

## Section 4 - B: Economy, Transport and Environment Services

October Committee

**Table 3: Revenue - Overview**

**Budget Period: 2017-18 to 2021-22**

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

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>86,483</b>	<b>84,563</b>	<b>83,066</b>	<b>84,027</b>	<b>85,931</b>		
B/R.1.001	Base adjustments	-	-	-	-	-		Adjustment for permanent changes to base budget from decisions made in 2016-17.
B/R.1.005	Increased expenditure funded by additional income	-	-	-	-	-		0
B/R.1.007	Bus Service Operators Grant payable to the County Council	-273	-	-	-	-		Bus Service Operators Grant now payable to the County Council for use on Community transport
<b>1.999</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>86,210</b>	<b>84,563</b>	<b>83,066</b>	<b>84,027</b>	<b>85,931</b>		
<b>2</b>	<b>INFLATION</b>							
B/R.2.001	Inflation	1,651	1,686	1,721	1,755	1,735		Some County Council services have higher rates of inflation than the national level. For example, this is due to factors such as increasing oil costs that feed through into services like road repairs. This overall figure comes from an assessment of likely inflation in all ETE services.
<b>2.999</b>	<b>Subtotal Inflation</b>	<b>1,651</b>	<b>1,686</b>	<b>1,721</b>	<b>1,755</b>	<b>1,735</b>		
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>							
B/R.3.001	Maintaining our infrastructure	195	200	206	211	217		Population increase leads to more infrastructure being built, as well as increased use of existing infrastructure, requiring more maintenance.
B/R.3.002	Street Lighting	-	-	-	-	-		All demography increases based on the general population will be a pressure and will need to be absorbed within the Service. 2017-18 increase £77k.
B/R.3.003	Recycling Credits	-	-	-	-	-		All demography increases based on the general population will be a pressure and will need to be absorbed within the Service. 2017-18 increase £52k.
B/R.3.004	Growth in demand for Registration & Coroner Services	-	-	-	-	-		All demography increases based on the general population will be a pressure and will need to be absorbed within the Service. 2017-18 increase £7k.
B/R.3.006	Residual Waste	-	-	-	-	-		All demography increases based on the general population will be a pressure and will need to be absorbed within the Service. 2017-18 increase £96k.
B/R.3.007	PFI Contract Waste	-	-	-	-	-		All demography increases based on the general population will be a pressure and will need to be absorbed within the Service. 2017-18 increase £71k.
<b>3.999</b>	<b>Subtotal Demography and Demand</b>	<b>195</b>	<b>200</b>	<b>206</b>	<b>211</b>	<b>217</b>		

## Section 4 - B: Economy, Transport and Environment Services

October Committee

**Table 3: Revenue - Overview**

Budget Period: 2017-18 to 2021-22

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

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
<b>4</b>	<b>PRESSURES</b>							
B/R.4.005	Libraries to serve new developments	-	-	-	49	-	Environment, transport & economy	Cost of running the Darwin Green library in North West Cambridge to serve the new community.
B/R.4.006	Reinstatement of funding for non-statutory concessionary fares	125	-	-	-	-		The County Council provides free bus travel for those with a concessionary pass which is more than required by Government. This funding provides concessionary fares for people with sight impairment to travel before 09.30am (the normal cut off for when concessionary passes can be used) and subsidises for concessions on community transport services. This was removed from the budget in 2016/17 but following consultation and the decision by Members, this is being reinstated to help people lead independent lives and access jobs and essential services.
B/R.4.007	Professional and Management Pay Structure	36	-	-	-	-		The revised management band pay structure was implemented in October 2016. The revised pay grades will not be inflated during 2017-18, as the inflation funding was factored into the available funding for the new pay structure. This pressure replaces inflation and funds the additional cost of the new pay structure expected to be incurred in 2017-18.
B/R.4.008	Impact of National Living Wage (NLW) on CCC Employee Costs	-	2	4	14	14		The extra cost of the National Living Wage on directly employed CCC staff.
<b>4.999</b>	<b>Subtotal Pressures</b>	<b>161</b>	<b>2</b>	<b>4</b>	<b>63</b>	<b>14</b>		
<b>5</b>	<b>INVESTMENTS</b>							
B/R.5.003	Street Lighting PFI	13	-	-	-	-	Contracts, commercial & procurement	The street lighting PFI contract has allowed all of the Council's aging street lights to be replaced over a five year period. All lights have now been replaced and this money, which has been budgeted for in previous years, is to pay for the operation of additional lights that are now being installed in new developments.
B/R.5.103	Renegotiation of the Waste PFI contract	80	240	80	-	-		Transformation Fund investment relating to proposal B/R.6.302 which gives savings of up to £5m from 2019/20.
<b>5.999</b>	<b>Subtotal Investments</b>	<b>93</b>	<b>240</b>	<b>80</b>	<b>-</b>	<b>-</b>		
<b>6</b>	<b>SAVINGS</b>							
<b>Cross Committee</b>								
B/R.6.001	Senior management review in ETE	-250	-	-	-	-	Workforce planning & development	0

