiple sclerosis therapy (£2k), additionally funding is removed following previous contractual rationalisation for housing related support.</p>

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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
A/R.6.107	Prevention grant	-15	-	-	-	-	New	Permanent removal of last part of a historical grant that has not already been rolled into ongoing contracts for prevention services.
A/R.6.108	Short term reduction in budget to support family carers	-300	-	300	-	-	New	Reduced 'personal budgets' to meet eligible needs for Carers. This follows changes to meet Care Act expectations and slower than expected take up of assessments and 'personal budgets'. If the take up of assessments and personal budgets increases quickly in the next two years, there is a risk that the budget will not be able to sustain the demand.
A/R.6.109	Remove post to support Adult Information System (AIS) now implementation has concluded	-41	-	-	-	-	New	Removal of one post, which is currently vacant.
A/R.6.110	Deprivation of Liberty Safeguards	-540	-	-400	-	-	Existing	The March 2014 Supreme Court Judgement on the deprivation of liberty requires Councils to undertake a large number of new assessments, including applications to the Court of Protection. Recent guidance has reduced the requirement for legally trained representatives to present the cases in the Court of Protection which has reduced the legal fees. It has also proved challenging to secure suitably trained staff to undertake the assessments because of demand for these skills across all authorities. Some of the funding allocated to address this new pressure has therefore been identified to reduce budget pressures and the Council accepts the potential risk of challenge for depriving people of their liberty while the backlog of cases are prioritised.
A/R.6.111	Review of in-house services for Learning Disability	-500	-250	-250	-	-	New	In line with CFA strategy and transforming lives we will review and make necessary changes to in house services changes will focus on: <ul style="list-style-type: none"> <li>Ensuring that the staffing and funding resource is appropriately targeted to provide intensive short term support aimed at increasing independence where this will reduce the long term demand for services. This approach is not fully embedded in the current model of services.</li> <li>We will continue to provide a respite function both as a day provision and an overnight provision and will ensure that this is appropriately staffed and is cost effective.</li> <li>Where any service is not being fully utilised and / or is not cost effective we will consider the risks in ending it as an in house service and where appropriate working with the independent sector to provide for assessed needs in a different way.</li> </ul>
A/R.6.112	Cambridgeshire Local Assistance Scheme	-70	70	-	-	-	New	The scheme is currently underspending, so it is proposed that a one off saving is made from 2016-17 budgets.
A/R.6.113	Chronically excluded adults t(CEA) eam efficiencies	-25	-	-	-	-	New	Historically there has been an underspend in the CEA service, with partners agreeing that subsequent carry forwards can be used to support both the CEA and the Rapid Response Service (RRS) in future years. The reduction in Public Health funding has been agreed so that the CEA service can continue into 2017/18, and the RRS service at a reduced level of staffing thus ensuring the service can continue into 2017/18.
A/R.6.114	Housing related support	-6	-	-	-	-	New	A reduction in Public Health funding provided to this service as a result of cuts to the grant.

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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
A/R.6.201	<b>Older People's Services and Adult Mental Health</b> Reduction in expenditure on meeting the needs of older people requiring care	-2,063	-1,278	-1,403	-1,701	-1,521	New	<p>Savings will be delivered by reducing the cost of the care organised to meet the needs of older people assessed as eligible for social care. Through the transforming lives model of social work, teams will work to design support and care packages which seek to minimise the reliance on traditional forms of formal care, maximise independence and wherever possible keep people living in their community and at home rather than in full time care settings. Our planning assumptions are based on current trends.</p> <p>For 2016/17, the savings in this line have been modelled as the result of decreasing the numbers in</p> <ul style="list-style-type: none"> <li>residential care by 5% (27 service users)</li> <li>by 5% in nursing care (16 service users).</li> </ul> <p>This will mean that clients with higher levels of need will receive community-based care instead of residential services.</p> <ul style="list-style-type: none"> <li>Achieving this saving also requires a reduction in homecare clients of 79 and a 2% reduction in average cost of domiciliary provision, meaning the average package size will decrease.</li> </ul> <p>Our plans mean that we will support only the same number of Older People in 2021 as we do in 2015, despite the demographic pressures. We recognise that this will be very challenging to implement and could have a negative impact on the outcomes of the older people we support and some older people may not receive the amount of care they had hoped for or may not be placed in the care setting they would ideally have chosen.</p> <p>There is also a risk that as we seek to manage within the allocated budget, that this will increase pressure on other health and care partners, at a time when their budgets and services are also under significant pressure. We aim to ensure that we plan with partners how we will use of resources to achieve greatest impact by working in partnership to plan for and anticipate the impact of the reduced budget.</p>
A/R.6.202	Housing Related Support	-457	-	-	-	-	New	<p>The support service for those being accommodated in extra care schemes has been retendered in 14/15 and this has resulted in a reduction in the overall cost of the contract of £332K. In addition as part of the retendering process there was a move away from a hardwired alarm service to the community alarm service in the same way that this currently operates for older people living in the community.</p>

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A/R.6.203	Reduction in expenditure on care for adults with mental health needs	-841	-830	-370	-722	-584	New	<p>Savings will be delivered by reducing the cost of the care plans organised to meet the needs of people aged under 65 with mental health needs. The key strategy for reducing overall spend is to decrease the proportion of care costs which are allocated to residential care. This will be achieved through a combination of</p> <ul style="list-style-type: none"> <li>Decreasing the proportion of new packages which are in residential provision</li> <li>A concerted review of all existing high cost placements and in particular those made out of area to identify alternate packages</li> <li>Reducing the weekly cost of residential packages</li> <li>Reducing the number of weeks people spend in residential care before moving into more independent living arrangements</li> </ul> <p>This is modelled as a 4.5% reduction in the number of residential service users and an 8% reduction in the average unit cost of residential provision. The impact of this on adults aged 18-65 will be that the cost of support packages for existing service users will be reduced which may in some cases result in a reduction in the amount of support received. For new service users there will be a greater level of scrutiny of care packages authorised and this may mean in some cases that the level of support is less than may have been expected. Reduction in the cost or amount of care funded is likely to have an impact on outcomes in some cases.</p>
A/R.6.204	Community Equipment	-150	-120	-	-	-	Existing	Work with our Community Equipment provider to realise efficiencies through our existing contract. This will limit the range of equipment on offer and we would seek to ensure that we are in line with other Local Authorities.
A/R.6.205	Continuation of one-off capitalisation of equipment and assistive technology for a further year	-125	-	285	-	-	Existing	Some equipment to provide better facilities to older people is currently funded from revenue. There is available social care capital grant carried forward from previous periods to which this can be charged instead on a one-off basis.
A/R.6.206	Joint Funding Arrangements with Health	-450	-	-	-	-	New	Continue to work with NHS colleagues to review continuing health care arrangements including joint funding, with a view to ensuring that the decision making process is transparent and there is clarity about funding responsibility between social care and the NHS when someone has continuing health care needs.
A/R.6.207	Extracare Schemes	-150	-	-	-	-	New	The ongoing staff costs within the contracts for extracare schemes will reduce over time. When the contracts were let staff transferred into the scheme under TUPE at higher rates of pay. Over time these staff leave and are replaced by staff on lower terms and conditions. The difference can be recouped by the local authority.
A/R.6.208	Discontinue Reimbursement for Delayed Transfers of Care	-330	-	-	-	-	New	The Care Act has clarified the position and confirmed that the system whereby local authorities are fined by hospitals for delayed transfer of care (DTOCs) for social care reasons should only take place in exceptional circumstances. The funding set aside for this purpose is no-longer required. The number of delayed transfers of care due to shortages of social care provision has also reduced significantly through the successful partnership work with health colleagues. The risk associated with this is that if the Council can only afford to pay for care at existing levels, this could result in an increased risk of delay.



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A/R.6.209	Prisons Social Care Budget	-39	-	-	-	-	New	Delivering new duties in relation to social care for prisoners with reduced resources. Expenditure will be £300k and £39k of the funding can be taken as a saving.
A/R.6.210	Brokerage Service	-25	-	-	-	-	New	Reduction in business support capacity of Brokerage Team - capacity being provided by business support within Contracts Team
A/R.6.212	Reduction in overheads through in-house delivery of Reablement	-174	-	-	-	-	New	Reducing support (non staff) costs of the Reablement Service following move into local authority. Efficiencies from reduced costs of property, IT, communications.
A/R.6.213	Voluntary Sector Contracts for Older People's Services	-	-50	-	-	-	New	Rationalisation of Voluntary Sector Contracts for older people and efficiencies from a review of contracts and contracting arrangements
A/R.6.214	Increase in income from Older People's client contributions	-500	-500	-	-	-	New	CCC has with the support of LGSS (Local Government Shared Services) researched and compared the way in which other local authorities approach allowances made for disability related expenditure (DRE) and respite care when calculating the financial assessment of service users' income. This has concluded that the Council's current arrangements need to be updated. This will result in an increase in income to the Council through client contributions.
	<b>Children's Social Care</b>							
A/R.6.302	Review of Management posts and structure of the Unit Model	-25	-25	-265	-	-	New	Review of management responsibilities within the Unit Structure with a further proposed reduction in the number of Units based on a projected decrease in the number of Looked After Children.
A/R.6.303	Rationalising Specialist & Edge of Care Services	-50	-50	-	-	-	New	Amalgamation of Specialist Family Support Service and the Supervised Contact function to produce better efficiency in attending contact meetings and subsequent reduction of associated relief staff costs. The associated room hire costs could also reduce. Also consider the efficiencies between the Specialist Family Support Service and the Alternative to Care Team which work with similar families .
A/R.6.304	Volunteers in Child Protection	-65	-	-	-	-	New	Cut Volunteering in Child Protection scheme currently being delivered by Community Service Volunteers Charity. The scheme links volunteers with families with children on a protection plan, offering practical support and informal pastoral support during the stressful process of working through a statutory child protection plan.
A/R.6.305	Special Guardianship Orders and Adoption Allowances	-350	-	-	-	-	New	Review of policy guidance in relation to the payments to adoptive carers and kinship carers made through adoption allowances and Special Guardianship Orders. Bring our policy into line with most local authorities by capping the payments to two years in all but the most exceptional circumstances. At present some allowances are paid for all years until the child becomes 18.
A/R.6.307	Revise arrangements for Independent Reviewing Officers	-40	-	-	-	-	New	Re-configure Independent Reviewing Officer (IRO) arrangements to include use of own premises and more efficient use of statutory reviews.
A/R.6.308	Reduction in Legal costs	-	-189	-	-	-	New	Reduction in legal costs as a result of less children becoming Looked After, as a result of the Looked After Children (LAC) Strategy (see saving A/R.6.406).

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A/R.6.401	<b>Strategy and Commissioning</b> Reductions in the Strategy Service	-126	-126	-377	-	-	New	In 2016/17 these savings will be achieved through reducing staffing levels in the CFA Information Team, including the Welfare Benefits Team, and an end to funding to support the Child Poverty Strategy. In addition, we will review strategic functions across CFA with a view to reducing the available budget. Savings in future years will be based on a reduction in staffing and will result in less capacity to deliver transformational change. The decision has been made to take most savings in year three (2018-19). This means that there will be limited support for transformational change after this point.
A/R.6.402	Reductions in Commissioning Enhanced Services	-40	-13	-526	-	-	New	In 2016/17, savings will be achieved through not filling vacancies as they arise. Future years' savings are a proposed reduction in staffing within the Statutory Assessment and Resources Team (StART) following completion of SEND Reform changes, in particular transfers from statements to Education Health and Care Plans, and within Access to Resources Team (ART) as a result of a reduction in Looked After Children numbers and therefore a reduced requirement to commission placements.
A/R.6.403	Home to School Transport (Special)	-388	-396	-1,050	-1,113	-1,153	New	The ability to make considerable savings from 2018/19 onwards is based on increased in county education provision and reduction in Education, Health and Care plans due to more need being met within mainstream provision both of which are needed to reduce the number of pupils requiring transport even with demographic increase in population. Savings are planned to be achieved through a change to post-16 funding policy introducing contributions to all post-16 pupils. This is subject to Member approval.
A/R.6.404	Reductions in the Information Management Service	-120	-11	-439	-	-	Existing	Significant reduction in ICT funding for database improvements resulting in less bespoke development, which should be mitigated by IT Procurement, and savings through efficiencies in Business Support, including on-line booking of training courses. Future years' savings are based on a reduction in staffing as a result of the implementation following the procurement of new IT systems for Adults' and Children's services.
A/R.6.405	Schools Brokerage	-10	-	-	-	-	Existing	Stop School Brokerage service which supports schools to procure services. The stopping of the service is due to the increase in Secondary Academies and responsibility for procuring sitting with Schools.

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A/R.6.406	Looked After Children Savings	-1,429	-1,811	-1,523	-912	-652	Existing	Reducing the total spend on placements for Looked After Children (LAC) by 33% over 5 years, through the delivery of the cross directorate LAC Strategy to reduce numbers of Looked after Children, from current levels of 570 (40.5 per 10,000 population) to 453 (29.3 LAC per 10,000 population) over 5 years. This is a significant saving and will have an impact on all children's services. Savings will be achieved through a combination of three objectives. Firstly, reducing the number of children and young people entering care – with a particular focus on outcomes for teenagers, keeping families together and breaking cycles of family crisis. Secondly, reducing the length of time children are in care for – ensuring that children move into family based care promptly where this is appropriate and safe. Thirdly, reducing the unit cost of placements by better commissioning, changing the mix of placements and considering different ways of meeting needs, with a particular focus on reducing the spend on residential placements and increasing the number of available Local Authority foster carers. We will do this by: <ul style="list-style-type: none"> <li>improving the reactions of our edge of care services to reduce the number of children becoming looked after</li> <li>ensuring that issues are identified early and that interventions successfully resolve them, reducing need for children to move into statutory services</li> <li>increasing the number of in-county and internal placements through increased recruitment of in-house foster carers</li> <li>ensuring that we are reviewing on a regular basis whether children need to remain Looked After or whether due to changed circumstances they can move back to their families</li> <li>continuing to work with CORAM Cambridgeshire Adoption (CCA) to improve the speed of adoption for children where that is right</li> </ul>
A/R.6.407	Looked After Children (LAC) Inflation Savings	-132	-124	-110	-96	-88	New	Award inflation at 0.5% rather than 1.2%
A/R.6.408	Deliver new SEND responsibilities through existing resources	334	-	-	-	-	Existing	Reversal of one off savings in 2015/16.
A/R.6.410	Moving towards personal budgets in home to school transport (SEN)	-221	-232	-378	-	-	New	The Personal Transport Budget (PTB) is a sum of money that is paid to a parent/carer of a child who is eligible for free school travel. The cost of a PTB would not be more than current transport arrangements. A PTB gives families the freedom to make their own decisions and arrangements about how their child will get to and from school each day. Monitoring and bureaucracy of PTBs is kept to a minimum with parents not being expected to evidence how the money is spent. However, monitoring of children's attendance at school is undertaken and PTBs removed if attendance falls below an agreed level. This policy has yet to be agreed by Members and a paper is expected in the new year after further work is completed.

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A/R.6.501	<b>Children's Enhanced and Preventative Services</b> Re-commissioning of Children's Centres and Children's Health services	-	-2,000	-	-	-	New	Recommissioning of Children's Centres and early help services (Localities) to be considered in the context of the Local Authority's role as commissioner of Health Visiting, School Nursing and Family Nurse Partnership, and the wider re-commissioning of the Healthy Child Programme. There will be a significant reduction in the number of Children's Centres, however a revised service offer for families will be considered in conjunction with children's health services. Children's Centres may be de-registered and it means that significant parts of the County will not receive the current Children's Centre offer. For those areas without Children's Centres, there will continue to be an offer for 0-5's as part of the wider joint work with health services.
A/R.6.503	Children's Centres formula budget reduction	-250	-	-	-	-	New	A topslice will be applied to Children's Centres budgets, which will see a proportionate reduction for each Children's Centre. This saving will result in reductions in staffing (managed mainly through a review of vacant posts and posts currently filled on a fixed term basis). This will lead to a reduction in support to families in early years.
A/R.6.504	Reduction of County Business Support Services across Enhance and Preventative Services (E&P)	-50	-	-	-	-	New	Savings have been identified through a rationalisation of the central business support function across E&P, which has considered the business support requirements resulting from the review of the 'early help' offer. £100K was achieved in 2015/16 and a further £50K is planned for 2015/16. This is in addition to a £300K saving to be achieved through a CFA wide review of the business support offer [ref A/R.6.705] and will reduce the level of support provided by business support for front line services
A/R.6.505	Recommissioning of Early Help - Children's Centre Strategy Team & Support to Parents	-80	-	-	-	-	Existing	The Children's Centre Strategy team and Parenting Strategy Teams have integrated and synthesised their work, to strengthen Family Work across the 0-19 range by taking a stronger commissioning approach to service delivery and further development of integrated working. The newly integrated Family Work (Early Help) Team was established in July 2015 and this £80K saving will realise the full year impact of the total saving achieved as a result of this integration.
A/R.6.506	Recommissioning of Early Help - Locality Teams	-495	-	-	-	-	Modified	Full year impact of delivering the recommissioning of early help services agreed in March 2015. This includes the removal of Senior Social Workers, Youth Development Coordinators and reducing the non-pay budget for Localities. In addition, the full year impact of reducing Information Advice and Guidance posts by 50%. It is proposed to take a £25k saving from the commissioning budget of the new Youth and Community Coordinator posts.
A/R.6.507	Recommissioning of Early Help - Youth Support Services	-403	-	-	-	-	Existing	Full year impact of delivering the recommissioning of early help services agreed in March 2015. This includes £115k savings in the Family Intervention Partnership (FIP). A further £50k saving in the Multi Systemic Therapy team (on top of £61K in 15/16), pending the current review as part of the mutualisation process. There will no longer be a budget to support the reduction in teenage pregnancies (£58k). A number of further reductions are being made in Central Youth Support (£180k) including the removal of the Apprentice Strategy Lead and the vacancy service. The Duke of Edinburgh Award service will become fully traded and move to the Learning Directorate.

## Section 3 - A: Children, Families and Adults Services

**Table 3: Revenue - Overview**

**Budget Period: 2016-17 to 2020-21**

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
A/R.6.508	Rural Youth Work and Small Grants for youth programmes	-47	-	-	-	-	- Modified	Disinvestment of the rural youth work contract which currently funds the Connections Bus project and the ending of the small grants for transformation-driven youth projects
A/R.6.509	Recommissioning of Early Help - SEND	-200	-	-	-	-	- Existing	As part of the second year of delivering SEND reform, savings are expected from a review of the SEND management structure and service redesign. Opportunities for trading of the Specialist SEND services with schools is likely to increase. Having delivered on a contract with the Autism Education Training, there are now opportunities to deliver external training to other Local Authorities and to provide quality assurance.
A/R.6.510	Use of Troubled Families Grant across Early Help (0-19) Services	-250	-	-	-	-	- New	A proportion of the Troubled Families Grant will be used to offset costs of services in Early Help which are making a direct contribution to securing the payment by results for the programme. These services would otherwise be vulnerable to further reductions and so reduce the capacity to deliver against the national programme. The amount identified assumes 100% achievement of Payment By Results in Phase two of the Programme. If the grant comes to an end, or 100% Payment By Results is not achieved, front line services could be at risk.
A/R.6.511	Young Carers	-20	-	-	-	-	- New	Following the implementation of The Care Act from April 2015 and recognising the unmet need amongst young carers, additional permanent funding of £175K was provided to extend the reach of services to more young carers, undertake more assessments and to enhance the level of service in line with the expectations of the act. A new contract has been tendered and savings of £20K have been realised.
A/R.6.512	Speech and Language Therapy (SALT)	-120	-	-	-	-	- New	Cease funding for Speech and Language Therapy Contract which currently provides additional support for targeted families in the early years. This will mean the ending of drop in services that are currently provided in children's centres
A/R.6.513	Volunteers in Children's Centres	-80	-	-	-	-	- New	Remove funding for developing volunteers in Children's Centres. As a result there will not be a specific innovation fund for local programmes and the service will no longer be able to pump prime projects.
A/R.6.514	Strategic Management - Enhanced & Preventative Services Heads of Service	-77	-	-	-	-	- Modified	This is the full year effect of the permanent reduction in strategic management that has already been implemented (reducing by one vacant Head of Service for Localities and Partnerships) which will save £77K.
A/R.6.515	Strategic Management - Enhanced & Preventative Services	-20	-	-	-	-	- New	Following staff changes, a £10K saving has been realised through a reduction in the Common Assessment Framework for Families (CAF) Team. A £10K commissioning budget for innovation, previously held by the Service Director, will be removed as a saving.
A/R.6.516	Early Support SEND	-90	-	-	-	-	- New	The funding for the Early Support programme, supporting children with SEND and complex lifelong needs will be transferred to the Dedicated Schools Grant (DSG), to ensure consistency with funding for other SEND based services.

## Section 3 - A: Children, Families and Adults Services

**Table 3: Revenue - Overview**

**Budget Period: 2016-17 to 2020-21**

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
A/R.6.517	Youth Offending Service (YOS)	-80	-	-	-	-	New	This includes reduction in capacity of one FTE Youth Offending Officer post across the county (currently filled on a fixed term basis) and an additional saving for the sessional support budget. The impact of these savings will reduce capacity for casework teams delivering statutory interventions and a support budget that assists with peaks in demand when they arise. The risks associated with this are increased caseloads for YOS Officers across the county and capacity issues if vacancies, staff sickness and increase in the overall YOS caseload occurs.
A/R.6.518	Inclusion officer	-42	-	-	-	-	New	The funding for the Inclusion officer will be charged to Dedicated Schools Grant (DSG), to ensure consistency with funding for other Inclusion services which support children at risk of exclusion to remain in education.
A/R.6.519	DAAT Team - vacancy management and reduction of communication and training budgets	-51	-	-	-	-	New	The DAAT team includes commissioners and strategic leads who also deliver training and promotional activities. Ongoing vacant post in the DAAT team deleted and responsibilities shared among other team members. Saving on generic communications and training budgets. The DAAT will work closely with the Public Health directorate to access free communication materials and training from Public Health England and other sources.
A/R.6.520	DAAT - GPs Shared Care contract efficiencies	-10	-	-	-	-	New	GPs are offered a shared care contract for alcohol misuse to support prescribing for community detoxification. However take up of the contract has been low and the saving reflects recurrent underspend against the budget.
A/R.6.521	DAAT - cease drug and alcohol component of Youth Offending Service	-58	-	-	-	-	New	It is proposed that this public health funded component of the YOS service is withdrawn, with potential redundancies.. The Children and Young People's Substance Misuse Service, CASUS would be provided with some additional funding to assume a bigger role in the YOS through providing support to young people, training for YOS staff to increase their skills in screening and responding to substance misuse issues and with on-going supervision. This model does require further exploration of demand and capacity of the CASUS Service to ensure the business case is robust. Public health reserves will be used as necessary to ensure that the service continues without adverse impact on outcomes, depending on the result of more detailed exploration of the business case.
A/R.6.522	DAAT - Reduction in contract value for drug misuse services	-170	-100	-	-	-	New	The NHS trust 'Inclusion' provides countywide specialist drug & alcohol treatment services. Currently there are separate treatment contracts for alcohol and drugs. In order to deliver savings, Inclusion have agreed to commence full service integration in 2016/17. This will require fewer service leads employed in management grades and reduces the overall management on-costs in the existing contract agreement. It is also proposed to reduce Saturday clinics and/or move to a volunteer/service user led model for these clinics
A/R.6.601	<b>Learning</b> Early Years Workforce Development	-80	-	-	-	-	New	Savings to be achieved by reducing the amount of, and support for, training. This risks not having a sufficient number of qualified staff, e.g. if turnover is greater than anticipated.
A/R.6.602	Reduction in Heads of Service	-80	-80	-	-	-	New	Reduce Learning Heads of Service from seven to five in line with the reduction in staffing and changing role of the Directorate.



## Section 3 - A: Children, Families and Adults Services

**Table 3: Revenue - Overview**  
**Budget Period: 2016-17 to 2020-21**

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
A/R.6.603	Reconfiguration of Education Support for Looked After Children	-	-	-334	-	-	New	Reduce and combine Virtual School, Special Educational Needs and Cambridgeshire Race Equality and Diversity teams to create a vulnerable groups team, including reducing Education Support for Looked After Children to minimum statutory responsibility. Support for these vulnerable groups will be reduced and Personal Education Plans will be developed and monitored by the social worker rather than a Virtual School teacher.
A/R.6.604	Service Development Team	-50	-	-	-	-	New	Reduce Service Development Team, which supports new development such as trading, by one member of staff as the changes become embedded.
A/R.6.606	Education Advisors	-	-100	-	-	-	New	Reduce LA funding to the Education Advisor team to meet the minimum statutory requirement (one FTE). The team will trade with Schools to cover the costs of the remaining two Advisors.
A/R.6.607	Reduction in school improvement funding	-450	-311	-163	-	-	New	Numeracy, Literacy and Improvement Advisers to be fully traded from 16/17. Primary Advisers to be 50% traded in 17/18 and fully traded in 18/19. Area Senior Advisers to be part traded from 16/17 and reduced to 2 FTE (or become further traded) in 17/18. Reduction in funding to maintained schools, (£100k in 16/17, £102k in 17/18) supporting only where we have a statutory responsibility to intervene, and/or early intervention would be cost-effective. These savings are a risk to the current rate of improvement and are at risk if the current rate of improvement is not sustained. If there is insufficient buy-back we will have to stop offering specific services.
A/R.6.611	Home to School Transport (Mainstream)	-710	-855	-673	-535	-517	New	2016/17: Withdraw subsidies for Post 16 Transport of £520k (this spend in discretionary), excluding subsidies for disadvantaged students (£250k), subject to member approval. 2017/18 reflects savings from a range of actions including the introduction of Smart Card technology to manage capacity, delegating transport responsibility to schools, safe route reviews and personal budgets.
A/R.6.612	Integrated workforce development	-	-110	-	-	-	New	Adults Private, Voluntary and Independent and Vocational Qualifications training to fully traded.
A/R.6.613	Wisbech Adventure Playground	-	-120	-	-	-	Existing	By 2017-18 to have secured the transfer of the management and operational running of the Wisbech Adventure Playground into community ownership (or another suitable model of external ownership).
A/R.6.614	Reduce non statutory school improvement grants	-130	-	-	-	-	Existing	Reduce LA funding for schools' support for KS4 pupils at risk of not participating in post-16 provision. There is a small risk of this increasing NEET figures (number of young people not in Education, Employment, or Training) but most of this support does, and should, come from the schools themselves. This will have a minimal impact and is unlikely to affect the schools' purchasing decision.
A/R.6.615	CFA Workforce Development	-150	-	-	-	-	Existing	A restructuring of the service to realise the efficiencies to be gained from bringing together the Children's and Adult's Workforce teams. No reduction in required professional development for staff.
A/R.6.618	Business Support	-30	-51	-	-	-	Existing	Development and implementation of course booking and customer feedback systems and new ways of working will enable us to reduce our business support capacity.

