

STRATEGY, RESOURCES AND PERFORMANCE COMMITTEE



Tuesday, 30 January 2024

Democratic and Members' Services
Emma Duncan
Service Director: Legal and Governance

10:00

New Shire Hall
Alconbury Weald
Huntingdon
PE28 4YE

Red Kite Room
New Shire Hall, Alconbury Weald, Huntingdon, PE28 4YE

AGENDA

Open to Public and Press

CONSTITUTIONAL MATTERS

1. **Apologies for absence and declarations of interest**
Guidance on declaring interests is available at <http://tinyurl.com/ccc-conduct-code>
2. **Minutes – 19th December 2023 and Action Log** **5 - 22**
3. **Petitions and Public Questions**

KEY DECISIONS

4. **Integrated Finance Monitoring Report for the period ending 30th November 2023** **23 - 88**

OTHER DECISIONS

5. **2024-29 Financial Sustainability Assessment** 89 - 112
6. **Business and Financial Plan 2024-2029** 113 - 660
- There is a confidential Appendix 2 Section 3 for this report, if Members wish to discuss this it will be necessary to exclude the press and public**
7. **Strategy, Resources and Performance Committee Agenda Plan and Training Plan and Appointments to Outside Bodies and Internal Advisory Groups and Panels** 661 - 668

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The Strategy, Resources and Performance Committee comprises the following members:

Councillor Lucy Nethsingha (Chair) Councillor Elisa Meschini (Vice-Chair) Councillor David Ambrose Smith Councillor Chris Boden Councillor Steve Corney Councillor Steve Count Councillor Steve Criswell Councillor Lorna Dupre Councillor Mark Goldsack Councillor Richard Howitt Councillor Peter McDonald Councillor Edna Murphy Councillor Tom Sanderson Councillor Alan Sharp and Councillor Graham Wilson

Clerk Name:	Michelle Rowe
Clerk Telephone:	01223 699180
Clerk Email:	Michelle.Rowe@cambridgeshire.gov.uk

STRATEGY, RESOURCES AND PERFORMANCE COMMITTEE: MINUTES

Date: 19 December 2023

Time: 10.00a.m. to 12.28p.m.

Venue: Red Kite Room, New Shire Hall, Alconbury Weald

Present: Councillors Boden, Corney, Costello, Count, Criswell, Dupré, Goldsack, Goodliffe, Howitt, McDonald, Murphy, Nethsingha (Chair), Sharp, Sanderson and Wilson

178. Apologies for Absence and Declarations of Interest

Apologies were received from Councillors Ambrose Smith and Meschini.

179. Minutes – 31st October 2023 and Action Log

The minutes of the meeting held on 31st October 2023 were agreed as a correct record and signed by the Chair. The action log was noted.

180. Petitions and Public Questions

No petitions or public questions were received.

181. Integrated Finance Monitoring Report for the period ending 31 October 2023

The Committee was informed that an overspend of £5.6m in the revenue budget was currently forecast. Attention was drawn to the key pressure areas of looked after children staffing and placement costs, and home to school transport both of which would have an impact on next year's budget. Energy generation schemes still remained a pressure but were expected to deliver income later than forecast. These pressures were partially offset by reduced net spend on capital financing and additional business rates and grant income. Within the Dedicated schools grant (DSG) funded budgets, there was currently forecast a £10m overspend relating to high needs. The Council was engaging with the Department for Education (DfE) to address the growth in the deficit through the safety valve programme. It was noted that the capital budget was showing a forecast balanced position against its net budget. Attention was drawn to the detail in relation to the three recommendations set out in the report.

Individual members raised the following issues in relation to the report:

- queried why on page 52 it was reported "Previously reported commentaries, unchanged since last month" when it should state since the last report. There was concern that the committee was not being notified of changes in between meetings.

Members were informed that management accounts were produced monthly except for April so any changes related to the previous report as not all reports were presented to committee. The intention was to give a snapshot of the current position rather than the movement between months. In response, it was acknowledged that the variances were more important than the commentaries but it was also important that the committee received the commentaries in between meetings. The Head of Finance advised that month to month the report had commentaries on any variances built up during the year so if a variance occurred in between meetings Members would still see the commentary. Officers would review how to show the previous forecast against the current forecast given that the committee did not receive all the reports.

- queried whether the £105k forecast pressure on Lead Authority budgets, which was mostly due to a pressure on the Insurance Team, resulted from the significant rise in claims relating to pothole damage. The Executive Director for Finance and Resources acknowledged that highways claims had increased and agreed to provide a written breakdown of the recharging, as these budgets did not just relate to Cambridgeshire. Action Required.
- highlighted continued concerns about the level of Public Health reserve, which was currently £6.64m. Recommendation b) to allocate Public Health reserves to school based interventions to address obesity and to tackle childhood anxiety was therefore welcomed. It was queried whether the £652k shortfall in spending predicted for the current year was included in the £6.64m reserve. Members were informed that the reserve figure did not include any topping up from this financial year, and the Service was working to bring down this underspend to zero. In response, the Member encouraged the Chair to ensure the funding was spent so that the reserve was maintained at a reasonable level. The Chief Executive confirmed that officers were very clear of the requirement to spend as much of the public health reserve on appropriate activities as possible, which could include grant substitution for activities in other parts of the Council. A meeting had recently taken place with the Regional Director of Public Health who was reassured about the plans to spend the reserve.
- reminded Members that the Public Health reserve had increased as a result of Covid and recruitment difficulties. Any proposal to reduce the reserve needed to be effective, provide value for money and achieve the relevant health outcomes. It was noted that the Public Health grant for 2024/25 had only recently been announced, which made it very difficult to plan.
- highlighted the assumed increase from the NHS towards Learning Disability (LD) packages and expressed disappointment that the joint project between the Integrated Care Board (ICB) and the Council to review those packages required to agree a revised split of cost going forward had not proceeded as expected. The Council therefore had served notice to end the cost sharing arrangements of the pooled budget. The extent of the risk of short-term financial pressures from this decoupling was queried including how it would improve the Council's financial position. Members were informed that the expectation in the medium-term set out in the draft business plan was for the NHS to pay more for LD packages than at present through increased contributions to a pooled budget or uncoupling. Joint

assessments were therefore needed to identify those contributions. The Chief Executive acknowledged that there would be a period of transition whilst the budgets were separated and the assessments took place managed by a Council Project Board to ensure the appropriate costs were met by the appropriate part of the system. This had to be seen in the context of protecting and preserving services for people with disabilities.

- reminded Members that the Council had given the ICB twelve months' notice of its intention to split the funding for LD packages but it was hoped that negotiations in the meantime would result in a fair funding share and what the Council hoped would remain a pooled service. The Executive Director for Adults, Health and Commissioning had tried to meet with health partners for some months to resolve this situation without success. At recent meetings with the ICB Chief Nurse and Director of Strategy, the Chair of Adults and Health Committee had reiterated the need to have an agreement to avoid the Council having to identify funding to manage transition arrangements. There was also concern that meeting delays were jeopardising services for people with learning disabilities, impacting on discussions on health checks and hospital discharges, and preventing the opportunity to achieve a more integrated service.
- reported that the Adults and Health Committee supported recommendation a).
- expressed concern about the labelling and use of reserves. The Executive Director for Finance and Resources reported that he would be presenting his Section 25 report to the next meeting setting out the purpose, assumptions and function of each of the reserves and the basis on which they were being held.
- highlighted the £320k to tackle childhood anxiety and then stated that the budget for Mental Health professionals had been cut by £250k last year because it had been difficult to recruit trained specialists.
- expressed disappointment at the net forecast overspend of £756k across Education partly due to the delays in implementing a new ICT service, and the fact that proposed efficiency savings of £223k were unlikely to be delivered until the 2025/26 financial year.
- expressed disappointment that £4m of Energy Services would not be delivered on time.
- expressed concern that the Council was £6.3m off track of the agreed safety valve position putting at risk £30m of funding. The Chair of Children and Young People Committee reported that this was due to the level of demand, inflation, such as increased pay awards for Teaching Assistants, and delays by the DfE in delivering two new schools in Gamlingay and Wisbech. Positive meetings were taking place with the DfE to realign the process. The Chair commented on how important it was for the DfE to get this project back on track for the finances of the Council and the needs of children with special needs.
- expressed disappointment that half of the budgeted spend for capital schemes was being moved to the next financial year due to slippage, which would mean that the

delay in delivering capital projects would result in more children being taught in temporary classrooms.

- queried the flexible interpretation of earmarked reserves on page 47 of the report. It was felt that these reserves should be for a clearly defined and quantified purpose such as Section 106 agreements, with other items such as pressures on adults and children funded by General Reserves.
- expressed concern about the increase in Adult Social Care debt which was £5.65m over target. The Chair of Adults and Health Committee reported that his committee was keen to scrutinise this issue but had been informed that this was not possible. The Chief Executive clarified that there was a distinction between financial assessment for eligibility in terms of Adult Social Care and the management of debt for the authority as a whole which sat with Strategy, Resources and Performance Committee. He confirmed that he would provide a note on how this process could be managed. Action Required
- reminded that delays in the Court of Protection meant the Council was unable to collect income in many cases. Audit and Accounts Committee had considered Adult Social Care debt in detail and welcomed the proposed actions. The report presented to the committee had helpfully been replicated in the report to Adults and Health Committee.
- highlighted the savings identified as a result of the reduction of proactive weed treatment without the need of chemicals and noted that some funding had been identified in the draft Business Plan if Highways and Transport Committee changed the weedkilling policy.

It was resolved unanimously:

- a) to agree a virement of £633k of social care support grant-funded budget from Adults, Health & Commissioning to Children, Education and Families, as set out in 3.1 of Appendix A;
- b) to allocate across 2023/24 and 2024/25 £389k Public Health reserves to School based interventions to address obesity and £320k to tackling childhood anxiety, as set out in 3.2 of Appendix A; and
- c) approve an agreement reached with the Council's insurers determining the insurance payout arising from a school fire, as set out in 3.3 of appendix A.

182. Cambridgeshire and Peterborough Combined Authority (CPCA) Grant Funding Agreement with Cambridgeshire Skills

The Committee was asked to approve the receipt of £4.8m for the academic years 2023/24 and 2024/25 of Cambridgeshire and Peterborough Combined Authority (CPCA) grant funding for adult education to enable the agreement to be signed under seal. The management of performance and delivery would continue to be undertaken by Communities, Social Mobility and Inclusion Committee (COSMIC).

Whilst welcoming the report, Members expressed surprise that this agreement was being issued in the form of a deed that needed to be signed under seal. They queried why this approach had been taken and whether it was appropriate, particularly as there were legal implications. The Executive Director of Strategy and Partnerships reported that Pathfinder Legal Services had confirmed that it needed to be signed as a deed. Another Member asked what the implications would be if the Council failed to fulfil its obligations. There was also concern about the added legal costs involved in adopting this approach.

The Chief Executive explained that the CPCA's standing orders required it to be sealed as a deed, and the Council's standing orders required anything over £500k to be sealed as a deed, but that this would be clarified. It was noted that recommendation b) delegated responsibility to the Executive Director of Strategy and Partnerships in consultation with the Chair to sign the agreement under seal, so this would enable both to check this was the best way forward before signing. The Chair asked for these issues to be investigated and a note to be provided to the committee including the outcome of the delegation decision. She suggested that it was also possible that the Council's standing orders might need to be reviewed given the impact of inflation on limits. Action Required.

One Member queried the lack of reference to inflation in the agreement. The Head of Cambridgeshire Skills acknowledged that the amount of work the Council would be able to do in the second year could be reduced as the majority of funding was cost based. The Chair reported that it was helpful to have a two year settlement to invest and plan. It was noted that the service was on target to deliver the full amount of funding in this academic year. In the previous academic year, the service had been slightly over profile and hopefully if there were other providers who had under-performed there was scope for some reconciliation. However, it was important to note that the service planned per academic year.

The Chief Executive thanked the Head of Cambridgeshire Skills for his leadership and his Team in continuing to support people getting into work.

It was resolved unanimously to:

- a) accept the funding agreement from the Cambridgeshire and Peterborough Combined Authority; and
- b) provide authorisation for it to be signed under seal, delegating responsibility to the Executive Director of Strategy and Partnerships in consultation with the Chair of the Strategy, Resources and Performance Committee.

183. Business and Financial Plan 2024-29

The Committee considered a report reviewing progress and future plans to deliver the Council's Strategic Framework within a proposed draft financial plan and budget ahead of consultation by the other policy and service committees. The Chief Executive reminded Members that the local government financial context continued to be very challenging following years of delivering efficiencies and savings. Despite lobbying by the County Councils' Network (CCN), the Local Government Association (LGA) and a

range of professional bodies, the provisional settlement published on 20th December had provided limited respite to address pressures in the sector. The Leader, together with 32 leaders of upper tier authorities, had written following the Chancellor's autumn statement to outline the pressures around children's social care, home to school transport and provision for children with special educational needs and disabilities.

Although the Council was not in the same situation as an increasing number of other authorities in relation to publishing a Section 114 notice, it was experiencing an increase for demand led services and in inflation. It was important that the government responded to the reforms necessary to address the issue of underfunding in the county in terms of needs and demography. Members were reminded that the Chief Executive at their last meeting had outlined his view that a blend of savings, income and potentially the draw down of reserves would be needed to achieve a balanced budget. Whilst this information was set out in the report, attention was drawn to the £2m budget gap still facing the council. Larger scale changes had been identified for the medium-term covering workforce design, assets and estate, digitisation and automation.

The Executive Director for Finance and Resources thanked all officers involved in developing this Business and Financial Plan. The demand and inflation figures in the report reflected the national and local pressures. The impact of pay inflation, the challenge around care and transport, construction costs, and interest rates on borrowing on the delivery of the budget were highlighted. The one year provisional settlement was less than the pressures faced by the Council and announcements were still awaited on funding from the Department for Work and Pensions, Department for Transport and DfE. Given the late announcement of the settlement, it was too early to give any further advice to the committee.

The report set out a proposal to increase Council Tax by 2.99% and the Adult Social Care precept by 2%. The continuation of the New Homes Bonus was welcomed, although it was only for one year but that needed to be offset against worse outcomes on service grants. A risk around the baseline Council Tax data from the Districts remained. Whilst capital financing was within the defined levels, the level of reserves and longer funding term gap highlighted the need to deliver this budget in 2024/25, but the initial review was that the Council remained in a strong and stable position.

The Chair acknowledged how difficult the budget process had been this year. She thanked the Chief Executive and his management team, and finance officers for their hard work particularly in identifying the risks of inflation and demand, and she also thanked all staff across the council who had thought hard about how this budget could be balanced.

One Member questioned why it was proposed, at this stage, to increase Council Tax by 4.99% without knowing the detail in the settlement. If this was the approach then it was also questioned why there was no detail regarding how the £2m funding gap would be closed. It was felt, by the same Member, that the situation for local households had been made even worse by the decision of the CPCA Mayor to increase the Mayoral Precept to £36. The emphasis on the reserves position for the January meeting was welcomed particularly given that there was £161m in earmarked reserves. It was also noted that the business plan relied on the expenditure of one off reserves. Attention was drawn to the £1m funding included to address weeds but no decision had yet been

made to reverse the current policy. Another Member reminded the committee that there was an item on the January Highways and Transport Committee to consider this issue.

Attention was drawn to the risks faced by the Council. The CCN survey of higher tier authorities had shown that the majority would be facing Section 114 notices within a couple of years. It was acknowledged that for some of the current Section 114 notices it was possibly due to councils making unwise decisions in the past but when this applied to the majority it reflected a broken system. The Council was managing huge levels of risk including £37m for the additional cost of inflation, which was the result of decisions taken nationally. It was therefore important to acknowledge the effort involved in presenting this plan, which managed to address all the authority's policy goals.

One Member drew attention to the funding gap and the work taking place in relation to mental health particularly given the findings in the recent Quality of Life Survey. It was probably unaffordable to have a countywide new crisis response initiative but it could be affordable to have a pilot in one area, which was welcomed. The round of policy and service committee scrutiny meetings in January were very important to have a thorough, open and transparent debate. The fact Cambridgeshire was in a stable and well managed position was due to its detailed financial management system.

Another Member reported that the Secretary of State for Levelling Up, Housing and Communities had issued a statement asking local authorities to be mindful of cost of living pressures when taking decisions about Council Tax. Councils were not forced to set taxes at the threshold level, so it was queried whether the proposed Council Tax levels would change before full Council and whether there would be a referendum. In response, it was noted that the majority of local authorities were being forced to increase Council Tax to the maximum without the need for a referendum.

Members were reminded that the agenda for the meeting had been published before the announcement of the provisional settlement. One Member reported that following the publication of the settlement, the LGA had announced that the funding uplift assumed that all councils would increase Council Tax to the maximum. The settlement did not provide enough funding to meet the severe cost and demand pressures which had left all councils warning of the serious challenges they faced to set balanced budgets. Councils in England continued to face a funding gap of £4b over the next two years. Local services relied on by communities were therefore exposed to further cuts. No council was therefore immune to the growing risk to its financial sustainability. One in ten well managed councils were unsure if they would be able to balance their budgets this year, which would rise to one in four next year and six in ten in the following year. The Council was trying to balance its budget whilst facing significant rising demand, and would do its best to find savings.

Another Member highlighted the importance of the Household Support Fund and the disappointing news that the Treasury was not proposing to provide funding even though the Chancellor had made a commitment following his autumn statement. The lack of funding would be a significant blow to address poverty in the county.

The Chair commented that it was an extraordinary difficult budget with high levels of risk particularly in relation to social care, demand and inflation. She highlighted how much had been promised and not delivered over the last five years by government. The

Council therefore needed to make prudent decisions for the longer term. No administration wanted to increase Council Tax to the maximum given the impact on struggling families, but any change was reliant on changes to the national picture. The Council had a legal and moral responsibility to provide social care and fulfil its statutory duties. She acknowledged that the previous administration had not left the Council in the same catastrophic financial position as some other authorities, so it was important to carry on with that prudent approach.

It was resolved to:

- a) consider the draft updated Strategic Framework (Appendix 4), alongside the draft budget (Appendix 1) and other material, in light of all the planning activities undertaken to date.
- b) consider the proposed approach to moving towards a balanced budget in 2024/25 as set out in Table 1, section 9 and Appendix 1.
- c) agree to consult on the draft budget proposals prior to further consideration at Strategy, Resources and Performance Committee on 30 January 2024 ahead of the budget setting meeting at Full Council on 13 February 2024, including the following:
 - i. Medium Term Financial Plan and Business Plan (Section 12)
 - ii. Growth and Pressures (Section 7)
 - iii. Savings and Income (Section 9, Appendix 1C)
 - iv. Capital Programme (Section 8, tables 4-5 of appendix 1B).

184. Corporate Performance Report – Quarter 2 2023-24

The Committee considered performance information for corporate services for quarter two. Attention was drawn to Indicators 190: Proportion of information enquiries resolved at first point of contact, and 204: Annual forecast of the gross income from our commercial investment as a percentage of initial investment, which had exceeded their targets. In relation to red indicators, Indicator 183: Percentage of Subject Access Requests completed with statutory timescales showed continued progress but it remained challenging given the high volume of requests received. It was hoped that the other red indicator 212: Number of staff who have completed Introduction to First Aid would be met by the end of the financial year. Attention was drawn to the Joint Agreement Action Plan, which included a seminar on the new Project Management Framework and Strategic Programme Management Office planned for 17 January 2024.

It was noted that there had been a decline in performance of the percentage of IT requests resolved at first line within expected timescales. The Executive Director for Finance and Resources reported that there had been a number of incidents throughout August but performance was now back on track.

It was resolved unanimously to note and comment on performance information and act, as necessary.

185. Treasury Management Report – Mid-Year Report 2023-24

In considering the Treasury Management mid-year report for 2023-24, the Committee was reminded that an updated version of table 2 had been circulated and published on the Council's website to correct an error. This report fulfilled the statutory requirement for full Council to consider the treasury management position twice annually. It was noted that the Council was in line in quarter 2 with its prudential indicators and was not in an over borrowed position. Whilst in a challenging economic environment, it was following the advice of its treasury advisors to take out short term debt with the expectation that interests rates would ultimately come down. Although borrowing levels had reduced over the year, it was expected that more borrowing take place in the coming year to fund the Council's capital programme. The income on cash deposited was considerably higher than expected resulting in an underspend on the capital financing budget, and the treasury investments were beginning to provide above expected level of dividends. It was noted that the business planning papers for January would include an updated Treasury Management Strategy.

One Member highlighted the risks associated with the current opportunistic approach to taking out short term debt. It was suggested that a different approach should be adopted to de-risk the operational boundaries. The Head of Finance acknowledged that ideally the Council should have a more laddered approach to debt. However, interest rates were much higher than the last few years and where they were expected to be at this point. The Council was therefore following the advice of treasury advisors to take short-term debt at relatively higher rates because it was expected that interest rates would be lower in the future. Some Public Works Loan Board loans had been taken out on a three and a half year basis to mitigate the risk. It was noted that the indicators provided a maturity structure of borrowing limits. The Executive Director for Finance and Resources added that the Treasury Management Policy set out the risk appetite, which was reviewed on a daily basis.

Another Member reported that it was potentially an increasing risk because any decision to regularly go for short term borrowing in the expectation that longer term rates were going to be available in the near future could result in the accumulation of more short term debt if a reduction failed to occur. It was therefore queried whether it was appropriate to have a limit of a maximum of 80% of debt taken out under 12 months. The Executive Director for Finance and Resources stressed the importance of providing as much flexibility as possible but also highlighted the need for due diligence to protect the Council's finances. The original request to de-risk the policy to achieve a balanced approach was reiterated given the possibility of sudden and unexpected changes. The Executive Director reported that approaches to risk would continue to be set out in the Treasury Management Strategy. It was a well-managed service supported by advisors, which provided a considered approach to all investments and borrowing, and managed risks.

The Chair reported that she was reassured by the actual and estimated figures in Table 1, which showed that over 57% of borrowing was not due to mature until over five years. However, she suggested that it would be uncomfortable for borrowing under 12 months to rise much further. Therefore it might be appropriate to identify a figure the Council was comfortable with rather than a maximum of 80%. It was agreed that a

briefing on this issue should be provided in the next report to committee. Action Required.

The Executive Director for Finance and Resources welcomed this detailed discussion on the Treasury Management Strategy and reported that a briefing with the Council's Treasury Advisors would be arranged for the new year.

It was resolved unanimously to note and comment on performance information and act, as necessary.

186. Strategy and Resources Committee Agenda Plan, Training Plan, Appointments to Outside Bodies and Internal Advisory Groups

The Committee was asked to review its agenda plan and training plan, and to appoint Councillor Murphy to replace Councillor McDonald as the Council's representative on Pathfinder Legal Services Limited.

One Member asked for an all member training session on Cambridgeshire Skills. Action Required.

It was resolved unanimously to note the agenda plan and training plan, and appoint Councillor Murphy to replace Councillor McDonald as the Council's representative on Pathfinder Legal Services Limited.

Chair

STRATEGY, RESOURCES AND PERFORMANCE COMMITTEE MINUTES-ACTION LOG

This is the updated action log as of 22nd January 2024 and captures the actions arising from the most recent Strategy, Resources and Performance Committee meeting and updates Members on the progress on compliance in delivering the necessary actions.

Minutes of 19th December 2023					
Minute number	Item title	Responsible officer(s)	Action	Comments	Status
181.	Integrated Finance Monitoring (IFM) Report for the period ending 31 October 2023	Michael Hudson	The Executive Director for Finance and Resources agreed to provide a written breakdown of the recharging in relation to Lead Authority Budgets, as these budgets did not just relate to Cambridgeshire.	The increase in costs related to insurance which is recharged where appropriate to the relevant authority. The increase noted in the 19 December report was £105k, of which £91k is fully related to the Cambridgeshire County Council (CCC) proportion of volume of claims. This increase arising mainly due to an increase in highways claims. Most of the other local authorities within the partnership also experienced an uplift in their volume of claims with the remaining elements of the costs increase being shared with the other partner Councils. Service costs are split based on claims and underwriting activity within the service for each partner Council, currently CCC accounts for 47% of all claims receipts.	Complete

Minute number	Item title	Responsible officer(s)	Action	Comments	Status
		Stephen Moir Emma Duncan	To provide a note on how the process for scrutiny of Adult, Social Care debt could be managed.	Audit and Accounts Committee receive a six-month report on debt management which it scrutinised as part of its role, and debts relating to social care are included within that. The most recent update on social care debt having been provided to the committee on 1st December 2023 Debt Management Update Report . Strategy, Resources and Performance Committee set the strategic intent in relation to recovery of debt owed to the Council across all services areas.	Complete

182.	Cambridgeshire and Peterborough Combined Authority (CPCA) Grant Funding Agreement with Cambridgeshire Skills	Sue Grace Emma Duncan	<p>To establish the reason for signing the agreement in the form of a deed to be signed under seal.</p> <p>To identify the implications of the Council failing to fulfil its obligations set out in the deed, and the legal costs involved of adopting this approach.</p> <p>The Chair asked for the above issues to be investigated and a note to be provided to the committee including the outcome of the delegation decision.</p>	<p>Sealing provisions are included in contracts and agreements generally where the value of the agreement is significant, as the risk to an authority of entering into an agreement involving larger sums of money maybe more significant and as such requires a higher degree of diligence. This is standard practice in local government nationally. This is because of a number of reasons:</p> <ul style="list-style-type: none"> • Firstly, the custody of the seal is usually with the Monitoring Officer and prior to any seal being applied will ask to see the approval (either through committee resolution or officer delegation) this prevents high value agreements being entered into on the basis of a signature and without being checked by the Monitoring Officer’s staff. • Furthermore, a grant agreement is not enforceable without a seal as there is no “consideration” and most grant funding agreements are made under seal for that very reason. The body providing the grant would clearly wish to recover monies where the conditions of the grant were not met, in order to protect public funds. • There are negligible additional costs as it is part of our normal administrative procedures. <p>Even if the Cambridgeshire and Peterborough Combined Authority were to waive the</p>	<p>Complete</p> <p>Complete</p>
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				<p>requirement for sealing, CCC would not be able to do that as it has a provision in its standing orders as follows;</p> <p>“All contracts must be approved, signed by an appropriate officer (as detailed in the Delegated Authorities Matrix) or sealed by Pathfinder Legal Services if valued over £500,000 or if deemed necessary for other reasons”.</p> <p>A copy of the Officer Delegation Notice will be sent to the Committee.</p>	Ongoing
185.	Treasury Management Report – Mid-Year Report 2023-24	Stephen Howarth Michael Hudson	To provide a briefing on Treasury Management.	Briefing arranged for 24 January 2024.	Complete
		Sue Grace	All Member training session on Cambridgeshire Skills.	Session arranged for 27 February 2024 from 12.30p.m. to 1.30p.m. via Teams.	Complete

Minutes of 31st October 2023

Minute number	Item title	Responsible officer(s)	Action	Comments	Status
172.	Integrated Finance Monitoring Report for the Period Ending 31 August 2023	Michael Hudson	Highlighted the fact that Adult Social Care debt had gone up by over 50% since May 2021, and requested some benchmarking data to understand the scale of this national issue. The Chair agreed that a briefing note should be prepared.	A separate paper was reported to the Audit & Accounts Committee on 1 December 2023 (CCC Audit and Accounts Committee 1-12-23 Agenda Item 4 Debt). A further update on this is scheduled to go back to the Committee in Summer 2024.	Complete
		Martin Purbrick	The Chair proposed that a briefing note be prepared detailing the pressures on Children's Social Care and that a possible letter be discussed with Strategy, Resources and Performance Spokes.	<p>Children Education and Families is at present updating its self-evaluation of services. This is part of the Ofsted inspection framework and needs to be shared with them at least annually. This self-evaluation will be completed by the end of December 2023. Following completion of this self-evaluation a briefing note highlighting specific pressures will be circulated to Strategy, Resources and Performance Spokes by the Executive Director for Children, Education and Families, to enable an informed decision to be made about the need for a possible letter.</p> <p>In the interim period, the Committee is advised that the recent letter from 33 Council Leaders within the County Councils Network (CCN) membership, including the Leader of the</p>	Ongoing

				Council, addressed explicitly the financial pressures being faced by children's services.	
176.	Amendment to Local Government Pension Scheme Employer Discretions Policy	Sarah Haig Michael Hudson	The need for a briefing on the LGPS would be helpful.	A Camweb page is now live that gives a lot of information to employees about the Local Government Pension Scheme (LGPS). This includes a recording of a briefing that was undertaken by the pensions service about the LGPS. In addition, there are thirteen short explainer videos (from the pensions service and the LGPS) that give information about the pension scheme in simple plain English. The Council is letting employees know that this information is available through our internal communication channels. For communication specifically about the Salary Sacrifice Shared cost AVCs (which the change in the pension discretions that was discussed by the committee in October allowed the Council to introduce), seven live webinars about this were held for employees. These have resulted in 185 employees opting into this benefit so far. The first salary deductions were made in December which resulted in a saving to CCC so far is £14,078.	Complete

Minutes of 28th March 2023

Minute number	Item title	Responsible officer(s)	Action	Comments	Status
137.	Network Services Procurement	Emma Duncan	Highlighted the need for an action tracker to monitor delegations once approved by committee. The Chair asked the Chief Executive to consider this request as part of a broader scheme. However, in the short term, she asked the Chief Executive to consider possible action and report back to Group Leaders.	<p>The requirement for an action tracker relating to delegations is being considered by the Chief Executive, via the Statutory Officers Group, which also includes the Monitoring Officer and the Section 151 Chief Financial Officer. The Chief Executive will report back to Group Leaders on this issue, following consideration at the next Statutory Officers Group meeting on 1 August 2023.</p> <p>Update: This issue was discussed at the Statutory Officers Group, and it was agreed that an action tracker for delegated decisions from committees would be implemented. The Service Director: Legal and Governance agreed to take this action forward to implementation. The implementation plan is currently being developed.</p>	Ongoing

Integrated Finance Monitoring Report for the period ending 30 November 2023

To: Strategy, Resources and Performance Committee

Meeting Date: 30 January 2024

From: Executive Director of Finance and Resources

Electoral division(s): All

Key decision: Yes

Forward Plan ref: 2024/001

Executive Summary: This report presents financial information setting out the current financial position of the Council and projections for year end. The report covers revenue & capital budgets, and balance sheet items including borrowing and reserves. This report is not one of the quarterly ones that includes further detailed appendices.

Recommendation: Strategy, Resources and Performance Committee (SR&P) is recommended to:

- a) note the report; and
- b) delegate authority to the Executive Director of Finance and Resources, in consultation with the Chair and Vice-Chair of this committee, to earmark legal settlement funds received in relation to the Cambridgeshire guided busway.

Officer contact:

Name: Stephen Howarth

Post: Head of Finance

Email: stephen.howarth@cambridgeshire.gov.uk

1. Creating a greener, fairer and more caring Cambridgeshire

1.1 This cyclical financial monitoring report provides the consolidated management accounts of the whole council, enabling members to be aware of, and to scrutinise, the delivery of the business plan for 2024-25 and the corporate vision and ambitions within it.

2. Background

2.1 This integrated report consolidates the individual Finance Monitoring Reports (FMR) that are prepared for each council directorate, and for corporate lines. On a quarterly basis, those individual FMRs are reviewed by policy & service committees. The integrated report provides actual and forecast information for our revenue and capital budgets and balance sheet.

2.2 As a policy & service committee itself, this report item also provides the individual FMR covering the services that are this committee's remit.

3. Main Issues

3.1 The detailed Integrated Finance Monitoring Report for the period ending 30 November 2023 is at Appendix A. The Finance & Resources and Strategy & Partnerships Finance Monitoring Report for the period ending 30 November 2023 is at Appendix B.

3.2 As well as noting the general report, there is a specific recommendation at 3.1 of the main appendix that relates to delegating authority to earmark funding received for a particular purpose into earmarked reserves. This is recommendation b.

4. Alternative Options Considered

4.1 The report sets out in Appendix A at 3.1.4 what the alternative to the recommendation b is.

5. Conclusion and reasons for recommendations

5.1 The report sets out in Appendix A at 3.1 the justification for the recommendation b.

6. Significant Implications

6.1 Finance Implications

This report provides the latest financial information for the Council and so has a direct impact on scrutiny and on wider decision making. The specific recommendation here has implications on our level of earmarked reserves and on ensuring funding is available for future infrastructure costs.

6.2 Legal Implications

There are no significant implications within this category.

6.3 Risk Implications

There are no significant implications within this category.

6.4 Equality and Diversity Implications

There are no significant implications within this category.

6.5 Climate Change and Environment Implications

There are no significant implications within this category.

7. Source Documents

Place & Sustainability Finance Monitoring Report (November 2023)

Children, Education & Families FMR (November 2023)

Adults & Public Health FMR (November 2023)

Finance & Resources and Strategy & Partnerships FMR (November 2023)

Integrated Finance Monitoring Report November 2023

Contents

Section	Item	Description
1	Executive Summary	A high-level summary of key information covering both revenue and capital. Narrative on key issues in affecting the financial position, both corporately and across the directorates.
2	Revenue Budget	Provides a more detailed summary of the revenue position by directorate, as well as additional information on: <ul style="list-style-type: none"> • The position of our Dedicated Schools Grant • The Savings Tracker
3	Revenue Funding Changes	This section highlights any new in-year changes to revenue budgets or funding that have taken place or that are proposed for agreement by Committee.
4	Capital Programme	Provides a detailed summary of the capital position by directorate, as well as capital variations budgets and capital funding changes. Any changes to funding or budgets for the capital programme that are proposed for noting or agreement by Committee will be reported here.
5	Balance Sheet	Key information about the Council's balance sheet, including reserves, borrowing and debt.
6	Treasury Management	Update on the Council's treasury management position. At the end of Q2 and Q4 this will form a separate report as it requires consideration by Full Council.
Appx 1	Revenue – commentaries on exceptions	Detailed commentaries on forecast revenue variances by exception
Appx 2	Capital – commentaries on exceptions	Detailed commentaries on forecast capital variances by exception
Appx 3	Budget transfers between directorates / areas	Breakdown of movements between directorates /areas in 2023-24
Appx 4	Reserves & provisions	Schedule of reserves held
Appx 5	Revenue summary comparison to last year's outturn position	A revenue budget summary table that compares the current position to last year's net budget and outturn variance

1. Executive Summary

1.1 This report presents financial information to assess progress in delivering the Council's Business Plan.

The Council's financial accounts are produced annually and are available on its [website](#).

The Council's total service budgets for 2023-24 are:

- Revenue: £501m net budget
- Capital: £197m (with a total programme of over £1bn)

As well as this, the Council has a Dedicated Schools Grant (DSG) funded budget of £114m, which mainly relates to High Needs spend.

The table below shows the key forecast information by directorate:

Directorate/Area	Forecast Revenue Budget Variance £000	Forecast Revenue Budget Variance %	Forecast Net Capital Budget Variance £000	Forecast Net Capital Budget Variance %
Children, Education & Families – non-DSG	10,670	8.0%	0	0.0%
Adults, Health & Commissioning	-745	-0%	0	0.0%
Place & Sustainability	2,863	4%	0	0.0%
Strategy & Partnerships	339	2%	-446	-13.8%
Finance & Resources	-354	-2%	-551	-4.7%
Public Health	0	0%	-	-
Capital Financing	-1,586	-4%	-	-
Corporate & Funding Items	-5,636	-51%	-	-
Net Spending Total (+ overspend / - underspend)	5,551	1%	-997	-0.5%
Children, Education & Families – DSG	10,149	-	-	-

Detailed financial information about each service area is contained in the relevant Finance Monitoring Report. These can be found published at each scheduled [committee meeting](#). Summary financial information in this report is presented with the assumption that any accompanying recommendations to committees will be agreed.

1.2 Key Issues

The Council continues to forecast a £5.6m net overspend across all services for 2023-24. This report sets out in detail the key pressure areas of income generation from renewable energy schemes and looked after children staffing and placement costs. The improvement in forecast is the result of additional one-off mitigation, and the initial impact of concerted efforts to reduce financial pressure in key services through targeted action that has been previously reported. Despite the improved position, pressures remain and cause a risk to our long-term financial picture. The report sets out other pressures that are mitigated in-year but present a risk to the council's longer-term financial position.

The overspend position in the Children, Education and Families directorate is concerning. National issues around the cost of placements for looked after children with the highest needs are impacting us, with constrained supply of places driving costs up. As well as this, we are engaging a large number of agency social workers covering vacant posts, which costs more than the staffing budget available. We are also seeing an overspend expected on home to school transport services. This likewise links to constrained supply and increased needs, particularly linked to the increasing number and complexity of children with special educational needs and disabilities.

Energy generation schemes are expected to deliver income later than forecast, that is now suggested in July 2024-25 and so is a one-off, in-year pressure but also impacts on the 2024-25 gap.

We remain in a position where our waste disposal budget is significantly overspent due to the need to landfill additional waste following the closure last year of the waste management plant at Waterbeach due to odour regulations. We are considering the options available to us regarding the long-term arrangement, but in the meantime additional costs of at least £100k per week are faced. These are mitigated in year by the planned use of reserves, the specific value of which will be confirmed at the end of the year.

Reported pressures within demand-led services have a risk of worsening as the year progresses, in particular adult social care services can be volatile heading into winter.

Departments continue to consider further mitigations to the position to offset pressures both within and across departments to contain income and expenditure within approved budgets for 2023-24, with a requirement for stronger controls to be put in place – but as we are over half way through the year, the impact of any mitigations is reduced. Nevertheless, mitigations may help reduce any ongoing impact of the overspend into next year. These mitigations include constraining expenditure on non-essential items and recruitment to non-essential posts, continuing review of spend considered to be essential, a sustained reduction in the use of agency staff and reviewing local schemes of delegation for spending decisions. Opportunities to reduce or delay capital expenditure are continuing to be explored alongside business planning, and the council's reserves balance are being reviewed to identify any that can be re-allocated to reserves that underpin financial

resilience. We are also maximising, where possible, the use of grant funding to substitute existing budgeted spend where allowable by grant conditions.

1.3 Key Issues by Directorate Area

1.3.1 Adults, Health & Commissioning

The overall position for Adults, Health and Commissioning at the end of November 2023 is a small forecast underspend of £745k (0.3% of budget). This masks underlying pressures of £1.2m on care and support costs. However, this is a significant improvement on the position reported in September, largely due to increased expectations around client contributions to care costs. This is an ongoing volatile position with some high-cost packages which can change the forecast quickly. As a result, close attention is paid to changes in demand and costs and income as the year progresses and forecasts are adjusted accordingly.

The current in year pressures are mainly driven by movements in the net numbers of older adults supported in bed-based care. In the years immediately following the covid pandemic we had seen reduced numbers of net placements into care settings, for Older Adults, compared to pre pandemic levels. As such it has proven more challenging to use historical trends to forecast future demand and activity. Net placements during 2023-24 have been rising once more and exceeding forecast numbers built into our budget for 2023-24. Mitigations through the application of grants are in place for 2023-24, but much of this funding is one off and will not be available in 2024-25. Therefore, the current increases in net care placements will lead to continuing pressures in the years ahead as the full year effect of current year increases is seen.

Further mitigating actions involve a review of those people in receipt of services in areas where the overspend is reported, to ensure forecasts for the remainder of the year for both expenditure and income reflect planned activity. There is also a deep dive review of domiciliary care, along with the use of bed-based care against the forecast budget, in particular for discharges from hospital to ensure the correct pathways are being maximised.

The legacy of Covid is still being felt, and impact on Adult Social Care is not fully understood, on demand for our broad range of services, as well as with capacity of providers to deliver our requirements and continue to provide support to markets. Adult Social Care continues to feel the consequences of paused work and backlog on teams, and of reviews and assessments, changing demographics projections and the demand for services. The care market also manages the impact with both resident population and staff recruitment and retention a factor.

Whilst there has been significant investment into the care sector, including workforce, primarily through Adult Social Care Market Sustainability and Improvement Fund which has helped, the whole adult social care market remains fragile to other factors that may impact on it. Care providers are continuing to report cost pressures related to both workforce issues and the current cost of living crisis. The position of the care market, particularly around specific types of provision and

location, is making some placements more difficult to source, particularly at the more complex end of provision.

Hospital Discharge systems continue to be pressured to manage flows and demand on their services, with a subsequent focus on timely, safe and effective discharges into the correct pathways; although additional funding has been provided to both the Council and wider partners to help address these issues. The long-term legacy of the impact of the pandemic remains unclear and the implications this has on future demand for services, greater need for community support due to backlogs in elective surgery, and the availability of a skilled and experienced workforce and the wider health inequalities on our communities.

The budget for 2022-23 assumed an increased contribution from the NHS towards Learning Disability packages reflecting a shift in the percentage of packages that should be funded from Health budgets. For the current financial year we have made provision for this increased contribution, but the joint project between the ICB and CCC to review those packages required to agree a revised split of costs going forwards for the pool did not proceed as expected. The Council has now served notice to end the cost sharing arrangements of the pooled budget. There is a risk of short-term financial pressures from this decoupling as we move to separate budgets for health and social care.

1.3.2 Children, Education & Families

In line with national trends, we currently have a small number of young people in very high-cost placements which is causing a significant weekly pressure against the budget. A reduced forecast of £5.737m is now being reported against Children in Care Placements, this reduction is a result of step-downs in high-cost placements to bring young people into sustainable placements that are at a more manageable cost. We still currently have a small number of young people in very high-cost placements which is causing a significant weekly pressure against the budget. If forecast to year-end, these placements would leave us in a significant overspend position, and whilst the service is working hard with relevant agencies to secure placements at more manageable costs, it is proving extremely difficult to secure appropriate regulated placements for these young people, due to a combination of complexity of need and a saturated external market. This has led to an increase in the length of some of the very high-cost placements being forecast, which has worsened the forecast overspend position. This position is being carefully monitored and the service is working hard to control cost where possible, including the weekly complex placement meeting to track all unregulated and high-cost placements and ensure all agencies are working towards more suitable, stable and cost-effective placements for these children. We are also continuing our market engagement with our providers to develop more cost-effective arrangements for current and future children needing placements.

A revised net forecast overspend of £1.285m is now being reported across Children and Safeguarding. Worsening forecast overspends in Legal services spend (now £180k and increase of £95k compared to last month) and Integrated Front Door additional staffing arrangements (now £2,070k, an increase of £114k since last month) have been offset by an underspend in Family Safeguarding due to the early

cessation of a contract, keeping the overall forecast overspend at the same level as last month.

A net forecast overspend of £758k is being reported across Education (excluding Home to School Transport). As a result of delays in implementing a new Education ICT service, the proposed efficiency savings of £223k are now unlikely to be delivered until the 2025-26 financial year. The ICT Service is now also reporting an increased pressure of £126k due to reduced income from schools. SEND Specialist Services are reporting a forecast of £500k across the Education Psychology (EP) service and SEND Head of Service. The EP service is experiencing a continuing increase in demand for Education Health and Care Needs Assessments (EHCNA) which cannot be met from within the substantive team and is therefore being met through use of locum Education Psychologists. We have seen a 24% increase in the number of requests for assessments for SEND. The SEND Head of Service pressure is a result of additional speech and language therapy costs and back care training costs. Both service areas are in discussion with relevant health organisations around performance and responsibility for payment.

A revised forecast of £3.508m is now being reported across the Home to School Transport budget lines. There are increasing concerns around the home to school transport budget areas following the summer procurement rounds, which, due to lack of supply in the market, saw between 7% and 8% uplifts on the same route previously. This inflationary impact continues to be a live issue for the delivery of home to school transport. Alongside this, recent admissions data shows that growth of children and young people with SEND will continue to rise above what is forecast, therefore creating a higher demand for more complex routes, such as solo travel.

1.3.3 Place & Sustainability

In summary, Place and Sustainability (P&S) is now forecasting an overspend of £2,863k. The pressure in Energy Services of £4,059k sits across all its large projects. The supply chain for these projects, like the rest of the construction industry, is facing significant challenges including rising costs of energy, securing key equipment and materials along with a widespread shortage of skilled labour. This is creating longer lead in and delivery times for these projects. Income against these projects has been re-forecast to reflect the new delivery programmes

The P&S directorate is a large and complex budget area that has a variety of services and significant income streams which require detailed monitoring and have the potential for variances. Highways development management is now billing in advance and so there is a one-off additional income being achieved. The Waste Management budget is also a high-risk budget area, and the service is working with the contractor to identify cost reductions which can be made.

All budgets are being reviewed to see if there are any mitigations to offset the bottom line pressure.

1.3.4 Finance & Resources, and Strategy & Partnerships

The national and local pay awards have been set within budget for this financial year, alleviating a key risk to our forecast position. We are seeing increased income from our treasury investments, and IT and Digital Services have delivered some scheduled 2024-25 savings early and only property services are reporting a material pressure this year as farms income is lower than the challenging budget set.

Within Strategy & Partnerships, there will be a pressure due to an inability to fully capitalise staff time to the budgeted degree due to insufficient specific funding – we are allowed to capitalise relevant staff time if funded by capital receipts, but this year there will not be sufficient capital receipts remaining to fully fund to the budgeted level. This is partly mitigated by underspends on staffing across some services.

1.3.5 Public Health

At the end of November 2023, the Public Health Directorate is forecasting an underspend of £813k (2.0%).

The Public Health Directorate is funded wholly by ringfenced grants, mainly the Public Health Grant. The work of the Directorate was severely impacted by the pandemic, as capacity was re-directed to outbreak management, testing, and infection control work. The Directorate has now returned to business as usual following the pandemic but there are ongoing issues that continue to impact on activity and spend:

- i) much of the Directorate's spend is contracts with, or payments to Primary Care (GP practices and community pharmacies) for specific work. Primary Care continues to be under pressure, and it may take some time for activity levels to return to pre pandemic levels; and
- ii) the unprecedented demand for Public Health staff across the country meant recruitment became very difficult through the pandemic resulting in underspends on staffing budgets. The position within the Public Health team has improved with recruitment becoming easier, but recruitment challenges continue to be reflected in our provider services which has affected their ability to deliver consistently.

2 Revenue Budget

2.1.1 This table shows summary information for the Council's 2023-24 revenue budgets at the end of November 2023 (key variances are reported in appendix 1). The forecast is shown both gross and following mitigations (planned or unplanned); mitigations are listed in the tables at 2.1.2:

Line	Previous Forecast Variance £000	Directorate/Area	Gross Budget £000	Income Budget £000	Net Budget £000	Actuals £000	Unmitigated Forecast Variance £000	Forecast Variance £000	Forecast Variance %	Movement in Forecast £000s
1	10,670	Children, Education & Families (non DSG)	166,481	-34,958	131,523	81,101	11,303	10,670	8%	-0
2	-365	Adults, Health & Commissioning	346,169	-130,109	216,061	139,299	686	-745	0%	-381
3	3,256	Place & Sustainability	105,048	-36,089	68,958	49,233	4,774	2,863	4%	-394
4	118	Strategy & Partnerships	27,636	-7,535	20,101	7,042	339	339	2%	221
5	-121	Finance & Resources	48,671	-33,620	15,051	18,020	-354	-354	-2%	-232
6	-1,586	Capital Financing	58,884	-20,742	38,141	-1,500	-1,586	-1,586	-4%	0
7	-6,408	Corporate and Funding Items	12,066	-710	11,356	-3,714	-3,811	-5,636	-50%	772
	5,565	CCC Core Spending Total	764,659	-263,763	501,191	289,482	11,351	5,551	1%	-14
8	10,149	Children, Education & Families (DSG)	155,530	-155,530	0	-1,013	10,149	10,149	-	0
9	-652	Public Health	41,293	-41,293	0	-5,346	-813	-813	-	-161
	15,062	Total including ring-fenced budgets	961,483	-460,586	501,191	283,124	20,687	14,887	3%	-14
		Funding delegated to maintained schools	131,786	-131,786	0					
		Total Budget	1,093,269	-592,371	501,191					

Notes on this table:

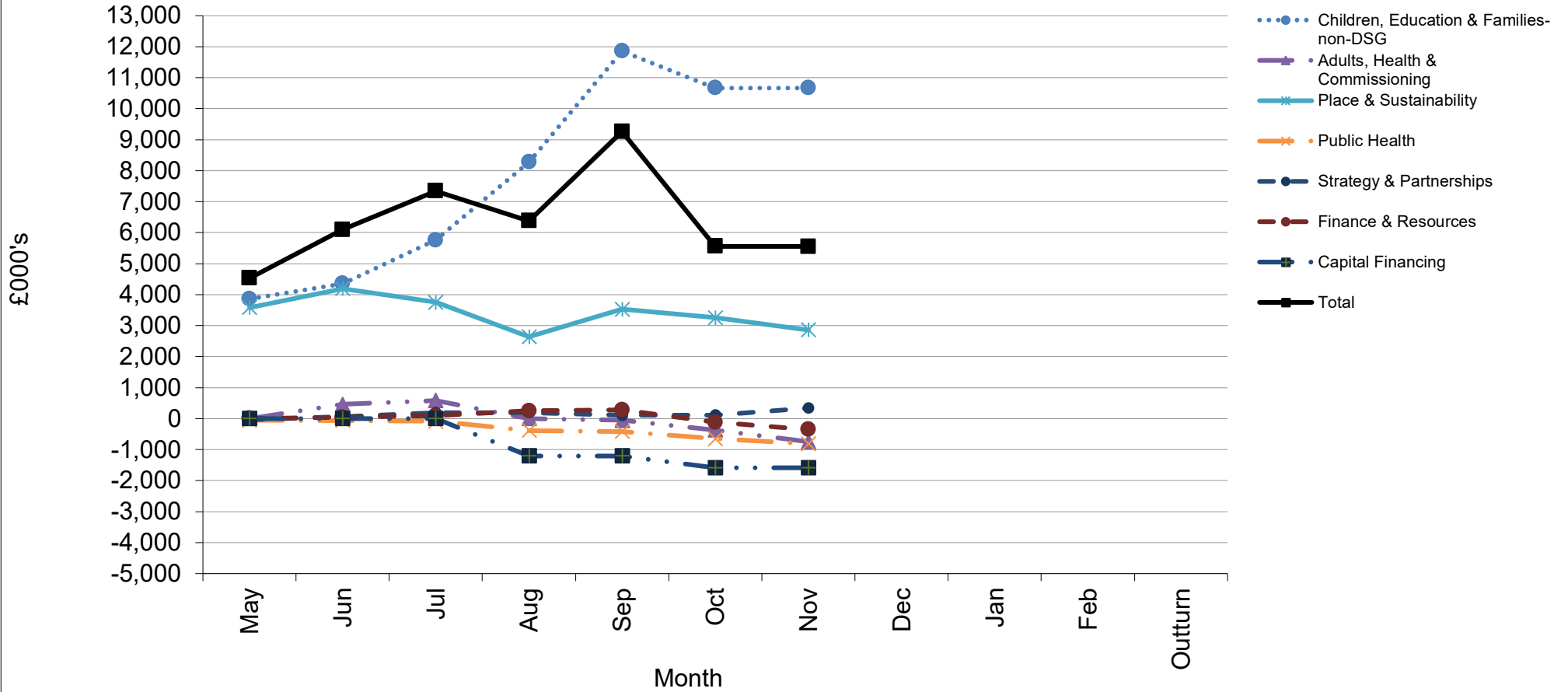
- The actuals figures are net.
- Numbers are presented based on current information, with adjustments for any recommendations proposed for Committee in this report.
- Lines 8 and 9 show ring-fenced budgets, with any outturn variance treated separately to core council budgets. Any variance on Public Health goes to the PH grant reserve, and the balance for DSG is subject to separate accounting requirements. More information can be found on the DSG in section 2.2.
- Negative actuals in lines 6, 7, 8 and 9 relate to grants and other income being received in advance of spend taking place, which helps the council's cashflow and reduces the need for borrowing

2.1.2 The tables below show the types of mitigations applied to service forecasts above, and the nature of those mitigations:

Directorate/Area	Unmitigated Forecast Variance £000	Planned Reserves Use £000	Use of Grant Funding £000	Mitigated Forecast Variance £000
Children, Education & Families- non-DSG	11,303		-633	10,670
Adults, Health & Commissioning	686		-1,431	-745
Place & Sustainability	4,774	-1,911		2,863
Strategy & Partnerships	339			339
Finance & Resources	-354			-354
Capital Financing	-1,586			-1,586
Corporate and funding items	-3,811		-1,825	-5,636
Total	11,351	-1,911	-3,889	5,551

Directorate/Area and assumed mitigation	Planned Reserves Use £000	Use of Grant Funding £000
CEF: use of grant funding to mitigate service pressures in line with grant conditions		-633
AHC: use of grant funding to mitigate service pressures in line with grant conditions		-1,431
P&S: use of service and corporate reserve to offset Waste pressure	-1,845	
P&S: use of service reserve to offset Registration & Citizenship Services pressure	-66	
Corporate: core budget available following use of grant funding across the council on eligible services		-1,825

Forecast Outturn Position 2023-24



2.2 Dedicated Schools Grant

2.2.1 The below table summarises the overall DSG position in terms of overall funding for Cambridgeshire schools, funding that flows through the council, and funding that forms part of our budget:

	£000
Gross DSG Income to be received	603,372
Less Academy Recoupment	-314,201
DSG within CCC's gross budget	289,171
<i>of which spent or commissioned by CCC</i>	<i>156,780</i>
<i>of which delegated to maintained schools</i>	<i>132,391</i>
Less High Needs Place Recoupment	-16,614
Total DSG estimated to be Received in 23-24	272,557

2.2.2 Within the DSG budgets spent and commissioned directly by the council, there is significant pressure particularly on high needs spend. This table shows a summary of the position of the Council's Dedicated Schools Grant position before further action:

Opening Deficit Balance 2023-24	£29.2m
Forecast in-year movement (Excluding 2023-24 DfE Safety Valve payment and LA contribution)	£10.1m
Forecast Closing Deficit Balance 2023-24 (Excluding 2023-24 DfE Safety Valve payment and LA contribution)	£39.3m

2.2.3 A cumulative DSG deficit of £29.2m was carried forward into 2023-24.

2.2.4 In 2020-21 the Department for Education (DfE) introduced the safety valve intervention programme in recognition of the increasing pressures on high needs.

2.2.5 As a result of the Safety valve agreement with the Secretary of State for Education the local authority received an initial payment of £19.6m in March 2023 to reduce the overall DSG deficit. Alongside this, a local authority contribution of £2.5m has been applied, resulting in the cumulative deficit of £29.2m carried forward into 2023-24.

2.2.6 To the end of November the reported net DSG forecast remains at a £10.1m in-year overspend, which is £6.3m off track of the agreed safety valve position. Demand and pressure on high needs budgets have continued to increase despite the work of the safety valve programme to date. We are in active discussions with central government about next steps to bring this work back on track, and are continuing to refine and validate projections.

2.2.7 Being off track risks the safety valve funding committed by central government and increases the risk that council resources will be required to meet the high needs deficit.

3. Revenue Funding Changes

This section highlights any new in-year changes to revenue budgets or funding that have taken place or that are proposed for agreement by Committee.

3.1 Cambridgeshire Guided Busway

3.1.1 Following a delegation from the Strategy and Resources Committee on 6 June 2023, it was announced in June 2023 that after positive discussions with the busway construction contractor, the Council had settled its engineering claim and a case would no longer proceed to trial in the High Court. This was the result of an agreement of an undisclosed and confidential sum payable to the Council, the value of which was disclosed to committee at the June meeting referenced above. The Council is receiving the settlement in instalments which continue until Summer 2024. At this stage it is necessary for the Council to recognise funds received and earmark these for future allocation as part of business planning.

3.1.2 In this business planning round, the Council has separated the sum stipulated into the settlement agreement as representing a reimbursement of costs, and identified the most urgent needs for works on the busway across the 2023-25 budget and included an assumption in business planning that these are funded from the settlement. These works amount to £5.1m. Activity is underway to assess and quantify the schemes of works required which will entail the deployment of the rest of the funds due. This involves complex design, programming, procurement and prioritisation considerations.

3.1.3 A delegation is requested to enable the Executive Director to earmark the settlement funding that has been received so far, and the second tranche, into earmarked reserves to cover future costs associated with the guided busway, and to reimburse reserves that supported the legal dispute. Decisions and commitments to further schemes will require a decision by Committee, or by Full Council as part of business planning, once these are ready for consideration in due course.

3.1.4 If this recommendation is not agreed, the full value of the settlement will appear in this year's accounts, pushing the council into a large underspend position which would be unrelated to its actual in-year activity, with that underspend by default moving to the general fund reserve at year end. This would break the link between the funding and its intended purpose, and require a separate decision in future about dealing with the large balance on the general fund and the lack of earmarked funding for future busway costs.

Recommendation B: To delegate authority to the Executive Director of Finance and Resources, in consultation with the Chair and Vice-Chair of this committee, to earmark legal settlement funds received in relation to the Cambridgeshire guided busway.

4 Capital Programme

4.1 Capital programme financial position

Previous Forecast Variance £000	Directorate	Gross 2023-24 Budget £000	Capital Programme Variations 2023-24 Budget £000	Net 2023-24 Budget £000	Actuals £000	Net Forecast Outturn Variance £000	Forecast Outturn Variance %	Total Scheme Budget £000	Total Scheme Forecast Outturn Variance £000
0	Place & Sustainability	100,080	-24,489	75,591	25,265	0	0.0%	654,745	2,092
0	Children, Education & Families	118,352	-17,826	100,526	52,527	0	0.0%	407,514	-2,280
0	Adults, Health & Commissioning	6,032	-57	5,975	4,784	0	0.0%	114,008	0
0	Strategy & Partnerships	4,918	-1,677	3,241	213	-446	-13.8%	18,194	-1,802
0	Finance & Resources	16,334	-4,689	11,645	3,018	-551	-4.7%	53,995	-352
0	Total	245,716	-48,738	196,978	85,808	-997	-0.5%	1,248,456	-2,342

Notes on this table:

1. The Budget column incorporates any changes in the funding available to what was originally budgeted in the Business Plan. A breakdown of the budget changes made in-year can be found in 4.4.
2. The Budget column also includes an assumed level of variations, called the 'capital variations budget' which is shown in section 4.2.
3. The reported Place & Sustainability capital figures do not include the Greater Cambridge Partnership, which has a budget for 2023-24 of £44.4m.
4. The columns setting out budgets and forecast variances for total schemes show financial information for all schemes in a service block across all financial years.

4.2 Capital variations budgets

4.2.1 A summary of the use of the 2023-24 capital programme variations budgets by services is shown below. These variation budgets are set annually and reflect an estimate of the average variation experienced across all capital schemes, and reduce the overall borrowing required to finance our capital programme. There are typically delays in some form across the capital programme due to unforeseen events, but we cannot project this for each individual scheme. We therefore budget centrally for some level of delay. Any known delays are budgeted for and reported at scheme level. If forecast underspends are reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when rephasing exceeds this budget.

4.2.2 Capital variations summary

Directorate	Capital Variations Budget £000	Forecast Outturn Variance £000	Capital Variations Budget Used £000	Capital Variations Budget Used %	Net Forecast Outturn Variance £000
Place & Sustainability	-24,489	-18,962	-18,962	77.4%	0
Children, Education & Families	-17,826	-12,148	-12,148	68.1%	0
Adults, Health & Commissioning	-57	0	0	0.0%	0
Strategy & Partnerships	-1,677	-2,123	-1,677	-100.0%	-446
Finance & Resources	-4,689	-5,240	-4,689	100.0%	-551
Outturn adjustment	-	-	-997	-	-
Total	-48,738	-38,473	-38,473	78.9%	-997

4.2.3 As at the end of November, Strategy and Partnerships and Finance and Resources have exceeded the capital variations budgets allocated to them, forecasting in-year underspends of -£0.4m and £0.6m respectively. The current overall forecast position is therefore a -£1.0m underspend; the forecast will be updated as the year progresses.

4.3 Key capital budget variances are identified by exception and commented upon in appendix 2.

Key variances are those forecast to be in excess of +/-£250k

4.4 Capital Funding

4.4.1 This table sets out changes to funding for capital schemes in-year.

Funding Source	Business Plan Budget £m	Rolled Forward Funding £m	Revised Phasing £m	Additional/Reduction in Funding £m	Revised Budget £m	Forecast Outturn Funding £m	Funding Variance £m	Total Scheme Budget £000	Total Scheme Forecast Outturn Variance £000
Department for Transport (DfT) Grant	26.3	0.1	2.8	5.8	35.0	28.3	-6.6	237.2	0.0
Basic Need Grant	2.3	2.6	0.0	0.0	4.9	4.9	0.0	39.2	0.0
Capital Maintenance Grant	3.8	0.8	0.0	0.1	4.7	4.7	0.0	26.9	0.0
Devolved Formula Capital	0.8	2.5	0.0	-0.0	3.2	3.2	0.0	7.8	0.0
Specific Grants	30.7	-0.3	-2.9	5.3	32.8	31.1	-1.8	145.4	0.0
S106 Contributions & Community Infrastructure Levy	66.7	0.9	-15.5	0.6	52.6	51.4	-1.2	157.5	-0.1
Capital Receipts	1.3	0.0	-0.3	0.0	1.1	1.2	0.1	11.7	-0.5
Other Contributions	9.8	1.5	-8.5	5.4	8.2	8.1	-0.1	63.5	0.0
Revenue Contributions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Prudential Borrowing	117.8	24.5	-89.2	1.4	54.5	63.0	8.5	559.3	-1.8
TOTAL	259.4	32.7	-113.6	18.5	197.0	196.0	-1.0	1,248.5	-2.3

Notes: The 'rolled forward funding' column reflects the difference between the anticipated 2022-23 year-end position used at the time of building the initial Capital Programme budget, as incorporated within the 2023-24 Business Plan, and the actual 2022-23 year-end position.

4.5 Capital Funding Changes

4.5.1 The table below details changes (where the change is greater than £250k).

Funding	Directorate	Amount £m	Reason for Change
Additional/ Reduction in Funding (Grants and contributions)	P&S	2.4	Additional grant funding of £2.364m HS2 reallocated funds for additional highways maintenance was announced by the Department for Transport in November 2023.

5. Balance Sheet

5.1 Reserves

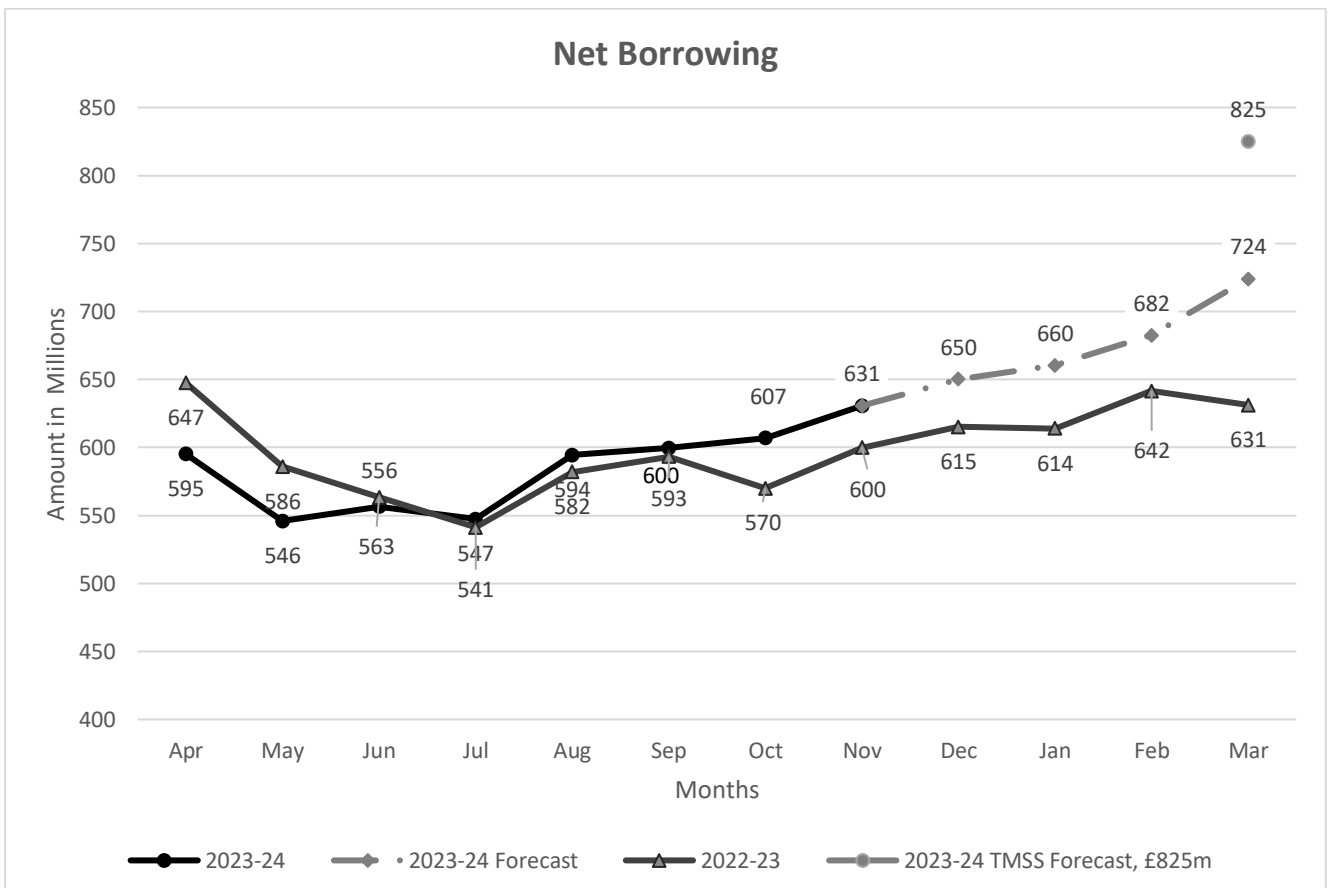
At the end of November, the Council has revenue earmarked reserves totalling £162m. These reserves are earmarked for specific purposes, and the breakdown of these can be seen in appendix 4. We retain a general fund reserve as our principal un-ringfenced reserve, which is held at a target balance of 4% of gross non-school expenditure.

