



# 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 4 - 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>							
1,600	Executive Director	345	-5	340	320	320	320	320
473	Business Support	457	-58	399	399	399	399	399
<b>2,073</b>	<b>Subtotal Executive Director</b>	<b>802</b>	<b>-63</b>	<b>739</b>	<b>719</b>	<b>719</b>	<b>719</b>	<b>719</b>
	<b>Infrastructure Management &amp; Operations</b>							
136	Director of Infrastructure Management and Operations	139	-	139	139	139	139	139
	<i>Assets &amp; Commissioning</i>							
5,059	Street Lighting	9,500	-4,066	5,434	5,414	5,491	5,568	5,645
30,211	Waste Disposal Including PFI	35,352	-4,282	31,070	31,289	31,513	31,745	31,982
842	Asset Management	1,277	-484	793	793	793	793	793
	<i>Local Infrastructure &amp; Street Management</i>							
458	Road Safety	509	-69	440	340	340	340	340
-507	Traffic Manager	879	-1,666	-787	-882	-882	-882	-882
1,236	Network Management	1,042	-21	1,021	1,021	1,021	1,021	1,021
3,736	Local Infrastructure & Streets	3,174	-	3,174	2,874	2,374	2,374	2,374
-	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
2,535	Local Infrastructure & Street Management Other	2,977	-818	2,159	2,292	2,459	2,631	2,807
	<i>Supporting Business &amp; Communities</i>							
1,452	Communities & Business	1,511	-318	1,193	1,058	1,058	1,058	1,058
-	Recycling for Cambridgeshire & Peterborough	-	-	-	-	-	-	-
	<i>Community &amp; Cultural Services</i>							
4,018	Libraries	4,258	-702	3,556	3,111	3,146	3,146	3,195
603	Archives	431	-39	392	292	292	292	292
-468	Registrars	928	-1,487	-559	-552	-546	-541	-536
751	Coroners	811	-46	765	765	765	765	765
<b>51,972</b>	<b>Subtotal Infrastructure Management &amp; Operations</b>	<b>67,898</b>	<b>-18,326</b>	<b>49,572</b>	<b>48,636</b>	<b>48,645</b>	<b>49,131</b>	<b>49,675</b>
	<b>Strategy &amp; Development</b>							
135	Director of Strategy and Development	138	-	138	138	138	138	138
110	Transport & Infrastructure Policy & Funding	215	-115	100	50	50	50	50
	<i>Growth &amp; Economy</i>							
587	Growth & Development	738	-136	602	527	527	527	527
341	County Planning, Minerals & Waste	478	-182	296	221	221	221	221
106	Enterprise & Economy	57	-3	54	54	54	54	54
-	MLEI	257	-257	-	-	-	-	-

## Section 4 - 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	916	-456	460	460	460	460	460
-	<i>Major Infrastructure Delivery</i>							
-	Major Infrastructure Delivery	258	-258	-	-	-	-	-
	<i>Passenger Transport</i>							
168	Park & Ride	2,233	-2,076	157	157	157	157	157
5,477	Concessionary Fares	5,569	-15	5,554	5,554	5,554	5,554	5,554
2,261	Passenger Transport Other	2,279	-766	1,513	729	729	729	729
	<i>Adult Learning &amp; Skills</i>							
200	Adult Learning & Skills	2,394	-2,394	-	-	-	-	-
87	Learning Centres	737	-557	180	90	90	90	90
-	National Careers	405	-405	-	-	-	-	-
<b>10,014</b>	<b>Subtotal Strategy &amp; Development</b>	<b>16,674</b>	<b>-7,620</b>	<b>9,054</b>	<b>7,980</b>	<b>7,980</b>	<b>7,980</b>	<b>7,980</b>
	<b>Future Years</b>							
-	Inflation	-	-	-	1,594	3,378	5,151	6,950
-	Savings	-406	-	-406	-1,470	-3,861	-5,902	-6,884
<b>64,059</b>	<b>ETE BUDGET TOTAL</b>	<b>84,968</b>	<b>-26,009</b>	<b>58,959</b>	<b>57,459</b>	<b>56,861</b>	<b>57,079</b>	<b>58,440</b>