## Section 3 - A: Children, Families and Adults Services

**Table 3: Revenue - Overview**

**Budget Period: 2016-17 to 2020-21**

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
A/R.6.623	Forest schools (Outdoor Learning Project)	-14	-	-	-	-	New	Move to full cost recovery. If there is insufficient buy-back we will have to stop offering this service.
A/R.6.624	Cambridgeshire Race, Equality and Diversity Service (CREDS)	-285	-	-	-	-	New	A decrease in the de-delegation to be received from maintained primary schools in 2016/17 will require the Cambridgeshire Race, Equality and Diversity Service (CREDS) to reduce the core offer to schools. This will result in a restructure of the service, including staffing reductions. Additional services will be available to be purchased by schools on a 'pay as you go' basis, subject to capacity.
A/R.6.625	PHSE service review of public health activities	-41	-	-	-	-	New	Public Health funded programmes delivered by the PSHE Service are reviewed annually with an emphasis on clearly demonstrable impact and outcomes. It has been agreed that some projects, where impact has been harder to demonstrate, should be changed or stopped and that programmes where there are clear outputs should be prioritised, this will result in a saving of £41,000.
A/R.6.701	<b>CFA Cross-Directorate</b> Consolidation of Procurement and Commissioning Functions across CFA	-125	-	-	-	-	New	Creating a single contract monitoring and procurement hub for the whole of CFA which will lead to staffing savings
A/R.6.703	Rationalising Strategic Support Functions	-150	-	-	-	-	New	Reviewing support across all Strategy, Practice and Innovation & Development functions within CFA to reduce staffing. This will impact on capacity to improve processes and practice on the ground.
A/R.6.704	Strategic Review of SEND and High Needs Functions across CFA	-250	-	-	-	-	New	This saving will come from realigning the use of the SEND reform grant, ensuring that there is income generation and that there is a co-ordinated response to supporting children and young people with SEND and the schools they attend.
A/R.6.705	Business Support saving	-300	-	-	-	-	New	Review across the executive directorate of Business Support levels which will secure efficiencies and greater use of shared arrangements. This will reduce the number of Business Support staff and could reduce productivity of managers, however this is being linked to Digital First agenda which will enable more work to be undertaken once rather than passed to Business Support staff to input into systems.
A/R.6.706	Agency Savings as Result of Social Work Reward Measures	-502	-	-	-	-	New	The County Council has re-evaluated pay grades for staff working in social care in Adult's and Children's services. This is with a view to bringing the Council's pay for social workers in line with neighbouring Local Authorities. Currently the Council does have to rely on agency staff at increased cost. The expectation is that this change in grade will reduce vacancy rates, improve retention and reduce reliance on agency staff and this will result in a saving across Children's Social Care, Adult Social Care and Older People and Mental Health.

## Section 3 - A: Children, Families and Adults Services

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
A/R.6.707	Early Years Support and Advice	-543	-	-	-	-	New	Savings to be achieved through raising the threshold for supporting a setting; higher thresholds for specialist support to vulnerable groups; reducing the amount of preventative work; developing sector-led improvement; and using e-systems to share information, advice and guidance. This will lead to staffing reductions, to an increase in the risk of settings being judged inadequate, or requiring improvement (which, in turn, will affect the LA's ability to fulfil its statutory responsibility to secure a sufficient number of good quality places to meet parental demand). It will reduce capacity for inclusion and access for children with SEND, and will impact on children's readiness to attend school with increased risks in exclusions, parental dissatisfaction and Education, Health & Care Plan requests.
A/R.6.708	Timing of implementation of Care Act	236	-	-	-	-	Existing	Following the announcement of a delay in the implementation of the care cap and care accounts in July 2015, we anticipate a reduction in Care Act funding in 2016-17.
A/R.6.710	Absorbing inflationary uplifts to staff pay within existing budgets	-1,480	-	-709	-	-	New	Individual budget holders will absorb costs of pay increases from within their existing budgets.
A/R.6.711	Revising senior management structure and support	-200	-	-	-	-	New	Revise senior management staffing.
A/R.6.712	Restrict inflationary uplifts passed onto providers for staff receiving living wage	-750	-742	-831	-856	-914	New	The inflation indicator for independent sector care provision has been applied to the entire care budget, however the national living wage will be handled separately through A/R.2.007. This means the segment of the general inflationary allocation which relates to providers' lower paid workforce is not required and is shown against this line as a reduction.
A/R.6.713	Single-Tier State Pension - absorb within existing budgets	-1,409	-	-	-	-	New	Individual budget holders will absorb costs of these increases in National Insurance contribution as a result of the withdrawal of the rebate for the second state pension.
A/R.6.714	Reduction in mileage budgets	-128	-	-	-	-	New	Action plans will be developed to reduce mileage in teams which currently have high spend on mileage, focusing on agile ways of working/ working remotely.
A/R.6.999	Unidentified Savings	-	-9,817	-4,765	-4,279	-	New	Savings to be identified during future years' Business Planning processes.
<b>6.999</b>	<b>Subtotal Savings</b>	<b>-26,356</b>	<b>-27,786</b>	<b>-16,746</b>	<b>-12,766</b>	<b>-8,167</b>		
	<b>TOTAL GROSS EXPENDITURE</b>	<b>358,106</b>	<b>346,001</b>	<b>345,292</b>	<b>350,341</b>	<b>361,487</b>		
<b>7</b>	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>							
A/R.7.001	Previous year's fees, charges & ring-fenced grants	-116,449	-115,655	-116,181	-110,355	-110,861	Existing	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
A/R.7.002	Increase in fees, charges and schools income compared to 2015/16	-917	-	-	-	-	Existing	Adjustment for permanent changes to income expectation from decisions made in 2015-16.
A/R.7.003	Fees and charges inflation	-629	-450	-470	-490	-511	Existing	Uplift in external charges to reflect inflation pressures on the costs of services.
	<b>Changes to fees &amp; charges</b>							
A/R.7.101	Early Years subscription package	-	-16	-16	-16	-16	New	Proposal to develop Early Years subscription package for trading with settings.
A/R.7.102	Cambridgeshire Catering and Cleaning Services (CCS)	-50	-	-	-	-	New	Increase in CCS trading surplus through cost control and expanding out-of-county provision.

## Section 3 - A: Children, Families and Adults Services

**Table 3: Revenue - Overview**

**Budget Period: 2016-17 to 2020-21**

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
A/R.7.103	Education ICT Service	-100	-100	-	-	-	New	Increase in trading surplus through expanding out-of-county provision.
A/R.7.104	Cambridgeshire Outdoors	-	-50	-	-	-	New	Increase in trading surplus through cost reduction and external marketing.
A/R.7.105	Admissions Service	-	-10	-	-	-	New	Increase in trading surplus through an increased use of automated systems.
A/R.7.106	Education Advisors	-	-	-10	-	-	New	Team will move to a zero budget in 17-18 and by 18-19 will begin to return a small surplus.
A/R.7.107	Income Target for Education Psychology services	-100	-	-	-	-	Existing	Opportunities for trading of the Specialist SEND services with schools is likely to increase. Having delivered on a contract with the Autism Education Training, there are now opportunities to deliver external training to other Local Authorities and to provide quality assurance.
A/R.7.108	Additional Income Target for Educational Welfare Officers	-60	-	-	-	-	New	An additional income target will be sought from the trading of the Education Welfare Service.
A/R.7.109	Reduction in income de-delegated from Schools to the Cambridgeshire Race Equality and Diversity team	285	-	-	-	-	New	A decrease in the de-delegation to be received from maintained primary schools in 2016/17 will require the Cambridgeshire Race, Equality and Diversity Service (CREDS) to reduce the core offer to schools. This will result in a restructure of the service, including staffing reductions. Additional services will be available to be purchased by schools on a 'pay as you go' basis, subject to capacity.
<b>Changes to ring-fenced grants</b>								
A/R.7.201	Change in Public Health Grant	511	100	6,322	-	-	Existing	Change in ring-fenced Public Health grant to reflect change of function and treatment as a corporate grant from 2018-19 due to removal of ring-fence.
A/R.7.202	Special Educational Needs and Disability (SEND) Implementation Grant	359	-	-	-	-	Existing	Funding for implementation of SEND reforms.
A/R.7.203	Care Act (New Burdens funding) Additional Assessments and care cap	-	-	-	-	-	Existing	New funding to support responsibilities under the Care Act.
A/R.7.204	Reduction in Youth Justice Board Grant.	95	-	-	-	-	New	Anticipated reduction in Youth Justice Board Good Practice Grant.
A/R.7.205	Care Act (New Burdens Funding) Additional assessments and care cap	1,600	-	-	-	-	New	With the announcement in July 2015 that the care cap would be delayed from April 2016 to the end of the decade, the Council now no longer needs to undertake assessments of people who fund their own care. We therefore anticipate the funding which the Council has been allocated for early assessments in 2015/16 will not recur in future years.
A/R.7.206	Increase in Dedicated Schools Grant	-200	-	-	-	-	New	Increase in DSG directly managed by CFA, to fund Special school equipment budget in Commissioning Enhanced Services.
7.999	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	<b>-115,655</b>	<b>-116,181</b>	<b>-110,355</b>	<b>-110,861</b>	<b>-111,388</b>		
	<b>TOTAL NET EXPENDITURE</b>	<b>242,451</b>	<b>229,820</b>	<b>234,937</b>	<b>239,480</b>	<b>250,099</b>		

## Section 3 - A: Children, Families and Adults Services

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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FUNDING SOURCES									
<b>8</b>	<b>FUNDING OF GROSS EXPENDITURE</b>								
A/R.8.001	Cash Limit Funding	-242,451	-229,820	-234,937	-239,480	-250,099	Existing	Net spend funded from general grants, business rates and Council Tax.	
A/R.8.002	Fees & Charges	-58,923	-59,549	-60,045	-60,551	-61,078	Existing	Fees and charges for the provision of services.	
A/R.8.003	Expected income from Cambridgeshire Maintained Schools	-8,508	-8,508	-8,508	-8,508	-8,508	Existing	Expected income from Cambridgeshire maintained schools.	
A/R.8.004	Dedicated Schools Grant	-23,214	-23,214	-23,214	-23,214	-23,214	New	Dedicated Schools Grant directly managed by CFA.	
A/R.8.005	Better Care Fund Allocation for Social Care	-15,453	-15,453	-15,453	-15,453	-15,453	Existing	The NHS and County Council pool budgets through the Better Care Fund (BCF), promoting joint working. This line shows the revenue funding flowing from the BCF into Social Care.	
A/R.8.006	Arts Council Funding	-591	-591	-591	-591	-591	Existing	Arts Council funding for the Music Hub.	
A/R.8.007	Youth Justice Board Good Practice Grant	-612	-612	-612	-612	-612	Existing	Youth Justice Board Good Practice Grant.	
A/R.8.008	Care Act (New Burdens Funding)	-1,593	-1,593	-1,593	-1,593	-1,593	Existing	Care Act New Burdens funding.	
A/R.8.009	Care Act (New Burdens Funding) Social Care in Prisons	-339	-339	-339	-339	-339	Existing	Care Act New Burdens funding.	
A/R.8.4	Public Health Funding	-6,422	-6,322	-	-	-	Existing	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.	
<b>8.999</b>	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-358,106</b>	<b>-346,001</b>	<b>-345,292</b>	<b>-350,341</b>	<b>-361,487</b>			

## Section 3 - A: Children, Families and Adults Services

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-26,356	-27,786	-16,746	-12,766	-8,167
Unidentified savings to balance budget	-	-	-	-	-
Changes to fees & charges	-25	-176	-26	-16	-16
<b>TOTAL SAVINGS / INCREASED INCOME</b>	<b>-26,381</b>	<b>-27,962</b>	<b>-16,772</b>	<b>-12,782</b>	<b>-8,183</b>

MEMORANDUM: NET REVISED OPENING BUDGET					
Revised Opening Gross Expenditure	361,300	358,039	345,938	345,232	350,284
Previous year's fees, charges & ring-fenced grants	-116,449	-115,655	-116,181	-110,355	-110,861
Changes to fees, charges & ring-fenced grants in revised opening budget	1,448	100	6,322	-	-
<b>NET REVISED OPENING BUDGET</b>	<b>246,299</b>	<b>242,484</b>	<b>236,079</b>	<b>234,877</b>	<b>239,423</b>

MEMORANDUM: TOTAL CFA GROSS EXPENDITURE INCLUDING DSG-FUNDED ELEMENT								
	Non DSG-funded expenditure	334,892	322,787	322,078	327,127	338,273	Modified	Total gross expenditure for CFA not funded by the Dedicated Schools Grant (see table 3 above).
	DSG-funded expenditure	23,214	23,214	23,214	23,214	23,214	Modified	Total gross expenditure for CFA funded by the Dedicated Schools Grant (see table 6).
	<b>TOTAL GROSS EXPENDITURE</b>	<b>358,106</b>	<b>346,001</b>	<b>345,292</b>	<b>350,341</b>	<b>361,487</b>		

## Section 3 - A: Children, Families and Adults Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
Ongoing	76,408	5,598	10,176	9,260	8,876	8,876	8,751	24,871
Committed Schemes	245,738	123,593	80,080	35,992	5,854	219	-	-
2016-2017 Starts	17,112	200	4,300	9,830	2,582	200	-	-
2017-2018 Starts	73,330	412	1,600	21,650	27,560	18,121	3,605	382
2018-2019 Starts	73,925	500	1,000	12,100	14,420	11,800	26,650	7,455
2019-2020 Starts	49,000	-	-	50	1,310	18,750	21,430	7,460
2020-2021 Starts	8,300	-	-	-	-	140	3,000	5,160
2021-2022 Starts	11,250	-	-	-	-	-	400	10,850
2022-2023 Starts	22,580	-	-	-	-	-	-	22,580
2023-2024 Starts	27,590	-	-	-	-	-	-	27,590
2024-2025 Starts	33,075	-	-	-	-	-	-	33,075
<b>TOTAL BUDGET</b>	<b>638,308</b>	<b>130,303</b>	<b>97,156</b>	<b>88,882</b>	<b>60,602</b>	<b>58,106</b>	<b>63,836</b>	<b>139,423</b>

Summary of Schemes by Category	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
Basic Need - Primary	300,003	79,297	41,711	42,074	26,362	22,089	11,480	76,990
Basic Need - Secondary	236,432	30,212	39,689	33,870	24,444	27,050	43,605	37,562
Basic Need - Early Years	1,746	775	321	630	20	-	-	-
Adaptations	6,541	3,130	770	1,650	900	91	-	-
Condition & Maintenance	25,750	-	3,250	2,500	2,500	2,500	2,500	12,500
Building Schools for the Future	9,118	8,914	204	-	-	-	-	-
Schools Managed Capital	10,026	-	1,114	1,114	1,114	1,114	1,114	4,456
Specialist Provision	5,060	2,027	2,935	98	-	-	-	-
Site Acquisition & Development	650	-	300	150	100	100	-	-
Temporary Accommodation	14,000	-	1,500	1,500	1,500	1,500	1,500	6,500
Children Support Services	5,530	350	1,645	1,595	295	295	270	1,080
Adult Social Care	23,452	5,598	3,717	3,701	3,367	3,367	3,367	335
<b>TOTAL BUDGET</b>	<b>638,308</b>	<b>130,303</b>	<b>97,156</b>	<b>88,882</b>	<b>60,602</b>	<b>58,106</b>	<b>63,836</b>	<b>139,423</b>

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
A/C.01 A/C.01.001	Basic Need - Primary Trumpington Meadows Primary	New 2 form entry school with 52 Early Years provision: £6,650k Basic Need requirement 420 places £1,500k Early Years Basic Need 52 places £1,500k Community facilities		Committed	9,649	9,649	-	-	-	-	-	-

## Section 3 - A: Children, Families and Adults Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
A/C.01.002	Brampton Primary	Expansion from 2 to 3 form entry school with 52 Early Years provision and 100 out of school club places: £2,800k Basic Need requirement 210 places £1,500k Early Years Basic Need 52 places £750k Condition Works		Committed	5,076	5,044	32	-	-	-	-	-
A/C.01.003	Cavalry Primary	Expansion from 1.5 to 2 form entry school: £2,000k Basic Need requirement 105 places		Committed	2,000	1,950	50	-	-	-	-	-
A/C.01.005	Fawcett Primary	Expansion from 1 to 2 form entry school: £1,985k Basic Need requirement 210 places £115k Condition works (internal remodelling) £1,500k Early Years Basic Need 52 places £1,000k Children's Centre		Committed	4,600	4,496	104	-	-	-	-	-
A/C.01.006	Hardwick Primary Second Campus (Cambourne)	New 1 form entry school (with 2 form entry core facilities) with 52 Early Years provision: £5,175k Basic Need requirement 210 places £1,500k Early Years Basic Need 52 places		Committed	6,675	6,593	82	-	-	-	-	-
A/C.01.007	Huntingdon Primary	Expansion of 3 classrooms, to be completed in 2 phases: £1,024k Basic Need requirement 90 places		Committed	1,024	1,004	20	-	-	-	-	-
A/C.01.008	Isle of Ely Primary	New 3 form entry school with 52 Early Years provision: £10,600k Basic Need requirement 630 places £ 800k Temporary Provision £1,500k Early Years Basic Need 52 places £3,500k Highways works and access work to school site		Committed	16,426	14,540	1,650	236	-	-	-	-
A/C.01.009	Millfield Primary	Expansion from 1.5 to 2 form entry school: £1,680k Basic Need requirement 105 places		Committed	1,680	1,640	40	-	-	-	-	-
A/C.01.010	Orchards Primary	Expansion from 2 to 3 form entry school:		Committed	4,871	4,825	46	-	-	-	-	-
A/C.01.011	Swavesey Primary	Expansion of 2 classrooms to replace temporary buildings		Committed	2,350	2,180	170	-	-	-	-	-
A/C.01.012	Alconbury Weald 1st primary	New 2 form entry school (with 3 form entry infrastructure)		Committed	10,200	7,100	2,940	160	-	-	-	-
A/C.01.013	Fourfields, Yaxley	Three classroom expansion: £1,350k Basic Need requirement 90 places		Committed	1,350	300	1,020	30	-	-	-	-
A/C.01.014	Grove Primary	Three Classroom expansion; £1,400k Basic Need requirement 90 places.		Committed	1,400	300	1,070	30	-	-	-	-
A/C.01.015	Hardwick Second Campus (Cambourne)	1 Form entry expansion: £2,360k Basic Need: requirement 210 places		Committed	2,360	2,282	78	-	-	-	-	-
A/C.01.016	Huntingdon Primary	Three class expansion; £1200k Basic Need requirement 90 places		Committed	1,400	250	1,120	30	-	-	-	-
A/C.01.017	King's Hedges Primary	Expansion from 2 to 3 form entry school with 52 Early Years provision: £3,445 Basic Need requirement 210 places £1,500k Early Years Basic Need 52 places		Committed	4,945	4,818	127	-	-	-	-	-



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Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
A/C.01.018	Northstowe 1st primary	New 3 form entry school with 52 Early Years provision: £8,680k Basic Need requirement 630 places £1,500k Early Years Basic Need 52 places £1,500k Community facilities - Children's Centre		Committed	11,680	8,710	2,800	170	-	-	-	-
A/C.01.019	Westwood Primary	Expansion of 3 classrooms with 52 Early Years provision: £1,500k Basic Need requirement 90 places £1,200k Early Years Basic Need 52 places		Committed	2,700	866	1,800	34	-	-	-	-
A/C.01.020	Bearcroft primary	New 1.5 form entry school (with 2 form entry core facilities) with 52 Early Years provision: £7,150k Basic Need requirement 315 places £2,200k Early Years Basic Need 52 places		Committed	9,350	317	6,000	2,900	133	-	-	-
A/C.01.021	North West Cambridge (NIAB site) primary	New 2 form entry school with 52 Early Years provision: £7,691k Basic Need requirement 420 places £1,700k Early Years Basic Need 52 places £1,200k Community facilities - Children's Centre		Committed	10,591	632	100	6,500	3,200	159	-	-
A/C.01.022	Burwell Primary	Expansion of 90 places: £2,050k Basic Need requirement 90 places		Committed	2,402	466	1,902	34	-	-	-	-
A/C.01.023	Burwell Expansion Phase 2	Four classroom expansion; £4,000k Basic Need requirement 120 places		Committed	4,000	200	2,850	900	50	-	-	-
A/C.01.024	Clay Farm / Showground primary	New 1 form entry school (with 2 form entry infrastructure) with 52 Early Years provision (Phase 1): £6,900k Basic Need requirement 210 places £1,600k Early Years Basic Need 52 places		Committed	11,000	370	4,950	5,500	180	-	-	-
A/C.01.025	Fordham Primary	Expansion from 1 to 2 form entry school / replacement of temporary buildings: £3,561k Basic Need requirement 210 places		Committed	4,129	346	2,500	1,250	33	-	-	-
A/C.01.026	Little Paxton Primary	Expansion from 1 to 2 form entry school / replacement of temporary buildings: £3,513k Basic Need requirement 210 places		Committed	3,513	159	2,600	700	54	-	-	-
A/C.01.027	Wisbech primary expansion	Expansion of 1 form of entry: £6,600k Basic Need requirement 210 places		Committed	6,600	90	4,300	2,100	110	-	-	-
A/C.01.028	Fulbourn Phase 2	Four classroom expansion; £4,850k Basic Need requirement 120 places		Committed	4,850	20	270	3,000	1,500	60	-	-
A/C.01.029	Sawtry Infants	Three class expansion & 26 Early years places; £2,812k Basic Need requirement 90 places £600k Early Years requirement 26 places		2016-17	3,412	150	2,000	1,200	62	-	-	-
A/C.01.030	Sawtry Junior	Four classroom extension to complete 1 form entry expansion; £2,300k Basic Need requirement 120 places		2017-18	2,300	-	120	1,300	850	30	-	-
A/C.01.031	Hatton Park	Expansion of 1 form of entry: £4,570k Basic Need requirement 210 places		2017-18	4,790	-	250	2,750	1,740	50	-	-

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Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
A/C.01.032	Meldreth	Expansion to 1 form of entry: £2,500k Basic Need requirement		2017-18	2,500	-	110	1,600	750	40	-	-
A/C.01.033	St Ives, Eastfield / Westfield / Wheatfields	Expansion of 1 form of entry: £3,000k Basic Need requirement 210 places		2017-18	3,000	-	130	1,900	900	70	-	-
A/C.01.034	St Neots, Wintringham Park.	New 1 Form Entry with 3 Form Entry core, with 52 Early		2017-18	8,790	-	250	5,900	2,500	140	-	-
A/C.01.035	The Shade Primary	Expansion of 2 forms of entry (Phase 2): £2,300k Basic Need requirement 210 places		2017-18	2,300	-	80	1,550	620	50	-	-
A/C.01.036	Pendragon, Papworth	1 Form Entry expansion: £3,500 Basic Need requirement		2017-18	3,500	-	150	1,900	1,400	50	-	-
A/C.01.037	Westwood Junior	Expansion from 3 to 4 form entry junior school /		2018-19	1,900	-	-	100	1,200	550	50	-
A/C.01.038	Wyton Primary	New 3 form entry school: £14,500k Basic Need requirement 630 places		2018-19	14,500	-	-	300	10,000	4,000	200	-
A/C.01.039	Alconbury 1st primary	Expansion to 3 form entry school (Phase 2): £2,600k Basic Need requirement 210 places		2019-20	2,600	-	-	-	200	1,550	850	-
A/C.01.040	Barrington	Expansion to 1 form of entry: £1,500k Basic Need requirement		2019-20	1,500	-	-	-	40	1,000	440	20
A/C.01.041	Harston Primary	Expansion / development required; waiting for the outcome of a feasibility report to confirm numbers: £500k Basic Need requirement		2019-20	500	-	-	-	20	300	170	10
A/C.01.042	Littleport 3rd primary	New 1 form entry school (with 2 form entry infrastructure) (Phase 1): £8,020k Basic Need requirement 210 places £750k Early Years Basic Need 26 places		2019-20	5,000	-	-	-	180	3,200	1,550	70
A/C.01.043	Loves Farm primary	New 1.5 form entry school: £8,700k Basic Need requirement 315 places		2019-20	8,700	-	-	-	300	6,100	2,200	100
A/C.01.044	Melbourn Primary	Expansion of 2 classrooms: £500k Basic Need requirement 60 places		2019-20	2,200	-	-	-	70	1,400	700	30
A/C.01.045	Sawston Primary	Four classroom extension to complete 1 form entry expansion: £1,800k Basic Need requirement 120 places		2019-20	1,800	-	-	-	50	1,200	520	30
A/C.01.046	Fourfields Phase 2	Four classroom extension to complete 1 form entry expansion: £2,300k Basic Need requirement 120 places		2020-21	2,300	-	-	-	-	70	1,500	730
A/C.01.047	Histon Additional Places	Expansion of 1 form of entry within Histon area: £6,000k Basic Need requirement 210 places		2020-21	6,000	-	-	-	-	70	1,500	4,430
A/C.01.048	Chatteris new primary	New 1 form entry school with 26 Early Years provision: £7,875k Basic Need requirement 210 places £850k Early Years Basic Need 26 places		2024-25	8,725	-	-	-	-	-	-	8,725
A/C.01.049	March new primary	New 1 form entry school (Phase 1): £8,770k Basic Need requirement 210 places		2023-24	8,770	-	-	-	-	-	-	8,770

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Budget Period: 2016-17 to 2025-26

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
A/C.01.050	Wisbech new primary	New 1 form entry school; this is to be an on-going review: £8,770k Basic Need requirement 210 places		2023-24	8,770	-	-	-	-	-	-	8,770
A/C.01.051	NIAB 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: £7,950k Basic Need requirement 420 places £1,500k Early Years Basic Need 52 places £1,500k Community facilities - Children's Centre		2024-25	10,950	-	-	-	-	-	-	10,950
A/C.01.052	Robert Arkenstall Primary	Expansion of 1 classroom: £500k Basic Need requirement 30 places		2024-25	500	-	-	-	-	-	-	500
A/C.01.053	Wilburton Primary	Expansion from 4 to 5 classrooms / replacement of temporary building: £500k Basic Need requirement 30 places		2024-25	500	-	-	-	-	-	-	500
A/C.01.054	Benwick Primary	Expansion from 3 to 5 classrooms / replacement of temporary buildings: £500k Basic Need requirement 60 places		2024-25	500	-	-	-	-	-	-	500
A/C.01.055	Northstowe 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: £9,990k Basic Need requirement 420 places £1,260k Early Years Basic Need 52 places		2021-22	11,250	-	-	-	-	-	400	10,850
A/C.01.056	Northstowe 3rd primary	New 2 form entry school with 52 Early Years provision and community facilities: £10,567k Basic Need requirement 420 places £1,333k Early Years Basic Need 52 places		2024-25	11,900	-	-	-	-	-	-	11,900
A/C.01.057	Alconbury Weald 2nd primary	New 2 form entry school with 52 Early Years provision and community facilities: £8,582k Basic Need requirement 420 places £1,468k Early Years Basic Need 52 places		2023-24	10,050	-	-	-	-	-	-	10,050
A/C.01.058	Chatteris Expansion	1 Form Entry Expansion: Basic Need requirement 210 places £3,675k		2018-19	3,675	-	-	-	220	2,000	1,400	55
	<b>Total - Basic Need - Primary</b>				<b>300,003</b>	<b>79,297</b>	<b>41,711</b>	<b>42,074</b>	<b>26,362</b>	<b>22,089</b>	<b>11,480</b>	<b>76,990</b>
<b>A/C.02</b>	<b>Basic Need - Secondary</b>											
A/C.02.001	Southern Fringe secondary	New 5 form entry school with community facilities: £22,326k Basic Need requirement 750 places £1,600k Community facilities - Children's Centre		Committed	23,926	22,237	1,689	-	-	-	-	-
A/C.02.003	Littleport secondary and special	New 4 form entry school (with 5 form entry core facilities) with new SEN school and 52 Early Years provision: £28,000k Basic Need requirement 600 places £1,500k Early Years Basic Need 26 places £12,000k SEN 110 places		Committed	41,526	6,782	27,300	7,000	444	-	-	-