The medium-term financial strategy assumes a gradual reduction in the overall level of reserves as earmarked funds are spent, which is planned into medium-term budgets.

5.2 Borrowing

Of the gross borrowing in 2023-24, it is estimated that £306m relates to borrowing for Invest to Save or Invest to Earn schemes, including loans we have issued to third parties in order to receive a financial return.

The graph below shows net borrowing (borrowings less investments) on a month-by-month basis and compares the position with previous financial years. At the end of November 2023, investments held totalled £111.7m (excluding all 3rd party loans, Equity and This Land) and gross borrowing totalled £742.4m, equating to a net borrowing position of £630.7m.



5.3 General Balance Sheet

An overview of other key balance sheet health issues is shown below. This highlights a key focus is the recovery of Adult Social Care Debt, a position that is reflected nationally.

	Measure	Target	Actual as at the end of November 2023
1	% of income collected (owed to the council) within 90 days on rolling 12 month basis: Adult Social Care	85%	84%
2	Level of debt outstanding (owed to the council) 91 days +, £m: Adult Social Care	£9.96m	£15.80m
3	Level of debt outstanding (owed to the council) 91 days +, £m: Sundry	£2.89m	£5.17m
4	% of invoices registered on ERP within 2 working days	98.0%	99.8%
5	% of Undisputed Commercial Supplier Invoices Paid Within 30 Days	95.0%	98.6%
6	% of Undisputed Commercial Supplier Invoices Paid Within Terms	95.0%	93.4%

Some additional information for items that are behind target:

- 1&2. Adult social debt and collection –indicator 2, the level of debt, has been behind for some time, which is partly reflecting national trends around increasing social care debt. A key issue in this is delays in the Court of Protection, which delays us being able to collect income in many cases. These issues have had an impact on the collection rate (indicator 1) as well. This area is under regular review by officers within both the central debt collection team and the social care teams and is subject to regular reporting to Audit and Accounts Committee. Additional capacity has been recruited to focus on this area.
3. Sundry debt- several large invoices to the Integrated Care Board for pooled budget arrangements have gone unpaid for several months. Officers are actively pursuing this with the ICB and escalating. Some have been confirmed for payment.
6. Payment within terms – substantial improvement has been made over recent months and has been achieved in recent months. We are reviewing payment terms for suppliers with a view to move away from immediate terms and generally towards 30 day terms unless good reason (which may include being a local or small supplier).

6. Treasury Management

- 6.1 The Council's cash flow profile – which influences the net borrowing requirement - varies considerably during the year, due to the timing difference between outgoing payments (payroll, supplier payments etc.) and income streams (grants, council tax etc.). As illustrated by 2022-23 actual net borrowing positions, cash flows at the beginning of the year are typically stronger than at the end of the year, as many grant receipts are received in advance of spend. The 2023-24 net borrowing position is expected to take a similar path, rising more substantially towards the end of the financial year as capital projects are progressed to completion and financed.
- 6.2 The Treasury Management Strategy Statement (TMSS) sets out the plan for treasury management activities over the forthcoming year. It identifies the expected levels of borrowing and investments based upon the Council's financial position and forecast capital programme. When the 2023-24 TMSS was set in February 2023, it anticipated that net borrowing would reach £825.0m by the end of this financial year. Based on the 2022-23 outturn position and subsequent revisions to the capital programme, the net borrowing is currently predicted to be below this, at £724m by the end of this financial year.
- 6.3 From a strategic perspective, the Council continues to temporarily utilise cash-backed resources in lieu of additional borrowing (known as internal borrowing) and where borrowing is undertaken loans are raised for shorter terms, both to generate net interest cost savings and consequently holding less investments reduces the Council's exposure to credit risk. However, this approach carries with it interest rate risk and officers continue to monitor options as to the timing of any potential longer-term borrowing should underlying interest rates be forecast to rise in a sustained manner.
- 6.4 There is a link between the capital financing borrowing requirement, the net borrowing position and consequently net interest costs. However, the Debt Charges budget is prudently formulated with sensitivity to additional factors including projected levels of cash-backed reserves, forecast movements in interest rates, and the overall borrowing requirement for the Council over the life of the Business Plan and beyond.

Appendix 1 – Revenue – commentaries on exceptions

Key variances are those forecast to be in excess of +/-£250k.

1. Children, Education & Families – non-DSG

Previously reported commentaries, updated since last month:

1a Integrated Front Door

Forecast	Outturn	Variance £m	Forecast	Outturn	Variance %
		+2.1			+44%

An in-year pressure of £2.070m is forecast, which is an increase of £0.114m on the pressure position previously reported last month. This overspend has been necessary to manage demand. Over 50% of the workforce in Assessment Service and 40% in the MASH services are Agency Social Workers. We anticipated mitigating these costs with the recruitment of International Social Workers (ISW) and AYSE's (Assessed and Supported Year in Employment), however there is a delay on ISW's joining CCC. This has led to the need to continue to recruit agency social workers to meet demand. A service manager and HOS post is currently covered by Agency also, but we anticipate these posts can be recruited to with permanent workers. The previous shared service structure was not sufficient to meet the demand, and in January 2023, the assessment service had over 270 out of date assessments, and caseloads over 35. To address these issues 2 project teams were agreed for 26 weeks to support the service to address the backlog. The additional capacity provided by the project teams, (at enhanced rates), ceased in August and September. Additional agency staff have been recruited at normal rates until January within the East and Hunts team to replace the project teams whilst the current service structure is reviewed. Additional staff has been recruited to MASH also to manage demand. The initial mapping work in the Multi Agency Safeguarding Hub (MASH) is complete and subject to change to reflect the demand in the system. The current data can't be validated as the system process doesn't support the practice; this is being reviewed. The volume of work within MASH continues to be high and further solutions are being considered to manage demand. Once data is confirmed as accurate, we can determine the workflow to inform the size of the assessment service.

Previously reported commentaries, unchanged since last month:

1b Children in Care Placements

Forecast	Outturn	Variance £m	Forecast	Outturn	Variance %
		+5.7			+22%

An in-year pressure of £5.737m is forecast on Children in Care Placements. This reduction is a result of step-downs in high-cost placements to bring young people into sustainable placements that are at a more manageable cost. We still currently have a small number of young people in very high-cost placements which is causing a significant weekly pressure against the budget. If forecast to year-end, these placements would leave us in a significant overspend position, and whilst the service

is working hard with relevant agencies to secure placements at more manageable costs, it is proving extremely difficult to secure appropriate regulated placements for these young people, due to a combination of complexity of need and a saturated external market. This has led to an increase in the length of some of the very high-cost placements being forecast, which has worsened the forecast overspend position. This position is being carefully monitored and the service is working hard to control cost where possible, including the weekly complex placement meeting to track all unregulated and high-cost placements and ensure all agencies are working towards more suitable, stable and cost-effective placements for these children. We are also continuing our market engagement with our providers to develop more cost-effective arrangements for current and future children needing placements.

1c Strategic Management - Children & Safeguarding

Forecast	Outturn	Variance £m	Forecast	Outturn	Variance %
		-0.5			-18%

An in-year underspend of -£0.520m is forecast. This is due unallocated budget in the Strategic Management budget, and unused Social Care Grant reserves from previous financial years.

1d Fostering and Supervised Contact Services

Forecast	Outturn	Variance £m	Forecast	Outturn	Variance %
		-0.3			-3%

An in-year underspend of -£0.275m is forecast against foster carer allowances for in-house carers. This is predominantly due to a lower number of children placed with in-house carers than was anticipated when the budget was set.

1e Children's Disability Service

Forecast	Outturn	Variance £m	Forecast	Outturn	Variance %
		+0.3			+4%

The Disability Social Care 0-25 Service is currently forecasting a year-end overspend of £340k. This has been caused by an accumulation of factors, including a significant increase in new demand (with over 100 new Direct Payments being set up in the past 4 months), and a continued increase in behavioural complexity resulting in 2:1 staffing being required more frequently at our community support services and residential children's homes. In addition, we have had to amend the terms and conditions of our Community Support Service staff to pay them enhancements for weekend work, which has brought them in line with other commensurate council services but has increased our salary costs. The service has also taken steps which, whilst preventing costs to the Children's Placement Budget, have increased the Disability Social Care in-year pressure, such as by utilising the third unfunded bed at our residential children's home (London Road) and funding the Disabled Facilities Grant (DFG) top-ups to enable children and young people with complex needs to remain living within their family homes. These actions have significantly improved outcomes for the complex children and young people we support, whilst maintaining their right to family life.

1f Adoption

Forecast Outturn Variance £m	Forecast Outturn Variance %
-0.3	-5%

An in-year underspend of -£0.300m is forecast against adoption allowances and Special Guardianship Order (SGO) allowances, this is due to a lower number of children in these placement types than anticipated at the time the budget was set.

1g SEND Specialist Services

Forecast Outturn Variance £m	Forecast Outturn Variance %
+0.5	+11%

An in-year pressure of £0.500m is forecast across SEND Specialist Services. The Education Psychology service is forecasting a pressure of £338k. The service is experiencing increasing demand which cannot be met from within the substantive team and is therefore being met through use of locum Education Psychologists. This pressure is due to the significant increase in requests for Education Health and Care Needs Assessments (EHCNA) that is impacted SEND services generally. The SEND Head of Service budget is also reporting a forecast pressure as a result of additional speech and language therapy, and back care training costs.

1h Home to School Transport - Special

Forecast Outturn Variance £m	Forecast Outturn Variance %
+2.2	+11%

Please see 1i below.

1i Home to School Transport - Mainstream

Forecast Outturn Variance £m	Forecast Outturn Variance %
+1.3	+11%

There are increasing concerns around the home to school transport budget areas following the summer procurement rounds, which, due to lack of supply in the market, saw between 7% and 8% uplifts on the same route previously. This inflationary impact continues to be a live issue for the delivery of home to school transport. Alongside this, recent admissions data shows that growth of children and young people with SEND will continue to rise above what is forecast, therefore creating a higher demand for more complex routes, such as solo travel.

Work is underway to determine the financial impact of the unprecedented levels of in-year applications into the county which will not have been factored into the budget setting last year given the timing of the applications. Equally, the summer Year 7 secondary school place allocation round saw 5% higher retention of pupils from Primary into Secondary on previous years transfer rates. The impact of this has meant pressure on secondary school places and consequently more young people are being placed in schools over 3 miles from their home address and therefore

eligible for transport. This information has been built into business planning to ensure budget setting is appropriate in the context of current demand.

Various cost saving exercises are currently taking place, such as optimising the use of our fleet and working with other external providers, to minimise overspends and create a more sustainable market.

1j Mitigations

Forecast Outturn Variance £m	Forecast Outturn Variance %
-0.6	-%

Additional Social Care Grant to be transferred from Adults.

2. Children, Education & Families - DSG

Previously reported commentaries, updated since last month:

2a SEND Financing - DSG

Forecast Outturn Variance £m	Forecast Outturn Variance %
+12.4	+11%

An in-year pressure of £12.444m is forecast. The budgeted deficit is reflective of continuing pressures and increasing demand within the High Needs Block as per the Safety Valve management plan. This is net of forecast underspends on the Central Schools Services Block (CSSB).

2b Schools Financing

Forecast Outturn Variance £m	Forecast Outturn Variance %
-2.0	-80%

This forecast reflects the original budgeted underspend as per the Safety Valve management plan, as well as in-year underspends due to vacancies on DSG funded posts.

3. Adults, Health & Commissioning

New commentaries

3a Learning Disability Services

Forecast Outturn Variance £m	Forecast Outturn Variance %
+1.2	+1%

The Learning Disability Partnership is a pooled budget between the council and the NHS, with shares of 77% and 23% respectively. The budget covers the care costs of people with very complex needs, which can be very hard for the care market to meet. This is the area of adult social care where we are experiencing the most difficulty in finding placements, particularly at higher levels of need. There is currently a

significant number of people waiting for placements or changes to their current placements. The current forecast shows a £1.5m overspend, £1.16m for the council and £370k for the NHS. This is driven by significantly higher costs coming through than budgeted for, primarily due to the increase in complexity of need in younger adults and a larger than expected increase in rates in the South of the county. The number of people receiving support this year is decreasing, this has contained the costs slightly.

Over the past three years we have seen cost pressures faced by providers, particularly relating to staffing shortages and price inflation. The cost pressures faced by the provider market have also created a risk around the budget for uplifts paid on current placements. This is a significant risk, with some of our providers requesting uplifts far exceeding the budget available. Uplift negotiations are being managed with these providers on an individual basis.

Adults Commissioning are developing an LD Accommodation Strategy that will enable them to work with the provider market to develop the provision needed for people with learning disabilities. This should lead to more choice when placing people with complex needs and consequently reduce costs in this area. However, this is a longer-term programme and is unlikely to deliver any improvements in the market this financial year. The LDP social work teams and Adults Commissioning are also working on strategies to increase the uptake of direct payments, to deliver more choice for service users and decrease reliance on the existing care market. And a further strategy is in development to help people with learning disabilities develop their independence so they can remain living in community-based settings for longer.

The budget for 2022-23 assumed an increased contribution from the NHS reflecting a shift in the percentage of packages that should be funded from Health budgets. For the current financial year we have made provision for this increased contribution, but the joint project between the ICB and CCC to review those packages required to agree a revised split of costs going forwards for the pool did not proceed as expected. The Council has now served notice to end the cost sharing arrangements of the pooled budget and is continuing to work with the ICB to explore opportunities to agree new arrangements to meet the needs of service users whilst delivering revised cost shares for the future. There is a risk of short term financial pressures from this decoupling as we move to separate budgets for health and social care.

Previously reported commentaries, updated since last month:

3b Executive Director - Adults, Health & Commissioning

Forecast	Outturn	Variance £m	Forecast	Outturn	Variance %
		-1.0			-4%

An in-year underspend of -£1.034m is forecast, which is an increase of £0.592m on the underspend position previously reported last month. Underspends from vacant posts were larger in the first half of 2023-24 than assumed in the budget and are forecast to contribute £628k to the Directorate's overall financial position by year end. This forecast underspend is partially offset by a forecast overspend of £80k on Adults Social Care transport which has an outstanding savings target of £91k

brought forward from 2021-22. The work to deliver this saving has been completed, but unusually high inflationary pressures on transport costs have meant cost reductions could not be delivered as originally planned. In addition, there is a forecast underspend of £486k on the Council's Learning Disability budget held outside of the Learning Disability Partnership which is partially offsetting the forecast overspend reported on the pooled budget in note 3a above.

3c Older People's and Physical Disabilities Services

Forecast	Outturn	Variance £m	Forecast	Outturn	Variance %
		+0.7			+1%

An in-year pressure of £0.694m is forecast across Older People's and Physical Disabilities Services which is a decrease of £0.520m from the pressure position previously reported last month. Older People's and Physical Disabilities Services demand patterns have changed significantly in recent years, particularly in relation to Older People's care home placements which experienced no overall growth, as previously reported. This resulted in a significant underspend in 2022-23, with the change in activity being factored into business planning assumptions for 2023-24 budgets. In addition, £0.75m from this budget for this financial year was redistributed to offset pressures elsewhere in Adults, Health, and Commissioning whilst recognising the potential risk of an emerging pressure within this budget area should activity increase.

Subsequently, Older People's care home demand has returned in 2023-24 with increases in placement numbers similar to pre-pandemic levels. The cost of new placements continues to rise despite additional investment from the Adult Social Care Market Sustainability and Improvement Fund, and the recent closure of a number of care homes has added additional pressure to the budget. In addition to the significant overspend on care home placements, demand for domiciliary care has been steadily rising after a period of stability between January and May 2023.

Income from clients contributing to the cost of their care has been increasing steadily throughout the year. Services have been working to streamline processes and improve the client's journey through the financial assessments process so that their assessment can be completed in a timelier manner in order to resolve a backlog of historic outstanding cases. These improvements, in conjunction with rising demand for services, have increased the level of income expected from clients contributing towards the cost of their care. In light of this, we have reassessed expected income due and reduced the forecast overspend to £694k.

3d Mental Health

Forecast	Outturn	Variance £m	Forecast	Outturn	Variance %
		+0.3			+1%

An in-year pressure of £0.300m is forecast across Mental Health Services, which is a decrease of £0.200m on the pressure position previously reported last month. There are significant demand pressures across both community and bed-based care for both Adult and Older People's Mental Health. However, the underlying demand pressures for care in Older People's Mental Health are being mitigated by an

increase in income from people contributing towards the cost of their care, exceeding budgeted expectations.

Due to significant recent increases in demand, an enhanced expectation for incoming demand over previously budgeted expectations has been included in the forecast position. Ongoing analysis will be carried out to review activity information and other cost drivers in detail to continually validate the reported position. This remains subject to variation as circumstances change and more data comes through the system.

Previously reported commentaries, unchanged since last month

3e Mitigations

Forecast Outturn Variance £m	Forecast Outturn Variance %
-1.4	-%

Given the pressures on care budgets for Older People and Mental Health, priorities around the use of grant funding have been revisited. This identified additional spend that can be funded from external grant, freeing up £1.4m of grant monies to contribute to the identified pressures.

4. Place and Sustainability

New commentaries

4a Executive Director

Forecast Outturn Variance £m	Forecast Outturn Variance %
-0.5	-808%

An in-year underspend of -£0.476m is forecast. When CCC undertakes work for other agencies and authorities it recovers an element to reflect the cost of overheads including risk. The amounts recovered vary and a smoothing mechanism is applied which is reflected by this variance. Also, vacancy savings across P&S are reported within this policy line, and it is forecast that the vacancy savings budget will be over-achieved by 321k.

4b Traffic Management

Forecast Outturn Variance £m	Forecast Outturn Variance %
-0.3	-100%

An in-year underspend of -£0.325m is forecast. Streetworks area is realising increased income due to more Section 74 charges (prolonged occupation of the road), and the fact that the increased number of road closures and openings are generating more income. Additionally, scaffolding and skips have higher volume which contributes to the over achievement of income on this area. Higher volumes of permits for scaffolding and skips have contributed to this additional income.

Previously reported commentaries, updated since last month:

4c Parking Enforcement

Forecast Outturn Variance £m	Forecast Outturn Variance %
0.7	-%

An in-year pressure of +£0.724m is forecast, which is an increase of £0.250m on the pressure position previously reported last month. £100k is due to one off costs to assist with the implementation of civil parking enforcement in Huntingdonshire District Council and Fenland District Council areas. Decreased Penalty Charge Notice Income from bus lanes is due to decline in activity and the closure of Station Road, Cambridge. The forecast has worsened by 250k as it has been assumed that the activity levels and road closures will remain in place for the rest of the year.

4d Planning and Sustainable Growth

Forecast Outturn Variance £m	Forecast Outturn Variance %
0.5	+42%

An in-year pressure of +£0.470m is forecast, which is an increase of £0.030m on the pressure position previously reported last month. The slowing down of the housing market and lower development rates has led to the pressure for Planning and Sustainable Growth, particularly as fewer pre-application planning requests and planning applications with maximum fees have been submitted, which includes development by the Council, such as new schools. Further pressures are also anticipated as a result of a planning appeal where the appellant has requested a public inquiry. The Planning Inspectorate (PINS) has announced the timescales for this future appeal with the public inquiry planned to sit for 8 days between Tuesday 20 February 2024 and Friday 1 March 2024. Officers have sought legal and technical support for this process and are currently predicting the related expenses likely to be incurred. The forecast has worsened by 30k as a result of some of this work and it is expected that there will be further pressures added to this area in due course.

4e Energy Services

Forecast Outturn Variance £m	Forecast Outturn Variance %
+4.1	+106%

As previously reported, there is a pressure on Energy Services income of £4,059k across all its projects. The forecast for North Angle Farm has now been updated to reflect the purchase of spares required to ensure the project will remain operational once energised. St Ives are forecasting a reduction in expected revenue due to a delay energising as key materials will not be delivered until January 2024.

The **St. Ives Smart Energy Grid** is on track to be energised and generating clean electricity by the end of January 2024. There is a one year or shorter term Power purchase agreement (PPA) agreed whilst the processes of connecting a local business to the energy microgrid is finalised. The forecast is short term, it includes EV charging forecasts which are conservative, as we don't yet know the pattern local users will take charging cars/taxis. The market prices have reduced since the highs of last year.

The second micro-grid which is under construction is at Babraham Park and Ride. This is a three phase construction programme, with the first phase completed. This project is delayed due to the re-phasing of the project in 2022 from two to three phases as directed by CUH, poor performance of one sub-contractor and current onsite challenges with existing street lighting column bases and their electricals.

Steady progress is being made towards the energisation of the **North Angle Solar Farm** with the next phase of works to start January 2024. Plans are in development to manage the weather related risks for a winter build. The bulk of the income reprofiling relates to this project.

Swaffham Prior Community Heat Network is operational and supplying decarbonised heat and hot water to 64 customers ahead of its first winter. The final system performance tests can complete during winter and then further customers will be connected from Spring 2024. The first ground source heat pump is switched on and now generating income from the Renewable Heat Incentive (RHI) approved by Ofgem. There is a substantial backlog on payments with Ofgem hence a revised forecast and reprofiling of income starting in 2024.

The **Stanground Solar and Battery Project** is on hold whilst the grid connection upgrades on the transmission network are worked through. UKPN and National Grid are working on practical solutions that will allow projects to connect earlier than the current 2030 time line for completing grid upgrades. Meanwhile, minor works are being progressed to retain the planning permission.

Previously reported commentaries, unchanged since last month:

4f Highways Development Management

Forecast	Outturn	Variance £m	Forecast	Outturn	Variance %
		-1.8			-%

An in-year underspend of -£1.828m is forecast. Highways Development Management has moved to collect contributions in advance. This change in methodology means there is a one-off benefit this year. In addition, there are some one-off payments from previous years.

4g Waste Management

Forecast	Outturn	Variance £m	Forecast	Outturn	Variance %
		+1.8			+4%

An in-year pressure of £1.845m is forecast, as there are significant additional disposal costs for waste whilst it is diverted to landfill/third parties for processing. However, these costs are being balanced by expected Waste Private Finance Initiative (PFI) contract cost reductions (from Thalia) and an agreed draw down from reserves which is shown as 'mitigation'. The cost reductions are currently being discussed with Thalia. However, until these cost reductions are confirmed, there is significant uncertainty around the budget outturn, which is likely to remain until the end of this financial year.

5. Strategy & Partnerships

New commentaries

5a Policy, Insight & Programme

Forecast Outturn Variance £m	Forecast Outturn Variance %
+0.4	+24%

Policy, Insight & Programme budget is forecasting a pressure of £419k. After reviewing the capital receipts we will receive in 2023-24 of £1.2m, means we will not meet the £1.6m budget agreed

6. Finance & Resources

New commentaries

6a IT Services

Forecast Outturn Variance £m	Forecast Outturn Variance %
-0.3	-2%

IT Services budget is forecasting an underspend of £281k. This is a mixture of elements including the new budget for the secure web gateway system not being fully incurred until next financial year, and some additional elements that managed to be decommissioned earlier than previously forecasted. There is also savings expected on licences and software costs this year.

Previously reported commentaries, updated since last month:

6b County Farms

Forecast Outturn Variance £m	Forecast Outturn Variance %
+0.3	+7%

An in-year pressure of £0.343m is forecast on County Farms, which is an increase of £0.015m on the pressure position previously reported last month. The pressure is due to delays in sales of the Biodiversity Net Gain (BNG) units. Biodiversity Net Gain agreements have taken longer than expected to put in place. This is a new area for all Councils and developers and Cambridgeshire County Council is operating at the leading edge in the country putting new BNG agreements in place. The S106 agreement with South Cambridgeshire District Council was completed on the 18th August 2023. The first agreement with Network Rail for BNG Credits related to the new Cambridge South Station is expected to be executed by Network Rail in the week commencing 13th November. Network Rail then must serve a 30-day notice on the County to confirm the number of units they require and at the end of the 30-day period must transfer the funds to acquire the units. There are several other smaller transactions with other developers in the pipeline. Once the Network Rail transaction completes, the Council's marketing agent Bidwells will launch a high-profile marketing programme to sell more BNG credits which will also tie in with the

Government's legislation to require developers to deliver BNG effective from January 2024.

Previously reported commentaries, unchanged since last month:

6c Collective Investment Funds

Forecast Outturn Variance £m	Forecast Outturn Variance %
-0.3	-29%

Income from these treasury investments is forecast to exceed budget. Despite a challenging economic position dividends from the funds remain strong. Performance of the investments is monitored regularly by officers.

7. Capital Financing

Previously reported commentaries, unchanged since last month:

7a Financing Costs

Forecast Outturn Variance £m	Forecast Outturn Variance %
-1.6	-4%

The Financing Costs budget is forecasting an underspend of £1.586m. The underspend is due to higher than expected cash balances, and the phasing of capital spend, reducing the need to borrow this year. In the final quarter of last year, additional government funding was received, and capital spend reduced, resulting in more cash being held at year end compared to when budgets were set. This trend has continued into the current financial year. As well as this, we are seeing higher than expected interest on the cash that we are holding. A full review of borrowing is taking place which may increase this underspend.

8. Corporate and funding Items

Previously reported commentaries, updated since last month:

8a Central holding and miscellaneous accounts

Forecast Outturn Variance £m	Forecast Outturn Variance %
-0.545	-158%

An in-year underspend of £545k is forecast across Central holding and miscellaneous accounts. The main component of this forecast at this stage is the result of an exercise to match accruals with actual costs over recent financial years, identifying provisions for costs that were legitimately expected and correctly accounted for, but that now are not expected to be required.

8b Business Rates

Forecast Outturn Variance £m	Forecast Outturn Variance %
-2.6	-4%

An in-year underspend of £2,567k is forecast across Business Rates. This consists primarily of a projected £960k additional 2023-24 Business Rates Pool dividend above the amount budgeted based on the latest projection received, £667k additional 2022-23 Business Rates Pool dividend above the amount accrued at last year-end following the final confirmation and an additional £526k of general Business Rates funding upside that was confirmed by district councils (who collect rates) after the 23-24 Business Plan was finalised.

8c Corporate Grants

Forecast Outturn Variance £m	Forecast Outturn Variance %
-2.5	-5%

An in-year underspend of £2,527k is forecast across Corporate grants, maximising use of grants to fund existing planned spend where eligible. This is a combination of in-year and carried-forward grants.

Appendix 2 – Capital – commentaries on exceptions

Key variances are those forecast to be in excess of +/-£250k

Ref	Directorate	Commentary Status	Scheme	Scheme Budget £m	2023-24 Budget £m	Forecast Variance £m	Type	Commentary
1a	P&S	New	Pothole grant funding	39.020	12.908	-0.614	Phasing	Due to the late announcement by the Department of Transport of the new HS2 reallocated funds, it is currently forecast that £1.75m of this will be spent in 23-24 and the remainder in 24-25. This forecast will be revisited next month once plans have been finalised to see if more can be allocated this year.
1b	P&S	New	Highways materials recycling	2.500	0.500	-0.350	Phasing	Highways Materials Recycling: Project at early stage and the latest estimate is that circa £300k will be needed for initial set up of phase 1 in March depot in 23-24. The remaining £350k may be required in 24-25 to enhance / complete Phase 1.
1c	P&S	New	Scheme Development for Highways Initiatives	1.000	0.424	-0.424	Phasing	No new planned financial obligations from this fund as scheme development now picked up within the cost of individual projects
1d	P&S	Updated	Delivering the Transport Strategy Aims	8.329	3.404	-2.351	Phasing	A number of projects from the DTSA programme have been re-profiled to be delivered in 24-25 along with the spend associated with this. A number of schemes were also withdrawn from the programme in July with new ones being added in their place amounting to c.£900k. Of these schemes, most are due to be delivered in Q1 & 2

Ref	Directorate	Commentary Status	Scheme	Scheme Budget £m	2023-24 Budget £m	Forecast Variance £m	Type	Commentary
								<p>of 24-25 including the 20mph (-£200k), B1049 (-190k) projects.</p> <p>Other schemes in the programme have been withdrawn following further engagement with locally elected members resulting in - £150k, the money will be reallocated at the start of the 24-25 financial year.</p> <p>Broadway St Ives is now being funded via a £100k grant from the CPCA, which means the £100k allocation from DTSA is no longer required, the money will be reallocated at the start of the 24-25 financial year.</p> <p>A transition away from using external design consultants to an in-house delivery model is also forecast to result in a £300k saving, and the underspend associated with this will be reallocated at the start of the 24-25 financial year also.</p> <p>Finally, Bar Hill – Longstanton, a Section 106 funded project with a budget of £1,042k has been reprofiled (-£992k) following legal and land purchasing issues, with the majority of the spend assumed to occur in Q2 of 24-25 if the land and legal issues can be overcome. Going forward this</p>

Ref	Directorate	Commentary Status	Scheme	Scheme Budget £m	2023-24 Budget £m	Forecast Variance £m	Type	Commentary
								will appear on a separate line in the report as it isn't a DTSA project.
1e	P&S	Updated	Capital variations budget- P&S	-66.696	-24.489	18.962	Phasing	Any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall up to the point when rephasing exceeds this budget. Therefore the £18.962m P&S in-year underspend is balanced by use of the capital variations budget.
1f	P&S	Unchanged	Local Infrastructure Improvements	4.409	1.100	-0.643	Phasing	Following 23-24 budget setting, we have held workshops collaboratively with Finance to test our funding allocation against the programme. This has enabled greater forecast certainty matching planned works. Most of the projects within the programme form part of a rolling delivery programme from Q1 of 24-25 which is in line with member expectations.
1g	P&S	Unchanged	A14 De-trunking	24.750	4.750	-4.000	Phasing	It is estimated we will spend £750k of the total £24.75m this FY. The initial estimate of spend was £4.75m per year for 6 years but due to the road not coming to us as thought when the estimate was made the profile of spend has changed. We are not going to be clear on the profile of spend of the total until we get an agreed date for the transfer of the road to us.
1h	P&S	Unchanged	March Future High Street	6.853	5.116	-0.616	Phasing	Forecasted variation on annual underspend due to change in principal contractor spend profile. This is therefore not a forecasted project underspend

Ref	Directorate	Commentary Status	Scheme	Scheme Budget £m	2023-24 Budget £m	Forecast Variance £m	Type	Commentary
								for the project as a whole but rather will now be spent in 24-25.
1i	P&S	Unchanged	St Ives local Improvements	2.300	1.800	-0.635	Phasing	<p>Following 23-24 budget setting, we have held workshops collaboratively with Finance to test our funding allocation against the programme. This has enabled greater forecast certainty matching planned works.</p> <p>Construction period is due to run from Sep 23 to November 2024.</p>
1j	P&S	Unchanged	A10 Ely to A14 Improvements	3.803	2.378	-0.948	Phasing	<p>Programme for the Strategic Outline Business Case extended into 2023-24, which delayed the start of the Outline Business Case (OBC) Programme. The OBC programme has been further developed to consider the consultation period, which has resulted in further work expected to occur in 2024-25.</p>
1k	P&S	Unchanged	Guided Busway - Widening of footpath	2.891	2.891	-2.441	Phasing	<p>Following 23-24 budget setting, we have held early workshops collaboratively with Finance to test our funding allocation against the programme. This has enabled greater forecast certainty matching planned works.</p>
1l	P&S	Unchanged	Waste Infrastructure	7.424	1.500	-1.400	Phasing	<p>Only £100k of the £1.5m budget for March Household Recycling Centre is likely to be spent this year as procurement is just starting using the education service Construction Consultancy framework contract; as a result, a £1.4m underspend is currently being forecast for this financial year.</p>

Ref	Directorate	Commentary Status	Scheme	Scheme Budget £m	2023-24 Budget £m	Forecast Variance £m	Type	Commentary
1m	P&S	Unchanged	Babraham Smart Energy Grid	8.595	5.040	-1.035	Phasing	Delay to the project which has pushed the capital spend profile out of 2023-24 and into 2024-25 partially. This has been updated for the end of October to reflect a more accurate spend profile for the remaining portion of the project.
1n	P&S	Unchanged	Stanground Closed Landfill Energy Project	8.267	0.550	-0.310	Phasing	National Grid planned upgrades to the transmission network in the area of Stanground have meant that the project will go on hold until the grid connection timelines can be agreed. Only minor works will continue to retain the planning permission.
1o	P&S	Unchanged	Solar Projects	28.957	6.438	-2.267	Phasing	The scheme has been reprofiled to reflect that the next stage of construction is expected to start in January 2024 and end in approximately June 24, resulting in a forecast in-year underspend of -£2.267m. The overall scheme variance of £1.892m is still forecast on the total scheme budget as a result of higher than expected staff, advisor and legal costs, as well as design revisions and associated construction costs. However, these remain largely indicative for the time being.
1p	P&S	Unchanged	Environment Fund - Decarbonisation Fund - Council building Low Carbon Heating	10.518	2.463	-0.845	Phasing	Removal of phase 4 project development costs from the project as the aim is to do this work mostly in-house. Also, a slight rephasing has been forecast as the work for phase 4 is now planned for 2024-25.

Ref	Directorate	Commentary Status	Scheme	Scheme Budget £m	2023-24 Budget £m	Forecast Variance £m	Type	Commentary
2a	CEF	New	Littleport Community Primary	7.850	0.500	-0.480	Phasing	Slippage due to additional survey work required as part of planning application. Start on site now likely to be delayed until March 2024 and completion September 2024.
2b	CEF	New	Waterbeach New Town Primary	19.521	0.500	-0.300	Phasing	Minimal spend this financial year on design fees, surveys and consultants as decision on planning not expected until February 2024.
2c	CEF	New	Cambourne Village College Phase 3b	35.820	23.300	-0.500	Phasing	Programme slippage due to lack of permanent power on site by the developer.
2d	CEF	New	New SEMH Provision Wisbech	17.786	4.800	0.300	Phasing	Additional works being undertaken this financial year for highways works.
2e	CEF	New	Highfields Littleport - Expansion	8.000	0.500	-0.350	Phasing	No contractor currently appointed and design has not commenced.
2f	CEF	Updated	Ermine Street Primary, Alconbury, Phase 2	4.080	1.500	-0.750	Phasing (-0.750m) Overall Scheme Variance (-0.780m)	Scheme estimated to start on site January 2024. Project will now be a steel frame rather than CLT (cross laminated timber panels). Steel has a longer construction period and expected costs incurred this financial year will be reduced.
2g	CEF	Updated	Kennett Primary School	10.123	5.800	-1.050	Phasing	Slippage due to later start on site than expected due to skylarks still nesting. Ecologists to confirm birds have left. Delay to start on site from 14.08.23 to 04.09.23 and completion 30.08.24 to 20.09.24.
2h	CEF	Updated	Alconbury Weald	74.827	29.000	-0.600	Phasing	Slippage on the Secondary school element. £1m was budgeted for design work this financial year. Design work delayed as work is ongoing to

Ref	Directorate	Commentary Status	Scheme	Scheme Budget £m	2023-24 Budget £m	Forecast Variance £m	Type	Commentary
			secondary and Special					confirm who will undertake the delivery of the project.
2i	CEF	Updated	Northstowe secondary, phase 2	53.450	22.500	-4.800	Phasing (-4.8m) Overall Scheme Variance (-1.5m)	The receipt of milestone 4 report shows £1.5m saving on original estimate due to risk contingencies including those built in for price volatility. £3.3m slippage as groundworks and superstructure works slower than originally expected due to adverse weather. Construction completion slipped from December 2024 to January 2025.
2j	CEF	Updated	Capital variations budget- CEF	-54.565	-17.826	12.148	Phasing	Any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall up to the point when rephasing exceeds this budget. Therefore the £12.148m CEF in-year underspend is balanced by use of the capital variations budget.
2k	CEF	Unchanged	Darwin Green (North West Fringe) secondary	34.680	0.332	-0.282	Phasing	Scheme delayed due to planning application appeal for the housing on phase 2 and 3 of the development. Appeal not likely to be heard until January 2024. Work will continue on MS1 and discussions ongoing with developer to work around planning delay to maintain school programme and 2026 opening.
2l	CEF	Unchanged	Witchford Village College	1.380	1.332	-1.292	Phasing	Slippage due to planning application progressing slower than anticipated. Planning expected in December with works not starting until 2024-25.

Ref	Directorate	Commentary Status	Scheme	Scheme Budget £m	2023-24 Budget £m	Forecast Variance £m	Type	Commentary
2m	CEF	Unchanged	Adaptations-William Westley Primary	0.353	0.338	-0.338	Phasing	This project is being reviewed to establish whether it can be delivered in an alternative way to meet the need for places across the wider area, including whether it can be combined with other planned capital projects in the wider Sawston, Duxford and Hinxtton (Genome Campus) area. Revised delivery expected to be 2027.
2n	CEF	Unchanged	Conditions Maintenance	27.334	4.139	-1.572	Phasing	Number of schemes delayed due to contractors being not available, and discussion on scope of work needed. £500k committed to energy schemes and heat decarbonisation plans will not be taken forward this year.
2o	CEF	Unchanged	Samuel Pepys Special School	10.720	5.000	1.000	Phasing	Expected £1m additional spend, due to land purchase, furniture and fittings and IT expenditure occurring ahead of original schedule.
2p	CEF	Unchanged	Enhanced Resources Bases	2.290	0.675	-0.375	Phasing	Initial progress on suitable schemes is slower than originally expected. One scheme stopped due to school withdrawing.
3a	S&P	New	Capitalisation of Policy, Design and Delivery Team	12.612	1.682	-0.482	Overall scheme variance	Due to unsold properties previously thought to be completed this financial year, this is now the capital receipt amount available to fund this work.
3b	S&P	New	Community Fund	5.000	1.641	-0.500	Overall scheme variance	It is proposed that the library initiative could be delivered by another funding source, Just Transition Fund, to be agreed in business planning.
3c	S&P	Updated	Libraries - Open access &	1.172	0.875	-0.820	Overall scheme variance	The pilot will be reviewed in the autumn, and feed into a new plan for review this year.

Ref	Directorate	Commentary Status	Scheme	Scheme Budget £m	2023-24 Budget £m	Forecast Variance £m	Type	Commentary
			touchdown facilities					
3d	S&P	Updated	Capital variations budget- S&P	-2.016	-1.677	1.677	Phasing	Any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall up to the point when rephasing exceeds this budget. Therefore £1.677m of the overall -£2.123m S&P underspend is balanced by use of the capital variations budget.
4a	F&R	New	Data Centre Relocation	4.339	0.872	-0.352	Overall scheme variance	As the programme is coming to an end, we're expecting a saving on the total cost to finish the work.
4b	F&R	New	Wisbech Adventure Playground (The Spinney)	0.915	0.915	-0.765	Phasing	The tender submissions have been received, but the values were significantly higher than the current budget. DCMS is currently reviewing the scheme and we will report back on the approach going forward as soon as we can.
4c	F&R	Updated	Hawthorns - Intensive Therapeutic Support Hub	3.544	3.477	-2.777	Phasing	Delays with the planning process has meant the procurement needs to take place later in the programme.
4d	F&R	Updated	Capital variations budget- F&R	-9.474	-4.689	4.689	Phasing	Any forecast underspend in the capital programme is offset against the capital programme variations budget, leading to a balanced outturn overall up to the point when rephasing exceeds this budget. Therefore £4.689m of the overall £5.240m F&R underspend

Ref	Directorate	Commentary Status	Scheme	Scheme Budget £m	2023-24 Budget £m	Forecast Variance £m	Type	Commentary
								is balanced by use of the capital variations budget.
4e	F&R	Unchanged	Condition Survey Works	2.836	2.298	-1.150	Phasing	Hereward Hall Heating, & Air handling, March Community Centre Roof & Heating and Speke House Heating, ventilation work to take place next year.

Appendix 3 – Budget transfers between directorates / areas in 2023-24

This table shows budget movements of at least £1k between service blocks in 2023-24, subject to rounding errors:

Line	Budgets and Movements	CEF £000	AHC £000	P&S £000	PH £000	S&P £000	F&R £000	Capital Financing £000	Corporate & Funding Items £000	Total £000
	Opening Net Budgets as per Business Plan	129,279	215,038	71,326	0	16,270	19,325	38,263	11,690	501,191
1	Service management change		-300			300				0
2	Post business plan, pre initial budget load adjustments	-915		-42		-203	1,160			0
3	Postage budget centralisation	-20				20				0
4	Transfer of post	-26				26				0
5	Insurance budget centralisation			-22		-21	43			0
6	Pay award element correction	12		-12						0
7	Allocation of centrally held funding for former People Services restructuring	449	351				-800			0
8	Budget resetting movements as outlined in May IFMR	801	506	-728			2,456		-3,035	0
9	Correction virements to replace expenditure budgets with reserve draw down lines	-285	-1,621				-155		2,061	0
10	Adjust PH income budget to match amounts to be transferred under PH MoU	-254	-53	-31	0	78	260			0
11	Staffing inflation correction			-55			55			0
12	Coding of treasury management team						121	-121		0
13	Staffing budget corrections - Adults and Childrens Transport	4	-4							0
14	Time credits transfer from Adults to S&P		-34			34				0
15	Transfer of Domestic Abuse and Sexual Violence service budgets			-2,032		2,032				0
16	Transfer Association of Directors of Adult Social Services (ADASS) budget	-15	0 g15							0

Line	Budgets and Movements	CEF £000	AHC £000	P&S £000	PH £000	S&P £000	F&R £000	Capital Financing £000	Corporate & Funding Items £000	Total £000
17	Transfer property maintenance budget					-20	20			0
18	Residual budget transfer linked to regulatory services moving			12		-12				0
19	Executive Assistant and Personal Assistant restructure	-185	-198	-91		470	4			0
20	Transfer Deprivation of Liberty Safeguards signatory training		-5			5				0
21	Reporting line change of cross-council items from F&R to Corporate & Funding Items						-8,304		8,304	0
22	Transfer of post			-50		50				0
23	Matching public health grant budgets to spend plan	-15	-279						294	0
24	Budget Funding for Pay Award 2023/24	2,693	2,643	684		1,073	866		-7,959	0
	Current budget	131,523	216,060	68,958	0	20,102	15,052	38,142	11,356	500,191

Appendix 4 – Reserves and provisions

This section shows the reserves available to the Council:

Fund Description	Balance at 1 April 2023 £000s	Movements in 2023-24 £000s	Balance at 30 Nov 2023 £000s	Forecast balance at 31 March 2024 £000s	Notes
General Reserves - County Fund Balance	30,661	0	30,661	25,110	
General Reserves subtotal	30,661	0	30,661	25,110	
1 Insurance	5,018	0	5,018	5,018	
2 Adults, Health and Commissioning	7,564	-53	7,511	6,098	
3 Children, Education and Families	5,704	-69	5,634	3,901	
4 PH	7,854	-1,214	6,640	3,953	
5 Place & Sustainability	15,359	425	15,784	26,875	
6 Strategy & Partnerships	1,581	-50	1,531	1,361	
7 Finance & Resources	2,935	-840	2,095	2,562	
8 Just Transition Fund	12,526	-893	11,633	9,992	Original starting balance of £14m, with allocations made totalling £9.9m across medium-term
9 High Needs Block Offset Reserve	9,935	0	9,935	8,185	
10 Transformation Fund	1,762	-102	1,660	843	Balance for legacy Transformation projects
11 Cultivate Cambs Fund	347	0	347	0	
12 Corporate- COVID	15,972	0	15,972	14,972	Allocated over medium-term.
13 Specific Risks Reserve	12,772	0	12,772	15,672	
14 This Land Credit Loss & Equity Offset	5,850	0	5,850	5,850	
15 Revaluation & Repair Usable (Commercial Property)	2,940	0	2,940	2,940	
16 Local taxation volatility & appeals account	8,514	0	8,514	8,514	
17 Local Government Settlement phasing reserve	4,076	0	4,076	4,076	Applying the temporary elements of the 2023-24 finance settlement over multiple years
18 Post-pandemic recovery and budgeting account	2,431	0	2,431	1,831	
19 Business change reserve	3,054	-175	2,879	2,879	
20 Financing items	2,704	593	3,297	1,570	
21 Winter Risk Reserve	600	0	600	600	
22 Grant carry forwards	29,246	-24,865	4,381	4,200	Carry forward of unspent ring-fenced grants, reversed out in April 2023. COMF grant retained in reserve
Earmarked Funds subtotal	158,744	-27,243	131,501	113,502	
SUBTOTAL	189,405	-27,243	162,162	138,612	
23 Children, Education and Families	28,290	0	28,290	28,290	
24 Adults, Health and Commissioning	33	0	33	33	
25 Place & Sustainability	36,230	-1,092	35,138	35,138	
26 Finance and Resources	556	682	1,238	1,238	
27 Corporate	46,342	0	46,342	46,342	
Capital Useable Reserves subtotal	111,451	-410	111,041	111,041	
GRAND TOTAL	300,856	-27,653	273,202	249,653	

Provisions on the balance sheet are:

Department	Balance at 1 April 2023 £000s	Movements in 2023-24 £000s	Balance at 30 Nov 2023 £000s	Forecast balance at 31 March 2024 £000s	Notes
1 Adults, Health and Commissioning	141	-141	0	0	
2 Finance & Resources	2,093	0	2,093	2,093	Insurance short term provision
Short Term Provisions subtotal	2,234	-141	2,093	2,093	
3 Finance & Resources	4,746	0	4,746	4,746	Insurance long term provision
Long Term Provisions subtotal	4,746	0	4,746	4,746	
GRAND TOTAL	6,980	-141	6,839	6,839	

Appendix 5 - Revenue summary comparison to last year's outturn position

2022-23 Net Budget £000	Actual Outturn Variance £000	Actual Outturn Variance %	Directorate/Area	2023-24 Net Budget £000	Forecast Variance £000	Forecast Variance %
86,875	2,399	2.8%	Children, Education & Families- non-DSG	131,523	10,670	8.1%
224,975	-58	0.0%	Adults, Health & Commissioning	216,061	-745	-0.3%
72,175	415	0.6%	Place & Sustainability	68,958	2,863	4.2%
15,557	-81	-0.5%	Strategy & Partnerships	20,101	339	1.7%
11,950	2,837	23.7%	Finance & Resources	15,051	-354	-2.3%
33,275	-2,377	-7.1%	Capital Financing	38,141	-1,586	-4.2%
11,047	-2,388	-21.6%	Corporate and funding items	11,356	-5,636	-49.6%
455,854	748	0.2%	Net Spending Total	501,191	5,551	1.1%

Directorate: Finance & Resources and Strategy & Partnerships
 Subject: Finance Monitoring Report – November 2023
 Date: 11th December 2023

Contents

Section	Item	Description
1	Revenue Executive Summary	High level summary of information and narrative on key issues in revenue financial position
2	Capital Executive Summary	Summary of the position of the Capital programme within Finance & Resources and Strategy & Partnerships
3	Savings Tracker Summary	Summary of the latest position on delivery of savings
4	Technical Note	Explanation of technical items that are included in some reports
Appx 1a	Service Level Financial Information	Detailed financial tables for Finance and Resources main budget headings
Appx 1b	Service Level Financial Information	Detailed financial tables for Strategy and Partnerships main budget headings
Appx 1c	Service Level Financial Information	Detailed financial tables for Corporate, Funding & Capital Financing main budget headings
Appx 2	Service Commentaries	Detailed notes on revenue financial position of services that have a significant variance against budget
Appx 3	Capital Appendix	This contains more detailed information about the capital programme, including funding sources and variances from planned spend.
<i>The following appendices are included quarterly as the information does not change as regularly:</i>		
Appx 4	Savings Tracker	Each quarter, the Council's savings tracker is produced to give an update of the position of savings agreed in the Business Plan.
Appx 5	Technical Appendix	Each quarter, this will contain technical financial information showing: <ul style="list-style-type: none"> • Earmarked • Grant income received • Budget virements

1. Revenue Executive Summary

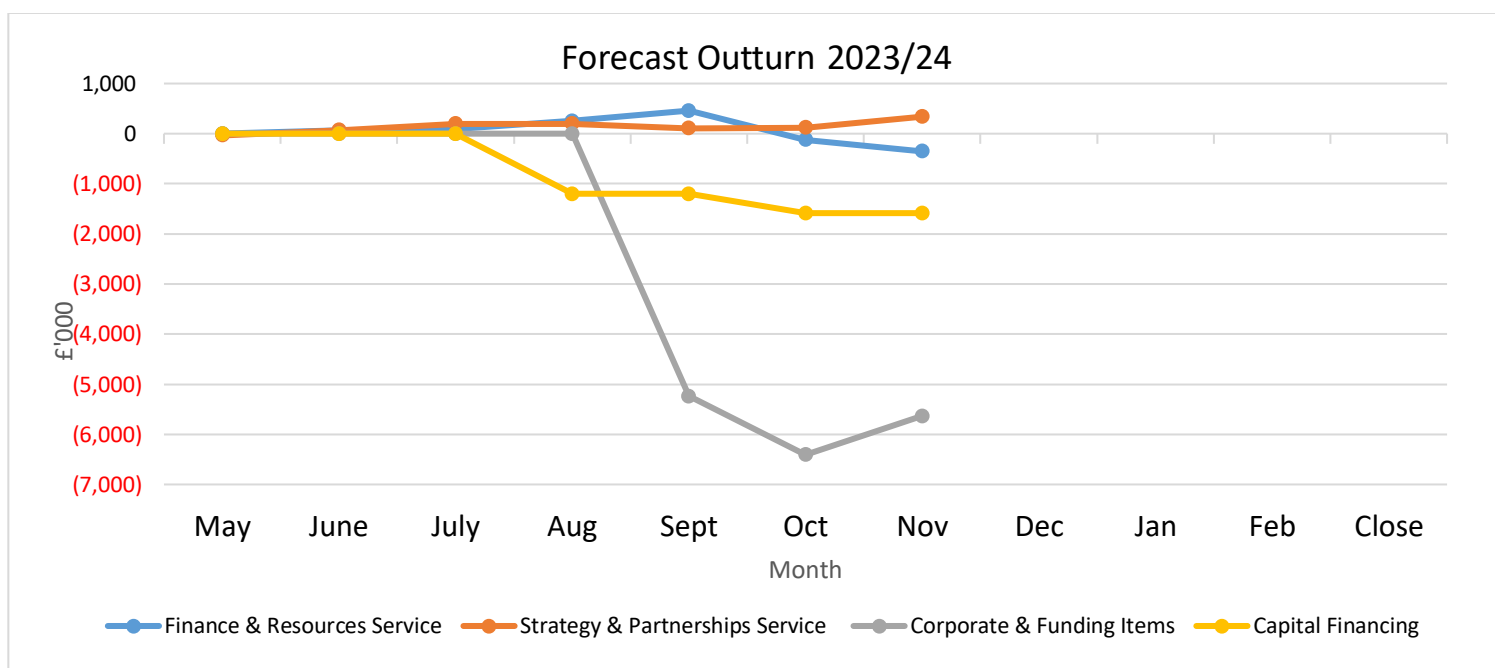
1.1 Overall Position

At the end of November 2023, Finance & Resources Directorate is currently forecasting an underspend of £354k.

At the end of November 2023, Strategy & Partnerships Directorate is currently forecasting an overspend of £339k.

At the end of November 2023, Corporate, Funding & Capital Financing is currently forecasting an underspend of £7,222k.

1.2 Summary of Revenue position by Directorate



1.2.1 Finance and Resources

Forecast Outturn Variance (Previous) £000	Finance and Resources Directorate	Gross Budget £000	Income Budget £000	Net Budget £000	Actual £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
26	Executive Director	344	0	344	345	42	12.2%
-147	Customer & Digital Services	15,792	-1,502	14,290	12,758	-289	0.0%
133	Finance & Procurement	11,716	-2,954	8,763	5,811	128	1.1%
451	Property Services	13,041	-8,424	4,616	5,091	449	9.7%
-583	Investment Activity	7,777	-20,740	-12,962	-5,985	-684	-5.3%
-121	Total	48,671	-33,620	15,051	18,020	-354	-2.3%

1.2.2 Strategy and Partnerships

Forecast Outturn Variance (Previous) £000	Strategy and Partnerships Directorate	Gross Budget £000	Income Budget £000	Net Budget £000	Actual £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
51	Executive Director	7,502	-1,151	6,351	4,022	-79	-1.1%
22	Legal & Governance	4,056	-278	3,778	2,215	14	0.4%
45	Policy Communities	16,078	-6,106	9,972	806	404	4.1%
118	Total Expenditure	27,636	-7,535	20,101	7,042	339	1.7%

1.2.3 Corporate, Funding & Capital Financing

Forecast Outturn Variance (Previous) £000	Corporate, Funding & Capital Financing	Gross Budget £000	Income Budget £000	Net Budget £000	Actual £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
-1,586	Capital Financing	58,884	-20,742	38,141	-1,500	-1,586	-4.2%
-992	Corporate Items	12,066	-710	11,356	-3,714	-542	-84.6%
-5,416	General funding sources	0	-501,191	-501,191	-350,445	-5,094	-1.0%

The service level budgetary control report for the year 2023-24 can be found in [Appendix 1](#).

1.3 Significant Issues

There are two significant changes to report this month.

Policy, Insight & Programmes budget is forecasting a pressure of £419k. After reviewing the capital receipts, we will receive in 2023-24 of £1.2m, means we will not meet the £1.6m budget. We hope to reduce this pressure from further vacancy savings since we have now overachieved the budget set for 2023-24.

The Company Dividends budget is forecasting additional income of £68k, we have been advised of the dividend amount and it has overachieved the budget by this amount.

Significant variances can be found in [Appendix 2](#).

2. Capital Executive Summary

The revised capital budget for 2023-24 is £14,886k with expenditure at the end of November of £3.2m.

Directorate	Scheme Budget	Scheme Forecast Variance	2023-24 Budget	2023-24 Actuals	2023-24 Forecast Variance
	£000	£000	£000	£000	£000
Finance & Resources	53,995	-352	11,645	3,018	-551
Strategy & Partnerships	18,194	-1,802	3,241	212	-446

There are three significant issues to report this month.

Capitalisation of Policy, Design and Delivery Team scheme is forecasting expenditure in 2023-24 of 1.2m. Due to unsold properties previously thought to be completed this financial year, this is now the capital receipt amount available to fund this work.

Community Fund scheme is currently forecasting expenditure in 2023-24 of £1,141k. It is proposed, as part of our budget planning for 2024-25, that the Just Transition fund would be more suitable source of funding for improvements to our library estate over the coming period. Supporting our libraries through the Just Transition fund, rather than through capital funding, means that we can reduce the prudential borrowing by £500k. This is important as we have pressure on our capital funds as well as our revenue funding. Through this investment, which is proposed to be £1.32m in total through the Just Transition fund, we aim to create more suitable spaces in more libraries to deliver a broader range of services to meet the needs of our communities and employees. This use of the Just Transition fund has yet to be confirmed. Full Council will discuss and agree the budget for 2024-25 at its meeting on 13 February 2024.

Data Centre Relocation scheme is currently forecasting expenditure in 2023-24 of £520k. This is the last year of the project, and the final costs foreseen to fulfil the programme is less than previously reported.

This will reduce the prudential borrowing by £352k.

The schemes with significant variances will be found in [Appendix 3](#).

3. Savings Tracker Summary

The savings trackers are produced quarterly to monitor delivery of savings against agreed plans. The second quarterly savings tracker for 2023-24 was included in the October report.

4. Technical note

On a quarterly basis, a technical financial appendix is included as [Appendix 5](#)
This appendix covers:

- Grants that have been received by the service, and where these have been more or less than expected.
- Budget movements (virements) into or out of the directorate from other services, to show why the budget might be different from that agreed by Full Council
- Service earmarked reserves – funds held for specific purposes that may be drawn down in-year or carried-forward – including use of funds for capital draw-down.

Appendix 1a – Detailed Financial Information – Finance & Resources

Forecast Outturn Variance (Previous)	Committee	Budget Line	Gross Budget	Income Budget	Net Budget	Actual	Forecast Outturn Variance	Forecast Outturn Variance
£000			£000	£000	£000	£000	£000	%
Executive Director of Finance & Resources								
4	SRP	Executive Director	171	0	171	140	4	2%
22	SRP	Finance & Resources Miscellaneous	173	0	173	205	38	22%
26		Executive Director of Finance & Resources Total	344	0	344	345	42	12%
Customer & Digital Services								
-8	SRP	Customer Services	2,643	-359	2,285	1,216	-8	0%
-139	SRP	IT Services	13,149	-1,143	12,006	11,542	-281	-2%
-147		Customer & Digital Services Total	15,792	-1,502	14,290	12,758	-289	-2%
Finance & Procurement								
17	SRP	Service Director of Finance & Procurement	353	0	353	243	17	5%
-5	SRP	Professional Finance	3,039	-525	2,514	1,587	-5	0%
5	SRP	Procurement	939	-41	898	593	5	1%
11	SRP	CCC Finance Operations	177	-101	76	49	10	6%
0	SRP	Insurance Fund	2,488	-67	2,421	2,642	0	0%
105	SRP	Lead Authority Services	4,519	-2,220	2,299	1,028	101	2%
0	SRP	External Audit	202	0	202	-330	0	0%
133		Finance & Procurement Total	11,716	-2,954	8,763	5,811	128	1%
Property Services								
54	SRP	Facilities Management	9,940	-2,641	7,299	5,035	54	1%
10	SRP	Property Services	1,053	0	1,053	794	10	1%
12	SRP	Property Compliance	396	-33	363	322	-5	-1%
328	SRP	County Farms	723	-5,733	-5,010	-1,885	343	7%
46	SRP	Strategic Assets	928	-18	911	824	46	5%
451		Property Services Total	13,041	-8,424	4,616	5,091	449	10%

Forecast Outturn Variance (Previous)	Committee	Budget Line	Gross Budget	Income Budget	Net Budget	Actual	Forecast Outturn Variance	Forecast Outturn Variance
£000			£000	£000	£000	£000	£000	%
		Investment Activity						
0	SRP	Property Investments	4,550	-9,376	-4,825	-1,437	-0	0%
0	SRP	Company Dividends & Fee	0	-574	-574	0	-68	-12%
-186	SRP	This Land	2,437	-8,570	-6,133	-3,918	-186	-3%
0	SRP	Contract Efficiencies & Other Income	-114	0	-114	9	0	0%
-311	SRP	Collective Investment Funds	9	-1,087	-1,078	-363	-311	-29%
-87	SRP	Renewable Energy Investments	895	-1,134	-239	-278	-119	-50%
-583		Investment Activity Total	7,777	-20,740	-12,962	-5,985	-684	-5%
-121		Overall Total	48,671	-33,620	15,051	18,020	-354	-2%

Appendix 1b – Detailed Financial Information – Strategy & Partnerships

Forecast Outturn Variance (Previous)	Committee	Budget Line	Gross Budget	Income Budget	Net Budget	Actual (November)	Forecast Outturn Variance	Forecast Outturn Variance
£000			£000	£000	£000	£000	£000	%
1	SRP	Executive Director: Strategy & Partnerships	571	0	571	192	-71	-12%
-0	SRP	Chief Executive's Office	250	-3	247	162	-0	0%
7	SRP	Communications	933	-103	831	569	-3	0%
0	SRP	Elections	190	0	190	11	0	0%
1	SRP	Human Resources	2,287	-210	2,077	1,342	-34	-2%
42	SRP	Learning & Development	2,970	-835	2,135	1,524	29	1%
0	CSMI	Local Assistance Scheme	300	0	300	221	0	0%
Legal & Governance								
10	SRP	Internal Audit	614	-149	466	253	10	2%
8	SRP	Legal & Governance Services	780	0	780	342	8	1%
0	SRP	Information Management	1,116	-78	1,038	648	0	0%
-10	SRP	Democratic & Member Services	495	-37	458	284	-16	-4%
15	SRP	Members' Allowances	1,050	-15	1,035	687	12	1%
22		Legal & Governance Total	4,056	-278	3,778	2,215	14	0%
Policy & Communities								
0	SRP	Policy, Insight & Programmes	1,978	-246	1,732	2,175	419	24%
0	SRP	Emergency Planning	207	-68	139	83	9	6%
Communities, Libraries & Skills								
0	CSMI	Strategic Management – C,L&S	160	-106	54	-6,148	0	0%
40	CSMI	Public Library Services	4,947	-816	4,131	2,592	40	1%
-0	CSMI	Cambridgeshire Skills	2,300	-2,300	0	874	0	0%
5	CSMI	Archives	451	-31	421	271	5	1%
0	CSMI	Cultural Services	359	-233	126	27	0	0%
-0	CSMI	Communities Service	1,322	-55	1,267	714	-69	-5%

Forecast Outturn Variance (Previous) £000	Committee	Budget Line	Gross Budget £000	Income Budget £000	Net Budget £000	Actual (November) £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
0	CSMI	Domestic Abuse and Sexual Violence Service	3,262	-1,228	2,034	816	0	0%
45		Communities, Libraries & Skills Total	13,892	-5,792	8,100	-1,452	-24	0%
45		Policy & Communities Total	16,078	-6,106	9,972	806	404	4%
118		Overall Total	27,636	-7,535	20,101	7,042	339	2%

Appendix 1c – Detailed Financial Information – Corporate, Funding & Capital Financing

Forecast Outturn Variance (Previous)	Budget Line	Gross Budget	Income Budget	Net Budget	Actual (November)	Forecast Outturn Variance	Forecast Outturn Variance
£000		£000	£000	£000	£000	£000	%
	Capital Financing						
-1,586	Capital financing costs and minimum revenue provision	58,884	-20,742	38,141	-1,500	-1,586	-4%
-1,586	Capital Financing Total	58,884	-20,742	38,141	-1,500	-1,586	-4%
	Corporate Items						
0	Cambridgeshire and Peterborough Combined Authority levy	9,879	0	9,879	9,879	-0	0%
3	Environment Agency levy	442	0	442	445	3	1%
0	Corporate reserves contributions	396	0	396	-9,604	0	0%
-995	Central holding and miscellaneous accounts	1,349	-710	639	-4,433	-545	-85%
-992	Corporate and Funding Items Total	12,066	-710	11,356	-3,714	-542	-5%
	General funding sources						
0	Council Tax Precept	0	-373,261	-373,261	-261,284	0	0%
-2,707	Business Rates	0	-72,362	-72,362	-49,385	-2,567	-4%
-2,709	Corporate grants	0	-55,568	-55,568	-39,776	-2,527	-5%
0	Revenue support grant	0	0	0	0	0	0%
-5,416	Total general funding for net budget	0	-501,191	-501,191	-350,445	-5,094	-1%

Appendix 2 – Service Commentaries on Forecast Outturn Position

Narrative is given below where there is an adverse/positive variance greater than 2% of annual budget or £100,000 whichever is greater for a service area.

1) Lead Authority

Gross Budget £000	Income Budget £000	Net Budget £000	Actuals £000	Forecast Variance £000	Forecast Variance %
4,519	-2,220	2,299	1,028	101	2%

The Lead Authority budgets is currently forecasting a pressure of £101k, this is mostly due to a pressure of £91k in the Insurance Team for additional resources to process a significant rise in the number of claims received.

2) County Farms

Gross Budget £000	Income Budget £000	Net Budget £000	Actuals £000	Forecast Variance £000	Forecast Variance %
723	-5,733	-5,010	-1,885	343	7%

The County Farms budget is expected to overspend by £343k in 2023-24, due to delays in sales of the Bio-diversity Net Gain units. Biodiversity Net Gain agreements have taken longer than expected to put in place. This is a new area for all Councils and developers and Cambridgeshire County Council is operating at the leading edge in the country putting new BNG agreements in place. The S106 agreement with South Cambridgeshire District Council was completed on the 18th August 2023. The first agreement with Network Rail for BNG Credits related to the new Cambridge South Station is expected to be executed by Network Rail in the week commencing 13th November. Network Rail then must serve a 30-day notice on the County to confirm the number of units they require and at the end of the 30-day period must transfer the funds to acquire the units. There are several other smaller transactions with other developers in the pipeline. Once the Network Rail transaction completes, the Council's marketing agent Bidwells will launch a high-profile marketing programme to sell more BNG credits which will also tie in with the Government's legislation to require developers to deliver BNG effective from January 2024.