## Section 4 - 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	1,600	17	-	381	-	-1,658	340
Business Support	473	11	-	-	-	-85	399
<b>Subtotal Executive Director</b>	<b>2,073</b>	<b>28</b>	<b>-</b>	<b>381</b>	<b>-</b>	<b>-1,743</b>	<b>739</b>
<b>Infrastructure Management &amp; Operations</b>							
Director of Infrastructure Management and Operations	136	3	-	-	-	-	139
<i>Assets &amp; Commissioning</i>							
Street Lighting	5,059	178	49	-	274	-126	5,434
Waste Disposal Including PFI	30,211	804	55	-	-	-	31,070
Asset Management	842	21	-	-	-	-70	793
<i>Local Infrastructure &amp; Street Management</i>							
Road Safety	458	16	-	-	-	-34	440
Traffic Manager	-507	-	-	-	-	-280	-787
Network Management	1,236	2	-	-	-	-217	1,021
Local Infrastructure & Streets	3,736	5	-	-	-	-567	3,174
Parking Enforcement	-	-	-	-	-	-495	-495
Winter Maintenance	1,910	17	-	-	-	-650	1,277
Local Infrastructure & Street Management Other	2,535	31	159	-	-	-566	2,159
<i>Supporting Business &amp; Communities</i>							
Communities & Business	1,452	37	-	-	-	-296	1,193
Recycling for Cambridgeshire & Peterborough	-	-	-	-	-	-	-
<i>Community &amp; Cultural Services</i>							
Libraries	4,018	93	-	-	-	-555	3,556
Archives	603	14	-	-	-	-225	392
Registrars	-468	6	3	-	-	-100	-559
Coroners	751	14	-	-	-	-	765
<b>Subtotal Infrastructure Management &amp; Operations</b>	<b>51,972</b>	<b>1,241</b>	<b>266</b>	<b>-</b>	<b>274</b>	<b>-4,181</b>	<b>49,572</b>
<b>Strategy &amp; Development</b>							
Director of Strategy and Development	135	3	-	-	-	-	138
Transport & Infrastructure Policy & Funding	110	10	-	-	-584	564	100
<i>Growth &amp; Economy</i>							
Growth & Development	587	15	-	-	-	-	602
County Planning, Minerals & Waste	341	10	-	-	-	-55	296
Enterprise & Economy	106	3	-	-	-	-55	54
MLEI	-	-	-	-	-	-	-

## Section 4 - 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	-	-	-218	124	460
<i>Major Infrastructure Delivery</i>							
Major Infrastructure Delivery	-	-	-	-	-198	198	-
<i>Passenger Transport</i>							
Park & Ride	168	9	-	-	-	-20	157
Concessionary Fares	5,477	202	-	-	-	-125	5,554
Passenger Transport Other	2,261	36	-	-	-	-784	1,513
<i>Adult Learning &amp; Skills</i>							
Adult Learning & Skills	200	-	-	-	-	-200	-
Learning Centres	87	3	-	-	-	90	180
National Careers	-	-	-	-	-	-	-
<b>Subtotal Strategy &amp; Development</b>	<b>10,014</b>	<b>303</b>	<b>-</b>	<b>-</b>	<b>-1,000</b>	<b>-263</b>	<b>9,054</b>
<b>UNIDENTIFIED SAVINGS TO BALANCE BUDGET</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-406</b>	<b>-406</b>
<b>ETE BUDGET TOTAL</b>	<b>64,059</b>	<b>1,572</b>	<b>266</b>	<b>381</b>	<b>-726</b>	<b>-6,593</b>	<b>58,959</b>