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Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
A/C.02.004	Cambourne Village College	Expansion to 7 form entry (Phase 2): £10,000k Basic Need requirement 150 places		Committed	10,000	300	6,300	3,250	150	-	-	-
A/C.02.005	Hampton Gardens	New 4 form entry school: £2,000k Basic Need requirement 600 places		Committed	2,000	230	1,000	770	-	-	-	-
A/C.02.006	Northstowe secondary	New 4 form entry school (with 12 form entry core facilities): £22,650k Basic Need requirement 600 places		2017-18	22,650	145	400	2,700	15,000	4,000	405	-
A/C.02.007	North West Fringe secondary	New 4 form entry school (Phase 1): £20,500k Basic Need requirement 600 places		2017-18	20,500	18	-	400	2,900	13,600	3,200	382
A/C.02.008	Bottisham Village College	Expansion to 10 form entry school: £12,700k Basic Need requirement 150 places		2016-17	12,700	-	2,000	8,000	2,500	200	-	-
A/C.02.009	Cambridge City secondary	Additional capacity for Cambridge City £14,755k Basic Need requirement 450 places		2018-19	15,850	500	1,000	11,600	2,500	250	-	-
A/C.02.010	Alconbury Weald secondary	New 4 form entry school (with 8 form entry core facilities): £38,000k Basic Need requirement 600 places		2018-19	38,000	-	-	100	500	5,000	25,000	7,400
A/C.02.011	Additional secondary capacity to serve March & Wisbech	New 4 to 5 form entry school: £23,000k Basic Need requirement 600 - 750 places		2019-20	23,000	-	-	50	450	4,000	15,000	3,500
A/C.02.012	Cromwell Community College	Expansion from 7 to 8 form entry school: £3,700k Basic Need requirement 150 places		2019-20	3,700	-	-	-	-	-	-	3,700
A/C.02.013	St. Neots secondary	Additional capacity for St Neots £10,940 Basic Need requirement		2022-23	10,940	-	-	-	-	-	-	10,940
A/C.02.014	Northstowe secondary	Additional Capacity for Northstowe £11,640 Basic Need requirement 600 places		2022-23	11,640	-	-	-	-	-	-	11,640
<b>Total - Basic Need - Secondary</b>					<b>236,432</b>	<b>30,212</b>	<b>39,689</b>	<b>33,870</b>	<b>24,444</b>	<b>27,050</b>	<b>43,605</b>	<b>37,562</b>
<b>A/C.03</b>	<b>Basic Need - Early Years</b>											
A/C.03.001	Orchard Park Primary	Expansion of 24 Early Years provision: £1,000k Early Years Basic Need 24 places		2016-17	1,000	50	300	630	20	-	-	-
A/C.03.002	St. Neots, Loves Farm - Early Years provision	Joint scheme with Huntingdonshire District Council. Expansion of 26 Early Years provision: £746k Early Years Basic Need 26 places		Committed	746	725	21	-	-	-	-	-
<b>Total - Basic Need - Early Years</b>					<b>1,746</b>	<b>775</b>	<b>321</b>	<b>630</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>A/C.04</b>	<b>Adaptations</b>											
A/C.04.001	Hauxton Primary	Expansion of 1 classroom and extension of hall: £1,060k Basic Need requirement 30 places		Committed	1,061	1,031	30	-	-	-	-	-
A/C.04.002	Dry Drayton Primary	Expansion of 3 classrooms / replacement of temporary buildings: £881k Basic Need requirement 30 places £400k Early Years Basic Need 18 places		Committed	1,280	1,250	30	-	-	-	-	-

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Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
A/C.04.003	Holme Primary	Building Adaptation and remedial works required: £1,200 Conditions and Suitability issues		Committed	1,200	600	600	-	-	-	-	-
A/C.04.004	Morley Memorial Primary	Expansion of 2 classrooms and internal re-modelling with 52 Early Years provision: £1,500k Basic Need requirement 60 places £1,500k Early Years Basic Need 18 places		2017-18	3,000	249	110	1,650	900	91	-	-
	<b>Total - Adaptations</b>				<b>6,541</b>	<b>3,130</b>	<b>770</b>	<b>1,650</b>	<b>900</b>	<b>91</b>	<b>-</b>	<b>-</b>
<b>A/C.05</b>	<b>Condition &amp; Maintenance</b>											
A/C.05.001	School Condition, Maintenance & Suitability	Funding which enables the Council to undertake work which addresses conditions and suitability needs identified in schools' asset management plans, ensuring places are sustainable and safe.		Ongoing	25,750	-	3,250	2,500	2,500	2,500	2,500	12,500
	<b>Total - Condition &amp; Maintenance</b>				<b>25,750</b>	<b>-</b>	<b>3,250</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>12,500</b>
<b>A/C.06</b>	<b>Building Schools for the Future</b>											
A/C.06.003	BSF ICT for Fenland	Building Schools for the Future ICT funding is designed to allow PFI schools to gain the benefits of transformational change through ICT.		Committed	9,118	8,914	204	-	-	-	-	-
	<b>Total - Building Schools for the Future</b>				<b>9,118</b>	<b>8,914</b>	<b>204</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>A/C.07</b>	<b>Schools Managed Capital</b>											
A/C.07.001	School Devolved Formula Capital	Funding is allocated directly to Cambridgeshire Maintained schools to enable them to undertake low level refurbishments and condition works.		Ongoing	10,026	-	1,114	1,114	1,114	1,114	1,114	4,456
	<b>Total - Schools Managed Capital</b>				<b>10,026</b>	<b>-</b>	<b>1,114</b>	<b>1,114</b>	<b>1,114</b>	<b>1,114</b>	<b>1,114</b>	<b>4,456</b>
<b>A/C.08</b>	<b>Specialist Provision</b>											
A/C.08.001	Trinity School Hartford, Huntingdon	This scheme provides for the relocation of the school's base in Huntingdon, which is unsuitable for the educational requirements and needs of the pupils and staff. The funding covers purchase of a site in St Neots and its redevelopment for use by Trinity and local early years and childcare providers.		Committed	5,060	2,027	2,935	98	-	-	-	-
	<b>Total - Specialist Provision</b>				<b>5,060</b>	<b>2,027</b>	<b>2,935</b>	<b>98</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
<b>A/C.09</b>	<b>Site Acquisition &amp; Development</b>											
A/C.09.001	Site Acquisition, Development, Analysis and Investigations	Funding which enables the Council to undertake investigations and feasibility studies into potential land acquisitions to determine their suitability for future school development sites.		Ongoing	650	-	300	150	100	100	-	-
	<b>Total - Site Acquisition &amp; Development</b>				<b>650</b>	-	<b>300</b>	<b>150</b>	<b>100</b>	<b>100</b>	-	-
<b>A/C.10</b>	<b>Temporary Accommodation</b>											
A/C.10.001	Temporary Accommodation	Funding which enables the Council to increase the number of school places provision through use of mobile accommodation. This scheme covers the cost of purchasing new mobiles and the transportation of provision across the county to meet demand.		Ongoing	14,000	-	1,500	1,500	1,500	1,500	1,500	6,500
	<b>Total - Temporary Accommodation</b>				<b>14,000</b>	-	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>1,500</b>	<b>6,500</b>
<b>A/C.11</b>	<b>Children Support Services</b>											
A/C.11.001	Children's Minor Works and Adaptions	Funding which enables remedial and essential work to be undertaken, maintaining the Council's in-house Looked After Children provision.		Ongoing	100	-	25	25	25	25	-	-
A/C.11.002	Cambridgeshire Alternative Education Service Minor Works	Funding which enables remedial and essential work to be undertaken by supplementing the Devolved formula allocations of Cambridgeshire Alternative Education Service.		Ongoing	180	-	20	20	20	20	20	80
A/C.11.003	CFA Buildings & Capital Team Capitalisation	As part of CFA's revenue savings, £250k of salaries from the Buildings and Capital Team are to be capitalised on an ongoing basis.		Ongoing	2,250	-	250	250	250	250	250	1,000
A/C.11.005	CFA Management Information System IT Infrastructure	Procurement of Management Information systems for CFA in accordance with Contract Regulations and to ensure that systems are fit for purpose to meet the emerging financial, legislative and service delivery requirements. This will require replacement or upgrade of some or all of the Council's current systems.		Committed	3,000	350	1,350	1,300	-	-	-	-
	<b>Total - Children Support Services</b>				<b>5,530</b>	<b>350</b>	<b>1,645</b>	<b>1,595</b>	<b>295</b>	<b>295</b>	<b>270</b>	<b>1,080</b>

## Section 3 - A: Children, Families and Adults Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
A/C.12	<b>Adult Social Care</b>											
A/C.12.001	Strategic Investments	Enabling the Council to make one-off investments in the care sector to stimulate market capacity and improve care affordability. This heading also provides the option of additional capital allocations to community equipment and to support the development of Assistive Technology. Funded from previous Department of Health allocations which have been carried forward.		Ongoing	1,262	578	350	334	-	-	-	-
A/C.12.002	Provider Services and Accommodation Improvements	Planned spending on in-house provider services and independent care accommodation to address building condition and improvements. Service requirements and priorities will be agreed and aligned with the principles of Transforming Lives.		Ongoing	2,888	1,803	150	150	150	150	150	335
A/C.12.003	Better Care Fund Capital Allocation	Currently the Better Care Fund (BCF) social care capital allocation funds community equipment. This grant will continue to be subject to BCF governance and we will work in partnership to decide priorities as previous carry forwards, used for strategic investment, deplete.		Ongoing	7,764	1,294	1,294	1,294	1,294	1,294	1,294	-
A/C.12.004	Disabilities Facilities Grant	We are expecting this funding to continue to be managed through the Better Care Fund for a further year in 2016/17, in partnership with local housing authorities. Disabled Facilities Grant enables accommodation adaptations so that people with disabilities can continue to live in their own homes.		Ongoing	11,538	1,923	1,923	1,923	1,923	1,923	1,923	-
	<b>Total - Adult Social Care</b>				<b>23,452</b>	<b>5,598</b>	<b>3,717</b>	<b>3,701</b>	<b>3,367</b>	<b>3,367</b>	<b>3,367</b>	<b>335</b>
	<b>TOTAL BUDGET</b>				<b>638,308</b>	<b>130,303</b>	<b>97,156</b>	<b>88,882</b>	<b>60,602</b>	<b>58,106</b>	<b>63,836</b>	<b>139,423</b>

Funding	Total Funding £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
<b>Government Approved Funding</b>								
Basic Need	132,553	17,267	3,781	32,671	10,000	10,000	10,000	48,834
Capital Maintenance	49,126	2,529	4,643	4,043	4,043	4,043	4,043	25,782
Devolved Formula Capital	10,026	-	1,114	1,114	1,114	1,114	1,114	4,456
Specific Grants	31,902	14,048	3,717	3,701	3,367	3,367	3,367	335
<b>Total - Government Approved Funding</b>	<b>223,607</b>	<b>33,844</b>	<b>13,255</b>	<b>41,529</b>	<b>18,524</b>	<b>18,524</b>	<b>18,524</b>	<b>79,407</b>



## Section 3 - A: Children, Families and Adults Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Funding	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
<b>Locally Generated Funding</b>								
Agreed Developer Contributions	86,348	18,923	21,222	29,852	12,306	3,400	645	-
Anticipated Developer Contributions	117,351	1,159	3,403	9,847	8,820	26,500	42,890	24,732
Capital Receipts	175	175	-	-	-	-	-	-
Prudential Borrowing	206,799	44,895	54,416	28,364	16,436	21,337	6,067	35,284
Prudential Borrowing (Repayable)	-34	30,045	4,160	-21,410	3,816	-12,355	-4,290	-
Other Contributions	4,062	1,262	700	700	700	700	-	-
<b>Total - Locally Generated Funding</b>	<b>414,701</b>	<b>96,459</b>	<b>83,901</b>	<b>47,353</b>	<b>42,078</b>	<b>39,582</b>	<b>45,312</b>	<b>60,016</b>
<b>TOTAL FUNDING</b>	<b>638,308</b>	<b>130,303</b>	<b>97,156</b>	<b>88,882</b>	<b>60,602</b>	<b>58,106</b>	<b>63,836</b>	<b>139,423</b>

## Section 3 - A: Children, Families and Adults Services

**Table 5: Capital Programme - Funding**

Budget Period: 2016-17 to 2025-26

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	76,408	71,296	-	-	175	4,937
Committed Schemes	245,738	50,880	90,982	4,062	-	99,814
2016-2017 Starts	17,112	4,494	202	-	-	12,416
2017-2018 Starts	73,330	15,576	38,883	-	-	18,871
2018-2019 Starts	73,925	14,200	31,150	-	-	28,575
2019-2020 Starts	49,000	16,484	21,667	-	-	10,849
2020-2021 Starts	8,300	8,300	-	-	-	-
2021-2022 Starts	11,250	2,750	-	-	-	8,500
2022-2023 Starts	22,580	14,226	-	-	-	8,354
2023-2024 Starts	27,590	15,756	7,020	-	-	4,814
2024-2025 Starts	33,075	9,645	13,795	-	-	9,635
<b>TOTAL BUDGET</b>	<b>638,308</b>	<b>223,607</b>	<b>203,699</b>	<b>4,062</b>	<b>175</b>	<b>206,765</b>

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
<b>A/C.01</b>	<b>Basic Need - Primary</b>									
A/C.01.001	Trumpington Meadows Primary			- Committed	9,649	3,781	6,927	-	-	-1,059
A/C.01.002	Brampton Primary			- Committed	5,076	1,356	1,141	-	-	2,579
A/C.01.003	Cavalry Primary			- Committed	2,000	404	57	-	-	1,539
A/C.01.005	Fawcett Primary			- Committed	4,600	513	3,237	-	-	850
A/C.01.006	Hardwick Primary Second Campus (Cambourne)			- Committed	6,675	3,023	640	-	-	3,012
A/C.01.007	Huntingdon Primary			- Committed	1,024	20	111	-	-	893
A/C.01.008	Isle of Ely Primary			- Committed	16,426	4,419	3,168	3,500	-	5,339
A/C.01.009	Millfield Primary			- Committed	1,680	375	34	266	-	1,005
A/C.01.010	Orchards Primary			- Committed	4,871	1,633	25	180	-	3,033
A/C.01.011	Swavesey Primary			- Committed	2,350	1,093	-	-	-	1,257
A/C.01.012	Alconbury Weald 1st primary			- Committed	10,200	-	10,234	-	-	-34
A/C.01.013	Fourfields, Yaxley			- Committed	1,350	30	-	-	-	1,320
A/C.01.014	Grove Primary			- Committed	1,400	30	-	-	-	1,370
A/C.01.015	Hardwick Second Campus (Cambourne)			- Committed	2,360	-	-	-	-	2,360
A/C.01.016	Huntingdon Primary			- Committed	1,400	30	-	-	-	1,370
A/C.01.017	King's Hedges Primary			- Committed	4,945	881	503	116	-	3,445
A/C.01.018	Northstowe 1st primary			- Committed	11,680	235	11,000	-	-	445
A/C.01.019	Westwood Primary			- Committed	2,700	799	50	-	-	1,851
A/C.01.020	Bearscroft primary			- Committed	9,350	3,082	4,800	-	-	1,468
A/C.01.021	North West Cambridge (NIAB site) primary			- Committed	10,591	880	8,278	-	-	1,433
A/C.01.022	Burwell Primary			- Committed	2,402	479	-	-	-	1,923
A/C.01.023	Burwell Expansion Phase 2			- Committed	4,000	800	2,950	-	-	250
A/C.01.024	Clay Farm / Showground primary			- Committed	11,000	1,749	7,829	-	-	1,422

## Section 3 - A: Children, Families and Adults Services

Table 5: Capital Programme - Funding

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
A/C.01.025	Fordham Primary		-	Committed	4,129	333	-	-	-	3,796
A/C.01.026	Little Paxton Primary		-	Committed	3,513	700	395	-	-	2,418
A/C.01.027	Wisbech primary expansion		-	Committed	6,600	2,526	-	-	-	4,074
A/C.01.028	Fulbourn Phase 2		-	Committed	4,850	2,794	820	-	-	1,236
A/C.01.029	Sawtry Infants		-	2016-17	3,412	1,262	-	-	-	2,150
A/C.01.030	Sawtry Junior		-	2017-18	2,300	1,900	-	-	-	400
A/C.01.031	Hatton Park		-	2017-18	4,790	4,320	-	-	-	470
A/C.01.032	Meldreth		-	2017-18	2,500	1,640	-	-	-	860
A/C.01.033	St Ives, Eastfield / Westfield / Wheatfields		-	2017-18	3,000	2,190	-	-	-	810
A/C.01.034	St Neots, Wintringham Park.		-	2017-18	8,790	-	8,790	-	-	-
A/C.01.035	The Shade Primary		-	2017-18	2,300	2,095	155	-	-	50
A/C.01.036	Pendragon, Papworth		-	2017-18	3,500	50	1,000	-	-	2,450
A/C.01.037	Westwood Junior		-	2018-19	1,900	1,381	-	-	-	519
A/C.01.038	Wyton Primary		-	2018-19	14,500	3,187	7,750	-	-	3,563
A/C.01.039	Alconbury 1st primary		-	2019-20	2,600	45	2,150	-	-	405
A/C.01.040	Barrington		-	2019-20	1,500	160	600	-	-	740
A/C.01.041	Harston Primary		-	2019-20	500	310	-	-	-	190
A/C.01.042	Littleport 3rd primary		-	2019-20	5,000	2,986	-	-	-	2,014
A/C.01.043	Loves Farm primary		-	2019-20	8,700	2,700	-	-	-	6,000
A/C.01.044	Melbourn Primary		-	2019-20	2,200	1,430	-	-	-	770
A/C.01.045	Sawston Primary		-	2019-20	1,800	1,070	-	-	-	730
A/C.01.046	Fourfields Phase 2		-	2020-21	2,300	2,300	-	-	-	-
A/C.01.047	Histon Additional Places		-	2020-21	6,000	6,000	-	-	-	-
A/C.01.048	Chatteris new primary		-	2024-25	8,725	3,075	5,650	-	-	-
A/C.01.049	March new primary		-	2023-24	8,770	420	7,020	-	-	1,330
A/C.01.050	Wisbech new primary		-	2023-24	8,770	6,426	-	-	-	2,344
A/C.01.051	NIAB 2nd primary		-	2024-25	10,950	170	8,145	-	-	2,635
A/C.01.052	Robert Arkenstall Primary		-	2024-25	500	500	-	-	-	-
A/C.01.053	Wilburton Primary		-	2024-25	500	500	-	-	-	-
A/C.01.054	Benwick Primary		-	2024-25	500	500	-	-	-	-
A/C.01.055	Northstowe 2nd primary		-	2021-22	11,250	2,750	-	-	-	8,500
A/C.01.056	Northstowe 3rd primary		-	2024-25	11,900	4,900	-	-	-	7,000
A/C.01.057	Alconbury Weald 2nd primary		-	2023-24	10,050	8,910	-	-	-	1,140
A/C.01.058	Chatteris Expansion		-	2018-19	3,675	55	-	-	-	3,620
<b>Total - Basic Need - Primary</b>			-		<b>300,003</b>	<b>95,197</b>	<b>103,459</b>	<b>4,062</b>	-	<b>97,285</b>
<b>A/C.02</b>	<b>Basic Need - Secondary</b>									
A/C.02.001	Southern Fringe secondary		-	Committed	23,926	1,196	17,335	-	-	5,395
A/C.02.003	Littleport secondary and special		-	Committed	41,526	3,423	5,000	-	-	33,103
A/C.02.004	Cambourne Village College		-	Committed	10,000	3,250	5,639	-	-	1,111
A/C.02.005	Hampton Gardens		-	Committed	2,000	770	-	-	-	1,230

## Section 3 - A: Children, Families and Adults Services

Table 5: Capital Programme - Funding

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
A/C.02.006	Northstowe secondary		-	2017-18	22,650	1,423	8,820	-	-	12,407
A/C.02.007	North West Fringe secondary		-	2017-18	20,500	382	20,118	-	-	-
A/C.02.008	Bottisham Village College		-	2016-17	12,700	3,182	-	-	-	9,518
A/C.02.009	Cambridge City secondary		-	2018-19	15,850	3,829	-	-	-	12,021
A/C.02.010	Alconbury Weald secondary		-	2018-19	38,000	5,748	23,400	-	-	8,852
A/C.02.011	Additional secondary capacity to serve March & Wisbech		-	2019-20	23,000	7,333	15,667	-	-	-
A/C.02.012	Cromwell Community College		-	2019-20	3,700	450	3,250	-	-	-
A/C.02.013	St. Neots secondary		-	2022-23	10,940	10,240	-	-	-	700
A/C.02.014	Northstowe secondary		-	2022-23	11,640	3,986	-	-	-	7,654
	<b>Total - Basic Need - Secondary</b>		-		<b>236,432</b>	<b>45,212</b>	<b>99,229</b>	-	-	<b>91,991</b>
<b>A/C.03</b>	<b>Basic Need - Early Years</b>									
A/C.03.001	Orchard Park Primary		-	2016-17	1,000	50	202	-	-	748
A/C.03.002	St. Neots, Loves Farm - Early Years provision		-	Committed	746	164	46	-	-	536
	<b>Total - Basic Need - Early Years</b>		-		<b>1,746</b>	<b>214</b>	<b>248</b>	-	-	<b>1,284</b>
<b>A/C.04</b>	<b>Adaptations</b>									
A/C.04.001	Hauxton Primary		-	Committed	1,061	30	763	-	-	268
A/C.04.002	Dry Drayton Primary		-	Committed	1,280	51	-	-	-	1,229
A/C.04.003	Holme Primary		-	Committed	1,200	1,200	-	-	-	-
A/C.04.004	Morley Memorial Primary		-	2017-18	3,000	1,576	-	-	-	1,424
	<b>Total - Adaptations</b>		-		<b>6,541</b>	<b>2,857</b>	<b>763</b>	-	-	<b>2,921</b>
<b>A/C.05</b>	<b>Condition &amp; Maintenance</b>									
A/C.05.001	School Condition, Maintenance & Suitability		-	Ongoing	25,750	24,707	-	-	-	1,043
	<b>Total - Condition &amp; Maintenance</b>		-		<b>25,750</b>	<b>24,707</b>	-	-	-	<b>1,043</b>
<b>A/C.06</b>	<b>Building Schools for the Future</b>									
A/C.06.003	BSF ICT for Fenland		-	Committed	9,118	8,831	-	-	-	287
	<b>Total - Building Schools for the Future</b>		-		<b>9,118</b>	<b>8,831</b>	-	-	-	<b>287</b>
<b>A/C.07</b>	<b>Schools Managed Capital</b>									
A/C.07.001	School Devolved Formula Capital		-	Ongoing	10,026	10,026	-	-	-	-
	<b>Total - Schools Managed Capital</b>		-		<b>10,026</b>	<b>10,026</b>	-	-	-	-

## Section 3 - A: Children, Families and Adults Services

Table 5: Capital Programme - Funding

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
<b>A/C.08</b>	<b>Specialist Provision</b>									
A/C.08.001	Trinity School Hartford, Huntingdon		-	Committed	5,060	-	-	-	-	5,060
	<b>Total - Specialist Provision</b>		-		<b>5,060</b>	-	-	-	-	<b>5,060</b>
<b>A/C.09</b>	<b>Site Acquisition &amp; Development</b>									
A/C.09.001	Site Acquisition, Development, Analysis and Investigations		-	Ongoing	650	500	-	-	-	150
	<b>Total - Site Acquisition &amp; Development</b>		-		<b>650</b>	<b>500</b>	-	-	-	<b>150</b>
<b>A/C.10</b>	<b>Temporary Accommodation</b>									
A/C.10.001	Temporary Accommodation		-	Ongoing	14,000	12,767	-	-	-	1,233
	<b>Total - Temporary Accommodation</b>		-		<b>14,000</b>	<b>12,767</b>	-	-	-	<b>1,233</b>
<b>A/C.11</b>	<b>Children Support Services</b>									
A/C.11.001	Children's Minor Works and Adaptions		-	Ongoing	100	65	-	-	-	35
A/C.11.002	Cambridgeshire Alternative Education Service Minor Works		-	Ongoing	180	160	-	-	-	20
A/C.11.003	CFA Buildings & Capital Team Capitalisation		-	Ongoing	2,250	-	-	-	-	2,250
A/C.11.005	CFA Management Information System IT Infrastructure		-	Committed	3,000	-	-	-	-	3,000
	<b>Total - Children Support Services</b>		-		<b>5,530</b>	<b>225</b>	-	-	-	<b>5,305</b>
<b>A/C.12</b>	<b>Adult Social Care</b>									
A/C.12.001	Strategic Investments		-	Ongoing	1,262	1,262	-	-	-	-
A/C.12.002	Provider Services and Accommodation Improvements		-	Ongoing	2,888	2,507	-	-	175	206
A/C.12.003	Better Care Fund Capital Allocation		-	Ongoing	7,764	7,764	-	-	-	-
A/C.12.004	Disabilities Facilities Grant		-	Ongoing	11,538	11,538	-	-	-	-
	<b>Total - Adult Social Care</b>		-		<b>23,452</b>	<b>23,071</b>	-	-	<b>175</b>	<b>206</b>
	<b>TOTAL BUDGET</b>				<b>638,308</b>	<b>223,607</b>	<b>203,699</b>	<b>4,062</b>	<b>175</b>	<b>206,765</b>

## Section 3 – B: Economy, Transport and Environment Services Overview

### Services to be provided

Economy, Transport and Environment (ETE), as the focus for the Council's place-based services, provides a wide and diverse range of services to the residents, businesses and communities of Cambridgeshire. These are crucial to maintaining and improving quality of life for the residents and are often experienced on a daily basis. ETE makes a significant contribution to the overall aim of promoting Cambridgeshire as being open for business and a great place to call home.

The services provided by ETE include:

- delivery of the right infrastructure and environment to encourage economic growth
- management, maintenance and improvement of the County's transport network
- local bus services and community transport
- education and social care transport
- planning and overseeing major new development proposals
- tackling rogue and other illegal trading and providing business advice
- waste management, including a Private Finance Initiative (PFI) to provide treatment solutions for the County's waste
- opportunities for life-long learning and skills development, cultural, sporting and community engagement
- registration and coroners services
- libraries, community hubs and archives
- work on reducing floods

### Key outcomes and priorities of the service

The Strategic Framework describes how the County Council is moving towards a new Operating Model, with budgets being tailored to specific Outcomes. ETE contributes to all of the Outcomes, either directly or indirectly. Some of our key activities towards the Outcomes are shown below:

**Older people live well independently, and People with disabilities live well independently** - supported by the provision of social care transport and help to support community transport.

**Places that work with children help them to reach their full potential** – starting with the negotiation to secure s106 funding from developers, which is used to develop infrastructure such as schools, through to libraries providing specialist services for children and their families.

**The Cambridgeshire economy prospers to the benefit of all Cambridgeshire residents** – ETE promotes jobs and supports infrastructure through ensuring that available funding is focused on infrastructure to support economic growth. There is a specific focus on managing congestion, which is a major issue in and around Cambridge, on major routes, and in some market towns. ETE develops strategies and schemes that address the most significant congestion problems.

**People lead a healthy lifestyle and stay healthy for longer** - through the provision of books, information and other resources to support their learning, skills development and recreation. ETE also develops and maintains infrastructure for walking and cycling, as well as promoting its use.