3) Collective Investment Funds

Gross Budget £000	Income Budget £000	Net Budget £000	Actuals £000	Forecast Variance £000	Forecast Variance %
9	-1,087	-1,078	-363	-311	-29%

Income from these treasury investments is forecast to exceed budget. Despite a challenging economic position dividends from the funds remain strong. Performance of the investments is monitored regularly by officers.

4) This Land

Gross Budget £000	Income Budget £000	Net Budget £000	Actuals £000	Forecast Variance £000	Forecast Variance %
2,437	-8,570	-6,133	-3,918	-186	-3%

The This Land budget is forecasting an underspend of £186k, due to additional income to be received towards employee costs and a reduction in professional fees are expected in this financial year.

5) Financing Costs

Gross Budget £000	Income Budget £000	Net Budget £000	Actuals £000	Forecast Variance £000	Forecast Variance %
58,884	-20,742	38,141	-1,500	-1,586	-4%

The Financing Costs budget is forecasting an underspend of £1.6m, due to higher than expected cash balances, and the phasing of capital spend, have reduced the need to borrow this year. In the final quarter of last year, additional government funding was received, and capital spend reduced, resulting in more cash being held at year end compared to when budgets were set. This trend has continued into the current financial year. As well as this, we are seeing higher than expected interest on the cash that we are holding. A full review of borrowing is taking place which may increase this underspend.

6) Renewable Energy Investment

Gross Budget £000	Income Budget £000	Net Budget £000	Actuals £000	Forecast Variance £000	Forecast Variance %
895	-1,134	-239	-278	-119	-50%

Renewable Energy Investment budget is forecasting additional income of £119k. This is due to the recent renewal of the Power Purchase Agreement (PPA), including Renewable Energy Guarantees of Origin (REGOs) for Triangle Solar Farm. This is a 1-year PPA contract. There is also expected to be less expenditure on maintenance this year.

7) IT Services

Gross Budget £000	Income Budget £000	Net Budget £000	Actuals £000	Forecast Variance £000	Forecast Variance %
13,149	-1,143	12,006	11,542	-281	-2%

IT Services budget is forecasting an underspend of £281k. This is a mixture of elements including the new budget for the secure web gateway system not being fully incurred until next financial year, and some additional elements that managed to be decommissioned earlier than previously forecasted. There is also savings expected on licenses and software costs this year.

8) Central holding and miscellaneous accounts

Gross Budget £000	Income Budget £000	Net Budget £000	Actuals £000	Forecast Variance £000	Forecast Variance %
1,349	-710	639	-4,433	-545	-85%

An in-year underspend of £545k is forecast across Central holding and miscellaneous accounts. The main component of this forecast at this stage is the result of an exercise to match accruals with actual costs over recent financial years, identifying provisions for costs that were legitimately expected and correctly accounted for, but that now are not expected to be required.

9) Business Rates

Gross Budget £000	Income Budget £000	Net Budget £000	Actuals £000	Forecast Variance £000	Forecast Variance %
0	-72,362	-72,362	-49,385	-2,567	-4%

An in-year underspend of £2,567k is forecast across Business Rates. This consists primarily of a projected £960k additional 2023-24 Business Rates Pool dividend above the amount budgeted based on the latest projection received, £667k additional 2022-23 Business Rates Pool dividend above the amount accrued at last year-end following the final confirmation and an additional £526k of general Business Rates funding upside that was confirmed by district councils (who collect rates) after the 23-24 Business Plan was finalised.

10) Corporate grants

Gross Budget £000	Income Budget £000	Net Budget £000	Actuals £000	Forecast Variance £000	Forecast Variance %
0	-55,568	-55,568	-39,776	-2,527	-5%

An in-year underspend of £2,527k is forecast across Corporate grants, maximising use of grants to fund existing planned spend where eligible. This is a combination of in-year and carried-forward grants.

11) Policy, Insight & Programme

Gross Budget £000	Income Budget £000	Net Budget £000	Actuals £000	Forecast Variance £000	Forecast Variance %
1,978	-246	1,732	2,175	419	24%

Policy, Insight & Programme budget is forecasting a pressure of £419k. After reviewing the capital receipts we will receive in 2023-24 of £1.2m, means we will not meet the £1.6m budget agreed.

12) Company Dividends & Fees

Gross Budget £000	Income Budget £000	Net Budget £000	Actuals £000	Forecast Variance £000	Forecast Variance %
0	-574	-574	0	-63	-12%

The Company Dividends budget is forecasting additional income of £68k. We have been advised of the dividend for the year and it has overachieved the budget by this amount.

Appendix 3 – Capital Position

4.1 Capital Expenditure

Scheme	Total Scheme Revised Budget	Total Scheme Forecast Variance	Revised Budget for 2023-24	Actual Spend (November)	Forecast Outturn Variance (November)
	£000	£000	£000	£000	£000
Finance & Resources					
Data Centre Relocation	4,339	-352	872	22	-352
IT Strategy	5,939		2,169	414	
IT Education System Replacement	2,921		2,535	225	
IT Infrastructure refresh	674		325	0	
Development Funding	987		50	0	
Building Maintenance	6,395		658	470	
Condition Survey Works	2,836		2,298	756	-1,150
Investment in the CCC asset portfolio	5,398		140	21	
Hawthorns - Intensive Therapeutic Support Hub	3,544		3,477	75	-2,777
Woodland Lodge Children's Home Essential Work	256		112	114	2
Haviland Way	285		285	193	
March Highways depo	274		274	46	
Asbestos Management Surveys (Schools)	135		135	0	
Wisbech Adventure Playground	915		915	5	-765
Local Plans Representations	1,170		270	127	
County Farms Investment	3,330		630	417	
Community Hubs - East Barnwell	1,259		198	0	-178
Shire Hall Relocation	18,185		60	22	-20
Mill Farmhouse	563		556	110	
Lower Portland Farm	3,741		128	0	
Capital Programme Variations	-9,474		-4,689		4,689
Capitalisation of Interest	323		247		
Finance & Resources Total	53,995	-352	11,645	3,018	-551

Scheme	Total Scheme Revised Budget	Total Scheme Forecast Variance	Revised Budget for 2023-24	Actual Spend (November)	Forecast Outturn Variance (November)
	£000	£000	£000	£000	£000
Strategy & Partnerships					
Capitalisation of Policy, Insight & Programmes	12,612	-482	1,682	96	-482
Community Fund	5,000	-500	1,641	0	-500
Histon Library Rebuild	97		5	5	
Libraries - Open access & touchdown facilities	1,172	-820	875	48	-820
Library Minor Works	85		71	5	-62
EverySpace - Library Improvement Fund	389		310	5	-164
Darwin Green Library	152		152	0	-100
Cherry Hinton Library	55		55	1	-45
Sackville House Library	582		61	2	
Sawston Comm Hub	0		0	50	50
Capital Programme Variations	-2,016		-1,677	0	1,677
Capitalisation of Interest	66		66	0	
Strategy & Partnerships Total	18,194	-1,802	3,241	212	-446

The schemes with significant variances (>£250k) either due to changes in phasing or changes in overall scheme costs can be found below:

Ref	Directorate / Committee	Commentary vs previous month	Scheme	Scheme Budget £m	Budget for 2023-24 £m	Forecast Outturn Variance £m	Cause	Commentary
1a	S&P CSMI	Previous	Libraries: Open Access & Touchdown	1,172	0.875	-0.820	Phasing	The pilot will be reviewed in the autumn, and feed into a new plan for review later this year.
2a	F&R SR&P	Previous	Hawthorns Therapeutic Hub	3,544	3,477	-2,777	Phasing	Delays with the planning process has meant the procurement needs to take place later in the programme.
3a	F&R SR&P	Previous month	Condition Survey Works	2,836	2,298	-1,150	Phasing	Hereward Hall Heating, & Air handling, March Community Centre Roof & Heating and Speke House Heating, ventilation work to take place next year.
4a	F&R SR&P	Previous month	Wisbech Adventure Playground	915	915	-765	Phasing	The tender submissions have been received, but the values were significantly higher than the current

Ref	Directorate / Committee	Commentary vs previous month	Scheme	Scheme Budget £m	Budget for 2023-24 £m	Forecast Outturn Variance £m	Cause	Commentary
								budget. DCMS is currently reviewing the scheme and we will report back on the approach going forward as soon as we can.
5a	S&P SR&P	New	Capitalisation of Policy, Design and Delivery Team	12,612	1,682	-482	Funding	Due to unsold properties previously thought to be completed this financial year, this is now the capital receipt amount available to fund this work
6a	S&P CoSMIC	New	Community Fund	5,000	1,641	-500	Underspend	It is proposed that the library initiative could be delivered by another funding source, Just Transition Fund, to be agreed in business planning.
7a	F&R SR&P	New	Data centre Relocation	4,339	872	-352	Underspend	As the programme is coming to an end, we're expecting a saving on the total cost to finish the work.

4.2 Capital Variations Budget

Variation budgets are set annually and reflect an estimate of the average variation experienced across all capital schemes, and reduce the overall borrowing required to finance our capital programme. There are typically delays in some form across the capital programme due to unforeseen events, but we cannot project this for each individual scheme. We therefore budget centrally for some level of delay. Any known delays are budgeted for and reported at scheme level. If forecast underspends are reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when rephasing exceeds this budget. The capital variations budget is -£4,689k for Finance & Resources and -£1,677k for Strategy & Partnerships.

4.3 Capital Funding

Original 2023-24 Funding Allocation as per Business Plan £000	Source of Funding	Revised Funding for 2023-24 £000	Forecast Spend – Outturn (November) £000	Forecast Variance – Outturn (November) £000
-	Finance & Resources			
	Grant Funding	150	150	-
7,348	Prudential Borrowing	11,495	10,944	-551
7,348	Finance & Resources TOTAL	11,645	11,645	-551
	Strategy & Partnerships			
1,343	Capital Receipts	1,343	1,200	-143
127	Grant Funding	127	130	3
	Other Contributions	-	16	16
229	Developer Contributions	129	132	3
2,214	Prudential Borrowing	1,642	1,317	-325
13	Strategy & Partnerships TOTAL	3,241	2,795	-446

2024-29 Financial Sustainability Assessment

To: Strategy, Resources and Performance Committee

Meeting Date: 30 January 2024

From: Executive Director of Finance and Resources (Section 151 Officer)

Electoral division(s): All

Key decision: No

Forward Plan ref: Not applicable

Executive Summary: This report provides Committee with the Section 151 Officer's assessment of Cambridgeshire County Council's financial standing in line with the statutory duty of that role under Section 25 of the Local Government Act 2003. Overall, this concludes that:

- the reserve levels are considered to be adequate for 2024/25 (subject to the final 2023/24 outturn position).
- compared to other county councils, Cambridgeshire remains in the middle of the resilience range.
- reserves will need to be further strengthened over the medium term to cover the Council's risks, such as the High Needs deficit as well as underpinning commercial ventures and disputes.
- the level of reserves will require continuous monitoring considering the ongoing risks from the wider economic circumstances.
- the Council cannot be complacent and must continue to maintain financial rigour, particularly with regard to accumulated borrowing and associated financing costs, which have in recent years benefitted from internal borrowing to a large degree.

Recommendation: The Committee is recommended to scrutinise the Section 151 Officer's assessment and note the conclusions in consideration of the proposed Budget for 2024/25 to Full Council, and the proposed level of reserves set out at Appendix 1.

Officer contact:
Name: Michael Hudson
Post: Executive Director of Finance and Resources (Section 151 Officer)
Email: Michael.Hudson@Cambridgeshire.gov.uk

1. Creating a greener, fairer and more caring Cambridgeshire

1.1 This report assesses and ensures the financial sustainability of the Council in order for it to deliver its vision and seven ambitions as set out in the [strategic framework for 2023-28](#).

2. Background

2.1 Section 25 of the Local Government Act 2003 requires the Section 151 officer (for Cambridgeshire this is the Executive Director of Finance and Resources) to formally give an opinion as to the robustness of the budget estimates and the level of reserves held by the Council. The Act also requires that the Council must give consideration to this report when making decisions about the budget.

2.2 It is essential that the budget includes an assessment of the potential financial risks facing the Council and that the Council has adequate reserves should those risks materialise.

2.3 The Council holds two types of reserves:

- a general reserve for unforeseen and unplanned circumstances or events, such as flooding
- a range of earmarked reserves within which there are a number of classes:
 - Strategic Framework priorities - to deliver the Council's ambitions.
 - Risk eventualities - funds set aside to cover foreseen or likely events and risks.
 - Ringfenced grants and contributions – monies from Government and third parties for specific purposes such as Public Health, Dedicated Schools Grant and s106 contributions.
 - Capital items - reserves to enable the delivery of the capital programme.
 - Sinking funds – to cover future liabilities, such as Private Finance Initiative (PFI) equalisations.

2.4 The proposed 2024-29 medium term financial plan includes both draws on and contributions to reserves and are summarised in Appendix 1. This is a revised way of reporting reserves and there is an audit trail from the previous reporting format to this at Appendix 2

2.5 A further category of 'unusable reserves' is included in the detail appended to this report. That accounts for £0.264 million and relates to the Pupil Referral Unit (PRU) school balances and will be fully utilised by 2027/28 and is thus not available for other purposes.

2.6 In carrying out the assessment of these reserves there has been consideration of:

- The Council's Constitution and Financial Regulations, including contract procedure rules, to govern and control the financial position of the Council.
- The Council's current financial procedures and standards to control finances, alongside Internal and External Audit findings.
- The Council's Annual Governance Statement (AGS).
- Codes of practice, including International Financial Reporting Standards (IFRSs).
- The known risks and likelihood of need for reserves to enable those risks to be managed to protect the financial standing of the Council.
- The 2023/24 Financial Outturn

- The budget proposals being considered by the Committee which will likely be proposed to Council in February 2024.
- The current and forecast position of reserves, including comparison to other peer authorities.
- The known risks facing the Council in running its day-to-day operations, including:
 - Demand and inflation, including the Dedicated Schools Grant (DSG)
 - Failure to deliver approved savings or manage income
 - Delivery of the Capital Programme
 - Capital, Treasury Management and changing economic environment
 - Commercial Ventures, contractual risks and disputes
 - The medium-term financial plan, including funding uncertainties
 - Ringfenced conditions
- Preparedness for unknown risks, in particular environmental events.
- The overall financial standing and sustainability assessment.

3. Main Issues

- 3.1 The following sections set out the assumptions and considerations to enable conclusions to be made about the level of reserves and use going forward to support the medium-term financial plan and ensure the financial standing of the Council remains robust.

The 2023/24 Outturn

- 3.2 As noted elsewhere on the same agenda as this paper the latest forecast for 2023/24 is an overspend of £5.6 million. The Corporate Leadership Team (CLT) is undertaking actions to recover this position to balance at year end. At this stage £5.5 million has been assumed will need to be funded from the General Fund reflecting the November 2023 forecast position, see more detailed analysis of the General Fund risk coverage at Appendix 3.
- 3.3 The impact of this would be to reduce the General Fund to £25.1 million on 31 March 2024. Going forward the risk of overspends for whatever reason is covered in specific Finance Risk reserves discussed later in this report. Note there is a planned £0.8 million contribution within the budget proposals for 2024/25 which increases the opening 2024/25 balance as at 1 April 2024 to £25.9 million.
- 3.4 A longer term assessment of the General Fund reserves at Appendix 3 identifies that this potential draw down will have an impact on the later years resilience of the Council to deal with unforeseen events and as such it is preferable to manage the overspend in 2023/24 by the year end to relieve this pressure in future years. If this is not done the General Fund reserves will need to be added to in future years. If overspend can be avoid in full or part this will relieve that later year need.
- 3.5 Going forward future delivery of in year budgets will be essential given the level of reserves. As such continued improvements in monitoring and managing budgets is important.

The current and forecast position of reserves, including comparison to other peer authorities.

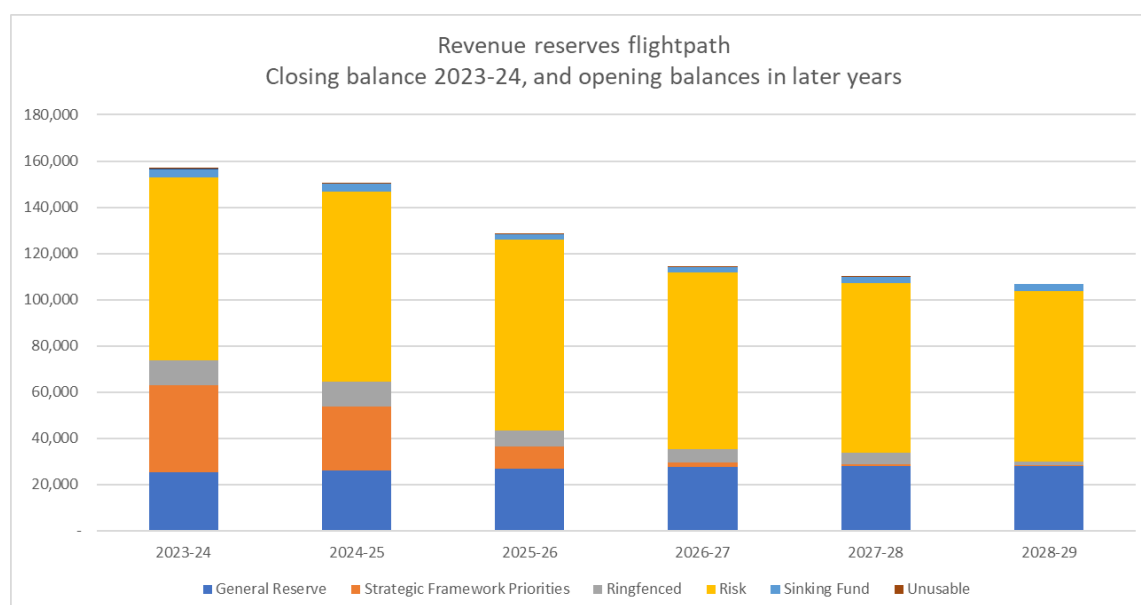
- 3.6 The forecast opening position as at 1 April 2024 for all reserves, excluding the DSG deficit discussed later in this report, is expected to be around £150.462 million across all classifications as follows:

Table 1: Forecast Reserves at 1 April 2024 (Detailed analysis at Appendix 1)

Fund Description	Balance at 30 Sept 2023 £000s	Forecast Opening balance 1 April 2024 £000	Change £000	Change %
General Reserve	30,661	25,999	-4,662	-15%
Strategic Framework Priorities	40,738	27,862	-12,876	-32%
Ringfenced	20,441	10,827	-9,614	-47%
Risk	66,077	82,068	15,991	24%
Sinking Fund	3,964	3,443	-522	-13%
Trading	46.72	0	-47	-100%
Unallocated	500	-	-500	-100%
Unusable	309	264	-45	-15%
	162,736	150,462	-12,274	-8%

3.7 This shows a significant fall in reserves due to the continued use in particular of specific ringfenced grants, which increased during the pandemic, as well as the increased spending since the pandemic ended on schemes suspended during that time. This trend is expected to continue as shown by Chart 1 below:

Chart 1: Forecast level of reserves 2023-29



3.8 The Chartered Institute of Public Finance and Accountancy (CIPFA) has produced its annual Financial Resilience Index, noting that this uses data from 2022/23. This identifies that Cambridgeshire’s level of reserves continues to be in the middle of the pack, although the risks are associated with the level of borrowing discussed later on in this report.

Table 2: CIPFA Financial Resilience Index analysis of Cambridgeshire reserves compared to peers

Indicators of Financial Stress		Indicator	Min	Indicator Value	Max
← Higher Risk					
Lower Risk →					
Reserves Sustainability Measure		Reserves Sustainability Measure	23.06	100.00	100.00
Level of Reserves		Level of Reserves	28.91%	43.33%	75.72%
Change In Reserves		Change In Reserves	-11.51%	91.17%	143.96%
Interest Payable/ Net Revenue Expenditure		Interest Payable/ Net Revenue Expenditure	1.50%	3.94%	4.59%
Gross External Debt		Gross External Debt	£263,069k	£839,559k	£1,024,870k
Social care ratio		Social care ratio	72.03%	74.59%	85.52%
Fees & Charges to Service Expenditure Ratio		Fees & Charges to Service Expenditure Ratio	5.29%	7.72%	12.16%
Council Tax Requirement / Net Revenue Expendi...		Council Tax Requirement / Net Revenue Expenditure	68.35%	83.09%	100.36%
Growth Above Baseline		Growth Above Baseline	2.01%	5.88%	8.39%

Auditors VfM Assessment
 Refer to local authority website

Children's Social Care Judgement
 Requires Improvement



Source: CIPFA’s Financial Resilience Index - [Financial Resilience Index \(cipfa.org\)](https://www.cipfa.org/financial-resilience-index)

3.9 Analysis carried out by the Association of Local Authority Treasurers (ALATs), co-ordinated by the Society of County Treasurers (SCT) looked at the forward projection against similar classifications noted in this report. This identifies that compared with peers, Cambridgeshire’s projected decrease in its reserves is in line with other councils.

The budget proposals being considered by the Committee

3.10 Due diligence of all proposals for 2024/25 budget and future years has been undertaken by Finance, that includes any estimations, net costs/savings/income and timescales to implement. Further information on the due diligence carried out is set out in the Medium-Term Financial Strategy which is on the same agenda as this paper. Overall, this has concluded that there is a lower risk of non-delivery. Although further specific commentary on the key risks facing next year and future years are set out in the following paragraphs.

Demand and inflation, including the Dedicated Schools Grant risks

- 3.11 An assessment of the growth needed for 2024 and beyond has been applied to the budget requirements in consideration of setting the budget for 2024/25. This has been based on current and forecast levels of demand. However, whilst this has been tested and assessed recent history would suggest that in a post pandemic and worldwide economic situation there continues to be a risk of increased unforeseen demand and inflation.
- 3.12 Demand continues to prove volatile in four critical areas of spend:
- Adult social care
 - Children’s social care
 - Home to school transport
 - Special educational needs and disabilities (SEND) as well as high needs
- 3.13 Consequently, a mixture of earmarked and general risk reserve provision has been made based on likelihood and unforeseen cases.
- 3.14 In the case of earmarked provision, the following earmarked reserves have provision to ensure any delay in change programmes can be managed, particularly in adult and children’s safeguarding and care where saving proposals require close working with other partners, such as the NHS. In addition, there remains provision for High Need costs as part of the Safety Valve agreement with the Department for Education as part of the Council’s recovery plan. A similar volatile demand reserve exists for the coroner’s inquests within the specific reserves of £0.250 million, which have seen cases rise in recent years but remain unpredictable in terms of costs and thus for which a risk reserve exists.

Table 3: Call on risk reserves for demand and inflation

Reserve	Opening forecast balance 1 April £m	Potential draw 2024/25 £m	Balance remaining 1 April 2025 £m	Balance remaining 1 April 2028 £m
Adults Safeguarding	4.66	-0.51	4.15	3.75
Childrens	3.10	-3.10	0.00	0.00
High Needs	8.19	-1.75	6.44	2.94
Coroner inquests	0.25	-0.25	0.00	0.00
Total	16.20	-5.61	10.59	6.69

- 3.15 There always remains the risk that even with good budget monitoring and management, the call on Council services can be significantly affected in any year through unforeseen external events. As such there is a provision within the General Fund to manage for such events, as set out in Appendix 3, in order that the services can manage operationally and not be drawn from change programmes.

Delivery of the Capital Programme

- 3.16 The capital programme is underpinned by a number of grants ringfenced for specific schemes which are due to or have started and under current plans are expected to be spent by 2028/29 as shown in the table below.

Table 4: Capital reserves forecast 2024-2029 (Detailed analysis at Appendix 1)

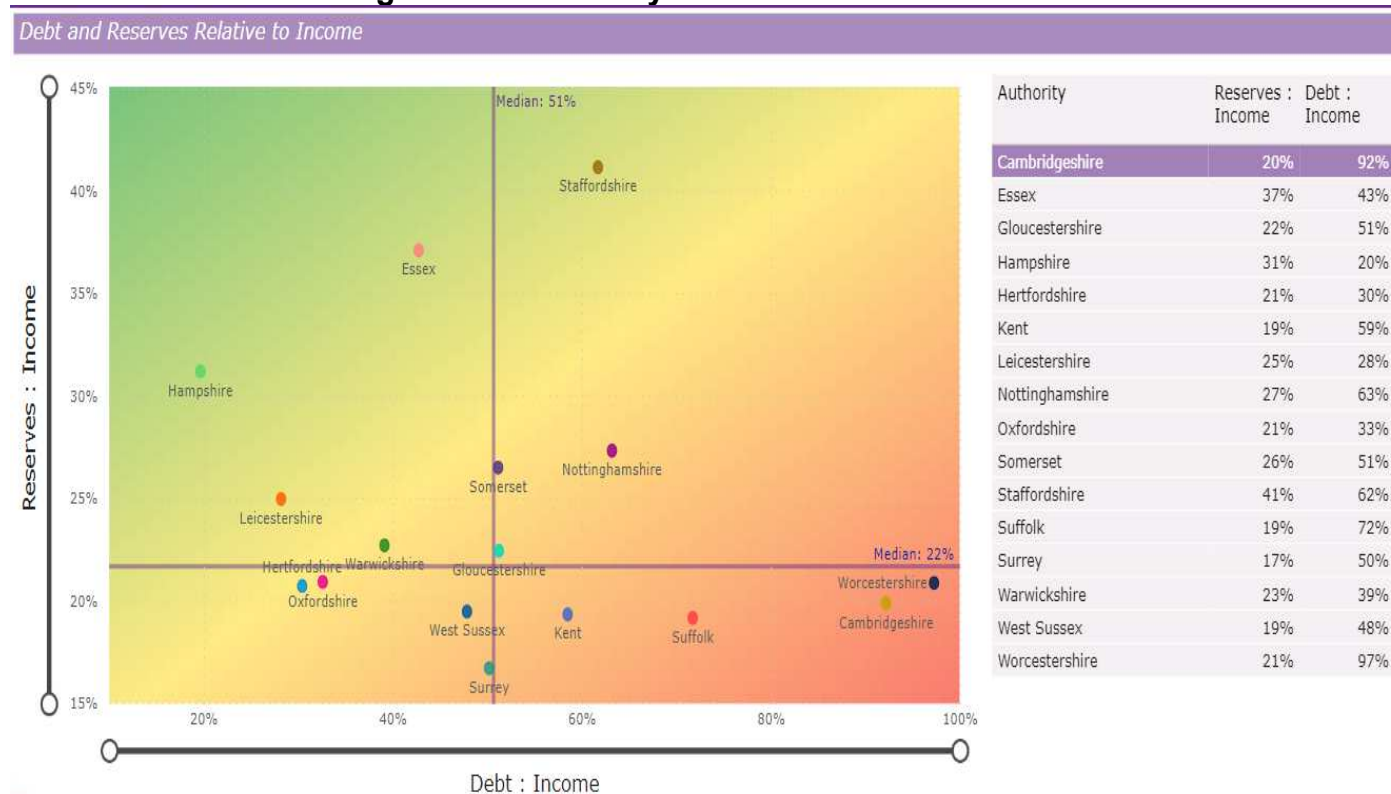
£000	Forecast closing balances 1 April £,000					
	2024	2025	2026	2027	2028	2029
Children, Education and Families	28,290	18,290	8,290	0	0	0
Adults, Health and Commissioning	33	0	0	0	0	0
Place & Sustainability	35,138	23,138	11,138	5,138	0	
Finance and Resources	718	350	0	0	0	0
Corporate	46,342	35,000	25,000	15,000	5,000	0
Capital Useable Reserves subtotal	110,521	76,778	44,428	20,138	5,000	0

- 3.17 There continues to be a risk of overrun on capital programmes arising from factors such as delays or inflation. At this stage these will need to be managed within the scheme itself.

Capital, Treasury Management and changing economic environment

- 3.18 As noted above when compared to other councils Cambridgeshire has a higher level of borrowing exposure than other peers. This is shown in the CIPFA Financial Resilience analysis chart below:

Chart 2: Borrowing to reserves analysis



- 3.19 An element of this relates to the Council's outstanding loan to This Land, without this the Council would be at 75-80%% and thus still above the norm for peer grouping. A financial appraisal is being undertaken using independent advisors to appraise the current loan and This Land business plan plus updates and the accounts. Initial findings suggest that the Business Plan remains viable though with continued risk relating to development and the housing market it is advised that a further £2.7 million is added to the This Land specific risk reserves to cover future risks (growth from £6.7 million to £9.3 million), and a further growth in future years rising to £12.4 Million in 2028/29. Continued review under International Financial Reporting Standard (IFRS) 9 will be undertaken to assess this position and reported via the Council's Statement of Accounts.
- 3.20 The capital programme continues to show a high level of slippage on projects. Some of this is down to project delay, but further improvement is needed in the way schemes are phased, with more pragmatism applied. The capital programme expenditure for November 2023 as reported in the Integrated Financial Monitoring Report to Committee, was forecast to underspend by £0.997 million. It is essential that future capital programmes are based on more realistic phasing of planned expenditure to also improve treasury management forecasting and management. The implementation of a 5-year capital programme, the introduction of a Corporate Landlord approach for the Council's assets and the new capital monitoring and reporting system, should ensure a more realistic capital programme with significantly less slippage, but this is still proving to be a challenge to achieve. Further consideration needs to be given to whole life costing and what element needs to be funded from revenue sinking fund and top slicing of capital receipts to create a future reserve. This will be further examined in 2024/25 alongside the development and implementation of the Council's new Land and Property Strategy.
- 3.21 The proposed draft capital programme is £522 million over the 5 years 2024 to 2029. The 5 year element of the plan primarily relates to the rolling annual programmes. Spending on approved projects is set out over the anticipated delivery timescales. A separate schedule of potential projects is not included as part of the approved programme to ensure that schemes in the initial stages of development and/or where funding has not been secured are not formally included in the programme too early in their development. However, minimising additional borrowing does not come without risks and consequences. This means the Council will need to prioritise maintenance and improvement works on the Council's assets, to prevent possible closure on safety grounds. This in turn will lead to an increase in maintenance backlogs and higher potential future costs. The Council also needs to investigate alternative funding mechanisms for maintenance works avoiding the need for borrowing to fund what are essentially recurring costs.
- 3.22 As part of the programme of managing its own estate the Council has set aside £2.940 million for the repair and upkeep of its buildings. This is not planned to be drawn down in 2024/25 due to the planned rationalisation programme. However, a call on this set aside monies in later years is likely due to the condition and scale of the future changes to the overall estate. The phasing of this will be determined in 2024 and linked to other considerations such as investment in net zero carbon neutral initiatives.

- 3.23 The Council also has a number of technical sinking funds to provide for future equalisation likely at the end of schools PFI scheme and for the whole life cost provision for New Shire Hall, this totals £2.5 million. A further £0.464 million is also set aside in a sinking fund to fund the County Council election costs which occur every four years, with an annual contribution of £0.190 million a year. As well as a small number of other items resulting in a £3.4 million sinking fund.
- 3.24 The proposed draft capital programme is funded from a combination of government grants, external funding and borrowing. In line with previous years, it is proposed that borrowing is supported where it can be from the Council's cash balances rather than external debt. This not only reduces the cost of borrowing (bearing in mind the difference between returns on cash investments and borrowing rates) but also ensures the Council does not increase accumulated debt based on spending profiles which are subsequently delayed. This strategy of internal borrowing is considered sustainable for the next one to two years providing there is no significant revenue need to draw down reserves and the Council has sufficient cash balances. This aligns with the Council's treasury management plans within the Medium Term Financial Strategy (MTFS), but further work will need to be undertaken to manage this position, including the phasing of projects noted earlier in this report. This does add further pressure to future year's gap as reported and will need to be addressed as part of the savings programmes for those later years.
- 3.25 In addition, in the medium term this approach will need to be reviewed and revised as it will not be possible to sustain this level of capital investment without the greater achievement of savings, generation of income or increased funding. The Council is also continuing to work with the Greater Cambridge Partnership (GCP) around its future funding of schemes due to potential delays in s106 receipts which require GCP to reprofile its programme in order to fund the cost of any forward borrowing requirement, as such it is assumed this has nil impact on the County Council's borrowing or associated revenue costs. It is essential that sustainable alternatives to borrowing to fund capital expenditure are identified to avoid further drag on financial resilience.

Commercial Ventures, contractual risks, and disputes

- 3.26 The Council is involved in operations and contracts with a range of stakeholders from third party suppliers to users of our services. In these operations there is always a risk for disputes to arise. In some cases, these are insured and the Council sets insurance funds aside (£5.018 million) for the risks associated in these cases. This assessment is based on third party advice on the claims and levels of success expected to defend. In other disputes the Council needs to set aside for potential liability, including the risk of penalties or even damages awarded by Court.
- 3.27 At present the Council has a number of commercial and contractual disputes ongoing and as such has provided a risk assessed adequate sum to cover these amounts. At this stage £19.323 million is set aside in a specific risk reserve. This amount has been assessed against known factors such as potential court cases and will continue to be updated as those disputes and challenges progress.
- 3.28 The Council also is undertaking work on a number of major infrastructure projects which it is resolving legal matters and has an earmarked reserve of £15.5 million at the start of 2024/25 set aside to manage the works related to those matters. The sums for that are likely to increase as further cash is received, but a spending plan of works is now being set out which will revise the balance and it is expected that most if not all of this amount will be

spent by 2029.

The medium-term financial plan and funding risk

- 3.29 The Office for Budget Responsibility (OBR) in November 2023 ([Economic and fiscal outlook – November 2023 - Office for Budget Responsibility \(obr.uk\)](#)) noted that since 2010/11 local authority spending has fallen from 7.4% to 5% of gross domestic product (GDP), and it falls further to 4.6% of GDP in 2028/29. Given local authorities' statutory duty to provide a range of services where demand is likely to continue to grow, for example adult and child social care, pressures on the Council's finances and services will continue. The Council's Medium Term Financial Strategy (MTFS) considered elsewhere on the same agenda as this paper sets out a detailed assessment of the future economic projections.
- 3.30 The MTFS shows a gap over the next four-year period 2025-2029 as set out in the following table.

Table 5: Gap Forecast 2025-29

	2025/26	2026/27	2027/28	2028/29	Total
	£000	£000	£000	£000	£000
Core funding	576,551	592,395	609,098	626,471	2,404,515
Transfer from Reserves	2,381	2,438	290	-655	4,455
Total Funding projected available	578,932	594,833	609,388	625,816	2,408,970
Less - Projected Net Budget Requirement	613,567	621,232	635,082	650,109	2,519,991
= Funding Gap 2025-29 before savings	-34,635	-26,399	-25,694	-24,293	-111,021
Savings identified	-8,102	-3,826	249	-79	-11,758
Residual budget gap	-26,533	-22,573	-25,943	-24,214	-99,263

- 3.31 The forecasts for 2025/26 and beyond are inevitably less reliable than the forecasts for 2024/25 (which themselves have a smaller degree of uncertainty as noted in the preceding paragraphs). Due to the impending General Election the Chancellor's Autumn Budget statement only set out spending plans for 2024/25. As noted, the Office for Budget Responsibility (OBR) suggests that there remains less scope for additional public sector funding in 2025/26 and the Government suggest that the most likely date for a review of local government funding will now be 2025/26 meaning no changes until 2026/27 at the earliest. In 2024/25 Government funding accounts for 59% of the Council's overall funding. Looking at the net revenue budget the largest element (75%) of funding is local taxation – Council Tax, but there is also uncertainty over that, with the forecast being this will be restricted to just a 2% increase in future years, despite predictions in demand and inflation for core services being higher.
- 3.32 The high gearing of council tax to government grant means that higher costs can only be funded by higher council tax, and if that is not possible then more savings and potential draws on reserves to enable that will be needed. All of this increases the risk and uncertainty over the Council's long-term funding. As such £7.415 million has been set aside to cover the future funding risks this is circa 2% Council Tax for one year and will continue to be assessed.

- 3.33 In addition, the Council has a small earmarked reserve to deal with, or smooth late changes to the 2021/22 settlement which led to changes in Cambridgeshire's allocations. As a result a reserve was created to be drawn down as part of the Medium Term Financial Strategy. This will be £3.853 million due to increased business rates in 2024/25 but will then be drawn down and spent by 2028/29 as changes in the business rates allocations are worked through.
- 3.34 There is a known correlation between those councils which have had lower council tax increases, undeliverable savings plans, higher levels of debt, low levels of reserves and subsequent concerns about financial management. Whilst these are not the only factors which could give rise to financial management concerns, they remain an important consideration in the assessment of financial resilience and sustainability. Cambridgeshire's current council tax charge is around the average of all county councils, but levels of debt and/ borrowing are well above average compared to levels of reserves (see Chart 2 above), which remain slightly below average. The levels of debt are slowly being addressed through the capital programme and avoiding additional borrowing. This needs to be a continued focus for the MTFS.
- 3.35 As the largest element of the Council's funding, there is also a risk of less collected council tax or business rates, which could adversely affect the Council's financial standing. Whilst some of the previous year's provision is recommended in this to be moved to fund the increased risk in other commercial areas, going forward the planned financial risk reserves include £2.014 million provision still being needed for this event. This is sufficient to cover historic averages of what an in-year collection fund deficit would be across both tax types and all districts. In addition to this, there is a moving balance on this reserve where any in-year collection fund surpluses are applied to mitigate against future year deficits to prevent one-off swings to our budget.
- 3.36 In the medium to longer term, the Council has to have a sustainable plan where spending growth is closely aligned to Council priorities and available funding. This means that the Council needs to plan to deliver savings by changing the way it works. It is expected that the medium-term plan will therefore need some limited use of reserves in the future years to manage the uncertainties noted above and deliver change and the Council's ambitions. In addition, there is a need to plan for changes to national economic assumptions, in particular inflation. The Council needs greater agility in future without relying heavily on reserves. To this end it is vital that the Council continues to evolve financial planning taking an Outcomes Based Budgeting (OBB) approach alongside a programme of change to the way it works. This however will need investment and as such the Council has set aside £37.722 million in Strategic Framework and Financial Risk reserves as follows:

Table 6: Strategic Framework and Financial Risk Reserves to manage change

Strategic Framework Reserves	1 April 2024	1 April 2025	1 April 2026
Improvement programme reserves			
Just Transition Fund	9,992	9,992	3,561
Change & Digital Reserve	3,722	3,259	1,416
Ukraine grant reserve	4,200	4,200	2,200
Other service change reserves	700	700	-
Improvement programme subtotal	18,614	18,151	7,177
Investment reserves	2,018	2,018	944
Invest to save reserves	298	298	91
MTFS support	16,803	7,395	1,500
Total	37,733	27,862	9,712

3.37 The Just Transition Fund is shown in detail at Appendix 4b.

Ringfenced conditions

3.38 At the start of April 2024 it is forecast that the Council will have £10.827 million of ringfenced reserves, whereby the conditions against which spend can be undertaken is set by contract, legislation or grant conditions. This is broken down as follows:

Table 7: Ringfenced reserves forecast analysis as at 1 April

Ringfenced element	2024 £m	2025 £m	2026 £m
Developer contributions	3.57	3.57	3.57
Public Health Grant – <i>further details at Appendix 4a</i>	3.75	0.97	0.51
Regional adoption agency	0.66	0.50	0.33
Other grants & contributions	0.66	0.55	0.55
Ringfenced accounts (e.g. parking, permitting)	2.18	1.45	0.86
Total	10.83	7.05	5.82

3.39 The assumption is that whilst these reserves cannot be used for other purposes, and in the case of the Public Health funds are overseen by the Director of Public Health and reported to the Department for Health and Social Care (DHSC), if the cost of services related to these funds is higher, then that spending will need to be managed within available funds. This is particularly true for s106 developer contributions.

The unknown risks, in particular environmental events.

- 3.40 Whilst we assess the risks that we know something of, there is always the case in any business or walk of life that there will be events that are unforeseen. To protect against financial shock of such events the Council holds 'General Fund' reserves. In the current year this is likely needed to fund any year end overspend arising from the significant costs arising from inflation being higher than forecast when the budget was set. This would at current forecasts reduce the General Fund to £25.1 million.
- 3.41 Previously the Council has assessed the need for General Fund reserves to be 4% of the gross budget excluding schools. It is the requirement of Section 25 Local Government Act 2003 that the Council's Section 151 Officer ensures the adequacy of reserves. As such, this year a more detailed assessment has been undertaken of the potential unforeseen events and the financial risks posed. A detailed assessment is attached at Appendix 3. This sets out that the current level is just sufficient for 2024/25, but there is a risk in future years and if the current year overspends were to be avoided this will negate the need to replenish the General Fund in future years to enable adequate coverage.
- 3.42 The single greatest financial risk to the Council remains the substantial and growing deficit on High Needs spending from the Dedicated Schools Grant (DSG). This has been highlighted as the biggest risk for several years with the accumulated deficit forecast to be £39.3 million by the end of the current year. A statutory override has been extended by a further two years by the Government, which means that DSG deficits do not have to be covered from the General Fund i.e. they are not cash backed. However, the Council does need to make provision to repay a proportion of the accumulated deficit from reserves as part of the Safety Valve agreement with the Department for Education. Currently there is only £8.1 million of specific provision within the earmarked reserves but there are no General Fund reserves for any greater repayment than this or the lifting of the override. The current level of accumulated deficit therefore remains unsustainable posing a considerable risk to the Council if there is not a significant reduction in the deficit. The assessment of financial resilience based upon the ratio of reserves to debt as a percentage of net revenue budget, now includes an additional assessment for this risk. Formal regular monitoring and reporting of the local deficit recovery action plan, highlighting any corrective action, will be critical to ensure the deficit is being tackled effectively.

4. Alternative Options Considered

- 4.1 The paper considers the assumptions based on current known factors, as such within each consideration there is a range of factors and ways to interpret the data that have been considered in that assessment. The classification of reserves means that those reserves which are ringfenced can only be used for those purposes, often set out by grant terms or legal conditions. The General, Risk and sinking fund reserves have been assessed as necessary by the Section 151 Officer to ensure the future financial standing of the authority. Strategic Framework and Capital reserves support the current prioritisation by Council.

5. Conclusion and reasons for recommendations

- 5.1 Taking all relevant factors into account, the S151 Officer can formally report that in his view, subject to all the measures set out in the draft budget and medium-term plan being implemented, the budget estimates are robust and the level of reserves adequate within the constraints in which the Council currently has to operate, as required by the Local Government Act 2003.
- 5.2 This assessment is based upon key factors, including:
- The assumption that the proposed council tax increases up to but not exceeding the 3% general threshold and 2% for Adult Social Care levy are agreed for 2024/25. Council tax is now the most significant source of funding for council services. Any lesser increase than that proposed, without a corresponding reduction in base budget spending would have an adverse impact on the Council's financial resilience and ability to mitigate future spending risks or medium-term uncertainties over the future funding gap.
 - The risks relating to known and provision for an element of unknown risk are based upon information available and experiences, whilst this may change at this stage these reserves provide for adequate coverage and cannot be reduced.
 - An opening General Fund reserve at £26 million for 2024/25 is considered to be essential in light of increased financial risks, the increased self-sufficiency of councils and greater reliance on tax income, and medium-term uncertainties. Going forward though the Council faces further uncertainties and it is recommended at this point that this reserve is increased in the later years of the MTFs. Failure to maintain General Fund reserve at the levels prescribed would in my opinion very likely seriously impair the adequacy of the Council's reserves and consequently its financial resilience.
 - The assessment of the 2023/24 forecast outturn, and the need for that to be reduced to a level that can be covered by reserves set aside for budget risks and stabilising this poses a significant risk to the adequacy of reserves and thus the Council's financial resilience.
 - The longer-term capital planning within the proposed 5-year programme delivers urgent and critical works as well as addressing the need to minimise new borrowing and deficiencies in previous plans that have led to significant rephasing. Both of these have significant consequences on future revenue budgets. The level of borrowing continues to be a concern, even though it has been reduced, sustainable alternatives urgently need to be identified.
- 5.3 The revenue proposals for 2024/25 and medium-term plan are not without significant additional risks. The proposals strike a balance between affordability whilst allowing sufficient resources for the Council to fulfil its statutory responsibilities and address local priorities. This is not an easy combination and will require some difficult decisions in future years about service levels and provision. It will require services to bear down on spending growth, particularly with regard to future price levels and managing demand. In the opinion of the Section 151 Officer whilst this presents risks, the Council currently has sufficient financial resilience and reserves, such that the additional risks are neither excessive nor reckless. However, it is essential that there is a sustained focus on financial and demand management, delivery of approved savings and income plans, timely decision making and there are not additional spending requests that would add to costs over and above

budgeted levels. It is also essential that where variations from the budget are identified that remedial action is taken promptly to ensure a balanced budget can be delivered.

- 5.4 Provided all the measures as set out in the draft budget are implemented, the Council will continue to demonstrate financial sustainability for the next two years, although without future spending plans there remains considerable uncertainty over the medium term.

6. Significant Implications

6.1 Finance Implications

The report sets out a detailed assessment aligned to the Business and Financial Plan 2024-29 to be considered on the same agenda as this paper. This concludes that the level of reserves are adequate and a robust approach has been taken to the setting of the budget proposals to deliver a balanced budget for 2024/25.

6.2 Legal Implications

This report sets out the Section 151 Officers assessment under the statutory duty, per Section 25 of the Local Government Act 2003 of this role, and should be read alongside the Business and Financial Planning paper also on this Committee agenda.

6.3 Risk Implications

The risk assumptions that support the level of reserves are set out in the body of this report.

6.4 Equality and Diversity Implications

There are no equality and diversity direct implications of this report, although changes to assumptions would need further consideration.

6.5 Climate Change and Environment Implications

This report notes that part of the assessment of the reserves is both to fund future climate and environmental works through the Just Transition Fund, whilst the General Fund also provides for the risk of future emergency incidents arising from climate and environmental events, such as floods or extreme heat.

7. Source Documents

- 7.1 This paper draws and builds upon the Council's Financial Plan presented to Full Council in February 2023 - [Full Council 2023-28 Proposed Business Plan and Medium Term Financial Plan](#)

Appendices

Appendix 1 – Detailed analysis of reserves

Appendix 2 – Audit Trail of reserves 2023/24 to 2024/25 analysis

Appendix 3 – General Fund Assessment

Appendix 4 – Specific reserves 4a - Public Health 4b - Just Transition Fund

Appendix 1 – Detailed analysis of reserves

	Reserve category	Closing	Forecast opening balances				
		2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
1	General Reserve	25,110	25,999	26,753	27,485	28,167	28,167
2	Strategic Framework Priorities Reserves						
2a	Improvement programme reserves						
	<i>Just Transition Fund</i>	9,992	9,992	3,561	923	394	-
	<i>Change & Digital Reserve</i>	3,722	3,259	1,416	416	-	-
	<i>Ukraine grant reserve</i>	4,200	4,200	2,200	350	-	-
	<i>Other service change reserves</i>	700	700	-	-	-	-
	Improvement programme subtotal	18,614	18,151	7,177	1,689	394	-
2b	Investment reserves	2,018	2,018	944	390	115	80
2c	Invest to save reserves	298	298	91	-	-	-
2d	MTFS support	16,803	7,395	1,500	-	-	-
	Strategic Framework Priorities Reserves Total	37,733	27,862	9,712	2,079	509	80
3	Risk Reserves						
3a	Risk contingencies						
	<i>This Land Credit Loss & Equity Offset</i>	5,850	8,600	8,600	8,600	8,600	8,600
	<i>This Land minimum revenue provision risk</i>	802	1,456	2,267	3,075	3,846	4,501
	<i>Revaluation & Repair (Buildings)</i>	2,940	2,940	2,940	2,940	2,940	2,940
	<i>Local taxation volatility & appeals account</i>	8,514	2,014	5,773	5,773	5,773	5,773
	<i>High Needs Block Offset</i>	8,185	8,185	6,435	4,685	2,935	2,935
	<i>Adults Risk Reserve</i>	4,664	4,664	4,154	3,900	3,750	3,750
	<i>Children's risk reserve</i>	-	3,100	-	-	-	-
	<i>Major infrastructure costs reserve</i>	18,391	15,500	20,890	19,830	19,830	19,830
	Risk contingencies subtotal	49,346	46,459	51,059	48,803	47,674	48,329
3b	Specific legal/contractual risks reserves	19,032	19,323	15,761	15,739	15,717	15,691
3c	Funding Review Shortfall Reserve	4,076	7,415	6,927	4,666	4,666	4,666
3d	Risk - Smoothing	1,453	3,853	3,639	1,921	177	177
3e	Insurance Reserve	5,018	5,018	5,018	5,018	5,018	5,018
	Risk Reserves Total	78,925	82,068	82,404	76,147	73,252	73,882
4	Ringfenced Reserves						
4a	Ringfenced contribution	5,274	5,074	2,020	1,389	1,222	1,056
4b	Ringfenced - Unusable	-	-	-	-	-	-
4c	Ringfenced account	2,181	2,181	1,454	858	271	29
4d	Ringfenced - Developer Fund / Commuted Sum	3,573	3,573	3,573	3,573	3,573	476
	Ringfenced Reserves Total	11,027	10,827	7,048	5,820	5,067	1,561
5	Sinking Fund	3,443	3,443	2,333	2,473	2,614	2,754
6	Unallocated	500	-	-	-	-	-
7	Unusable	264	264	198	132	66	-
	Total Revenue Reserves	157,001	150,462	128,448	114,137	109,674	106,443
8	Capital Reserves						
	Children, Education and Families	28,290	18,290	8,290	-	-	-
	Adults, Health and Commissioning	33	-	-	-	-	-
	Place & Sustainability	35,138	23,138	11,138	5,138	-	-
	Finance and Resources	1,238	350	-	-	-	-
	Corporate	46,342	35,000	25,000	15,000	5,000	-
	Total Capital Reserves	111,041	76,778	44,428	20,138	5,000	-
	Reserves Grand Total	268,042	227,241	172,876	134,274	114,674	106,443

Appendix 2 – Audit Trail of revenue reserves 2023-24 to 2024-25 analysis (£000)

Current Reporting Format			How forecast closing balance maps to new reporting lines							Movements, arriving at 1 April 2024 balance in new format						
Fund Description	Balance at 30 Nov 2023	Forecast at 31 March 2024	General Reserve	Strategic Framework Priorities	Ring-fenced	Risk	Sinking Fund	Un-allocated	Un-usable	General Reserve	Strategic Framework Priorities	Ring-fenced	Risk	Sinking Fund	Un-allocated	Un-usable
General Reserves																
- County Fund Balance	30,661	25,110	25,110	-	-	-	-	-	-	889	-	-	-	-	-	-
Earmarked Reserves																
Insurance	5,018	5,018	-	-	-	5,018	-	-	-	-	-	-	-	-	-	-
Adults, Health and Commissioning	7,511	6,098	-	-	-	5,598	-	500	-	-	-	-	-	-	-500	-
Children, Education & Families and Schools	5,661	3,901	-	348	771	124	2,394	-	264	-	-	-	-	-	-	-
Public Health	7,180	3,953	-	-	3,953	-	-	-	-	-	-	-200	-	-	-	-
Place and Sustainability	15,011	26,875	-	1,011	6,129	19,735	-	-	-	-	-	-	-2,891	-	-	-
Strategy and Partnerships	1,562	1,361	-	839	3	55	464	-	-	-	-	-	-	-	-	-
Finance and Resources	3,596	2,561	-	817	171	988	585	-	-	-	-	-	654	-	-	-
Just Transition Fund	12,138	9,992	-	9,992	-	-	-	-	-	-	-	-	-	-	-	-
High Needs Block Offset	9,935	8,185	-	-	-	8,185	-	-	-	-	-	-	-	-	-	-
Transformation Fund	1,723	843	-	843	-	-	-	-	-	-	-	-	-	-	-	-
Cultivate Cambs Fund	347	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Corporate - COVID	15,972	14,972	-	14,972	-	-	-	-	-	-	-7,577	-	-	-	-	-
Specific Risk Reserve	12,772	15,672	-	-	-	15,672	-	-	-	-	-	-	891	-	-	-
This Land Credit Loss & Equity Offset	5,850	5,850	-	-	-	5,850	-	-	-	-	-	-	2,750	-	-	-
Revaluation & Repair Usable (Commercial Property)	2,940	2,940	-	-	-	2,940	-	-	-	-	-	-	-	-	-	-
Local taxation volatility & appeals account	8,514	8,514	-	-	-	8,514	-	-	-	-	-	-	-6,500	-	-	-
Local Government Settlement phasing reserve	4,076	4,076	-	-	-	4,076	-	-	-	-	-	-	-4,076	-	-	-
Post-pandemic recovery and budgeting account	2,431	1,831	-	1,831	-	-	-	-	-	-	-1,831	-	-	-	-	-
Business change reserve	3,054	2,879	-	2,879	-	-	-	-	-	-	-463	-	-	-	-	-
Financing items	1,803	1,570	-	-	-	1,570	-	-	-	-	-	-	2,400	-	-	-
Winter	600	600	-	-	-	600	-	-	-	-	-	-	-600	-	-	-
Grant carry forward	4,381	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Ukraine grant carry forward		4,200	-	4,200	-	-	-	-	-	-	-	-	-	-	-	-
Children's Risk Reserve		N/A								-	-	-	3,100	-	-	-
Funding Review Shortfall Reserve		N/A								-	-	-	7,415	-	-	-
Total	162,736	157,001	25,110	37,733	11,027	78,925	3,443	500	264	889	-9,871	-200	3,143	-	-500	-
Total 1 April 2024 reserve balances in new format (£150,462k total) – net £6.5m reduction ahead of start of the year, which is contribution of reserves to bottom line, seen in the corporate & funding items budget table 3:										25,999	27,861	10,827	82,068	3,443	-	264

Appendix 3 – General Fund Assessment

Event	Risk assessment	Provision 2024/25 £m	Provision 2025/26 £m	Provision 2026/27 £m	Provision 2027/28 £m
1. Climate and weather	<p>There is a risk that with the changes seen in recent years that there is a risk of adverse weather conditions which could result in impacts to our services. This includes higher cases of flu, flooding or heat exhaustion. For some events the Council is covered under the Bellwin Scheme whereby if the Council needs to spend greater than 0.2% of its net expenditure (after accounting for insurance) responding to the incident it can claim back funds. Whilst such events have not occurred in recent years that does not preclude from providing for the unfunded element, or for events such as increased care not covered by the scheme. As such it is felt prudent to provide for at least one event per annum of flooding (£1.1m 2024/25 and rising by 3% p.a. thereafter) plus an amount for increased pressure on care (£1.8 million – 500 extra care clients for 6 weeks at £600 per week), plus £0.500 million for additional gritting).</p>	3.4	3.4	3.5	3.5
2. Overspend in year	<p>Every effort will be made to manage budgets in year. However, the current volatility in inflation as well as the scale of the task in future years given the funding uncertainty, even with earmarked reserves to provide for some damping, gives rise to an ongoing risk of in year overspends. To manage this risk the general funds will contain a minimum £4 million provision to be used as a matter of last resort at year end. This is lower than the current level of overspend, and lower than most councils are current experiencing elsewhere, as such this sum needs to be kept under review.</p>	4.0	4.0	4.0	4.0

Event	Risk assessment	Provision 2024/25 £m	Provision 2025/26 £m	Provision 2026/27 £m	Provision 2027/28 £m
3. Exceptional increases in children's care	Whilst demand is factored into the setting of the base budget and the change programme within the Children, Education and Families Directorate contains proposals to focus on preventing costs and demand there is always a risk that there is a sudden influx of costs due to children coming into care who are not known to the Council. That could be from within or out of county travelling to the County context. As such a provision has been made for such circumstances whereby the General Fund would provide financial resilience up to 10 weeks for 20 such children at an assumed cost of £4,000 per week.	0.8	0.8	0.8	0.8
4. Exceptional increases in home to school transport	Demand for home to school transport is difficult to predict due to parental preference, circumstances and SEND provision. Whilst demand has been provided for in 2024/25 and the base budget increased there will always remain a volatility to this area. As such a minimum sum is provided for short term costs of £1 million based on previous experience and CCN studies.	1.0	1.0	1.0	1.0
5. SEND provision	The position of DSG deficit remains, and even though the Council has agreed a plan of recovery with the Department for Education there is a risk that the pace of recovery will not meet the plan agreed. From 1 April 2026 the statutory override which sits in place to ensure that the deficit is not recognised on the balance sheet, is lifted. This means that the deficit at that time will need to be covered. At this stage that deficit or the position of the override is unclear. The Council has a £8.1 million earmarked reserve but the position regarding the remainder and the risk of a slower pace to return to surplus means that a provision is being made in the General Fund for 2026/27 of £15 million, with the current additional in year overspend likewise being covered by General Fund in the meantime.	6.0	6.0	15.0	15.0

Event	Risk assessment	Provision 2024/25 £m	Provision 2025/26 £m	Provision 2026/27 £m	Provision 2027/28 £m
6. Pay inflation	The pay settlement for 2023/24 was finalised in November 2024. It is unclear what the level of settlement will be in 2024. At this stage the 2024/25 budget assumes 5%, if that were to be higher then there would be a need to fund that position in year. Whilst further savings may be possible the ongoing lateness of which the settlement is being agreed leaves for prudence in provision to be made in 2024/25 of £1 million, circa the equivalent of 1% more. This is a risk given the level of the National Living Wage and the structure of previous pay awards has had on the current lower bandings and gaps to tiers that could cause potential knock on impacts to the pay spine.	1.0	0	0	0
7. Insurance	Whilst there is insurance cover there is always a risk that Insurance liability/claims premiums /level of deductibles rise above provision and a top up is needed. Whilst this is unlikely in year 1 it is more likely in later years. There is also a risk that were the Council self-insures the provisions are insufficient.	0	0	0.3	0.5
8. Cyber attack	There is growing risk of cyber attacks, with a number of local authorities had disruption and ransoms. As such whilst the Council seeks to mitigate loss and will not pay ransoms the cost of recovery could be significant and at present the cost to insure is prohibitive. As such a provision has been made to enable recovery.	1.0	1.0	1.0	1.0

Event	Risk assessment	Provision 2024/25 £m	Provision 2025/26 £m	Provision 2026/27 £m	Provision 2027/28 £m
9. Partnership / contract risks	Liabilities arising from ongoing partnerships or contracts such as matched funding contributions increase due to increasing costs. Whilst these should be monitored and managed a risk remains. There could also be grant clawbacks arising from failed schemes not managed by CCC. Again, these need to be managed but a small provision is suggested for prudence.	0.5	0.5	0.5	0.5
10. HSE and employment tribunals	The Council could be deemed liable for events or incidents through tribunal or legal cases. Whilst some protection may be available through insurance a level of financial cover is suggested in order to enable negotiated settlements.	0.5	0.5	0.5	0.5
11. Unsuccessful capital schemes	Accounting rules require that where a capital scheme cannot be completed for whatever reason that the costs are funded from revenue. There is a risk that given the scale of the capital programme that such events happen in the current environment of high interest rates, borrowing and land values. As such a provision has been made to allow for such events.	5.0	5.0	3.0	3.0
12. Bad debt provision	The Council is seeking to improve its income and debt collection processes in order to reduce its bad debt provision. Debt has increased, particularly in Adult Social Care during and since the pandemic. Some of this is due to the pace of processing Court of Protection (CoP) cases. Whilst some debt is possible of being managed by the Council the CoP is heavily dependent on third parties and as such a provision has been set aside for this in the first two years.	0.5	0.5	0	0

Event	Risk assessment	Provision 2024/25 £m	Provision 2025/26 £m	Provision 2026/27 £m	Provision 2027/28 £m
13. Global events impact on specific costs.	Whilst the Council has provided for inflation in setting the base budget and for supplier cost risks within the earmarked risks, that is based on current market understanding. As the last few years have proven the global economic position can change on singular events, having significant short term cost implications of such things as utilities and borrowing. As such a provision has been made for such potential impact.	1.0	1.0	1.0	1.0
14. Pandemic	Whilst the occurrence of a pandemic cannot be ruled out, recent experience would suggest that Government would fund additional costs arising from this. As such no provision has been made for such an event.	0	0	0	0
15. Waste	The position relating to the Waste service provision of disposals under changed Government requirements continue to cause pressures to the service. Whilst specific earmarked reserves are to be applied in 2024/25 to support that position there remains a risk that higher costs and tonnage could yield overspends as well as unforeseen contractual costs. As such a further provision is made in the General Fund and will be reviewed as Government direction and local plans continue.	1.3	3.0	0	0
16. Equal pay	Experience at other councils has led to this being assessed for risk. At this stage there is no evidence that this risk applies to CCC and as such again no provision has been made.	0	0	0	0
	Total	26.0	26.7	30.6	30.8

Appendix 4a- Public Health

PH Reserves Expected Usage	2024/25 £'000	2025/26 £'000	Reserve Description
Brought forward 1st April Projection	4,331	1,345	
Children's Public Health	102	0	Includes Best Start in Life and Tackling Childhood Anxiety projects and a dedicated PH Children's Manager
Public Mental Health	67	0	Includes support for families of children who self-harm, training programme for eating disorders and a dedicated PH Mental Health Manager
Adult Social Care & Learning Disability	615	100	Includes falls prevention work, improving health literacy to improve health outcomes and a dedicated PH Learning Disability Manager
PH Intelligence and Emergency Planning	113	104	Includes Quality of Life survey and PH emergency planning
Prevention and Health Improvement	1,735	861	Includes stop smoking, NHS health checks, weight management, support for primary care prevention and sexual and reproductive health projects
Traveller Health	0	0	Traveller Health projects and education liaison
Health in All Policies	153	7	Includes training for Health Impact assessments and project on effects of planning policy on health inequalities
Miscellaneous	200	273	Includes Healthy Fenland, voluntary sector support and reserve funding to children's centres, the ASC Good Life service and Someone to Talk To mental health service
In year spend	2,986	1,345	
Carried forward 31st March	1,345	0	

Appendix 4b- Just Transition Fund

Scheme	Allocation £,000	Spent up to 31/3/23 £,000	Balance on 1 April 2023 £,000	Balance on 1 April 2024 £,000	Balance on 1 April 2025 £,000	Balance on 1 April 2026 £,000	Balance on 1 April 2027 £,000	Balance on 1 April 2028 £,000
Care Together programme expansion	2,914	-219	2,695	-594	-1,000	-1,101		
Independent Living Services- Huntingdonshire	250	0	250	-135	-45	-70		
Expansion of Direct Payments and Individual Service Funds	222	-40	182	-135	-46			-1
SEND capacity	325	-161	164	-87				-77
Enabling Net Zero	2,175	-264	1,911	-969	-528	-305	-109	
Floods Mitigation	1,735	0	1,735	-325	-335	-525	-420	-130
Managing Climate Risk	750	-65	685	-136	-403	-146		
Floods prevention Investment	75	0	75	-75				
Future Parks	40	-40	0					
Communities	1,004	-669	335	-79	-35	-35		-186
Cultivate Cambs Fund	350	-350	0					
Previously committed	9,840	-1,808	8,032	-2,535	-2,392	-2,182	-529	-394
New schemes:								
Adult social care transformation	2,320				-2,320			
Climate change and environment programme phase 2	855				-399	-456		
Libraries Plus	1,320				-1,320			
Total of allocations	14,335	-1,808	8,032	-2,535	-6,431	-2,182	-529	-394
BALANCE LEFT AT YEAR END				9,992	3,561	923	394	0

Business and Financial Plan 2024-2029

To: Strategy, Resources and Performance Committee

Meeting Date: 30 January 2024

From: Chief Executive and Executive Director of Finance and Resources

Key decision: No

Forward Plan ref: Not applicable

Outcome: The Committee is able to review progress and future plans to deliver the council's Strategic Framework in light of engagement and consultation feedback in order to propose to Council a business plan and budget for 2024-25, and a medium-term financial plan 2024-29.