## Section 4 - B: Economy, Transport and Environment Services

October Committee

**Table 3: Revenue - Overview**

**Budget Period: 2017-18 to 2021-22**

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

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
B/R.6.101	<b>E&amp;E</b> Improve efficiency through shared county planning, minerals and waste service with partners	-25	-	-	-	-	- Commissioning	Reduced costs to the Council by sharing our services for minerals and waste planning applications with other Councils.
B/R.6.102	Improve efficiency through shared growth and development service with partners	-25	-	-	-	-	- Commissioning	Reduced costs to the Council by sharing our services with other councils to process major planning applications and negotiate financial contributions from developers that can be used to pay for essential infrastructure such as schools and roads.
B/R.6.104	Reduction in Passenger Transport support	-694	-	-	-	-	- Environment, transport & economy	There is no specific Government funding to support bus services that are not operated commercially, grants to dial a ride, subsidies for users of community car schemes or taxi card schemes. The Council spent £1.78 m on this last year. This proposal is to reduce this funding by £694,000. In making this reduction, we will work with communities and bus operators to encourage alternative provision so people can continue to access essential services and jobs and continue to live independently. The focus in the future will be on demand responsive and community led services that better meet the needs of individuals through, for example, the Total Transport work being introduced by the Council.
B/R.6.105	Reduce staff following reduction in provision of passenger transport services	-90	-	-	-	-	- Environment, transport & economy	The savings set out in proposal BR.6.104 would mean that less staff would be needed to arrange contracts for bus services.
B/R.6.106	Remove Transport and Infrastructure Policy and Funding services that are not self-funding	-20	-	-	-	-	- Environment, transport & economy	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.6.107	Remove Transport and Infrastructure Policy and Funding services that are not self-funding	-30	-	-	-	-	- Environment, transport & economy	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.6.201	<b>H&amp;CI</b> Centralise business support posts across ETE	-20	-	-	-	-	- Workforce planning & development	Costs will be reduced by centralising business support for the whole of ETE.