**People live in a safe environment** - through maintaining a safe highway network by prioritising the maintenance of those roads that are of economic importance and have persistent problems and safety issues. Also, through other activities, such as waste disposal and floods and water management.

**People at risk of harm are kept safe** - through tackling problems such as rogue traders and helping to support community transport.

### **How our services will change as a result of the Business Plan**

ETE's approach to meeting the required savings was to initially consider efficiencies and income generation before identifying cuts or changes to service provision.

Efficiencies are proposals where the same services are provided at a lesser cost and more effectively, such as through restructuring and sharing services. Alongside efficiencies, income generation has been a key area that has been developed, leading to proposals such as extending bus lane enforcement and introducing a permitting scheme for utility companies working on the highway.

In addition to these measures, the scale of the financial challenge means that some cuts and changes in service provision are needed. Examples of these service reductions are:

- Reduction of library opening hours and library management, systems support and stock (book) fund
- Reduce service levels in Archives
- Reduce Winter maintenance (gritting)



- Switch off Streetlighting
- Reduce Rights of Way service
- Review School Crossing Patrols
- Reduce flood risk work
- Remove non-statutory concessionary fares
- Reduce Transport Strategy capacity
- Remove Economic Development

It is therefore important to understand that services will inevitably be affected by the financial challenges we face, although we will do our best to reduce the impact of these reductions.

## Section 3 - B: Economy, Transport and Environment Services

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

Budget Period: 2016-17 to 2020-21

Net Revised Opening Budget 2016-17 £000	Policy Line	Gross Budget 2016-17 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2016-17 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000
	<b>Executive Director</b>							
1,273	Executive Director	263	-130	133	113	113	113	113
473	Business Support	460	-58	402	402	402	402	402
<b>1,746</b>	<b>Subtotal Executive Director</b>	<b>723</b>	<b>-188</b>	<b>535</b>	<b>515</b>	<b>515</b>	<b>515</b>	<b>515</b>
	<b>Infrastructure Management &amp; Operations</b>							
136	Director of Infrastructure Management and Operations	142	-	142	142	142	142	142
	<i>Assets &amp; Commissioning</i>							
5,059	Street Lighting	9,465	-4,066	5,400	5,416	5,493	5,570	5,647
30,211	Waste Disposal Including PFI	35,352	-4,282	31,070	31,289	31,513	31,745	31,982
842	Asset Management	1,309	-484	825	825	825	825	825
	<i>Local Infrastructure &amp; Street Management</i>							
458	Road Safety	608	-258	350	250	355	355	355
-507	Traffic Manager	805	-1,736	-931	-1,026	-1,026	-1,026	-1,026
1,236	Network Management	1,043	-21	1,022	1,022	1,022	1,022	1,022
3,736	Local Infrastructure & Streets	3,448	-	3,448	3,148	2,648	2,648	2,648
-	Parking Enforcement	3,833	-4,328	-495	-595	-595	-595	-595
1,910	Winter Maintenance	1,277	-	1,277	1,277	1,277	1,277	1,277
2,536	Local Infrastructure & Street Management Other	3,122	-818	2,304	2,437	2,604	2,776	2,952
	<i>Supporting Business &amp; Communities</i>							
1,451	Communities & Business	1,491	-366	1,125	1,025	1,073	1,073	1,073
-	Recycling for Cambridgeshire & Peterborough	-	-	-	-	-	-	-
	<i>Community &amp; Cultural Services</i>							
4,018	Libraries	4,352	-702	3,650	3,310	3,345	3,345	3,394
603	Archives	435	-39	396	296	296	296	296
-468	Registrars	937	-1,487	-550	-543	-537	-532	-527
751	Coroners	815	-46	769	769	769	769	769
<b>51,971</b>	<b>Subtotal Infrastructure Management &amp; Operations</b>	<b>68,436</b>	<b>-18,632</b>	<b>49,803</b>	<b>49,043</b>	<b>49,205</b>	<b>49,691</b>	<b>50,235</b>
	<b>Strategy &amp; Development</b>							
135	Director of Strategy and Development	141	-	141	141	141	141	141
110	Transport & Infrastructure Policy & Funding	216	-115	101	51	51	51	51
	<i>Growth &amp; Economy</i>							
587	Growth & Development	744	-136	609	534	534	534	534
341	County Planning, Minerals & Waste	513	-182	331	256	256	256	256
106	Enterprise & Economy	4	-4	0	0	0	0	0
-	MLEI	257	-257	-	-	-	-	-

## Section 3 - B: Economy, Transport and Environment Services

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

Budget Period: 2016-17 to 2020-21

Net Revised Opening Budget 2016-17 £000	Policy Line	Gross Budget 2016-17 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2016-17 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000
542	Growth & Economy Other	924	-456	468	468	468	468	468
-	<i>Major Infrastructure Delivery</i>							
-	Major Infrastructure Delivery	258	-258	-	-	-	-	-
	<i>Passenger Transport</i>							
169	Park & Ride	2,245	-2,076	169	169	169	169	169
5,477	Concessionary Fares	5,510	-15	5,494	5,494	5,494	5,494	5,494
2,261	Passenger Transport Other	2,976	-766	2,211	1,427	1,427	1,427	1,427
	<i>Adult Learning &amp; Skills</i>							
200	Adult Learning & Skills	2,394	-2,394	-	-	-	-	-
87	Learning Centres	737	-647	90	180	180	180	180
-	National Careers	406	-406	-	-	-	-	-
<b>10,015</b>	<b>Subtotal Strategy &amp; Development</b>	<b>17,324</b>	<b>-7,710</b>	<b>9,614</b>	<b>8,720</b>	<b>8,720</b>	<b>8,720</b>	<b>8,720</b>
	<b>Future Years</b>							
-	Inflation	-	-	-	1,594	3,378	5,151	6,950
-	Savings	-	-	-	-1,135	-3,526	-5,567	-6,549
<b>63,732</b>	<b>ETE BUDGET TOTAL</b>	<b>86,483</b>	<b>-26,531</b>	<b>59,952</b>	<b>58,737</b>	<b>58,292</b>	<b>58,510</b>	<b>59,871</b>

## Section 3 - B: Economy, Transport and Environment Services

**Table 2: Revenue - Net Budget Changes by Operational Division**

Budget Period: 2016-17

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Executive Director</b>							
Executive Director	1,273	16	-	54	-	-1,211	133
Business Support	473	11	-	8	-	-90	402
<b>Subtotal Executive Director</b>	<b>1,746</b>	<b>28</b>	<b>-</b>	<b>62</b>	<b>-</b>	<b>-1,301</b>	<b>535</b>
<b>Infrastructure Management &amp; Operations</b>							
Director of Infrastructure Management and Operations	136	3	-	3	-	-	142
<i>Assets &amp; Commissioning</i>							
Street Lighting	5,059	178	49	-	274	-160	5,400
Waste Disposal Including PFI	30,211	803	55	-	-	-	31,070
Asset Management	842	21	-	16	-	-53	825
<i>Local Infrastructure &amp; Street Management</i>							
Road Safety	458	16	-	18	-	-142	350
Traffic Manager	-507	0	-	15	-	-439	-931
Network Management	1,236	2	-	1	-	-218	1,022
Local Infrastructure & Streets	3,736	5	-	17	-	-310	3,448
Parking Enforcement	-	-	-	-	-	-495	-495
Winter Maintenance	1,910	18	-	-	-	-650	1,277
Local Infrastructure & Street Management Other	2,536	31	159	26	-	-447	2,304
<i>Supporting Business &amp; Communities</i>							
Communities & Business	1,451	37	-	28	-	-391	1,125
Recycling for Cambridgeshire & Peterborough	-	-	-	-	-	-	-
<i>Community &amp; Cultural Services</i>							
Libraries	4,018	93	-	91	-	-552	3,650
Archives	603	14	-	9	-	-230	396
Registrars	-468	5	3	22	-	-113	-550
Coroners	751	14	-	11	-	-6	769
<b>Subtotal Infrastructure Management &amp; Operations</b>	<b>51,971</b>	<b>1,241</b>	<b>266</b>	<b>257</b>	<b>274</b>	<b>-4,206</b>	<b>49,803</b>
<b>Strategy &amp; Development</b>							
Director of Strategy and Development	135	3	-	3	-	-	141
Transport & Infrastructure Policy & Funding	110	10	-	2	-584	563	101
<i>Growth &amp; Economy</i>							
Growth & Development	587	15	-	15	-	-9	609
County Planning, Minerals & Waste	341	10	-	13	-	-32	331
Enterprise & Economy	106	3	-	-	-	-109	0
MLEI	-	-	-	-	-	-	-

### Section 3 - B: Economy, Transport and Environment Services

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2016-17

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Growth & Economy Other	542	12	-	9	-218	123	468
Major Infrastructure Delivery	-	-	-	-	-198	198	-
Passenger Transport	169	9	-	12	-	-20	169
Park & Ride	5,477	202	-	-	-	-185	5,494
Concessionary Fares	2,261	36	-	8	-	-94	2,211
Passenger Transport Other	200	-	-	-	-	-200	-
Adult Learning & Skills	87	3	-	-	-	-	90
Adult Learning & Skills	-	-	-	-	-	-	-
Learning Centres							
National Careers							
<b>Subtotal Strategy &amp; Development</b>	<b>10,015</b>	<b>303</b>	<b>-</b>	<b>62</b>	<b>-1,000</b>	<b>233</b>	<b>9,614</b>
<b>ETE BUDGET TOTAL</b>	<b>63,732</b>	<b>1,572</b>	<b>266</b>	<b>381</b>	<b>-726</b>	<b>-5,273</b>	<b>59,952</b>

## Section 3 - B: Economy, Transport and Environment Services

**Table 3: Revenue - Overview**

**Budget Period: 2016-17 to 2020-21**

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>89,105</b>	<b>86,483</b>	<b>85,115</b>	<b>84,581</b>	<b>84,903</b>		
B/R.1.001	Base adjustments	-667	-	-	-	-	Existing	City Deal revenue budgets moved to Corporate Services. Transfer of Travellers and Open Spaces budgets to ETE.
B/R.1.005	Increased expenditure funded by additional income	553	-	-	-	-	Existing	Adjustment for permanent changes to base budget from decisions made in 2015-16.
B/R.1.007	Transfer of Function - Responsibility for Bus Service Operators Grant	-	-273	-	-	-	Existing	Devolution from the Department for Transport of budget associated with Bus Service Operators Grant for bus services run under local authority contract.
<b>1.999</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>88,991</b>	<b>86,210</b>	<b>85,115</b>	<b>84,581</b>	<b>84,903</b>		
<b>2</b>	<b>INFLATION</b>							
B/R.2.001	Inflation	1,678	1,688	1,881	1,873	1,894	Existing	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.
B/R.2.002	Inflation - Impact of National Living Wage on CCC Employee Costs	-	-	2	4	14	New	The cost impact of the introduction of the National Living Wage (NLW) on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates.
<b>2.999</b>	<b>Subtotal Inflation</b>	<b>1,678</b>	<b>1,688</b>	<b>1,883</b>	<b>1,877</b>	<b>1,908</b>		
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>							
B/R.3.001	Maintaining our infrastructure	159	163	167	172	176	Existing	Population increase leads to more infrastructure being built, as well as increased use of existing infrastructure, requiring more maintenance.
B/R.3.002	Street Lighting	49	77	77	77	77	Existing	Additional energy and maintenance costs for streetlighting in new developments adopted by the County Council in the financial year and accrued into the PFI contract
B/R.3.003	Recycling Credits	19	52	51	51	51	Existing	Increased payments to District Councils to match increasing amounts of recycling.
B/R.3.004	Growth in demand for Registration & Coroner Services	3	7	6	5	5	Existing	Predicted increase in cost resulting from customer demand for Registration and Coroner services linked to population increase.
B/R.3.005	Impact of population growth on libraries and community hubs	-	-	-	-	49	Existing	Increased running costs arising from the provision of a new community facility in response to housing development and population growth. This cost relates to the establishment cost of the Darwin Green Library.
B/R.3.006	Residual Waste	2	96	104	113	119	Existing	Extra cost of landfilling additional waste produced by an increasing population.
B/R.3.007	PFI Contract Waste	34	71	69	68	67	Existing	Additional cost as part of the waste PFI contract to cover the cost of handling additional waste produced by an increasing population.
<b>3.999</b>	<b>Subtotal Demography and Demand</b>	<b>266</b>	<b>466</b>	<b>474</b>	<b>486</b>	<b>544</b>		

## Section 3 - B: Economy, Transport and Environment Services

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
----------------	---------------

Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
<b>4</b>	<b>PRESSURES</b>							
B/R.4.004	Single-tier State Pension	331	-	-	-	-	- Modified	The Government plans to abolish the State Second Pension on 1st April 2015. The Council currently receives a rebate on the amount of National Insurance contributions it pays as an employer because it has "contracted out" of the State Second Pension. This rebate will cease when the State Second Pension is abolished, resulting in an increase in the cost of National Insurance contributions which the Council is required to pay.
B/R.4.006	Local Enterprise Partnership subscription	50	-	-	-	-	- New	County Council subscription to the LEP
<b>4.999</b>	<b>Subtotal Pressures</b>	<b>381</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>5</b>	<b>INVESTMENTS</b>							
B/R.5.003	Street Lighting PFI	274	13	-	-	-	- Existing	As part of the Street Lighting PFI contract, there is a stepped increase in payments to the contractor over the first five years of the contract when all of the street lights are being replaced. This year on year increase reflects the number of new street lights completed in each year. Under the PFI, from the end of the fifth year, there is a steady annual payment to the contractor for the remainder of the contract period.
B/R.5.009	Local Sustainable Transport Funding (LSTF)	-1,000	-	-	-	-	- Existing	Additional LSTF grant funding was made available from the Department of transport for 2015-16 only and was added into the base budget for that year. This negative figure removes an equivalent sum from the base budget for subsequent years, as the funding was for one year only.
<b>5.999</b>	<b>Subtotal Investments</b>	<b>-726</b>	<b>13</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>6</b>	<b>SAVINGS</b>							
	<b>ETE Cross-Directorate</b>							
B/R.6.000	Employment Review costs	-165	-	-	-	-	- Existing	This relates to a corporate decision to reduce employee support costs including through an annual leave purchase scheme. Savings are allocated across directorates and then Services on a pro rata basis.
B/R.6.001	Review operating costs across ETE, including subscriptions	-50	-	-	-	-	- New	All non staff-related budgets have been reviewed and all unnecessary costs such as subscriptions will be removed.
B/R.6.002	Centralise business support posts across ETE	-25	-20	-	-	-	- New	This option involves the development of a centralised model of business support delivery across services in ETE rather than in individual services.
	<b>Executive Director</b>							
B/R.6.003	Self-fund the Performance and Information Team	-85	-	-	-	-	- New	This would mean that traffic monitoring and performance monitoring and reporting activity would all be self-funding. Charging for services will make the service cost neutral on the revenue budget but will also reduce the quantity of monitoring on both.



## Section 3 - B: Economy, Transport and Environment Services

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
B/R.6.100	<b>Infrastructure Management &amp; Operations</b> Replace traffic route and accrued streetlights with LEDs Surplus to Repayment of Financing costs	-37	-14	-	-	-	New	County Council owned traffic route and accrued streetlights will be replaced with LEDs. This generates a saving as these lights are not being dimmed and so the differential between conventional and LED lanterns is sufficient to make a saving. There is no impact on statutory provision of streetlighting. Links to capital proposal B/C.3.109.
B/R.6.101	Transfer Cromwell Museum to a charitable trust	-30	-	-	-	-	Existing	Implement transfer to a new charitable organisation to secure long-term future.
B/R.6.102	Rationalise business support in highways depots to a shared service	-25	-25	-	-	-	New	Move to shared service business support across the highway depots.
B/R.6.103	Implementation of a self-funding model and rationalisation of management bands to increase road safety efficiency	-88	-100	-	-	-	New	There is only a statutory requirement to investigate the causes of accidents, not to provide road safety education. The proposal would see only this statutory requirement funded and all education and other activities would have to become self-funding or not be provided. This will be developed through the existing Cambridgeshire and Peterborough Road Safety Partnership by charging for non-statutory services.
B/R.6.104	Replace rising bollards with cameras	-50	-25	-	-	-	New	The rising bollards in Cambridge are old and becoming increasingly expensive to maintain. This will save the annual maintenance cost of the bollards and some income will be raised through enforcement. An initial capital investment will be required.
B/R.6.105	Restructure and transform Supporting Businesses and Communities Service	-292	-	-	-	-	New	The Head of Service post for Supporting Businesses and Communities will be deleted and there will be further reductions in the number of management posts across the service.. The proposed savings also include for much reduced, focussed and streamlined community services (as detailed in B/R 6.122). Functional delivery will be fully aligned with the Operating Model and where appropriate, joining service delivery with other teams to provide further efficiencies and develop community resilience. This proposal also reduces the Council's trading standards service to its absolute minimum, reducing flexibility to respond to demand, however, the overall impact on the Council's outcomes would be low.
B/R.6.106	Downscale the team managing the streetlighting PFI contract	-44	-30	-	-	-	New	This downscaling will be possible as the capital investment period for the new street lights ends in June 2016 and after that, less resource will be required to oversee the on going maintenance of lights.
B/R.6.107	Capitalise appropriate bridge maintenance and inspection costs	-347	-	-	-	-	New	As these works add to the Council's capital asset, it is appropriate to capitalise them. However, doing this will reduce the amount of capital the Council has for other activities so there is an opportunity cost.
B/R.6.108	Capitalise road patching repairs	-129	-	-	-	-	Existing	As these works add to the Council's capital asset, it is appropriate to capitalise them. However, doing this will reduce the amount of capital the Council has for other activities so there is an opportunity cost.
B/R.6.109	Switch off streetlights in residential areas between at least 2am and 6am	-56	-30	-	-	-	Existing	This approach is now widely adopted across England and research has shown that there is has been no significant impact on crime or safety. This figure is in addition to the £174k of savings for the street lighting switch-off that was included in 15-16 (£98k of additional funding will used to delay the switch-off until 2am).

## Section 3 - B: Economy, Transport and Environment Services

**Table 3: Revenue - Overview**

**Budget Period: 2016-17 to 2020-21**

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
B/R.6.110	Reduce Rights of Way provision	-84	-	-	-	-	New	Reduction in staffing to manage and maintain the Rights of Way network. The statutory minimum level of service is to keep rights of way clear. This reduction would allow no additional activity beyond the statutory requirement.
B/R.6.111	Remove funding for Cambridge Business Improvement District (BID)	-15	-	-	-	-	New	This is a discretionary contribution on top of the Council's BID levy for properties in the BID area in central Cambridge. There is no statutory requirement and the Council is one of only a few organisations that make additional contributions.
B/R.6.112	Reduce service levels in Archives	-195	-75	-	-	-	New	Funding reduced to this level would see reduced opening hours and consolidation of the archive and is considered the lowest level of funding to avoid challenge from the National Archive and others. The statutory minimum level of service is to maintain the Council's historic record and make it available to the public.
B/R.6.113	Remove arts fund and seek other funders	-15	-	-	-	-	New	This would remove the Arts Rural Touring Funds which aims to develop a virtual arts centre and commissioning and presenting high quality arts activity. As an alternative to this, narrowing the cultural gap is now being approached through community resilience.
B/R.6.114	Streamlining of School Crossing Patrol function	-52	-	-	-	-	New	Efficiencies will result from the reduction in management posts (from two to one) and the removal of school crossing patrols from existing sites where there is already a formal crossing (currently we have seven such sites). Based on anticipated efficiencies the school crossing patrol budget will reduce from £202k to £150k.
B/R.6.115	Remove funding for Shopmobility	-50	-	-	-	-	New	This is funded jointly with Cambridge City Council and for the service to continue, and with this reduction, alternative funding or a charging system would be required.
B/R.6.116	Remove community grants	-15	-15	-	-	-	Existing	These are grants given to a variety of local voluntary groups, which have previously been reduced. It is proposed that these should be removed completely which will have an impact on voluntary services dependent on public sector finance.
B/R.6.117	Highways Services Transformation	-	-300	-500	-	-	New	Efficiencies to be achieved through the provision of a strategic partnership approach to the new Highways Services Contract.
B/R.6.118	Reduce winter maintenance	-650	-	-	-	-	New	Reduction in gritting of roads from the 45% of the network currently treated to 30%. The statutory requirement is to keep the roads free of ice and snow. 30% coverage is considered to be the absolute minimum level. Risks are associated with road safety, impacts on services and increased isolation of rural communities during winter.
B/R.6.119	Reduce the opening hours at larger libraries and look to transfer a number of smaller community libraries to community control. Reduce staffing numbers accordingly	-145	-230	-	-	-	New	The Library Transformation Strategy identifies a new approach that increases community involvement to reduce costs. The proposal is for a reduction in the number of libraries funded by the Council and a corresponding increase in community-led libraries through transfer to local groups. Savings would also reduce adult and children's activities within the libraries, reduce opening hours and maximise income generation. The statutory requirement is to provide a comprehensive library service including a good range of books and the promotion of reading to children and adults. The proposal could have a significant impact on the Council's overall objectives, although increased community involvement could improve local resilience. This needs to be seen in conjunction with the following two library savings proposals.

## Section 3 - B: Economy, Transport and Environment Services

**Table 3: Revenue - Overview**

**Budget Period: 2016-17 to 2020-21**

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
B/R.6.120	Reduce library management and systems support and stock (book) fund	-355	-110	-	-	-	New	Reduction of library stock, deliveries, IT, management of the service. £80k of system support savings could be achieved but any further would impact the ability of communities to take on their libraries. A reduction in management costs of £100k would reflect the scaled down service.
B/R.6.122	Reduce Community Service work	-35	-85	-	-	-	New	Further reduction of the budget related to community services, in particular the development, embedding and delivery of community resilience across the preventative/protection agenda and supporting integrated community participation. There is no statutory requirement to deliver these functions however there are risks associated with reduction of the prevention work for vulnerable people their carers and communities, and there would be a significant impact on community resilience through ceasing the development of community led projects and networks to deliver local priorities. This will be mitigated where possible with the re-purposing of the whole of C&CS (along with this team) to focus on early prevention and community resilience work in the context of the operating model.
B/R.6.123	Reduce RECAP funding	-18	-	-	-	-	New	RECAP is the partnership of the County, Peterborough City Council and the Cambridgeshire District Councils to promote recycling. Peterborough has already pulled out of the partnership and this brings forward planned withdrawal of funding for the partnership from this Council. This impact should be low as District Councils already run recycling campaigns.
B/R.6.126	More local highways work to be covered by funding generated through the on street parking account	-300	-	-	-	-	New	This will not change the amount of work undertaken but the funding source will change and will allow savings on the revenue budget.
B/R.6.127	Replace traffic route and accrued streetlights with LEDs - Repayment of Financing Costs	-47	-	-	-	-	New	County Council owned traffic route and accrued streetlights will be replaced with LEDs. This generates a saving as these lights are not being dimmed and so the differential between conventional and LED lanterns is sufficient to make a saving. There is no impact on statutory provision of streetlighting.
B/R.6.128	Road Safety projects & campaigns - savings required due to change in Public Health Grant	-36	-84	-	-	-	New	Element to repay financing costs. Links to capital proposal B/C.3.109.
B/R.6.129	Review Trading Standards Public Health Activities - savings required due to change in Public Health Grant	-15	-	-	-	-	New	Road Safety projects & campaigns - savings required due to change in Public Health Grant
B/R.6.200	<b>Strategy &amp; Development</b> Greater Cambridge Skills Service	-200	-	-	-	-	New	Review Trading Standards Public Health Activities - savings required due to change in Public Health Grant
B/R.6.201	Improve efficiency through shared county planning, minerals and waste service with partners	-	-75	-	-	-	New	Funding for this element of the skills service will now come directly from the City Deal enabling this funding to be removed.
								This service sets the framework to ensure appropriate minerals and waste development and sufficient aggregates to help serve the growth agenda are available. A well designed shared service with partners should enable the same quality of work with reduced cost due to efficiencies of scale. This would require finding partners willing to agree a shared planning service for the whole county and retaining specialist knowledge.

## Section 3 - B: Economy, Transport and Environment Services

**Table 3: Revenue - Overview**

**Budget Period: 2016-17 to 2020-21**

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
B/R.6.202	Improve efficiency through shared growth and development service with partners	-	-75	-	-	-	New	The growth and development service helps to ensure contributions for infrastructure and services from new developments. A shared service would allow this work to be done more efficiently and have minimal impact but is outside of the Council's control, it may also be more difficult to represent the County Council's interests in major developments.
B/R.6.203	Remove final economic development officer posts	-109	-	-	-	-	New	These posts leverage private and public sector investment for economic growth in Cambridgeshire, particularly the less prosperous areas. There is no statutory minimum level of service for this function. The proposal risks having an impact on the Agritech programme and relying on the Local Enterprise Partnership and Districts for economic development. There would be no capacity to seek grant funding and other support for development of businesses and industry in Fenland and other less well-off areas of the County.
B/R.6.204	Remove non-statutory concessionary fares	-125	-	-	-	-	New	This provides free bus travel for those with a concessionary pass over and above the legal requirement on the Council. This discretionary funding provides concessionary fares for people with a sight impairment to travel before 09:30 (the normal cut off for when concessionary fares can be claimed) and subsidies for concessions on community transport services. Where users cannot afford the increased costs there will be an impact on their health and well being and their ability to live well independently.
B/R.6.206	Reduce level of flood risk management	-13	-	-	-	-	New	This function coordinates flood and water management in Cambridgeshire to reduce flood risk to communities including provision of planning advice on surface water and sustainable drainage, watercourse consenting and investigations into the causes of flooding. The proposal reduces this provision to statutory minimum. This could increase flood risk for new developments.
B/R.6.208	Reduction in Passenger Transport Services	-	-694	-	-	-	New	There is no statutory minimum level of service for non-commercial bus services, grants to dial a ride, subsidies for users of community car schemes, or the taxicard scheme. The proposal is to reduce the support for these services concentrating on those services that are essential for those who are most vulnerable and in need. This risks isolating users of these service so they are unable to access education, work and other services. The focus in the future would be on demand responsive an community led services and not regular scheduled services as primarily provided currently through the Cambridgeshire Future Transport programme.
B/R.6.209	Reduce staff following reduction in provision of passenger transport services	-90	-90	-	-	-	New	This provides the staffing to run the passenger transport services. Reductions in local bus services, community car schemes and taxicard schemes would enable appropriate staff reductions. Some staff would still be needed to administer concessionary fares. Our ability to respond to complaints and concerns would be reduced.