Recommendations: The Committee recommends the following to Full Council:

- a) To approve the Business Plan for 2024-29, including supporting budget, business cases, consultation responses and other material, in light of all the planning activities undertaken to date. (Appendix 2 to the report).
- b) To approve the Directorate budget allocations as set out in each Directorate table in section 3 of the Business Plan.
- c) To approve a total county budget requirement in respect of general expenses applicable to the whole county area of £1,158,898,709.
- d) To approve a recommended County Precept for Council Tax from District Councils of £396,467,953.11 (to be received in equal instalments in accordance with the fall-back provisions of the Local Authorities (Funds) (England) (Amendment) Regulations 1995).
- e) To approve a Council Tax increase for each Band of property, based on the number of "Band D" equivalent properties notified to the County Council by the Districts (244,760.5), reflecting a 2% Adult Social Care Precept increase and a 2.99% increase in basic Council Tax precept:

Band	Ratio	Amount
A	6/9	1,079.88
B	7/9	1,259.86
C	8/9	1,439.84
D	9/9	1,619.82
E	11/9	1,979.78
F	13/9	2,339.74
G	15/9	2,699.70
H	18/9	3,239.64

- f) To approve the Capital Strategy as set out in Section 6 of the Business Plan including:
- Commitments from schemes already approved;
 - Expenditure on new schemes in 2024-25.
- g) To approve the Treasury Management Strategy as set out in Section 7 of the Business Plan, including:
- i. The council's policy on the making of the Minimum Revenue Provision (MRP) for the repayment of debt, as required by the Local Authorities (Capital Finance & Accounting) (England) (Amendment) Regulations 2008.
 - ii. The Affordable Borrowing Limit for 2024-25 (as required by the Local Government Act 2003).
 - iii. The Investment Strategy for 2024-25 and the Prudential Indicators as set out in Appendix 3 of Section 7 of the Business Plan.
- h) To authorise the Executive Director of Finance and Resources, as the Section 151 Officer, in consultation with the Leader and Deputy Leader of the Council, to make technical revisions to the Business Plan, including the foregoing recommendations to the County Council, so as to take into account any changes deemed appropriate including but not limited to;
- (i) the final tax base, business rates and forecast local taxation receipts for 2023-24 from the billing authorities (due by 31 January 2024)
 - (ii) the final Local Government Finance Settlement from Government (expected early February 2024) alongside other grant announcements, outside of the settlement.

Officer contacts:

Names: Stephen Moir, Chief Executive

E-mail: stephen.moir@Cambridgeshire.gov.uk

Michael Hudson, Executive Director of Finance and Resources

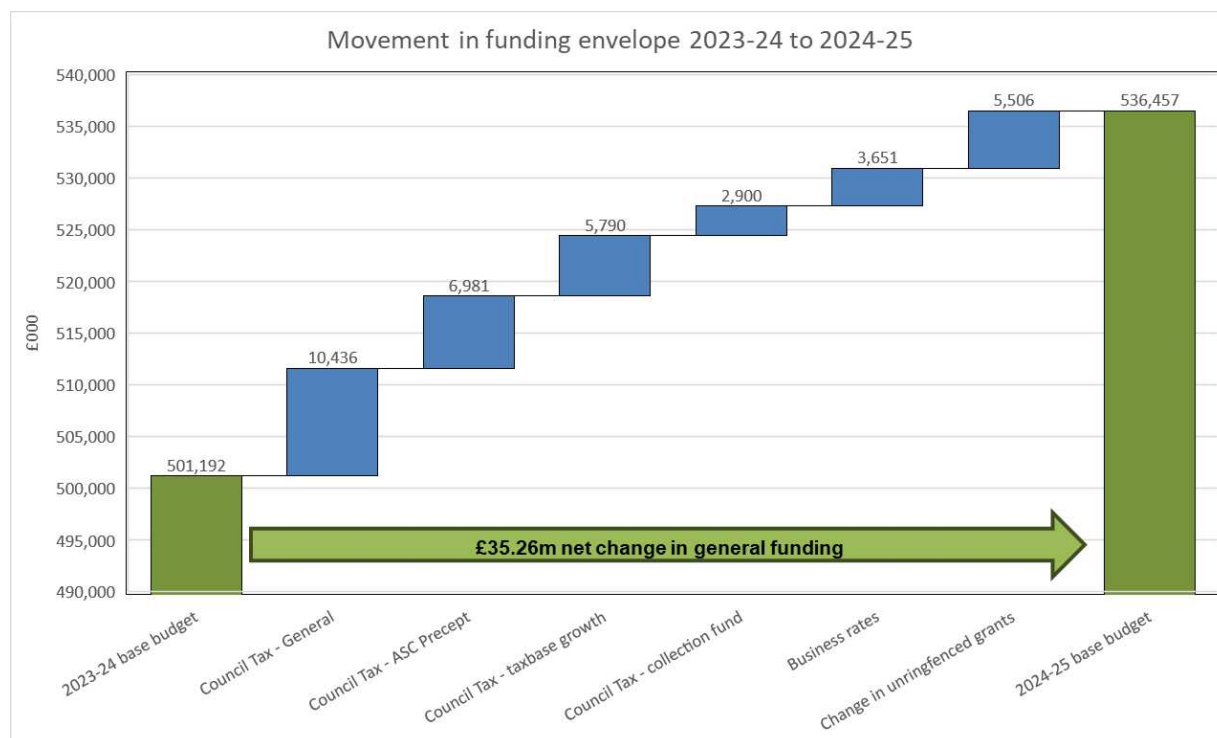
E-Mail: michael.hudson@Cambridgeshire.gov.uk

1. Overview

- 1.1. This draft Business and Financial Plan provides an assessment of the council's progress with, and further plans to, deliver its seven ambitions within its Strategic Framework, as well as the proposed 2024-25 precept needed, and an updated draft Medium-Term Financial Plan (MTFP) to deliver this and the council's core services. This report considers the feedback from consultation and scrutiny carried out through January 2024. The Committee is asked to consider this feedback, as well as changes made following the Provisional Settlement announcement and plans to bridge the previously reported £2 million gap, before making recommendations to be considered at Full Council on 13 February 2024.
- 1.2. Section 4 of this report sets out the key changes and feedback from engagement, consultation and scrutiny. Overall, this was supportive of the robustness of proposals.
- 1.3. Section 5 of this report sets out how progress has been made in 2023-24 to deliver against the ambitions in the Strategic Framework, as well as a focus on the following four years and the prioritisation of £27 million being made through this financial planning update to further achieve the council's ambitions and improve outcomes. The proposals also draw on the council's first Quality of Life Survey. The prioritisation includes and ensures:
 - £57 million in 2024-25 to maintain and improve our adult and children's social care services, while managing significant challenges from rising demand, inflation and workforce shortages. We continue the council's commitment to the Real Living Wage being paid by adult care providers to their staff. The council will monitor this carefully and strive towards full adoption and implementation by all adult social care providers, as well as continuing to invest in workforce training in Cambridgeshire to improve the quality, skills and stability of our provider workforce.
 - £3 million to continue to offer food vouchers for those who are eligible for free school meals during the school holidays - despite the uncertainty of Government funding.
 - A further £2.2 million to support those experiencing the impact of poverty across the county, including continuing to help people to maximise income such as benefits.
 - £23 million to strengthen and improve our highways including roads, footpaths, cycleways, signage, and drainage, to enable people to move more safely around the county. This is planned to be repeated in 2025-26 making nearly £50 million available for this work across the next two years.
 - £42 million to fund our ambitious capital programme to invest in the infrastructure of this county. This includes provision for Children's and Adults care, schools and streetlighting to improve delivery of our Ambitions and, in a number of cases, support longer-term efficiencies. This prioritisation is in addition to spending allocated for highways and footpaths noted above.

- 1.4. Section 6 restates the updated current financial position in 2023-24. A separate report on the detailed 2023-24 financial outturn forecast is being reported as an agenda item at this committee. This identifies an unchanged position with a £5.6 million overspend currently forecast for 31 March 2024. Officers are taking robust actions to reduce that further towards a balanced outturn by 31 March 2024.
- 1.5. Section 7 summarises the assumed funding available for 2024-25 based on information issued to date by Government, now updated for the Local Government Provisional Finance Settlement issued on 18 December 2023. This identifies that the council's overall general grant allocation will increase by £3.6 million, an increase from the £2.3 million that was forecast for the 19 December 2023 Committee meeting. We still await further announcements on other grants such as Household Support Fund. In addition, a review of the Council Tax base and business rates estimates has been updated and whilst the Council Tax bases are lower than first forecast, the business rate income is slightly more than this loss. As a result, the additional funding will close fully the £2 million gap previously reported at the 19 December 2023 Committee and the budget is now balanced with existing proposals and use of reserves.
- 1.6. The Secretary of State for the Department of Levelling Up, Housing and Communities (DLUHC) also confirmed a general Council Tax referendum limit of 3% and up to 2% for the Adult Social Care Levy, i.e., creating an overall threshold of 4.99% increase on Council Tax for an upper tier authority like Cambridgeshire. This forms the basis for the current budget proposals, and the full updated assumed movement on the Collection Fund income is shown at Chart 1 below.
- 1.7. The Council Tax income, including the Adult Social Care Precept (ASCP) and other factors such as increases to the Council Tax base, is expected to result in a net increase of £26.1 million of income. This is at an assumed 4.99% increase (2% ASCP plus 2.99% General). This is 2.99% higher than was originally forecast in February 2023, as a direct result of the ongoing higher than expected national and specific sector led rates of inflation, such as children's social care and home to school transport. Overall, this means that the council assumes its funding envelope will increase in 2024-25 by £35.26 million as set out in the following Chart 1:

Chart 1: Movement in the Council’s Funding Envelope 2023-24 to 2024-25



1.8. Section 8 outlines all of the pressures and prioritisations that are recommended following scrutiny on a Directorate basis for 2024-25. This includes:

- £37 million for inflation, as higher inflation continues to be faced across key council services such as transport and care.
- £17 million for growth in demand for our services, including £12.1 million and £4.8 million in Adults and Children’s social care respectively.
- £17.164 million prioritised to deliver the Strategic Framework ambitions over the medium-term, of which £6.014 million is base budget and £11.15 million being drawn down from reserves.

1.9 There was one suggestion raised at a number of Committees relating to the need for the council to look at the level of investment in Emergency Planning staffing. Officers have assessed this in light of funding available and have been able to factor in a £0.1 million proposed, recurring increase in this budget as part of final balancing lines.

1.10 The council is continuing to invest capital spend in the county’s infrastructure, such as schools, roads and social care facilities. In 2023-24 it budgeted for £194.5 million of capital funding. That investment has seen the opening of:

- Kings Dyke Crossing (Ralph Butcher Causeway), working with the Combined Authority and the A605.
- Cambourne Village College (phase 3) and Sir Harry Smith (Whittlesey), providing new secondary school places.
- Swaffham Prior Community Heat Network.

1.11 Looking forward, Section 9 of this report is recommending, following scrutiny, a

capital programme for 2024-25 of £198.6 million, and a further £402 million across the following nine years and beyond, giving a total forward programme of £601 million and a total programme including costs already incurred of £1.2 billion. More detail can be found in tables 4-5 of Appendix 2 Section 4. This will see schemes such as:

- New secondary schools at Darwin Green (Cambridge) and at Alconbury Weald, 1,000 new secondary school places in Northstowe, and 225 new places elsewhere in the county.
- Independent Living Schemes for later life and specialist accommodation for adults with disabilities.

- 1.12 Based on the feedback from Committee scrutiny of the capital programme, a fuller set of information is provided as a confidential version of tables 4 and 5 of Appendix 2 Section 3, regarding the capital schemes marked as confidential due to the current position of bids and all local members have been made aware of the position relating to schools.
- 1.13 The capital programme will be funded from grants, capital receipts and borrowing, with £93 million of borrowing forecast to fund capital schemes for 2024-25, with the whole of the council's borrowing having a revenue cost of £41 million in 2024-25. Linked to its borrowing, the council is required to set a Treasury Management Strategy (TMS) and to approve and monitor a set of prudential indicators for 2024-29. These include indicators for the authorised limit and operational boundary for external borrowing, the cost of servicing debt as a percentage of net revenue, and the council's underlying borrowing requirement. The proposed TMS is part of the business plan and included at Appendix 2 section 7.
- 1.14 In total therefore, the council is facing gross pressures, alongside the prioritisation being proposed and costs of borrowing of £72.7 million, against an increase in funding of £35.26 million as shown in Chart 1.
- 1.15 The budget gap for 2024-25 has now been reduced to zero through a combination of savings, income generation and funding changes, as set out in the table overleaf.

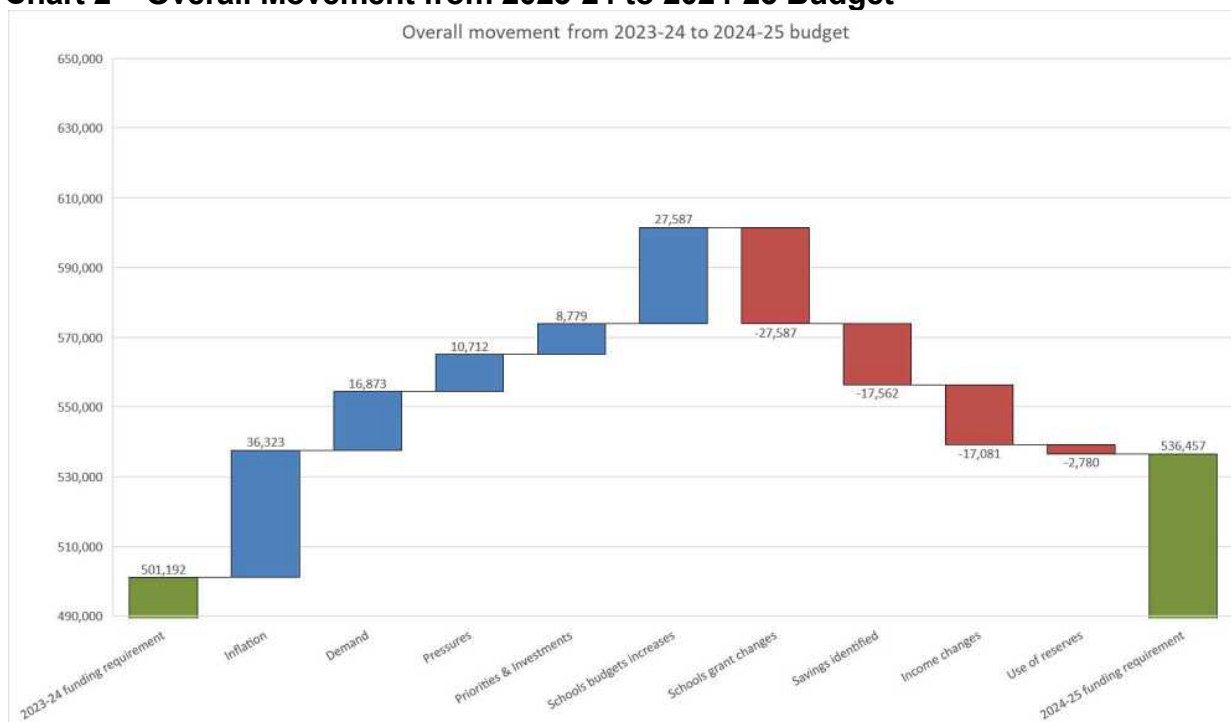
Table 1 – How the 2024-25 Budget was Balanced:

	£m	£m	£m
Inflation, pressures, demand and prioritisation of funds – <i>Section 8</i>	72.7		
Budget changes		72.7	
Less (<i>Section 7</i>)			
Increase in general government grants	-5.5		
Proposed Council Tax increase	-18.9		
Council Tax taxbase and collection fund	-7.2		
Business rates income	-3.7		
Funding envelope changes		-35.3	
Total gap to find		37.4	
Savings identified – <i>Section 10</i>		-17.6	
Increase in income, excluding schools – <i>Section 10</i>		-17.1	
Reserves use – <i>Section 14</i>		-2.8	
Total Gap remaining			0.0

1.16 Section 10 and Appendix 1B sets out the £17.6 million savings and £17.1 million of income recommended following scrutiny to balance the 2024-25 and beyond budgets. These remain unchanged following engagement and involve a mixture of managing demand, costs and income. Many of the proposed changes, such as asset rationalisation and adult social care reablement, are laying the foundations for longer term changes and improvement, discussed in Section 12 under the medium-term financial plan.

1.17 Chart 2 summarises the movement in 2024-25:

Chart 2 – Overall Movement from 2023-24 to 2024-25 Budget



- 1.18 Turning to schools and the funding of education across the county, Section 11 summarises the estimated funding settlement and notes progress against the Government's Safety Valve programme and the position on Special Education Needs and Disabilities (SEND). The council has a large, accumulated deficit on the DSG account as a result of rising demand for high needs SEND outstripping available funding. We are engaged in active discussions with central government and are part of the Safety Valve programme to bring down our deficit. As the below sections set out, however, the council is currently off track on delivery of this plan, along with many other authorities in the programme.
- 1.19 Considering the medium term and the whole period of the Strategic Framework and beyond, Section 13 sets out a medium-term financial envelope to continue to deliver the council's ambitions and services. Subject to the outcome of the next General Election, it is anticipated that there will be a review carried out of local government funding in 2025 but the outcome is not expected until at least 2026-27. There is also continued uncertainty over the scale and pace of inflation, and alongside that we continue to see emerging new patterns of demand in key services post pandemic. As such there are several caveats regarding future years' forecasts.
- 1.20 Against that context, the report includes a further forecast for 2025-26 to 2028-29. This brings into focus key change programmes that have begun or will begin in 2024 to help determine the future shape and funding of the council to achieve a balanced budget in each of the years remaining of the current Strategic Framework. More detail is set out at Section 13 of this report, but key facets include:
- Redesigning the provision of care services for Children's Social Care with a focus on growing our in-house fostering service to ensure a year-on-year increase for foster placements being achieved with Cambridgeshire registered foster carers. Improving our commissioning and provider market engagement to ensure a sufficient number of in-county places for older children and young people, or those with specific needs, from private residential and semi-independent living accommodation providers. There will be a strong focus on contract management to ensure that children's social care packages are meeting individual children's needs and are being delivered effectively, as well as achieving value for money.
 - Reshaping the way we support discharges from hospital and reablement to promote a 'home first' approach, helping people to maximise their independence to live longer and better in their own homes and communities.
 - Managing the way children travel to school to enable more access to public transport to reduce costs through a better understanding of route demand via new technology and by increasing the number of safe walking routes to school for children.
 - Continuing to remodel the way we deliver and support people with learning disabilities, physical disabilities and mental health problems across all ages to strengthen an offer which promotes more independence and better outcomes. This includes a focus on increasing our local accommodation

offer and strengthening our community based and preventive approach, including the expansion of our Care Together programme to deliver locally based services.

- Placing a greater focus on the ways we engage with our residents and people who access our services digitally to provide more automated and intuitive ways to resolve issues at the first point of contact, as well as helping people to self-serve more easily.
- Challenging and changing the way we operate our organisational and business support services and looking closely at the way we buy services or collect income to make these processes more efficient.
- Working more closely with our communities and our public, voluntary and community sector partners we will provide access to a broader range of services through our Libraries and other community-based assets. We will tailor what we offer to respond to local need and to help reduce demand on specialist services. We will support the local provider market to respond to changing demands and be sustainable in providing quality services. We will continue to prioritise investment in the adult social care provider workforce, growing their skills to meet the changing needs of those we support.
- Linked to the changes above, we will continue to assess the scale of the council's operational estate and buildings and continue to rationalise and work smarter with our partners to reduce costs whilst improving access to services. This will primarily focus upon our office accommodation across the county.
- Implementing our improvement programme for the highways service so that it is more customer focused and responsive to the needs of residents and communities. The programme also focuses on ensuring we secure good value for money from any investment into highways and from our delivery partners, through robust contract management.
- Reviewing our arrangements for the disposal of household waste to identify measures we can take to improve both environmental and financial performance.
- Embedding the council's approach to achieving net zero by 2030 and protecting and enhancing the natural environment across our change programmes.
- Working through the countywide Health and Wellbeing Strategy, to use system-wide mental health resources across three workstream themes. This work is being underpinned by a system-wide mental health needs assessment. The three strategy workstreams are:
 - Communications and Information - Increase people's understanding of what they can do and the choices they have to best support their own wellbeing and that of those they care about. Increase people's

knowledge of where they can access help and information.

- Motivation - Address barriers to engagement and increase people's motivation to access activities that will encourage and support them to improve their mental wellbeing.
- Relationships - Foster positive relationships across the course of people's lives for better mental wellbeing and prevention of loneliness.

1.21 Finally, Section 14 and Appendix 3 assess the council's financial standing with reference to the robustness of forecasts and the council's reserves. This deems that, based on current plans, the council is well placed with adequate reserves and a robust financial plan. However, there needs to be a continued drive to deliver against the saving plans and change programmes to maintain this position. Improvements in budget management and control will continue to be made, and there will be regular monitoring of the delivery of the 2024-25 budget throughout the year. A fuller appraisal of reserves which forms the s25 advice of the Section 151 Officer to Council for setting the overall budget is being reported as an agenda item at this committee.

2. Purpose of Report

2.1. This is a covering report that provides an assessment to Council through its Strategy, Resources and Performance Committee, to set a budget for 2024-25 that takes account of the impact on Council Tax, the capital investment programme, schools' overall budgets, as well as council reserves. The report also sets out an indicative Medium-Term Financial Plan (MTFP) to highlight expenditure and income from 2025-2029.

2.2. In considering and recommending the budget to Council, this Committee will have considered feedback from policy and service Committees' scrutiny, and other engagements, including public feedback. This is summarised in Section 4 of this report.

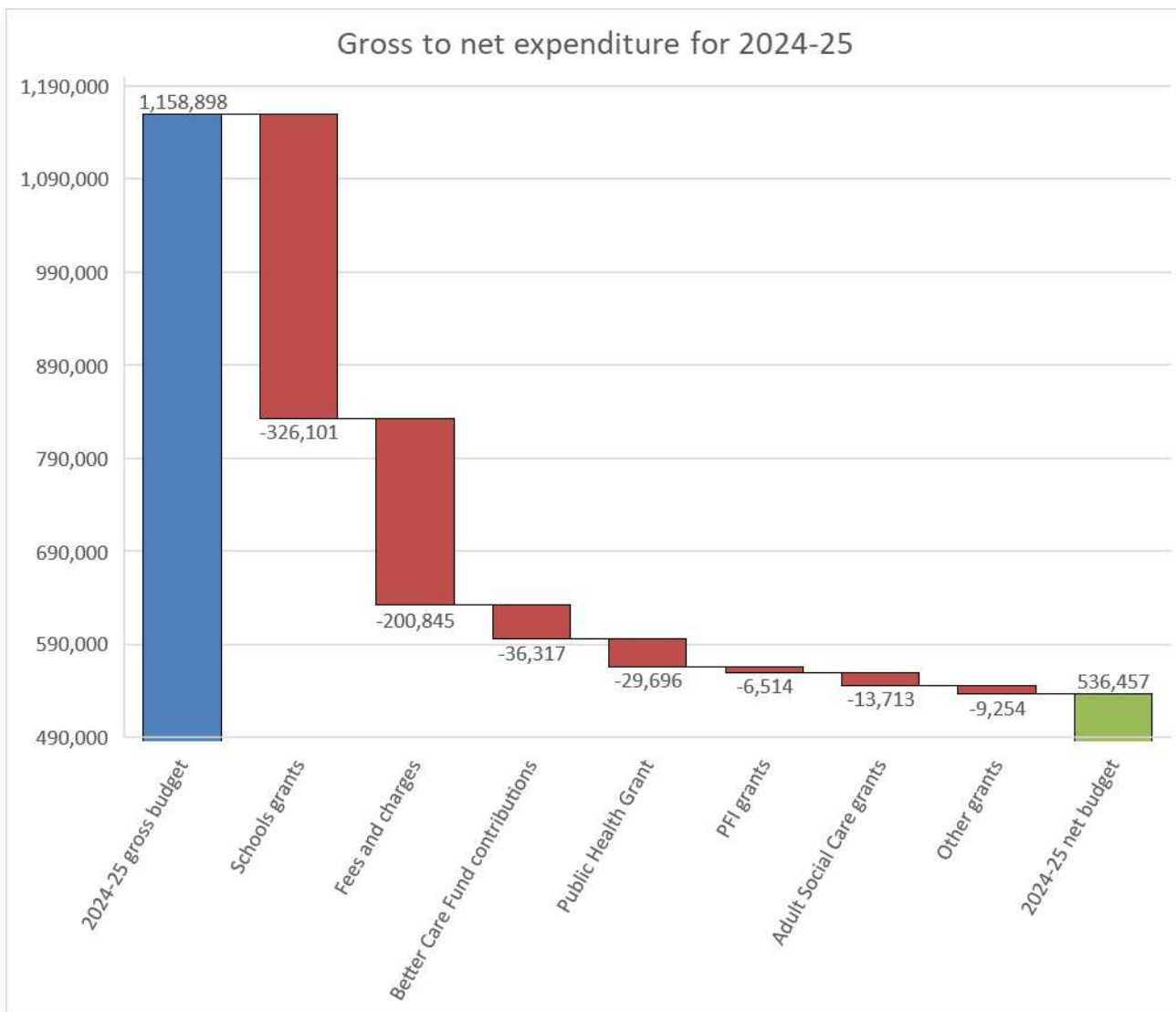
3. Background

3.1. The council's Strategic Framework can be found [here](#). This report sets out an updated Business and revised Medium-Term Financial Plan (MTFP) alongside a proposed budget for 2024-25 to deliver the vision and ambitions set out in the updated Strategic Framework at Appendix 2 Section 1. Section 5 presents the progress made in 2023-24 against the ambitions and how the council plans to respond to the findings from the Quality-of-Life Survey, carried out this year. The MTFP that supports the delivery of that plan is set out in more detail in Section 13 and at Appendix 1A and Appendix 2 Section 2 of this report.

3.2. The council is obliged by legislation to set a balanced budget. The Corporate Leadership Team (CLT) have been revising the MTFP to present to members to set its element of the 2024-25 Council Tax precept. The approach to preparing the budget is in accordance with the Budget and Policy Framework Rules and reflects the County Council's Strategic Framework and the MTFP.

- 3.3. Council will be asked to debate and approve the budget, capital programme, schools' overall budget, Treasury Management Strategy, and the level of reserves at its meeting on 13 February based on final proposals recommended by this Committee at its meeting on 30 January 2024.
- 3.4. The current total forecast gross annual expenditure budget for the council, including DSG, for 2024-25 is over £1.1 billion as shown in Chart 3:

Chart 3: The Gross Expenditure Incurred Annually by the County Council



- 3.5. This report is an assessment to inform Council of the decision-making process and the adequacy and ability to deliver the proposals set out in this report, and the impact that this will have on the council's financial standing.
- 3.6. This report therefore considers:
- Feedback from the Provisional Settlement as well as stakeholder engagement, consultation and scrutiny – Section 4
 - Delivering the Strategic Framework Ambitions and investing in its priorities – Section 5
 - The current financial position of the council for 2023-24 – Section 6
 - The level of funding available for 2024-25 – Section 7

- The level of prioritisation required for delivering the Strategic Framework in 2024-25 – Section 8
- The consequences of capital investment– Section 9 and table 4 of Appendix 2 Section 3
- The level of savings, reforms and income required – Section 10 and Appendices 1B and 2 Section 3.
- The school’s Dedicated Schools Grant (DSG) and budget proposals – Section 11
- The resultant Council Tax precept calculation – Section 12
- The council’s Medium-Term Business and Financial Plan – Section 13 and Appendix 2
- An assessment of reserves – Section 14 and Appendix 3
- Financial Implications – Section 15
- Consideration of other factors and professional advice – Sections 16 to 21

4. Feedback from the Provisional Settlement as well as Engagement, Consultation and Scrutiny

Provisional Settlement and Other Funding

- 4.1. The Provisional Settlement was released on 18 December 2023, the Final Settlement is not expected until early February 2024. Ahead of that, some assumptions had been made about grant levels to inform earlier stages of business planning, from a combination of indications from the previous settlement and the DLUHC Policy Statement in November 2023. The key changes from this compared to the forecast considered by this Committee on 19 December 2023 are set out in the following table:

Table 2: Changes in Government Grant Income (Excluding Business Rates) Following the Provisional Settlement Release

£000	2023-24	2024-25 forecast	2024-25 settlement	Change v 23-24	Change v forecast
Unringfenced Grants					
New Homes Bonus	1,010	510	1,675	665	1,165
Social Care Grant	31,623	34,419	36,775	5,152	2,356
Services Grant	2,645	2,645	416	-2,229	-2,229
Unringfenced Grants Total	35,278	37,574	38,867	3,589	1,293
Ringfenced Grants					
ASC Market Sustainability and Improvement Fund - Workforce	2,127	10,124	10,168	8,041	43
Adult Social Care Discharge Fund	8,977	3,545	3,545	-5,432	0
Ringfenced Grants Total	11,104	13,669	13,713	2,609	43

- 4.2. The settlement also projected an increase in business rates income, through a combination of an increase in part of the business rate multiplier that sets the rate that businesses pay, and in part through a grant compensating councils for that rate not increasing fully by inflation.
- 4.3. Also, during December and January, we received Council Tax taxbase projections from all district councils. This led to a £1.6 million reduction in the assumed income from Council Tax across the county, due to growth projections in some districts being revised downwards. The County Council is reliant on accurate projections from the districts, but we have challenged assumptions on the basis a generally higher level of tax collection in-year than expected. This has resulted in some improvements in the final projections by £0.8 million which has gone towards the final closing of the budget gap.
- 4.4. The final elements of closing the budget gap for 2024-25 have been as a result of technical accounting updates to inflation and capital financing projections.
- 4.5. Therefore, as a result of the movement in funding assumptions, the previously reported £2 million residual gap is closed on this basis. These numbers have been updated in Sections 7 and 11 of this report accordingly.

Engagement, Consultation and Scrutiny Feedback

- 4.6. Following the release of the draft budget proposals, a number of engagement and consultation events commenced with a wide range of stakeholders. The feedback from each group was captured through minutes of meetings or, in the case of the residents' survey, through a detailed report.
- 4.7. The summary of the resident feedback shows that the majority of respondents were supportive of the council's proposed approach to achieving its ambitions, as set out in the Strategic Framework. In addition, more than half of respondents supported the proposed Council Tax increase of 4.99%. A detailed report of the results is shown at Appendix 2, Section 5.
- 4.8. Other engagement involving the Schools Forum, Trade Unions and Town and Parish Councils did not flag any issues of concern and feedback from these meetings is attached at Appendix 5.
- 4.9. Each policy and service committee has considered and scrutinised the budget proposals. The notes from those Committees happening before this report was published are attached at Appendix 5. For the Highways and Transport and the Adults and Health Committees, notes will be circulated from those meetings before Strategy, Resources and Performance considers this report to enable members to be appraised of any feedback.
- 4.10. Overall, those Committees that did meet before 22 January 2024 found that:
- Clarity was provided on a number of areas of scrutiny
 - One issue was raised at a number of committees that this Committee is asked to consider further, that being the need to look at more capacity for Emergency Planning. Officers have responded to those requests and included £0.1 million to proposals for prioritisation funded from the

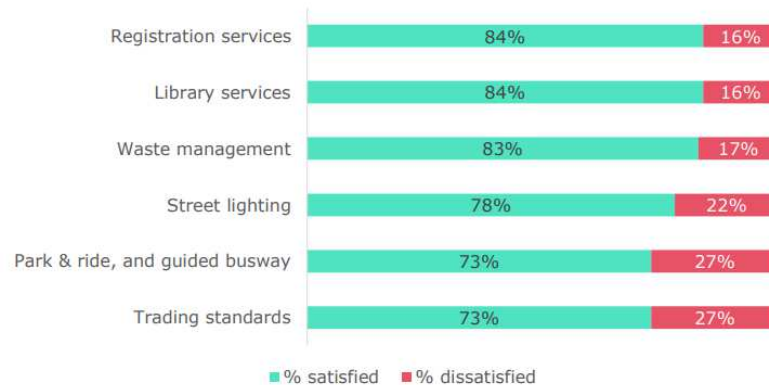
additional business rates income. This is reflected in the revised tables and balancing of the budget proposals.

- 4.11. This feedback is encouraging, given that no other changes were recommended to the proposals as a result, subject to other feedback and scrutiny of the areas relating to Strategy, Resources and Performance.

5. Delivering the Council's Strategic Framework Ambitions and Investing in Its Priorities

- 5.1 The current Medium-Term Financial Plan takes account of the Strategic Framework set alongside the uncertainty of Government funding. In summer 2023, the council undertook its first Quality of Life Survey sampling 5,500 residents who broadly represented the make-up of Cambridgeshire's population (The details are published at this link: [Quality of life survey 2023 - Cambridgeshire County Council](#)). The results of the survey have been used to inform and develop the financial plan. As such, this report sets out an updated Business and Financial Plan that covers the remaining years of the Strategic Framework and beyond.
- 5.2 The Strategic Framework sets out the council's vision to create a Greener, Fairer and more Caring Cambridgeshire. As the strategy is implemented, changes to the Business Plan approved by Council February 2023 are to be expected and the following bullets summarise those changes. The following paragraphs then note what progress has been achieved in the last nine months as well as plans and prioritisation of funding for the coming years.
- 5.3 At the same time the council has seen a revision to its Financial Plan. This was reported to this Committee's last meeting 31 October 2023 ([Link to the Strategy, Resources and Performance Committee 31 October 2023 - Item 5 Business Plan](#)). The key changes to the financial plan for 2024-25 and beyond, as also set out at Section 7, reflects:
- The revised forecast for the increasing inflationary and demand costs associated with demands for care for vulnerable people, including adults and children with complex care needs and special educational needs and disabilities (SEND).
 - The additional pressures faced on the cost and demand for services outside of care, for example waste, highways and transport.
 - A greater than assumed impact of pay inflation both on the council's pay bill and the cost of providers to the council.
 - The forecast increase in the Financial Plan costs which are in part matched by the necessary revision to the assumed level of Council Tax. Whilst a 2% increase was forecast in February 2023, the significant increase in costs highlighted now lead to a need for an Adult Social Care Precept at 2% for 2024-25 and a further 2.99% on Council Tax to ensure the services valued by our residents such as libraries, street lighting, waste and trading standards are maintained and not cut. However, a Council Tax of up to 2% is still assumed for 2025-29.

Service users are most satisfied with registration, libraries and waste management



5.4 In relation to the council's priorities in the Strategic Framework, the Business and Financial plan confirms the commitment to continue to resource these services:

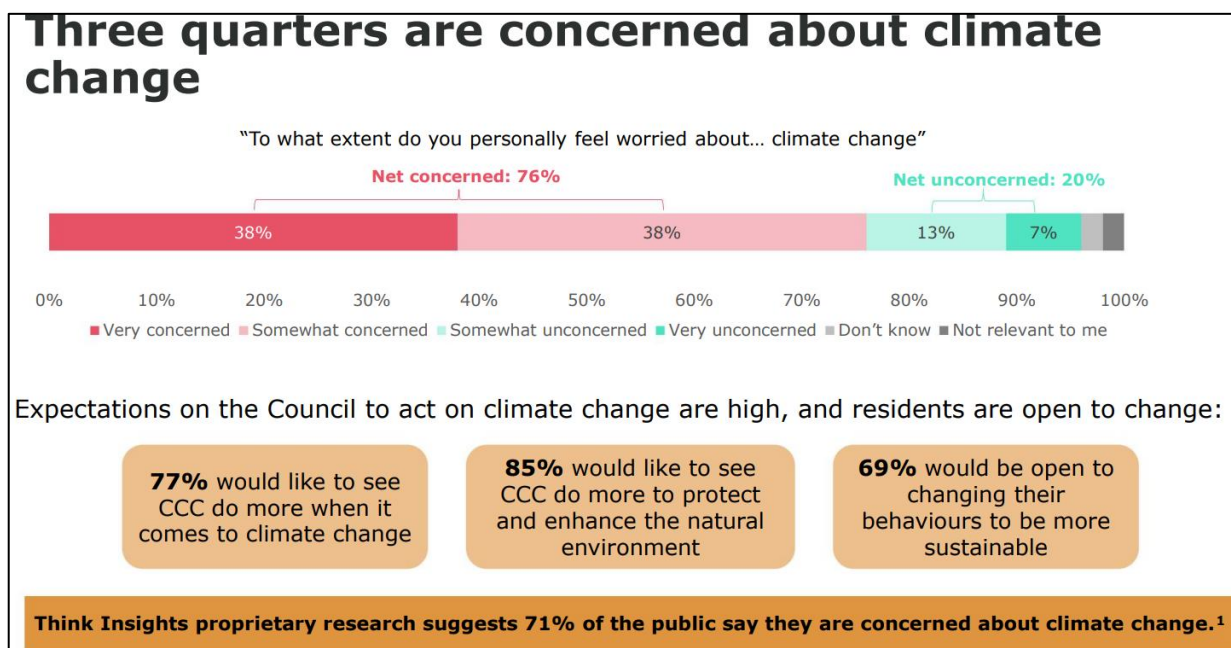
Ambition 1 - Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes.

5.5 The council is proposing to commit £15.9 million (revenue, capital and reserves) to delivering this ambition across 2024/29.

5.6 The commitment made in 2023-24 and before has already seen the following successes:

- 22 council building heating systems have been replaced with low carbon heating systems, saving an estimated 370tCO₂e per annum at a cost of £6.6 million. £3 million of this coming from external grant funding.
- The latest assessment confirms that Carbon Emissions (scope 1, 2 and 3) of the council have been reduced by 49% since 2019.
- A new home energy efficiency and low carbon heating service has been launched for residents in Friday Bridge in Fenland.
- The 'Action on Energy Cambridgeshire Partnership' between the council, City Council and District Councils secured £11.5 million for off-gas grid residents to take action to reduce energy costs. This supports the retrofit of 550 low-income households to help with the cost-of-living crisis.
- The construction of the St. Ives Smart Energy Grid has begun and is planned to open in Spring 2024 comprising solar canopies, battery storage, EV charging and is supplying clean green electricity locally.
- 62 Cambridgeshire schools have been retrofitted with energy measures saving more than £1.1m on annual energy bills and cutting carbon emissions of 1,312 tCO₂ per annum.
- The council has introduced a climate and nature-based performance target for all staff as well as a requirement for all staff to undertake essential learning on the climate emergency.

5.7 The Quality-of-Life Survey showed that 76% of respondents were concerned about climate change, with 85% stating they would like to see the County Council do more to protect and enhance the natural environment.



5.8 The council's continued focus and recognition of the Quality-of-Life Survey findings have led to further prioritisation of funds to meet this priority in 2024-25 which are set out throughout this report.

5.9 Beyond 2024-25 the council will continue to embed its approach to net zero into its overall change programmes in relation to highways, property, fleet, transport and waste management. Furthermore, the council will be approving and implementing strategies to enhance nature and biodiversity across the county in 2024-25.

Ambition 2 - Travel across the county is safer and more environmentally sustainable.

5.10 In 2023-24 £27 million of investment in the council's roads and transport has seen:

- £5.3 million in early surface treatment and surface dressing programmes to improve the county's roads in over 90 locations.
- £3.6 million to proactively manage the increase in potholes arising from extreme weather.
- £0.9 million secured to develop five new Active Travel schemes across the county.
- The delivery of 20 new 20mph schemes in partnership with Town and Parish Councils.
- The creation of eight new highways civil engineering apprenticeships.
- The delivery of 54 draining maintenance schemes.
- The delivery of approximately 60 Local Highway Improvement projects, many of which focussed on addressing road safety and speed reduction on behalf of local communities.
- Approximately £8 million spent on 14 major carriageway maintenance upgrades and around £3 million on 25 individual footpath and cycle path improvements to

- enable safer, more sustainable travel for people moving across the county.
 - £1 million spent on designing 15 projects, and delivering five projects, to achieve significant drainage upgrades across the county and investigating a further 10 notable problem sites to develop a forward plan for investment in the future.
 - Improving safety at dangerous junctions for pedestrians and cyclists on Barton Road (£600k) and Storeys Way (£170k) and continued work with communities and elected representatives to design and progress more than 20 projects which are focussed on more sustainable and safer travel through new infrastructure or upgrades to existing infrastructure.
 - The completion of the physical works to deliver the Kings Dyke crossing.
 - Further development of the business cases for improvement schemes to the A10 Ely to A14, A141 and St Ives Improvement, March Area Transport Strategy and a crossing over the A10 between Ely and Witchford.
 - The re-establishment of the Joint Area Committee for Highways in Cambridge.
- 5.11 Despite this, it is recognised that there is more to do, and the Quality-of-Life Survey identified that 76% of respondents were dissatisfied with the condition of Cambridgeshire's roads and footpaths. This budget provides new priority led investment to recognise the deterioration in our highways network, as well as the need to improve connectivity and ensure that more funding is available for preventive work with £6 million being invested in 2024-26 for Highways (£3 million in 2024-25 and a further £3 million in 25-26, both recurring), on top of £2.3 million of additional Government grant funding for 2024-25 and £70 million already in the capital programme (including the new £20m capital investment).
- 5.12 Of the above, £2 million in 2024-25 and a further £2 million in 2025-26 will fund £40 million of capital spend, making a total prioritisation of nearly £50 million across 2024-26. This specific additional proposed allocation will enable more resources to be directed to address:
- Drainage cleansing and management
 - Weeds and vegetation clearance and management
 - Management of potholes
 - Improvements to Public Rights of Ways
 - Preventative works on the roads, footpaths and cycleways
 - Maintenance of signs, road marking and traffic signals
- 5.13 Across the Medium-Term Financial Plan this will bring significant improvement to our roads network, for example, delivery of schemes such as:
- March and St Neots Future High Street Schemes,
 - Soham-Wicken Non-Motorised User Route
 - Completion of road safety schemes at Wheatsheaf Crossroads and Swaffham Heath.
- 5.14 Further delivery of schemes, identified in the Transport Delivery Plan, are subject to further funding approvals including the next stage of business case development for A10 Ely to A14 and A141 and St Ives Improvement following development of the Outline Business Case and delivery of schemes identified in the March Area Transport Strategy.

Ambition 3 - Health inequalities are reduced.

5.15 The council will spend £40.9 million on Public Health as well as other investment through Adult Social Care and Early Years in 2023-24; this budget proposes increases to adult social care budgets as set out elsewhere in this report.

5.16 In 2023-24 these funds have ensured:

- The Health Visiting service ensuring 85% of families now receive their new birth visit within 14 days, up from 39% at the end of the last reporting year. There has also been a significant improvement at the 6-8 week contact with 77% now seen within 8 weeks, again up from 39%. For both key indicators, the overall percentage of families seen remains very high at 97% and 95% respectively when you include those families seen later than the mandated period. We also achieve the breast-feeding target of 57% at 6-8 weeks.
- The Cambridgeshire commissioned Drug and Alcohol Treatment Service provided by Change Grow Live, which continues to perform well against national indicators. The service achieved a successful completion rate of 21.11% of those referred for treatment, marginally higher than the national completion rate of 20.32%.
- Successes in our support offer for people who want to lose weight with 45% (target 30%) achievement of Tier 2 Weight Management adult service users who complete the course and achieve a 5% weight loss. Our health trainer offer has also been effective at reducing inequalities by achieving its target of 30% of adults referred to the service from deprived areas.
- Public Health has invested in several Adults' services, contributing £447k in 2023-24 towards services which have addressed health inequalities, including:
 - The Good Life Service which provides a range of support and activities to decrease social isolation and loneliness, improve mental well-being and self-management of mental health, including information and signposting, good mood cafes, peer support and online self-help and counselling. The Community Navigator service reaches out to people at risk of poor health and wellbeing, to support them and overcome barriers to access activities that support them to remain independent, safe and well. 99% of those accessing the service feel more independent and able to access support and information when they need it and 91% feel more connected to community of their choice.
- 260 of the 283 care settings across Cambridgeshire, graded Good or Outstanding at their most recent CQC inspection.
- Ten settings that were in intervention due to a Requires Improvement or Inadequate inspection outcome have been reinspected throughout the year, all with an outcome of Good or better.
- The current percentage of two-year-old children taking up funded education and

child places in Cambridgeshire is 73.5%, 6% up on last year.

- Forest School Level 2 and Level 3 courses (funded in partnership with Cambridgeshire Skills) are now fully booked until Autumn 2024.
- The SEND support in Early Years, which focuses on improving outcomes for children and families. 706 children have been referred to the Early Support Pathway

5.17 The Quality-of-Life survey showed that 40% of residents struggled with physical health problems. Going forward into 2024-25 we recognise that there is a growing demand, and the need to balance health equalities remains a key ambition for the council. As such these proposals would see prioritisation of funding for;

- £38.1 million to enable Adult Social Care to meet inflation, demographic and increasing pressures to ensure they can continue to provide quality services to support Cambridgeshire people.
- £90k in community initiatives to support families with children who self-harm or have eating disorders.

5.18 As we go forward through into 2025-26 and the later part of this decade, we need to be mindful of the continued challenges we face with an ageing population considering how we strengthen community capacity and resilience, as well as improve our care and support offer. As a result, we will be working with our partners across the public, independent and voluntary sector to change the way we work across the whole care and health landscape of the county, such as bringing care closer to communities, exploring digital solutions, increasing reablement and developing accommodation options.

Ambition 4 - People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs.

5.19 The council is spending £507 million gross in 2023-24 on Adult Social Care and Children's Services as well as £40.9 million on Public Health.

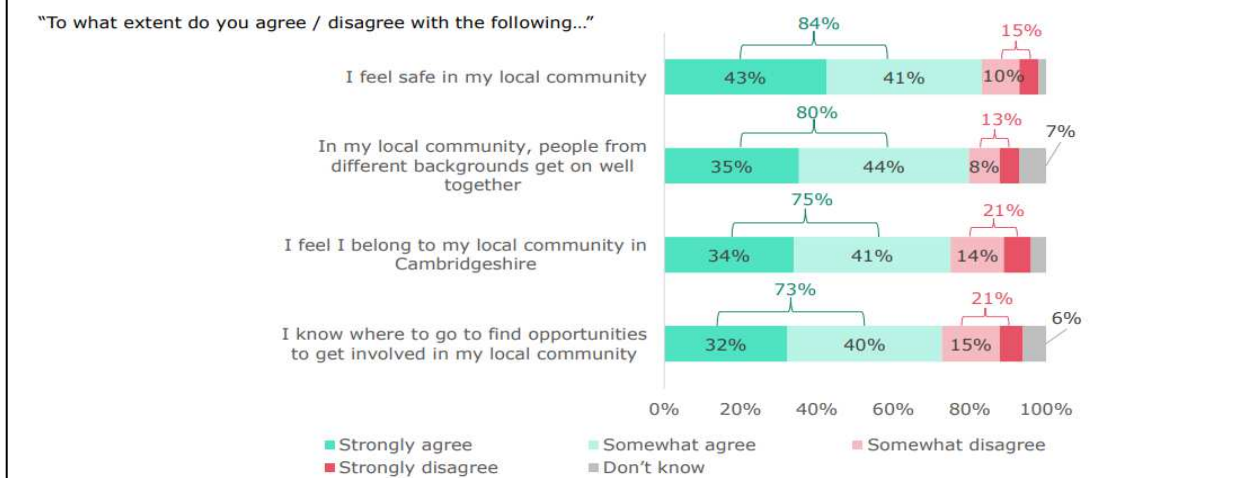
5.20 Key investments made at last year's budget have meant that in 2023-24 the council has:

- Launched a new children's social work academy as well as a new adult's workforce academy, to improve recruitment, retention, and development of the social care workforce, both those employed by the council and by other providers. This includes supporting a countywide Care Certificate.
- Launched individual Service Funds in East Cambridgeshire, enabling more people to have greater choice and control of how their care and support is provided.
- Begun to deliver a Support Programme, which is designed with people who use it and aimed at, putting people in control of their lives and how they are supported.
- Launched a mental health campaign for LGBTQ+ young people.

5.21 The Quality-of-Life Survey shows that the majority of people feel positively about

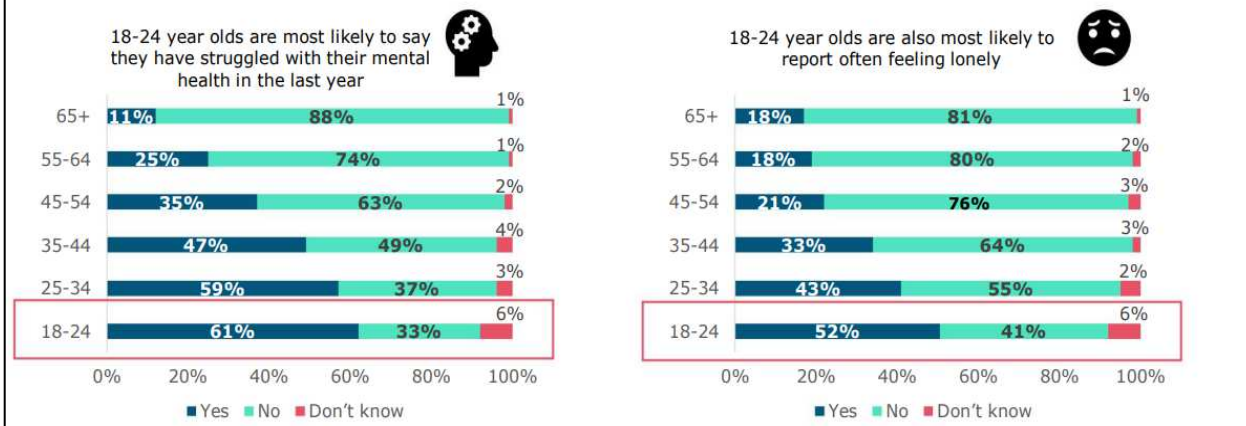
their local area.

Overall, the majority feel positively about the local area



5.22 However, the survey also showed that our younger residents report they are struggling with their mental health.

Younger residents in particular report the lowest levels of mental wellbeing



5.23 For 2024-25 the budget proposes an additional prioritisation of £320k to address children's mental health, which has worsened post pandemic. The funding will be used to employ trained specialists to work in and with schools to design and deliver programmes of activity working with children and young people, teachers and parents with evidence-based interventions that are known to address anxiety. In light of the findings from the Quality-of-Life survey, work will continue to explore options for further expanding provision on mental health in 2024/5.

5.24 The budget also provides for support to children and young people's mental health. In addition, it is proposed that a further £12.7 million revenue is prioritised in children's services to reflect the demand and inflation pressures, including the level

of complex cases. The budget will also prioritise £1.7 million capital in increasing the number of children in care placements in Cambridgeshire.

- 5.25 Going forward the council recognises that there is a need to continually improve its children's safeguarding and care teams. As such there is a change programme being developed to focus on key improvements, including increasing fostering, our own care facilities and ensuring that we have the right capacity to assess and respond to the increasing demand for children's services.
- 5.26 The council will continue to invest in supporting adults with learning disabilities, physical disabilities, mental health issues, and older people to enjoy healthy, safe and independent lives. In 2024-25 this will include:
- £35 million to fund inflationary and demand pressures; of which,
 - £4.5 million to reflect increases in demand seen for older people's services in 2023-24, over and above the current budget.
- 5.27 In addition, the council is continuing to invest in Independent Living Support (ILS) for older adults, including those with nursing needs, alongside those for people with learning disabilities and autism, designed to help people with a wide range of supported needs retain their independence. As noted at Table 10 in Section 9 the capital programme includes £59 million of programmed works for adult services over 2024-29.
- 5.28 Looking beyond 2024-25 the council will focus on managing demand and increasing independence through the following priorities:
- Prevention agenda, aligned with a broader digital approach to promote more self-service and options to support people before they experience crisis.
 - Expansion of Care Together to offer a prevention and early intervention model for all ages which is delivered locally.
 - Learning disabilities and mental health – maximising opportunities for independence, including increasing the local accommodation offer, improved pathways to move between services, in local communities.
 - Hospital discharge pathways – supporting effective 'home first' principles and maximising independence.
 - Reviewing our in-house opportunities to ensure efficiencies and effectiveness of operations, including value for money and opportunities for growth and diversification.

Ambition 5 - Helping people out of poverty and income inequality.

5.29 As the Quality-of-Life Survey showed, there is significant concern around the current cost of living crisis, with 86% of residents being concerned and 47% of those having made a change because of this (limiting heating, food or medicines). Delivering on this ambition has never been more key. In 2023-24 the council has spent £9.4 million to deliver the following:

- The real living wage to be extended to more of the adult social care workforce, including personal assistants (PAs) - £1.3m.
- £7 million in direct support to families who are struggling financially, including holiday food vouchers for more than 22,000 Cambridgeshire children.
- The continued operation of the council's Anti-Poverty Hub to focus on and manage the processing and issue of the Government's Household Support Fund as well as providing income maximisation support to enable people to be supported to access welfare and benefits support.
- £150,000 on health literacy skills to reduce health inequalities and improve outcomes.

5.30 In 2024-25 despite there being significant uncertainty surrounding whether the Household Support Fund will continue in 2024-25, due to no Government announcement, the council plans to prioritise:

- £3 million to continue to provide holiday food vouchers for those on free school meals, reprioritising £1.5 million into the base budget and £1.5 million for each of the next two years coming from reserves, and thereafter fully funding £3 million in the base budget. We will continue to lobby Government to recognise the benefits of this scheme to our young children's health, education and wellbeing.
- £2.2 million into an Anti-Poverty Strategy and action plan in 2024-25 funded from reserves. We expect this will be a collaborative piece of work with our public, voluntary and community sector partners, which will lead to the development of a place-based Cambridgeshire Anti-Poverty Strategy, rather than a strategy solely for the County Council. It will be informed by those who have experienced the impact of poverty on their lives. Through this work we plan to target investment where it can be most effective in helping people out of poverty. This will include ensuring people can maximise taking full advantage of the range of support that continues to be available to them, including income maximisation. Where we can, we will simplify processes and remove organisational barriers so people can access this support more easily. By understanding the needs of those in poverty we will better understand what we can do to make positive changes to the social, economic and environmental factors that affect the lives of people who are currently experiencing these social inequalities. The recommendations from the planned review and benchmarking of Adult Social Care charges will also be considered in the context of the Anti-Poverty Strategy.

Ambition 6 - Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised.

5.31 The council currently spends £5.2 million within Place and Sustainability on delivering services to support this ambition, alongside this there is £13.4 million

spent within Strategy & Partnerships on community-based services, including libraries. These funds are helping to:

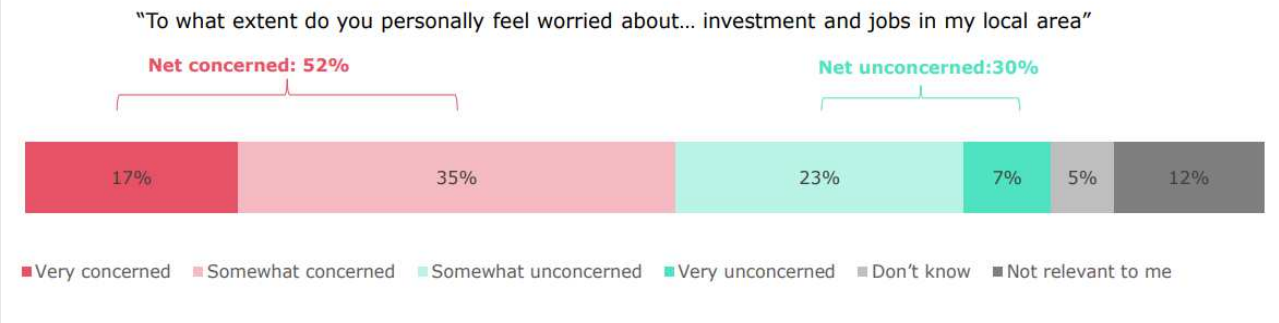
- Reposition our library service as the front door to wider council and partner services which are closer to our communities.
- Enable our libraries to be a place of refuge for people who have been displaced from their home country as a result of conflict or oppression. In addition, our libraries will provide a place of sanctuary and safety for people affected by domestic violence.
- Create additional micro-enterprises to help deliver community-based care.
- Provide services that protect the public and support them during the most important points in their life through services like trading standards, registration and support for the Coroner service.
- Enable the registration service to support social justice by working with others to prevent forced marriages.
- Ensure trading standards works to ensure social justice by enforcing consumer protection legislation and preventing criminal exploitation of the public so that the most vulnerable do not become victims and repeated victims of crime.
- Continue to deliver a high-quality Library service.

5.32 We have also launched a number of pilot programmes across the county to assess how we can work closer with our communities. This has resulted in:

- The continued roll out of the Care Together programme, introducing an approach to commissioning care and support in the community, with dedicated commissioners established in each district across Cambridgeshire. The programme is supporting the creation and growth of voluntary, community and social enterprises to support people to remain living independently for longer in their communities. The programme is also reshaping the way we deliver homecare to become more personalised, focused on individual outcomes and being locally delivered, introducing new and different providers into the market with a number of local care microenterprises already established and delivering.
- The re-establishment of the Joint Area Committee for Highways in Cambridge.

5.33 The Quality-of-Life Survey did identify that half of residents responding were worried about the local economy.

Half of residents are also worried about the local economy



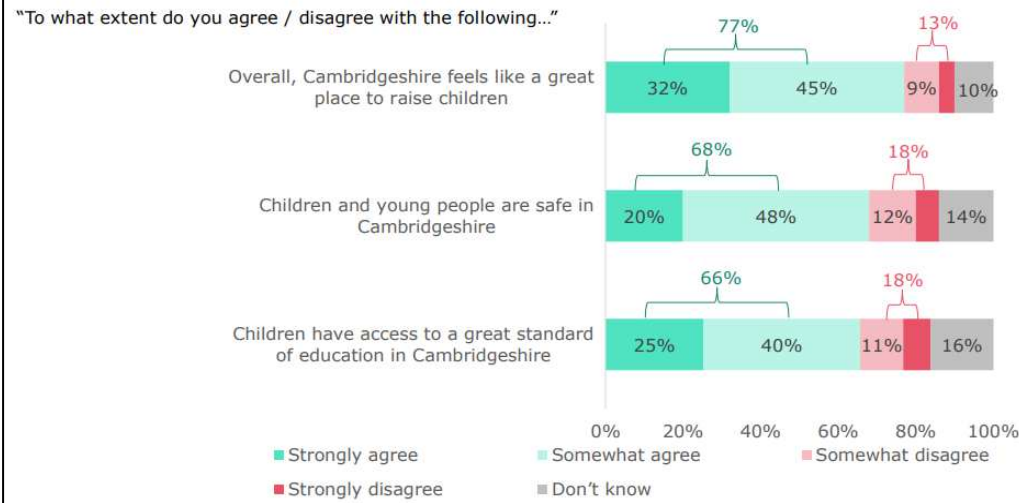
5.34 So, in 2024-25 the budget proposes to continue to invest and invest further in:

- Care Together, which will continue to be extended across more communities within the county, to offer choice and control to more people; working alongside providers to grow and increase their services within localities.
- Our libraries, linked to the rationalisation of our offices prioritising our libraries as places from where our staff can work alongside delivering a wider range of services and support for our communities.
- Investment in infrastructure through the capital programme will support the delivery of both housing and employment sites which will support sustainable economic growth across the county.

Ambition 7 - Children and young people have opportunities to thrive.

5.35 The Quality-of-Life Survey showed that overall the majority of our residents see that Cambridgeshire is a good place to raise children, however 46% of respondents who use services for children with special educational needs or disabilities were not satisfied.

And Cambridgeshire is seen as a good place to raise children by the majority



- 5.36 In caring for Cambridgeshire's children and young people the council has seen a 18.5% increase in children requiring Education, Health and Care Plans (EHCPs) giving rise to a pressure in 2023-24 of £10.1 million on Dedicated Schools Grants budgets. It is currently working with the Department for Education (DfE) to address the overspend in this area and that will need transformation in the way we deliver services. Work has already begun and that includes approval and funding (c£50million capital) for two new special free schools in March and Gamlingay providing for 270 places.
- 5.37 In addition, the service is continuing to strengthen its care provision through:
- Becoming the third County Council in the country to recognise 'care experience' as a protected characteristic.
 - Providing Council Tax support to our care experienced young people.
 - Helping 516 families to address multiple disadvantages through a whole family approach, delivered by keyworkers, working for local authorities and their partners.
- 5.38 The council will continue to invest in supporting our children and younger people to fulfil their potential. In 2024-25 this will include £12.7 million to fund inflationary and demand pressures in children's social care and education services.
- 5.39 Looking beyond 2024-25 the council will:
- Continue to increase its in-house fostering service, growing it by 25% within two years. This will create improved outcomes for children and young people, whilst generating longer-term savings and efficiencies from external placements.
 - Develop a comprehensive residential accommodation strategy for children and young people in care aged 0-25.

- Focus on improving social care practice and supporting families to make and sustain positive changes that enable children and young people to remain at home in a safe environment.
- Develop our sufficiency and corporate parenting strategies to deliver a system of continuous improvement and sustainability focussed on improving outcomes for all children in our care.
- Work with our school partnerships to improve education performance and outcomes for children across the county, especially our most vulnerable learners.
- Reduce our reliance on agency staff by half to 15% by the end of 2024-25.

Efficient and Effective Organisation

5.40 It is vital that to deliver our seven ambitions, and maintain an effective organisation, the council needs to focus on plans that ensure it is operating efficiently and is prepared for the future, including more digitally enabled operations and closer working with our partners and our communities. To enable this, the business plan includes:

- £3.7 million in a change and digital reserve, to enable future organisational, digital and technological improvements.
- £1.5 million of savings, when delivered, from better management and use of our estate, are invested during 2024 to redesign the way we work across the organisation, investing in training and the working environment.
- £1.32 million from the Just Transition Fund into libraries 'plus' to help us to redesign what we deliver through our libraries. This prioritisation replaces the previous capital funding for libraries and will enable the library service to deliver against an ambition to be Closer to our Communities.

5.41 The council will continue to secure efficiencies from challenging the way it works, including standardising our processes and using technology to avoid delays and speed up access to our varied services. The council has invested in developing its in-house capacity to review its systems and is in the next phase of developing its digital strategy. This continued focus to reduce unnecessary costs will form the bedrock of future saving plans.

5.42 The council is also continuing to develop its triple bottom line (TBL) approach. As outlined across this report, the adoption of the strategic framework, ahead of this year's business planning process, places our ambitions at the centre of all of our resource planning and allocation decisions. In this way, we have increased our focus on the social and environmental pillars of triple bottom line and our investment decisions explained in the detailed appendices to this report, are rooted in a commitment to not only balance the budget but to prioritise the resources we have towards the impact they have on Cambridgeshire's people and places. The Strategy, Resources and Performance committee is now regularly receiving performance reporting which provides greater insight to our delivery beyond a simple budget outturn.

5.43 In our capital planning this year, business cases have required not just an

assessment of the long-term financial implications of proposals but also the carbon impact of capital schemes. So far, we have collected information (on a non-mandatory basis) across construction or other materials, road maintenance, ongoing operational energy, waste management and treatment, agriculture and land use. This has involved the development of category specific calculators for the carbon impacts of, for example, school construction, highways works, property maintenance and energy schemes, drawing on both in-house expertise of project teams and external, market specific, support and supplier feedback. We now have baseline carbon impact projections for 60 individual schemes within the capital programme. These range from the major carbon reductions leveraged by the Swaffham Prior (-52,568 tCO₂e) and North Angle schemes (-26,285 tCO₂e) in the energy and climate change programme to the carbon increasing impacts of school construction mitigated by construction methods (+4,658 tCO₂e) envisaged as a result of Alconbury Weald secondary school. In all parts of the capital programme the adoption of carbon calculators influences decision making in building methods and offsetting activities. Further development is envisaged for this reporting to further differentiate by scope.

6. 2023-24 Forecast Outturn

- 6.1 The council has received regular updates on its financial performance throughout 2023. The council's budget has been revised for changes such as additional grants received during the year and has thus a revised net budget of £501 million. The current forecast at Period 8, whilst predicting an overspend, is an improvement on the Period 5 and 7 forecasts with various management actions and elected member decisions taken throughout the year to deliver an improved financial position. The latest position at Period 9 (December 2023) forecasts a smaller overspend of £5.6 million on the council's net budget. The following table summarises the variances as at Period 8.

Table 2: Summary Outturn Forecast for Services as at Period 8 2023-24

Directorate	Gross Budget 2023-24 £000s	Income Budget 2023-24 £000s	Net Budget 2023-24 £000s	Forecast Outturn Variance £000s
Children, Education and Families (non DSG)	166,481	-34,958	128,845	10,670
Adults, Health and Commissioning	346,169	-130,109	213,696	-745
Place and Sustainability	105,048	-36,089	68,324	2,863
Strategy and Partnerships	27,636	-7,535	18,978	339
Finance and Resources	48,671	-33,620	14,184	-354
Capital Financing	58,884	-20,742	38,141	-1,586
Corporate and Funding Items	12,066	-710	19,021	-5,636
CCC Core Spending Total	764,659	-263,763	501,191	5,551
Children, Education & Families (DSG)	155,530	-155,530	0	10,149
Public Health	41,293	-41,293	0	-813
Total including ring-fenced budgets	961,483	-460,586	501,191	14,887
Funding delegated to maintained schools	131,786	-131,786	0	
Total Budget	1,093,269	-592,371	501,191	

6.2 The main variances at Period 9 are as follows:

- Overspends on children's placements totalling £5.6 million – there is a national shortfall of placements for children with the highest needs which is pushing up prices everywhere. We are also projecting a £1.3 million overspend on children's staffing, as a result of a similar national issue in recruitment to social worker posts, which requires increased use of agency staff to provide the service. There is also a £3.4 million overspend forecast on home to school transport services, due to high inflation and increasing needs of children requiring transport.
- Additional income within Adults, Health & Commissioning is offsetting demand increases and resulting in a small underspend. This is then slightly offset by a projected £0.45 million increase in the provision for bad debts.
- Delayed income arising from the energy generation schemes totalling around £4 million – construction work has not been fully completed and therefore the income generation has not been secured for this year, although the income will be secured in future years. This pressure is partially offset within Place and Sustainability by additional income.