## Section 4 - B: Economy, Transport and Environment Services

October Committee

**Table 3: Revenue - Overview**

**Budget Period: 2017-18 to 2021-22**

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

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
B/R.6.202	Upgrade streetlights to LEDs	-14	-	-	-	-	- Contracts, commercial & procurement	This will involve upgrading street light bulbs with LEDs where this offers good value for money, such as the energy savings are greater than the cost of conversion. This links to capital proposal B/C.3.109
B/R.6.203	Rationalise business support in highways depots to a shared service	-25	-	-	-	-	- Workforce planning & development	Move to shared service business support across the highway depots.
B/R.6.205	Replace rising bollards with cameras	-25	-	-	-	-	- Commissioning	The rising bollards in Cambridge are old and becoming increasingly expensive to maintain. This will save the annual maintenance cost of the bollards.
B/R.6.206	Switch off streetlights in residential areas between at least 2am and 6am	-30	-	-	-	-	- Environment, transport & economy	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).
B/R.6.207	Highways Services Transformation	-800	-500	-	-	-	- Contracts, commercial & procurement	The Council is replacing its existing contract for highway works such as road maintenance and pot hole filling. This will allow us to achieve greater value for money and reduce costs significantly while improving service quality.
B/R.6.208	Seek to transfer a number of smaller community libraries to community control.	-	-230	-	-	-	- Customer & communities	The proposal is to reduce the number of libraries directly run by the Council and increase community involvement. It is unlikely this work can be completed to the original timescale, therefore the associated saving will be deferred to 2018/19; there is no further option for meeting this original 17/18 saving within the service other than reducing the stock (book) fund (see below).
B/R.6.209	Reduce library management and systems support and stock (book) fund	-340	230	-	-	-	- Commissioning	One year reduction of £325k in spending on new library stock, together with further savings in deliveries and some IT systems support. Any further reduction in support would impact the ability of communities to take on their libraries and there is reputational risk in reducing the book fund.
B/R.6.210	Reduce Community Resilience and Development delivery work	-85	-	-	-	-	- Environment, transport & economy	There is no statutory requirement to deliver these functions (except in the library statutory duty to encourage 'both adults and children to make full use of the library service'), there are risks associated with the reduction of the prevention work for vulnerable people their carers and communities. There would be a significant impact on community resilience through ceasing the development of community led projects and networks to deliver local priorities
B/R.6.211	Road Safety projects & campaigns - savings required due to change in Public Health Grant	-84	-	-	-	-	- Commissioning	This is a removal of a one off Public Health grant. This has funded specific work and campaigns which have now ended and so the money is no longer required.
B/R.6.212	Transformation of Road Safety Services	-	-25	-50	-125	-	- Commissioning	0

## Section 4 - B: Economy, Transport and Environment Services

October Committee

**Table 3: Revenue - Overview**

**Budget Period: 2017-18 to 2021-22**

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

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
B/R.6.213	Move to full cost recovery for non-statutory highway works	-100	-100	-	-	-	Commissioning	Communities and Parish/Town Councils can pay for additional highway works such as traffic calming and yellow lines that are extra to the Council's normal work. The Council delivers these works but has not in the past recovered the full cost of delivery of schemes and officer time in preparing them will be charged.
B/R.6.214	Remove community grants	-15	-	-	-	-		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.6.215	Reduce service levels in Archives	-75	-	-	-	-		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.6.302	<b>GPC</b> Renegotiation of the Waste PFI contract.	-1,000	-3,000	-1,000	-	-	Contracts, commercial & procurement	The Council has a contract with Amey to process and recycle the waste collected across Cambridgeshire. Through negotiation, the Council is seeking to reduce the cost of this contract.
B/R.6.999	<b>Cross Committee</b> Unidentified Savings	-	-	-	-	-		Savings to be identified during future years' Business Planning processes.
<b>6.999</b>	<b>Subtotal Savings</b>	<b>-3,747</b>	<b>-3,625</b>	<b>-1,050</b>	<b>-125</b>	<b>-</b>		
	<b>TOTAL GROSS EXPENDITURE</b>	<b>84,563</b>	<b>83,066</b>	<b>84,027</b>	<b>85,931</b>	<b>87,897</b>		
<b>7</b>	<b>FEES, CHARGES &amp; RING-FENCED GRANTS</b>							
B/R.7.001	Previous year's fees, charges & ring-fenced grants	-26,531	-26,288	-26,119	-26,138	-26,157	Finance & budget review	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
B/R.7.002	Fees and charges inflation	-24	-19	-19	-19	-19	Finance & budget review	Additional income for increases to fees and charges in line with inflation.
B/R.7.004	Additional budgeted income	-	-	-	-	-	Finance & budget review	Adjustment for changes to fees, charges & ring-fenced grants from forecasts and decisions made in 2015-16.
B/R.7.100	<b>Changes to fees &amp; charges</b> Increase income from digital archive services	-25	-	-	-	-	Environment, transport & economy	The Council currently charges for digital versions of documents from our archive. As more documents are being digitised each year, the Council expects income to increase.
B/R.7.109	Introduce a charge for commercial events using the highway	-10	-	-	-	-	Environment, transport & economy	Large commercial events that require closures of roads such as cycling and running races currently cost the council money to administer. In future, the cost of the Council's work will be recovered. This will not impact on small community events.