## Section 3 - B: Economy, Transport and Environment Services

**Table 3: Revenue - Overview**

**Budget Period: 2016-17 to 2020-21**

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
B/R.6.210	Remove Transport and Infrastructure Policy and Funding services that are not self-funding	-25	-20	-	-	-	New	This services bids for and secures funding for Transport and Infrastructure from external grants, monitors and manages section 106 funding and the ETE capital programme, coordinates input to the Community Infrastructure Levy and provides programme management and support to the LEP growth deal. There is no statutory minimum level of service for this function but measures are in place to make this entirely self funding. There is a risk that less resource will reduce the amount of external grant funding secured.
B/R.6.211	Remove Transport and Infrastructure Policy and Funding services that are not self-funding	-35	-30	-	-	-	New	This function develops the long-term vision for transport and infrastructure for the county, including local transport plans. There is no statutory minimum level of service for this function, but measures are in place to make this entirely self-funding. There is a risk that less resource will impact on the ability to identify infrastructure requirements.
B/R.6.212	Re-evaluate Concessionary fare spend	-60	-	-	-	-	New	Given the deregistration of some bus routes recently, a re-evaluation of concessionary fares shows that it is likely the spend will be reduced next year.
B/R.6.999	<b>ETE Cross-Directorate</b> Unidentified Savings	-	-1,135	-2,391	-2,041	-982	Modified	Savings to be identified during future years' Business Planning processes.
<b>6.999</b>	<b>Subtotal Savings</b>	<b>-4,107</b>	<b>-3,262</b>	<b>-2,891</b>	<b>-2,041</b>	<b>-982</b>		
	<b>TOTAL GROSS EXPENDITURE</b>	<b>86,483</b>	<b>85,115</b>	<b>84,581</b>	<b>84,903</b>	<b>86,373</b>		
<b>7</b>	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>							
B/R.7.001	Previous year's fees, charges & ring-fenced grants	-25,797	-26,531	-26,378	-26,289	-26,393	Existing	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
B/R.7.002	Fees and charges inflation	-106	-94	-99	-104	-109	Existing	Uplift in external charges to reflect inflation pressures on the costs of services.
B/R.7.004	Additional budgeted income	-553	-	-	-	-	Existing	Adjustment for changes to fees, charges & ring-fenced grants from forecasts and decisions made in 2015-16.
	<b>Changes to fees &amp; charges</b>							
B/R.7.100	Increase income from digital archive services	-	-25	-	-	-	Existing	This service is chargeable and so further income can be raised. Implement as part of a relocated Archives facility.
B/R.7.101	Increase charges for Registration services	-100	-	-	-	-	Existing	Increase in fees for discretionary services such as ceremonies, projected statutory fee increases, as well as the timing of collection of fees. This is considered to be the maximum further increase that can be secured.
B/R.7.102	Increase County Planning, Minerals and Waste income through renegotiation of Service Level Agreements with District Councils	-25	-	-	-	-	New	This income would be derived from increasing charges for the full survey of the status of planning permissions and housing numbers undertaken for the five District Councils. There is no statutory obligation for the County Council to do this, but it is fully funded through recharging the Districts. Increasing income would increase the costs for District Councils.

## Section 3 - B: Economy, Transport and Environment Services

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
B/R.7.103	Increase Growth and Economy income from Planning Performance Agreements	-20	-	-	-	-	New	Planning Performance Agreements (PPAs) involve the applicant and the Council agreeing on how development proposals should be managed through the planning process. Increasing income will have minimal impacts because a basic service will continue to be provided if developers are unable to resource a higher quality service. Charges need to be reasonable and from experience, there is a limit to what developers will pay.
B/R.7.104	Fully self-fund Historic Environment Team apart from minerals and waste planning advice	-41	-	-	-	-	New	This covers the statutory planning advice to Districts and County Council waste planners as well as education and transport planners in the County Council. The statutory minimum level of service is to have a qualified archaeologist. This option reflects this with the Historic Environment Team being fully funded apart from this statutory minimum service. There would be a small additional cost which is passed on to schools and transport schemes. All internal and external clients would need to pay for the advice they received if they do not, only minimal advice can be provided.
B/R.7.105	Increase fees for highways development planning advice	-50	-	-	-	-	New	These fees are charged to developers for the provision of highway planning advice. There is no statutory minimum level of service for this function. However it protects the Council's interests and generates income and it is necessary for the fees to be a fair reflection of costs to the Council. All internal and external clients would need to pay for the advice they receive and if they do not, only minimal advice can be provided.
B/R.7.106	Increase income through sponsorship of roundabouts	-10	-	-	-	-	New	£11k per annum of income is currently received through the sponsorship of roundabouts. This proposal is based on the maximum expected to be achievable.
B/R.7.107	Increase on street car parking charges in Cambridge	-330	-	-	-	-	New	This proposal is for an increase in certain on street parking charges in Cambridge. Any increases will need to be consistent with regulations governing policy changes.
B/R.7.108	Enforce more bus lanes over a greater time period	-100	-100	-	-	-	New	Camera enforcement of bus lanes currently takes place in Cambridge. Greater enforcement would further improve the operation of bus lanes, assisting buses and cyclists. It would generate additional income from offenders, improve bus punctuality and increase take-up of more sustainable transport modes.
B/R.7.109	Introduce a charge for all events using the highway	-50	-30	-	-	-	New	This proposal would introduce a charge for events using the highway, such as Race for Life and Tour of Cambridgeshire, that the Council currently provides free of charge. The statutory function is to ensure the safe and efficient movement of all road users. This includes the management and coordination of works and events that take place across the highway network. There is a risk that fewer of these events will take place across the county. Concessions for small community events could be considered.
B/R.7.110	Increase highways charges to cover costs	-5	-5	-	-	-	Existing	This relates to a wide range of charges levied for use of the highway such as skip licences for example. All charges have been reviewed across ETE. Further targeted review and monitoring of charges will continue to ensure they remain relevant.

## Section 3 - B: Economy, Transport and Environment Services

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
B/R.7.111	Introduce a highways permitting system	-250	-40	-	-	-	New	This proposal would increase the efficiency of how and when utility companies carry out road works through introducing permits. The statutory function of delivering the network management duty includes the day to day monitoring and intervention of the highway network to minimise disruption to all users. Impacts of this proposal on the Council's outcomes are low, although there would be greater management and coordination of works taking place on the highway as well as increased income.
B/R.7.112	Further commercialisation of Park and Ride Services	-20	-	-	-	-	Modified	Explore options, including changing the use of the buildings and further commercialisation of the car parks.
B/R.7.114	Introduce street lighting attachment policy	-20	-	-	-	-	New	This proposal would introduce charges for street lighting attachments. This proposal will have low impact overall on the Council's outcomes, but could impact on communities wishing to use street lights
B/R.7.115	Increase income for floods and water management due to greater use of Planning Performance Agreements	-12	-	-	-	-	New	Increasing income through the Council's role as a statutory consultee providing advice on water and sustainable drainage. the Council's statutory role continues to be fulfilled. There is a risk of uncertainty in getting the income through Planning Performance Agreements, Service Level Agreements and pre-planning application fees as these are voluntary. There is a risk of increased flooding from new developments if developers opt for the minimal service level.
B/R.7.116	Increase income through consenting fees for ordinary watercourses	-8	-	-	-	-	New	Increase fees to developers for consents to change ordinary water courses. This is dependent on a decision from DEFRA which may not be implemented until after 2018.
B/R.7.117	Section 106 funding for Clay Farm Community Centre	-	-	35	-	-	Existing	Section 106 funding to contribute towards the running costs of the library and other County Council provision as part of the Clay Farm Community Centre in its first three years. The positive figure reflects that this funding stream is coming to an end.
B/R.7.118	Review of charges across ETE	-125	-	-	-	-	New	A further review across ETE of all charges has been undertaken and it is considered possible to raise some further income.
B/R.7.202	<b>Changes to ring-fenced grants</b> Change in Public Health Grant	91	174	153	-	-	Existing	Change in ring-fenced Public Health grant to reflect change of function and treatment as a corporate grant from 2018-19 due to removal of ring-fence.
B/R.7.204	Change in Bus Service Operators Grant	-	273	-	-	-	Existing	Ending of ring-fenced Bus Service Operators Grant devolved from the Department of Transport for bus services run under local authority contract.
B/R.7.205	DfT grant - Local Sustainable Transport funding	1,000	-	-	-	-	Existing	Ending of a grant that was only for one year in 2015/16.
<b>7.999</b>	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	<b>-26,531</b>	<b>-26,378</b>	<b>-26,289</b>	<b>-26,393</b>	<b>-26,502</b>		
	<b>TOTAL NET EXPENDITURE</b>	<b>59,952</b>	<b>58,737</b>	<b>58,292</b>	<b>58,510</b>	<b>59,871</b>		

### FUNDING SOURCES

<b>8</b>	<b>FUNDING OF GROSS EXPENDITURE</b>							
B/R.8.001	Cash Limit Funding	-59,952	-58,737	-58,292	-58,510	-59,871	Existing	Net spend funded from general grants, business rates and Council Tax.



## Section 3 - B: Economy, Transport and Environment Services

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
B/R.8.002	Public Health Grant	-327	-153	-	-	-	Existing	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.
B/R.8.003	Fees & Charges	-16,212	-16,506	-16,570	-16,674	-16,783	Existing	Fees and charges for the provision of services.
B/R.8.004	PFI Grant - Street Lighting	-3,944	-3,944	-3,944	-3,944	-3,944	Existing	PFI Grant from DfT for the life of the project.
B/R.8.005	PFI Grant - Waste	-2,691	-2,691	-2,691	-2,691	-2,691	Existing	PFI Grant from DEFRA for the life of the project.
B/R.8.008	DfT Grant - Bus Service Operators Grant	-273	-	-	-	-	Existing	Department for Transport funding for bus services run under local authority
B/R.8.009	DfT Grant - Local Sustainable Transport funding	-	-	-	-	-	Existing	Department for Transport funding for Local Transport projects.
B/R.8.010	Adult Learning & Skills Grants	-2,380	-2,380	-2,380	-2,380	-2,380	Existing	External grant funding for Adult Learning & Skills.
B/R.8.011	Learning Centre grants	-302	-302	-302	-302	-302	Existing	Learning Centre grant funding.
B/R.8.012	National Careers grant funding	-402	-402	-402	-402	-402	Existing	Funding for National Careers.
<b>8.999</b>	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-86,483</b>	<b>-85,115</b>	<b>-84,581</b>	<b>-84,903</b>	<b>-86,373</b>		

### MEMORANDUM: SAVINGS / INCREASED INCOME

Savings	-4,107	-3,262	-2,891	-2,041	-982
Changes to fees & charges	-1,166	-200	35	-	-
<b>TOTAL SAVINGS / INCREASED INCOME</b>	<b>-5,273</b>	<b>-3,462</b>	<b>-2,856</b>	<b>-2,041</b>	<b>-982</b>

### MEMORANDUM: NET REVISED OPENING BUDGET

Revised Opening Gross Expenditure	88,991	86,210	85,115	84,581	84,903
Previous year's fees, charges & ring-fenced grants	-25,797	-26,531	-26,378	-26,289	-26,393
Changes to fees, charges & ring-fenced grants in revised opening budget	538	174	153	-	-
<b>NET REVISED OPENING BUDGET</b>	<b>63,732</b>	<b>59,853</b>	<b>58,890</b>	<b>58,292</b>	<b>58,510</b>



## Section 3 - B: Economy, Transport and Environment Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
Ongoing	178,150	48,340	25,856	24,127	23,112	22,609	22,106	12,000
Committed Schemes	268,235	185,745	45,078	27,156	3,146	1,670	370	5,070
2016-2017 Starts	705	-	705	-	-	-	-	-
2018-2019 Starts	5,460	-	60	60	735	667	581	3,357
2020-2021 Starts	25,000	-	-	-	-	-	1,000	24,000
<b>TOTAL BUDGET</b>	<b>477,550</b>	<b>234,085</b>	<b>71,699</b>	<b>51,343</b>	<b>26,993</b>	<b>24,946</b>	<b>24,057</b>	<b>44,427</b>

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
<b>B/C.01</b>	<b>Integrated Transport</b>											
B/C.1.002	Air Quality Monitoring	Funding towards supporting air quality monitoring work in relation to the road network with local authority partners across the county.		Ongoing	103	-	23	20	20	20	20	-
B/C.1.009	Major Scheme Development & Delivery	Resources to support the development and delivery of major schemes.		Ongoing	2,000	-	400	400	400	400	400	-
B/C.1.011	Local Infrastructure improvements	Provision of the Local Highway Improvement Initiative across the county, providing accessibility works such as disabled parking bays and provision of improvements to the Public Rights of Way network.		Ongoing	2,410	-	482	482	482	482	482	-
B/C.1.012	Safety Schemes	Investment in road safety engineering work at locations where there is strong evidence of a significantly high risk of injury crashes.		Ongoing	2,970	-	594	594	594	594	594	-
B/C.1.015	Strategy and Scheme Development work	Resources to support Transport & Infrastructure strategy and related work across the county, including Long term Strategies and District and Market Town Transport Strategies, as well as funding towards scheme development work.		Ongoing	1,725	-	345	345	345	345	345	-
B/C.1.019	Delivering the Transport Strategy Aims	Supporting the delivery of Transport Strategies and Market Town Transport Strategies to help improve accessibility and mitigate the impacts of growth.		Ongoing	5,796	-	1,988	1,204	868	868	868	-
B/C.1.021	Cambridgeshire Sustainable Transport Improvements (larger scale schemes)	Supporting sustainable transport improvements across the county, including cycling and pedestrian improvements, bus infrastructure and priority measures, and demand management.		Ongoing	2,402	-	478	481	481	481	481	-
	<b>Total - Integrated Transport</b>				<b>17,406</b>	<b>-</b>	<b>4,310</b>	<b>3,526</b>	<b>3,190</b>	<b>3,190</b>	<b>3,190</b>	<b>-</b>

## Section 3 - B: Economy, Transport and Environment Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
<b>B/C.02</b>	<b>Operating the Network</b>											
B/C.2.001	Carriageway & Footway Maintenance including Cycle Paths	Allows the highway network throughout the county to be maintained. With the significant backlog of works to our highways well documented, this fund is crucial in ensuring that we are able to maintain our transport links.		Ongoing	49,444	-	10,652	10,547	9,918	9,415	8,912	-
B/C.2.002	Rights of Way	Allows improvements to our Rights of Way network which provides an important local link in our transport network for communities.		Ongoing	700	-	140	140	140	140	140	-
B/C.2.003	Street Lighting	Budget to implement the Street Lighting Policy changes made by the previous Cabinet in January 2013 to lessen the impact on communities of permanently removing streetlights.		Ongoing	35	-	35	-	-	-	-	-
B/C.2.004	Bridge strengthening	Bridges form a vital part of the transport network. With many structures to maintain across the county it is important that we continue to ensure that the overall transport network can operate and our bridges are maintained.		Ongoing	12,820	-	2,564	2,564	2,564	2,564	2,564	-
B/C.2.005	Traffic Signal Replacement	Traffic signals are a vital part of managing traffic throughout the county. Many signals require to be upgraded to help improve traffic flow and ensure that all road users are able to safely use the transport network.		Ongoing	5,170	-	1,720	900	850	850	850	-
B/C.2.006	Smarter Travel Management - Integrated Highways Management Centre	The Integrated Highways Management Centre (IHMC) collects, processes and shares real time travel information to local residents, businesses and communities within Cambridgeshire. In emergency situations the IHMC provides information to ensure that the impact on our transport network is mitigated and managed.		Ongoing	995	-	195	200	200	200	200	-
B/C.2.007	Smarter Travel Management - Real Time Bus Information	Provision of real time passenger information for the bus network.		Ongoing	815	-	155	165	165	165	165	-
	<b>Total - Operating the Network</b>				<b>69,979</b>	-	<b>15,461</b>	<b>14,516</b>	<b>13,837</b>	<b>13,334</b>	<b>12,831</b>	-
<b>B/C.03</b>	<b>Infrastructure Management &amp; Operations</b>											
B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)	This fund allows the Council to increase its investment in the transport network throughout the county. With the significant backlog of works to our transport network well documented, this fund is crucial in ensuring that we reduce the rate of deterioration of our highways.		Ongoing	90,000	48,000	6,000	6,000	6,000	6,000	6,000	12,000

## Section 3 - B: Economy, Transport and Environment Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
B/C.3.012	Waste - Cambridge Area Growth	To deliver the HRC (Household Waste Recycling Centre) Strategy, by acquiring appropriate sites, gaining planning permission and designing and building the new facilities. New facilities are proposed in the greater Cambridge area, a site to replace the current facility at March and an extension at Wisbech HRC to avoid the need to shut the facility for skip exchanges. The proposal also includes funds to develop the St. Neots Re-use Centre at the current St. Neots HRC facility for use by the third sector.		2018-19	5,120	-	60	60	395	667	581	3,357
B/C.3.101	Development of Archives Centre premises	Development of fit for purpose premises for Cambridgeshire Archives, to conserve and make available unique historical records of the county as part of an exciting new cultural heritage centre.		Committed	4,200	2,039	2,161	-	-	-	-	-
B/C.3.103	Library service essential maintenance and infrastructure renewal	This is a rolling programme to update the public PC's in libraries and library learning centres in order to replace equipment that has become obsolete, and ensure continued service delivery. This is particularly important to support people to access learning, skills, transactions and employment online in response to the Digital by Default agenda. There is also an essential requirement to replace the book sortation system at Central Library, which has reached the end of its life, and to plan for renewing self service facilities in 2017/18, which will be coming out of contract and on which we need to make significant revenue savings.		Committed	562	58	239	265	-	-	-	-
B/C.3.106	New Community Hub / Library Service Provision Cambourne	Contribution to the development of new community hub / library facilities in areas of growth in the county.		Committed	151	151	-	-	-	-	-	-
B/C.3.107	New Community Hub / Library Provision Clay Farm	Contribution to the development of a community centre / hub in Clay Farm, including library and other community facilities.		Committed	827	630	178	19	-	-	-	-
B/C.3.108	New Community Hub / Library Service Provision Darwin Green	Contribution to the development of new community hub / library facilities in areas of growth in the county.		2018-19	340	-	-	-	340	-	-	-
B/C.3.109	Replacement of accrued streetlights with LEDs	Replacement of accrued streetlights with LEDs		2016-17	705	-	705	-	-	-	-	-
	<b>Total - Infrastructure Management &amp; Operations</b>				<b>101,905</b>	<b>50,878</b>	<b>9,343</b>	<b>6,344</b>	<b>6,735</b>	<b>6,667</b>	<b>6,581</b>	<b>15,357</b>

## Section 3 - B: Economy, Transport and Environment Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
<b>B/C.04</b>	<b>Strategy &amp; Development</b>											
B/C.4.001	Ely Crossing	The project will alleviate traffic congestion on the A142 at the level crossing adjacent to Ely railway station, which will benefit local businesses and residents. The station area is a gateway to the city. Implementation of the bypass option would remove a significant amount of traffic around the station and enhance the gateway area, making the city more attractive to tourists and improve the local environment.		Committed	36,000	5,047	14,750	14,603	300	1,300	-	-
B/C.4.006	Guided Busway	Guided Busway construction contract retention payments.		Committed	147,694	142,734	2,110	1,370	370	370	370	370
B/C.4.014	Huntingdon West of Town Centre Link Road	The 520 metre link road from Ermine Street to Brampton Road, close to the railway station junction, consists of a single carriageway, with footpaths either side, and new junctions on Ermine Street and Brampton Road. The residual funding is for outstanding land deals for this scheme.		Committed	9,723	8,387	1,336	-	-	-	-	-
B/C.4.017	Cambridge Cycling Infrastructure	Cambridge Cycling Infrastructure.		Committed	5,293	1,767	1,670	1,580	276	-	-	-
B/C.4.021	Abbey - Chesterton Bridge	This cycle route will link together three centres of employment in the city along a North / South axis, including: Addenbrooke's hospital, the CB1 Area and the Science Park. The Trail will reduce levels of congestion by taking vehicles off key city centre roads, including Hills Road and Milton Road and around the Cambridge Science Park Station.		Committed	4,750	300	250	2,000	2,200	-	-	-
B/C.4.022	Cycling City Ambition Fund	Cycling City Ambition Fund		Committed	7,751	4,971	2,780	-	-	-	-	-
B/C.4.023	King's Dyke	The level crossing at King's Dyke between Whittlesey and Peterborough has long been a problem for people using the A605. The downtime of the barriers at the crossing causes traffic to queue for significant periods of time and this situation will get worse as rail traffic increases along the Ely to Peterborough railway line in the future. The issue is also made worse during the winter months as the B1040 at North Brink often floods, leading to its closure and therefore increasing traffic use of the A605 across King's Dyke.		Committed	13,584	1,043	12,065	476	-	-	-	-
B/C.4.024	Soham Station	Proposed new railway station at Soham to support new housing development.		Committed	6,200	61	1,439	-	-	-	-	4,700

## Section 3 - B: Economy, Transport and Environment Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
B/C.4.028	A14	Improvement of the A14 between Cambridge and Huntingdon. This is a scheme led by the Highways Agency but in order to secure delivery, a local contribution to the total scheme cost, which is in excess of £1bn, is required. The Council element of this local contribution is £25m and it is proposed that it should be paid in equal instalments over a period of 25 years commencing in 2017.		2020-21	25,000	-	-	-	-	-	1,000	24,000
B/C.4.031	Growth Deal - Wisbech Access Strategy	Wiscbech Access Strategy		Committed	1,000	500	500	-	-	-	-	-
<b>Total - Strategy &amp; Development</b>					<b>256,995</b>	<b>164,810</b>	<b>36,900</b>	<b>20,029</b>	<b>3,146</b>	<b>1,670</b>	<b>1,370</b>	<b>29,070</b>
<b>B/C.05</b>	<b>Other Schemes</b>											
B/C.5.001	Making Assets Count	This funding is for the programme resource for the Making Assets Count (MAC) Programme, which brings public sector organisations together in a partnership that uses their combined property portfolio in a more efficient and effective manner to deliver better public services and reduce the cost of occupying property.		Ongoing	765	340	85	85	85	85	85	-
B/C.5.002	Investment in Connecting Cambridgeshire	Connecting Cambridgeshire is working to ensure businesses, residents and public services can make the most of opportunities offered by a fast-changing digital world. Led by the Council, this ambitious partnership programme is improving Cambridgeshire's broadband,		Committed	30,500	18,057	5,600	6,843	-	-	-	-
<b>Total - Other Schemes</b>					<b>31,265</b>	<b>18,397</b>	<b>5,685</b>	<b>6,928</b>	<b>85</b>	<b>85</b>	<b>85</b>	<b>-</b>
<b>TOTAL BUDGET</b>					<b>477,550</b>	<b>234,085</b>	<b>71,699</b>	<b>51,343</b>	<b>26,993</b>	<b>24,946</b>	<b>24,057</b>	<b>44,427</b>

Funding	Total Funding £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
<b>Government Approved Funding</b>								
Department for Transport	215,601	100,260	20,463	19,656	17,677	16,524	17,021	24,000
Specific Grants	39,250	12,049	17,401	5,700	4,100	-	-	-
<b>Total - Government Approved Funding</b>	<b>254,851</b>	<b>112,309</b>	<b>37,864</b>	<b>25,356</b>	<b>21,777</b>	<b>16,524</b>	<b>17,021</b>	<b>24,000</b>
<b>Locally Generated Funding</b>								
Agreed Developer Contributions	33,346	16,695	5,491	3,339	4,451	2,017	434	919
Anticipated Developer Contributions	12,330	-	200	200	200	200	200	11,330

### Section 3 - B: Economy, Transport and Environment Services

**Table 4: Capital Programme**

Budget Period: 2016-17 to 2025-26

Funding	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
Prudential Borrowing	127,604	55,358	16,494	21,712	1,885	6,985	6,032	19,138
Prudential Borrowing (Repayable)	-4,080	6,733	1,661	216	-1,320	-780	370	-10,960
Other Contributions	53,499	42,990	9,989	520	-	-	-	-
<b>Total - Locally Generated Funding</b>	<b>222,699</b>	<b>121,776</b>	<b>33,835</b>	<b>25,987</b>	<b>5,216</b>	<b>8,422</b>	<b>7,036</b>	<b>20,427</b>
<b>TOTAL FUNDING</b>	<b>477,550</b>	<b>234,085</b>	<b>71,699</b>	<b>51,343</b>	<b>26,993</b>	<b>24,946</b>	<b>24,057</b>	<b>44,427</b>

## Section 3 - B: Economy, Transport and Environment Services

Table 5: Capital Programme - Funding

Budget Period: 2016-17 to 2025-26

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	178,150	87,998	2,376	-	-	87,776
Committed Schemes	268,235	141,853	41,664	53,499	-	31,219
2016-2017 Starts	705	-	-	-	-	705
2018-2019 Starts	5,460	-	1,636	-	-	3,824
2020-2021 Starts	25,000	25,000	-	-	-	-
<b>TOTAL BUDGET</b>	<b>477,550</b>	<b>254,851</b>	<b>45,676</b>	<b>53,499</b>	<b>-</b>	<b>123,524</b>

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
<b>B/C.01</b>	<b>Integrated Transport</b>									
B/C.1.002	Air Quality Monitoring			- Ongoing	103	103	-	-	-	-
B/C.1.009	Major Scheme Development & Delivery			- Ongoing	2,000	2,000	-	-	-	-
B/C.1.011	Local Infrastructure improvements			- Ongoing	2,410	2,410	-	-	-	-
B/C.1.012	Safety Schemes			- Ongoing	2,970	2,970	-	-	-	-
B/C.1.015	Strategy and Scheme Development work			- Ongoing	1,725	1,725	-	-	-	-
B/C.1.019	Delivering the Transport Strategy Aims			- Ongoing	5,796	4,340	1,456	-	-	-
B/C.1.021	Cambridgeshire Sustainable Transport Improvements (larger scale schemes)			- Ongoing	2,402	2,402	-	-	-	-
	<b>Total - Integrated Transport</b>			-	<b>17,406</b>	<b>15,950</b>	<b>1,456</b>	-	-	-
<b>B/C.02</b>	<b>Operating the Network</b>									
B/C.2.001	Carriageway & Footway Maintenance including Cycle Paths			- Ongoing	49,444	49,444	-	-	-	-
B/C.2.002	Rights of Way			- Ongoing	700	700	-	-	-	-
B/C.2.003	Street Lighting			- Ongoing	35	35	-	-	-	-
B/C.2.004	Bridge strengthening			- Ongoing	12,820	12,820	-	-	-	-
B/C.2.005	Traffic Signal Replacement			- Ongoing	5,170	4,250	920	-	-	-
B/C.2.006	Smarter Travel Management - Integrated Highways Management Centre			- Ongoing	995	995	-	-	-	-
B/C.2.007	Smarter Travel Management - Real Time Bus Information			- Ongoing	815	815	-	-	-	-
	<b>Total - Operating the Network</b>			-	<b>69,979</b>	<b>69,059</b>	<b>920</b>	-	-	-
<b>B/C.03</b>	<b>Infrastructure Management &amp; Operations</b>									
B/C.3.001	Highways Maintenance (carriageways only from 2015/16 onwards)			- Ongoing	90,000	2,989	-	-	-	87,011
B/C.3.012	Waste - Cambridge Area Growth			- 2018-19	5,120	-	1,296	-	-	3,824
B/C.3.101	Development of Archives Centre premises			- Committed	4,200	-	-	-	-	4,200
B/C.3.103	Library service essential maintenance and infrastructure renewal			- Committed	562	-	-	-	-	562
B/C.3.106	New Community Hub / Library Service Provision Cambourne			- Committed	151	-	151	-	-	-
B/C.3.107	New Community Hub / Library Provision Clay Farm			- Committed	827	-	566	-	-	261

## Section 3 - B: Economy, Transport and Environment Services

Table 5: Capital Programme - Funding

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
B/C.3.108	New Community Hub / Library Service Provision Darwin Green			- 2018-19	340	-	340	-	-	-
B/C.3.109	Replacement of accrued streetlights with LEDs			2016-17	705	-	-	-	-	705
	<b>Total - Infrastructure Management &amp; Operations</b>		-		<b>101,905</b>	<b>2,989</b>	<b>2,353</b>	-	-	<b>96,563</b>
<b>B/C.04</b>	<b>Strategy &amp; Development</b>									
B/C.4.001	Ely Crossing			- Committed	36,000	22,000	1,000	5,318	-	7,682
B/C.4.006	Guided Busway			- Committed	147,694	92,500	28,085	31,894	-	-4,785
B/C.4.014	Huntingdon West of Town Centre Link Road			- Committed	9,723	-	4,871	4,852	-	-
B/C.4.017	Cambridge Cycling Infrastructure			- Committed	5,293	-	5,293	-	-	-
B/C.4.021	Abbey - Chesterton Bridge			- Committed	4,750	2,700	1,550	500	-	-
B/C.4.022	Cycling City Ambition Fund			- Committed	7,751	7,403	148	200	-	-
B/C.4.023	King's Dyke			- Committed	13,584	8,000	-	3,500	-	2,084
B/C.4.024	Soham Station			- Committed	6,200	1,000	-	500	-	4,700
B/C.4.028	A14			- 2020-21	25,000	25,000	-	-	-	-
B/C.4.031	Growth Deal - Wisbech Access Strategy			- Committed	1,000	-	-	1,000	-	-
	<b>Total - Strategy &amp; Development</b>		-		<b>256,995</b>	<b>158,603</b>	<b>40,947</b>	<b>47,764</b>	-	<b>9,681</b>
<b>B/C.05</b>	<b>Other Schemes</b>									
B/C.5.001	Making Assets Count			- Ongoing	765	-	-	-	-	765
B/C.5.002	Investment in Connecting Cambridgeshire			- Committed	30,500	8,250	-	5,735	-	16,515
	<b>Total - Other Schemes</b>		-		<b>31,265</b>	<b>8,250</b>	-	<b>5,735</b>	-	<b>17,280</b>
	<b>TOTAL BUDGET</b>				<b>477,550</b>	<b>254,851</b>	<b>45,676</b>	<b>53,499</b>	-	<b>123,524</b>



## Section 3 - B: Economy, Transport & Environment Services

Budget Period: 2016-17 to 2020-21

Memorandum: City Deal

	Total Cost	Forecast Spend 2015/16	Forecast Spend 2016/17	Forecast Spend 2017/18	Forecast Spend 2018/19	Forecast Spend 2019/20	Later Years
PROJECT	£000	£000	£000	£000	£000	£000	£000
<b>Years 1-5 Delivery</b>							
Milton Road bus priority	23,040	203	297	3,000	7,540	12,000	
Histon Road bus priority	4,280	184	280	954	2,516	346	
A428 to M11 segregated bus route/A428 corridor Park & Ride/Madingley Road bus priority	59,040	350	500	750	10,000	35,000	12,440
Cross-city cycle improvements	4,000	194	900	2,100	706	100	
City centre capacity improvements	3,000	194	300	700	856	950	
A1307 corridor to include bus priority / A1307 additional Park & Ride	39,000	262	500	2,000	1,000	10,000	25,238
Chisholm Trail cycle links	8,400	160	1,040	2,500	4,100	600	
Programme management and early scheme development	9,500		2,000	3,000	3,000	1,500	
Years 1-5 Development	5,000	100	500	1,300	1,500	1,600	
Tranche 2 early development	9,000	160	1,090	1,600	3,000	3,150	
<b>Total per year</b>	<b>164,260</b>	<b>1,808</b>	<b>7,407</b>	<b>17,904</b>	<b>34,218</b>	<b>65,246</b>	<b>37,678</b>

## Section 3 - C: Corporate and Managed Services Overview

### Corporate Services

#### Services to be provided

Customer Service and Transformation provides services integral to the day-to-day running of the Council, as well as services that lead the transformation and redesign of the way the organisation achieves its strategic outcomes.