- We are forecasting an underspend on the capital financing budget. Better than expected cashflow, partly as a result of capital expenditure being skewed towards the second half of the year, has reduced our requirement to borrow this year.
- 6.3 Additional funding, particularly business rates and related grants, have provided some overall mitigation to the position, and we are maximising the use of grant funding against existing budget lines to produce a beneficial impact.
- 6.4 The current Dedicated Schools Grant forecast, due in the main to shortfall in high needs funding, is an overspend of £10.1 million this year, for a total projected deficit of £39.3 million. The council is part of the Safety Valve Programme and is working with the Department for Education to manage future costs.
- 6.5 There are £20.9 million of longer term (>90 days) debts outstanding. Although metrics for percentage of income collected within 90 days is still meeting the target level, the absolute amount of overdue debt has risen by approximately £8m over the last 30 months. This reflects how rising levels of client contributions billed by the council, and macro-economic issues (including the cost-of-living impacts on wider household finances and inflation), interact with wider demand patterns and service issues facing the wider public sector. The council is investing and driving improvement in the way it collects income. As part of this, management action is being taken to reduce some of bad debt provision in 2024-25 (£0.5 million).
- 6.6 Monitoring of the capital budgets shows schemes are broadly on target to be within the programmed spend profile at year end with just a £1 million underspend projected against the net capital budgets. It is expected that in most cases planned expenditure will be carried forward to next financial year, however, Section 9 of this report identifies how the capital programme is being managed to ensure our cost of borrowing remains affordable.

7. 2024-25 Funding

- 7.1 The council draws its funding from two main sources – Council Tax and government grants. The council's government funding allocated for 2023-24 comprises of three elements; the first two make up what is referred to as Cambridgeshire's Settlement Funding Allocation (SFA), which is the Department for Levelling Up, Housing and Communities (DLUHC) calculation of what the council's spending should be compared with other councils across the country. SFA consists of:
- Revenue Support Grant (RSG) – now just £0.03 million
 - Baseline Funding – Business Rates Retention Scheme (BRRS).
- 7.2 A third element of government funding is from additional grants, such as the social care support grant.
- 7.3 The draft Provisional Settlement was published by Government on 18 December 2023 and as such was not presented to the Committee when it last met. Rather we estimated the level of Government grant based on DLUHC's policy statement issued on 5 December 2023 ([Local government finance policy statement 2024-25](#)).
- 7.4 This funding and the impact for Cambridgeshire are set out in more detail in the

following paragraphs. Section 12 of this report sets out the calculation of the proposed Council Tax precept, and Section 9 assesses assumptions on the funding for capital programmes including schools.

Government Grant - Settlement Funding Assessment (SFA)

7.5 We had cautiously estimated a small level of growth, while the indicative level within the Provisional settlement was £3.4 million as set out in the table below. The final level of business rates income varies from that projected in the settlement funding assessment and is separately supplemented by compensation grants where government freezes part of the rate that is charged to businesses, and so some local projections are factored in as well.

Table 3: SFA Movement 2023-24 to 2024-25

	2023-24 £m	2024-25 £m	2023-24 to 2024-25 Change £m	2023-24 to 2024-25 Change %
Total SFA	67.9	71.3	3.4	5%

7.6 Going forward there are plans to radically overhaul this grant funding by Government, but this has been deferred by Government and is not now likely until 2025 at the earliest, with any changes to our grant not happening until 2026-27 at the earliest.

General Government Grants

7.7 The Government has increasingly given councils specific, but un-ringfenced, grants to provide some support to emerging pressures, particularly relating to social care and its own priorities. For 2024-25 we are expecting, based on the Provisional Settlement, to receive £62 million of these general grants – the largest of these are (subject to confirmation in the local government finance settlement):

- Social care support grant - £36.8 million (£2.4 million more than was reported to this Committee in December 2023 of £34.4 million)
- Compensation grant for frozen business rate levels, and for business rates relief schemes - £13.2 million which is lower than projected in December when we had assumed the full business rates multiplier would be frozen; instead, part of increased business rates income will actually come directly from increased taxation.
- Services grant - £0.4 million which is £2.3 million less than we reported to this Committee before the Provisional Settlement was announced.
- New Homes Bonus - £1.7 million (£1.2 million more than we forecast in December 2023)

This funding forms part of the council's base net budget, underpinning the budget levels of all services.

Government Ring-Fenced Grants and Contributions

- 7.8 In addition to this the Government is expected to be issuing a smaller number of specific ring-fenced grants for Dedicated Schools Grant, social care pressures and market support, our private finance initiatives and adult learning and skills. We also receive a key contribution from government, via the NHS, through the Better Care Fund which supports adult social care. The Dedicated Schools Grant and the Improved Better Care Fund (IBCF) grant are both expected to increase in line with government commitments above inflation, and adult social care market support grants are being expanded. The Public Health Ringfenced Grant (PHRG) was announced on 5 December 2023 and will see a £0.4 million increase to £29.7 million, which although welcome is £0.2 million less than we had forecast. Other grants are assumed to be flat cash pending further government announcements.
- 7.9 Ring-fenced grants usually require new expenditure to meet grant conditions, and so there is not a direct link between the increase in ring-fenced grants and any change in our budget gap. Where conditions allow, we do seek to maximise the use of ring-fenced grants against existing or already planned pressures. For example, increases in some social care grants offset the already planned demand increases, and so produce a net benefit to our financial position.
- 7.10 It is not clear yet whether the Household Support Fund will be continuing following statements from the Department for Work and Pensions. It is now thought this may be as late as March 2024 before any announcement is made.

Adult Social Care Precept

- 7.11 Given the continued demand pressures, the increasing cost of care for older people and the impact of the National / Real Living Wage, the Government indicated a continuation of the local freedom for upper tier councils to continue to raise a separate ring-fenced Social Care Precept of up to 2% on every household to support adult social care services. This remains part of the overall Council Tax increase, and so the 2% is an increase on the current total level of Council Tax, not on the previous year's ASC precept.
- 7.12 The total forecast pressures facing Adult Social Care in 2024-25 is set out in more detail at section 8; the gross demand, inflation and pressures, i.e. before grant and savings, facing these services is £38.3 million. A significant amount of the Adult Social Care budget relates to staffing costs in provider organisations delivering care services. Changes in the National Living Wage / Real Living Wage have a significant impact on the levels of inflation that need to be funded to these providers.
- 7.13 Even with the grant and levy, the pressures faced in Adult Social Care still exceed the demand forecast. The service is seeking to make efficiencies in 2024-25 and beyond through transformation of the service in order to ensure sustainability is in line with a longer funding position. This is to ensure that where costs continue to be forecast that exceed funding, the service works on prevention and efficiencies to mitigate as far as possible the impact on the overall council budget.

Council Tax

Taxbase

- 7.14 Year on year the council has seen additional income from Council Tax resulting from an increase in the number of properties in the county subject to Council Tax. Our funding assumptions before all district returns were received had been that the taxbase would increase by around 1.8% between 2023-24 and 2024-25 yielding an additional £6.6 million of funding. District councils updated their taxbase projections over the autumn and early winter and the result of this was less than we had forecast at an average of just 1.57%, meaning the taxbase increase is more likely to be £5 million. The revised budget factors in this taxbase projection.

Discounting

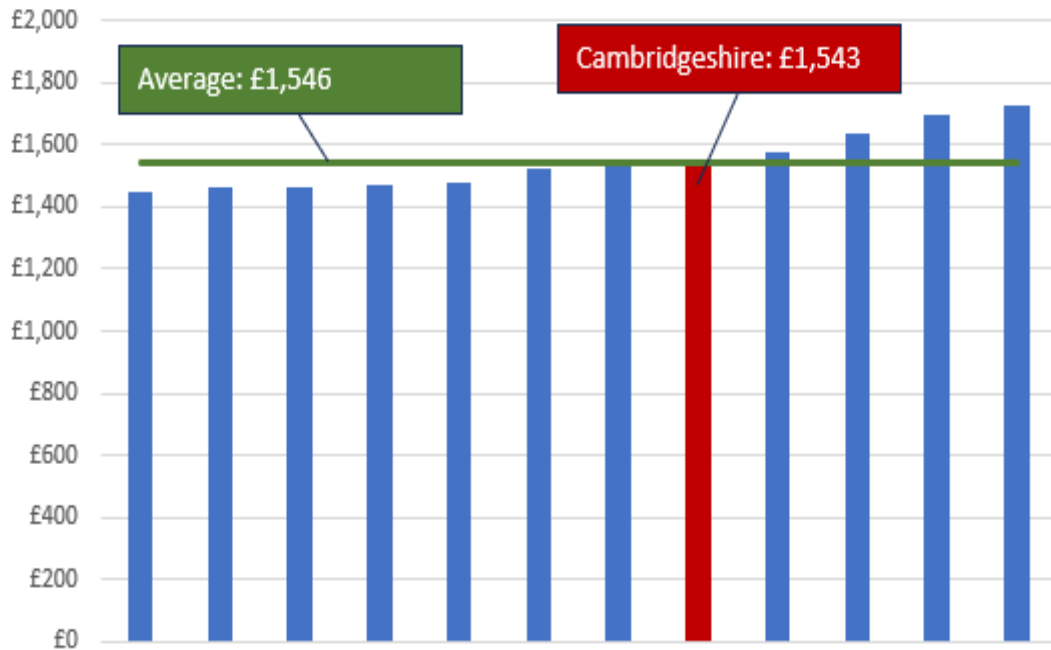
- 7.15 The level of Council Tax collected in 2023-24 and forecast for 2024-25 has nationally been impacted by the cost of living, however across most of Cambridgeshire this is not reflective where collection rates have remained, on the whole, higher than the average. It is noted that the County Council was supportive of Huntingdonshire District's proposed changes to its Council Tax Support Scheme which, it is estimated, will help more residents out of poverty. Whilst this is at a cost of c£0.7 million it supports our ambition to help our residents out of poverty and enable income equality. Overall, this decision is offset by the increase in properties and assumptions around debt. This means that overall, the council's income from Council Tax is £4.3 million more than forecast at February 2023 before any increase in the tax rate.

Uplift

- 7.16 The Department for Levelling Up, Housing and Communities (DLUHC) policy statement confirmed that we are able to increase the rate of general Council Tax by up to 3% without having to hold a referendum, with an additional 2% allowed for Adult Social Care precept. The MTFP agreed in February 2023 assumed a 2% increase in all years of the plan.
- 7.17 After applying the overall forecast change in the tax base and other adjustments, including buoyant collection funds, when the council applies a 4.99% increase (2.99% Council Tax plus 2% Social Care Levy) this gives rise to a net £399 million Council Tax expected to be collected in 2024-25 (£396 million precept and £2.9 million from collection fund surpluses), as shown in Section 12 of this report. That is £26 million more than forecast in February 2023.
- 7.18 In previous year's Cambridgeshire's level of Council Tax has been average compared to other shire counties, as the chart below shows for 2023-24. We do not know at what level councils will set their Council Tax for 2024-25 but we do expect the majority to increase by the full amount allowable due to facing similar pressures to us, and therefore we would presume that Cambridgeshire's level of tax will again be average in this group.

Chart 4: 2023-24 Council Tax Band D County Council Comparator

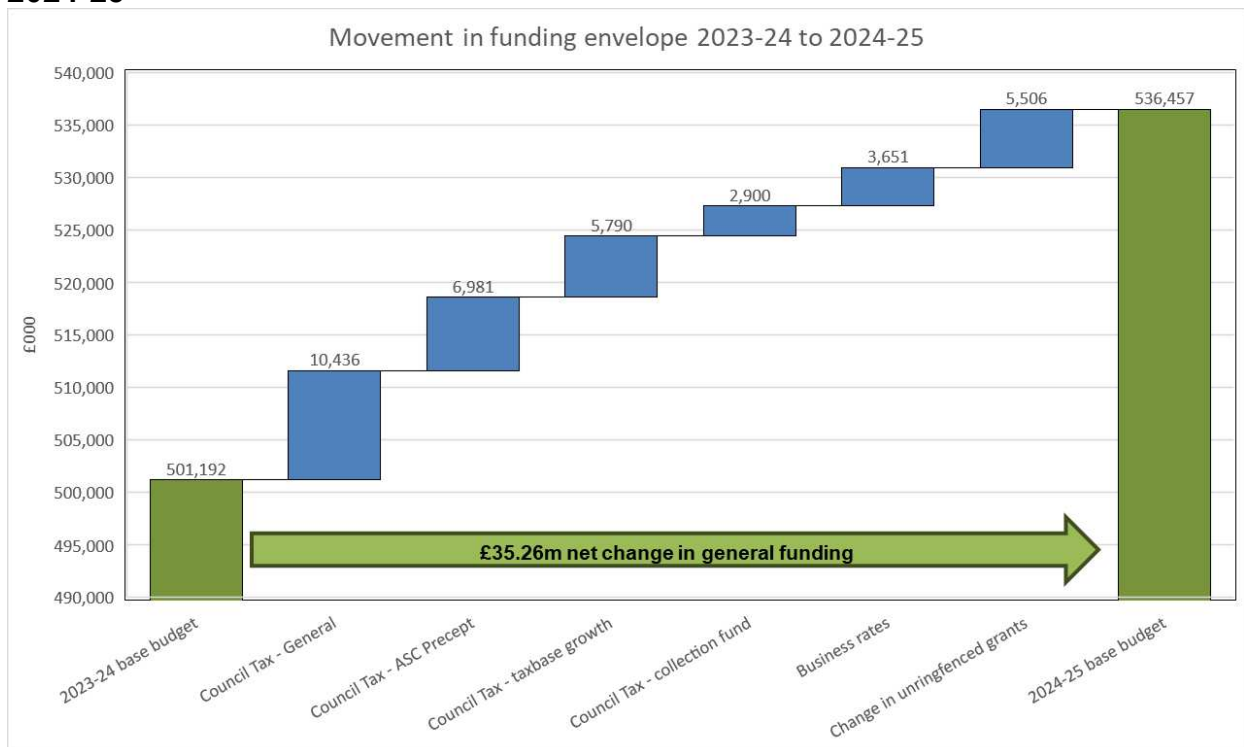
Average council tax for shire counties (excluding fire authorities) - band d 2023-24



Overall Funding Levels

7.19 After adjusting for movements in government grant, the proposed levels of Council Tax and Business Rates income, the net impact is that the council projects it will have £536.5 million of funds available in 2024-25 (£501.2 million in 2023-24), a net increase from 2023-24 of £35.3 million.

Chart 5: Change in CCC's Core Government and Council Tax Funding 2023-24 to 2024-25



7.20 However, as the next section identifies, the level of demand, inflation and investment exceeds this amount and so efficiencies as set out in Section 8 are also required.

8. Level of Prioritisation to Drive the Business Plan

8.1 Changes to assumptions on spend have occurred largely due to inflation and demand pressures since the MTFP was reported to Council in February 2023. There have also been further prioritisations to deliver the Strategic Framework. The gross level of growth has increased from £44 million to £88 million, of which £72.7 million is funded by base budget and £15.2 million is funded by reserves.

8.2 The £88 million is set out by the type of pressure in Table 4a and across the council's Directorates in Table 4b:

Table 4a: Total Gross Pressures Faced in 2024-25 by Type of Increase

Type of Pressure	As assumed in 2023-28 business plan £000	Latest projections - base budget £000	Latest projections - reserves funded £000	Latest projections total £000	Change £000
Inflation on expenditure	21,228	36,324	-	36,324	15,096
Demand and demography	13,065	16,873	-	16,873	3,808
Pressures	6,279	10,712	6,491	17,203	10,924
Prioritisation	3,388	8,779	8,790	17,569	14,181
Total	43,960	72,688	15,281	87,969	44,009

Table 4b: Total Gross Pressures Faced in 2024-25 by Directorate

Directorate	As assumed in 2023-28 business plan £000	Latest projections - base budget £000	Latest projections - reserves funded £000	Latest projections total £000	Change £000
Adults, Health and Commissioning	21,074	38,888	2,830	41,718	20,644
Children, Education and Families	5,820	19,069	4,910	23,979	18,159
Place and Sustainability	4,963	6,311	3,130	9,441	4,478
Strategy and Partnerships	58	1,309	4,411	5,720	5,662
Finance and Resources	5,726	1,904	-	1,904	-3,822
Public Health	0	563	-	563	563
Capital Financing	6,204	5,248	-	5,248	-956
Corporate Items	115	-604	-	-604	-719
Total	43,960	72,688	15,281	87,969	44,009

Adults, Health and Commissioning (AHC) - £38.9 Million Growth from 2023-24 to 2024-25, with Net Increase of £15.2 Million after Grants, Other Income and Savings

8.3 Overall, there is a gross forecast pressure of £38.9 million. The main reasons for the pressure relate to the increased cost of care services for all client groups which is already being seen due to the overall increase in numbers of service users and the cost of more complex care needs (£12.1 million), alongside pay inflation, including provider uplifts, and general inflation across AHC. This has driven the increase since February 2023 projections, and the level of investment is as follows:

Table 5: Gross and Net Prioritised Spend Proposed to Improve Adults, Health & Commissioning (AHC) Services:

Heading	2024-25 £000	Comments
Opening 2023-24 gross budget	339,882	
Base adjustments	5,427	Adjustment to budgets made during 2023-24 due to increases in ringfenced grant funding, and allocations of 2023-24 pay award.
Revised opening 2023-24 gross budget	345,309	
Inflation	23,140	AHC inflation pressures, including staffing. ASC contract inflation due to the impact of Real Living Wage and Consumer Price Index inflationary increases.
Demography and Demand	12,069	Additional funding to ensure we can meet the increased demand for care and rising level of needs across all AHC care types. We are expecting to support an additional 226 older people, 83 people with a physical disability, 34 people with mental health needs and 47 people with a learning disability.
Pressures	3,131	Full year pressure of unfunded growth in older people placement numbers and costs in 2023-24.
Prioritisations	548	Prioritised to support capacity to deliver number of savings initiatives, including development of learning disabilities accommodation offer, mental health community offer and management of block contract capacity. Plus investment to support continuing payment of the Real Living Wage in provider organisations. Further details are set out in table 3 of appendix 2 section 3
Savings	-10,806	See Section 10 and Appendix 1B of this report for more details.
Closing 2024-25 gross budget	373,391	
Opening 2023-24 income budget	-124,755	
Changes to income budgets	-18,277	Increases to assumed income and changes to ring-fenced grants. These increases relate to client contributions which for those paying part of their care cost rise in line with pensions increases. For those paying the full cost of their care, contributions rise in line with provider inflationary increases. A significant portion of our fees and charges also relates to contributions from Cambridgeshire and Peterborough Integrated Care Board to the Learning Disability pooled budget which rise in line with costs under current pooled budget arrangements
Closing 2024-25 net budget	230,359	
Total growth 23/24 to 24/25	38,888	
Change in gross budget 23/24 to 24/25	28,082	
Change in net budget 23/24 to 24/25	15,232	
Change in net budget %	7.1%	

Refer to budget tables for detailed changes (Appendix 2 section 3)

Children, Education and Families (CEF) - £19 Million Gross Increase in Base Budget with Net Increase of £16.3 Million after Grants, Other Income and Savings

8.4 CEF has seen considerable pressures, demand and inflation in particular on Children’s Safeguarding and Care, as well as Home to School Transport in 2023-24. The proposed 2024-25 budget takes account of the current and forecast position for these areas, which explains the significant increase from the February 2023 budget projections. This is demonstrated in Table 6:

Table 6: 2024-25 Gross and Net Prioritised Spend Proposed to Improve Children, Education and Family (CEF) Services:

Heading	2024-25 £000	Comments
Opening 2023-24 gross budget	155,431	
Base adjustments	1,421	Reflecting pay award funding for 2023-24 being applied
Revised opening 2023-24 gross budget	155,994	
Inflation	8,183	CEF inflation estimates, including staffing, Children in Care Placements and Home to School Transport.
Demography and Demand	4,759	CEF demand estimates, including Children in Care, Children with Disabilities and Home to School Transport.
Pressures	3,981	Identified pressures including residential disability provision, Home to School Transport, contribution to combined budgets, SEND and Social Care capacity, and Children in Care placements. Both SEND and Children in Care placements to be funded from reserves.
Prioritisations	2,146	Prioritised to support Cambridgeshire care leavers and holiday vouchers for those eligible for free school meals.
Savings	-2,760	See Section 10 and Appendix 1B of this report for more detail.
Closing 2024-25 gross budget	173,161	
Opening 2023-24 income budget	-27,262	
Changes to income budgets	-98	.
Closing net 2024-25 budget	145,801	
Total growth 23/24 to 24/25	19,069	
Change in gross budget 23/24 to 24/25	16,309	
Change in net budget 23/24 to 24/25	17,632	
Change in net budget %	13%	

Refer to budget tables for detailed changes (Appendix 2 Section 3)

Place and Sustainability - £6.3 Million Gross Increase in Base Budget with Net Increase of £1.5 Million after Grants, Other Income and Savings, and Factoring in Transfer of Services

- 8.5 The Directorate manages a range of services including Highways and Transport, the Connecting Cambridgeshire Programme, Strategic Planning, Waste Disposal, Regulatory Services and management of the Natural and Historic Environment. Overall, the services face significant pressures from contract inflation, and changes in national legislation. Furthermore, there are proposals for investment in Highways, Transport, Energy Projects and Waste. Table 7 summarises the key factors driving costs and the need for savings.

Table 7: 2024-25 Gross and Net Prioritised Spend Proposed to Maintain and Improve Place and Sustainability (P&S) Services:

Heading	2024-25 £000	Comments
Opening 2023-24 gross budget	105,757	
Base adjustments	-3,413	£3.4m relates to transfer out of Domestic Violence budget to Strategy & Partnership Directorate
Revised opening 2023-24 gross budget	102,344	
Inflation	2,534	This includes contract inflation for the Highways and Transport (£1.050m) inflation for the contracts for support services to the Coroner (£126k) and pay inflation for staff across the directorate (£633k).
Demography and Demand	45	Demand pressure in Coroners
Pressures	321	P&S Pressures including that relating to additional costs for Waste Disposal (inclusive of funding from reserves)
Prioritisations	3,411	Prioritised finding into highways, footpaths, cycleways, signage and weeding.
Savings	-1,202	Savings including Street Lighting energy savings from LED investment. See Section 10 and Appendix 1B for more detail.
Closing 2024-25 gross budget	107,453	
Opening 2023-24 income budget	-34,431	
Changes to income budgets	-223	All changes to income budgets including inflation, income pressures and new income targets
Closing net 2024-25 budget	72,799	
Total growth 23/24 to 24/25	6,311	
Change in gross budget 23/24 to 24/25	5,109	
Change in net budget 23/24 to 24/25	1,473	
Change in net budget %	2.1%	

Refer to budget tables for detailed changes (Appendix 2 Section 3)

8.6 Alongside providing for inflationary and demand pressures to maintain services in Place and Sustainability, the proposals include further investment in the following areas:

Highways

8.7 Highways is one of the key services provided by the County Council and impacts on every resident, business, and visitor in the county. The council's aim is to maintain the condition of our roads, footways and pavements to support access to employment, education, leisure and to essential services such as health care. Furthermore, the council is promoting active and safe travel to promote physical and mental wellbeing and contribute to the environment and carbon reduction agenda.

8.8 In addition, it is vital to the delivery of the council's Strategic Framework that the council is able to attract inward investment and support a sustainable and inclusive economy, and to ensure residents benefit from well-maintained transport

networks.

- 8.9 Over the last few years, the council has used specific grants, capital and developer contributions to support the provision of these services. The services continue to face demand and cost increases due to contract and sector inflation. The Department for Transport has so far announced a further £2.3 million of additional grant for Cambridgeshire in 2023-24 and 2024-25.
- 8.10 This budget proposes to invest a further £3 million of revenue funding into local highways. This will enable a further £1 million in revenue maintenance and £2 million to leverage a £20 million upfront capital investment. This is then repeated in 2024-25.
- 8.11 The £1 million of additional revenue maintenance is proposed to be allocated to support the delivery of the following:
- Drainage Management
 - Vegetation and Weeds Management
 - Cycleway Clearance
 - Pothole Management
 - Junctions and Roundabout Maintenance
- 8.12 The £2 million revenue to support £20 million of additional capital investment is proposed to be allocated to enable the delivery (either directly or by freeing up other revenue budget through charging of eligible expenditure to capital) of:
- Drainage improvements
 - Planned maintenance of roads and pavements
 - Road markings and signs
 - Structures
 - Public Rights of Way
 - Traffic Signals
- 8.13 The council also recognises that sometimes the most efficient way to maintain our highways is to support greater local engagement and action. The proposal is that the draft investment programmes will be subject to engagement with local members, parish and town councils so that programmes are informed by local priorities.

Street Lighting

- 8.14 The £13,283k of capital investment being made in street lighting to replace the existing lighting with LED lights is projected to reduce the electricity costs of running street lighting by £977k in 2024-25 followed by a further £414k in 2025-26 and £268k in 2026-27. In addition, this will reduce carbon emissions by 5,262,486Kg of CO₂ per year once the project is completed.

Waste Disposal

- 8.15 While the number of households in the county is increasing, this demographic pressure is currently being offset by a decreasing amount of waste produced by

individual households each year, resulting in largely the same total of waste arising from year to year, although this could change in future years.

- 8.16 In addition, the council is currently paying increased costs for the disposal of waste owing to the fact that changes in environmental legislation mean that the facilities at Waterbeach cannot be fully utilised, so some waste is currently being diverted to other waste management facilities. These costs are currently being met from the Waste Private Finance Initiative (PFI) Budget and Reserves.
- 8.17 The council's arrangements for the Waste disposal are currently managed through a PFI contract. The current capital budget includes provision of £20.367m to enable changes to be made to the contract and the facilities to enable the council to meet environmental legislation requirements, reduce its current running costs and to potentially improve the environmental performance of the council's current waste disposal arrangements. The council's reserves include an amount set aside for risks associated with this contract and waste disposal changes.

Energy Projects

- 8.18 The Business Plan contains capital investment to develop projects that generate renewable energy systems that not only reduce carbon requirements but also generate revenue income for the council through the selling of electricity to the national grid. As a result of capital investment against all projects, income of £5.2m is estimated to be delivered each year in FY 2024-25 and £8.6m in FY 2025-26 once all projects are active for a full financial year. Going forward, this income will be subject to market movements especially with an unstable electricity market. Revenue funding is also identified in the Business Plan for the annual operational costs and debt charges.

Strategy and Partnerships - £1.3 Million Increase in Base Budget with Net Increase of £1.1 Million after Grants, Other Income and Savings, and Factoring in Transfer of Services

- 8.19 The Directorate manages a range of services from HR, Legal and Governance, Policy and Communications to Libraries, Skills and Communities.

Table 8: 2024-25 Gross and Net Prioritised Spend Proposed to Maintain and Improve Strategy and Partnership (S&P) Services:

Heading	2024-25 £000	Comments
Opening 2023-24 gross budget	21,521	
Base adjustments	7,746	Permanent budget adjustments agreed in 2023-24. Domestic violence services transferred between years from Place & Sustainability
Revised 2023-24 opening gross budget	29,267	
Inflation	1,116	Inflation increase estimates, predominantly staffing.
Demography and Demand	0	n/a
Pressures	33	Identified pressure linked to the additional Democratic Services support for the Assets and Procurement Committee.
Prioritisations	160	Prioritised support for internal audit function and emergency planning
Savings	-838	Identified savings including operational savings and application of grant reserves. See Section 10 and Appendix 1B of this report for more detail.
Closing 2024-25 gross budget	29,738	
Opening 2023-24 income budget	-5,251	
Changes to income budgets	-820	
Closing net 2024-25 budget	23,667	
Total growth 23/24 to 24/25	1,309	
Change in gross budget 23/24 to 24/25	471	
Change in net budget 23/24 to 24/25	7,397	After accounting for services changing directorates the budget is growing closer to 5%
Change in net budget %	45.5%	

Refer to budget tables for detailed changes (Appendix 2 Section 3)

8.20 The proposal is to use the reserves to invest £2.2 million in 2024-25 to support developments to prevent poverty and support people out of poverty; as well as £1.32 million to invest and grow Libraries Plus that will enable our services and communities to work closer and more efficiently out of our libraries.

Finance and Resources - £1.9 Million Gross Increase in Base Budget with a Gross Increase of £0.6 Million after Savings

8.21 The Directorate is responsible for Finance, Property and Digital services and the key challenges facing these services arising from higher inflation.

Table 9: 2024-25 Gross and Net Prioritised Spend Proposed to Maintain and Improve Finance and Resource Services:

Heading	2024-25 £000	Comments
Opening 2023-24 gross budget	55,354	
Base adjustments	-8,223	Transfer of cross-council budgets to the Corporate & Funding items line
Revised opening 2023-24 gross budget	47,131	
Inflation	1,300	Inflation increase estimates, predominantly staffing and IT and Property related contracts.
Pressures	344	Rebase lining property budgets
Prioritisations	260	A continued prioritisation in improving our procurement support and operations, property functions, and contact centre operation.
Savings	-1,282	Office accommodation and a reduction in the bad debt provision along with a number of other savings. See Section 9 and Appendix 1B of this report for more detail.
Closing gross 2024-25 budget	47,753	
Opening income 2023-24 budget	-36,029	
Changes to income budgets	3,023	Base adjustments in 2023-24 to correct gross/net budgets
Closing net 2024-25 budget	14,747	
Total growth 23/24 to 24/25	1,904	
Change in gross budget 23/24 to 24/25	622	
Change in net budget 23/24 to 24/25	-4,578	
Change in net budget %	-23.7%	A close to net nil change after allowing for the movement of budgets between services

Refer to budget tables for detailed changes (Appendix 2 Section 3)

Cost of Borrowing

- 8.22 The Capital Programme set out at Section 8 of this report identifies that £93.2m of capital works will be funded by borrowing in 2024-25. Accounting for the cost of borrowing, including the minimum revenue provision, this will add £2.8 million net to our current revenue costs, and this has been built within the budget to fund in 2024-25.

Pay Inflation: £7.6 Million

- 8.23 The main council pay award for the council's directly employed workforce is set nationally between representatives from the employers' and trade unions. The 2023-24 settlement was reached in November 2023 and was in line with that year's forecasts. It is assumed that in 2024-25 the pay settlement will be a 5% uplift overall (and that this will be the inflation rate for non-local government pay scales). As such the budget numbers include a £7.6 million uplift for the impact of pay awards and other increases such as increments in 2024-25 which is passed out to services.

9. Capital

9.1 The proposed capital programme for 2024-29 is set out at tables 4 and 5 of Appendix 2 Section 3, along with the indicative sources of funding available. The programme for 2024-25 proposes a total value of £198.6 million of works. This maintains a medium-term capital programme (2024-29) in the region of £522 million, with £1.2 billion being spent across the full programme.

Table 10 – Summary Capital Programme

Directorate	Previous years	2024-25 £,000	2025-26 £,000	2026-27 £,000	2027-28 £,000	2028-29 £,000	Later years £,000	Total £,000
CEF	147,088	76,611	91,643	42,854	13,182	4,836	26,487	402,701
AHC	816	14,481	20,205	10,670	15,005	15,005	30,188	106,370
P&S	273,532	100,176	46,027	19,534	19,561	19,584	17,361	495,775
F&R	147,184	5,547	2,288	1,116	1,116	1,008	4,320	162,579
S&P	10,562	1,810	7	-	-	-	-	12,379
Total	579,182	198,625	160,170	74,174	48,864	40,433	78,356	1,179,804

9.2 The funding for this programme is largely from grants and borrowing:

Table 11 – Summary of the Capital Programme Funding

Directorate	Grants £,000	Developer contributions £,000	Other £,000	Receipts £,000	Borrowing £,000	Total £,000
CEF	107,827	120,452	2,129	-	172,293	402,701
AHC	45,630	-	-	-	60,740	106,370
P&S	258,454	32,933	33,844	-	170,544	495,775
F&R	915	-	127,191	46,251	-11,778	162,579
S&P	373	688	16	11,302	-	12,379
Total	413,199	154,073	163,180	57,553	391,799	1,179,804

9.3 It is noted that a large number of externally funded grants have yet to be identified beyond 2024-25, so the figure is likely to significantly increase in later years. The programme is largely built up from government and other grants received or due to be received. Where grant allocations for 2024-25 are also still to be announced or finalised, particularly for education, estimates have been used which will need to be adjusted once grant levels are announced. Additionally, other sums may become available during the year from a variety of sources which can be added to the programme during the quarterly reporting of the capital programme in 2024-25.

9.4 In addition to Government grants, additional sums in the form of capital receipts from sales of assets and borrowing are able to be added to the programme. Capital receipts assume a total of £1.0 million in 2024-25 received to fund part of the planned expenditure. This has assumed that all known receipts are achieved and

applied to the current capital programme.

- 9.5 The total programme for 2024-25 as it currently stands requires £198.6 million of funding which includes £93.2 million from borrowing. Given the financial pressures on the revenue fund, this borrowing assumption in 2024-25 has been assessed as affordable within the current provision for financing.

Table 12: Projected Debt Charges (Cost of Capital) Compared to Prudential Limits

£m	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
2024-25 draft BP (net figures excluding Invest to Save / Earn schemes)	41.0	45.3	47.5	45.0	42.2	39.6
Recommend limit	42.2	43.0	43.9	44.7	45.6	46.5
HEADROOM (-)	-1.2	2.3	3.6	0.3	-3.4	-6.9
Recommended limit [3 years]	129.1			136.8		
Headroom (-) 3 years	4.7			-10.0		

- 9.6 The table above shows that the cost of capital is expected to continue rising for the next two years with increases of around £1 million in both 2025-26 and 2026-27. Although the capital programme has been prioritised to ensure that the expected cost of capital is within the prudential limit set by the capital strategy for 2024-25 and in the later years of the plan, it can be seen that in 2025-28 the budgeted cost is currently in excess of the prudential limit. Assuming costs of borrowing remain as currently projected, this will mean further prioritisation of investment may be necessary in future planning rounds.
- 9.7 The other major driver of borrowing across future years increases is the prioritised investment in highways and schools and schemes designed to improve the provision of children's and adults' care.
- 9.8 By maintaining a more prudent and lower borrowing forecast for 2024-29 it has a positive knock-on impact to the general fund expenditure as regards the cost of repaying borrowing.
- 9.9 At the same time as continually challenging the programme, finance officers have been carrying out treasury management reviews to take opportunities to reprioritise, re-profile and better manage cash over borrowing to fund schemes. The focus is to ensure capital financing costs are squeezed downwards wherever possible. The effect of reprogramming of the capital programme has the impact of pushing the costs into later years, and an estimate of this has been made within the budgeting. This will prevent the council from borrowing money too early and having to pay unnecessary interest repayments. Work was undertaken to assess the ability to apply more capital receipts from disposal of assets. In addition, officers continue to explore proposals to manage its minimum revenue provision.

10. Saving and Income Proposals

Savings

- 10.1 The council's proposed budget for 2024-25 includes £17.6 million of saving proposals. This is unchanged since reported to this Committee on 19 December 2023.
- 10.2 As part of the process of setting the budget, managers have been assessing their expenditure and income forecasts. The savings have then been split between those where officers have authority to take actions within the existing Council Policy Framework and processes termed 'service decisions' (this includes consultation where appropriate with the public and / or Trade Unions and staff); and those where decisions require a change in policy and approval by elected members. Where Council took decisions in 2023-24 or are in the process of consultation, any related savings have been assumed within the base already and the updates will be through separate Strategy, Resources and Performance Committee papers.
- 10.3 At this stage, the decisions for Strategy, Resources and Performance Committee to consider as part of this budget paper related to savings are broken down by directorate in total as below and in more detail at Appendix 1B:

Table 13: Breakdown of Proposed Savings 2024-25

Directorate	£ million	Detail
Children, Education and Families	2.8	<p>A range of opportunities which focus on managing demand for services, with a focus on prevention, early help and ensuring placement sufficiency, with key areas relating to:</p> <ul style="list-style-type: none"> • Children in Care External Placement Reviews – ensuring robust financial and accountability processes are in place through the panel process. • Passenger Transport – continuing the review of high-cost single routes for SEND and management of transport decision making through policy, which is sensitive to and balances the needs of pupils and the council's finances. <p>The full breakdown of saving opportunities are contained in Appendix 1B.</p>
Adults, Health and Commissioning	10.8	<p>A range of opportunities which focus on managing future demand for services, with a focus on prevention and maximising independence, with key areas relating to:</p> <ul style="list-style-type: none"> • Learning Disabilities Pooled budget – increased health contributions towards the

Directorate	£ million	Detail
		<p>cost of the pooled budget, due to the termination of the Section 75 pooled budget arrangements on the LD Pool.</p> <ul style="list-style-type: none"> • A review of Hospital Discharges, with a view to increasing people benefiting from a home first approach. • Prevention – Reablement – by having a fully staffed reablement service, we will have more capacity to support people to regain independence, preventing, reducing or delaying the need for long term support. • Mental Health residential and community – updated homecare framework to reduce the use of spot purchasing. Alongside development of an early intervention and putting people in control of their lives, to promote early intervention, strengthen prevention and crisis intervention. • Decommissioning of block contracts for homecare – savings from the decommissioning of contracted block cars providing care to people in their own homes, often upon discharge from hospital, as we move to a new more efficient model of delivery. <p>The full breakdown of saving opportunities are contained in Appendix 1B.</p>
Place and Sustainability	1.2	<p>A range of opportunities focused on creating efficiencies in delivery of services whilst maintaining quality of provision.</p> <ul style="list-style-type: none"> • Developing and implementing a materials recycling facility for Highways. • Streetlighting energy savings achieved through the LED investment. <p>The full breakdown of saving opportunities are contained in Appendix 1B.</p>
Strategy and Partnerships	0.84	<p>A range of savings achieved through contract re-negotiation and the deletion of some vacant roles. Increasing income through reviewing fees and charges, paid for online access to archives and continuing to seek out opportunities for grant funding. The full breakdown of saving opportunities are contained in Appendix 1B.</p>

Directorate	£ million	Detail
Finance and Resources	1.28	It is proposed that a rationalisation of the council's office accommodation post pandemic and changes to the way we work, including prioritising investment in the ways we work with our communities through Libraries Plus will save a net £0.5 million in 2024-25, increasing with an ambition to reduce the overall estate costs by a third of today's costs in 2028-29.
Corporate & Funding Items	0.50	We will review the level of our bad debt provision in light of work undertaken to clear some of our oldest debts following investment into the debt team. Initiatives include additional management and supervisor capacity, improved digitalisation and channel shift for invoicing and payment collection, and a focus on clearing a historic backlog in financial assessment.
Total	17.56	

- 10.4 These savings and income increases have been assessed and considered realisable, although there may be some further movement in some as work progresses which means a small element could need to be found from other areas or reserves.
- 10.5 The proposals are coming from three main sources; pay, non-pay and cost avoidance (reducing growth projections through implementing change). Of the pay savings, every effort will be made to first remove vacant posts and assess the ability to redeploy staff. This both supports employment and reduces any costs of redundancies.
- 10.6 The council remains prudent and an element of provision for non-delivery of savings has been provided for in the General Fund Reserves discussed in more detail at Section 13 of this report.

Income

- 10.7 The council is forecasting £288 million of fees and charges, ringfenced grants and other income, summarised below, with detailed analysis of fees and charges proposals set out at Appendix 4.

Table 14 – Summary of Fees and Charges for 2024-25

Item	£000
Fees and Charges by directorate	
Children's, Education and Families	20,174
Adults, Health and Commissioning	92,343
Place and Sustainability	27,707
Finance and Resources	33,006
Strategy & Partnerships	3,944
Capital Financing	13,838
Public Health	8,961
Fees and Charges Subtotal	199,973
Ringfenced grants and contributions	
Public Health Grant	29,696
Better Care Fund	21,147
improved Better Care Fund	15,170
Market Sustainability and Fair Cost of Care Fund	8,139
PFI Grant - Street Lighting	3,944
Adult Social Care Discharge Fund	3,545
PFI Grant – Waste	2,570
Adult Learning & Skills Grants	2,080
ASC Market Sustainability and Improvement Fund - Workforce	2,029
Leaving Care Post 18	1,900
Unaccompanied Asylum Seeking Children (UASC)	1,800
Pupil Premium Grant	1,364
Arts Council Funding (Music Grant)	810
Youth Justice Grant	500
Care Act (New Burdens Funding) Social Care in Prisons	330
Bikeability Grant	260
Staying Put Implementation Grant	210
Ringfenced grants & contributions subtotal	95,495
Fees, charges & ringfenced grants total	295,468

11. Dedicated Schools Grant

- 11.1 On 19 December 2023 the Department for Education (DfE) published the provisional DSG allocations for 2024-25. The figures for Cambridgeshire are broken down as follows:

Table 15: Gross DSG Blocks (Prior to Academy Recoupment)

Blocks	£m
Schools Block	480.6
Central Schools Services Block	5.2
High Needs Block – provisional allocation based on the national funding formula for High Needs	107.3
Early Years Block	62.4
Total	655.6

- 11.2 The Schools Block DSG is comprised of the Primary and Secondary Sector National Funding Formula (NFF) units of funding for Cambridgeshire set by the DfE as confirmed in October 2023, applied to the October 2023 pupil census plus an

historic allocation for the funding of premises costs. This is then delegated to all mainstream schools both maintained and academies through Cambridgeshire's Local Schools Funding Formula (LSFF). The Schools Block also includes an allocation from the national Pupil Growth Fund, based upon the new national DfE formula, for designated and approved pupil growth to support basic need revenue cost requirements.

- 11.3 The Central Schools Services Block comprises a NFF formulaic element for ongoing responsibilities for statutory services provided by the County Council on behalf of all maintained schools and academies and a sum for continuing historic commitments. However, current DfE policy has reduced the historic commitments element of the allocation by another 20% for all Local Authorities (LAs).
- 11.4 The High Needs Block is based on the DfE NFF and the revised figures provide an uplift of £3.8m compared to the latest 2023-24 allocations. Although welcomed, this increase is not sufficient to support the forecasted ongoing significant cost pressures in the High Needs DSG.
- 11.5 The Early Years Block providing funding for 2-year-olds targeted support, 3 and 4-year olds for the universal and extended entitlement and other early years funding is provisionally allocated at £62.4 million being based upon the January 2023 census. This provides for minor increases to the DfEs NFF hourly rates. Subsequently it will be updated for the effect of the January 2024 census.
- 11.6 The Cambridgeshire Schools Forum (CSF) met on 3 November 2023 and voted unanimously to support the 1% (circa £4.77m) transfer from the Schools Block to the High Needs Block to support ongoing pressures as part of the 'Safety Valve' agreement. The final decision, however, sits with the Secretary of State and as such a disapplication was submitted by the 17 November 2023 deadline to request this transfer.
- 11.7 The CSF met again on 13 December 2023 and 12 January 2024 where they were asked to endorse the proposals for the LSFF for 2024-25 and approve as required for, under their responsibilities in the Schools Forum (England) Regulations 2021, the service de-delegations for maintained mainstream primary schools and centrally retained services for all schools. CYP Committee then met on 16 January 2024 to approve the LSFF prior to the required submission to the Education and Skills Funding Agency (ESFA) by 19 January 2024.
- 11.8 At the end of the 2022-23 financial year, Cambridgeshire had an accumulated deficit of £51.2m on its Dedicated Schools Grant from pressures around spending on high needs block activity. Negotiations began with the Department for Education (DfE) in May 2022 with Cambridgeshire County Council entered into a Safety Valve agreement with DfE in March 2023. Details of this deal can be [found here](#). The Safety Valve programme provides additional resources to Local Authorities to deliver a sustainable position for our children and young people with Special Educational Needs and Disabilities, without impairing their education. We established our SEND Transformation Programme in 2021 to have a focus on delivering better services, with early intervention. This programme formed the basis of our proposal to the DfE and now aligns with the Safety Valve Programme conditions. An update on the deal and our progress was shared with the CYP committee in October. The deal will mean an investment of around £100m into

deficit repayment and the building of new specialist provision to support the demand for provision in the county.

- 11.9 The forecast deficit from 2023-24 is estimated to be in the region of around £40 million which will need to be carried forward into 2024-25. The current position shows an in-year variance, and we are working closely with the DfE to drive this down and recover the position across the next three years as part of its 'Safety Valve' agreement. The intention is to return a zero balance at the end of the 2026-27 financial year where expenditure equals income, and the accumulated deficit has been removed.
- 11.10 We have made a number of changes to the way we support SEND, especially focusing upon early intervention and prevention. The transformation programme covers four strands:
- Improving our approach to supporting SEND within Education
 - Supporting our schools and settings to meet the increasing need of our children and young people.
 - Meeting the needs of our children and young people in the appropriate settings
 - Working effectively in the local area with our partners.
- 11.11 As part of the DfE Safety Valve process, we undertook a thorough review of all spend on the high needs block. Each year the DfE publishes the guidance for the completion of the Section 251 statement which outlines what funding can be used to fund education services. Two areas have been identified as not meeting the definition of being a high needs block activity as relating to former legislation about the extended childcare for children with additional needs. A total of £344k is currently spent supporting these areas and there has not been a review for a significant period of time. As a result, this provides an opportunity to review their delivery. The two areas are:
- After Schools Clubs – There are currently 12 special schools in Cambridgeshire and only five receive funding to support the costs of providing after school clubs. The funding (£120k) currently provides a subsidy for the provision for 122 of the 1452 children in our special schools. We saw one school withdraw from this offer as a result of financial liability to deliver, and the challenges of staff recruitment. In addition to the core funding (£120k) the council also funds the changes in transport which costs around £94k a year.
 - Childcare Access Funding - Childcare Access Funding (CAF) has existed since 2006 in response to the Governments Extended Schools agenda, an initiative to increase access to childcare and wraparound care for families including children with Special Educational Needs and Disabilities. The scheme provides funding to childcare providers to support the additional costs for school aged children (4 to 14+) to access out of school hours childcare (before and after school clubs, holiday schemes and care with childminders) with the very highest level of special needs. Only 1 of 5 statistical neighbours researched have any equivalent to CAF advertised on their website. Most only offer short breaks in line with their statutory responsibility. We have seen a decline in take up.

11.12 Both schemes are legacy arrangements which have not been reviewed for some time. The sustainability challenges in the DSG present an opportunity to create a new targeted scheme to replace the two separate schemes using the funds previously allocated from the general fund for transport. Any change will be subject to full consultation and a proposal for a new scheme to enable access to childcare will be brought to the Children and Young People's committee in the spring. The funding contribution from the DSG will end in March 2024.

12. Council Tax Calculation

12.1 The overall position for 2024-25 reflected in this report is therefore:

Table 16: 2024-25 Council Tax Provision Required:

	£000
2023-24 Revised Base Budget	501,192
Plus	
Demand, inflation, pressures and investments – See Section 8	72,687
Spending requirements	573,879
Less	
Net savings & reforms (as set out at Section 10) and income changes:	
Transfer from Earmarked Reserves (as noted at Sections 10 and 14)	-2,780
Net budget requirement	536,456
Financed by	
- General (un-ringfenced) government grants	-61,978
- Settlement Funding Allocation (paragraphs 7.4 to 7.6) plus adjustments for local share of business rates	-75,110
- Council Tax collection fund adjustments (paragraph 7.15)	-2,900
Council Tax Requirement (paragraphs 12.7 to 12.9)	-396,468
Total Financing	-536,456
Budget Gap	0

12.2 The Local Government Finance Act 1992 (as amended by the 2003 Act) sets out the powers and duties of the council in setting the annual Council Tax. The key requirements under Part IV of the 1972 Act are that:

- Council Tax is set at Full Council – Section 33.
- Council Tax is set at a sufficient level to meet its proposed budget requirements for the ensuing year – Sections 32 and 33.
- The level of Council Tax is set before 11 March to enable circulation of Council Tax bills to enable people to pay on and after 1 April- Section 30(6).
- The Chief Finance Officer must report on the robustness of estimates and the proposed adequacy of reserves – Section 25. Comments are set out in Section 14 and the reserves specified in more detail at Appendix 3.

12.3 The Government has confirmed that the level of Council Tax will be (before it triggers a referendum) 4.99%, with a split of 2% Adult Social Care Levy and up to 3% general requirements.

12.4 The original assumptions employed in setting the Medium-Term Financial Plan in February 2023 were that Council Tax for Cambridgeshire County Council would be

set as follows:

- 2024-25 - 2%
- 2025-26 - 2%
- 2026-27 - 2%

- 12.5 At this stage, following the impact of inflation and the increase in demand, particularly on care services, the Financial Plan has been updated for an increase in Council Tax to 2.99%, plus 2% for Adult Social Care Precept in 2024-25. This is around the national general rate of inflation but is significantly less than the average level of inflation the council has experienced across a range of services due to provider uplifts and demand pressures. It is also in line with our peer and regional local authorities. Looking forward it is assumed that the rise will be fixed at 2% as originally planned in future years, reflecting that 2024-25 is an exceptional year for the impact of national inflation.
- 12.6 Overall, this still means that Cambridgeshire is likely to remain at around the average for Council Tax for comparative county councils without fire responsibility.
- 12.7 The latest estimates from District Councils of the average Band D tax base are 244,760.5 for 2024-25. The County Council's Council Tax Requirement has been identified as £396.468 million (this is inclusive of the social care precept); the Band D Council Tax proposed for 2024-25 is £1,619.82 (£1,542.87 in 2023-24). That represents a change of £76.95, or an average of £1.48 per week. Across the bandings that equates to the following:

Table 17: Banding Analysis for 2024-25 County Council Precept

	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
Council Tax	£1,079.88	£1,259.86	£1,439.84	£1,619.82	£1,979.78	£2,339.74	£2,699.70	£3,239.64
% of properties in band in Cambs.	14%	21%	26%	16%	12%	7%	4%	0%

13. Medium Term Financial Plan (MTFP)

- 13.1 As part of our good financial management, the council has an MTFP that is updated annually as part of the process of setting the Budget and Council Tax levels. The Plan sets out both the process and assumptions in aligning the council's financial resources with its Strategic Framework which in 2024-25 will be in its second year of five and remains unchanged. However, a number of factors locally and nationally have changed since the MTFP was last considered by Full Council:
- The level of Inflation, including interest rates, has remained higher than was originally forecast. For certain sectors such as construction, transport and children's care those levels have been far higher than Retail Price Index (RPI) or Consumer Prices Index (CPI) due to national and external factors. This has led to an increasing pressure in 2024-25. Looking longer term, whilst it is anticipated we will see further falls in inflation, that is expected to be slower now over the later years of the MTFP.

- We are seeing demand increase in our care services post pandemic. For example, the return to residential care and higher and more complex levels of need in adult care is a factor in increasing costs. Likewise, the increase in complex needs for our children and young people, particularly related to mental health is giving rise to increasing costs above those originally forecast in the MTFP in February 2023.
- Changes in key markets including transport has seen increasing costs in the provision of Home to School Transport, particularly alongside an increasing demand in rural areas.

- 13.2 Due to these external factors the Council Tax level increase for 2024-25 is recommended following scrutiny and engagement at 4.99% (inclusive of 2% for the Adult Social Care precept). However, looking forward to 2025-29 the council is at this stage, assuming no higher than 2% increases in Council Tax. A large part of that is down to the change programme set out below to manage these external pressures, whilst also improving the service and thus value for money.
- 13.3 In nearly all other scenarios the MTFP has been updated on an iterative basis on the assumption of the five year demand models that are produced, inflation projections that are bespoke for each inflation line but that use CPI inflation as a basis and that the current level of funding will be maintained, other than business rates increasing in line with CPI inflation and a reduction expected in New Homes Bonus, and included as part of this report at Appendix 1A. The following paragraphs summarise some of the key challenges and approaches:
- 13.4 The MTFP assesses both the funding Cambridgeshire County Council expects to receive and the cost of doing tomorrow, what it does today, to identify what if any, gap exists. The latest forecast is based on certain assumptions that could change (the longer the forecast the greater the risk of change). Factors on both sides of the equation mean that the gap shown below may change because the Government's grant funding is still being reviewed and we do not have clear forecasts beyond 2024-25; and we are still unclear of other external factors.
- 13.5 The assumptions at present for 2025-29 are set out in more detail below, the summary though, based on information available today, is that it is forecast that there will be a total of around £101 million of savings, reforms and income generation that will need to be found to balance the budget in those years at a 2% Council Tax. Of that, £11.978 million has been identified leaving a residual gap of £89 million.

Table 18: Funding Gap Forecast 2025-29

	2025-26	2026-27	2027-28	2028-29	Total
	£000	£000	£000	£000	£000
Core funding	576,551	592,395	609,098	626,471	2,404,515
Transfer from Reserves	2,381	2,438	290	-655	4,455
Total Funding projected available	578,932	594,833	609,388	625,816	2,408,970
Less - Projected Net Budget Requirement	613,567	621,232	635,082	650,109	2,519,991
= Funding Gap 2025-29 before savings	-34,635	-26,399	-25,694	-24,293	-111,021
Savings identified	-8,102	-3,826	249	-79	-11,758
Residual budget gap	-26,533	-22,573	-25,943	-24,214	-99,263

13.6 As noted in Section 6, the council continues to challenge the way it works, from processes and policy to the use of technology. This will be critical to ensure we can manage the business effectively within resources available.

13.7 The following paragraphs set out more detail behind the MTFP assumptions as of today that culminate in the current £99 million funding challenge:

Funding

13.8 The Government has confirmed that the maximum of 4.99% Council Tax can be raised in 2024-25 and that the September CPI uplift (6.7%) will be applied for the Business Rates increases (either through an increase in the level of tax or through compensation grants to councils).

13.9 However, looking beyond 2025 there are no available assumptions, in a large part due to the uncertainty surrounding the timing and outcome of the next General Election. What is clear is that there will be no review of local government funding before then and that any radical changes, if any were forthcoming, would be unlikely to impact funding until 2026-27 at the earliest. As such going forward it is assumed that the SFA will increase in line with CPI, and that all other grants will remain but at flat cash basis.

13.10 The main source of the council's income will remain Council Tax. The local taxation (Council Tax and Adult Social Care Precept) will account in 2024-25 for around 70% of all our general funding income.

13.11 It is assumed that the Council Tax levels for 2025-29 will be no higher than inflation or capped at:

- 2025-26 – 2%
- 2026-27 – 2%
- 2027-28 – 2%
- 2028-29 – 2%

13.12 We are assuming that the Council Tax base (i.e. new properties register to pay

Council Tax not currently built or paying Council Tax) will continue to increase. There is a small risk to this increase in Council Tax base with regard to the number of Council Tax Support scheme claimants. However, future year increases in the number of new properties average between 1.44% and 1.57% at this stage.

- 13.13 The MTFP already had assumed £11 million use of reserves for 2024-28 to support the funding position. The latest MTFP maintains these assumptions, but has surpluses on collection funds going back into reserves. Specific reserves use to support priorities are on top of this.
- 13.14 The MTFP funding assumptions thus at this stage forecasts that the council will experience a positive cash flow for the four years 2025-29, subject to the outcome of any future Fair Funding Review. The funding increase expected in 2025-29 is £68 million, as follows:

Table 19: Funding Increase Forecast 2025-29

	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Total £000
Council Tax at 2%	8,032	8,329	8,617	8,913	34,163
Council Tax base increase	6,218	5,898	6,436	6,775	29,114
Change in grant / Reserves used to support funding	4,046	68	-2,137	-934	-1,163
Business rates	713	1,605	1,640	1,675	6,331
Total	19,009	15,901	14,555	16,428	68,444

Challenges to Our Spending

- 13.15 If all things were equal the council would be able to use the additional funding income for new service provision and to fund growth. However, the scale of cost pressures facing the council is more than the projected increase in income. The potential increase in the base budget are as follows:
- **Priority decisions** – these are policy decisions to invest monies from another Directorate, or from external funding into a new service or area that will deliver a change; and that supports the Strategic Framework delivery.
 - **Growth in demand** – this is recognition that some demand cannot always be prevented, and as such we have to allocate funding – see next steps below regarding how we fund some of this.
 - **Cost Pressure** – this is the recognition that inflation cannot always be avoided. It could also be recognition of a prior year base budget ‘issue’ that needs to be addressed, an example that could include an over statement of income target not achieved – see next steps regarding how we plan to fund some of this.
- 13.16 Examples of each of the above areas over the last 12 months and for 2024-25 are:
- **Prioritised investment** – Strategic Initiatives increase in the revenue budget to

fund, for example, highways (£1.5m in 2023-24), free school meal vouchers (£1m of council resources committed in 2023-24 and then £3m baselined in from 2024-25), and Just Transition Fund investments of over £14m planned in from 2023-24 to 2028 (detailed in Section 7)

- **Growth** – £25m of inflationary and demand pressures in adult social care in 2023-24 and £38m in 2024-25.
- **Pressures** – Pay inflation of 5% for staffing budgets (over £7m) in both 2023-24 and 2024-25

13.17 The reason we recognise investment, growth and pressures is so that we understand the scale of the task. If we simply gave a service the same cash budget as the previous year, that service would still have to make savings to stand still as pay costs or contract prices may have risen. Without this analysis we cannot be sure we are setting robust and open budgets. The next step is to assess what is a 'priority' and needs to be funded and what is 'not a priority' and will not be funded and each service must make changes to stay within its current (prior year) base budget.

13.18 The focus of the spending challenges faced in year 1 as set out in Section 8 of this report for 2024-25 are set out in 7.2 above.

13.19 This results in a gross funding requirement increase in 2024-25 to meet all of these challenges of £72.7 million.

Table 20: Funding Pressures Faced 2024-25

Service	Contract inflation £000	Pay inflation £000	Growth (demand) £000	Growth (Priorities) £000	Growth (pressure) £000	Total Growth £000
Adults, Health & Commissioning	20,507	2,641	12,069	548	3,131	38,896
Children, Education & Families	5,527	2,655	4,759	2,146	3,981	19,068
Finance & Resources	475	825		260	344	1,904
Place & Sustainability	1,827	715	45	3,411	321	6,319
Public Health	388	175				563
Strategy & Partnerships	148	968		160	33	1,309
Financing Debt Charges				2,346	2,902	5,248
Corporate & Funding Items	210	-722		-92		-604
Total Growth £000	29,082	7,257	16,873	8,779	10,712	72,703

13.20 Looking ahead to 2025-29 we are forecasting that without change, including prevention and actions, the growth and pressures on spend will continue at similar levels. As such the un-mitigated growth for 2025-29 would be £163 million as per Table 21 below. However, as set out above this has to be constrained by the funding envelope giving a net gap of £99 million as per Table 18.

Table 21: Funding Pressures 2025-29

Type	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000
Contract inflation	10,827	13,254	14,866	15,468
Growth (demand)	18,203	19,161	19,842	20,698
Growth (Investment)	9,648	3,276	-2,069	-2,415
Growth (pressure)	2,743	768	-1,602	-4,786
Pay inflation	5,999	6,200	6,411	6,628
Grand Total	47,420	42,659	37,448	35,593
Overall total	163,120			

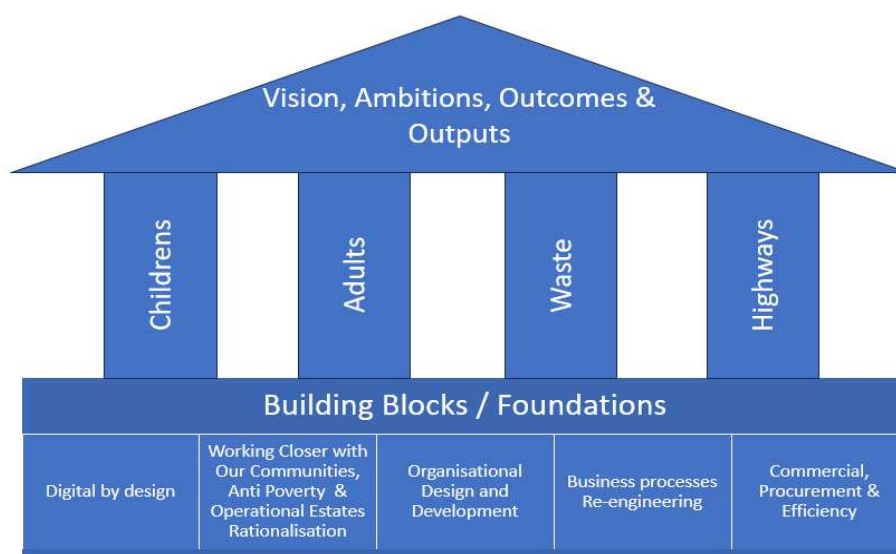
13.21 Clearly, at this stage, the accuracy of this forecast pressure is somewhat less certain towards the later years, and the next Government's view of funding for local government will have a huge impact on this modelling. For example, a move to 100% retained business rates would see the council secure around £40 to £50 million more funding. However, without any further assumptions on funding there is a need for the council to start to plan as to how it will meet this challenge. As a result, the following paragraphs set out a change plan to help prevent and reduce costs, securing continued improvements in value for money. The scale of the task means that these will need to be well planned to meet the challenge and will need strong governance and project management by the Corporate Leadership Team (CLT) and Members.

Change Programmes

13.22 As part of preparing for the 2024-25 budget, officers have also been outlining a change programme focused on the Strategic Framework priorities and addressing the projected budget gap. The key programmes are:

- **Children's Social Care** - A focus on prevention and early help through increasing capacity and resilience of our fostering in-house offer; promoting independence and reducing reliance on care through development, our leave in care offer and a focus on reunification and step-down planning. Alongside this is a programme of work to support stronger market engagement and commissioning to ensure in-county placement sufficiency, including a strong focus on contract management.
- **Adult Social Care** – A focus on prevention, ensuring we are maximising opportunities to maximise people's independence in their own homes for as long as possible. This includes a roll out of the Care Together programme to deliver an all-age locality-based prevention and early intervention model, working collaboratively with Public Health. Alongside this, is a large programme of change to support our Learning Disabilities offer, including increasing our local supported living provision, community, and enablement offer. To support the range of change ahead of us, we are also undertaking a review of in-house opportunities to ensure effectiveness of operations, value for money and opportunities for growth. Reviewing hospital discharges, to ensure best use of the most appropriate pathways, focused on Home First ethos, to maximise opportunities for people to remain independent.

- **Highways** – ensuring the service is customer focused and responds to the needs of customers and residents as well as challenging the way we commission and deliver the service to ensure we deliver better value for money.
- **Waste** – shaping a change to the council’s waste disposal arrangements to be more efficient, flexible and environmentally friendly.
- **Commercial, procurement and efficiency** – challenging how we commission, tender and contract manage all of our third-party contracts to secure efficiencies, reduce costs and maintain or improve outcomes.
- **Closer to Communities** - redesigning our library service and looking at how and where we engage with our residents to improve their engagement in service re-design to build a sense of belonging and empowerment. Linking this with our estate rationalisation, work on anti-poverty and our improved digital access to services to help us to deliver these at standstill or less cost.
- **Operational estate rationalisation** – we will make sure our estate is the right size for our needs and current usage and ensure we have the best future fit of land and property to best serve our ambitions.
- **Digital by Design** – to enable more user-friendly digital access to the council that provides simple automated first point of digital resolution, using artificial and robotic solutions and data warehousing to improve our continual learning, improvement and cost reduction.
- **Business process re-engineering** – linked to other programmes, in particular the digitisation of services, we will also review how we buy services and achieve income and how we process these transactions to drive out efficiencies, challenging the ways we work.
- **Organisational design and development** – alongside new ways of working we will review how our services are designed, and how they operate, to ensure efficient decision making and improved productivity.



- 13.23 As a result, the MTFP will be aligned to these corporate programmes to deliver savings. However, at this stage we are defining, scoping and setting out the goals of these change programmes. This will include the need to provide through reserves, and possibly capital, funds to enable and resource the programmes. In the next year CLT will, through Members, update the MTFP for the targets each programme will be set to meet the financial challenge 2025-29.
- 13.24 We will annually update the MTFP forecasts and assumptions to revise the goals and compare those against the corporate change programmes, as well as any changes in the Government's funding proposals.