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

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

Ref	Title	Detailed Plans					Outline Plans		Type	Description	Committee
		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000					
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>89,105</b>	<b>84,968</b>	<b>83,489</b>	<b>82,955</b>	<b>83,277</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.	E&E, H&CI		
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.	E&E, H&CI		
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.	E&E		
<b>1.999</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>88,991</b>	<b>84,695</b>	<b>83,489</b>	<b>82,955</b>	<b>83,277</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.	E&E, H&CI		
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.	E&E, H&CI		
<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.	H&CI		
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	H&CI		
B/R.3.003	Recycling Credits	19	52	51	51	51	Existing	Increased payments to District Councils to match increasing amounts of recycling.	H&CI		
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.	H&CI		
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.	H&CI		
B/R.3.006	Residual Waste	2	96	104	113	119	Existing	Extra cost of landfilling additional waste produced by an increasing population.	H&CI		
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.	H&CI		
<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 4 - B: Economy, Transport and Environment Services

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Ref	Title	Detailed Plans					Outline Plans			Type	Description	Committee
		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000						
<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.	E&E
B/R.4.006	Local Enterprise Partnership subscription	50	-	-	-	-	-	-	-	New	County Council subscription to the LEP	E&E
<b>4.999</b>	<b>Subtotal Pressures</b>	<b>381</b>	<b>-</b>	<b>-</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.	H&CI
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.	E&E, H&CI
<b>5.999</b>	<b>Subtotal Investments</b>	<b>-726</b>	<b>13</b>	<b>-</b>	<b>-</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.	E&E, H&CI
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.	E&E
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.	H&CI
	<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.	E&E
	<b>Infrastructure Management &amp; Operations</b>											
B/R.6.100	Replace traffic route and accrued streetlights with LEDs	-50	-50	-	-	-	-	-	-	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.	H&CI
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.	H&CI
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.	H&CI

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

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

Ref	Title	Detailed Plans					Outline Plans		Type	Description	Committee
		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000					
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.	H&CI	
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.	H&CI	
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. The Council's trading standards service will continue to operate at its statutory minimum, however, the overall impact on the Council's outcomes would be low.	H&CI	
B/R.6.106	Downscale the team managing the streetlighting PFI contract	-70	-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.	H&CI	
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.	H&CI	
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.	H&CI	
B/R.6.109	Switch off streetlights in residential areas between at least midnight 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. Due to the need for further consultation the full proposal will be implemented at the start of 2016.	H&CI	
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.	H&CI	
B/R.6.111	Remove funding for Cambridge 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.	H&CI	
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.	H&CI	
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.	H&CI	

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

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

Ref	Title	Detailed Plans		Outline Plans			Type	Description	Committee
		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000			
B/R.6.114	Withdraw County Council funding for school crossing patrols	-171	-	-	-	-	New	This would see all funding for school crossing patrols removed. Other sources (schools, local communities) will be given the opportunity to take the function on. There is no statutory requirement for this function and a wider approach to road safety education would bring greater benefits than a single point crossing.	H&CI
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.	H&CI
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.	H&CI
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.	H&CI
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.	H&CI
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.	H&CI
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.	H&CI
B/R.6.121	Withdraw funding for the four mobile libraries	-55	-105	-	-	-	New	Removal of the mobile service entirely. This is not a statutory requirement but will impact on the most isolated communities particularly following the reduction in static libraries as set out above.	H&CI
B/R.6.122	Reduce Community Service work	-	-120	-	-	-	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.	H&CI