This means that Customer Service and Transformation includes a diverse range of “corporate” functions including; research, strategy and policy, emergency planning and business continuity, customer services, web & digital services, communications & community engagement, information governance & management, support for council-wide business planning, General Purposes Committee, the Civic Offices and the Chief Executive, and responsibility for the client relationship with LGSS.

#### Key outcomes and priorities of the service

- Exploiting **digital solutions** and making the best use of data and insight
- Ensuring the majority of customers are informed, engaged and get what they need the **first time they contact us**
- Continuing our delivery of **smarter business**, in partnership with our colleagues in LGSS, through the inter-play of rationalising our property estate, developing and exploiting our IT & web/digital infrastructure and supporting the related culture change across our staff to achieve more flexible working
- Supporting an emerging cross council approach to tackling key issues such as **managing demand** for high cost services through supporting colleagues and partners to **build community resilience**
- Taking a **system-wide, whole-council approach to service re-design** wherever possible so that we can remove cost whilst improving the customer experience, meeting customer needs at the first point of contact wherever possible

## **LGSS Managed Services**

### **Services to be provided**

Managed Services are those services that are managed by LGSS on behalf of CCC. The full responsibility for the costs, strategy, and service levels remain with the Council but the administration of the activities rests with LGSS.

The largest element of the portfolio is supporting the effective and efficient use of the Council's estate, be that the property estate or the County Farms Estate. The County Farms Estate includes 14,000 hectares of tenanted farmland. In running the farms estate, we ensure business opportunities are maximised and environmental objectives are met.

The most effective use of the Council's property portfolio will play a key role in the delivery of significant revenue savings within the period of this Business Plan. The Council intends to use technology to ensure that the workplace is an efficient environment within which to deliver services, thereby enabling a significant rationalisation of the properties used for operational service delivery.

The services include:

- County Farms
- Property Management
- Building Maintenance
- Insurance
- Information Technology
- Cambridgeshire Public Sector Network

### **Key outcomes and priorities of the service**

The key outcomes and priorities for Managed Services are to drive the maximum level of savings and additional income that can be derived from the Council's asset portfolio. Any savings from more effective asset utilisation are resources that can be allocated to key front line services to our communities.

### **How will our services change as a result of this business plan?**

Given the financial pressure faced by the Council, and in response to the effective work of the team, the savings target for the rationalisation of property portfolio has been significantly increased in this business plan.

## Section 3 - C: Corporate and Managed Services

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

Budget Period: 2016-17 to 2020-21

Net Revised Opening Budget 2016-17 £000	Policy Line	Gross Budget 2016-17 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2016-17 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000
	<b>Corporate Services</b>							
994	Corporate Director	1,169	-101	1,068	1,568	1,669	1,669	1,669
295	Chief Executive	205	-3	202	202	202	202	202
464	Corporate Information Management	492	-28	464	429	429	429	431
1,285	Customer Services	1,273	-128	1,145	1,168	1,192	1,218	1,245
480	Digital Strategy	492	-	492	492	492	492	492
270	Research	388	-145	243	243	243	243	243
-	- Service Transformation	-	-	-	-	-	-	-
136	Smarter Business	1	-	1	0	0	0	0
550	Strategic Marketing, Communications & Engagement	530	2	532	532	532	532	532
198	Elections	165	-	165	165	165	165	165
926	Redundancy, Pensions & Injury	1,116	-189	927	917	907	897	887
-	- Corporate Capacity Review	-2,000	-	-2,000	-2,000	-2,000	-2,000	-2,000
<b>5,598</b>	<b>Subtotal Corporate Services</b>	<b>3,831</b>	<b>-592</b>	<b>3,239</b>	<b>3,718</b>	<b>3,833</b>	<b>3,849</b>	<b>3,868</b>
	<b>Managed Services</b>							
1,102	Building Maintenance	1,204	-89	1,115	1,115	1,115	1,115	1,115
917	City Deal	1,434	-	1,434	1,511	1,643	1,802	1,802
-3,174	County Farms	1,078	-4,532	-3,454	-4,405	-4,406	-4,414	-4,423
121	Effective Property Asset Management	147	-146	1	1	1	1	1
179	External Audit	141	-	141	141	141	141	141
-46	Finance Managed	273	-318	-45	-45	55	55	55
1,482	Insurance	1,894	-	1,894	1,894	1,894	1,894	1,894
2,207	IT Managed	1,869	-	1,869	1,869	1,869	1,869	1,869
1,000	Members Allowances	1,025	-5	1,020	1,020	1,020	1,020	1,020
128	Organisational & Workforce Development Managed	131	-	131	131	131	131	131
5,541	Property Managed	6,014	-965	5,049	4,406	4,387	4,368	3,807
1,000	Transformation Fund	1,000	-	1,000	1,000	1,000	1,000	1,000
<b>10,457</b>	<b>Subtotal Managed Services</b>	<b>16,210</b>	<b>-6,055</b>	<b>10,155</b>	<b>8,638</b>	<b>8,850</b>	<b>8,982</b>	<b>8,412</b>
	<b>Future Years</b>							
-	- Inflation	-	-	-	286	628	980	1,334
-	- Savings	-	-	-	-	-285	-958	-958
<b>16,055</b>	<b>CS BUDGET TOTAL</b>	<b>20,041</b>	<b>-6,647</b>	<b>13,394</b>	<b>12,642</b>	<b>13,026</b>	<b>12,853</b>	<b>12,656</b>

### Section 3 - C: Corporate and Managed Services

**Table 2: Revenue - Net Budget Changes by Operational Division**

Budget Period: 2016-17

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Corporate Services</b>							
Corporate Director	994	21	-	63	-	-10	1,068
Chief Executive	295	7	-	-	-	-100	202
Corporate Information Management	464	11	-	-	-	-11	464
Customer Services	1,285	33	24	-	-160	-37	1,145
Digital Strategy	480	12	-	-	-	-	492
Research	270	8	-	-	-	-35	243
Service Transformation	-	-	-	-	-	-	-
Smarter Business	136	4	-	-	-	-139	1
Strategic Marketing, Communications & Engagement	550	12	-	-	-	-30	532
Elections	198	2	-	-	-	-35	165
Redundancy, Pensions & Injury	926	11	-	-	-	-10	927
Corporate Capacity Review	-	-	-	-	-	-2,000	-2,000
<b>Subtotal Corporate Services</b>	<b>5,598</b>	<b>121</b>	<b>24</b>	<b>63</b>	<b>-160</b>	<b>-2,407</b>	<b>3,239</b>
<b>Managed Services</b>							
Building Maintenance	1,102	13	-	-	-	-	1,115
City Deal	917	-	-	-	517	-	1,434
County Farms	-3,174	-	-	-	-	-280	-3,454
Effective Property Asset Management	121	1	-	-	-	-121	1
External Audit	179	2	-	-	-	-40	141
Finance Managed	-46	1	-	-	-	-	-45
Insurance	1,482	134	-	278	-	-	1,894
IT Managed	2,207	24	-	-	-	-362	1,869
Members Allowances	1,000	20	-	-	-	-	1,020
Organisational & Workforce Development Managed	128	3	-	-	-	-	131
Property Managed	5,541	55	-	145	-45	-647	5,049
Transformation Fund	1,000	-	-	-	-	-	1,000
<b>Subtotal Managed Services</b>	<b>10,457</b>	<b>253</b>	<b>-</b>	<b>423</b>	<b>472</b>	<b>-1,450</b>	<b>10,155</b>
<b>CS BUDGET TOTAL</b>	<b>16,055</b>	<b>374</b>	<b>24</b>	<b>486</b>	<b>312</b>	<b>-3,857</b>	<b>13,394</b>

## Section 3 - C: Corporate and Managed Services

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>20,339</b>	<b>20,041</b>	<b>20,832</b>	<b>21,039</b>	<b>20,902</b>		
C/R.1.001	Base Adjustments	466	-	-	-	-	Existing	Adjustment for permanent changes to base budget from decisions made in 2015-16.
C/R.1.002	Base Adjustment - City Deal	917	-	-	-	-	New	City Deal budget moved from Economy, Transport and Environment Services.
<b>1.999</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>21,722</b>	<b>20,041</b>	<b>20,832</b>	<b>21,039</b>	<b>20,902</b>		
<b>2</b>	<b>INFLATION</b>							
C/R.2.001	Inflation	385	302	361	375	379	Existing	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.
C/R.2.002	Inflation - Impact of National Living Wage on CCC employee costs	-	-	-	1	4	New	The cost impact of the introduction of the National Living Wage (NLW) on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates.
<b>2.999</b>	<b>Subtotal Inflation</b>	<b>385</b>	<b>302</b>	<b>361</b>	<b>376</b>	<b>383</b>		
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>							
C/R.3.001	Customer Services Demography	24	23	24	25	25	Existing	Increases in demography growth may increase contact volumes to Customer Services (Contact Centre).
<b>3.999</b>	<b>Subtotal Demography and Demand</b>	<b>24</b>	<b>23</b>	<b>24</b>	<b>25</b>	<b>25</b>		
<b>4</b>	<b>PRESSURES</b>							
C/R.4.004	Single-tier State Pension	63	-	-	-	-	Modified	The Government plans to abolish the State Second Pension on 1st April 2015. The Council currently receives a rebate on the amount of National Insurance contributions it pays as an employer because it has "contracted out" of the State Second Pension. This rebate will cease when the State Second Pension is abolished, resulting in an increase in the cost of National Insurance contributions which the Council is required to pay.
C/R.4.005	Apprenticeship Levy	-	500	-	-	-	New	From April 2017, large employers will be required to pay a levy of 0.5% of their salary budget in order to provide central government with a pool of money to support apprenticeship schemes. This is the forecast cost for the whole council; it is unclear what if any benefit the council will receive from the scheme.
C/R.4.901	Children's Centres Business Rates	145	-	-	-	-	New	A pressure has been identified in relation to business rates charges for the Children's Centre portfolio. These properties have not previously been subject to business rates, but the sites have been reassessed and it has been determined the Council is now liable for payments.
C/R.4.902	Insurance Fund	278	-	-	-	-	New	A few years ago an Actuarial review indicated that the insurance fund balance was too high and therefore annual contributions were reduced. Having done this, the level of the fund has reduced to a more appropriate level, but we now need to increase contributions to maintain the fund balance at this level, this following a further Actuarial assessment of future liabilities.

## Section 3 - C: Corporate and Managed Services

Table 3: Revenue - Overview

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
C/R.4.903	Renewable Energy - Soham	-	183	4	5	4	New	Operating costs associated with the Renewable Energy - Soham capital investment. Links to capital proposal C/C.2.102.
<b>4.999</b>	<b>Subtotal Pressures</b>	<b>486</b>	<b>683</b>	<b>4</b>	<b>5</b>	<b>4</b>		
<b>5</b>	<b>INVESTMENTS</b>							
C/R.5.001	Contact Centre - customer service advisors	-160	-	-	-	-	Existing	Removal of 2 year investment in year 2016-17.
C/R.5.902	Property Rationalisation Resource	-45	-75	-	-	-	Existing	Phased removal of two year investment in resource to support property rationalisation project.
C/R.5.953	City Deal Revenue Costs	517	77	132	159	-	New	City Deal revenue costs funded by the growth in New Homes Bonus.
<b>5.999</b>	<b>Subtotal Investments</b>	<b>312</b>	<b>2</b>	<b>132</b>	<b>159</b>	<b>-</b>		
<b>6</b>	<b>SAVINGS</b>							
	<b>CS Cross-Service</b>							
C/R.6.001	Realignment of Transformation Functions	-150	-	-	-	-	New	Realignment of how Cambridgeshire County Council finance the support for council-wide Transformation through identifying alternatives source of funding.
	<b>Corporate Capacity Review</b>							
C/R.6.002	Corporate Review Saving	-2,000	-	-	-	-	New	The Council has to date provided many corporate functions in a very devolved way. This has created some capacity issues for undertaking cross organisational projects in certain areas. A review has therefore been commissioned to review a range of functions with two objectives. Firstly to ensure that there is capacity at the heart of the organisation in these areas but also to drive some efficiency savings. In addition a review will be undertaken of the senior management of the organisation. No specific proposals have been developed at this point and therefore the actual sum may differ from this estimate. It is anticipated that savings will be made across the organisation, and so the full burden will not in the end fall on CST.
	<b>Director, Policy &amp; Business Support</b>							
C/R.6.101	Annual Consultation	-10	-	-	-	-	New	Reduced costs of annual consultation process.
	<b>Chief Executive</b>							
C/R.6.201	Senior Management Arrangements	-100	-	-	-	-	New	Further reductions in Senior Management costs.
	<b>Corporate Information Management</b>							
C/R.6.301	Courier Contract	-	-35	-	-	-	New	Removal of Courier contract budget following changes to Council-wide postage service.
	<b>Customer Services</b>							
C/R.6.401	Contact Centre SLA	-20	-	-	-	-	New	Saving available from Contact Centre base budget as a result of increased internal income achieved through services offered by the Contact Centre.
	<b>Strategic Marketing, Communications &amp; Engagement</b>							
C/R.6.501	Voluntary Sector Infrastructure Grants	-30	-	-	-	-	New	Reduction of grant funding to voluntary sector infrastructure organisations following ongoing review with the sector to ensure more targeted impact for the grants awarded.



## Section 3 - C: Corporate and Managed Services

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
C/R.6.601	<b>Elections</b> Elections	-35	-	-	-	-	New	Reduction to annual election costs budget.
C/R.6.701	<b>Redundancy, Pensions &amp; Injury</b> Reduction in costs on Redundancy, Pensions & Injury budget	-10	-10	-10	-10	-10	New	Reduction in costs on Redundancy, Pensions & Injury budget, held within Corporate Services.
C/R.6.901	<b>Managed Services</b> Reduction in External Audit Fees	-40	-	-	-	-	Modified	Reduction in external audit costs to reflect reduced fees.
C/R.6.903	Rationalisation of Property Portfolio	-	-154	-	-	-553	Modified	Rationalisation of CCC property portfolio.
C/R.6.904	Effective Property Asset Management	-68	-	-	-	-	Modified	Removal of budget available to fund revenue costs associated with the Effective Property Asset Management project.
C/R.6.905	Energy Efficiency Fund - Repayment of Financing Costs	-10	-20	-19	-19	-8	New	Savings to be generated from Energy Efficiency Fund capital investment. Element to repay financing costs. Links to capital proposal C/C.2.119
C/R.6.906	Making Assets Count - March Market Town Project	-53	-	-	-	-	New	Removal of revenue investment for staffing costs to support the Making Assets Count March Market Town Project capital scheme. Links to capital proposal C/C.2.107.
C/R.6.907	Corporate Office IT Assets	-362	-	-	-	-	New	Removal of revenue budget for refresh of office IT assets (pc's), facilitated by the move towards provision of mobile devices, which are funded from the IT for Smarter Business Working capital scheme.
C/R.6.999	<b>CS Cross-Service</b> Unidentified Savings	-	-	-285	-673	-	Modified	Savings to be identified during future years' Business Planning processes.
<b>6.999</b>	<b>Subtotal Savings</b>	<b>-2,888</b>	<b>-219</b>	<b>-314</b>	<b>-702</b>	<b>-571</b>		
	<b>TOTAL GROSS EXPENDITURE</b>	<b>20,041</b>	<b>20,832</b>	<b>21,039</b>	<b>20,902</b>	<b>20,743</b>		
<b>7</b>	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>							
C/R.7.001	Previous year's fees, charges & ring-fenced grants	-5,522	-6,647	-8,190	-8,013	-8,049	Existing	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
C/R.7.002	Increase in fees, charges & ring-fenced grants	-180	-	-	-	-	New	Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2015-16.
C/R.7.003	Fees and charges inflation	-11	-16	-19	-23	-25	Existing	Uplift in external charges to reflect inflation pressures on the costs of services.
C/R.7.103	<b>Changes to fees &amp; charges</b> County Farms Investment (Viability) - Surplus to Repayment of Financing Costs	-283	-15	37	16	-4	New	Increase in County Farms rental income resulting from capital investment. Element surplus to repaying financing costs.
C/R.7.104	County Farms Investment (Viability) - Repayment of Financing Costs	3	-60	-37	-16	4	Existing	Increase in County Farms rental income resulting from capital investment. Links to capital proposal C/C.2.101.
C/R.7.105	Renewable Energy Soham - Repayment of Financing Costs	-	-876	-1	-8	100	Modified	Income generation resulting from capital investment in solar farm at Soham. Element to repay financing costs. Links to capital proposal C/C.2.102.
C/R.7.106	Renewable Energy Soham - Surplus to Repayment of Financing Costs	-	-183	-4	-5	-113	Existing	Income generation resulting from capital investment in solar farm at Soham. Element to surplus to repaying financing costs.
C/R.7.107	Solar PV - Repayment of Financing Costs	1	-	1	-	-	Existing	Income generation resulting from installation of solar PV at a further 5 CCC non-school sites. Element to repay financing costs.

## Section 3 - C: Corporate and Managed Services

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
C/R.7.108	Solar PV - Surplus to Repayment of Financing Costs	-1	-	-1	-	-	Existing	Income generation resulting from installation of solar PV at a further 5 CCC non-school sites. Element surplus to repayment of financing costs.
C/R.7.120	Income from Rationalisation of Property Portfolio	-637	-393	-	-	-	New	Income generation from alternative use of major office building(s) to provide ongoing revenue streams.
C/R.7.150	Research Income Generation	-35	-	-	-	-	New	Generation of additional external income resulting from provision of Research services to outside bodies.
C/R.7.160	Blue Badges	-17	-	-	-	-	New	Additional income generation resulting from proposal to increase charges for Blue Badges to the statutory maximum, reducing the level of Council subsidy of the scheme.
C/R.7.201	<b>Changes to ring-fenced grants</b> Change in Public Health Grant	35	-	201	-	-	Existing	Change in ring-fenced Public Health grant to reflect change of function and treatment as a corporate grant from 2018-19 due to removal of ring-fence.
<b>7.999</b>	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	<b>-6,647</b>	<b>-8,190</b>	<b>-8,013</b>	<b>-8,049</b>	<b>-8,087</b>		
	<b>TOTAL NET EXPENDITURE</b>	<b>13,394</b>	<b>12,642</b>	<b>13,026</b>	<b>12,853</b>	<b>12,656</b>		

FUNDING SOURCES								
<b>8</b>	<b>FUNDING OF GROSS EXPENDITURE</b>							
C/R.8.001	Cash Limit Funding	-13,394	-12,642	-13,026	-12,853	-12,656	Existing	Net spend funded from general grants, business rates and Council Tax.
C/R.8.002	Public Health Grant	-201	-201	-	-	-	Existing	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/R.8.003	Fees & Charges	-6,446	-7,989	-8,013	-8,049	-8,087	Existing	Fees and charges for the provision of services.
<b>8.999</b>	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-20,041</b>	<b>-20,832</b>	<b>-21,039</b>	<b>-20,902</b>	<b>-20,743</b>		

## Section 3 - C: Corporate and Managed Services

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans				
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MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-2,888	-219	-314	-702	-571
Changes to fees & charges	-969	-1,527	-5	-13	-13
<b>TOTAL SAVINGS / INCREASED INCOME</b>	<b>-3,857</b>	<b>-1,746</b>	<b>-319</b>	<b>-715</b>	<b>-584</b>

MEMORANDUM: NET REVISED OPENING BUDGET					
Revised Opening Gross Expenditure	21,722	20,041	20,832	21,039	20,902
Previous year's fees, charges & ring-fenced grants	-5,522	-6,647	-8,190	-8,013	-8,049
Changes to fees, charges & ring-fenced grants in revised opening budget	-145	-	201	-	-
<b>NET REVISED OPENING BUDGET</b>	<b>16,055</b>	<b>13,394</b>	<b>12,843</b>	<b>13,026</b>	<b>12,853</b>

## Section 3 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
Ongoing	125,094	6,847	2,070	6,832	12,295	13,122	13,286	70,642
Committed Schemes	23,037	6,341	13,170	3,526	-	-	-	-
2016-2017 Starts	1,345	-	595	250	250	250	-	-
2017-2018 Starts	101,100	-	-	22,659	41,721	29,220	7,500	-
<b>TOTAL BUDGET</b>	<b>250,576</b>	<b>13,188</b>	<b>15,835</b>	<b>33,267</b>	<b>54,266</b>	<b>42,592</b>	<b>20,786</b>	<b>70,642</b>

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
<b>C/C.01</b>	<b>Corporate Services</b>											
C/C.1.001	Essential CCC Business Systems Upgrade	Windows 2003 servers come to the end of their life in July 2015. The majority of all organisation wide customer / digital systems currently sit on these servers, which will require upgrading.		Committed	300	240	33	27	-	-	-	-
C/C.1.002	Office Portfolio Rationalisation	Investment to support the continued rationalisation of the CCC office portfolio.		2016-17	345	-	345	-	-	-	-	-
	<b>Total - Corporate Services</b>				<b>645</b>	<b>240</b>	<b>378</b>	<b>27</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>C/C.02</b>	<b>Managed Services</b>											
C/C.2.001	Optimising the benefits of IT for Smarter Business Working	IT provision to the Council will be significantly redesigned and optimised to support the transformation working envisioned by the Council as defined by the Smarter Business programme. This will involve an increase in mobile working (smart phones, tablets and laptops) and a		Committed	3,375	1,675	1,150	550	-	-	-	-
C/C.2.002	Implementing IT Resilience Strategy for Data Centres	To establish mirrored data centre facilities for LGSS service users, in order to maintain IT services in the event		Committed	500	250	250	-	-	-	-	-
C/C.2.003	IT Infrastructure Investment	This scheme continues the delivery of upgrades / refresh		Committed	2,400	1,500	900	-	-	-	-	-
C/C.2.005	Microsoft Enterprise Agreement for CCC	Microsoft software is deeply embedded in the Council's IT		Committed	1,902	902	1,000	-	-	-	-	-
C/C.2.006	CPSN Replacement	This is for the procurement of a replacement Wide Area		2017-18	5,500	-	-	500	5,000	-	-	-
C/C.2.101	County Farms investment (Viability)	To invest in projects which protect and improve the County Farms Estate's revenue potential, asset value and long term viability.	C/R.7.104	Ongoing	2,604	1,104	500	500	500	-	-	-
C/C.2.102	Renewable Energy - Soham	Investment in a solar farm to maximize potential revenue from Council land holdings, helping to secure national energy supplies and helping meet Government carbon reduction targets.	C/R.4.903 C/R.7.105 C/R.7.106	Committed	9,820	1,569	8,251	-	-	-	-	-

## Section 3 - C: Corporate and Managed Services

**Table 4: Capital Programme**

**Budget Period: 2016-17 to 2025-26**

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
C/C.2.103	Local Plans - representations	Making representations to Local Plans and where appropriate following through to planning applications with a view to adding value to County Farms and other Council land, whilst meeting Council objectives through the use / development of such land.		Ongoing	4,284	1,234	400	350	350	300	300	1,350
C/C.2.104	Burwell Newmarket Road 350 Homes Invest to Save	Development of the new "affordable" housing requirement and a proportion of the market rented dwellings related to the residential planning consent for development on Council owned land in order to generate an ongoing income stream.	C/R.7.117	Ongoing	105,797	500	-	4,812	10,275	11,652	12,366	66,192
C/C.2.107	MAC Market Towns Project (March)	Work within the MAC partnership to deliver property-related benefits in key market towns, including public service hubs, housing, retail and regeneration, with significant revenue savings and substantial capital receipts	C/R.5.952	Committed	1,481	-	481	1,000	-	-	-	-
C/C.2.108	Community Hubs - Sawston	To develop a community hub in Sawston combining the library, children's centre, locality team and flexible community meeting facilities, in close association with Sawston Village College.		Committed	1,309	174	1,105	30	-	-	-	-
C/C.2.109	Community Hubs - East Barnwell	Creation of a community hub in the Abbey Ward by renovating and extending East Barnwell community centre and adjoining preschool. To accommodate a library, a base for the South City locality team, to extend the childcare facility to address insufficiency in local provision, as well as provide flexible community facilities with dedicated space for young people.		Committed	1,950	31	-	1,919	-	-	-	-
C/C.2.111	Shire Hall	This budget is used to carry out essential maintenance and potentially limited improvements required to occupy Shire Hall for a further 10 years, in accordance with the previous Cabinet decision in November 2009.		Ongoing	6,209	4,009	550	550	550	550	-	-
C/C.2.112	Building Maintenance	This budget is used to carry out replacement of failed elements and maintenance refurbishments.		Ongoing	6,000	-	600	600	600	600	600	3,000
C/C.2.113	Equality Act Works in Corporate Offices	This budget is used to provide "reasonable adjustments" for disabled staff employed by the Council.		Ongoing	200	-	20	20	20	20	20	100
C/C.2.114	MAC Joint Highways Depot	The Joint Highways Depot Project will facilitate the physical co-location of partner organisations to a single depot site, with joint-working practices implemented initially, with an aspiration to develop shared services in the future.		2017-18	5,198	-	-	482	482	4,234	-	-
C/C.2.115	Worts Causeway 230 Homes Invest to Save	Development of new "affordable" housing (40%) and open market rent housing (60%) on Council owned land in order to generate an ongoing income stream	C/R.7.116	2017-18	57,202	-	-	12,577	27,139	17,486	-	-