Reserves

- 13.25 The council's General Fund reserves are currently forecast to be £25.1 million at 31 March 2024 (after allowing for funding of the in year 2023-24 overspend). This has resulted in a real focus on savings as the council cannot allow overspends or underachievement of income to occur on a recurring basis.
- 13.26 As part of setting the MTFP we have appraised the earmarked reserves (EMRs) and challenged the future need as well as fit with the Strategic Framework. These reserves include a number of items that are not available to the council such as schools and PFI which are fully committed. The proposed EMRs is presented to Strategy, Resources and Performance Committee that supports both the Strategic Framework, and risks associated with managing the organisation, including the change programme. The full reserves are set out in more detail in Appendix 3 and an assessment is summarised in the following Section 14 of this report and a separate agenda item to this Committee.
- 13.27 Overall, the council has a robust MTFP to allocate resources to set and deliver balanced budgets for the remaining year of the Strategic Framework, starting with 2024-25, that supports the delivery of the council's priorities.

14 Assessment of Reserves

- 14.1 The council has had a Corporate Risk Register for many years and developed a Risk Framework to identify and monitor risks going forward. This register has continued to be updated during 2023-24 and has formed the platform in preparing the Section 151 Officer's assessment of risk.
- 14.2 The council's General Fund estimated reserve at 31 March 2024 based on the forecast outturn at Section 6 of this report from the current forecast outturn is estimated to be £25.1 million. As such, action to address this year's overspend is one of the council's key priorities.
- 14.3 The General and Funding Risk Earmarked Reserves are for use where other actions cannot deliver savings or urgent ones of needs arise unexpectedly. The council will seek to manage within resources by proposing alternative savings first rather than drawing on reserves which are only available as a one off and do not address recurring saving needs.

14.4 The following key assumption have been made in considering the level of reserves:

- Service savings – the risk assessment continues to provide for non-delivery of savings. The risk remains around corporate target risks and this has in part been covered in this allocation against the General Fund as a last resort, but principally would be sought from other savings or earmarked reserves.
- The lack of certainty over funding beyond 2024-25, and the significant level of grants, in particular that relate to social care, has increased the funding risk. As such an element of risk has been included to provide for a shortfall in Government funding in the coming and future years.
- Provision has also been made for unexpected demand due to unforeseen events around care or weather.

14.5 Based on the detailed assessment set out in a separate paper on the same agenda as this paper there is no opportunity for a further call on general fund reserves or earmarked risk reserves in 2024-25, or later years.

14.6 The key risk identified this time as noted above are related to unpredictable costs and demand trajectories in social care, the council's high needs block deficit and linked delivery of the Safety Valve programme, volatility in local taxation projections supplied by billing authorities and the council's commercial investments including its equity and loan with its housing company This Land.

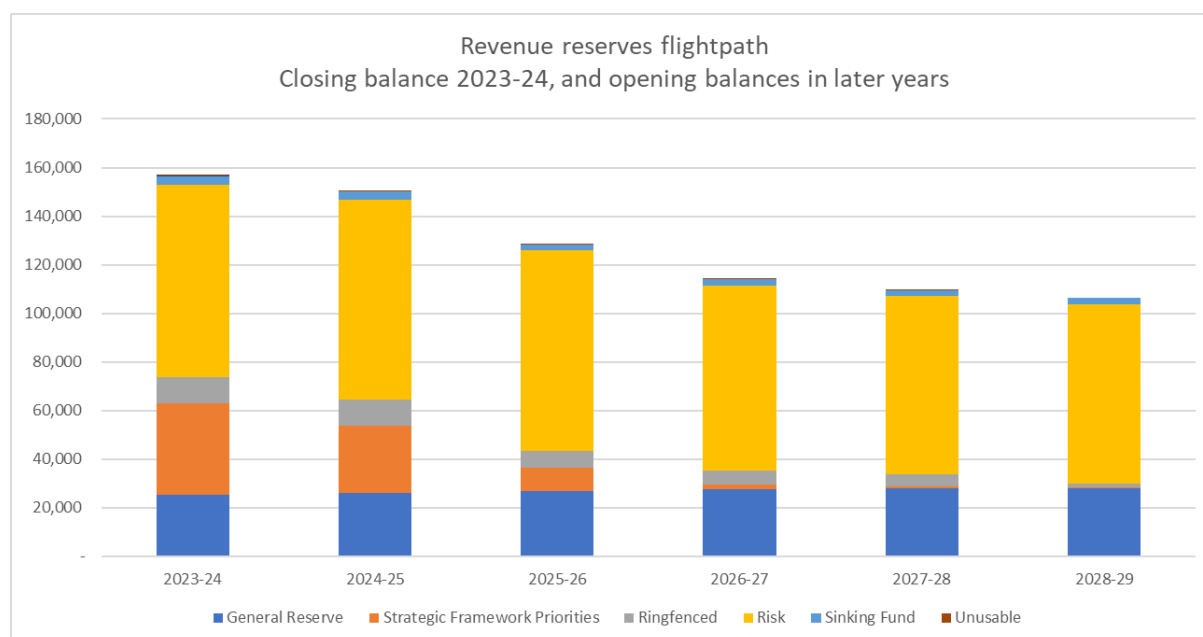
14.7 The council has also set aside significant amounts within its Earmarked Reserves (EMRs) for risk and delivering its Strategic Framework. The forecast movement and balances in these reserves is summarised below and shown in more detail at Appendix 3. This identifies that the council's EMRs are forecast to significantly reduce by 31 March 2029, placing further pressure on the General Fund and far less scope to carry out ambitions or change from internal resource funding.

14.8 There are also a number of reserves that are not able to be redistributed for County Council purposes. These include the Dedicated Schools Grant and the forecasts below for use of these funds take account of government funding allocated to date which at this time is less than forecast expenditure due to the deficit held by schools overall. It is anticipated that the government's intention is to review DSG allocations in light of forecast pressures with the aim of increasing funding for DSG.

Table 22: Summary of Reserves 2024-29

£000	Closing	Forecast Opening balances				
Reserve category	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
General Reserve	25,110	25,999	26,753	27,485	28,167	28,167
Strategic Framework Priorities	37,733	27,862	9,712	2,079	509	80
Ringfenced	11,027	10,827	7,048	5,820	5,067	1,561
Risk	78,925	82,068	82,404	76,147	73,252	73,882
Sinking Fund	3,443	3,443	2,333	2,473	2,614	2,754
Unallocated	500	-	-	-	-	-
Unusable	264	264	198	132	66	-0
Total Revenue Reserves	157,001	150,462	128,448	114,137	109,674	106,443

Chart 6 – Reserves Forecast Movement 2024-2029



14.9 The trajectory for all of our reserves identifies that over the MTFP whilst the level of earmarked reserves fall considerably, overall reserves are considered to be sufficient to meet potential risks and demonstrate a prudent level, but there is no further room for use of reserves to balance the MTFP.

14.10 The policy level for the general reserve set in the 2023-28 business plan is that it should be pegged at 4% of gross, non-schools budget. The current assumption is that the overspend in 2023-24 is funded from the general reserve, and so it will be below policy level. There is no basis as to why a particular percentage should be applied as the set level of General Fund reserves, rather this year a full review of the level of general reserve has been undertaken, balancing it alongside the earmarked reserves that are held for more specific risks and contingencies. This policy is proposed to change, being to set a general reserve at a value that provides for the remaining general risks we face, rather than aligning it to a specific percentage of our budget. The detailed assessment is set out in the separate paper considered on the same agenda as this paper: 2024-29 Financial Sustainability Assessment (item 5). The current level of the general fund, factoring in residual growth in it for part of this medium-term period following previous business planning decisions, is assessed to be sufficient.

15 Financial Implications

15.1 In accordance with Section 25 of the Local Government Act 2003 and CIPFA Code of Practice, this paper sets out the Section 151 Officer’s assessment of the major areas of risk in the 2024-25 base budgets / Medium Term Financial Plan, and recommended budget options. It is presented in order to provide elected members with assurances about the robustness of assumptions made, and to assist them in discharging their governance and monitoring roles during the forthcoming year.

15.2 Members are required under the 2003 Act to have regard to the Chief Financial Officer's report when making decisions about the budget calculations.

- 15.3 Section 25 of the Act also covers budget monitoring, and this is a procedure which also helps to confirm the robustness of budgets. Current financial performance is taken into account in assessing the possible impact of existing pressures on the new year budgets. It also provides early indications of potential problems in managing the current year budget so that appropriate action may be taken. Members are asked to note therefore that the balanced budget forecast has been included in our risk-based assessment for balances. Budget monitoring is reinforced through close financial support to managers and services. These processes and controls will continue to be built upon for 2024-25, to maintain tight financial control.
- 15.4 In assessing the assumptions in the setting of the 2024-25 Council Tax, Executive Directors have provided details of their service responsibilities and aims, together with explanations of current pressures and other issues. These narratives were set alongside each Executive Director's and Service Director's base budget calculations to put the figures in context and to help inform the formulation of this budget and the council's Strategic Framework. My assessment of all this information, following the risk assessment set out, is that the budget calculations are fair and robust, and based on information known at the time of this draft budget and proposals reserves are adequate to reflect known circumstances. Due to the likelihood of change in some factors due to both scrutiny feedback and the draft Provisional Settlement announcements, a more detailed analysis will be provided to the next Strategy, Resources and Performance Committee.

Assumptions around the Base Budget

- 15.5 The financial assumptions are set out in detail in sections 8 to 11. These take account of key factors such as demographic and inflation rates of change.

Conclusions

- 15.6 The council's Strategic Framework, supported by its Financial Plan and the budget for 2024-25 sets a clear direction for the coming year, and the budget proposals within that are robust. The council is assessed as financially viable with sound and strong financial standing.

16. Alignment with Ambitions

- 16.1 The purpose of the Business Plan is to consider and deliver the council's vision and Ambitions. Section 5 of this report (from 5.4) contains information about what we have achieved so far towards each of our ambitions, and what we are committing towards the ambitions going forward. The business cases, presented at January committees, also identify which of the following ambitions that they contribute towards:
- Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes.
 - Travel across the county is safer and more environmentally sustainable.

- Health inequalities are reduced.
- People enjoy healthy, safe, and independent lives through timely support that is most suited to their needs.
- Helping people out of poverty and income inequality.
- Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised.
- Children and young people have opportunities to thrive.

17. Significant Implications

Resource Implications

- 17.1 The proposals set out the response to the financial context and the need to review our service offer and model to maintain a sustainable budget. The full detail of the financial proposals and impact on budget will be described in the financial tables of the business plan. Proposals will seek to ensure that we make the most effective use of available resources and are delivering the best possible services given the reduced funding.

Human Resources Implications

- 17.2 The Service Director: Human Resources has been involved in the process surrounding savings in the Directorates and with human resource implications arising from the proposals. This has included / will include consultations with the recognised trade unions and relevant employees in relation to any proposed restructuring of services to deliver savings. The council has positive and constructive information, consultation and negotiating relationships with the recognised trade unions. The pay uplift for 2023-24 was made in line with the national pay negotiations and agreement. Further engagement and consultation with unions and employees will continue throughout this process.

Procurement/Contractual/Council Contract Procedure Rules Implications

- 17.3 There are no significant implications for the proposals set out in this report. Details for specific proposals will be set out in Revenue Budget Proposal Form. All required procurement activity will be fully compliant with the council's Contract Procedure Rules.

Statutory, Legal and Risk Implications

- 17.4 Legal Advice

The Monitoring Officer considers that the proposals for consultation and decision making on the budget fulfil the statutory requirements set out below with regard to setting the amount of Council Tax for the forthcoming year and to set a balanced budget:

- S30 (6) Local Government Finance Act 1992 (the 1992 Act). This section requires that Council Tax must be set before 11 March, in the financial year preceding that for which it is set.
- S32 the 1992 Act. This section sets out the calculations to be made in determining the budget requirements, including contingencies and financial reserves.
- S33 the 1992 Act. This section requires the council to set a balanced budget.
- S25 (1) Local Governance Act 2003 (the 2003 Act). The Chief Finance Officer of the Authority must report to it on the following matters: - (a) the robustness of the estimates made for the purposes of the calculations; and (b) the adequacy of the proposed financial reserves.
- S25 (2) the 2003 Act. When the council is considering calculations under S32, it must have regard to a report of the Chief Finance Officer concerning the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves.

The legislation that governs local government will continue to be reviewed across this parliamentary term and the business plan will be kept under review to see if changes are needed as the changes in legislation are made available and clarified. Members will be given separate guidance in relation to their responsibilities in setting the budget.

17.5 Risk assessment

Services have considered risk in developing the proposals for investment and savings shown in the financial plan and these will be reflected in their usual risk management arrangements.

There is a risk that budget proposals will impact on delivery of the council's Strategic Framework, but this will be monitored, and appropriate action taken. There is a risk that assumptions within these proposals are incorrect. Due diligence has been undertaken, as well as assessment within the reserves to mitigate such risks.

Equality and Diversity Implications

17.6 Equalities assessment

The Strategic Framework sets out Cambridgeshire's approach to strengthening the county and how it will interact with its customers and improve access to services and information. It contains specific investment to support vulnerable adults and children in Cambridgeshire. The equalities implications of the long-term strategies already approved were considered as part of the development of those strategies.

In order for the council to fulfil its legal requirements under the Public-Sector Equality Duty, individual Equality Impact Assessments will be done on the delivery plans for the respective budget decisions at the stage when plans for implementation are drawn up. These can be made available to all elected members during the decision-making process so that the full equality implications of proposals are understood, inform final decisions and due regard is paid to the Equality Duty.

Engagement and Communications Implications

- 17.7 Our Business Planning proposals were informed by the council's Quality of Life Survey. The proposals have been discussed with a wide range of partners, and we have consulted the public on them. The feedback from public consultation is included within this report to inform discussion.

Engagement on Proposals

- 17.8 The proposals have been the subject of review and scrutiny by a range of stakeholders, including elected members through the Committees held in January 2024, Trade Unions meetings; Schools Forum consideration of the Dedicated Schools Grant changes; key stakeholders including partners and the public. Further information on the outcome of this engagement is set out at Section 4 of this report and Appendix 5.

Localism and Local Member Involvement

- 17.9 As the proposals develop, we will have detailed conversations with Members about the impact of the proposals on their localities. We are working with members on materials which will help them have conversations with Parish Councils, residents, the voluntary sector and other groups about where they can make an impact and support us to mitigate the impact of budget reductions.

Public Health Implications

- 17.10 Any public health implications will vary depending on the detail of each of the proposals. Any positive or negative impacts will have been considered for each proposal as part of its development. The Quality-of-Life Survey provides some useful information on physical and mental health outcomes that could usefully inform ongoing business planning.

Climate Change and Environment Implications on Priority Areas

- 17.11 The climate and environment implications will vary depending on the detail of each of the proposals. Any positive or negative impacts will have been considered for each proposal as part of its development.

18 Source Documents

- 18.1 Appendices:
- 1a – Summary financial plan update 2024-29
 - 1b – Summary of savings proposals by directorate
 - 2 – Draft business plan:
 - Section 1 – Strategic Framework
 - Section 2 – Medium-Term Financial Strategy
 - Section 3 – Finance Tables (1-3 Revenue, 4-5 Capital)
 - Section 4 – Business Cases
 - Section 5 – Analysis of public consultation
 - Section 6 – Capital Strategy
 - Section 7 – Treasury Management Strategy

- 3 – Earmarked Reserves
- 4 – Fees & Charges
- 5 – Minutes of stakeholder & scrutiny engagement:
 - 5a Town and Parish Council feedback
 - 5b Communities, Social mobility and Inclusion Committee feedback
 - 5c Assets & Procurement Committee feedback
 - 5d Children & Young People Committee feedback
 - 5e Environment & Green Investment Committee feedback
 - 5f Highways & Transport Committee feedback
 - 5g Adults & Health Committee feedback
- 6 – Glossary of terms

18.2 Background Papers:

In the opinion of the proper officer (in this case the Monitoring Officer) the following are the background papers relating to the subject matter of this report:

- Previous Strategy and Resources Committee Reports, as well as February 2023 Council papers

Have the resource implications been cleared by Finance? Yes

Name of Financial Officer: Stephen Howarth

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement and Commercial? Yes

Name of Officer: Clare Ellis

Has the impact on statutory, legal and risk implications been cleared by the council's Monitoring Officer or Pathfinder Legal? Yes

Name of Legal Officer: Emma Duncan

Have the equality and diversity implications been cleared by your EqIA Super User? Yes

Name of Officer: Faye McCarthy

Have any engagement and communication implications been cleared by Communications? Yes

Name of Officer: Andrew Hadfield-Ames

Have any localism and Local Member involvement issues been cleared by your Service Contact? Yes

Name of Officer: Joe Lacey-Holland

Have any Public Health implications been cleared by Public Health? Yes

Name of Officer: Jyoti Atri

If a Key decision, have any Climate Change and Environment implications been cleared by the Climate Change Officer? Yes

Name of Officer: Emily Bolton

Appendix 1A

Financial Plan Update 2024-29

	2024/25	2025/26	2026/27	2027/28	2028/29
	£000	£000	£000	£000	£000
Funding					
Council Tax	399,368	410,718	424,945	439,998	455,685
Business Rates	75,110	75,823	77,429	79,068	80,743
General government grants	61,978	90,010	90,021	90,032	90,043
Funding total (Net Budget)	536,457	576,551	592,395	609,098	626,471
Expenditure					
Opening net budget	501,192	536,456	603,084	641,500	684,146
Base adjustments	0	-28,917	2,381	2,438	290
Inflation	36,323	16,826	19,454	21,277	22,096
Demand	44,800	18,203	19,161	19,842	20,698
Pressures	11,235	2,743	823	-1,602	-4,786
Priorities & Investments	5,549	4,422	3,224	715	997
Capital Financing	3,623	5,226	-3	-2,784	-3,412
Change in income and ringfenced grants, including schools	-44,668	58,607	-359	2,801	5,128
Subtotal	558,054	613,567	647,765	684,188	725,158
Reserves contribution to overall position	-2,780	-2,381	-2,438	-290	655
Savings	-18,818	-8,102	-3,826	249	-79
Net Expenditure Budgets	536,456	603,084	641,500	684,146	725,734
Cumulative budget gap	0	-26,533	-49,106	-75,049	-99,263
Funding Requirement	536,456	576,551	592,394	609,097	626,471
Council tax as %	74.4%	71.2%	71.7%	72.2%	72.7%

2024-25 budget - summary of savings proposals by directorate

Directorate	Reference	Title	2024-25 saving	Description
Adults, Health & Commissioning	B/R.6.002	Expansion of Direct Payments	-32	Savings generated by investment in 2022-23 to increase the uptake of Direct Payments. To secure delivery of this saving the Self-Directed Support Programme has been reviewed to re-focus on delivery over the course of 2024/25 and 2025/26 with clear timescales and responsibilities set. This work will cover a range of activities including market shaping and development activities, improvement of processes and systems, practice improvements, a focus on the use of direct payments as part of the transition process from children's to adults' services and further development of Individual Service Funds.
Adults, Health & Commissioning	B/R.6.003	Decommissioning of block contracts for car rounds providing homecare	-2,473	We currently have provision to deliver homecare in the county using cars, enabling people to return from hospital, and providing care for people in hard-to-reach places. However, with demand being met by mainstream homecare providers, the 26 homecare cars have a very low level of use and are no longer cost effective. Decommissioning of these contracts will be phased from January onwards. Due to good capacity in the market to meet demand, alongside local models of delivery being developed through our Care Together programme, the decommissioning should have no negative impacts for people requiring home care.
Adults, Health & Commissioning	B/R.6.004	Mental Health section 75 vacancy factor	100	Savings from vacant posts due to staff turnover in our section 75 agreement with health partners were taken on a one-off basis in 2023-24. This aligned with the vacancy factors we carry across our other CCC teams recognising that there will always be some posts vacant as people leave and new people are recruited. But in the longer term we are looking to full recruitment for this team.
Adults, Health & Commissioning	B/R.6.005a	Learning Disability mid-cost range placement review	-203	Review of the care and support provided to people with learning disabilities packages to ensure the right level and type of support is provided to allow people to be as independent and connected to their own communities as possible - links to B/R.5.002

2024-25 budget - summary of savings proposals by directorate

Directorate	Reference	Title	2024-25 saving	Description
Adults, Health & Commissioning	B/R.6.005b	ICB share of Learning Disability mid-cost placement reviews	-61	Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the costs of investments and any savings delivered within the pooled budget will also be in part attributable to the ICB - links to B/R.5.002
Adults, Health & Commissioning	B/R.6.006	Mental Health supported accommodation	-137	Savings on retendering and restructuring of mental health supported accommodation provision.
Adults, Health & Commissioning	B/R.6.007a	Learning Disability Voids Saving	-230	Savings from ensuring best use of pre-paid contracted capacity when finding accommodation for people with learning disabilities, reducing void rates and the use of spot placements. Saving attributable to the Learning Disability Pooled budget arrangements - links to investment B/R.5.004.
Adults, Health & Commissioning	B/R.6.007b	ICB share of LD voids saving	-70	Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. - links to investment B/R.5.004
Adults, Health & Commissioning	B/R.6.008a	Reduction in 1 day of care	-398	Adjustment in number of days budgeted for in 2023-24 and creation of sinking fund to accommodate future leap year increases and decreases in costs
Adults, Health & Commissioning	B/R.6.008b	ICB share of reduction of 1 day of care (day 366)	-58	ICB share of the LD element of the saving in care costs as a result of there being 1 less day in 2024-25 than in 2023-24. And creation of sinking fund to accommodate future leap year increases and decreases in costs.
Adults, Health & Commissioning	B/R.6.009	Mental Health residential and community	-357	A three-year investment to deliver savings, focused on three key areas for improvements in the current commissioned provision of mental health social care services: Sharing resources with existing residential or nursing placements, for example adding one-to-one care in addition, where required, rather than isolated packages; Rolling out the Step Care model for early intervention to promote independence and help reduce escalation in needs - links to investment B/R.5.005

2024-25 budget - summary of savings proposals by directorate

Directorate	Reference	Title	2024-25 saving	Description
Adults, Health & Commissioning	B/R.6.010	Block beds void management	-380	Making best use of block contract capacity when making placements, reducing the rate of voids and the number of spot placements being made.
Adults, Health & Commissioning	B/R.6.011	Reablement surplus following restructure	-91	Surplus budget following restructure of teams
Adults, Health & Commissioning	B/R.6.012	Historic saving from ending of Lifelines service	-70	Historic savings target now achievable
Adults, Health & Commissioning	B/R.6.013a	Prevent, reduce and delay needs presenting - reablement	-480	Our reablement service provides short term support for up to six weeks to help people regain their independence, for example after an illness or a stay in hospital, preventing the need to go into longer term care support. We aim to achieve greater capacity in the service to allow more reablement activity to be undertaken and support more people to continue living in their own homes for longer. This work will be further refined in year by the outcomes of the review of hospital discharge pathways to improve outcomes for people leaving hospital. See 6.027-29.
Adults, Health & Commissioning	B/R.6.013b	ICB share of Prevent, reduce and delay needs presenting - reablement	-45	Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the costs of investments and any savings delivered within the pooled budget will also be in part attributable to the ICB.
Adults, Health & Commissioning	B/R.6.015	Prevention Agenda - Digital Innovation	-300	Front door process and practice. Maximising opportunities for digitalisation, web based, self serve and Artificial Intelligence (AI) tools to support self-management and manage demand and support efficiencies in the service. This will build on a range of non-digital access options, so people feel supported with a range of options and are not digitally excluded.
Adults, Health & Commissioning	B/R.6.016a	Learning Disability Low Cost placement review	-130	Review of packages to ensure the right level of care is provided and people are supported to be as independent as possible in their own homes. Links to investment B/R.5.006

2024-25 budget - summary of savings proposals by directorate

Directorate	Reference	Title	2024-25 saving	Description
Adults, Health & Commissioning	B/R.6.016b	ICB share of Learning Disability - low cost placement review	-39	Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the costs of investments and any savings delivered within the pooled budget will also be in part attributable to the ICB. Links to investment B/R.5.006
Adults, Health & Commissioning	B/R.6.017	Learning Disability Vehicle Fleet Reduction	-50	Vehicle reduction by centralising day services fleet
Adults, Health & Commissioning	B/R.6.018a	Learning Disability Respite Utilisation	-190	Increase respite utilisation rates by optimising scheduling and maximising use of the service
Adults, Health & Commissioning	B/R.6.018b	ICB share of Learning Disability - respite utilisation	-57	Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the costs of investments and any savings delivered within the pooled budget will also be in part attributable to the ICB.
Adults, Health & Commissioning	B/R.6.019a	Learning Disability Negotiation with providers	-449	Stronger contract management and relationships with providers to support more robust oversight of contract monitoring and performance. This will ensure that we maximise capacity and get the best value for money.
Adults, Health & Commissioning	B/R.6.019b	ICB share of Learning Disability - negotiation with providers	-136	Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the costs of investments and any savings delivered within the pooled budget will also be in part attributable to the ICB.
Adults, Health & Commissioning	B/R.6.020a	Learning Disability Cambridgeshire Outreach	-200	Expand outreach services, to support people more effectively in local areas, reducing the demand on other services. Links to investment B/R.5.007.

2024-25 budget - summary of savings proposals by directorate

Directorate	Reference	Title	2024-25 saving	Description
Adults, Health & Commissioning	B/R.6.020b	ICB share of Learning Disability - Cambridgeshire Outreach	-60	Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the costs of investments and any savings delivered within the pooled budget will also be in part attributable to the ICB.
Adults, Health & Commissioning	B/R.6.021a	Learning Disability Enablement	-300	Development of an enablement offer for people with learning disabilities to support the skills and technology needed for people to live their lives as independently as possible.
Adults, Health & Commissioning	B/R.6.021b	ICB share of Learning Disability - Enablement	-91	Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the any savings delivered within the pooled budget will also be in part attributable to the ICB.
Adults, Health & Commissioning	B/R.6.024	Prevention Agenda - All Age Locality Strategy	-177	Improve commissioning opportunities, aligned to locality model to maximise delivery of home first model, and expansion of an all-age prevention and early intervention offer on a locality basis to manage future demand into services.
Adults, Health & Commissioning	B/R.6.025	Mental Health Recommissioning Supported Accommodation	-75	Savings on retendering and restructuring of Mental Health supported accomodation provision.
Adults, Health & Commissioning	B/R.6.027	Review discharge pathways - Pathway 3, Reduce bed based care	-400	Opportunity to undertake a diagnostic of current arrangements for hospital discharge pathways to ensure we are maximising support available, with a home first approach, to maximise independence with a focus on reducing reliance on referrals into long term bed-based care.
Adults, Health & Commissioning	B/R.6.028	Review discharge pathways - Pathway 3, Reduce homecare	-400	Opportunity to undertake a diagnostic of current arrangements for hospital discharge pathways to ensure we are maximising support available, in the correct setting, with a focus on reducing reliance on referrals into long term homecare.

2024-25 budget - summary of savings proposals by directorate

Directorate	Reference	Title	2024-25 saving	Description
Adults, Health & Commissioning	B/R.6.029	Review discharge pathways - Pathway 2, Reduce bed based care	-400	Opportunity to undertake a diagnostic of current arrangements for hospital discharge pathways to ensure we are maximising support available, with a home first approach, to maximise independence with a focus on reducing reliance on referrals into interim bed-based care.
Adults, Health & Commissioning	B/R.6.030	Review in house services - Cost avoidance / efficiencies and new opportunities	-300	To include exploration of efficiencies in operations and opportunities for growth in in-house services, with a focus on maximising independence to deliver cost-avoidance and demand management savings and diversification of new opportunities.
Adults, Health & Commissioning	B/R.6.031	Review in house services - supported living	-400	To include exploration of efficiencies in operations and opportunities for growth in in-house services, with a focus on supported living. Aligned with saving B/R.6.030.
Adults, Health & Commissioning	B/R.6.032	Review in house services - Respite / residential	-300	To include exploration of efficiencies in operations and opportunities for growth in in-house services, with a focus on respite and residential services. Aligned with saving B/R.6.030.
Adults, Health & Commissioning	B/R.6.033	Extra Care	-350	Savings due to recurring budget underspend. Budget has been reviewed in line with current forecast demand for services.
Adults, Health & Commissioning	B/R.6.034	Advocacy contract recommissioning	-128	Savings on retendering and restructuring of advocacy contract.
Adults, Health & Commissioning	B/R.6.035	Care Home Trusted Assessor service	-69	Savings on decommissioning of current service provision and restructuring to an alternative delivery model which has been brought in-house.

2024-25 budget - summary of savings proposals by directorate

Directorate	Reference	Title	2024-25 saving	Description
Adults, Health & Commissioning	B/R.6.036	Adults, Health and Commissioning vacancy factor	-560	Like other areas of the Council there is a level of underspending in staffing budgets across Adults, Health and Commissioning due to a variety of factors, such as a time lag between resignations and appointments, as well as recruitment challenges. To reflect this, we have offered an additional vacancy saving for 2024/25 onwards.
Adults, Health & Commissioning	B/R.6.037a	Day Opportunities	-200	Review of day opportunities for people with learning disabilities to ensure services represent an up to date offer that supports people to achieve their individual outcomes drawing on strengths and community assets as well as paid services where needed. This work will be co-produced and developed during 2024-25.
Adults, Health & Commissioning	B/R.6.037b	ICB share of Day Opportunities	-60	Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the any savings delivered within the pooled budget will also be in part attributable to the ICB.
Adults, Health & Commissioning Total			-10,806	
Children, Education & Families	A/R.6.001	Children's Disability operational savings	-96	Operational savings across Children's Disability
Children, Education & Families	A/R.6.003	Targeted Support operational savings	-65	Operational savings across Targeted Support services.
Children, Education & Families	A/R.6.004	Family Safeguarding Service	-200	Operational savings in non-staffing budgets across the Family Safeguarding service.
Children, Education & Families	A/R.6.005	Social Care and Education Transport	-582	Due to the increasing costs of providing social and education transport, the Passenger Transport team will produce savings by reviewing high-cost single routes and moving them to shared travel arrangements where suitable, optimising high volume routes to ensure best value and consistent management of decision making through policy.

2024-25 budget - summary of savings proposals by directorate

Directorate	Reference	Title	2024-25 saving	Description
Children, Education & Families	A/R.6.006	Efficiencies resulting from implementation of new IT system	223	Deferred saving as a result of delay in implementation of a new IT system within Education.
Children, Education & Families	A/R.6.007	Children in Care Placements High-Cost Placements Review	-1,000	Due to a lack of suitable and local placements for our children in care, particularly those with more complex needs, there is a forecast overspend on our budget of 3.1m. We will carry out reviews of the high-cost placements with a focus on step-down provision where needed / appropriate and carry out negotiations with providers. Alongside this, we will invest in training, to support social workers and foster carers, around challenging and complex behaviour and develop a programme to recruit emergency foster carers.
Children, Education & Families	A/R.6.008	Children in Care Placements Unregulated Placements reduction in costs	-250	Review commissioning processes for unregulated placements.
Children, Education & Families	A/R.6.009	Early Years Service contract savings	-19	Savings will arise from the retendering of a contract from April 2024.
Children, Education & Families	A/R.6.010	Home to School Transport	-87	Additional savings target added to workstream 4 of the Transport Transformation Strategy (Policy and Decision Making) directly linked to a) the review and making safe of walking routes and b) the amendment of transport policy to align with statutory duties.
Children, Education & Families	A/R.6.011	Residential Strategy - Children in Care placements Saving	-435	We will be developing a residential strategy that will enable us to better meet the needs of children coming into our care. The priority will be to increase local capacity for children in care through a combined approach of commissioning, market engagement, needs analysis and investment in Council provided homes. Aimed at reducing the numbers of children looked after in high cost independent homes and those that are looked after outside the Local Authority area. Linked to Investment proposal A/R.5.002.
Children, Education & Families	A/R.6.012	School Improvement Service operational savings	-49	Operational savings as a result of review and reduction of vacant post.

2024-25 budget - summary of savings proposals by directorate

Directorate	Reference	Title	2024-25 saving	Description
Children, Education & Families	A/R.6.013	Corporate Parenting	-200	Work to be undertaken within other teams, with members of staff moved to vacancies within these teams. This service is not one that exists in a standalone way in other councils. The saving is phased to allow a temporary investment in front door services to manage demand.
Children, Education & Families Total			-2,760	
Corporate & Funding Items	H/R.6.001	Reducing the level of bad debt provision	-500	Temporarily reducing the level of bad debt provision by investment in debt recovery capacity.
Corporate & Funding Items Total			-500	
Finance & Resources	D/R.6.001	Mobile phone re-procurement	-200	Savings due to the recent re-procurement of the mobile phone contract.
Finance & Resources	D/R.6.002	Systems & Licences efficiencies	-161	Savings are expected from re-procurement and review of budget for licenses and purchased systems
Finance & Resources	D/R.6.003	Contact Centre staff working on PCC Children's Social Care	-138	Peterborough City Council children's social care contract ends-4FTE roles to be deleted.
Finance & Resources	D/R.6.004	IT & Digital staff reduction	-126	A reduction in staffing is expected over the next 3 years.
Finance & Resources	D/R.6.006	Multi Functional Device re-procurement	-40	Saving from the recent re-procurement of the MFD contract.
Finance & Resources	D/R.6.008	Insurance provision adjustment	-50	Temporarily adjusting the Insurance fund to reflect actuarial assessment, with the expectation it will increase in later years.
Finance & Resources	D/R.6.010	Salary sacrifice	-30	Following review of payroll impact of salary sacrifice schemes.

2024-25 budget - summary of savings proposals by directorate

Directorate	Reference	Title	2024-25 saving	Description
Finance & Resources	D/R.6.011	Property rationalisation	-414	We have a number of office buildings around the county which have low levels of use. As part of a property rationalisation programme, we are reviewing the number and types of buildings within our portfolio. This will increase the use of the buildings that we retain and deliver savings through the release of buildings no longer required.
Finance & Resources	D/R.6.013	Telephony	-45	Savings made from recent re-procurement of the telephone contract.
Finance & Resources	D/R.6.015	Procurement saving delivery	22	Delivery of 2023-24 £22k saving in Procurement budget (saving is F/R.6.003)
Finance & Resources	D/R.6.016	Property - facilities management	-100	Reduction of maintenance versus plans across our whole estate for one year.
Finance & Resources Total			-1,282	
Place & Sustainability	C/R.6.220	Highways recycling of waste to reduce waste disposal costs	-150	Develop and implement a materials recycling facility for highways.
Place & Sustainability	C/R.6.221	Street lighting energy savings	-977	Capital investment has been made for an LED replacement programme that will save on energy costs
Place & Sustainability	C/R.6.231	Management efficiencies	-75	Review to identify management efficiencies.
Place & Sustainability Total			-1,202	
Public Health	F/R.6.001	Health in all Policies	-125	The additional budget requirement added in the previous business plan is not needed to deliver on Health in All Policies as it is being addressed through existing capacity
Public Health	F/R.6.002	Public Health savings	-27	Public Health business planning for 2024-25 pulls together outstanding underspends and options for savings across several service areas. These will have minimal disruption as they are largely from services which are already underspending as a result of savings already made.

2024-25 budget - summary of savings proposals by directorate

Directorate	Reference	Title	2024-25 saving	Description
Public Health	F/R.6.003	Savings from recommissioning of contracts	-22	Savings from recommissioning of contracts.
Public Health Total			-174	
Strategy & Partnerships	E/R.6.001	Deletion of vacant posts in Policy, Insight & Programmes	-115	Vacant posts following the restructure of services. It is proposed not to recruit to these posts.
Strategy & Partnerships	E/R.6.002	Legal Services efficiencies	-125	We expect to be able to deliver savings across all legal services spend throughout the council with more active contract management and oversight. This may involve centralising the legal budgets to some degree.
Strategy & Partnerships	E/R.6.003	Time Credits contract	-34	Completing the ending of the Council's support for this scheme
Strategy & Partnerships	E/R.6.004	Communication - staff and media system	-32	Deletion of a post and small reduction in media monitoring system
Strategy & Partnerships	E/R.6.006	Use of grant reserve	-350	Contribution from Ukraine grant reserve to the costs faced by this directorate in managing the Homes for Ukraine scheme locally and providing additional support. Totals £1.05m over three years.
Strategy & Partnerships	E/R.6.007	S&P Assistant Director budget	-10	Reduction in management costs.
Strategy & Partnerships	E/R.6.008	Support arrangements review	-18	We have consolidated support for directors into a single service, which has resulted in a small efficiency.
Strategy & Partnerships	E/R.6.010	Service Director: Policy & Communities post	-154	Remove vacant Service Director of Policy & Communities post.
Strategy & Partnerships Total			-838	
Grand Total			-17,562	

Cambridgeshire County Council

Strategic Framework 2023-2028

Refresh for 2024-25



Joint Administration Foreword

As we look ahead to the changing needs of Cambridgeshire for the coming four years, and our vision to create a Greener, Fairer and more Caring Cambridgeshire, we cannot ignore the situation immediately in front of us.

As 2023 ended, the Local Government Association reported councils face an 'inflationary storm' with a predicted £4 billion funding gap over the next two years, and so in facing an uncertain financial future Cambridgeshire County Council is not alone.

But we need to be clear that the issues we face are the result of three main things: increased demand for services, the impact of inflationary pressures and long term Government underfunding.

In the past year, we have continued not just to see the long tail of the Covid pandemic and its effects on children and young people resulting in a sharp increase in the need for specialist placements for a small number with extreme mental health issues, but a higher and faster than expected rise in older people once again needing residential care – a need which had reduced in the immediate aftermath. Family budgets continue to be stretched. We have provided support through topping up Government grants to provide the full cost of free school meals during holidays for around 22,000 children, and numbers of emergency grants to other families through the household support fund have not reduced during the summer months.

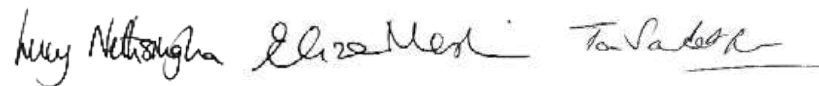
But we are also affected by wider national and even

international issues, such as interest rates which the Bank of England has said are likely to remain above 5% until 2026, which impact on all goods and services the council buys, the cost of borrowing as well as pay award costs for both council workers and a large externally commissioned workforce which includes residential care for vulnerable adults and children.

While there are many councils that face this situation, we are unique in that our population is growing faster than anywhere else in the UK, and amongst young and older people. This is something unrecognised by successive Governments who have not increased our funding formula for more than ten years. As a result, we receive funding for the size of population we had in 2013 – an unrealistic prospect even if we hadn't had such rapid growth.

However, we are a well-managed council – without some of the issues which have affected councils around the country recently – and we are working hard to ensure that through a mixture of savings, reduced spending, and good financial control we can continue to provide our most essential services.

We will continue our work to bring services closer to communities, to deliver services which reduce rather than increase the risks we are all experiencing due to climate change, to make travel safe and sustainable, reduce health inequalities and offer a safety net for those in most need.



Cllr Lucy Nethsingha
Leader of
Cambridgeshire
County Council



Cllr Elisa Meschini
Deputy Leader of
Cambridgeshire
County Council



Cllr Tom Sanderson
Leader of the
Independent Group
on Cambridgeshire
County Council

Chief Executive Foreword

Achieving the vision set for us by Cambridgeshire County Council's Joint Administration to be a Greener, Fairer and more Caring County is ambitious, especially at a time when people, families and local communities are all facing great financial pressures.

Everything we do is of huge importance to communities across the county. That is why I was pleased that this year, for the first time, we commissioned a detailed Quality of Life Survey to actively listen to and learn from the people of Cambridgeshire. During the summer we interviewed over 5,500 people across the county who broadly represent the population of Cambridgeshire, according to the 2021 census.

We know from this work that, broadly speaking, people are happy in the county, they feel safe and well connected to their local communities and think Cambridgeshire is a good place to raise children. However, this wasn't equally true for everyone. Younger people, people with disabilities, or people struggling economically all rated themselves lower in these areas.

Many people told us that they feel lonely or isolated and mental health concerns are highest among our youngest residents. These incredibly rich insights have all been used to inform the proposals for change and improvement that have been put forward to be considered by our politicians.

However, we must still balance our books before we can

progress with new innovations and new investments. We are thankfully not in the position of some councils across England, who are facing the most severe financial distress. We are and remain a well-managed council, with committed officers and people at all levels, who are focussed on delivering the very best for our residents.

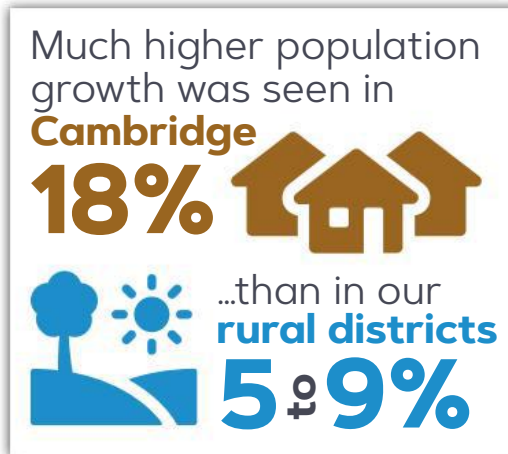
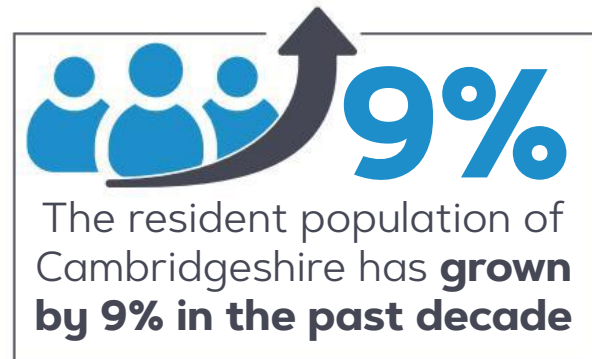
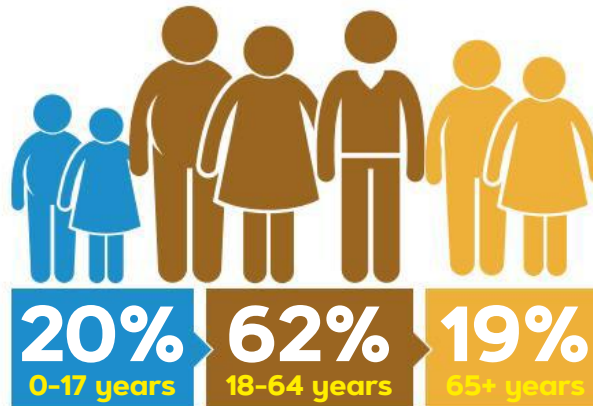
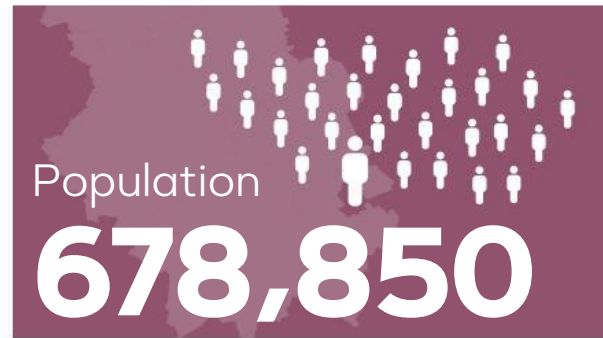
Yes, as a council, we have statutory duties to meet, but we have no statutory services, and so as we move forward, we are re-looking at everything we do, including our work with partners, to make positive changes and save money. We will also accelerate our use of new technologies and will further rationalise our office accommodation, to become more efficient and more effective. Importantly, we will continue to ensure our workforce is as productive, engaged, inclusive and proud to work for Cambridgeshire as we can, recognising that we are only ever as good as the people who work for the council.

It is in this way, we believe residents will see us continuing to make good on our greener, fairer and more caring ambitions, as we continue to support a growing county and tackle deep rooted inequalities by always thinking like residents and acting like taxpayers.



Dr Stephen S. Moir
Chief Executive of
Cambridgeshire
County Council

Cambridgeshire and its people



Communities have become more diverse,



ESPECIALLY IN CAMBRIDGE

The proportions of the population in all high level ethnic groups apart from "White" have increased since 2011



↓ With "White" falling from **93% of the total population to 89% of the total population** at Census 2021

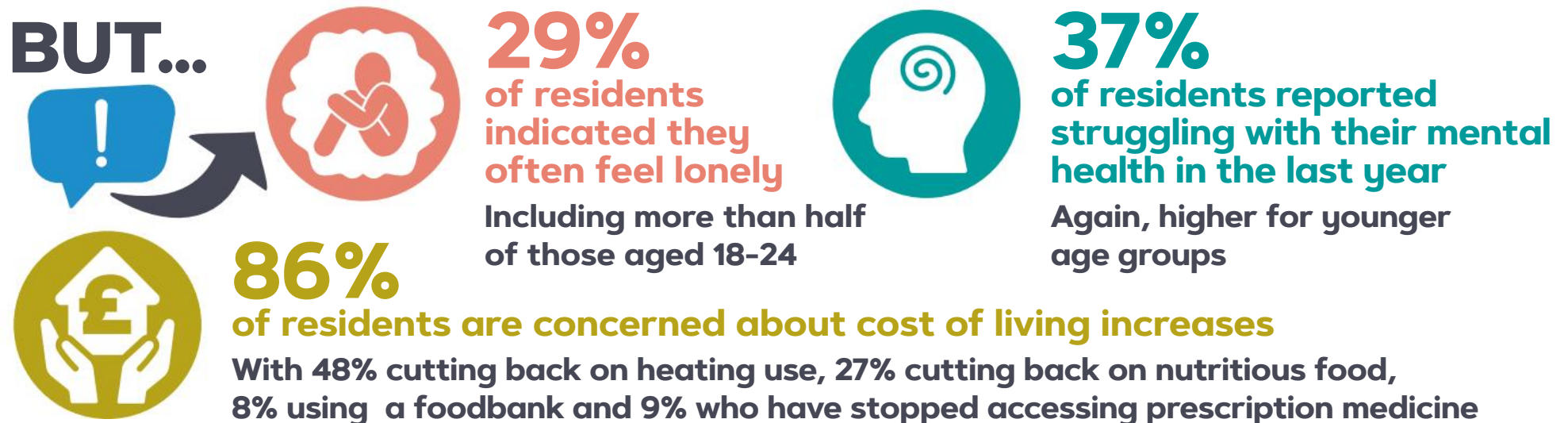
All districts have seen a notable increase in the **White: Other ethnic groups** since Census 2011



Source: ONS, Census 2021

Cambridgeshire and its people

In 2023 Cambridgeshire County Council – working with an independent market research company – ran its first Quality of Life survey, involving 5,500 people broadly representing the demographic make up of the County. We aim to repeat this survey over the next two years.



The Cambridgeshire County Council Vision



“ Create a **greener**, **fairer** and more **caring** Cambridgeshire ”



We want to be 'greener', because tackling the climate crisis and looking after nature is necessary to help our communities to thrive in a changing environment.



Carbon footprint for
Cambridgeshire in 2021:
**6.78 MILLION
TONNES CO₂e**



the **largest share** was from was
from **transport**, followed by the
**Land Use, Land Use Change
and Forestry (LULUCF)** sector



Source: DESNZ data

CARBON FOOTPRINT
for Cambridgeshire County Council
as an organisation 2022/23:
99,104 TONNES CO₂e



the **largest share**
was from **WASTE**

Source: CCC Carbon Footprint Report 2022-23



“ Create a **greener, fairer** and more **caring** Cambridgeshire ”



We want to be ‘fairer’, because the pandemic and cost of living crisis that followed have worsened inequalities in health, income and education, and we need to make sure the prosperity enjoyed in some parts of the County is enjoyed by all.

Cambridgeshire has 16 Lower Layer Super Output Areas (LSOAs) in the 20% most relatively deprived nationally as measured by the Indices of multiple deprivation 2019

11 of these are in Fenland,
3 in Cambridge City and
2 in Huntingdonshire



Source: CCC Indices of Multiple Deprivation 2019 – Key Findings in Cambridgeshire and Peterborough



LIFE EXPECTANCY

figures for males and females is **NOT** the same across the county

The range for males is 78.5 years in Fenland through to 83.1 years in South Cambridgeshire



For females life expectancy is slightly higher than for males. However there are still inequalities with Fenland at 82.2 years through to South Cambridgeshire at 85.9 years

Source: Cambridgeshire & Peterborough Insight <https://cambridgeshireinsight.org.uk/jsna-2023/all-dashboards/jsna-2023-dashboards-life-expectancy/>



The Cambridgeshire County Council Vision



“ Create a **greener, fairer** and more **caring** Cambridgeshire ”



We want to be more 'caring', because the most vulnerable in our County are the most at risk of needing additional care and support. We can reduce these risks by intervening early to prevent further escalation of need.



Around **2,500** carers supported at any one time



Over **7,400** children supported with Education Health and Care Plans (EHCPs)

AN INCREASE OF 103% since January 2017

2,750 social care cases at any one time... including around 600 children in care aged 0-17 and around 300 children with a recorded disability



1,246 PUPILS in schools with caring responsibilities identified in January 2023



10,885 PUPILS with special educational needs in schools who receive 'SEN Support' rather than having an EHCP reported in May 2023



Over **5,000** Children supported with an early help episode in the past 12 months



Around **7,700** adults aged 18+ receive long-term social care

Fully or partially funded by the County Council



The Cambridgeshire County Council Vision

We will deliver this vision by being Closer to our Communities, taking a 'decentralised' approach to our relationships with our partners, communities and residents, so that Cambridgeshire can become greener, fairer and more caring in the ways that are most suitable to the variety of people and communities we serve.

To do this we have SEVEN ambitions:

Ambition 1

Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes



Ambition 2

Travel across the county is safer and more environmentally sustainable



Ambition 3

Health inequalities are reduced



Ambition 4

People enjoy healthy, safe and independent lives through timely support that is most suited to their needs



Ambition 5

People are helped out of poverty and income inequality



Ambition 6

Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised



Ambition 7

Children and young people have opportunities to thrive



Delivering these ambitions often involves us working with all our partners including the voluntary sector, businesses and communities to tailor services around people, families and the communities they live in.

Ambition 1

Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes



Cambridgeshire's 2023 Quality of Life Survey showed 76% of respondents were concerned about climate change, and 85% wanted the council to do more to protect and enhance the natural environment.

To achieve this Ambition we will:

- Plan for and manage climate risk, so we can cope with the impacts our changing climate brings
- Reduce the council's direct carbon emissions to net zero by 2030
- Support partners, residents, businesses and communities to live and work more sustainably
- Help build a local circular economy to increase reuse and recycling whilst minimising waste
- Embed net-zero by design and climate resilience into our transport delivery and infrastructure asset maintenance
- Maximise the extent and quality of nature areas across Cambridgeshire, giving more people access to green space
- Support Local Nature Groups that manage and enhance their communities' green spaces
- Support Community Flood Groups to build resilience in areas at risk of flooding
- Improve insulation of homes and ensure new homes are sustainable



We will get Closer to Communities by:

Facilitating more community-led plans for decarbonisation and biodiversity

We will track progress by:



Monitoring our annual county-wide carbon footprint data



Measuring biodiversity to establish where and how we can bring the biggest benefits to nature

Ambition 1

Since launching this Ambition we have:

- ✔ Reduced the council's scope 1 and 2 carbon emissions by 36% from 2018-19 to 2022-23, with 22 council building heating systems replaced with low carbon heating, saving an estimated 370 tCO₂e per annum at a cost of £6.6 million (£3 million of this coming from successful grant applications)
- ✔ Launched a new home energy efficiency and low carbon heating service for residents in Friday Bridge, Fenland
- ✔ Collaborated with City and District Councils to retrofit 550 low-income households to help with the cost of living crisis, securing £11.5 million for off-gas grid residents to take action to reduce energy costs
- ✔ Opened the St. Ives Smart Energy Grid, comprising solar canopies, battery storage, EV charging and supplying clean green electricity locally
- ✔ Retrofitted 62 Cambridgeshire schools with energy measures saving more than £1.1 million on annual energy bills and cutting carbon emissions of 1,312 tCO₂e per annum
- ✔ Secured £5.4 million of grant funding to decarbonise heating systems across 23 schools, with 10 schools having completed low carbon heating installs this year, saving 424 tCO₂e per year
- ✔ Introduced a climate-based corporate outcome as part of our staff appraisal system and essential training for all council staff
- ✔ Won an international Edie Award for the Swaffham Prior Renewable Heat Network, a community led project delivered by Cambridgeshire County Council, working in partnership with Swaffham Prior Community Land Trust, Government and Bouygues Energies and Services Ltd. The Project has seen 60 homes connected to renewable heating, with more planned



Ambition 2

Travel across the county is safer and more environmentally sustainable



Cambridgeshire's 2023 Quality of Life Survey showed the condition of our highways was among residents' top concerns, but users were highly satisfied with Park and Ride sites and the Guided Busway.

To achieve this Ambition we will:

- Work with our partners to deliver a single vision for transport across Cambridgeshire
- Engage with our partners and communities to secure the greatest achievable benefits from major highway schemes and new developments
- Work with the Cambridgeshire and Peterborough Combined Authority and the Greater Cambridge Partnership to enhance bus services and provide a sustainable long term local funding solution for bus service support
- Become an Active Travel Centre of Excellence that sees more residents safely participating in active travel
- Promote and facilitate alternatives to fossil fuel-based car travel
- Work through the Vision Zero Partnership to achieve a consistent reduction in deaths or serious injuries by 2040
- Support local communities through the Local Highways Improvement programmes
- Recycle and reuse materials in our highways projects
- Manage highways infrastructure in a safe and functional state



We will get Closer to Communities by:

Supporting communities to participate in decision making about their local transport networks

We will track progress by:

- Monitoring the number of motorised vehicles and the take up of cycling and walking
- Assessing the condition of our road network
- Monitoring the numbers of killed or seriously injured casualties

Ambition 2

Since launching this Ambition we have:

- ✓ Delivered approximately 60 Local Highway Improvement Projects, which are often focussed on addressing road safety and speed reduction on behalf of local communities
- ✓ Spent approximately £8 million on 14 major carriageway maintenance upgrades countywide, and approximately £3 million on 25 individual footpath and cycle path renewals to enable safer, more sustainable travel for highway users across the county
- ✓ Delivered 54 drainage maintenance schemes, spent £1 million designing a further 15 projects and delivered five significant drainage upgrades across the county and investigated a further 10 notable problem sites to develop a forward pipeline for future investment
- ✓ Consulted on and agreed a new Active Travel Strategy and secured £910,000 to develop and construct five new Active Travel schemes across the county
- ✓ Delivered significant upgrades to active travel infrastructure through our DTSA programme at Barton Road (£600,000) and Storeys Way (£170,000) in Cambridge and continued to work with communities and elected representatives countywide to design and progress over 20 projects which are focussed on more sustainable and safer travel through new, or upgrades to existing, infrastructure
- ✓ Completed work to deliver the Kings Dyke crossing



Ambition 3

Health inequalities are reduced



Cambridgeshire's 2023 Quality of Life Survey showed more than a third of residents struggled with mental health issues and 40% with physical health problems, and while our level of smoking, vaping or drinking are in line with national averages, they are more prevalent among younger people.

To achieve this Ambition we will:

Work with partners and the Cambridgeshire and Peterborough Health and Wellbeing Board to support the Integrated Care System to:

- Improve outcomes for our children and young people
- Reduce inequalities in preventable deaths for those under 75 years old
- Increase the number of years that people live in good health
- Create an environment that gives people the opportunity to be as healthy as they can be
- Reduce poverty through better employment and housing
- Combat health inequalities by ensuring that all council policies contribute to the better health of our population
- Protect and enhance the council's directly provided services and guarantee the oversight of elected Members in shaping these services



We will get Closer to Communities by:

Responding to local priorities to act on wider determinants of health – for example, by designing and delivering family learning alongside communities and local solutions to local issues, such as loneliness or opportunities for exercise

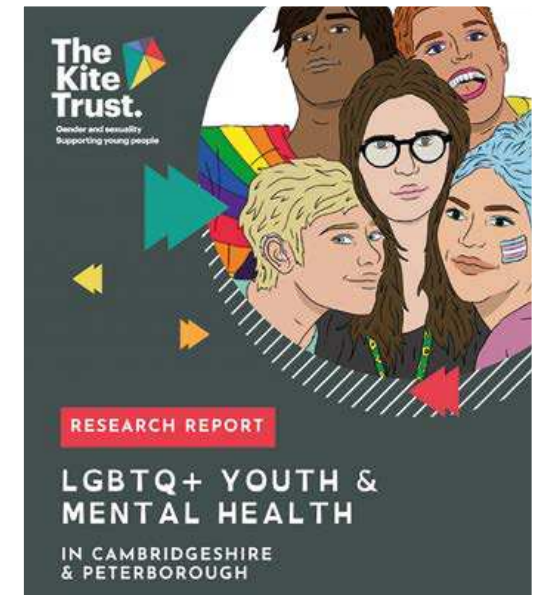
We will track progress by

- Monitoring healthy life expectancy
- Reducing the number of preventable deaths before the age of 75
- Scrutinising the quality of the council's public health programmes, prioritising activities which can genuinely make a difference

Ambition 3

Since launching this Ambition we have:

- ✔ Delivered staff and member training on the wider determinants of health
- ✔ Developed and launched the Joint Health and Wellbeing Strategy for Cambridgeshire and Peterborough, embedding prevention into all priorities
- ✔ Launched a mental health campaign for LGBTQ+ young people alongside the Kite Trust building on research from the charity Just Like Us showing that LGBTQ+ young adults are more than twice as likely to hurt themselves deliberately than non-LGBTQ+ young adults. Evaluation showed that 70% of respondents in the target group had seen the campaign, and 67% learnt something new from it or said it was helpful to them
- ✔ Participated in the HMRC led Operation CeCe aimed at disrupting the activities of sellers of illicit tobacco, including the seizure of 5,288 non-compliant vapes found to contain higher levels of nicotine than they should
- ✔ Undertaken underage sales operations to tackle the sale of age restricted products to young persons
- ✔ Issued Prevention of Future Death Reports to raise awareness of preventable deaths



Ambition 4

People enjoy healthy, safe and independent lives through timely support that is most suited to their needs



Cambridgeshire's 2023 Quality of Life Survey showed around 5% of people struggled to live independently, but that this was higher for younger people and those with disabilities. People reporting they had recently had a fall were 11% more likely to be older, female or people with disabilities.

To achieve this Ambition we will:

- Promote early intervention and prevention measures to improve physical and mental health and wellbeing
- Involve local people in shaping services, which focus on helping people early, fully coordinating with the NHS and our other partners
- Deliver care at a more local, neighbourhood level, personalising care around the individual in ways that maintain high quality services for people who need them, and which empower people and communities to stay healthy, connected, safe and independent
- Protect and enhance people's choice and control, adopting a rights-based approach to service delivery
- Commission services that drive up the quality and dignity of care work and bring additional benefits to Cambridgeshire's people and communities
- Ensure adults at risk are safeguarded from harm in ways that meet their desired outcomes, providing transparency and accountability in cases where the health and care system falls short
- Continue to expand digital connectivity coverage across the county to reduce the risk of digital exclusion preventing people from accessing social care services



We will get Closer to Communities by: Continuing to deepen engagement with, and participation in, the work of Integrated Neighbourhoods, which are local partnerships of health, emergency services, voluntary and community sector and council services usually centred on local clusters of GP surgeries

We will track progress by

- Monitoring the social care related quality of life
- Monitoring the number of permanent admissions to care homes

Ambition 4

Since launching this Ambition we have:

- ✔ Launched a new social work academy and boosted training and career opportunities for local care workers, including a Care Certificate
- ✔ Increased the proportion of people using social care who receive direct payments
- ✔ Launched Individual Service Funds in East Cambridgeshire, which allow a third party to manage a person's care and support budget in line with the person's wishes
- ✔ Started delivery of the Self-Directed Support Programme, which was co-designed with stakeholders and gives people more choice, control and flexibility in how their care needs are met
- ✔ Created 10 additional care micro-enterprises, which consist of local people supported to set up their own small businesses that provide their neighbours with personalised care and support, amongst other services that support independence at home



Ambition 5

People are helped out of poverty and income inequality



Cambridgeshire's 2023 Quality of Life Survey showed 86% of residents were concerned about cost of living increases, with 47% of those who have made more than one change because of this (limiting heating, food or medicines) also reporting their mental health had been affected in the past year.

To achieve this Ambition we will:

- Develop an Anti Poverty Strategy for Cambridgeshire in collaboration with our partners, and informed by those who have experienced poverty, that addresses crisis support and the underlying causes of poverty in the county
- Support people to maximise their income to support them in a crisis
- Help households in need to boost their income and reduce their outgoings
- Work with our partners to ensure that support for people is straightforward, equitable and does not stigmatise
- Support families with access to free school meals and help for families during school holidays
- Support entry to, and good quality participation in, the labour market
- Ensure people can access support to develop their skills as a route to financial security
- Influence our suppliers and providers to pay the real living wage



We will get Closer to Communities by:

Facilitating data sharing to identify those people who are at risk and creating place-based partnerships that can provide wrap-around support

We will track progress by

- Monitoring the number of universal credit claimants
- Monitoring the percentage of learners who join us with few or no qualifications, who go on to further learning, work, or apprenticeships

Ambition 5

Since launching this Ambition we have:

- ✓ Delivered more than £7 million in direct support to families who are struggling financially, through the household support fund or holiday food vouchers for more than 22,000 Cambridgeshire children on free school meals
- ✓ Provided Council Tax relief to our care-experienced young people
- ✓ Continued to perform in the top 20% of councils nationally, and surpass our statistical and local neighbour councils, in having a low percentage of young people not in education, employment or training
- ✓ Paid our employees the real living wage
- ✓ Increased our funding to care providers so that they can pay their employees the real living wage
- ✓ Supported and promoted school uniform swaps across the county



Ambition 6

Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised



Cambridgeshire's 2023 Quality of Life Survey showed 75% of residents feel connected to their local area, and there are high levels of satisfaction with services available to all such as libraries, registration services, waste disposal and recycling, but 52% of residents are concerned about investment and jobs.

To achieve this Ambition we will:

- Promote a mixed economy in council services, expanding the number of directly provided in-house services, where appropriate, and offering better access to local community groups to be able to work as our partners
- Work alongside the Cambridgeshire and Peterborough Combined Authority to ensure the support for skills development is accessible, targeted and relevant
- Support the local economy to keep more of the Cambridgeshire pound local
- Support small business start-ups, self-employment and social enterprises
- Secure additional benefits and greater social value for our communities when we procure and commission goods and services



We will get Closer to Communities by:

Participating in local community wealth building partnerships, where large institutions such as health trusts and universities use their spending to encourage more locally-owned businesses

We will track progress by



Monitoring the social value, or additional benefits for communities, achieved from goods and services the council purchases



Monitoring the percentage of organisational spend that is locally based

Ambition 6

Since launching this Ambition we have:

- ✔ Outlined 17 Closer to Communities pilots, that include repositioning our library service as the 'front door' to wider council support and a range of partner services
- ✔ Delivered Enabling Growth Outdoors to support young people aged 10-18 not in mainstream education at Wisbech Community Farm, as part of the Closer to Communities pilot schemes
- ✔ Extended access to libraries and achieved Library of Sanctuary status in recognition of our work to support those who are seeking refuge in our county
- ✔ Appointed a Migrant Policy and Partnerships Officer – a post created following a decision made by Full Council this year to increase local level support for asylum seekers and migrants
- ✔ Created 10 additional care micro-enterprises, which consist of local people supported to set up their own small businesses that provide their neighbours with personalised care and support, amongst other services that support independence at home



Children and young people have opportunities to thrive



Cambridgeshire's 2023 Quality of Life Survey showed 77% say Cambridgeshire is a good place to raise children, 68% believe children are safe and 66% that they have access to great education, but 30% of parents said their child had suffered from mental health issues in the last year, and 46% of those who use them aren't satisfied with services for children with special educational needs or disabilities (SEND).

To achieve this Ambition we will:

- Provide families with high quality pre-birth and early years support
- Ensure our children are ready to enter and exit education prepared for the next phase in their lives
- Ensure all children have access to education from early years through to post 16 provision
- Challenge and support all settings to set high aspirations for all children and young people
- Protect children and young people from harm using safeguarding approaches
- Improve outcomes for children and young people with complex needs, including mental health needs
- Meet special educational needs early and locally
- Ensure that young people who experience care can access the support they need to move into adult life
- Work with partners to coordinate NHS, Early Help and Social Care, upholding our principles of directly providing services where this delivers the best outcomes for residents, and guarantee the oversight of locally elected and accountable bodies in shaping these services



We will get Closer to Communities by:

Designing youth services in partnership with young people, their families and the local voluntary and community sector

We will track progress by

- Monitoring the educational outcomes of our children in care
- Monitoring the educational attainments as key stages of learning
- Monitoring the number of children with a child protection plan

Ambition 7

Since launching this Ambition we have:

- ✔ Launched a new social work academy and boosted training and career opportunities for social care staff throughout children's services to help recruit and retain staff in a sector which has national recruitment issues – helping vulnerable children and their families
- ✔ Received Government go-ahead and funding to establish two new special free schools in the county: a 210-place, multiple needs school in March and a 60-place school in Gamlingay for children with Social, Emotional and Mental Health (SEMH) needs
- ✔ Provided Council Tax relief to our care-experienced young people
- ✔ Become the 3rd County Council in the country to recognise 'care experience' as a protected characteristic as part of a UK wide campaign
- ✔ Received an additional £412,000 in grant funding because we exceeded our annual target set by the Department for Levelling Up, Housing and Communities (DLUHC) – helping 516 families in need to achieve significant and sustained progress



The Cambridgeshire County Council approach to business planning

Our Vision and 7 Ambitions drive everything we do. They are enabled by our key Ambition-focused strategies and organisational strategies, which shape our operational plans, delivery and performance management.