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

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

Ref	Title	Detailed Plans					Outline Plans		Type	Description	Committee
		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000					
B/R.6.123	Remove RECAP funding	-37	-	-	-	-	-	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.	H&CI	
B/R.6.124	Highways cyclic maintenance	-217	-	-	-	-	-	New	Reduce grass cutting and weed killing from 3 to 2 per year (except visibility splays). This will impact particularly on the amenity value of verges in urban areas. This could partially be offset by greater community involvement in grass cutting.	H&CI	
B/R.6.125	Highways reactive maintenance	-483	-	-	-	-	-	New	Reduce pothole, drains, signs and footway repairs and reduce staffing, this would have a major impact on the condition of the road network and the ability of the Council to respond to faults.	H&CI	
<b>Strategy &amp; Development</b>											
B/R.6.200	Greater Cambridge Skills Service	-200	-	-	-	-	-	New	Funding for this element of the skills service will now come directly from the City Deal enabling this funding to be removed.	E&E	
B/R.6.201	Improved efficiency through shared county planning, minerals and waste service with partners	-	-75	-	-	-	-	New	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.	E&E	
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.	E&E	
B/R.6.203	Remove final economic development officer post	-55	-	-	-	-	-	New	This post leverages 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	E&E	
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.	E&E	
B/R.6.205	Remove one planning enforcement post	-30	-	-	-	-	-	Existing	The minerals and waste functions will remain, although enforcement activity will reduce. This will impact on our ability to respond to residents and members concerns about waste sites, to ensure that waste sites are not in breach of their planning conditions and reduce the capacity for dealing with complex prosecutions.	E&E	
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.	E&E	

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

**Table 3: Revenue - Overview**

Budget Period: 2016-17 to 2020-21

Ref	Title	Detailed Plans					Outline Plans		Type	Description	Committee
		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000					
B/R.6.207	Reduce funding for Fenland Learning Centres	-	-90	-	-	-	-	-	New	This proposal would involve the closure of two learning centres in Fenland and loss of public health match funding. There is no statutory minimum level of service for this function. This will reduce employability training in Fenland for those most likely to be in need of support from other services and will impact on these people's ability to live well independently. Alternative funding sources will be investigated to allow the service to continue but the Council to remove its funding.	E&E
B/R.6.208	Reduce support for local bus services, Reduce or remove grant towards dial-a-ride services, Reduce or remove reimbursement for community car schemes, Reduce or remove support for taxicard scheme	-694	-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.	E&E
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.	E&E
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.	E&E
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.	E&E
<b>6.999</b>	<b>Subtotal Savings</b>	<b>-5,216</b>	<b>-2,309</b>	<b>-500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>			
	<b>UNIDENTIFIED SAVINGS TO BALANCE BUDGET</b>	<b>-406</b>	<b>-1,064</b>	<b>-2,391</b>	<b>-2,041</b>	<b>-982</b>					
	<b>TOTAL GROSS EXPENDITURE</b>	<b>84,968</b>	<b>83,489</b>	<b>82,955</b>	<b>83,277</b>	<b>84,747</b>					

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

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

Ref	Title	Detailed Plans					Outline Plans		Type	Description	Committee
		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000					
<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	-26,009	-26,030	-26,094	-26,198	Existing	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.		E&E, H&CI	
B/R.7.002	Fees and charges inflation	-106	-94	-99	-104	-109	Existing	Uplift in external charges to reflect inflation pressures on the costs of services.		E&E, H&CI	
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.		E&E, H&CI	
	<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.		H&CI	
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.		H&CI	
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.		E&E	
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.		E&E	
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.		E&E	
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.		H&CI	
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.		H&CI	
B/R.7.107	Increase on street car parking charges in Cambridge	-330	-	-	-	-	New	This proposal is for an increase in on street parking charges in Cambridge by at least 20%. There is no statutory requirement for this, but it does generate income that can be used to support other highways activities, as well ensure effective management of the parking stock. As charges are for the Council to set, a higher or lower percentage than that recommended could be adopted.		H&CI	