## Section 3 - C: Corporate and Managed Services

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
C/C.2.116	Shepreth 7 Homes Invest to Save	Development of new "affordable" housing and open market rent housing on Council owned land in order to generate an ongoing income stream.		2017-18	1,200	-	-	600	600	-	-	-
C/C.2.117	Cottenham 200 Homes Invest to Save	Development of new "affordable" housing and open market rent housing on Council owned land in order to generate an ongoing income stream.		2017-18	30,000	-	-	7,500	7,500	7,500	7,500	-
C/C.2.118	Redevelopment of Milton Road Library, Cambridge	A scheme to replace the existing structurally failing Milton Road Library building with a new building including a Community rm with 8 private market rent flats on two floors above.		2017-18	2,000	-	-	1,000	1,000	-	-	-
C/C.2.119	Energy Efficiency Fund	Establish a funding stream (value £250k per year, for four years) for investment in energy and water efficiency improvement measures in Council buildings.		2016-17	1,000	-	250	250	250	250	-	-
	<b>Total - Managed Services</b>				<b>249,931</b>	<b>12,948</b>	<b>15,457</b>	<b>33,240</b>	<b>54,266</b>	<b>42,592</b>	<b>20,786</b>	<b>70,642</b>
	<b>TOTAL BUDGET</b>				<b>250,576</b>	<b>13,188</b>	<b>15,835</b>	<b>33,267</b>	<b>54,266</b>	<b>42,592</b>	<b>20,786</b>	<b>70,642</b>

Funding	Total Funding £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
<b>Government Approved Funding</b>								
<b>Total - Government Approved Funding</b>	-	-	-	-	-	-	-	-
<b>Locally Generated Funding</b>								
Agreed Developer Contributions	255	-	-	255	-	-	-	-
Capital Receipts	43,701	9,442	10,268	3,189	2,704	2,727	6,513	8,858
Prudential Borrowing	39,161	3,586	6,103	11,814	13,666	6,493	1,907	-4,408
Prudential Borrowing (Repayable)	1	-	-536	18,009	37,896	33,372	9,859	-98,599
Ring-Fenced Capital Receipts	167,298	-	-	-	-	-	2,507	164,791
Other Contributions	160	160	-	-	-	-	-	-
<b>Total - Locally Generated Funding</b>	<b>250,576</b>	<b>13,188</b>	<b>15,835</b>	<b>33,267</b>	<b>54,266</b>	<b>42,592</b>	<b>20,786</b>	<b>70,642</b>
<b>TOTAL FUNDING</b>	<b>250,576</b>	<b>13,188</b>	<b>15,835</b>	<b>33,267</b>	<b>54,266</b>	<b>42,592</b>	<b>20,786</b>	<b>70,642</b>

## Section 3 - C: Corporate and Managed Services

**Table 5: Capital Programme - Funding**

Budget Period: 2016-17 to 2025-26

Summary of Schemes by Start Date						Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing						125,094	-	-	160	145,324	-20,390
Committed Schemes						23,037	-	255	-	3,673	19,109
2016-2017 Starts						1,345	-	-	-	-	1,345
2017-2018 Starts						101,100	-	-	-	62,002	39,098
<b>TOTAL BUDGET</b>						<b>250,576</b>	<b>-</b>	<b>255</b>	<b>160</b>	<b>210,999</b>	<b>39,162</b>

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
<b>C/C.01</b>	<b>Corporate Services</b>									
C/C.1.001	Essential CCC Business Systems Upgrade		-	Committed	300	-	-	-	-	300
C/C.1.002	Office Portfolio Rationalisation		-	2016-17	345	-	-	-	-	345
	<b>Total - Corporate Services</b>		-		<b>645</b>	-	-	-	-	<b>645</b>
<b>C/C.02</b>	<b>Managed Services</b>									
C/C.2.001	Optimising the benefits of IT for Smarter Business Working		-	Committed	3,375	-	-	-	299	3,076
C/C.2.002	Implementing IT Resilience Strategy for Data Centres		-	Committed	500	-	-	-	-	500
C/C.2.003	IT Infrastructure Investment		-	Committed	2,400	-	-	-	492	1,908
C/C.2.005	Microsoft Enterprise Agreement for CCC		-	Committed	1,902	-	-	-	402	1,500
C/C.2.006	CPSN Replacement		-	2017-18	5,500	-	-	-	-	5,500
C/C.2.101	County Farms investment (Viability)	C/R.7.104	-3,116	Ongoing	2,604	-	-	-	422	2,182
C/C.2.102	Renewable Energy - Soham	C/R.4.903	-8,174	Committed	9,820	-	-	-	111	9,709
		C/R.7.105								
		C/R.7.106								
C/C.2.103	Local Plans - representations		-	Ongoing	4,284	-	-	10	618	3,656
C/C.2.104	Burwell Newmarket Road 350 Homes Invest to Save	C/R.7.117	-87,495	Ongoing	105,797	-	-	-	105,429	368
C/C.2.107	MAC Market Towns Project (March)	C/R.5.952	-2,556	Committed	1,481	-	-	-	1,799	-318
C/C.2.108	Community Hubs - Sawston		-	Committed	1,309	-	-	-	39	1,270
C/C.2.109	Community Hubs - East Barnwell		-	Committed	1,950	-	255	-	531	1,164
C/C.2.111	Shire Hall		-	Ongoing	6,209	-	-	150	2,273	3,786
C/C.2.112	Building Maintenance		-	Ongoing	6,000	-	-	-	-	6,000
C/C.2.113	Equality Act Works in Corporate Offices		-	Ongoing	200	-	-	-	-	200
C/C.2.114	MAC Joint Highways Depot		-183	2017-18	5,198	-	-	-	4,800	398
C/C.2.115	Worts Causeway 230 Homes Invest to Save	C/R.7.116	-41,797	2017-18	57,202	-	-	-	57,202	-
C/C.2.116	Shepreth 7 Homes Invest to Save		-5,401	2017-18	1,200	-	-	-	-	1,200
C/C.2.117	Cottenham 200 Homes Invest to Save		-13,871	2017-18	30,000	-	-	-	-	30,000
C/C.2.118	Redevelopment of Milton Road Library, Cambridge		417	2017-18	2,000	-	-	-	-	2,000
C/C.2.119	Energy Efficiency Fund		-550	2016-17	1,000	-	-	-	-	1,000
	<b>Total - Managed Services</b>		<b>-162,726</b>		<b>249,931</b>	<b>-</b>	<b>255</b>	<b>160</b>	<b>174,417</b>	<b>75,099</b>

### Section 3 - C: Corporate and Managed Services

Table 5: Capital Programme - Funding

Budget Period: 2016-17 to 2025-26

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
C/C.9.001	Excess Corporate Services capital receipts used to reduce total prudential borrowing			Ongoing	-	-	-	-	36,582	-36,582
	<b>TOTAL BUDGET</b>				<b>250,576</b>	<b>-</b>	<b>255</b>	<b>160</b>	<b>210,999</b>	<b>39,162</b>



## Section 3 - C: Corporate and Managed Services

**Table 6: Revenue - Financing Debt Charges Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>35,460</b>	<b>32,766</b>	<b>37,965</b>	<b>40,457</b>	<b>42,062</b>		
F/R.1.001	Base Adjustments	-	-	-	-	-	Existing	Adjustment for permanent changes to base budget from decisions made in 2014-15.
<b>1.999</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>35,460</b>	<b>32,766</b>	<b>37,965</b>	<b>40,457</b>	<b>42,062</b>		
<b>2</b>	<b>INFLATION</b>							
<b>2.999</b>	<b>Subtotal Inflation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>							
<b>3.999</b>	<b>Subtotal Demography and Demand</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>4</b>	<b>PRESSURES</b>							
<b>4.999</b>	<b>Subtotal Pressures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>5</b>	<b>INVESTMENTS</b>							
F/R.5.001	Revenue impact of Capital decisions	946	2,867	899	324	-540	Existing	Change in borrowing costs as a result of changes to levels of prudential borrowing in the capital programme.
F/R.5.002	Invest to Save Housing Schemes - Interest Costs	-	892	1,593	1,281	627	New	Revenue costs associated with the development of new 'affordable' housing and open market rent housing on Council owned land in order to generate long-term income streams.
F/R.5.003	Slippage provision	-1,000	-	-	-	-	New	The Council's capital programme has underspent significantly in the last two financial years. This has led to underspends being declared in relation to capital financing costs. A provision is already included in the base revenue budget to reflect this but this has been exceeded over the last two financial years. A working group has been established to review both programme delivery and the future projections. This will lead to a re-casting of the capital programme and this saving is an estimated reflection of that re-profiling exercise.
<b>5.999</b>	<b>Subtotal Investments</b>	<b>-54</b>	<b>3,759</b>	<b>2,492</b>	<b>1,605</b>	<b>87</b>		
<b>6</b>	<b>SAVINGS</b>							
F/R.6.001	PFI Refinancing	-1,440	1,440	-	-	-	New	A one-off saving generated in 2016/17 as a result of refinancing the PFI contract for Thomas Clarkson Community College.

## Section 3 - C: Corporate and Managed Services

**Table 6: Revenue - Financing Debt Charges Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
F/R.6.003	MRP: Accountable Body	-1,200	-	-	-	-	New	As Accountable Body the Council incurs certain administrative costs in undertaking this role. However it also holds the cash on an interim basis pending utilisation by those parties. The Council therefore intends to maximise the use of these resources whilst not detrimentally affecting those resources. This is only possible where the body or partnership does not use the funds that have been awarded in the financial year in which they are provided.
<b>6.999</b>	<b>Subtotal Savings</b>	<b>-2,640</b>	<b>1,440</b>	<b>-</b>	<b>-</b>	<b>-</b>		
	<b>TOTAL GROSS EXPENDITURE</b>	<b>32,766</b>	<b>37,965</b>	<b>40,457</b>	<b>42,062</b>	<b>42,149</b>		
<b>7</b>	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>							
F/R.7.001	Previous year's fees & charges	-	-	-1,936	-5,356	-8,111	New	Previous year's fees and charges for the provision of services rolled forward.
F/R.7.002	Invest to Save Hosuing Schemes - Income Generation	-	-1,936	-3,420	-2,755	-1,700	New	Generation of long-term income stream associated with the development of new 'affordable' housing and open market rent housing on Council owned land.
<b>7.999</b>	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	<b>-</b>	<b>-1,936</b>	<b>-5,356</b>	<b>-8,111</b>	<b>-9,811</b>		
	<b>TOTAL NET EXPENDITURE</b>	<b>32,766</b>	<b>36,029</b>	<b>35,101</b>	<b>33,951</b>	<b>32,338</b>		

FUNDING SOURCES								
<b>8</b>	<b>FUNDING OF GROSS EXPENDITURE</b>							
F/R.8.101	Cash Limit Funding	-32,766	-36,029	-35,101	-33,951	-32,338	Existing	Net spend funded from general grants, business rates and Council Tax.
F/R.8.102	Fees and Charges	-	-1,936	-5,356	-8,111	-9,811	New	Fees and charges for the provision of services.
<b>8.999</b>	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-32,766</b>	<b>-37,965</b>	<b>-40,457</b>	<b>-42,062</b>	<b>-42,149</b>		

**Section 3 – D: LGSS Overview**

This section has yet to be added

## Section 3 - D: LGSS - Cambridge Office

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

Budget Period: 2016-17 to 2020-21

Net Revised Opening Budget 2016-17 £000	Policy Line	Gross Budget 2016-17 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2016-17 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000
-9,029	<b>Central Management and Trading</b> Central Management and Trading	368	-9,453	-9,085	-9,085	-8,865	-8,865	-8,865
<b>-9,029</b>	<b>Subtotal Central Management and Trading</b>	<b>368</b>	<b>-9,453</b>	<b>-9,085</b>	<b>-9,085</b>	<b>-8,865</b>	<b>-8,865</b>	<b>-8,865</b>
	<b>Finance</b>							
1,035	Chief Finance Officer	1,198	-160	1,037	1,037	1,037	1,037	1,037
2,012	Professional Finance	2,534	-579	1,955	1,955	1,955	1,955	1,955
844	Strategic Assets	825	-2	823	823	823	823	823
-	Pensions Service	2,264	-2,264	-	-	-	-	-
697	Property Operations & Delivery	828	-257	571	571	571	571	571
559	Audit & Risk Management	755	-210	545	545	545	545	545
<b>5,147</b>	<b>Subtotal Finance</b>	<b>8,403</b>	<b>-3,472</b>	<b>4,931</b>	<b>4,931</b>	<b>4,931</b>	<b>4,931</b>	<b>4,931</b>
	<b>People, Transformation &amp; Transactions</b>							
708	Director of People, Transformation & Transactions	1,232	-519	713	713	713	713	713
1,271	HR Business Partners	1,312	-	1,312	1,312	1,312	1,312	1,312
313	HR Policy & Strategy	379	-59	321	321	321	321	321
1,879	LGSS Programme Team	1,960	-108	1,852	1,852	1,852	1,852	1,852
341	Organisational & Workforce Development	303	-11	291	291	291	291	291
2,327	Revenues & Benefits	2,327	-	2,327	2,327	2,327	2,327	2,327
1,319	Transactional Services	1,404	-111	1,293	1,293	1,293	1,293	1,293
<b>8,159</b>	<b>Subtotal People, Transformation &amp; Transactions</b>	<b>8,918</b>	<b>-808</b>	<b>8,110</b>	<b>8,110</b>	<b>8,110</b>	<b>8,110</b>	<b>8,110</b>
	<b>Law, Procurement &amp; Governance</b>							
-417	Director of Law, Procurement & Governance	29	-446	-417	-417	-417	-417	-417
-174	LGSS Law Ltd	129	-303	-174	-174	-174	-174	-174
466	Democratic & Scrutiny Services	444	-19	425	425	425	425	425
313	Procurement	303	-32	271	271	271	271	271
<b>188</b>	<b>Subtotal Law, Procurement &amp; Governance</b>	<b>904</b>	<b>-800</b>	<b>104</b>	<b>104</b>	<b>104</b>	<b>104</b>	<b>104</b>
	<b>IT Services</b>							
5,448	IT Services	5,391	-	5,391	5,391	5,391	5,391	5,391
<b>5,448</b>	<b>Subtotal IT Services</b>	<b>5,391</b>	<b>-</b>	<b>5,391</b>	<b>5,391</b>	<b>5,391</b>	<b>5,391</b>	<b>5,391</b>

## Section 3 - D: LGSS - Cambridge Office

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

Budget Period: 2016-17 to 2020-21

Net Revised Opening Budget 2016-17 £000	Policy Line	Gross Budget 2016-17 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2016-17 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000
145	<b>Service Assurance</b> Service Assurance	155	-17	138	138	138	138	138
<b>145</b>	<b>Subtotal Service Assurance</b>	<b>155</b>	<b>-17</b>	<b>138</b>	<b>138</b>	<b>138</b>	<b>138</b>	<b>138</b>
	<b>Future Years</b>							
-	Inflation	-	-	-	159	381	584	782
-	Savings	-	-	-	-571	-1,374	-2,082	-2,433
<b>10,058</b>	<b>LGSS - CAMBRIDGE OFFICE BUDGET TOTAL</b>	<b>24,139</b>	<b>-14,550</b>	<b>9,589</b>	<b>9,177</b>	<b>8,816</b>	<b>8,311</b>	<b>8,158</b>

## Section 3 - D: LGSS - Cambridge Office

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2016-17

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Central Management and Trading</b>							
Central Management and Trading	-9,029	-	-	-	-	-56	-9,085
<b>Subtotal Central Management and Trading</b>	<b>-9,029</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-56</b>	<b>-9,085</b>
<b>Finance</b>							
Chief Finance Officer	1,035	1	-	2	-	-1	1,037
Professional Finance	2,012	54	-	46	-	-157	1,955
Strategic Assets	844	22	-	7	-	-50	823
Pensions Service	-	-	-	-	-	-	-
Property Operations & Delivery	697	11	-	17	-	-154	571
Audit & Risk Management	559	10	-	8	-	-32	545
<b>Subtotal Finance</b>	<b>5,147</b>	<b>98</b>	<b>-</b>	<b>80</b>	<b>-</b>	<b>-394</b>	<b>4,931</b>
<b>People, Transformation &amp; Transactions</b>							
Director of People, Transformation & Transactions	708	5	-	-	-	-	713
HR Business Partners	1,271	31	-	22	-	-11	1,312
HR Policy & Strategy	313	8	-	3	-	-3	321
LGSS Programme Team	1,879	24	-	12	-	-63	1,852
Organisational & Workforce Development	341	6	-	6	-	-62	291
Revenues & Benefits	2,327	-	-	-	-	-	2,327
Transactional Services	1,319	36	-	18	-	-80	1,293
<b>Subtotal People, Transformation &amp; Transactions</b>	<b>8,159</b>	<b>110</b>	<b>-</b>	<b>61</b>	<b>-</b>	<b>-219</b>	<b>8,110</b>
<b>Law, Procurement &amp; Governance</b>							
Director of Law, Procurement & Governance	-417	-	-	-	-	-	-417
LGSS Law Ltd	-174	-	-	-	-	-	-174
Democratic & Scrutiny Services	466	11	-	7	-	-60	425
Procurement	313	9	-	5	-	-55	271
<b>Subtotal Law, Procurement &amp; Governance</b>	<b>188</b>	<b>19</b>	<b>-</b>	<b>12</b>	<b>-</b>	<b>-115</b>	<b>104</b>
<b>IT Services</b>							
IT Services	5,448	63	-	57	-	-178	5,391
<b>Subtotal IT Services</b>	<b>5,448</b>	<b>63</b>	<b>-</b>	<b>57</b>	<b>-</b>	<b>-178</b>	<b>5,391</b>

### Section 3 - D: LGSS - Cambridge Office

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2016-17

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Service Assurance</b>							
Service Assurance	145	2	-	-	-	-9	138
<b>Subtotal Service Assurance</b>	<b>145</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-9</b>	<b>138</b>
<b>LGSS - CAMBRIDGE OFFICE BUDGET TOTAL</b>	<b>10,058</b>	<b>292</b>	<b>-</b>	<b>210</b>	<b>-</b>	<b>-971</b>	<b>9,589</b>

## Section 3 - D: LGSS - Cambridge Office

Table 3: Revenue - Overview

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>23,094</b>	<b>24,242</b>	<b>23,832</b>	<b>23,254</b>	<b>22,752</b>		
D/R.1.001	Base Adjustments	1,737	-	-	-	-	- Existing	Adjustment for permanent changes to base budget from decisions made in 2015-16.
D/R.1.002	Removal of expenditure funded by ring-fenced grant	-190	-	-	-	-	- Existing	The removal of expenditure funded by previous year's one-off grant funding.
D/R.1.009	Base adjustment: Legal costs	202	-	-	-	-	- New	Transfer of budget to LGSS Law totalling 18% of legal budgets sitting in CFA, ETE CS and LGSS Managed.
<b>1.999</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>24,843</b>	<b>24,242</b>	<b>23,832</b>	<b>23,254</b>	<b>22,752</b>		
<b>2</b>	<b>INFLATION</b>							
D/R.2.001	Inflation	310	161	224	205	196	Modified	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.
D/R.2.001	Inflation - Impact of National Living Wage on CCC employee costs	-	-	1	1	5	New	The cost impact of the introduction of the National Living Wage (NLW) on directly employed CCC staff is minimal, due to a low number of staff being paid below the proposed NLW rates.
<b>2.999</b>	<b>Subtotal Inflation</b>	<b>310</b>	<b>161</b>	<b>225</b>	<b>206</b>	<b>201</b>		
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>							
<b>3.999</b>	<b>Subtotal Demography and Demand</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>4</b>	<b>PRESSURES</b>							
D/R.4.001	Single-tier State Pension	210	-	-	-	-	- Existing	The Government plans to abolish the State Second Pension on 1st April 2015. The Council currently receives a rebate on the amount of National Insurance contributions it pays as an employer because it has "contracted out" of the State Second Pension. This rebate will cease when the State Second Pension is abolished, resulting in an increase in the cost of National Insurance contributions which the Council is required to pay.
<b>4.999</b>	<b>Subtotal Pressures</b>	<b>210</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>5</b>	<b>INVESTMENTS</b>							
<b>5.999</b>	<b>Subtotal Investments</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>6</b>	<b>SAVINGS</b>							
D/R.6.101	Finance savings & efficiencies	-378	-	-	-	-	- Modified	Savings to be achieved across the Finance directorate.
D/R.6.201	People, Transformation & Transactional efficiencies	-248	-	-	-	-	- Modified	Savings to be achieved across People, Transformation & Transactions.



## Section 3 - D: LGSS - Cambridge Office

Table 3: Revenue - Overview

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
D/R.6.301	<b>Law, Property &amp; Governance</b> Law, Property & Governance savings & efficiencies	-108	-	-	-	-	Modified	Savings to achieved across Law, Property & Governance.
D/R.6.401	<b>IT Services</b> IT savings & efficiencies	-150	-	-	-	-	Modified	Savings to be achieved across LGSS IT.
D/R.6.501	<b>Service Assurance</b> Service Assurance savings & efficiencies	-8	-	-	-	-	Modified	Savings to be achieved within Service Assurance.
D/R.6.502	<b>LGSS Cross-Directorate</b> Employment Review	-127	-	-	-	-	Existing	Savings from employment review.
D/R.6.503	Cross-cutting Contracts Review	-102	-	-	-	-	Modified	Efficiencies to be delivered from an LGSS-wide cross-cutting review of contracts.
D/R.6.999	Unidentified Savings	-	-571	-803	-708	-351	Modified	Savings to be identified during future years' Business Planning processes.
<b>6.999</b>	<b>Subtotal Savings</b>	<b>-1,121</b>	<b>-571</b>	<b>-803</b>	<b>-708</b>	<b>-351</b>		
	<b>TOTAL GROSS EXPENDITURE</b>	<b>24,242</b>	<b>23,832</b>	<b>23,254</b>	<b>22,752</b>	<b>22,602</b>		
<b>7</b>	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>							
D/R.7.001	Previous year's fees, charges & ring-fenced grants	-13,230	-14,653	-14,655	-14,438	-14,441	Existing	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
D/R.7.002	Fees and charges inflation	-18	-2	-3	-3	-3	Existing	Uplift in external charges to reflect inflation pressures on the costs of services.
D/R.7.003	Changes to fees and charges in 2015/16	-1,745	-	-	-	-		Changes to fees and charges as a result of decisions in 2015/16.
D/R.7.101	<b>Changes to fees &amp; charges</b> Future Sharing and Trading - Realignment	150	-	-	-	-	Modified	Reduction in the service's income target.
D/R.7.201	<b>Changes to ring-fenced grants</b> Change in Public Health Grant	-	-	220	-	-	Existing	Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2018-19 due to removal of ring-fence.
D/R.7.202	Counter Fraud Initiative Grant	190	-	-	-	-	Existing	Funding for Counter Fraud Initiative project.
<b>7.999</b>	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	<b>-14,653</b>	<b>-14,655</b>	<b>-14,438</b>	<b>-14,441</b>	<b>-14,444</b>		
	<b>TOTAL NET EXPENDITURE</b>	<b>9,589</b>	<b>9,177</b>	<b>8,816</b>	<b>8,311</b>	<b>8,158</b>		

FUNDING SOURCES								
<b>8</b>	<b>FUNDING OF GROSS EXPENDITURE</b>							
D/R.8.001	Cash Limit Funding	-9,589	-9,177	-8,816	-8,311	-8,158	Existing	Net spend funded from general grants, business rates and Council Tax.
D/R.8.002	Cambridgeshire Maintained Schools income	-485	-495	-505	-516	-527	Existing	Expected income from Cambridgeshire maintained schools.
D/R.8.003	Fees & Charges	-13,948	-13,940	-13,933	-13,925	-13,917	Existing	Fees and charges for the provision of services.
D/R.8.004	Public Health Grant	-220	-220	-	-	-	Existing	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.
<b>8.999</b>	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-24,242</b>	<b>-23,832</b>	<b>-23,254</b>	<b>-22,752</b>	<b>-22,602</b>		

### Section 3 - D: LGSS - Cambridge Office

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-1,121	-571	-803	-708	-351
Changes to fees & charges	150	-	-	-	-
<b>TOTAL SAVINGS / INCREASED INCOME</b>	<b>-971</b>	<b>-571</b>	<b>-803</b>	<b>-708</b>	<b>-351</b>

MEMORANDUM: NET REVISED OPENING BUDGET					
Revised Opening Gross Expenditure	24,843	24,242	23,832	23,254	22,752
Previous year's fees, charges & ring-fenced grants	-13,230	-14,653	-14,655	-14,438	-14,441
Changes to fees, charges & ring-fenced grants in revised opening budget	-1,555	-	-	-	-
<b>NET REVISED OPENING BUDGET</b>	<b>10,058</b>	<b>9,589</b>	<b>9,177</b>	<b>8,816</b>	<b>8,311</b>

## Section 3 - D: LGSS - Cambridge Office

Table 4: Capital Programme

Budget Period: 2016-17 to 2025-26

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
Ongoing	-	-	-	-	-	-	-	-
Committed Schemes	-	-	-	-	-	-	-	-
2016-2017 Starts	1,104	-	1,104	-	-	-	-	-
<b>TOTAL BUDGET</b>	<b>1,104</b>	<b>-</b>	<b>1,104</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
D/C.01 D/C.1.001	LGSS Operational Next Generation ERP Solution	Next Generation ERP Project		2016-17	1,104	-	1,104	-	-	-	-	-
	<b>Total - LGSS Operational</b>				<b>1,104</b>	<b>-</b>	<b>1,104</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL BUDGET</b>				<b>1,104</b>	<b>-</b>	<b>1,104</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Funding	Total Funding £000	Previous Years £000	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Later Years £000
Government Approved Funding								
<b>Total - Government Approved Funding</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Locally Generated Funding Prudential Borrowing	1,104	-	1,104	-	-	-	-	-
<b>Total - Locally Generated Funding</b>	<b>1,104</b>	<b>-</b>	<b>1,104</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL FUNDING</b>	<b>1,104</b>	<b>-</b>	<b>1,104</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Section 3 - D: LGSS - Cambridge Office

## Table 5: Capital Programme - Funding

Budget Period: 2016-17 to 2025-26

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	-	-	-	-	-	-
Committed Schemes	-	-	-	-	-	-
2016-2017 Starts	1,104	-	-	-	-	1,104
<b>TOTAL BUDGET</b>	<b>1,104</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,104</b>

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
D/C.01 D/C.1.001	LGSS Operational Next Generation ERP Solution			- 2016-17	1,104	-	-	-	-	1,104
	<b>Total - LGSS Operational</b>		-		<b>1,104</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,104</b>
	<b>TOTAL BUDGET</b>				<b>1,104</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,104</b>

### Section 3 - E: Public Health Overview

#### Services to be provided

The Public Health Directorate is responsible for the commissioning and provision of services that will improve and protect the health of local people in the short and longer term. The functions provided include public health advice to various organisations and communities. The Public Health Grant for 2016-17 is allocated by the Department of Health and is ring-fenced.