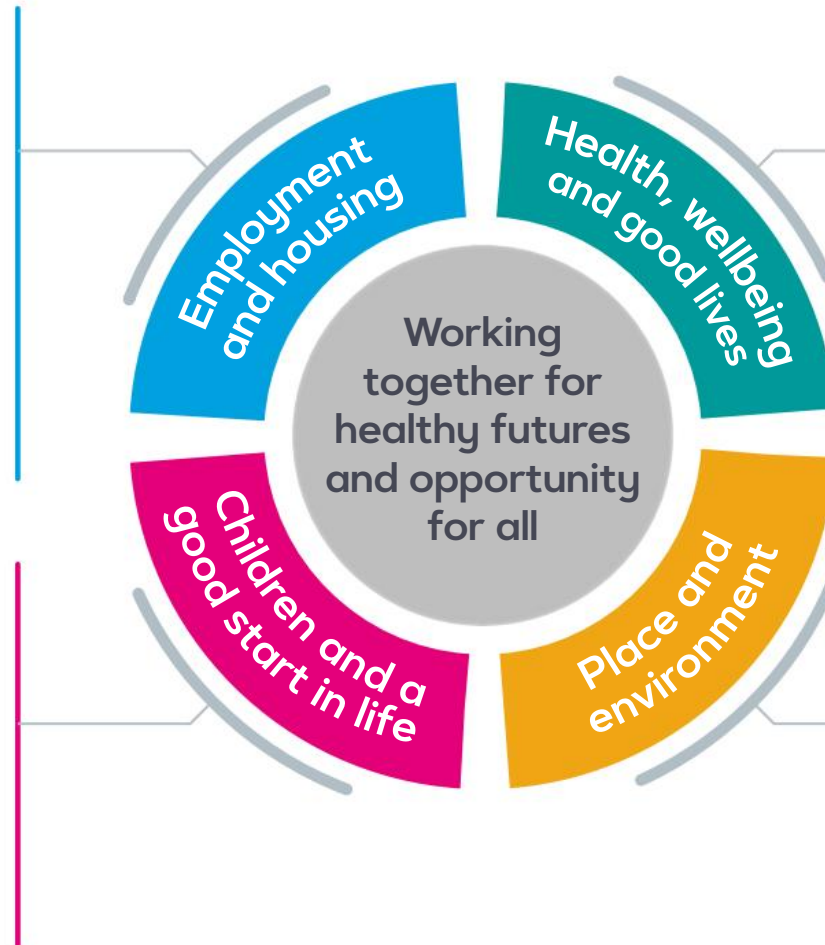
Working with our public sector partners

Our Vision and Ambitions for Cambridgeshire County Council align with those of our public sector partners

This has enabled us to agree a single system strategy identifying the issues to tackle together to achieve better outcomes for people

- Skills
- Fair pay and good work
- Opportunities for all
- Wellbeing, safety and security in work
- Affordable lifelong homes
- Better housing
- Social mobility
- Fewer households living in poverty

- Physical activity
- Ready for the future
- High aspirations for all
- Reduce childhood obesity
- Address inequalities in health and social outcomes
- Social connection
- Better mental health
- Ready for education



- Early intervention
- Local support
- Collaborative health
- High-quality acute and social care provision
- Volunteering
- Lifelong activity
- Independent living
- Drugs and alcohol education and support
- Tracking violence against women and girls

- Healthy environments
- Green space and nature
- Connectivity
- Biodiversity
- Sustainability
- Connection and inclusion
- Safe communities
- Active and social places

Financial details to follow after the budget setting meeting at Full Council



Medium Term Financial Strategy

2024-25

Business Plan Section 2



Contents

This strategy is broken down into 7 chapters:

- 1: Revenue strategy: Local government funding
- 2: Revenue strategy: Building the budget
- 3: Revenue strategy: Balancing the budget
- 4: Financial overview
- 5: Reserves and risks
- 6: Business Plan roles and responsibilities
- 7: Fees & Charges Policy

1 – Revenue Strategy: Local Government Funding

Forecasting our financial resources over the medium term is a key aspect of the revenue strategy, allowing us to understand the context in which the Council must operate. We have carried out a detailed examination of the revenue resources that are available to the Council. Revenue funding comes from a variety of national and local sources, including grants from Central Government and other public bodies, Council Tax, Business Rates and other locally generated income.

In 2024-29, Cambridgeshire is expected to receive £1,159m of funding including funding of £143m delegated to maintained schools. The key source of funding is Council Tax, which is budgeted to rise by 4.99% in 2023-24 and 2% in the remaining four years of the planning period. Including business rates and charges, locally generated funds account for 58.5% of our overall non-schools funding.

Figure 1.1: Medium-term funding forecast

	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	2028-29 £m
Schools Grants ¹	326	326	326	326	326
Council Tax ²	399	411	425	440	456
Fees & Charges	201	171	171	168	163
Business Rates	75	76	77	79	81
Revenue Support Grant ³	0	0	0	0	0
Government Grants	121	119	120	120	120
Better Care Funding	36	37	38	38	38
Total gross budget⁴	1,159	1,140	1,157	1,170	1,183

1. This is dedicated schools grant that is received by CCC, and high needs recoupment on the basis that we commission places. Most of this number is passed out to schools.
2. Assumed to increase by 4.99% in 2024-25 and 2% thereafter
3. Unlike many councils, Cambridgeshire receives minimal revenue support grant from government.
4. The gross budget reduces in 2025-26 due to the anticipated ending of a large pooled budget arrangement with the NHS – while in operation this pooled arrangement sees nearly £30m of funding transferred to and spent by the council on joint services; therefore ending it sees a large reduction in expenditure.

As is evident from Figure 1.1, the Council will continue to face a challenging funding environment over the medium term. In 2024-25, we are expecting an increase of 6% on 2023-24 from our core funding sources of council tax, business rates and unringfenced grants, despite significant demand and inflationary pressures. The Council expects to

see an overall increase in funding (excluding schools grants) of 25% to 2028-29, primarily due to increases in Council Tax. However inflationary pressures, population growth and increased demand for services are expected to result in much higher additional budget pressures over the same period. This leaves a residual unfunded pressure of £99m.

In recent years local government funding has stabilised following a period of significant fiscal tightening from 2010. During this period income from government grants fell sharply; the Revenue Support Grant, worth £86m a year to the Council in 2013-14, is expected to be just £0.3m in 2024-25. Additional ring-fenced funding for social care has recently been forthcoming, acknowledging the acute pressures faced by the social care system due to an aging population, increasing complexity of need and the requirement to work more closely with the NHS. Other grants are received from government for a range of services. Despite the reduction in general government grant, these additional ring-fenced grants mean that we still have a dependency on central government funding; with the government capping Council Tax increases this dependency is growing.

The economic and fiscal outlook is challenging and so there is a risk that the local government sector will face further tightening of government funding sources. The current government department spending limits make it clear that funding will not be rising at a level to match inflation, and so while funding streams may not reduce in cash terms, they are likely to in real terms.

The government has also committed to reforming Adult Social Care, in particular to cap the level of payments that an individual will need to make towards the cost of their care. This will also involve equalising the prices paid for care between individuals and local authorities (who typically buy care at a cheaper price). These reforms have been repeatedly delayed, which has caused, and continues to cause, uncertainty for us. We are expecting a substantial increase in costs when the reforms do take place, with a reliance on government providing funding to us. Government had set out a funding stream to this but it was re-allocated in Autumn 2022 and so it is now unclear to what extent funding will be provided. This is a key risk to our medium-term financial position.

Sources of Funding

Council Tax, including Adult Social Care Precept (73.7% of net budget)

Council Tax is a key source of funding for local government and is the main locally raised income stream for Cambridgeshire. It is a tax on domestic properties. The tax rate is set based on the difference between our spending requirement and the other projected income streams, within constraints set by central government.

Council Tax is collected by District Councils on behalf the County Council, and we rely on them for projections of the number of taxable properties in their district and the expected collection rate. District Councils have a 'taxbase', which is the number of taxable households in the area, weighted by band.

In recent years, the rate of growth in Council Tax has been effectively capped by central government at between 2% and 5%. Any growth beyond that would require a referendum locally. The specific referendum limit is set by government each year.

Council Tax receipts can also increase if the underlying taxbase increases. Parts of the County are seeing growth in their taxbase, and these are factored into our funding assumptions using projections supplied by District Councils.

Since 2016, central government has permitted councils with Adult Social Care responsibilities to levy a further element of Council Tax, called the 'Adult Social Care Precept'. This tax has usually been a further 2% or 3% increase and is ringfenced for adult social care services. Other than being hypothecated to funding adult social care services, this ASC precept is functionally identical to Council Tax.

The table below sets out the current assumptions about Council Tax and the ASC Precept over the planning period.

Table 1.2: Council Tax Assumptions

	2024-25	2025-26	2026-27	2027-28	2028-29
Council Tax	2.99%	2.00%	2.00%	2.00%	2.00%
ASC Precept	2.00%	0.00%	0.00%	0.00%	0.00%

Based on District Council projections, we assume a rate of growth in housing stock in each district, which increases the local taxbase. Any shortfall, or surplus, on expected collection rates by each District results in a deficit or surplus on the collection fund. The collection fund is generally returned to its desired balance each year, which can have an impact on the amount of income we get. We are reliant on District Council projections for our estimated income from Council Tax over the medium-term and any fluctuations in those will need to be met from, or released to, the Council's revenue budget. Fluctuations in collection fund values, which are one off changes, will be met from or returned to a dedicated earmarked reserve where possible.

Council Tax Requirement

The current Council Tax Requirement (and all other factors) gives rise to a 'Band D' Council Tax of £1,619.82. This is an increase of 4.99% on the actual 2023-24 level which comprises a 2.99% increase in the general precept and 2% increase in the Adult Social Care Precept. This figure reflects information from the districts on the final precept and collection fund.

Table 1.3: Build-up of recommended Council Tax Requirement and derivation of Council Tax precept 2023-24

	2024-25 £000
Revised gross budget	1,078,966
Inflation	36,323
Demography & Demand	16,873
Pressures	10,712
Investments	8,779
Savings*	-17,562
Change in reserves/one-off items	-2,780
Changes in schools budgets	27,587
Total gross budget	1,158,898
Less funding:	
Business Rates plus Top-up	75,082
Revenue Support Grant	28
Dedicated Schools Grant	326,101
Unringfenced Grants (including schools)	61,978
Ringfenced Grants	95,495
Fees & Charges	200,845
Surplus/deficit on collection fund	2,900
Council Tax requirement	396,468
District taxbase	244,760.50
Band D	1,619.82

Taxes for the other bands are derived by applying the ratios found in the table below. For example, the Band A tax is 6/9 of the Band D tax.

Table 1.4: Ratios and amounts of Council Tax for properties in different bands

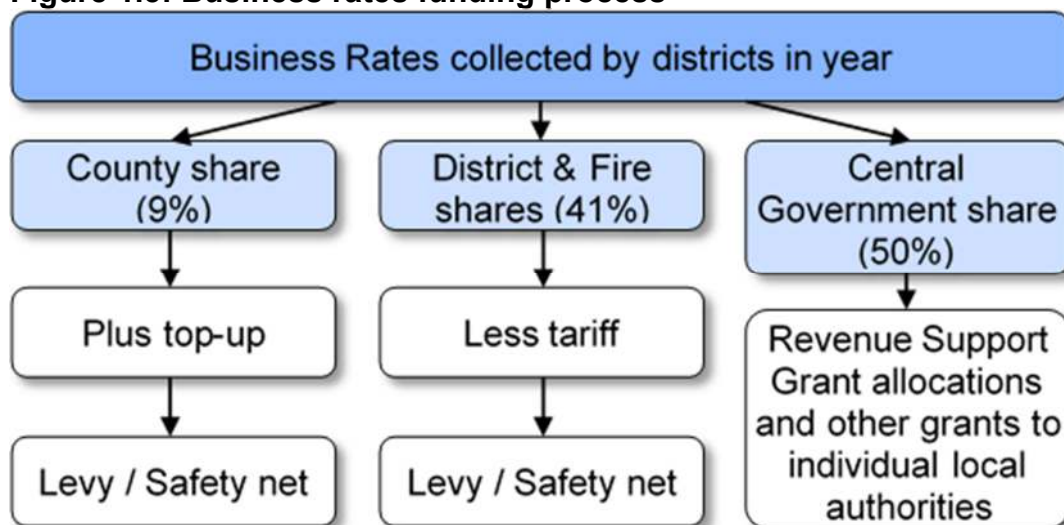
Band	Ratio	Annual Amount	Increase on 2023-24
A	6/9	£1,079.88	£51.30
B	7/9	£1,259.86	£59.85
C	8/9	£1,439.84	£68.40
D	9/9	£1,619.82	£76.95
E	11/9	£1,979.78	£94.05
F	13/9	£2,339.74	£111.15
G	15/9	£2,699.70	£128.25
H	18/9	£3,239.64	£153.90

Business Rates (14.1% of net budget)

Business rates are a tax on non-domestic property. Since 2013, councils have retained a portion of the business rates collected locally (the Business Rates Retention Scheme). Business rates collected during the year by billing authorities are split 50:50 between Central Government and Local Government. Central Government's share is used to fund Revenue Support Grant (RSG) and other grants to Local Government.

This is a historic approach that was intended to increase the self-sufficiency of local government and provide an additional incentive for local authorities to invest in local economic growth. It links an element of local authority income to a share of the Business Rates collected in their area. County Councils currently receive a 9% share of Business Rates as compared to the District Councils' share of 40% which provides some stability against the variability of Business Rates. However, this means that County Councils retain a lower proportion of business rates growth and therefore receive smaller increases in funding than Districts with high levels of growth. Figure 4.5 illustrates how the current scheme works:

Figure 1.5: Business rates funding process



In two tier areas such as Cambridgeshire, the County Council will receive a top-up from the Government on top of business rates income and the district authorities will pay a tariff to central government. Tariff and top-ups are designed to realign business rates baselines with assessed need.

Business rates are collected by District Councils, and so we rely on their estimates of collection rates in our funding projections. Any changes in estimates will need to be factored into business planning. Like Council Tax, there is a collection fund for business rates that can have an impact on the amount of income we get, but these one-off adjustments will be factored into the balance on a dedicated earmarked reserve.

There was a revaluation of properties for business rates purposes in 2023.

For several years we have been expecting further government announcements about the future of business rates, particularly around the retention of a greater proportion of business rates locally. This would provide more incentive to generate economic growth, but reforms have not yet been set out by government.

Non-ringfenced Grants (11.5% of net budget)

These grants are received from government without strict conditions for spending. They go to the corporate centre and are used to fund services

generally, forming part of the funding for our net budget. In some cases, these may be allocated out to a specific service.

The MTFs is currently predicated on the assumption that the Council will receive £62m in unringfenced grants in 2024-25, excluding schools' grants, an increase of £5.5m on the 2023-24 level. This is predominantly due an increase in the social care grant.

Unringfenced government grant funding is typically announced late in the financial year during the local government finance settlement (usually late December). This has an impact on our ability to draft the business plan as a key funding source remains unclear until close to the end of the planning process. The one-year nature of recent settlements has made it hard to project grant funding over the medium-term.

Table 1.6: Unringfenced grants for Cambridgeshire 2024-25:

	2024-25 £000
Social Care Support Grant	36,775
Services Grant	416
Section 31 grants and local taxation support ¹	17,286
New Homes Bonus	1,675
Education Services Grants	1,951
Domestic Abuse Grant	1,188
Extended Rights to Free Travel Grant	1,091
Other unringfenced grants	1,596
Total unringfenced grants	61,978

1. Section 31 grants are those given under s31 of the Local Government Act 2003, and in this table are generally narrow-focussed grants linked to taxation, such as government reimbursing us where they require exemptions from business rates.

Ring-fenced Grants and Contributions

These are funding received from central government for a specific purpose. If we receive a ringfenced grant, these are passed straight to the relevant service. This funding is managed by the appropriate Service Area and the Council's ringfenced grants are set out within part 7 of Table 3 of the relevant Service Area in Section 3 of the Business Plan. The two largest ring-fenced grants are the Public Health Grant (over £29m) and Better Care Funding (over £36m, funding adult social care).

Unless we have good reason to assume otherwise, we will project ring-fenced government grants forward throughout the MTFS on a flat cash basis. Government grants are usually not confirmed beyond a single year, and even then, can be confirmed quite late, and it would be imprudent based on experience to assume that these grants will end.

We assume the Public Health Grant will remain ringfenced until 2025-26, at which point it is expected to be rolled into the shift to increased business rates retention. Planning collaboratively across directorates on an outcomes basis should enable the Council to reach a position where the presence or absence of the ringfence becomes less important. However, there may be a risk that when the ringfence is removed, Public Health England will require achievement of performance and activity targets which require more funding to deliver than we are currently allocating. The allocation of any increase to the Public Health Grant will be agreed by Strategy & Resources Committee despite being a ringfenced grant as it is a large source of funding that covers services across the whole Council.

Fees & Charges (17.4%)

A significant, and increasing, proportion of the Council's income is generated by charging for some of the services it provides. This is charging of either people who use services or other organisations. The Council reviews its charges on an annual basis, with proposals presented to Members. Local authorities faced significant shortfalls in sales, fees, and charges income in 2021-22 as a result of national restrictions imposed in response to the coronavirus pandemic. While in some areas income generation has quickly returned to normal, in other services it is still slow to recover. The pandemic has also accelerated shifting behavioural trends, such as online purchasing and working from home that could impact the Council's fees and charges income and reshape our non-statutory service provision for years to come.

Some of the income we receive is from statutory charging regimes such as in Adult Social Care. In these cases, charging rates are generally defined nationally and we will have a specific policy about how that works in Cambridgeshire. Those policies will define how charges are calculated and how they may be increased year-on-year.

The Fees & Charges Policy forms part of this strategy, in chapter 8.

Dedicated Schools Grant

The Council receives the Dedicated Schools Grant (DSG) from the Government, and it is therefore included in our gross budget figures. However, this grant is ringfenced to pass directly on to schools, other education providers and services. This plan therefore uses the figure for “total budget excluding grants to schools”.

The below table sets out the breakdown of dedicated schools grant, what funding will actually be received directly by the council, and what is accounted for as part of our budget.

Table 1.7: Dedicated Schools Grant (DSG)

	£000
Gross DSG to be received	655,573
Less Academy Recoupment	-339,193
DSG within CCC's gross budget	316,380
<i>of which spent or commissioned by CCC</i>	<i>118,621</i>
<i>of which delegated to maintained schools</i>	<i>197,759</i>
Less High Needs Place Recoupment	-16,614
Total DSG estimated to be Received in 23/24	299,766

Due to the continuing increase in the number of children and young people with an EHCP, and the complexity of need of these young people, the overall spend on the High Needs Block element of the DSG funded budgets has continued to rise. There is a forecast cumulative deficit in 2023-24 of around £40m, which is forecast to have grown by £10m from 2022-23.

The council is working closely with the DFE on the Safety Valve programme to bring down the in-year growth in this deficit. A portion of the historic deficit was funded upon agreement of the programme, and the Council committed to a phased reduction of the in-year deficit. That plan, however, is currently off track by around £6m in 2023-24. The deficit currently forms a ring-fenced balance on our balance sheet.

In addition to DSG, maintained schools receive some additional grant funding from government, such as Pupil Premium and Teachers' Pay Additional Grant, that comes via the Council and so forms part of our gross budget as well. This totals approximately £10m, with the £316m DSG in table 1.7 above, this takes the total schools-related element within our gross budget to £326m as reported in table 1.1 above.

Table 1.8: Parameters used in modelling future funding

Funding Source	Parameters
Business Rates	<ul style="list-style-type: none"> • Assumed 0.5% taxbase growth in Cambridge City, and 0.25% growth in South Cambridgeshire, with no growth in other districts • National CPI inflation (September) applied to the underlying business rates multiplier, which will either be charged to business or funded by government if rates are frozen.
Top-up	<ul style="list-style-type: none"> • Based on September CPI
Council Tax	<ul style="list-style-type: none"> • 4.99% for 2024-25 and 2% thereafter • Occupied Cambridgeshire housing stock (1.57% increase in 2024-25, around 1.5% thereafter) – based on district council projections
Government grants	<ul style="list-style-type: none"> • Grants allocated by individual government departments assumed to be flat cash unless otherwise known
Fees & charges	<ul style="list-style-type: none"> • Charges set by Council (National CPI inflation as at September 2023 and forward projections from the Office of Budget Responsibility)

Local Government Finance Settlement

In November 2023 the government issued a policy statement for local government, setting out its approach to certain parts of local government funding for 2024-25 in advance of the provisional settlement. The implications of this were to confirm indications in the previous settlement in 2022 that the Council Tax limit for upper tier councils would be 4.99%, and confirmed certain national levels for grants that were in line also with the previous settlement (particularly the social care grant).

Following this, the provisional local government finance settlement was issued as usual just before Christmas in December 2023, setting out the settlement funding assessments for councils, the government’s assessment of councils’ core spending power, and the actual authority-level allocations of certain grants. The settlement was again one-year only.

The Council’s core spending power will rise by 7% next year according to government figures (less than the 9% in the previous year). However, most of this relates to the level of Council Tax we are allowed to raise. Overall, government funding is going up by less than the additional pressures we are facing, requiring us to raise more funding locally.

The Council is expected to receive an additional £3.6m in general, unringfenced grant funding as a result of the settlement, £1.3m more than we had assumed. An unexpected continuation of the New Homes Bonus for a further year provided additional funding, while the

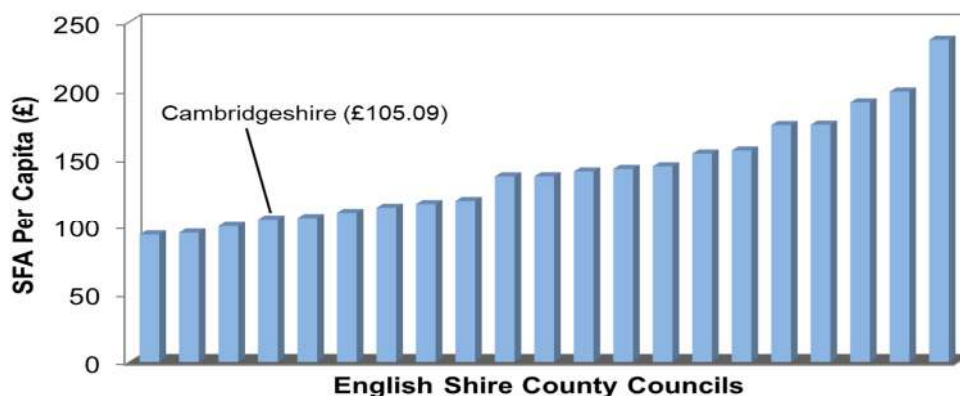
anticipated increase in social care grant was offset by an unexpectedly large cut in the services grant.

Table 1.9: Comparison of Cambridgeshire’s government funding 2018-19 to 2024-25

	2018-19 £m	2019-20 £m	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m
Revenue Support Grant	4.0	-	-	-	-	-	-
Covid Grants	-	-	-	27.6	-	-	-
Other Unringfenced Grants	11.3	14.6	23.8	26.3	43.9	56.2	62.0
Better Care Funding	24.7	27.9	31.7	31.7	33.8	34.7	36.3
Other Ringfenced Grants	38.3	38.1	43.1	43.0	44.3	51.6	59.2
Government Revenue Funding (excl schools)	78.3	80.6	98.6	128.6	122.0	142.5	157.5

The Council’s core revenue funding is described as its Settlement Funding Assessment (SFA) and comprises Business Rates, Top-up grant and Revenue Support Grant. For 2024-25 Cambridgeshire’s SFA award per head of population will be the fourth lowest of shire counties, with an SFA of £105 per head compared to the average for the group of £140.

Chart 1.10: SFA per capita for shire counties



2 – Revenue Strategy: Building the Budget

Forecasting the cost of providing current levels of services over the medium term is the second key aspect of our revenue strategy. This allows us to assess the sustainability of current service provision and the level of savings and additional income that we will need to balance the budget over the medium-term. Our cost forecasting takes account of pressures from inflation, demographic and demand changes, amendments to legislation and other factors, as well as any investments the Council has opted to make.

This process has continued to prove challenging for 2024-25 and beyond due to ongoing changes to patterns of demand for local government services and the costs we face to provide services. Both of these are impacted by the current economic position and uncertainty in future economic projections.

Inflation

Inflation levels in the UK for 2024-25 are expected to be higher than the predictions made last year, which has impacted on our planning by pushing up the opening budget gap. The high level of inflation continues to impact on the council and the residents of Cambridgeshire.

Rising inflation in the economy has a direct and broadly proportionate impact on our costs. Overall CPI inflation is expected to be reducing throughout 2024-25, but we are also having to address inflationary pressures in 2023-24 that exceeded budget allocations in that year and have increased the baseline cost of services which increases the overall inflationary impact on budgets.

The exact inflationary impact on our costs is variable depending on the specific service or budget line. For example, much of our costs are employee related and linked to national negotiations around pay, and we may be bound by contracts that have specific inflationary uplifts each year or are part of a local market that sees different supply & demand issues affecting prices. National changes, such as the effect on supply chains of an increasing minimum wage, can exceed inflation rates.

Estimates of inflation in this business plan have been based on indices specific to each service or type of spend, factoring in the national inflation outlook, local trends, and uplifts built into contracts. We calculate nearly a hundred inflation indices that apply to all spend across

our budgets to calculate the overall inflationary pressure. We also need to take into account where other changes, such as increases in the minimum wage, will potentially override the effect of inflation. The starting point for many inflation indices has been linked to an average CPI projection 6% as at September 2023, but specific inflation rates are calculated for each service.

The table below shows expected overall inflation levels for the Council:

Table 2.1: Inflation pressures

	2024-25	2025-26	2026-27	2027-28	2028-29
Inflationary cost increase (£000)	36,323	16,826	19,454	21,277	22,096
Inflation on Income (£000)	-4,374	-1,335	-1,507	-1,542	-1,464
Net Inflation Impact (£000)	31,949	15,491	17,947	19,735	20,632
Average inflation on expenditure	5.1%	2.3%	2.5%	2.6%	2.6%

Demand Pressures

Increases in demand for services can result from changes in population numbers and changes in population need. The underlying general population growth in Cambridgeshire is forecast to be around 0.3% per year across the MTFS period. The demand pressures set out in the table below relate to circumstances where:

- Services cannot absorb the financial impact of general population growth
- Service user population growth exceeds that of the general population
- Needs of service users are expected to increase, resulting in more care being provided or a more expensive mix of care types

Our demand projections are underpinned by models for each service area that are reviewed annually, and factor in demographic information, price projections, trend analysis and knowledge of likely future trajectories.

Table 2.2: Demand pressures

	2024-25	2025-26	2026-27	2027-28	2028-29
Demand cost increase (£000)	16,873	18,203	19,161	19,842	20,698
Demand cost increase	2.4%	2.5%	2.5%	2.5%	2.4%

Our demand projections continue to be subject to uncertainty following the pandemic. In particular, patterns of demand for adult social care are still variable month to month, and we are seeing an increase in the needs of children which is driving up costs.

Other Service Pressures

There are some other unavoidable cost pressures that we will have to meet. Where possible services are required to manage pressures, if necessary being met through the achievement of additional savings or income. If this is not possible, particularly if the pressure is caused by a legislative change, pressures are funded corporately, increasing the level of savings that are required across all Council services. Specific pressures are set out in the budget tables for the relevant service. Examples of these pressures include the rising costs of placements for children in care with high needs and changing environmental regulations around disposal of certain categories of waste.

Overall around £8m of pressure funding is applied to 2024-25's budget.

Investments & Priorities

Despite the challenging financial position that the Council is in, there remains a need to prioritise funding for certain services. This may be to improve service outcomes and help our residents, promote a better financial position over the medium-term, or improve sustainable use of natural resources.

Where investments result in a permanent increase in a service's budget requirement, this is ultimately funded by savings or additional income across the Council. For time-limited investments, it is appropriate to use reserves funding. Chapter 5 of this MTFs provides more detail on the source of reserves funding used for prioritisation that require only short-term budget.

Overall, £17.1m of ongoing prioritisation of funding is made over the medium-term in this business plan.

Financing of Capital Spend

All capital schemes have a potential three-fold impact on the revenue position due to interest payments on borrowing, costs of making a revenue provision for the repayment of borrowing, and the ongoing revenue impact of the asset (pressures, or savings / additional income). Therefore, to ensure that available resources are allocated optimally, capital programme planning is determined in parallel with the revenue budget planning process. Both the borrowing costs and ongoing revenue costs and savings of a scheme are considered as part of a scheme's Investment Appraisal, and therefore, the process for prioritising schemes against their ability to deliver outcomes.

In addition, the Council is required by CIPFA's Prudential Code for Capital Finance in Local Authorities to ensure that it undertakes borrowing in an affordable and sustainable manner. In order to guarantee that it achieves this, at the start of each Business Planning Process the Council determines what proportion of revenue budget is spent on services and the corresponding maximum amount to be spent on financing borrowing. This is achieved by setting an advisory limit on the annual financing costs of borrowing (debt charges) over the life of the Plan. Future changes to the code will be factored into future business plans.

Once the service programmes have been refined, if the amalgamated level of borrowing and thus debt charges breach the advisory limit, schemes will either be re-worked in order to reduce borrowing levels, or the number of schemes included will be limited according to the ranking of schemes within the prioritisation analysis.

Due to the Council's strategic role in stimulating low carbon economic growth across the county through infrastructure investment, any capital proposals able to reliably demonstrate revenue income or savings at least equal to the debt charges generated by the scheme's borrowing requirement, are excluded from contributing towards the advisory borrowing limit. These schemes are called 'Invest to Save' or 'Invest to Earn' schemes and will be self-funded in the medium term.

The estimated impact of the capital programme on revenue through debt charges over the medium-term is shown in table 5.5 below:

Table 2.3: Capital financing charges

	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	2028-29 £m
Net interest payable	18.4	19.3	19.9	18.1	16.1
Minimum revenue provision	22.4	25.8	27.4	26.8	25.9
Management expenses	0.2	0.2	0.2	0.2	0.2
Total capital financing costs	41.1	45.4	47.6	45.1	42.3

Savings & Income Generation

This business plan contains some savings and additional income generation proposals that were agreed in previous years' medium-term financial plans. Proposals carried over from previous plans are reviewed to assess deliverability and value of expected savings/income. Table 2.4 below sets out which saving and income lines in service budgets were agreed in a previous business plan.

Table 5.6: Savings and income proposals agreed in previous business plans

	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000
Expenditure savings				
Adults, Health & Commissioning	-516	-	-	-
Children, Education & Families	2,384	-	-	-
Place & Sustainability	-5,284	-96	399	399
Income Savings				
Adults, Health & Commissioning	-3,717	-2,040	-412	-412
Place & Sustainability	719	1,134	1,061	1,061
Total Income and Savings Proposals	-6,414	-1,002	1,048	1,048

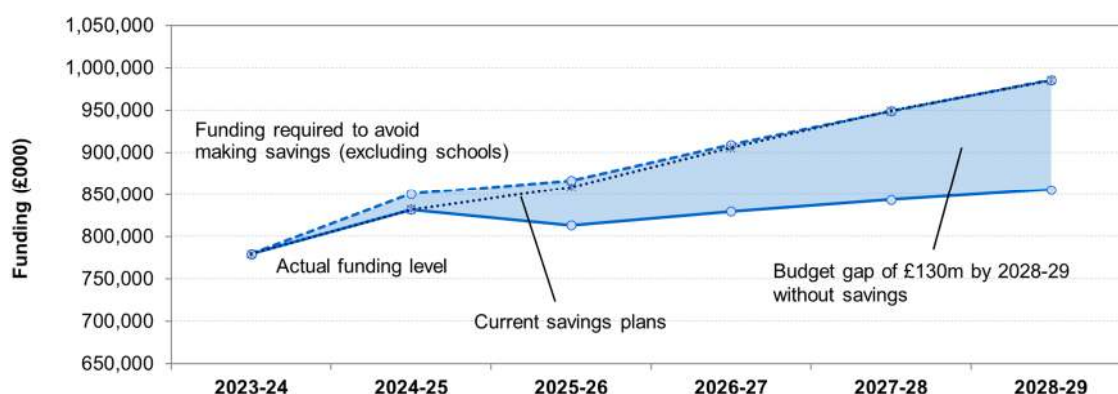
New savings and income proposals to balance 2024-25's budget and close the budget gap over the medium term are described in chapter 3 below.

3 - Revenue Strategy: Balancing the budget

Every local authority has a legal obligation to set a balanced budget every year. It is the Section 151 Officer’s statutory responsibility to provide a statement on the robustness of the budget proposals when they are considered by Council.

Inevitably, cost pressures are forecast to outstrip available resources over the medium-term, given the rising costs caused by inflation, growth and associated demand pressures and renewed pressure on levels of funding for local government from public sector spending restraint. Consequently, we will need to make significant further savings, or generate significant additional income, to close the budget gap next year and over the medium-term.

Figure 3.1: Current Budget gap before savings/income



Note: This graph shows the budget gap before the effect of savings or additional income being applied, savings plans are then shown with the dark blue dashed line.

Closing this budget gap over the next five years means making tough decisions on which services to prioritise. Sufficient savings and income generation plans are included in this draft business plan in order to balance the first year’s budget, with some included in later years.

For many years, services have made significant savings through increasing efficiency and targeting areas that are not our highest priority with the aim of minimising the impact on our service users.

We are facing inflationary pressures that are much higher than a few years ago, and demand pressures that are increasing year-on-year, as well as an uncertain economic outlook.

Savings to be made from incremental efficiencies are likely to be minimal as we have had reducing government funding and cost pressures for over a decade. The easy savings have mostly been made, and so more difficult savings opportunities are increasingly the option available to us. We must therefore focus on reviewing any service areas where we can disinvest, drive more innovative and transformative change across the medium-term, ensure appropriate funding of services between public sector bodies, and maximise the income that can be generated locally.

We do not have a medium-term funding settlement for local councils given by central government, which is a key risk in our medium-term financial planning. We therefore cannot rely on any future increases in government funding to close our budget gap unless we have had confirmation of it or can reasonably expect it based on experience.

In working to balance the budget, we have worked in a cross-council way to identify the areas for saving or additional income. Individual services do not have a savings target, and it is the responsibility of senior leaders to identify together the best ways to balance the budget across the whole council. We prioritise the resources available to us to meet the changing and growing needs of communities, and only consider service reductions as a last resort.

Services review their budgets each year to identify any areas that have been given budget in excess of that needed to deliver the service. This is particularly the case in demand-led budgets, where estimates of growth or demand patterns will have been used and may subsequently change. In undertaking this review, services should bear in mind the corporate reserves position and the general provision for risk, and not assume an excessive amount of risk or contingency needing to be met within service budgets.

The Council also undertakes an annual budget review and rebaselining during the first quarter of each financial year to reassess the budget position in light of developments from the point at which the business plan is approved by Full Council in the preceding February. This allows the budget to be flexed to take account of material changes in circumstances such as significant increase in inflationary pressures or any new legislative requirements. This can contribute towards closing the budget gap in future years if budgets are reduced.

If savings are identified and made in the current financial year but were not planned for, for example a reduction in cost on a new contract, then

these will be factored into the business plan for the next financial year. In the meantime, they can be used to mitigate other pressures or funding can be transferred to the general reserve, but they should not be reinvested into ongoing costs.

In generating additional income, we will ensure the Fees & Charges policy is reviewed annually and should assume that by default, charges should go up by inflation each year if permitted.

We will also consider whether services are funded appropriately, or whether any changes can be made. An example of a change would be capitalising expenditure currently funded by revenue. Provided this is within capital financing regulations, it can defray revenue cost over the life of the linked asset.

As well as considering further savings or generating additional income, we need to ensure our projections for income from taxation are accurate. We will work with District Council colleagues, who collect local taxation on our behalf, at several stages throughout the year to receive updated projections for tax base levels and collection rates. Strategy & Resources Committee will also consider an updated approach to the level of Council Tax.

Savings and income generation proposed, or already included in the business plan, to close the budget gap in 2024-25 and reduce the gap in future years are summarised below (and reconcile back to Finance Tables in section 3 of the Business Plan):

Table 3.2: Savings and additional income proposals

	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000
Expenditure Savings					
Children, Education & Families	-2,760	-2,882	-870	0	
Adults, Health & Commissioning	-10,806	-5,610	-2,651	-412	
Place & sustainability	-1,202	2,911	-268	26	41
Finance & Resources	-1,282	-2,263	-52	400	
Strategy & Partnerships	-838	-402	-125	350	
Public Health	-174	-106	-110	-115	0
Corporate & Funding Items	0	250	250	0	-120
Income Generation					
Children, Education & Families	-83	0	0	0	0
Adults, Health & Commissioning	-4,865	-210	0	0	0
Place & sustainability	-721	-3,288	1,129	1,175	65
Finance & Resources	-768	-179	-407	1,044	2,340
Strategy & Partnerships	38	-14	-14	0	0

	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000
Public Health	-25	-25	-25	-25	-25
Total Savings Identified	-23,486	-11,818	-3,143	2,443	2,301
Total Savings Requirement	-23,486	-38,351	-25,716	-23,500	-21,913
Unidentified Savings	0	-26,533	-22,573	-25,943	-24,214

Despite the level of savings identified, budget gaps remain as shown in the final line of table 3.2 above.

4 – Financial Overview

Funding Summary

The Council's revenue spending is funded from a range of sources, both national and local. A summary of forecast funding levels over the next five years is set out below.

Table 4.1: Total funding 2024-25 to 2028-29

	2023-24 £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000
Business Rates plus Top-up	71,433	75,082	75,795	77,400	79,040	80,715
Council Tax	373,261	399,368	410,719	424,945	439,998	455,685
Revenue Support Grant	27	28	28	28	28	28
Other Unringfenced Grants	56,471	61,978	90,010	90,021	90,032	90,043
Dedicated Schools Grant (DSG)	248,545	315,508	315,508	315,508	315,508	315,508
Other grants to schools	10,593	10,593	10,593	10,593	10,593	10,593
Better Care Funding	34,681	36,317	36,951	37,604	37,604	37,604
Other Ringfenced Grants	51,757	59,178	29,481	29,481	29,481	29,481
Fees & Charges	169,312	200,845	171,300	171,006	168,205	163,077
Total gross budget	1,016,080	1,158,898	1,140,385	1,156,588	1,170,490	1,182,735
Less schools grants	-259,138	-326,101	-326,101	-326,101	-326,101	-326,101
Add back DSG retained and spent by CCC	120,822	183,118	183,118	183,118	183,118	183,118
Total gross budget excluding schools	877,764	1,015,915	997,402	1,013,605	1,027,507	1,039,752
Less Fees, Charges & Ringfenced Grants ¹	-376,572	-479,458	-420,850	-421,209	-418,408	-413,280
Total net budget	501,192	536,457	576,552	592,396	609,099	626,472

1. The Dedicated Schools Grant (DSG) and other grants to schools, such as Pupil Premium, are received by the Council from Government but are ringfenced to pass directly on to schools. Some DSG funding is retained by CCC for services for education services that we provide directly (such as high needs services). Therefore, this plan uses the figure for "Total budget excluding schools", which excludes that element of schools funding that is delegated directly to maintained schools.

Expenditure Summary

The Council's projected revenue spending by department is summarised below.

Table 4.2: Service net budgets 2024-25 to 2028-29

	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000
Children, Education & Families	145,802	159,425	172,174	184,464	197,273
Adults, Health & Commissioning	230,359	244,383	262,832	285,398	309,747
Place & sustainability	72,799	76,989	79,425	83,778	85,817
Finance & Resources	14,747	12,980	14,369	16,604	19,703
Strategy & Partnerships	23,667	26,506	27,314	28,595	29,566
Capital Financing	41,072	45,382	47,557	45,108	42,262
Public Health	0	27,807	27,807	27,807	27,807
Corporate & Funding Items (including budget gap)	8,011	-16,920	-39,082	-62,655	-85,702
Total budget	536,457	576,552	592,396	609,099	626,472
% Change in budget	17.8%	7.5%	2.7%	2.8%	2.9%

For 2024-25, the gross budget compared to the net budget for each service area is below.

Table 4.3: Gross to net service budgets for 2024-25

	Gross Budget	Fees & Charges	Ringfenced Grants	Net Budget
Children, Education & Families	173,162	-20,174	-7,186	145,802
Children, Education & Families (DSG funded services)	183,990	-872	-183,118	0
Adults, Health & Commissioning	373,391	-92,343	-50,689	230,359
Place & sustainability	107,453	-27,707	-6,947	72,799
Finance & Resources	47,753	-33,006	0	14,747
Strategy & Partnerships	29,738	-3,944	-2,127	23,667
Capital Financing	54,910	-13,838	0	41,072
Public Health	36,768	-8,961	-27,807	0
Corporate & Funding Items	8,750	0	-739	8,011
Total CCC spending budget	1,015,915	-200,845	-278,613	536,457
Funding delegated to schools	142,983	0	-142,983	0
Overall Budget	1,158,898	-200,845	-421,596	536,457

5 - Reserves and Risks

The Section 151 Officer's section 25 financial sustainability assessment report, which was presented to the January 2024 meeting of Strategy Resources and Performance Committee, sets out the revenue and capital reserves that are available to the council and the key risks that the council faces. This section summarises those items, and sets out how reserve balances factor into our medium-term financial position.

We need reserves to protect and enhance our medium-term financial sustainability. In particular, reserves are necessary to:

- Maintain a degree of in-year financial flexibility
- Enable us to deal with unforeseen circumstances and incidents
- Set aside monies to fund major developments in future years
- Enable us to prioritise funding for change programmes
- Provide for predicted liabilities
- Enable us to deal with unexpected legislative or legal developments, or contractual disputes

Reserves are vital to mitigate risks that the council faces. The key risks we face are:

- Containing inflation to funded levels – we will achieve this by closely managing budgets and contracts and further improving our control of the supply chain. We will also ensure our inflation projections are robust.
- Managing service demand to funded levels – we will achieve this through clearer modelling of service demand patterns using numerous datasets that are available to our internal Research Team and supplemented with service knowledge. A number of the proposals in the Business Plan are predicated on averting or suppressing the demand for services.
- Delivering savings to planned levels – we will achieve this action plans and detailed reviews. All savings – efficiencies or service reductions – ought to be recurrent. We have built savings requirements into the base budget, and we monitor these monthly as part of budgetary control.

- Containing the revenue consequences of capital schemes to planned levels – capital investments sometimes have revenue implications, either operational or capital financing costs. We will manage these by ensuring capital projects do not start without a tested and approved business case, incorporating the cost of the whole life cycle.
- Future funding changes – our plans have been developed in the context of continued uncertainty due to delays in the introduction of significant reforms to local government funding and other government reforms with potentially significant implications.

Reserve Types

Ahead of 2024-25, the council has re-categorised its reserves, making clearer what reserves are for and in particular moving away from mixed reserves for different purposes sitting within an earmarked reserve account for each service. The reserve categories that we will maintain in 2024-25 are:

- General reserve – this is the contingency that the council holds for unforeseen events and costs, ensuring that we are able to respond and maintain services in emergencies. This reserve is also called on if there is an overspend in-year that cannot be otherwise mitigated. The minimum balance on this reserve is set by the s151 Officer in his s25 report, and the current planned balance of that reserve will be maintained.
- Risks reserves – reserves held for particular known and quantifiable risks. For example, a risk reserve is held to mitigate the impact of the deficit on the DSG account, and risk reserves are held for contractual/legal disputes. Generally there is no draw down of these reserve projected, other than where there is a pre-existing business planning commitment.
- Strategic Framework Priorities – reserves that are available to be prioritised to deliver the council’s strategic framework ambitions. This includes reserves such as the Just Transition Fund. These are projected to be fully spent over the medium-term.
- Ringfenced reserves – where we receive grants or contributions that come with an expectation that funding is spent on a particular purpose but where that spend does not occur in the same year, a ringfenced reserve may be created. This differs from formal grant

accounting where a strict grant condition that has not been met can result in us having to account for income received in advance instead. The s151 Officer may determine the carrying-forward of ring-fenced grants/contributions, and the matching of those against spend in future years.

- Sinking funds – reserves that are added to annually in anticipation of a future cost, which may be a cyclical cost in the case of elections, or may be drawn on an ad hoc basis in the case of a maintenance reserve.
- Unusable reserves – reserves that are not usable to the council. The only such reserve currently held relates to a maintained Pupil Referral Unit.

The s25 report sets out the audit trail of re-categorisation of reserves from the previous to the new formats.

Ahead of the start of the financial year, several movements between reserves are proposed as part of the business plan:

Current line	New heading	2024-25 £000	Later years £000	Notes
Local taxation volatility & appeals account	Risk	-5,000		Creation of new earmarked reserve to mitigate risk of future review of local government funding having a negative impact on the council. We continue to lobby for fairer funding that reflects Cambridgeshire's needs, but there is a risk of an adverse change. This takes from other local government funding-linked reserves.
Local Government Settlement phasing reserve	Risk	-1,915		
N/A	Risk	6,915		
Post-pandemic recovery and budgeting account	Corporate	445		An efficiency programme for winter gritting has been removed from the business plan, which is what the winter reserve was held for. This is then used to deal with projected overdraw on the post-pandemic reserve, and the balance put to the business change reserve.
Business change reserve	Corporate	155		
Winter Risk Reserve	Risk	-600		An unallocated earmarked reserve is transferred to the new funding review shortfall reserve
Adults, Health and Commissioning	Unallocated	-500		
N/A	Risk	500		Future drawdowns already planned from the Covid reserve are replaced by drawing from the funding review shortfall reserve, as other movements deplete the Covid reserve fully.
Corporate - COVID	Corporate		2,749	
N/A	Risk		-2,749	Further provision against This Land is made by moving from the specific risks reserve, which is topped up below.
Specific Risk Reserve	Risk	-2,000		
This Land Credit Loss & Equity Offset	Risk	2,000		Creation of new reserve in CEF for children's risk, which is allocated in the business plan to offset pressure.
Children, Education & Families	Risk	3,100		
Corporate – COVID	Corporate	-3,100		Further topping up of This Land risk reserve.
Financing Items	Risk	-750		
This Land Credit Loss & Equity Offset	Risk	750		Additional external funding replaces need for previous specific reserve in P&S, which is moved to the specific risks reserve.
Place & Sustainability	Risk	-2,891		
Specific Risk Reserve	Risk	2,891		

Some reserve allocations are specifically made in the business plan. In some cases these support general council expenditure inherited from previous business plans, such as £4.5m released from the Covid reserve in line with decisions in the 2022-27 business plan. In other

cases these are to offset specific pressures or prioritisations and can in those cases be seen in the relevant financial tables. Finally, one off fluctuations in collection fund balances from council tax or business rates are offset by movements to/from the local taxation volatility reserve to prevent single-year impacts on our budget, and any shortfall in income from local taxation due to the lateness of funding confirmations by billing authorities can also be met from that reserve; the overall level of that reserve will be reviewed each year and an assessment made about whether any funding can be drawn from it or reallocated.

The projected balances of the summary categories of reserves over the medium term are:

Reserve category	Closing	Forecast Opening balances				
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
General Reserve	25,110	25,999	26,753	27,485	28,167	28,167
Strategic Framework Priorities	37,733	27,862	9,712	2,079	509	80
Ringfenced	11,027	10,827	7,048	5,820	5,067	1,561
Risk	78,925	82,068	82,404	76,147	73,252	73,882
Sinking Fund	3,443	3,443	2,333	2,473	2,614	2,754
Unallocated	500	-	-	-	-	-
Unusable	264	264	198	132	66	-
Total Revenue Reserves	157,001	150,462	128,448	114,137	109,674	106,443

These can be seen in more detail in the s25 report.

6 - Business Plan roles and responsibilities

The Business Plan is developed through the Council's committee structure. It is therefore beneficial to clarify the respective roles and responsibilities of committees within this process. These are defined in the Constitution but are set out below in order.

Full Council

Council is the only body that can agree the Council's budget and the associated Council Tax to support the delivery of that budget. It discharges this responsibility by agreeing the Business Plan in February each year. In agreeing the Business Plan the Council formally agrees the budget allocations for the service blocks (currently based on a departmental structure). The Business Plan includes both revenue and capital proposals and needs to be a 'balanced' budget. The following is set out within Part 3 of the Constitution – Responsibility for Functions.

Council is responsible for:

- “(b) Approving or adopting the Policy Framework and the Budget
- (c) Subject to the urgency procedure contained in the Access to Information Procedure Rules in Part 4 of this Constitution, making decisions about any matter in the discharge of a committee function which is covered by the Policy Framework or the Budget where the decision-making body is minded to make it in a manner which would be contrary to the Policy Framework or contrary to, or not wholly in accordance with, the Budget
- (d) Approving changes to any plan or strategy which form part of the Council's Policy Framework, unless:
 - i. that change is required by the Secretary of State or any Government Minister where the plan or strategy has been submitted to him for approval, or
 - ii. Full Council specifically delegated authority in relation to these functions when it approved or adopted the plan or strategy”

Strategy, Resources & Performance (SRP) Committee

SRP has the responsibility for the delivery of the Business Plan as agreed by Council. It discharges this responsibility through the service committees. In order to ensure that the budget proposals that are agreed

by service committees have an opportunity to be considered in detail outside of the Council Chamber, those proposals will be co-ordinated through SRP, though Full Council remains responsible for setting a budget. SRP does not have the delegated authority to agree any changes to the budget allocations agreed by Council save for any virement delegations that are set out in the Constitution.

The following is set out within Part 3 of the Constitution – Responsibility for Functions.

“The Strategy and Resources Committee is authorised by Full Council to co-ordinate the development to Full Council of the Strategic, Policy and Budget Framework, as described in Article 4 of the Constitution, including in-year adjustments.”

“Authority to lead the development of the Council’s draft Business Plan (budget), to consider responses to consultation on it, and inform the draft Business Plan to be submitted for approval by Full Council.”

“Authority for monitoring and reviewing the overall performance of the Council against its Business Plan.”

“Authority for monitoring and ensuring that Policy and Service Committees operate within the policy direction of the County Council and making any appropriate recommendations.”

SRP is also a service committee in its own right and, therefore, also has to act as a service committee in considering proposals on how it is to utilise the budget allocation given to it for the delivery of services within its responsibility.

Policy & Service Committees

Policy & Service committees have the responsibility for the operational delivery of the Business Plan as agreed by Council within the financial resources allocated for that purpose by Council. The specific functions covered by the committee are set out in the Constitution but the generic responsibility that falls to all is set out below:

“This committee has delegated authority to exercise all the Council’s functions, save those reserved to Full Council, relating to the delivery, by or on behalf of, the County Council, of services relating to...”

8 – Fees & Charges Policy

Fees and charges are a very important source of income to the council, enabling important services to be sustained and provided. As the overall cost of service provision reduces, the proportion of costs that are recovered through fees and charges is likely to grow. In order to sustain the delivery of some services in the future this revenue is essential. However, the majority of the funding for the council's statutory services will likely still come from other sources, such as taxation and government grants.

This policy will be revised following a corporate review of fees and charges across the Council. The policy and Best Practice Guidance set out the approach to be taken to fees and charges where the Council has discretion over the amounts charged for services provided and for trading activities.

The purpose of this policy is to provide a consistent approach in setting, monitoring and reviewing fees and charges across the authority. This will ensure that fees and charges support Council objectives and are set at a level that maximises income generation in accordance with the Commercial Strategy. The policy currently incorporates the following Charging Principles:

1. Council Priorities

A Schedule of Fees and Charges shall be maintained for all charges where the Council has discretion over the amounts charged for services provided and for income generating activities. All decisions on charges for services and income generating activities will be taken with reference to and in support of Council priorities and recorded as delegated decisions, as appropriate.

2. Charge Setting

In setting charges, any relevant government guidance will be followed. Stakeholder engagement and comparative data will be used where appropriate to ensure that charges do not adversely affect the take up of services or restrict access to services. Full consideration will be given and documented to the full costs of delivery and the opportunities for improving efficiency and reducing bureaucracy.

3. Subsidy

In general, fees and charges will aim to recover the full cost of services except where this is prevented by legislation, market conditions or where

alternative arrangements have been expressly approved by the relevant Director. A proportionate business case should be created for all charges that a subsidised by the Council. Approval for the level of subsidy should be obtained from the relevant Service Director, in consultation with the Chief Finance Officer.

4. Charging Levels

A number of factors should be considered when determining the charge:

- Inflation – charges must be inflated by a corporately estimated inflation rate as a minimum unless there is good reason not to. For 2024-25 this is 6%, being the level of CPI at September 2023.
- Statutory requirements/restrictions – charges and/or changes to charges are sometimes determined by statute, which must be followed
- Services should aim to fully recover the cost of delivering the service through its charging, including an allowance for overheads. As a rule of thumb, 15% of income above the level needed to fund a service's direct costs should be allowed for.
- Services must assess elasticity of demand, ie will a price rise actually reduce income levels as people decline to take up the service. We must not be too risk averse in this assessment, however.

5. Charging Exemptions

All services provided by the Council will be charged for unless prevented by statute or determined to not be appropriate for charging in consultation with the Chief Finance Officer.

6. Concessions

Concessions to priority and target groups will be considered where appropriate, in accordance with any relevant government guidance and will take account of the user's ability to pay. All concessions should be fully justified in terms of achieving the Council's priorities. Wherever possible we will aim to provide concessions consistently across the Authority, in line with the Best Practice Guidance.

7. Review of Charges

All charges and the scope for charging will be reviewed at least annually within the service area, though charges within the same service area may need reviewing at separate times in the year. The review will include those services which could be charged for, but which are currently provided free of charge. The annual review will be undertaken in accordance with the Best Practice Guidance.

The Council receives revenue income for the provision of services from a very diverse range of users. These range from large corporate organisations to individual residents. Some charges are set at the total discretion of the Council whereas other charges are set within a strict national framework.

Overall, however, fees and charges income is both an invaluable contribution to the running costs of individual services and a tool for assisting the delivery of specific service objectives. Either way, it is important for the level of charges to be reviewed on an annual basis. This will not necessarily result in an increase but to not do so should be as result of a conscious decision rather than as an oversight. Detailed schedules of fees and charges have been reviewed by relevant services during 2023-24 and reviewed by committees.

When considering increases services must take into account elasticities of demand. Whilst the majority of Council services are unaffected by market factors there will be some price sensitivities in all of the services that are provided, albeit many of these may only be short term.



Detailed Finance Tables

Revenue: 2024-29 & Capital: 2024-34

Business Plan Section 3



Detailed Finance Tables

Introduction

There are five types of finance tables in our Business Plan. Tables 1-3 relate to all directorates for revenue, while only some directorates have tables 4 & 5 showing the capital programme. Tables 1, 2 & 3 show a directorate's revenue budget in different presentations.

- Table 1 shows the combined impact of budget changes on directorates and service budget line. over the five year medium-term.
- Table 2 shows the impact of changes in the first year on each directorate and service budget line.
- Table 3 shows the detailed changes, line-by-line, to each directorate's budget

Tables 4 and 5 outline directorates' capital budget, with Table 4 detailing capital expenditure for individual proposals, and Table 5 showing how individual capital proposals are funded.

Table 1

This presents the net budget split by service budget 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 2024-25 split by service budget line. The purpose of this table is to show how the budget for a directorate changes over the period of the Business Plan.

Table 2

This presents additional detail on the net budget for 2024-25 split by service budget line. The purpose of the table is to show how the budget for each line has been constructed: inflation, demography and demand, pressures, investments, savings and income are added to the opening budget to give the closing budget.

Table 3

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.

The numbers for proposals in table 3 need to be read recurrently – in other words a budget increase in a given year is taken to be permanent (because it adds to the closing budget, which becomes the next year's opening budget). A one-off or temporary budget change is shown with a number that contrasts the original entry. For example a one-off saving of £500k in 2024-25 would show as a -£500k in 2024-25 and a reversing entry of +£500k in 2025-26.

At the top Table 3 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 directorate. This is often to reflect a transfer of services from one area to another, or budget changes made in-year in the previous year.

- **Inflation:**

Additional budget provided to allow for pressures created by inflation. These inflationary pressures are particular to the activities covered by the directorate, and also cover staffing inflation.

- **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 directorate. 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.

- **Priorities & Investments:**

These are proposals where additional budget is provided to support the ambitions and priorities of the council

- **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 directorate 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 directorate'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 directorate 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 funding from Council Tax, business rates and government grants), fees and charges, and individually listed ring-fenced grants.

Table 4

This presents a directorate’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

Table 5 lists a capital scheme 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.

Section 3 - A: Children, Education & Families

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

Budget Period: 2024-25 to 2028-29

Net Revised Opening Budget 2023-24 £000	Service	Gross Budget 2024-25 £000	Fees, Charges & Ring-fenced Grants 2024-25 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
26,285	Director of Commissioning							
615	Children in Care Placements	30,459	-1,097	29,362	36,620	41,029	46,073	51,157
	Commissioning Services	635	-20	615	615	615	615	615
26,900	Subtotal Director of Commissioning	31,094	-1,117	29,977	37,235	41,644	46,688	51,772
	Director of Children & Safeguarding							
3,740	Strategic Management - Children & Safeguarding	3,905	-	3,905	3,969	4,036	4,104	4,175
3,445	Safeguarding and Quality Assurance	4,134	-540	3,594	3,705	3,821	3,940	4,063
10,147	Fostering & Supervised Contact Services	10,822	-327	10,495	10,582	10,930	11,291	11,664
3,501	Corporate Parenting	10,783	-7,014	3,769	3,896	4,026	4,161	4,300
4,679	Integrated Front Door	5,251	-345	4,906	5,076	5,252	5,433	5,621
8,656	Children's Disability Service	10,169	-782	9,387	9,796	10,218	10,654	11,115
204	Support to Parents	2,239	-2,019	220	232	244	257	271
5,516	Adoption	6,493	-649	5,844	6,047	6,257	6,474	6,699
	- Legal Proceedings	-	-	-	-	-	-	-
1,534	Youth Offending Service	2,969	-1,338	1,631	1,704	1,779	1,857	1,937
5,463	Family Safeguarding	5,874	-184	5,690	6,050	6,233	6,421	6,616
9,988	Targetted Support Service	10,672	-328	10,344	10,934	11,283	11,643	12,016
56,872	Subtotal Director of Children & Safeguarding	73,311	-13,525	59,786	61,990	64,078	66,237	68,479
	Director of Education							
1,233	Strategic Management - Education	3,128	-112	3,016	2,840	4,388	4,437	4,489
995	Early Years Service	3,165	-2,143	1,023	1,064	1,106	1,148	1,193
1,014	School Improvement Service	1,590	-665	925	1,047	1,087	1,128	1,171
488	Virtual School	1,954	-1,421	533	567	602	638	676
-77	Outdoor Education (includes Grafham Water)	2,140	-2,216	-77	-77	-77	-77	-77
-32	Cambridgeshire Music	1,702	-1,727	-25	-25	-25	-25	-25
-300	ICT Service (Education)	1,999	-2,299	-300	-300	-300	-300	-300
3,991	Redundancy & Teachers Pensions	4,860	-605	4,255	4,353	4,454	4,556	4,660
	<i>SEND Specialist Services (0 - 25 years)</i>							
4,732	SEND Specialist Services	5,050	-92	4,958	5,132	5,311	5,494	5,685
10	Alternative Provision and Inclusion	746	-	746	749	752	755	758
	<i>0-19 Place Planning & Organisation Service</i>							
765	0-19 Organisation & Planning	1,771	-992	779	827	865	897	938

Section 3 - A: Children, Education & Families

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

Budget Period: 2024-25 to 2028-29

Net Revised Opening Budget 2023-24 £000	Service	Gross Budget 2024-25 £000	Fees, Charges & Ring-fenced Grants 2024-25 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
189	Education Capital	193	-	193	196	200	203	206
20,809	Home to School Transport - Special	25,795	-191	25,604	28,732	32,253	36,081	40,248
1,949	Children in Care Transport	2,302	-	2,302	2,341	2,427	2,515	2,607
11,211	Home to School Transport - Mainstream	12,839	-169	12,670	13,202	13,828	14,475	15,145
46,977	Subtotal Director of Education	69,236	-12,632	56,603	60,649	66,870	71,926	77,375
	Executive Director							
-939	Executive Director CEF	-480	-85	-565	-450	-419	-388	-355
	- Central Financing	-	-	-	-	-	-	-
	- Schools Financing	-	-	-	-	-	-	-
129,811	Children, Education & Families Budget Total	173,161	-27,360	145,801	159,424	172,173	184,463	197,271

Section 3 - A: Children, Education & Families

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2024-25

Service	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Priorities & Investments £000	Savings £000	Income Adjustments £000	Net Budget £000
Director of Commissioning								
Children in Care Placements	26,285	2,002	2,214	-	546	-1,685	-	29,362
Commissioning Services	615	-	-	-	-	-	-	615
Subtotal Director of Commissioning	26,900	2,002	2,214	-	546	-1,685	-	29,977
Director of Children & Safeguarding								
Strategic Management - Children & Safeguarding	3,740	166	-	-	-	-	-	3,905
Safeguarding and Quality Assurance	3,445	149	-	-	-	-	-	3,594
Fostering & Supervised Contact Services	10,147	549	-	-	-	-200	-	10,495
Corporate Parenting	3,501	168	-	-	100	-	-	3,769
Integrated Front Door	4,679	226	-	-	-	-	-	4,906
Children's Disability Service	8,656	379	140	318	-	-96	-10	9,387
Support to Parents	204	16	-	-	-	-	-	220
Adoption	5,516	328	-	-	-	-	-	5,844
Legal Proceedings	-	-	-	-	-	-	-	-
Youth Offending Service	1,534	97	-	-	-	-	-	1,631
Family Safeguarding	5,463	236	-	200	-	-200	-9	5,690
Targetted Support Service	9,988	449	-	-	-	-65	-27	10,344
Subtotal Director of Children & Safeguarding	56,872	2,763	140	518	100	-561	-46	59,786
Director of Education								
Strategic Management - Education	1,233	59	-	-	1,500	223	-	3,016
Early Years Service	995	50	-	-	-	-19	-4	1,023
School Improvement Service	1,014	48	-	-	-	-49	-89	925
Virtual School	488	45	-	-	-	-	-	533
Outdoor Education (includes Grafham Water)	-77	-	-	-	-	-	-	-77
Cambridgeshire Music	-32	-	-	-	-	-	7	-25
ICT Service (Education)	-300	-	-	-	-	-	-	-300
Redundancy & Teachers Pensions	3,991	264	-	-	-	-	-	4,255
<i>SEND Specialist Services (0 - 25 years)</i>								
SEND Specialist Services	4,732	226	-	-	-	-	-	4,958
Alternative Provision and Inclusion	10	4	-	733	-	-	-	746
<i>0-19 Place Planning & Organisation Service</i>								
0-19 Organisation & Planning	765	22	-	-	-	-	-7	779
Education Capital	189	4	-	-	-	-	-	193
Home to School Transport - Special	20,809	1,649	2,210	1,327	-	-390	-	25,604
Children in Care Transport	1,949	170	-	250	-	-67	-	2,302
Home to School Transport - Mainstream	11,211	822	195	653	-	-212	-	12,670

Section 3 - A: Children, Education & Families

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2024-25

Service	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Priorities & Investments £000	Savings £000	Income Adjustments £000	Net Budget £000
Subtotal Director of Education	46,977	3,366	2,405	2,963	1,500	-514	-93	56,604
Executive Director								
Executive Director CEF	-939	-42	-	500	-	-	-85	-566
Central Financing	-	-	-	-	-	-	-	-
Schools Financing	-	-	-	-	-	-	-	-
Children, Education & Families Budget Total	129,811	8,088	4,759	3,981	2,146	-2,760	-224	145,801

Section 3 - A: Children Education & Families

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
1	OPENING GROSS EXPENDITURE	155,431	173,161	186,199	198,988	211,339	
A/R.1.003	Permanent Virement - PVs	409	-	-	-	-	Change in expenditure budgets (compared to published 2023-28 Business Plan) as advised during the budget preparation period and permanent in-year changes made during 2023-24.
A/R.1.005	Arts Council Grant decrease	-7	-	-	-	-	Decrease in spend funded from Arts Council (Music Grant) for 2024-25 as a result of changes to grant level.
A/R.1.006	Public health grant Increase	161	-	-	-	-	Change in the budget for CEF that is funded by public health grant
A/R.1.007	Transfer of 2023-24 pay award funding - CEF	2,955	-	-	-	-	This allocates funding permanently for the cost for the 2023-24 pay award.
A/R.1.008	Support to Care Leavers - Council Tax Exemption Scheme	45	-	-	-	-	Transfer permanent funding to support council tax exemption scheme for eligible care leavers to CEF.
A/R.1.009	Centralisation of Legal Budgets	-2,142	-	-	-	-	Centralisation of legal budgets to Strategy & Partnerships.
1.99	REVISED OPENING GROSS EXPENDITURE	156,852	173,161	186,199	198,988	211,339	
2	INFLATION						
A/R.2.001	Children in Care placements inflation	2,696	1,432	1,482	1,533	1,587	Net inflation across the relevant Children in Care budgets is currently forecast at 7% for 2024/25.
A/R.2.002	Home to School Transport inflation	2,627	1,270	1,315	1,361	1,408	Forecast pressure for inflation relating to transport. This is estimated at 8% for 2024/25
A/R.2.003	CEF inflation - miscellaneous other budgets	205	54	54	55	55	Forecast pressure from inflation relating to miscellaneous other budgets.
A/R.2.004	Staff pay inflation	2,655	2,012	2,079	2,150	2,222	Assumed 5% increase for 2024-25 and 3.5% per annum thereafter
2.99	Subtotal Inflation	8,183	4,768	4,930	5,099	5,272	

Section 3 - A: Children Education & Families

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
3	DEMOGRAPHY AND DEMAND						
A/R.3.001	Funding for rising numbers and need of Children in Care	2,214	3,897	3,897	3,897	3,897	Additional budget required to provide care for children who become looked after due to an increase in the complexity of need and shortage of suitable placements.
A/R.3.002	Children with Disabilities	140	150	160	170	182	Additional funding required for the increase in Direct Payment packages provided for children and young people with disabilities under the age of 18 years.
A/R.3.003	Home to school transport mainstream	195	201	207	214	221	Additional funding required to provide home to school transport for pupils attending mainstream schools. This additional funding is required due to the anticipated increase in the number of pupils attending Cambridgeshire's schools in 2024-25.
A/R.3.004	Funding for Home to School Special Transport demand	2,210	2,439	2,692	2,971	3,279	Additional funding required to provide transport to education provision for children and young people with special educational needs (SEN). The additional funding is needed as there are increasing numbers of children with SEN and there is a trend towards increasingly complex needs, often requiring bespoke transport solutions.
3.99	Subtotal Demography and Demand	4,759	6,687	6,956	7,252	7,579	
4	PRESSURES						
A/R.4.001	Additional residential disability in house provision	241	-	-	-	-	- Funding for increased capacity within in house residential disability service.
A/R.4.002	Employee costs in Community Support Services	77	-	-	-	-	- Funding to support increased staffing costs within the Community Support Service in Children's Disability.
A/R.4.004	Contract costs previously grant funded	200	-	-	-	-	- Funding for Family Safeguarding services previously funded from grant which has now ceased.
A/R.4.006	Children in Care (CiC) Transport	250	-	-	-	-	- Additional funding to reflect in year pressures on CiC Transport.
A/R.4.007	Dedicated Schools Grant Contribution to Combined Budgets	733	-	-	-	-	- Based on historic levels of spend, an element of the Dedicated Schools Grant (DSG) spend is retained centrally and contributes to the overall funding for the LA. Following national changes, these historic commitments/arrangements have been reduced over time. This pressure removes the final remaining contribution to combined budgets.