## Section 4 - B: Economy, Transport and Environment Services

October Committee

**Table 3: Revenue - Overview**

Budget Period: 2017-18 to 2021-22

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

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
B/R.7.110	Increase highways charges to cover costs	-5	-	-	-	-		This relates to a wide range of charges levied for use of the highway such as skip licences for example. All charges have been reviewed across ETE. Further targeted review and monitoring of charges will continue to ensure they remain relevant.
B/R.7.111	Introduce a highways permitting system	-140	-	-	-	-	Environment, transport & economy	This proposal will allow the Council to better control works on our roads being carried out by utility and other commercial companies through the use of permits. This will mean better coordination of road works, reduced delays and the ability to fine companies when they do not work efficiently on our roads.
B/R.7.117	Section 106 funding for Clay Farm Community Centre	-	35	-	-	-	Environment, transport & economy	Developer funding has been secured to contribute towards the running costs of the library and other County Council provision as part of the Clay Farm Community Centre in its first three years. The figure is to show in the Business Plan that this funding has come to an end and does not represent a reduction in service.
B/R.7.202	<b>Changes to ring-fenced grants</b> Change in Public Health Grant	174	153	-	-	-		Change in ring-fenced Public Health grant to reflect change of function and treatment as a corporate grant from 2018-19 due to removal of ring-fence.
B/R.7.204	Change in Bus Service Operators Grant	273	-	-	-	-		Ending of ring-fenced Bus Service Operators Grant devolved from the Department of Transport for bus services run under local authority contract.
<b>7.999</b>	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	<b>-26,288</b>	<b>-26,119</b>	<b>-26,138</b>	<b>-26,157</b>	<b>-26,176</b>		
	<b>TOTAL NET EXPENDITURE</b>	<b>58,275</b>	<b>56,947</b>	<b>57,889</b>	<b>59,774</b>	<b>61,721</b>		

### FUNDING SOURCES

<b>8</b>	<b>FUNDING OF GROSS EXPENDITURE</b>							
B/R.8.001	Budget Allocation	-58,275	-56,947	-57,889	-59,774	-61,721		Net spend funded from general grants, business rates and Council Tax.
B/R.8.002	Public Health Grant	-153	-	-	-	-		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	-16,416	-16,400	-16,419	-16,438	-16,457		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		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		PFI Grant from DEFRA for the life of the project.
B/R.8.010	Adult Learning & Skills Grants	-2,380	-2,380	-2,380	-2,380	-2,380		External grant funding for Adult Learning & Skills.
B/R.8.011	Learning Centre grants	-302	-302	-302	-302	-302		Learning Centre grant funding.
B/R.8.012	National Careers grant funding	-402	-402	-402	-402	-402		Funding for National Careers.
<b>8.999</b>	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-84,563</b>	<b>-83,066</b>	<b>-84,027</b>	<b>-85,931</b>	<b>-87,897</b>		

Section 4 - B: Economy, Transport and Environment Services

Table 3: Revenue - Overview  
Budget Period: 2017-18 to 2021-22

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

Ref	Title	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000	Transformation Workstream	Description
-----	-------	-----------------	-----------------	-----------------	-----------------	-----------------	------------------------------	-------------

MEMORANDUM: SAVINGS / INCREASED INCOME						
Savings	-3,747	-3,625	-1,050	-125	-	-
Changes to fees & charges	-180	35	-	-	-	-
TOTAL SAVINGS / INCREASED INCOME	-3,927	-3,590	-1,050	-125	-	-