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

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

Ref	Title	Detailed Plans					Outline Plans		Type	Description	Committee
		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000					
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.	H&CI	
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.	H&CI	
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.	H&CI	
B/R.7.111	Introduce a highways permitting system	-180	-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.	H&CI	
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.	E&E	
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	H&CI	
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.	E&E	
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.	E&E	
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.	H&CI	
B/R.7.202	<b>Changes to ring-fenced grants</b> Change in Public Health Grant	418	-	-	-	-	-	Existing	Change in ring-fenced Public Health grant to reflect treatment as a corporate grant from 2016-17 due to removal of ring-fence.	E&E, H&CI	
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.	E&E	
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.	E&E, H&CI	
<b>7.999</b>	<b>Subtotal Fees, Charges &amp; Ring-fenced Grants</b>	<b>-26,009</b>	<b>-26,030</b>	<b>-26,094</b>	<b>-26,198</b>	<b>-26,307</b>					
	<b>TOTAL NET EXPENDITURE</b>	<b>58,959</b>	<b>57,459</b>	<b>56,861</b>	<b>57,079</b>	<b>58,440</b>					

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

Table 3: Revenue - Overview

Budget Period: 2016-17 to 2020-21

		Detailed Plans	Outline Plans						
FUNDING SOURCES		2016-17 £000	2017-18 £000	2018-19 £000	2019-20 £000	2020-21 £000	Type	Description	Committee
<b>8</b>	<b>FUNDING OF GROSS EXPENDITURE</b>								
B/R.8.001	Cash Limit Funding	-58,959	-57,459	-56,861	-57,079	-58,440	Existing	Net spend funded from general grants, business rates and Council Tax.	E&E, H&CI
B/R.8.002	Public Health Grant	-	-	-	-	-	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.	E&E, H&CI
B/R.8.003	Fees & Charges	-16,017	-16,311	-16,375	-16,479	-16,588	Existing	Fees and charges for the provision of services.	E&E, H&CI
B/R.8.004	PFI Grant - Street Lighting	-3,944	-3,944	-3,944	-3,944	-3,944	Existing	PFI Grant from DfT for the life of the project.	H&CI
B/R.8.005	PFI Grant - Waste	-2,691	-2,691	-2,691	-2,691	-2,691	Existing	PFI Grant from DEFRA for the life of the project.	H&CI
B/R.8.008	DfT Grant - Bus Service Operators Grant	-273	-	-	-	-	Existing	Department for Transport funding for bus services run under local authority	E&E
B/R.8.009	DfT Grant - Local Sustainable Transport funding	-	-	-	-	-	Existing	Department for Transport funding for Local Transport projects.	E&E, H&CI
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.	E&E
B/R.8.011	Learning Centre grants	-302	-302	-302	-302	-302	Existing	Learning Centre grant funding.	E&E
B/R.8.012	National Careers grant funding	-402	-402	-402	-402	-402	Existing	Funding for National Careers.	E&E
<b>8.999</b>	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-84,968</b>	<b>-83,489</b>	<b>-82,955</b>	<b>-83,277</b>	<b>-84,747</b>			

MEMORANDUM: SAVINGS / INCREASED INCOME					
Savings	-5,216	-2,309	-500	-	-
Unidentified savings to balance budget	-406	-1,064	-2,391	-2,041	-982
Changes to fees & charges	-971	-200	35	-	-
<b>TOTAL SAVINGS / INCREASED INCOME</b>	<b>-6,593</b>	<b>-3,573</b>	<b>-2,856</b>	<b>-2,041</b>	<b>-982</b>

MEMORANDUM: NET REVISED OPENING BUDGET					
Revised Opening Gross Expenditure	88,991	84,695	83,489	82,955	83,277
Previous year's fees, charges & ring-fenced grants	-25,797	-26,009	-26,030	-26,094	-26,198
Changes to fees, charges & ring-fenced grants in revised opening budget	865	-	-	-	-
<b>NET REVISED OPENING BUDGET</b>	<b>64,059</b>	<b>58,686</b>	<b>57,459</b>	<b>56,861</b>	<b>57,079</b>