Services cover the following:

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

The Public Health Directorate is instrumental in improving and protecting health through all functions within the local authority. Health improvement services commissioned or provided by the Directorate include:

- Health visiting and school nursing services
- Sexual health services, including testing for and treatment of infections, contraception and disease prevention.
- Smoking cessation services, and wider measures to reduce tobacco use and associated harm to health.
- Interventions to promote physical activity and healthy eating and help people manage their weight.
- NHS Health Checks
- Public mental health – e.g. the local Stop Suicide campaign and mental health first aid training.

#### Key outcomes and priorities

The work of the Public Health Directorate supports a range of key strategic outcomes for the Council including but not limited to 'People live a healthy lifestyle and stay healthy for longer'.

The Council is expected to use its Public Health Grant to work towards two overarching outcomes in the National Public Health Outcomes Framework (PHOF):

- Increased healthy life expectancy.
- Reduction in differences in life expectancy and healthy life expectancy between communities.

and to address the following areas of public health activity:

- Improving the wider determinants of health – factors that have a diverse effect on health and wellbeing, and health inequalities.
- Health improvement - assistance with healthier lifestyles, healthy choices and a reduction in health inequalities.
- Health protection - from major incidents, communicable diseases and other threats.
- Healthcare - reducing preventable ill health and preventable mortality and advising on population needs for health and care services.

Prioritisation will be given to areas highlighted as local needs in the Joint Strategic Needs Assessment and the Health & Wellbeing Strategy commissioned by the Health and Wellbeing Board, and to three priorities identified by the Health Committee:

- Public mental health
- Addressing health inequalities
- Links between transport and health

## Working in Partnership

Public health business planning is carried out with regard to a range of partnership arrangements and strategies including:

- Joint commissioning of children's and young people's health services age 0-19, supported by the Cambridgeshire and Peterborough Joint Children's Health Commissioning Unit (including health visiting and school nursing services)
- The Better Care Fund 'healthy ageing and prevention' workstream, overseen by the Cambridgeshire and Peterborough Executive Partnership Board
- The Cambridgeshire and Peterborough Health System Transformation Prevention Strategy
- The work of the Cambridgeshire and Peterborough Public Health Reference Group to develop a medium term obesity strategy
- The Drug and Alcohol Action Team (DAAT) commissioning of drug and alcohol services

## How will our service change?

In the comprehensive spending review recurrent reductions in the Public Health Grant to local authorities were announced, which for Cambridgeshire have an impact of approximately £2.2M cash reduction, leading to a total savings requirement of £2.7M when inflation, demography and pressures are incorporated. The focus of public health business planning since these reductions were announced in November has been on meeting the savings requirement, while minimising their impact on health outcomes and health inequalities.

Efficiencies will be taken across a range of public health grant funded services and external contracts. In general the focus will be

on management and staffing efficiencies, reducing or removing budgets for shorter term project work, service transformation, and removing any duplication across commissioned services. Income generated by public health staff working in partnership across local organisations will be maximised. The impact of the budget reductions will be assessed and monitored through routine contractual and performance reporting, and through oversight by the Health Committee and the Health and Wellbeing board.

However it must be noted that there have been some reductions in investment which would otherwise deliver an evidence-based payback. This will result in health outcomes both today and in future being adversely affected and will increase costs for the broader health economy.

## Section 3 - E: Public Health

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

Budget Period: 2016-17 to 2020-21

Net Revised Opening Budget 2016-17 £000	Policy Line	Gross Budget 2016-17 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2016-17 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000
	<b>Health Improvement</b>							
4,364	Sexual Health STI testing & treatment	4,134	-	4,134	4,190	4,282	4,357	4,431
1,170	Sexual Health Contraception	1,170	-	1,170	1,170	1,170	1,170	1,170
	- National Child Measurement Programme	-	-	-	-	-	-	-
223	Sexual Health Services Advice Prevention and Promotion	173	-	173	173	173	173	173
	- HI - Obesity Adults	-	-	-	-	-	-	-
82	Obesity Children	82	-	82	82	82	82	82
100	Physical Activity Adults	100	-	100	70	70	70	70
1,605	Healthy Lifestyles	1,605	-	1,605	1,650	1,692	1,733	1,771
	- Physical Activity Children	-	-	-	-	-	-	-
1,099	Stop Smoking Service & Intervention	929	-	929	959	987	1,011	1,032
63	Wider Tobacco Control	13	-	13	13	13	13	13
265	General Prevention Activities	155	-	155	155	155	155	155
100	Falls Prevention	80	-	80	80	80	80	80
2	Dental Health	2	-	2	2	2	2	2
<b>9,073</b>	<b>Subtotal Health Improvement</b>	<b>8,443</b>	<b>-</b>	<b>8,443</b>	<b>8,544</b>	<b>8,706</b>	<b>8,846</b>	<b>8,979</b>
	<b>Children Health</b>							
7,722	Children 0-5 PH Programme	7,531	-	7,531	7,335	7,462	7,613	7,743
1,745	Children 5-19 PH Programme	1,745	-	1,745	1,695	1,695	1,695	1,695
<b>9,467</b>	<b>Subtotal Children Health</b>	<b>9,276</b>	<b>-</b>	<b>9,276</b>	<b>9,030</b>	<b>9,157</b>	<b>9,308</b>	<b>9,438</b>
	<b>Adult Health &amp; Wellbeing</b>							
712	NHS Health Checks Programme	712	-	712	712	712	712	712
224	Public Mental Health	164	-	164	164	164	164	164
37	Comm Safety, Violence Prevention	37	-	37	37	37	37	37
<b>973</b>	<b>Subtotal Adult Health &amp; Wellbeing</b>	<b>913</b>	<b>-</b>	<b>913</b>	<b>913</b>	<b>913</b>	<b>913</b>	<b>913</b>
	<b>Intelligence Team</b>							
16	Public Health Advice	16	-	16	16	16	16	16
10	Info & Intelligence Misc	10	-	10	10	10	10	10
<b>26</b>	<b>Subtotal Intelligence Team</b>	<b>26</b>	<b>-</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>
	<b>Health Protection</b>							
11	LA Role in Health Protection	1	-	1	1	1	1	1

## Section 3 - E: Public Health

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

Budget Period: 2016-17 to 2020-21

Net Revised Opening Budget 2016-17 £000	Policy Line	Gross Budget 2016-17 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2016-17 £000	Net Budget 2017-18 £000	Net Budget 2018-19 £000	Net Budget 2019-20 £000	Net Budget 2020-21 £000
	5 Health Protection Emergency Planning	5	-	5	5	5	5	5
16	<b>Subtotal Health Protection</b>	6	-	6	6	6	6	6
	<b>Programme Team</b>							
	- PT - Obesity Adults	-	-	-	-	-	-	-
31	Stop Smoking no pay staff costs	31	-	31	31	31	31	31
125	General Prevention, Traveller, Lifestyle	125	-	125	75	75	75	75
156	<b>Subtotal Programme Team</b>	156	-	156	106	106	106	106
	<b>Public Health Directorate</b>							
-18,197	Public Health - Admin & Salaries	2,128	-20,781	-18,653	-18,202	1,853	1,853	1,853
-18,197	<b>Subtotal Public Health Directorate</b>	2,128	-20,781	-18,653	-18,202	1,853	1,853	1,853
	<b>Future Years</b>							
	- Inflation	-	-	-	372	777	1,193	1,623
	- Savings	-	-	-	-660	-1,313	-2,143	-2,658
1,514	<b>PUBLIC HEALTH TOTAL</b>	20,948	-20,781	167	135	20,231	20,108	20,286

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.

	<b>Children, Families and Adults Services</b>			
	- Public Health expenditure delivered by CFA	6,422	-6,422	-
	<b>- Subtotal Children, Families and Adults Services</b>	6,422	-6,422	-
	<b>Economy, Transport and Environment Services</b>			
	- Public Health expenditure delivered by ETE	243	-243	-
	<b>- Subtotal Economy, Transport and Environment Services</b>	243	-243	-



## Section 3 - E: Public Health

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

Budget Period: 2016-17 to 2020-21

Net Revised Opening Budget 2016-17 £000	Policy Line	Gross Budget 2016-17 £000	Fees, Charges & Ring-fenced Grants 2015-16 £000	Net Budget 2016-17 £000
	<b>Corporate Services</b>			
	- Public Health expenditure delivered by CS	202	-202	-
	<b>- Subtotal Corporate Services</b>	<b>202</b>	<b>-202</b>	<b>-</b>
	<b>LGSS - Cambridge Office</b>			
	- Overheads associated with Public Health function	220	-220	-
	<b>- Subtotal LGSS - Cambridge Office</b>	<b>220</b>	<b>-220</b>	<b>-</b>
	<b>- PUBLIC HEALTH MANAGED IN OTHER SERVICE AREAS TOTAL</b>	<b>7,087</b>	<b>-7,087</b>	<b>-</b>
-42	Less Fees & Charges / Contributions	-42	42	-
<b>1,472</b>	<b>EXPENDITURE FUNDED BY PUBLIC HEALTH GRANT TOTAL</b>	<b>27,993</b>	<b>-27,826</b>	<b>167</b>

## Section 3 - E: Public Health

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2016-17

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
<b>Health Improvement</b>							
Sexual Health STI testing & treatment	4,364	53	27	-	-	-310	4,134
Sexual Health Contraception	1,170	14	-	-	-	-14	1,170
National Child Measurement Programme	-	-	-	-	-	-	-
Sexual Health Services Advice Prevention and Promotion	223	3	1	-	-	-54	173
HI - Obesity Adults	-	-	-	-	-	-	-
Obesity Children	82	1	2	-	-	-3	82
Physical Activity Adults	100	1	-	-	-	-1	100
Healthy Lifestyles	1,605	19	29	-	-	-48	1,605
Physical Activity Children	-	-	-	-	-	-	-
Stop Smoking Service & Intervention	1,099	13	12	-	-	-195	929
Wider Tobacco Control	63	1	1	-	-	-52	13
General Prevention Activities	265	4	18	-	-	-132	155
Falls Prevention	100	1	-	-	-	-21	80
Dental Health	2	-	-	-	-	-	2
<b>Subtotal Health Improvement</b>	<b>9,073</b>	<b>110</b>	<b>90</b>	<b>-</b>	<b>-</b>	<b>-830</b>	<b>8,443</b>
<b>Children Health</b>							
Children 0-5 PH Programme	7,722	45	69	-	-	-305	7,531
Children 5-19 PH Programme	1,745	22	-	-	-	-22	1,745
<b>Subtotal Children Health</b>	<b>9,467</b>	<b>67</b>	<b>69</b>	<b>-</b>	<b>-</b>	<b>-327</b>	<b>9,276</b>
<b>Adult Health &amp; Wellbeing</b>							
NHS Health Checks Programme	712	9	-	-	-	-9	712
Public Mental Health	224	3	-	-	-	-63	164
Comm Safety, Violence Prevention	37	1	-	-	-	-1	37
<b>Subtotal Adult Health &amp; Wellbeing</b>	<b>973</b>	<b>13</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-73</b>	<b>913</b>
<b>Intelligence Team</b>							
Public Health Advice	16	-	-	-	-	-	16
Info & Intelligence Misc	10	-	-	-	-	-	10
<b>Subtotal Intelligence Team</b>	<b>26</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>26</b>
<b>Health Protection</b>							
LA Role in Health Protection	11	-	-	-	-	-10	1

## Section 3 - E: Public Health

**Table 2: Revenue - Net Budget Changes by Operational Division**

Budget Period: 2016-17

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Investments £000	Savings & Income Adjustments £000	Net Budget £000
Health Protection Emergency Planning	5	-	-	-	-	-	5
<b>Subtotal Health Protection</b>	<b>16</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-10</b>	<b>6</b>
<b>Programme Team</b>							
PT - Obesity Adults	-	-	-	-	-	-	-
Stop Smoking no pay staff costs	31	1	-	-	-	-1	31
General Prevention, Traveller, Lifestyle	125	2	-	-	-	-2	125
<b>Subtotal Programme Team</b>	<b>156</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-3</b>	<b>156</b>
<b>Public Health Directorate</b>							
Public Health - Admin & Salaries	2,461	82	-	34	-	-449	2,128
<b>Subtotal Public Health Directorate</b>	<b>2,461</b>	<b>82</b>	<b>-</b>	<b>34</b>	<b>-</b>	<b>-449</b>	<b>2,128</b>
Public Health Ring-fenced Grant and Fees & Charges	-20,658	-3	-	-	-	-120	-20,781
<b>PUBLIC HEALTH TOTAL</b>	<b>1,514</b>	<b>272</b>	<b>159</b>	<b>34</b>	<b>-</b>	<b>-1,812</b>	<b>167</b>

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

## Section 3 - E: Public Health

Table 3: Revenue - Overview

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>18,222</b>	<b>20,948</b>	<b>20,500</b>	<b>20,542</b>	<b>20,420</b>		
E/R.1.001	Transfer of Function - Public Health Researcher	29	-	-	-	-	Existing	Public Health reasearcher post transfer from CS&T to Public Health
E/R.1.002	Transfer of Function - HIV Commissioning	144	-	-	-	-	Existing	Funding for HIV services provided by Cambridgeshire Community Services transferred to NHS England
E/R.1.003	Transfer of Function - Healthy Child Programme	3,861	-	-	-	-	Existing	Transfer of the healthy child programme for 0-5 year olds from NHS England in October 2015.
E/R.1.004	One-off use of Public Health reserve funding	-84	84	-	-	-	New	A one-off use of PH reserve funding will be used in 2016/17 to allow a transitional period for the reduction of PH grant funding to ETE.
<b>1.999</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>22,172</b>	<b>21,032</b>	<b>20,500</b>	<b>20,542</b>	<b>20,420</b>		
<b>2</b>	<b>INFLATION</b>							
E/R.2.001	Inflation	275	373	406	417	431	Existing	Forecast pressure from inflation, based on detailed analysis incorporating national economic forecasts, specific contract inflation and other forecast inflationary pressures.
<b>2.999</b>	<b>Subtotal Inflation</b>	<b>275</b>	<b>373</b>	<b>406</b>	<b>417</b>	<b>431</b>		
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>							
E/R.3.001	Sexual Health Services	28	106	92	75	74	Existing	Funding to support increased demand for sexual health and contraception services, based on population growth in the age groups which use these services.
E/R.3.002	Adult Health Improvement	15	30	28	24	21	Existing	Funding to support increased demand for adult health improvement services, based on population growth in the age groups which use these services.
E/R.3.003	Integrated Lifestyle Service	29	45	42	41	38	New	Increased demand for integrated lifestyle services, in particular the weight management services etc.
E/R.3.004	Children's Health Improvement	87	144	127	151	130	Existing	Funding to support increased demand for obesity prevention and treatment services, based on population growth in the age groups which use these services.
<b>3.999</b>	<b>Subtotal Demography and Demand</b>	<b>159</b>	<b>325</b>	<b>289</b>	<b>291</b>	<b>263</b>		
<b>4</b>	<b>PRESSURES</b>							
E/R.4.001	Single-tier State Pension	34	-	-	-	-	New	The Government plans to abolish the State Second Pension on 1st April 2015. The Council currently receives a rebate on the amount of National Insurance contributions it pays as an employer because it has "contracted out" of the State Second Pension. This rebate will cease when the State Second Pension is abolished, resulting in an increase in the cost of National Insurance contributions which the Council is required to pay.
<b>4.999</b>	<b>Subtotal Pressures</b>	<b>34</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		

## Section 3 - E: Public Health

Table 3: Revenue - Overview

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
<b>5</b>	<b>INVESTMENTS</b>							
<b>5.999</b>	<b>Subtotal Investments</b>	-	-	-	-	-		
<b>6</b>	<b>SAVINGS</b>							
	<b>Health Improvement</b>							
E/R.6.001	Sexual Health - Peterborough Services	-26	-	-	-	-	New	Predicted underspend on use of Peterborough sexual health services by Cambridgeshire residents (for which Cambs is cross charged). Local residents now have access to Cambridgeshire Community Services sexual health clinics in Fenland and Huntingdon.
E/R.6.002	Sexual Health – Out of Area Treatments	-115	-	-	-	-	New	Cambridgeshire County Council is cross-charged for Cambridgeshire patients attending sexual health clinics in other areas. A contingency has been held to cover unpredicted pressures on out-of-area sexual health. The contingency funding has not been used to the level expected and so will be removed from budgets, and any future unpredicted pressures met from alternative sources. Local residents now have access to the new local Cambridgeshire Community Services sexual health clinics.
E/R.6.003	CCS contract for integrated contraception and sexual health services	-50	-50	-	-	-	New	Reductions in contract value for 2016/17 and 2017/18. Detail to be determined in discussion with Cambridgeshire Community Services. May involve efficiencies or some changes in clinic opening times.
E/R.6.004	Chlamydia screening/MICCOM	-49	-	-	-	-	New	Efficiencies already made on laboratory testing costs (Chlamydia) and transformation of booking system for sexual health clinic appointments.
E/R.6.005	Retendering of contract for sexual health advice prevention and promotion for at risk groups	-40	-	-	-	-	New	The service currently provided by voluntary organisation DHIVERSE for sexual health advice, prevention and promotion for at risk groups is due to be re-tendered. A proposed reduction in the financial envelope for the retendered service of £40k, with the specification focussing specifically on the most vulnerable groups less likely to engage with statutory services.
E/R.6.006	Review exercise referral schemes and potential to joint fund with NHS	-	-30	-	-	-	New	Exercise referral schemes are recommended for individuals with long term conditions as part of disease management, but not for public health promotion of physical activity in the general population. Explore potential to co-fund existing exercise referral schemes with the local NHS. .
E/R.6.007	Smoking Cessation - Medication and Payments to GPs	-145	-	-	-	-	New	This level of underspend is likely to occur due to recent reduction in take up of smoking cessation services – thought to be due to the reduced prevalence of smoking recorded in Cambridgeshire and to the use of e-cigarettes. A saving at this level still allows for some proactive work to increase uptake of smoking cessation services, and piloting of a more modern 'harm reduction' approach for longer term smokers as recommended by NICE public health guidance.
E/R.6.008	Smoking Cessation - Pharmacy Programme	-25	-	-	-	-	New	Due to the significant fall in uptake of smoking cessation services through pharmacies, this aspect of the service has reduced in activity and therefore in the payments required.
E/R.6.009	Tobacco control -engagement with at risk groups	-50	-	-	-	-	New	Cease 2015/16 business plan recurrent investment in engagement and communications work with groups at high risk of smoking behaviour – pregnant women, young people, manual workers (rural deprivation), migrant workers. Deliver some on-going tobacco control work through smoking cessation services and/or external grants.

## Section 3 - E: Public Health

Table 3: Revenue - Overview

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
E/R.6.010	General prevention projects and workplace health	-95	-	-	-	-	New	Saving on project budgets for small scale public health prevention work. Fund workplace health contract with Business in the Community non-recurrently for two years, on condition that BITC obtains funding directly from businesses/employers after this period.
E/R.6.011	Falls prevention contract	-20	-	-	-	-	New	Saving on recurrent investment of £100k allocated to falls prevention in 2015/16 business plan. Falls prevention services have been contracted from Everyone Health for £80k.
E/R.6.012	<b>Children Health</b> Health visiting and family nurse partnership	-190	-90	-	-	-	New	Reduction in the contract value for age 0-5 public health services with Cambridgeshire Community Services. Details to be established in partnership with CCS, but likely to include review of family nurse partnership and of staffing skill mix.
E/R.6.013	0-15 public health services as part of wider children's health 0-19 proposals	-	-250	-	-	-	New	Savings on age 0-5 public health services as part of proposed wider transformation of public health and other health and preventive services for 0-19 year olds, to be developed for 2017/18.
E/R.6.014	Review CAMH voluntary sector funding as part of wider children's health 0-19 proposals	-	-50	-	-	-	New	Savings on child and adolescent mental health voluntary sector counselling services as part of wider transformation of public health and other health and preventive services for 0-19 years olds, to be developed for 2017/18.
E/R.6.015	<b>Adult Health &amp; Wellbeing</b> Public mental health strategy (recurrent revenue not yet committed)	-60	-	-	-	-	New	Saving on recurrent investment of £120k allocated to public mental health strategy. This reflects objectives of the strategy delivered in other ways – through BITC contract to achieve the workplace mental health objective, and through joint work with the NHS to achieve the objective of improving physical health for people with severe mental health problems.
E/R.6.016	<b>Public Health Directorate</b> Health protection and Emergency planning non-pay budgets	-10	-	-	-	-	New	Savings on health protection and emergency planning budgets which are held as contingency for emergency situations. Contingency to be sought when necessary from generic budgets.
E/R.6.017	<b>Programme Team</b> Review non-pay budget general prevention/Traveller/Lifestyle	-10	-	-	-	-	New	Saving on non-pay/project budgets held by the public health programmes team, including Traveller health team.
E/R.6.018	<b>Public Health Directorate</b> Public Health Directorate Staffing	-115	-	-	-	-	Modified	There have been underspends against the public health staff budget in previous years due to vacancies. This saving is a reduction in the staff budget based on predicted level of staff turnover and vacancies, associated with active vacancy management.
E/R.6.019	Public health programmes team restructure/vacancy management	-138	-50	-	-	-	New	Restructure of public health front line delivery services, reducing input to immunisation services, for which commissioning responsibility and funding now sits with NHS England and instead focussing on promotion of immunisation which is the local authority duty; and making some changes to the staffing structure of CAMQUIT smoking cessation services.

## Section 3 - E: Public Health

Table 3: Revenue - Overview

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
E/R.6.020	Public health intelligence/JSNA - explore joint intelligence unit with NHS and reduce JSNA programme	-61	-	-	-	-	New	Public health intelligence services already work across Cambridgeshire County Council and Peterborough City Council. Explore a joint Health Intelligence Unit with Cambridgeshire and Peterborough Clinical Commissioning Group. This savings proposal includes a reduction in the Joint Strategic Needs Assessment programme and the capacity required for this.
E/R.6.021	Public health commissioning - explore joint work with other organisations	-50	-50	-	-	-	New	Explore partnership work for public health commissioning across other local organisations and CCC directorates to deliver efficiencies.
E/R.6.022	Public health consultant - remove short term post from establishment	-30	-	-	-	-	New	Cease cover of part time public health consultant vacancy by short term post, and remove post from the establishment. This will affect public health consultant input available for ETE directorate.
E/R.6.023	<b>Public Health Cross-Directorate and External Contracts</b> No uplift for demography/inflation/pressures	-408	-660	-	-	-	New	Do not resource uplifts for demography /inflation/ pressures for externally provided public health contracts, requiring providers to make cost improvement programmes to cover the activity required. Absorb demography pressures for internal services, within existing resource envelope.
E/R.6.024	<b>Health Improvement</b> Resource Library	-5	-	-	-	-	New	This funding was held as contingency if the health promotion resource library required additional materials. In future any pressures can be met from general project budgets.
E/R.6.999	<b>Public Health Cross-Directorate and External Contracts</b> Unidentified Savings	-	-	-653	-830	-515	Modified	Savings to be identified during future years' Business Planning processes.
<b>6.999</b>	<b>Subtotal Savings</b>	<b>-1,692</b>	<b>-1,230</b>	<b>-653</b>	<b>-830</b>	<b>-515</b>		
	<b>TOTAL GROSS EXPENDITURE</b>	<b>20,948</b>	<b>20,500</b>	<b>20,542</b>	<b>20,420</b>	<b>20,599</b>		
<b>7</b>	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>							
E/R.7.001	Previous year's fees, charges & ring-fenced grants	-18,222	-20,781	-20,365	-311	-312	Existing	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
E/R.7.101	<b>Changes to fees &amp; charges</b> Fess and Charges Inflation	-3	-1	-1	-1	-1	Existing	Income from teaching medical students.
E/R.7.102	Increase in fees & charges from system	-173	-	-	-	-	New	Income for provision of HIV services
E/R.7.103	Increase in fees and charges	-80	-	-	-	-	New	The Director of Public Health and some staff members in the Public Health Team have entered into a shared service arrangement with Peterborough City Council which generates this level of income for Cambridgeshire County Council
E/R.7.104	Income generation	-40	-	-	-	-	New	Further income generation reflecting extension of the shared public health team across Cambridgeshire and Peterborough, and potential further opportunities with the Cambs & Peterborough Clinical Commissioning Group.

## Section 3 - E: Public Health

Table 3: Revenue - Overview

Budget Period: 2016-17 to 2020-21

Detailed Plans	Outline Plans
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Ref	Title	2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description
E/R.7.201	<b>Changes to ring-fenced grants</b> Change in Public Health Grant	-2,263	417	20,055	-	-	Existing	Change in ring-fenced Public Health grant to reflect change in Public Health functions (FYE transfer of 0-5 public health commissioning in 2016/17), grant reductions announced in the comprehensive spending review, and removal of the ring-fence in 2018/19.
7.999	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	<b>-20,781</b>	<b>-20,365</b>	<b>-311</b>	<b>-312</b>	<b>-313</b>		
	<b>TOTAL NET EXPENDITURE</b>	<b>167</b>	<b>135</b>	<b>20,231</b>	<b>20,108</b>	<b>20,286</b>		

FUNDING SOURCES								
<b>8</b>	<b>FUNDING OF GROSS EXPENDITURE</b>							
E/R.8.001	Cash Limit Funding	-167	-135	-20,231	-20,108	-20,286	Existing	Net spend funded from general grants, business rates and Council Tax.
E/R.8.101	Public Health Grant	-20,472	-20,055	-	-	-	Existing	Direct expenditure funded from Public Health grant.
E/R.8.102	Fees & Charges	-309	-310	-311	-312	-313	Existing	Income from teaching medical students.
8.999	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-20,948</b>	<b>-20,500</b>	<b>-20,542</b>	<b>-20,420</b>	<b>-20,599</b>		

MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-1,692	-1,230	-653	-830	-515
Changes to fees & charges	-296	-1	-1	-1	-1
<b>TOTAL SAVINGS / INCREASED INCOME</b>	<b>-1,988</b>	<b>-1,231</b>	<b>-654</b>	<b>-831</b>	<b>-516</b>

MEMORANDUM: NET REVISED OPENING BUDGET					
Revised Opening Gross Expenditure	22,172	21,032	20,500	20,542	20,420
Previous year's fees, charges & ring-fenced grants	-18,222	-20,781	-20,365	-311	-312
Changes to fees, charges & ring-fenced grants in revised opening budget	-2,436	417	20,055	-	-
<b>NET REVISED OPENING BUDGET</b>	<b>1,514</b>	<b>668</b>	<b>20,190</b>	<b>20,231</b>	<b>20,108</b>