Section 3 - A: Children Education & Families

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
A/R.4.008	SEND Capacity	310	-51	-68	-191		- Additional capacity in Statutory Assessment Team and SEND Admissions to meet statutory responsibilities.
A/R.4.009	SEND Capacity - Funded through Reserves	-310	51	68	191		- Above proposal funded through reserves.
A/R.4.010	Children's Social Care Capacity and Decoupling	500	-	-	-		- Additional investment to support required structure post decoupling and to increase capacity in Integrated Front Door.
A/R.4.011	Children in Care Placements Pressure	3,100	-	-	-		- Additional funding to reflect in year pressures on CiC Placements.
A/R.4.012	Children in Care Placements pressure - reserves funding	-3,100	3,100	-	-		- Reserves funding for CiC pressure.
A/R.4.013	Home to School Transport Pressure	1,980	-	-	-		- Additional funding to reflect in year pressures on Home to School Transport
4.99	Subtotal Pressures	3,981	3,100	-	-	-	
5	PRIORITIES & INVESTMENTS						
A/R.5.001	Leaving Care Local Offer	100	-	-	-		- Local offer to support Cambridgeshire care leavers.
A/R.5.002	Residential Strategy	546	1,365	273	-		- We will be developing a residential strategy that will enable us to better meet the needs of children coming into our care. The priority will be to increase local capacity for children in care through a combined approach of commissioning, market engagement, needs analysis and investment in Council provided homes. Aimed at reducing the numbers of children looked after in high cost independent homes and those that are looked after outside the Local Authority area. Linked to Savings proposal A/R.6.011.
A/R.5.003	Free School Meals holiday voucher scheme	3,000	-	-	-		- Since December 2020, the council has funded (via grant and core funding) a holiday voucher scheme to support families on low income to feed their children during the holidays. The investment of £3m will mean that annually 21,000 eligible children will receive up to £135 over the 6 holidays of the academic year. This represents a £45 reduction from previous rounds where we funded £180. The scheme will continue to support those children age 2 to 19 who meet our low income criteria – typically those families accessing universal credit earning less than £7,400. We will provide a supermarket voucher which will allow parents to select one of 10 supermarkets. Part funded from reserves see A/R.5.004

Section 3 - A: Children Education & Families

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
A/R.5.004	Free School Meals holiday voucher scheme - reserves funding	-1,500	-	1,500	-	-	- Reserves part funding for extension of Free School Meal holiday voucher scheme (see A/R.5.003)
5.99	Subtotal Priorities & Investments	2,146	1,365	1,773	-	-	
6	SAVINGS						
A/R.6.001	Children's Disability operational savings	-96	-	-	-	-	- Operational savings across Children's Disability
A/R.6.003	Targeted Support operational savings	-65	-	-	-	-	- Operational savings across Targeted Support services.
A/R.6.004	Family Safeguarding Service	-200	-	-	-	-	- Operational savings in non-staffing budgets across the Family Safeguarding service.
A/R.6.005	Social Care and Education Transport	-582	-171	-	-	-	- Due to the increasing costs of providing social and education transport, the Passenger Transport team will produce savings by reviewing high-cost single routes and moving them to shared travel arrangements where suitable, optimising high volume routes to ensure best value and consistent management of decision making through policy.
A/R.6.006	Efficiencies resulting from implementation of new IT system	223	-223	-	-	-	- Deferred saving as a result of delay in implementation of a new IT system within Education.
A/R.6.007	Children in Care Placements High-Cost Placements Review	-1,000	-	-	-	-	- Due to a lack of suitable and local placements for our children in care, particularly those with more complex needs, there is a forecast overspend on our budget of 3.1m. We will carry out reviews of the high-cost placements with a focus on step-down provision where needed / appropriate and carry out negotiations with providers. Alongside this, we will invest in training, to support social workers and foster carers, around challenging and complex behaviour and develop a programme to recruit emergency foster carers.
A/R.6.008	Children in Care Placements Unregulated Placements reduction in costs	-250	-	-	-	-	- Review commissioning processes for unregulated placements.
A/R.6.009	Early Years Service contract savings	-19	-	-	-	-	- Savings will arise from the retendering of a contract from April 2024.

Section 3 - A: Children Education & Families

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
A/R.6.010	Home to School Transport	-87	-63	-	-	-	Additional savings target added to workstream 4 of the Transport Transformation Strategy (Policy and Decision Making) directly linked to a) the review and making safe of walking routes and b) the amendment of transport policy to align with statutory duties.
A/R.6.011	Residential Strategy - Children in Care placements Saving	-435	-2,175	-870	-	-	We will be developing a residential strategy that will enable us to better meet the needs of children coming into our care. The priority will be to increase local capacity for children in care through a combined approach of commissioning, market engagement, needs analysis and investment in Council provided homes. Aimed at reducing the numbers of children looked after in high cost independent homes and those that are looked after outside the Local Authority area. Linked to Investment proposal A/R.5.002.
A/R.6.012	School Improvement Service operational savings	-49	-	-	-	-	Operational savings as a result of review and reduction of vacant post.
A/R.6.013	Corporate Parenting	-200	-250	-	-	-	Work to be undertaken within other teams, with members of staff moved to vacancies within these teams. This service is not one that exists in a standalone way in other councils. The saving is phased to allow a temporary investment in front door services to manage demand.
6.99	Subtotal Savings	-2,760	-2,882	-870	-	-	
	TOTAL GROSS EXPENDITURE	173,161	186,199	198,988	211,339	224,190	
7	FEES, CHARGES & RING-FENCED GRANTS						
A/R.7.001	Previous year's fees, charges & ring-fenced grants	-27,262	-27,360	-26,775	-26,815	-26,876	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
A/R.7.002	Changes to Fees and Charges from previous year	382	-	-	-	-	Adjustment for permanent changes to income expectation from decisions made in 2023-24, and adjustments to budgets made as a result of splitting out any Dedicated Schools Grant budgets from these tables.
A/R.7.004	Fees and charges inflation	-95	-17	-40	-61	-43	Increase in external charges to reflect inflationary increases.
A/R.7.101	Early Years additional income	-4	-	-	-	-	Increase in subscription income

Section 3 - A: Children Education & Families

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
A/R.7.102	School Improvement Service	-47	-	-	-	-	- Increased subscription income
A/R.7.103	Children's Targeted Support	-15	-	-	-	-	- Additional income target
A/R.7.104	Children's Disability - increase in external income	-10	-	-	-	-	- Income from training to external providers
A/R.7.105	Educational Safeguarding additional income	-7	-	-	-	-	- Additional income from subscriptions
A/R.7.201	Change in Public Health Grant	-309	602	-	-	-	- Change in ring-fenced Public Health grant, including reflecting expected treatment as a corporate grant from 2025-26, due to anticipated removal of ring-fence.
A/R.7.202	Arts Council Funding (Music Grant)	7	-	-	-	-	- Arts Council Funding (Music Grant) anticipated decrease in revenue grant for 2024-25
7.99	Subtotal Fees, Charges & Ring-fenced Grants	-27,360	-26,775	-26,815	-26,876	-26,919	
	TOTAL NET EXPENDITURE	145,801	159,424	172,173	184,463	197,271	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
A/R.8.001	Budget Allocation	-145,801	-159,424	-172,173	-184,463	-197,271	Net spend funded from general grants, business rates and Council Tax.
A/R.8.002	Fees & Charges	-20,174	-20,191	-20,231	-20,292	-20,335	Fees and charges for the provision of services.
A/R.8.007	Youth Justice Board Good Practice Grant	-500	-500	-500	-500	-500	Youth Justice Board Good Practice Grant.
A/R.8.015	Staying Put Implementation Grant	-210	-210	-210	-210	-210	DfE funding to support young people to continue to live with their former foster carers once they turn 18
A/R.8.016	Unaccompanied Asylum Seeking Children (UASC)	-3,700	-3,700	-3,700	-3,700	-3,700	Home Office funding to reimburse costs incurred in supporting and caring for unaccompanied asylum seeking children

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Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
A/R.8.018	Pupil Premium Grant	-1,364	-1,364	-1,364	-1,364	-1,364	Deployment of Pupil Premium Grant to support the learning outcomes of care experienced children
A/R.8.019	Arts Council Grant (Music)	-810	-810	-810	-810	-810	Cambridgeshire Music grant from the Arts Council
A/R.8.401	Public Health Funding	-602	-	-	-	-	Funding transferred to Service areas where the management of Public Health functions is undertaken by other County Council officers, rather than directly by the Public Health Team.
8.99	TOTAL FUNDING OF GROSS EXPENDITURE	-173,161	-186,199	-198,988	-211,339	-224,190	

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Table 4: Capital Programme
Budget Period: 2024-25 to 2033-34

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
A/C.01 A/C.01.021	Basic Need - Primary Confidential Scheme - Primary School	New 2 form entry school with 52 Early Years provision and community facilities: Basic Need requirement 420 places Early Years Basic Need 52 places Community facilities - Children's Centre		Committed	19,749	602	200	12,000	6,600	347	-	-
A/C.01.029	Confidential Scheme - Primary School	Expansion of provision in Sawtry: Primary Basic Need requirement 210 places with 2FE core. Early Years Basic Need 52 places		Committed	11,714	204	200	7,600	3,600	110	-	-
A/C.01.040	Ermine Street Primary, Alconbury, Phase 2	Expansion to 3 form entry school (Phase 2): Basic Need requirement 210 places		Committed	3,300	766	2,400	134	-	-	-	-
A/C.01.043	Confidential Scheme - Primary School	Expansion of 1 form entry school with 1 form entry Early Years: Basic Need requirement 210 places Early Years Basic Need 26 places (alternative site)		Committed	6,000	641	2,997	2,005	357	-	-	-
A/C.01.044	Confidential Scheme - Primary School	New 2 form entry school: Basic Need requirement 420 places Early Years requirement 52 places		2028-29	12,030	-	-	-	-	-	340	11,690
A/C.01.056	Confidential Scheme - Primary School	New 2 form entry school with 52 Early Years provision and community facilities: Basic Need requirement 420 places Early Years Basic Need 52 places		2025-26	13,500	-	-	400	8,900	3,900	300	-
A/C.01.069	Confidential Scheme - Primary School	Expansion of 0.5 form of entry: Basic Need requirement 60 places		Committed	1,000	10	-	-	50	940	-	-
A/C.01.071	Kennett Primary School	Relocation of existing provision. Includes expansion of 1 form of entry with 2 form entry core. Basic Need requirement 210 places Early Years requirement 26 places		Committed	10,123	5,419	4,500	204	-	-	-	-

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Table 4: Capital Programme
Budget Period: 2024-25 to 2033-34

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
A/C.01.073	Confidential Scheme - Primary School	New 3 form entry school with 3 form entry Core and 52 place Early Years provision: Basic Need requirement 630 places Early Years Basic Need 78 places		Committed	4,250	425	3,600	225	-	-	-	-
A/C.01.077	Confidential Scheme - Primary School	New 3 form entry school with 3 form entry Core and 52 place Early Years provision: Basic Need requirement 630 places Early Years Basic Need 78 places		Committed	19,521	1,472	500	11,000	6,100	449	-	-
A/C.01.080	Confidential Scheme - Primary School	Expansion to 120 pupils & internal works and new hall: Basic Need requirement 15 places		Committed	1,898	274	1,500	124	-	-	-	-
A/C.01.081	Confidential Scheme - Primary School	Expansion of school from 270 to 330 permanent places.		Committed	2,500	50	1,100	1,300	50	-	-	-
A/C.01.083	Confidential Scheme - Primary School	To combine separate budget lines in the Business Plan for three schools to support a review of primary school places in the area, as three individual expansion proposals are not considered to be the most effective or value for money approach to meeting Basic Need.		2024-25	9,657	-	20	250	6,000	3,200	187	-
A/C.01.084	Confidential Scheme - Primary School	Expansion to 2 form entry with 48 Early Years places: Basic Need requirement 105 places Early years requirement 24 places		Committed	4,000	50	750	3,100	100	-	-	-
	Total - Basic Need - Primary				119,242	9,913	17,767	38,342	31,757	8,946	827	11,690
A/C.02	Basic Need - Secondary											
A/C.02.007	Confidential Scheme - Secondary School	New 4 form entry school (with 6 form of entry core facilities) (Phase 1): Basic Need requirement 600 places		Committed	34,680	350	1,200	25,000	7,700	430	-	-
A/C.02.009	Confidential Scheme - Secondary School	New 4 form entry school (with 8 form entry core facilities): Basic Need requirement 600 places		Committed	37,027	500	15,000	20,800	727	-	-	-

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Table 4: Capital Programme
Budget Period: 2024-25 to 2033-34

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
A/C.02.014	Northstowe Secondary, phase 2	Additional capacity for Northstowe as all through age range school: Basic Need secondary requirement 600 places Post 16 provision 400 places Basic Need primary requirement 630 places Early Years requirement 78 places		Committed	53,450	24,114	24,100	5,236	-	-	-	-
A/C.02.015	Sir Harry Smith Community College	Expansion of 2 form entry: Basic Need requirement 300 places		Committed	9,991	9,921	70	-	-	-	-	-
A/C.02.016	Cambourne Village College Phase 3b	New 2 form entry secondary places with new 350 place sixth form provision: Basic Need requirement 650 places		Committed	35,820	34,802	1,018	-	-	-	-	-
A/C.02.017	Confidential Scheme - Secondary School	Expansion of 1 form entry: Basic Need requirement 150 places		Committed	1,000	250	745	5	-	-	-	-
A/C.02.018	Confidential Scheme - Secondary School	0.5 form entry expansion: Basic Need requirement 75 places		Committed	1,380	58	1,300	22	-	-	-	-
Total - Basic Need - Secondary					173,348	69,995	43,433	51,063	8,427	430	-	-
A/C.03	Basic Need - Early Years											
A/C.03.003	Local Authority Maintained Early Years Provision	Funding which enables the Council to increase the number of free Early Years funded places to ensure the Council meets its statutory obligation. This includes providing one-off payments to external providers to help meet demand as well as increasing capacity attached to Cambridgeshire primary schools.		Ongoing	8,531	6,031	1,040	1,460	-	-	-	-
Total - Basic Need - Early Years					8,531	6,031	1,040	1,460	-	-	-	-
A/C.04	Adaptations											
A/C.04.008	Duxford Community C of E Primary School Rebuild	Rebuild of Duxford Primary School after fire left preschool, reception, year 1 and year 2 class bases and ancillary rooms including offices, toilets, stores, entrance lobby's either completely destroyed or deemed uninhabitable as a result of structural damage and contamination by asbestos debris, fire, water and smoke.		Committed	7,953	7,646	307	-	-	-	-	-

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Table 4: Capital Programme
Budget Period: 2024-25 to 2033-34

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
A/C.04.010	Townley Primary Permanent Accommodation	The proposal is to remove the mobile classroom currently on the school's site and replace it with a permanent extension to the school to accommodate the Foundation Stage 3-5 year olds.		Committed	1,600	642	908	50	-	-	-	-
A/C.04.012	Confidential Scheme - Secondary School	Additional playing field provision.		2024-25	400	-	400	-	-	-	-	-
A/C.04.013	Confidential Scheme - Primary School	To provide one multi-purpose teaching space at the school, initially for wraparound care.		Committed	892	70	820	2	-	-	-	-
Total - Adaptations					10,845	8,358	2,435	52	-	-	-	-
A/C.05	Condition & Maintenance											
A/C.05.001	School Condition, Maintenance & Suitability	Funding that enables the Council to undertake work that addresses condition and suitability needs identified in schools' asset management plans, ensuring places are sustainable and safe.		Ongoing	24,000	-	3,250	3,250	2,500	2,500	2,500	10,000
Total - Condition & Maintenance					24,000	-	3,250	3,250	2,500	2,500	2,500	10,000
A/C.07	Schools Managed Capital											
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	7,020	-	780	780	780	780	780	3,120
Total - Schools Managed Capital					7,020	-	780	780	780	780	780	3,120
A/C.08	Specialist Provision											
A/C.08.003	SEND Pupil Adaptations	This budget is to fund child specific adaptations to facilitate the placement of children with (Special Educational Needs and Disabilities) SEND in line with decisions taken by the County Resourcing Panel.		Ongoing	150	-	150	-	-	-	-	-
A/C.08.004	Replacement Pilgrim Pupil Referral Unit - Medical Provision	Replacement required as current site will not be available for future use.		2025-26	4,000	-	-	50	2,970	950	30	-

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Table 4: Capital Programme
Budget Period: 2024-25 to 2033-34

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
A/C.08.007	Samuel Pepys Special School	Expansion to 165 places.		Committed	10,720	5,528	4,947	245	-	-	-	-
A/C.08.010	Confidential Scheme - Specialist Provision	The proposal is to create an additional 200 Special Educational Needs places across Cambridgeshire.		2024-25	2,535	-	355	2,155	25	-	-	-
A/C.08.011	New SEMH Provision Wisbech	Social Emotional Mental Health (SEMH) provision: SEMH Provision 30 additional places		Committed	17,785	16,801	984	-	-	-	-	-
A/C.08.012	Confidential Scheme - Specialist Provision	Expansion of existing special school to create 50 additional places.		Committed	8,000	303	4,800	2,850	47	-	-	-
A/C.08.013	Swavesey Village College - Martin Bacon Academy satellite	Provision of 40 spaces at the Swavesey Village College site.		Committed	1,300	590	710	-	-	-	-	-
A/C.08.014	Confidential Scheme - Specialist Provision	Provision of a special unit within mainstream schools which offers children and young people access to mainstream education alongside specialist support: SEMH provision in two schools - 10 places each		Committed	1,740	300	905	535	-	-	-	-
A/C.08.015	Confidential Scheme - Specialist Provision	Expansion of existing special school to create 60 additional places.		Committed	4,674	250	3,100	1,308	16	-	-	-
A/C.08.016	Alconbury Weald Prestley Wood SEND	Provision of new 150 place Area Special School, co-located with the new Alconbury Weald Secondary Academy.		Committed	37,800	32,518	5,000	282	-	-	-	-
	Total - Specialist Provision				88,704	56,290	20,951	7,425	3,058	950	30	-
A/C.09 A/C.09.001	Site Acquisition & Development Site Acquisition, Development, Analysis and Investigations	Funding which enables the Council to undertake investigations and feasibility studies into potential land acquisitions to determine their suitability for future school development sites.		Ongoing	750	-	150	150	150	150	150	-
	Total - Site Acquisition & Development				750	-	150	150	150	150	150	-

Section 3 - A: Children, Education and Families

Table 4: Capital Programme
Budget Period: 2024-25 to 2033-34

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
A/C.10 A/C.10.001	Temporary Accommodation Temporary Accommodation	Funding which enables the Council to increase the number of school places provided through use of mobile accommodation. This scheme covers the cost of purchasing new mobiles and the transportation of provision across the county to meet demand.		Ongoing	6,300	-	550	550	550	550	550	3,550
	Total - Temporary Accommodation				6,300	-	550	550	550	550	550	3,550
A/C.11 A/C.11.003	Children Support Services Buildings & Capital Team Capitalisation	Salaries for the Buildings and Capital Team are to be capitalised on an ongoing basis. These are budgeted as one line, but are eventually capitalised against individual schemes.		Ongoing	6,650	-	850	850	850	850	650	2,600
A/C.11.004	Housing Adaptations - Disabled Facilities grant top up	Contribution of funding towards high-cost housing adaptations to assist families with a disabled child / children and where an adaptation is required in the family home in order to meet the children's assessed housing needs.		2024-25	1,128	-	113	203	203	203	203	203
A/C.11.005	Children's Residential Services Capacity	A phased development of four residential children's homes (providing up to 10 placements), for direct access by Cambridgeshire County Council, for our children and young people in care.		2024-25	1,743	-	786	957	-	-	-	-
	Total - Children Support Services				9,521	-	1,749	2,010	1,053	1,053	853	2,803
A/C.14 A/C.14.001	Capital Programme Variation Variation Budget	The Council includes a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-44,905	-	-16,707	-14,500	-5,933	-2,235	-854	-4,676

Section 3 - A: Children, Education and Families

Table 4: Capital Programme
Budget Period: 2024-25 to 2033-34

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
A/C.14.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Ongoing	2,844	-	1,213	1,061	512	58	-	-
A/C.14.003	Environment Fund Transfer	Reallocation of Environment Fund in order to support some of the Net Zero-Emission Building (NZEB) costs incurred by school schemes.		Committed	-3,499	-3,499	-	-	-	-	-	-
	Total - Capital Programme Variation				-45,560	-3,499	-15,494	-13,439	-5,421	-2,177	-854	-4,676
	TOTAL BUDGET				402,701	147,088	76,611	91,643	42,854	13,182	4,836	26,487

Funding	Total Funding £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
Government Approved Funding								
Basic Need	42,475	18,151	12,479	9,599	150	940	-	1,156
Capital Maintenance	24,800	600	3,450	3,250	2,500	2,500	2,500	10,000
Devolved Formula Capital	7,020	-	780	780	780	780	780	3,120
Specific Grants	33,532	20,364	9,312	3,793	63	-	-	-
Total - Government Approved Funding	107,827	39,115	26,021	17,422	3,493	4,220	3,280	14,276
Locally Generated Funding								
Agreed Developer Contributions	113,854	45,719	19,452	22,945	12,418	4,512	409	8,399
Anticipated Developer Contributions	6,598	18	902	4,130	1,532	16	-	-
Prudential Borrowing	172,293	61,007	30,236	46,246	25,411	4,434	1,147	3,812
Other Contributions	2,129	1,229	-	900	-	-	-	-
Total - Locally Generated Funding	294,874	107,973	50,590	74,221	39,361	8,962	1,556	12,211
TOTAL FUNDING	402,701	147,088	76,611	91,643	42,854	13,182	4,836	26,487

Section 3 - A: Children, Education and Families

Table 5: Capital Programme - Funding

Budget Period: 2024-25 to 2033-34

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
A/C.01	Basic Need - Primary									
A/C.01.021	Confidential Scheme			Committed	19,749	90	9,082	-	-	10,577
A/C.01.029	Confidential Scheme			Committed	11,714	220	2,029	-	-	9,465
A/C.01.040	Ermine Street Primary, Alconbury, Phase 2			Committed	3,300	-	3,290	-	-	10
A/C.01.043	Confidential Scheme			Committed	6,000	237	728	-	-	5,035
A/C.01.044	Confidential Scheme			2028-29	12,030	1,156	10,874	-	-	-
A/C.01.056	Confidential Scheme			2025-26	13,500	-	13,500	-	-	-
A/C.01.069	Confidential Scheme			Committed	1,000	990	-	-	-	10
A/C.01.071	Kennett Primary School			Committed	10,123	2,240	4,090	-	-	3,793
A/C.01.073	Confidential Scheme			Committed	4,250	1,603	171	-	-	2,476
A/C.01.077	Confidential Scheme			Committed	19,521	842	10,591	-	-	8,088
A/C.01.080	Confidential Scheme			Committed	1,898	674	-	-	-	1,224
A/C.01.081	Confidential Scheme			Committed	2,500	1,000	39	-	-	1,461
A/C.01.083	Confidential Scheme			2024-25	9,657	300	7,789	-	-	1,568
A/C.01.084	Confidential Scheme			Committed	4,000	-	2,176	-	-	1,824
	Total - Basic Need - Primary				119,242	9,352	64,359	-	-	45,531
A/C.02	Basic Need - Secondary									
A/C.02.007	Confidential Scheme			Committed	34,680	2,060	6,863	-	-	25,757
A/C.02.009	Confidential Scheme			Committed	37,027	-	16,257	-	-	20,770
A/C.02.014	Northstowe Secondary, phase 2			Committed	53,450	15,430	26,100	-	-	11,920
A/C.02.015	Sir Harry Smith Community College			Committed	9,991	2,393	3,338	-	-	4,260
A/C.02.016	Cambourne Village College Phase 3b			Committed	35,820	12,441	14,100	-	-	9,279
A/C.02.017	Confidential Scheme			Committed	1,000	-	-	-	-	1,000
A/C.02.018	Confidential Scheme			Committed	1,380	30	1,069	-	-	281
	Total - Basic Need - Secondary				173,348	32,354	67,727	-	-	73,267
A/C.03	Basic Need - Early Years									
A/C.03.003	Local Authority Maintained Early Years Provision			Ongoing	8,531	1,600	346	168	-	6,417
	Total - Basic Need - Early Years				8,531	1,600	346	168	-	6,417
A/C.04	Adaptations									
A/C.04.008	Duxford Community C of E Primary School Rebuild			Committed	7,953	-	6	1,061	-	6,886
A/C.04.010	Townley Primary Permanent Accommodation			Committed	1,600	800	-	-	-	800
A/C.04.012	Confidential Scheme			2024-25	400	-	400	-	-	-
A/C.04.013	Confidential Scheme			Committed	892	-	892	-	-	-
	Total - Adaptations				10,845	800	1,298	1,061	-	7,686

Section 3 - A: Children, Education and Families

Table 5: Capital Programme - Funding

Budget Period: 2024-25 to 2033-34

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.05	Condition & Maintenance									
A/C.05.001	School Condition, Maintenance & Suitability			Ongoing	24,000	24,000	-	-	-	-
	Total - Condition & Maintenance		-		24,000	24,000	-	-	-	-
A/C.07	Schools Managed Capital									
A/C.07.001	School Devolved Formula Capital			Ongoing	7,020	7,020	-	-	-	-
	Total - Schools Managed Capital		-		7,020	7,020	-	-	-	-
A/C.08	Specialist Provision									
A/C.08.003	SEND Pupil Adaptations			Ongoing	150	-	-	-	-	150
A/C.08.004	Replacement Pilgrim Pupil Referral Unit - Medical Provision			2025-26	4,000	-	-	-	-	4,000
A/C.08.007	Samuel Pepys Special School			Committed	10,720	2,812	-	-	-	7,908
A/C.08.010	Confidential Scheme			2024-25	2,535	-	-	-	-	2,535
A/C.08.011	New SEMH Provision Wisbech			Committed	17,785	4,914	-	-	-	12,871
A/C.08.012	Confidential Scheme			Committed	8,000	8,000	-	-	-	-
A/C.08.013	Swavesey Village College - Martin Bacon Academy satellite			Committed	1,300	1,300	-	-	-	-
A/C.08.014	Confidential Scheme			Committed	1,740	1,740	-	-	-	-
A/C.08.015	Confidential Scheme			Committed	4,674	3,571	-	900	-	203
A/C.08.016	Alconbury Weald Prestley Wood SEND			Committed	37,800	10,364	4,000	-	-	23,436
	Total - Specialist Provision		-		88,704	32,701	4,000	900	-	51,103
A/C.09	Site Acquisition & Development									
A/C.09.001	Site Acquisition, Development, Analysis and Investigations			Ongoing	750	-	-	-	-	750
	Total - Site Acquisition & Development		-		750	-	-	-	-	750
A/C.10	Temporary Accommodation									
A/C.10.001	Temporary Accommodation			Ongoing	6,300	-	-	-	-	6,300
	Total - Temporary Accommodation		-		6,300	-	-	-	-	6,300
A/C.11	Children Support Services									
A/C.11.003	Buildings & Capital Team Capitalisation			Ongoing	6,650	-	-	-	-	6,650
A/C.11.004	Housing Adaptations - Disabled Facilities grant top up			2024-25	1,128	-	-	-	-	1,128
A/C.11.005	Children's Residential Services Capacity			2024-25	1,743	-	-	-	-	1,743
	Total - Children Support Services		-		9,521	-	-	-	-	9,521

Section 3 - A: Children, Education and Families

Table 5: Capital Programme - Funding

Budget Period: 2024-25 to 2033-34

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.14	Capital Programme Variation									
A/C.14.001	Variation Budget			Ongoing	-44,905	-	-17,278	-	-	-27,627
A/C.14.002	Capitalisation of Interest Costs			Ongoing	2,844	-	-	-	-	2,844
A/C.14.003	Environment Fund Transfer			Committed	-3,499	-	-	-	-	-3,499
	Total - Capital Programme Variation			-	-45,560	-	-17,278	-	-	-28,282
	TOTAL BUDGET				402,701	107,827	120,452	2,129	-	172,293

Section 3 - B: Adults, Health & Commissioning

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

Budget Period: 2024-25 to 2028-29

Net Revised Opening Budget 2023-24 £000	Service	Gross Budget 2024-25 £000	Fees, Charges & Ring-fenced Grants 2024-25 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
	Executive Director							
-32,517	Executive Director - Adults, Health & Commissioning	14,668	-52,968	-38,300	-38,988	-39,653	-39,615	-39,575
3,324	Performance & Strategic Development	3,471	-16	3,455	3,554	3,656	3,762	3,871
514	Principal Social Worker	539	-	539	558	577	597	618
-28,678	Subtotal Executive Director	18,678	-52,984	-34,306	-34,876	-35,419	-35,255	-35,086
	Service Director – LDP and Prevention							
379	Service Director – LDP and Prevention	353	-28	325	244	252	259	267
11,070	Prevention & Early Intervention	12,491	-1,085	11,406	11,811	12,230	12,662	13,109
2,340	Transfers of Care	2,463	-	2,463	2,555	2,651	2,749	2,851
2,899	Autism and Adult Support	4,301	-137	4,163	4,849	5,474	6,149	6,880
	<i>Learning Disabilities</i>							
7,095	Head of Service	7,315	-309	7,006	1,244	1,171	1,106	1,051
46,496	LD - City, South and East Localities	53,033	-2,584	50,449	39,732	41,826	44,765	48,079
44,044	LD - Hunts and Fenland Localities	49,984	-2,216	47,768	37,527	39,517	42,313	45,465
15,095	LD - Young Adults Team	16,953	-392	16,562	12,956	13,401	14,345	15,407
9,316	In House Provider Services	9,944	-285	9,659	8,423	8,693	8,971	9,260
-29,464	NHS Contribution to Pooled Budget	-	-33,353	-33,353	-0	-0	-0	-0
109,272	Subtotal Service Director – LDP and Prevention	156,837	-40,389	116,448	119,341	125,214	133,320	142,370
	Service Director – Care & Assessment							
831	Service Director - Care & Assessment	871	-	871	902	934	966	1,000
5,231	Assessment & Care Management	5,504	-43	5,461	5,633	5,812	5,996	6,187
1,529	Safeguarding	1,589	-	1,589	1,634	1,680	1,728	1,778
1,998	Adults Finance Operations	2,098	-10	2,088	2,154	2,224	2,295	2,369
	<i>Older People's and Physical Disabilities Services</i>							
33,791	Older Peoples Services - North	53,507	-15,009	38,498	42,132	46,403	50,965	55,836
37,161	Older Peoples Services - South	60,046	-17,653	42,393	46,333	50,691	55,480	60,604
5,667	Physical Disabilities - North	7,317	-758	6,560	7,203	7,896	8,628	9,399
6,466	Physical Disabilities - South	8,593	-1,120	7,473	8,193	8,969	9,788	10,653
92,674	Subtotal Service Director – Care & Assessment	139,525	-34,594	104,931	114,184	124,607	135,847	147,825
	Service Director - Commissioning							
1,038	Service Director - Commissioning	1,006	-21	985	1,105	1,289	1,479	1,674
2,587	Adults Commissioning - Staffing	2,915	-	2,915	3,004	3,097	3,192	3,291

Section 3 - B: Adults, Health & Commissioning

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

Budget Period: 2024-25 to 2028-29

Net Revised Opening Budget 2023-24 £000	Service	Gross Budget 2024-25 £000	Fees, Charges & Ring-fenced Grants 2024-25 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
7,312	Adults Commissioning - Contracts	10,747	-5,803	4,944	5,101	5,196	5,294	5,396
1,376	Children's Commissioning - Staffing	1,443	-	1,443	1,494	1,546	1,599	1,655
5,909	Housing Related Support	7,110	-596	6,513	6,738	6,968	7,205	7,448
2,101	Integrated Community Equipment Service	8,297	-6,059	2,239	2,383	2,468	2,557	2,647
	<i>Mental Health</i>							
3,698	Mental Health - Staffing	4,022	-57	3,966	4,091	4,220	4,355	4,493
2,760	Mental Health Commissioning	3,306	-549	2,757	2,998	3,107	3,219	3,334
6,967	Adult Mental Health	8,574	-432	8,143	8,849	9,845	10,865	11,911
8,464	Older People Mental Health	10,931	-1,549	9,382	9,972	10,694	11,720	12,789
42,212	Subtotal Service Director - Commissioning	58,351	-15,065	43,286	45,734	48,430	51,487	54,639
215,480	Adults, Health & Commissioning Budget Total	373,391	-143,032	230,359	244,383	262,832	285,398	309,747

Section 3 - B: Adults, Health & Commissioning

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2024-25

Service	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Priorities & Investments £000	Savings £000	Income Adjustments £000	Net Budget £000
Executive Director								
Executive Director - Adults, Health & Commissioning	-32,516	76	-	-	110	-3,136	-2,834	-38,300
Performance & Strategic Development	3,324	131	-	-	-	-	-	3,455
Principal Social Worker	514	25	-	-	-	-	-	539
Subtotal Executive Director	-28,678	232	-	-	110	-3,136	-2,834	-34,306
Service Director – LDP and Prevention								
Service Director – LDP and Prevention	379	10	-	-64	-	-	-	325
Prevention & Early Intervention	11,070	541	-	-	-	-161	-45	11,406
Transfers of Care	2,340	123	-	-	-	-	-	2,463
Autism and Adult Support	2,899	218	1,058	-	6	-5	-13	4,163
<i>Learning Disabilities</i>								
Head of Service	7,095	10	-	-	-99	-	-	7,006
LD - City, South and East Localities	46,496	3,425	1,890	-	-	-1,361	-	50,449
LD - Hunts and Fenland Localities	44,044	3,253	1,804	-	-	-1,333	-	47,768
LD - Young Adults Team	15,095	1,097	601	-	-	-231	-	16,562
In House Provider Services	9,316	343	-	-	-	-	-	9,659
NHS Contribution to Pooled Budget	-29,464	-	-	-	-	-	-3,889	-33,353
Subtotal Service Director – LDP and Prevention	109,272	9,018	5,353	-64	-93	-3,091	-3,947	116,448
Service Director – Care & Assessment								
Service Director - Care & Assessment	831	41	-	-	-	-	-	871
Assessment & Care Management	5,231	230	-	-	-	-	-	5,461
Safeguarding	1,529	60	-	-	-	-	-	1,589
Adults Finance Operations	1,998	89	-	-	-	-	-	2,088
<i>Older People's and Physical Disabilities Services</i>								
Older Peoples Services - North	33,791	2,531	2,235	1,396	100	-1,147	-408	38,498
Older Peoples Services - South	37,161	2,706	2,327	1,799	110	-1,327	-384	42,393
Physical Disabilities - North	5,667	542	396	-	17	-34	-28	6,560
Physical Disabilities - South	6,466	614	443	-	19	-37	-32	7,473
Subtotal Service Director – Care & Assessment	92,674	6,812	5,401	3,195	246	-2,545	-852	104,931
Service Director - Commissioning								
Service Director - Commissioning	1,038	444	-	-	12	-509	-	985
Adults Commissioning - Staffing	2,587	119	-	-	209	-	-	2,915
Adults Commissioning - Contracts	7,312	125	-	-	-	-1,011	-1,482	4,944
Children's Commissioning - Staffing	1,376	67	-	-	-	-	-	1,443
Housing Related Support	5,909	587	-	-	17	-	-	6,513
Integrated Community Equipment Service	2,101	106	34	-	-	-	-2	2,239
<i>Mental Health</i>								
Mental Health - Staffing	3,698	168	-	-	-	100	-	3,966

Section 3 - B: Adults, Health & Commissioning

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2024-25

Service	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Priorities & Investments £000	Savings £000	Income Adjustments £000	Net Budget £000
Mental Health Commissioning	2,760	274	-	-	8	-75	-210	2,757
Adult Mental Health	6,967	567	758	-	18	-157	-10	8,143
Older People Mental Health	8,464	777	523	-	21	-382	-21	9,382
Subtotal Service Director - Commissioning	42,212	3,233	1,315	-	285	-2,034	-1,725	43,286
Adults, Health & Commissioning Budget Total	215,480	19,295	12,069	3,131	548	-10,806	-9,358	230,359

Section 3 - B: Adults, Health & Commissioning

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
1	OPENING GROSS EXPENDITURE	339,882	373,391	355,793	376,105	399,892	
B/R.1.001	Permanent Virements - PVs	1,780	-	-	-	-	- Virements making permanent changes to budgets during 2023-24
B/R.1.002	Transfer of Function - Local Assistance Scheme	-300	-	-	-	-	- The movement of services between Directorates during 2023-24.
B/R.1.003	Adult Social Care Market Sustainability and Improvement Fund	43	-	-	-	-	- Increased expenditure budget related to this ringfenced grant, not otherwise captured in increases in spend listed below
B/R.1.004	Adult Social Care Discharge Fund	1,418	-	-	-	-	- Increased expenditure budget relating to this ringfenced grant
B/R.1.005	Public Health Grant	53	-	-	-	-	- Change in base budget relating to the costs funded by the Public Health grant.
B/R.1.006	Social Care in Prisons Grant	-29	-	-	-	-	- Reduction in Social Care in Prisons grant received in 2022-23 and impact on future year assumptions.
B/R.1.007	Improved Better Care Fund	-1	-	-	-	-	- Minor adjustment in system budget for this grant
B/R.1.008	Base adjustment for ending of Learning Disability Partnership pooled budget	-	-33,353	-	-	-	- Base adjustment for ending of Learning Disability Partnership pooled budget
B/R.1.009	Transfer of 2023-24 pay award funding – AHC	2,644	-	-	-	-	- This allocates funding permanently for the cost for the 2023-24 pay award.
B/R.1.010	Centralisation of Legal Budgets	-181	-	-	-	-	- Centralisation of legal budgets to Strategy & Partnerships.
1.99	REVISED OPENING GROSS EXPENDITURE	345,309	340,038	355,793	376,105	399,892	
2	INFLATION						
B/R.2.001	Adult social care providers inflation	1,950	2,581	2,802	3,041	3,296	Forecast pressure from general inflation relating to care providers.

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Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
B/R.2.002	Impact of increases in the National Living Wage (NLW) on Adult Social Care Contracts	16,351	5,388	5,816	6,297	6,809	The National Living Wage will rise to £11.44 in 2024-25. This will have an impact on the cost of purchasing care from external providers. In addition, the Council has committed to paying the Real Living Wage (RLW), and an additional investment of £500k is being made to allow providers to continue to pay RLW (B/R.5.008). This reflects the fact that RLW is growing at a higher % rate than NLW for 2024-25. NLW pressures in later years follow OBR estimates and assume a 3% increase each year.
B/R.2.003	AHC inflation - miscellaneous other budgets	427	207	194	207	211	Forecast pressure for inflation relating to miscellaneous other budgets
B/R.2.004	Staff pay inflation	2,542	1,979	2,046	2,115	2,187	Assumed 5% increase for 2024-25 and 3.5% thereafter
B/R.2.005	Provider inflation on Learning Disability services attributable to Cambridgeshire and Peterborough Integrated Care Board	1,771	-	-	-	-	Under the current Learning Disability Partnership (LDP) pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. The Council's share of provider inflation on services to people with learning disabilities is included in B/R.2.001 and 2,002 above.
B/R.2.006	Staffing and other inflation on Learning Disability services attributable to C&P ICB	99	-	-	-	-	C&P ICB contribution to staffing inflation on services for people with learning disabilities. The Council's share of staffing and other inflation on services to people with learning disabilities is included in B/R.2.003 and 2,004 above.
2.99	Subtotal Inflation	23,140	10,155	10,858	11,660	12,503	
3	DEMOGRAPHY AND DEMAND						
B/R.3.001	Additional funding for Older People demand	4,562	4,960	5,162	5,372	5,590	Additional funding to ensure we meet the demand for care amongst older people providing care at home as well as residential and nursing placements. In recent years the impact of Covid-19 resulted in a shift away from bed based care. However, we have seen demand rise again in 2023-24 at the sort of levels we were seeing pre-pandemic. This activity is expected to continue and current patterns of activity and expenditure is modelled forward, with account being taken of increasing complexity of cases coming through the service. B/R.4.002 reflects the pressure we will see in 2024-25 from increased service user numbers in 2023-24 which were not budgeted for.
B/R.3.002	Funding for additional Physical Disabilities demand	839	943	971	1,001	1,031	Additional funding to ensure we meet the increased demand for care for people with physical disabilities. The current pattern of activity and expenditure is modelled forward using population forecasts and activity data. Account is then taken of increasing complexity as a result of increasing need, in particular, more hours of domiciliary care are being provided per person. This work has supported the case for additional funding of £839k in 2024-25 to ensure we can continue to provide the care for people who need it.

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Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
B/R.3.003	Additional funding for Autism and Adult Support demand	1,058	585	505	539	576	Additional funding to ensure we are able to support the increasing number of autistic adults. Demand funding reflects both expected increases in numbers of people being supported, and increasing needs of the existing cohort.
B/R.3.004a	Additional funding for Learning Disability demand	3,297	3,665	4,200	4,311	4,555	Under the current Learning Disability Partnership (LDP) pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by Cambridgeshire & Peterborough ICB (C&P ICB), This line reflects additional CCC funding to ensure we meet the rising level of needs amongst people with learning disabilities.
B/R.3.004b	Additional funding for Learning Disability demand attributable to C&P ICB	998	-	-	-	-	This line reflects additional ICB funding to ensure we meet the rising level of needs amongst people with learning disabilities.
B/R.3.005	Funding for Older People Mental Health Demand	523	523	523	523	523	Additional funding to ensure we meet the increased demand for care amongst older people with mental health needs, providing care at home as well as residential and nursing placements. The current pattern of activity and expenditure is modelled forward using population forecasts to estimate the additional budget requirement for each age group and type of care. This work has supported the case for additional funding of £523k in 2024-25 to ensure we can continue to provide the care for people who need it.
B/R.3.006	Funding for Adult Mental Health Demand	758	758	758	758	758	Additional funding to ensure we meet the increased demand for care amongst working age adults with mental health needs. The current pattern of activity and expenditure is modelled forward using population forecasts and data relating to the prevalence of mental health needs. This data is showing particular growth in supported living placements. This work has supported the case for additional funding of £758k in 2024-25 to ensure we can continue to provide the care for people who need it.
B/R.3.007	Funding for additional demand for Community Equipment	34	35	35	35	35	Over the last five years, our strategy has seen a positive movement in supporting people to live at home for longer, maximising their independence through the use of community equipment as a key element of our prevention and early intervention approach. Additional funding is required to maintain the proportion of people supported to live independently, through the provision of community equipment and home adaptations. This requirement is important in the context of a rising population and the increasing complexity of the needs of the people in question.
3.99	Subtotal Demography and Demand	12,069	11,469	12,154	12,539	13,068	

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Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
4	PRESSURES						
B/R.4.001	Adult Social Care market pressures - workforce development	-64	-88	-	-	-	- Ending of one off funding to support workforce development in the Adult Social Care market. Total investment £240k over 2 years.
B/R.4.002	Older People pressure from additional growth in 2023-24	3,195	-	-	-	-	- Full year impact of unexpectedly high growth in Older People placement numbers in 2023-24
4.99	Subtotal Pressures	3,131	-88	-	-	-	
5	PRIORITIES & INVESTMENTS						
B/R.5.001	Adults Retention Payments	-62	10	-49	-	-	- An investment was made into retention payments in previous years; this line reflects the planned reduction of the new budget required for that over time as other costs come down.
B/R.5.002	Reviews of Learning Disability packages	-280	-	-	-	-	- Repayment of one-off investment for reviews of the care and support provided to people with learning disabilities to ensure the right level of care is provided (links to B/R.6.005)
B/R.5.003a	Investment in commissioners to support development of supported living offer	108	-	-	-	-	- Investment in 2 full-time equivalent (FTE) commissioners to support development of supported living offer to manage future demand - links to saving B/R.6.014
B/R.5.003b	C&P ICB share of costs of commissioners to support development of supported living offer	32	-	-	-	-	- Under the current Learning Disability Partnership (LDP) pooled budget arrangements, 76.78% of net LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the costs of investments and any savings delivered within the pooled budget will also be in part attributable to the ICB. Links to saving B/R.6.014
B/R.5.004a	Commissioning manager to manage Learning Disability voids	53	-	-	-	-	- Investment in commissioning manager to deliver savings from voids in properties where people with learning disabilities have tenancies - links to saving B/R.6.007
B/R.5.004b	C&P ICB share of costs of commissioning manager for LD voids	16	-	-	-	-	- Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB.
B/R.5.005a	Investment in staffing to deliver cost avoidance savings	150	-	-	-150	-	- Investment from reserves to support Residential / nursing project - investment in 1 commissioner / Broker, and 2 social worker posts into Duty team to deliver cost avoidance by increasing independence for mental health placements. - links to saving B/R.6.009

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Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
B/R.5.005b	Investment into review of In house provision and opportunities	100	-100	-	-	-	One off investment funded from reserves to support scoping of opportunities associated with delivery of in-house services savings - links to savings B/R.6.030 - B/R.6.032
B/R.5.005c	Investment into review of Discharge pathways	500	-500	-	-	-	One off investment funded from reserves to undertake a diagnostic review of local hospital discharge pathways to ensure we are embedding the home first approach and maximising opportunities to support people to optimise their recovery and independence post discharge. Links to savings B/R.6.027 - B/R.6.029.
B/R.5.005d	Investment into review of prevention agenda	363	-305	-58	-	-	One off investment funded from reserves to support expansion of Care Together programme to deliver an all-age locality prevention strategy to manage demand. This includes further developing the prevention agenda across the breadth of adult social care, to support people's independence and preventing people needing to access adults services. It also includes exploration of opportunities to enhance the council's digital offer, to promote more self-service. Links to saving B/R.6.024.
B/R.5.005e	Investment into review of Learning Disability spend	498	-498	-	-	-	One off investment funded from reserves to ensure capacity and resource to support delivery of change in services for people with learning disabilities. Links to savings B/R.6.016 - B/R.6.019.
B/R.5.005f	Investment in expansion of LD Shared Lives outreach	104	-58	-46	-	-	One off investment funded from reserves in additional resource to support the expansion of the outreach service for people with learning disabilities. Links to saving B/R.6.020a.
B/R.5.005g	Investment required for decoupling of Learning Disability pooled budget	1,115	-1,115	-	-	-	One off investment funded from reserves in capacity and resource to support the work needed to decouple the Learning Disability Partnership pooled budget arrangement with C&P ICB. Links to saving B/R.6.038
B/R.5.005h	Funding from Adults reserves for invest to save schemes	-510	256	104	150	-	Investment from Adults reserves funding to contribute towards the cost of one off investments to support delivery of adults savings. Links to investments B/R.5.005a-g.
B/R.5.005i	Funding from Just Transition Fund for invest to save schemes	-2,320	2,320	-	-	-	Investment from Just Transition funding to contribute towards the cost of one off investments to support delivery of adults savings. Links to investments B/R.5.005a-g.
B/R.5.006	C&P ICB share of investment into review of learning Disability spend	150	-150	-	-	-	Under the current Learning Disability Partnership (LDP) pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. Links to savings B/R.6.016-B/R.6.019

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Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
B/R.5.007	C&P ICB share of investment in LD Shared Lives outreach	31	-31	-	-	-	Under the current Learning Disability Partnership (LDP) pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. Links to saving B/R.6.020a.
B/R.5.008	Investment to support continuing payment of the Real Living Wage	500	-	-	-	-	We are making specific investment to enable providers to pay their staff the Real Living Wage. This will enable providers to increase staff pay in line with the increase in Real Living Wage to £12 per hour for 2024/25.
5.99	Subtotal Priorities & Investments	548	-171	-49	-	-	
6	SAVINGS						
B/R.6.001	Independent Living Service - Huntingdonshire	-	-114	-	-	-	We are exploring alternative models of delivery for residential and nursing care provision, including a tenancy based model that offers more choice and control for people at a lower cost to the council.
B/R.6.002	Expansion of Direct Payments	-32	-60	-	-	-	Savings generated by investment in 2022-23 to increase the uptake of Direct Payments. To secure delivery of this saving the Self-Directed Support Programme has been reviewed to re-focus on delivery over the course of 2024/25 and 2025/26 with clear timescales and responsibilities set. This work will cover a range of activities including market shaping and development activities, improvement of processes and systems, practice improvements, a focus on the use of direct payments as part of the transition process from children's to adults' services and further development of Individual Service Funds.
B/R.6.003	Decommissioning of block contracts for car rounds providing homecare	-2,473	-100	-	-	-	We currently have provision to deliver homecare in the county using cars, enabling people to return from hospital, and providing care for people in hard-to-reach places. However, with demand being met by mainstream homecare providers, the 26 homecare cars have a very low level of use and are no longer cost effective. Decommissioning of these contracts will be phased from January onwards. Due to good capacity in the market to meet demand, alongside local models of delivery being developed through our Care Together programme, the decommissioning should have no negative impacts for people requiring home care.
B/R.6.004	Mental Health section 75 vacancy factor	100	-	-	-	-	Savings from vacant posts due to staff turnover in our section 75 agreement with health partners were taken on a one-off basis in 2023-24. This aligned with the vacancy factors we carry across our other CCC teams recognising that there will always be some posts vacant as people leave and new people are recruited. But in the longer term we are looking to full recruitment for this team.

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Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
B/R.6.005a	Learning Disability mid-cost range placement review	-203	-	-	-	-	Review of the care and support provided to people with learning disabilities packages to ensure the right level and type of support is provided to allow people to be as independent and connected to their own communities as possible - links to B/R.5.002
B/R.6.005b	ICB share of Learning Disability mid-cost placement reviews	-61	-	-	-	-	Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the costs of investments and any savings delivered within the pooled budget will also be in part attributable to the ICB - links to B/R.5.002
B/R.6.006	Mental Health supported accommodation	-137	-267	-	-	-	Savings on retendering and restructuring of mental health supported accommodation provision.
B/R.6.007a	Learning Disability Voids Saving	-230	-	-	-	-	Savings from ensuring best use of pre-paid contracted capacity when finding accommodation for people with learning disabilities, reducing void rates and the use of spot placements. Saving attributable to the Learning Disability Pooled budget arrangements - links to investment B/R.5.004.
B/R.6.007b	ICB share of LD voids saving	-70	-	-	-	-	Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. - links to investment B/R.5.004
B/R.6.008a	Reduction in 1 day of care	-398	-	-	-	-	Adjustment in number of days budgeted for in 2023-24 and creation of sinking fund to accommodate future leap year increases and decreases in costs
B/R.6.008b	ICB share of reduction of 1 day of care (day 366)	-58	-	-	-	-	ICB share of the LD element of the saving in care costs as a result of there being 1 less day in 2024-25 than in 2023-24. And creation of sinking fund to accommodate future leap year increases and decreases in costs.
B/R.6.009	Mental Health residential and community	-357	-357	-262	-	-	A three-year investment to deliver savings, focused on three key areas for improvements in the current commissioned provision of mental health social care services: Sharing resources with existing residential or nursing placements, for example adding one-to-one care in addition, where required, rather than isolated packages; Rolling out the Step Care model for early intervention to promote independence and help reduce escalation in needs - links to investment B/R.5.005
B/R.6.010	Block beds void management	-380	-	-	-	-	Making best use of block contract capacity when making placements, reducing the rate of voids and the number of spot placements being made.

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Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
B/R.6.011	Reablement surplus following restructure	-91	-	-	-	-	- Surplus budget following restructure of teams
B/R.6.012	Historic saving from ending of Lifelines service	-70	-	-	-	-	- Historic savings target now achievable
B/R.6.013a	Prevent, reduce and delay needs presenting - reablement	-480	-465	-	-	-	Our reablement service provides short term support for up to six weeks to help people regain their independence, for example after an illness or a stay in hospital, preventing the need to go into longer term care support. We aim to achieve greater capacity in the service to allow more reablement activity to be undertaken and support more people to continue living in their own homes for longer. This work will be further refined in year by the outcomes of the review of hospital discharge pathways to improve outcomes for people leaving hospital. See 6.027-29.
B/R.6.013b	ICB share of Prevent, reduce and delay needs presenting - reablement	-45	-	-	-	-	Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the costs of investments and any savings delivered within the pooled budget will also be in part attributable to the ICB.
B/R.6.014	Accommodation - Supported Living, core and cluster capacity	-	-230	-230	-	-	Development of supported living offer to manage future demand. Ensuring local capacity to meet needs at sustainable costs, reducing the need for more costly out of area placements. - links to investment B/R.5.003.
B/R.6.015	Prevention Agenda - Digital Innovation	-300	-	-	-	-	Front door process and practice. Maximising opportunities for digitalisation, web based, self serve and Artificial Intelligence (AI) tools to support self-management and manage demand and support efficiencies in the service. This will build on a range of non-digital access options, so people feel supported with a range of options and are not digitally excluded.
B/R.6.016a	Learning Disability Low Cost placement review	-130	-130	-	-	-	Review of packages to ensure the right level of care is provided and people are supported to be as independent as possible in their own homes. Links to investment B/R.5.006
B/R.6.016b	ICB share of Learning Disability - low cost placement review	-39	-	-	-	-	Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the costs of investments and any savings delivered within the pooled budget will also be in part attributable to the ICB. Links to investment B/R.5.006
B/R.6.017	Learning Disability Vehicle Fleet Reduction	-50	-	-	-	-	- Vehicle reduction by centralising day services fleet

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Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
B/R.6.018a	Learning Disability Respite Utilisation	-190	-95	-	-	-	- Increase respite utilisation rates by optimising scheduling and maximising use of the service
B/R.6.018b	ICB share of Learning Disability - respite utilisation	-57	-	-	-	-	- Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the costs of investments and any savings delivered within the pooled budget will also be in part attributable to the ICB.
B/R.6.019a	Learning Disability Negotiation with providers	-449	-	-	-	-	- Stronger contract management and relationships with providers to support more robust oversight of contract monitoring and performance. This will ensure that we maximise capacity and get the best value for money.
B/R.6.019b	ICB share of Learning Disability - negotiation with providers	-136	-	-	-	-	- Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the costs of investments and any savings delivered within the pooled budget will also be in part attributable to the ICB.
B/R.6.020a	Learning Disability Cambridgeshire Outreach	-200	-	-	-	-	- Expand outreach services, to support people more effectively in local areas, reducing the demand on other services. Links to investment B/R.5.007.
B/R.6.020b	ICB share of Learning Disability - Cambridgeshire Outreach	-60	-	-	-	-	- Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the costs of investments and any savings delivered within the pooled budget will also be in part attributable to the ICB.
B/R.6.021a	Learning Disability Enablement	-300	-	-	-	-	- Development of an enablement offer for people with learning disabilities to support the skills and technology needed for people to live their lives as independently as possible.
B/R.6.021b	ICB share of Learning Disability - Enablement	-91	-	-	-	-	- Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the any savings delivered within the pooled budget will also be in part attributable to the ICB.
B/R.6.024	Prevention Agenda - All Age Locality Strategy	-177	-	-	-	-	- Improve commissioning opportunities, aligned to locality model to maximise delivery of home first model, and expansion of an all-age prevention and early intervention offer on a locality basis to manage future demand into services.
B/R.6.025	Mental Health Recommissioning Supported Accommodation	-75	-75	-	-	-	- Savings on retendering and restructuring of Mental Health supported accommodation provision.

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Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
B/R.6.026	Independent Living Service - East Cambridgeshire	-	-	-119	-	-	We are exploring alternative models of delivery for residential and nursing care provision, including a tenancy based model that offers more choice and control for people at a lower cost to the council.
B/R.6.027	Review discharge pathways - Pathway 3, Reduce bed based care	-400	-	-	-	-	Opportunity to undertake a diagnostic of current arrangements for hospital discharge pathways to ensure we are maximising support available, with a home first approach, to maximise independence with a focus on reducing reliance on referrals into long term bed-based care.
B/R.6.028	Review discharge pathways - Pathway 3, Reduce homecare	-400	-	-	-	-	Opportunity to undertake a diagnostic of current arrangements for hospital discharge pathways to ensure we are maximising support available, in the correct setting, with a focus on reducing reliance on referrals into long term homecare.
B/R.6.029	Review discharge pathways - Pathway 2, Reduce bed based care	-400	-	-	-	-	Opportunity to undertake a diagnostic of current arrangements for hospital discharge pathways to ensure we are maximising support available, with a home first approach, to maximise independence with a focus on reducing reliance on referrals into interim bed-based care.
B/R.6.030	Review in house services - Cost avoidance / efficiencies and new opportunities	-300	-	-	-	-	To include exploration of efficiencies in operations and opportunities for growth in in-house services, with a focus on maximising independence to deliver cost-avoidance and demand management savings and diversification of new opportunities.
B/R.6.031	Review in house services - supported living	-400	-	-	-	-	To include exploration of efficiencies in operations and opportunities for growth in in-house services, with a focus on supported living. Aligned with saving B/R.6.030.
B/R.6.032	Review in house services - Respite / residential	-300	-	-	-	-	To include exploration of efficiencies in operations and opportunities for growth in in-house services, with a focus on respite and residential services. Aligned with saving B/R.6.030.
B/R.6.033	Extra Care	-350	-	-	-	-	Savings due to recurring budget underspend. Budget has been reviewed in line with current forecast demand for services.
B/R.6.034	Advocacy contract recommissioning	-128	-	-	-	-	Savings on retendering and restructuring of advocacy contract.

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Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
B/R.6.035	Care Home Trusted Assessor service	-69	-	-	-	-	Savings on decommissioning of current service provision and restructuring to an alternative delivery model which has been brought in-house.
B/R.6.036	Adults, Health and Commissioning vacancy factor	-560	-	-	-	-	Like other areas of the Council there is a level of underspending in staffing budgets across Adults, Health and Commissioning due to a variety of factors, such as a time lag between resignations and appointments, as well as recruitment challenges. To reflect this, we have offered an additional vacancy saving for 2024/25 onwards.
B/R.6.037a	Day Opportunities	-200	-	-	-	-	Review of day opportunities for people with learning disabilities to ensure services represent an up to date offer that supports people to achieve their individual outcomes drawing on strengths and community assets as well as paid services where needed. This work will be co-produced and developed during 2024-25.
B/R.6.037b	ICB share of Day Opportunities	-60	-	-	-	-	Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the any savings delivered within the pooled budget will also be in part attributable to the ICB.
B/R.6.038	Savings from ending of Learning Disability pooled budget arrangements	-	-3,717	-2,040	-412	-	Ensuring appropriate health contributions to packages of care jointly funded by the council and the ICB following the ending of the current Learning Disability Partnership pooled budget arrangement with C&P ICB.
6.99	Subtotal Savings	-10,806	-5,610	-2,651	-412	-	
	TOTAL GROSS EXPENDITURE	373,391	355,793	376,105	399,892	425,463	
7	FEES, CHARGES & RING-FENCED GRANTS						
B/R.7.001	Previous year's fees, charges & ring-fenced grants	-124,755	-143,031	-111,409	-113,272	-114,493	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
B/R.7.002	Changes to Fees and Charges from previous year	-5,021	-	-	-	-	Adjustment for permanent changes to income expectation from decisions made in 2023-24
B/R.7.003	Fees and charges inflation	-292	-149	-143	-154	-155	Increase in external charges to reflect inflationary increases

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Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
B/R.7.004	Client contributions inflation	-3,553	-1,067	-1,067	-1,067	-1,067	Increase in anticipated contributions paid for care in line with the current charging policy and national regulations
B/R.7.005a	Learning Disability Partnership Pooled Budget - cost share	-1,469	-	-	-	-	In Cambridgeshire most spend on care for people with learning disabilities is currently paid for from the Learning Disability Partnership budget, to which both the council and NHS contribute. We have been seeking to re-establish the relative social care and health needs of the people supported by the Learning Disability Partnership to ensure that their care is funded by the correct organisation. Work on a sample of cases suggests a rebaselining will be in the council's favour. This line is based on the outcomes for that sample being representative, with some dampening in 2024-25. Beyond 2024-25 the shift in the Council's anticipated share of LDP costs is recognised as a saving (B/R.6.023) as the Council has served notice on the pooled budget arrangements. Links to B/R.6.038.
B/R.7.005b	Increased ICB contributions - share of demand, inflation, investments and savings	-2,420	-	-	-	-	Contribution to Learning Disability demand, inflation, investments and savings attributable to C&P ICB in line with the current Learning Disability pooled budget arrangement.
B/R.7.006	Increased income from reducing Financial Assessments backlog	-931	-90	-	-	-	The financial assessments service currently has a significant number of backlog cases due to staff vacancies and increasing complexity of case management. We propose to invest in outsourcing a proportion of the case work to a third-party provider who can carry out the work on our behalf. In addition to reducing the uncertainty and stress for clients awaiting the assessment, it will positively address income to the council.
B/R.7.007	Increased Health income	-	-120	-	-	-	Increased Continuing Health Care capacity generating additional Health income
B/R.7.008	Income for Prisons end of life care	-45	-	-	-	-	Health income for end of life care
B/R.7.101	Change in Public Health Grant	-329	329	-	-	-	Change in ring-fenced Public Health grant to reflect expected treatment as a corporate grant from 2025-26, due to anticipated removal of ring-fence.
B/R.7.102	Uplift in Better Care Fund	-1,637	-634	-653	-	-	The 2023-24 Better Care Fund uplift exceeded the budget set in the last Business Plan. In addition, an uplift for 2024-25 is anticipated. These annual uplifts enable us to utilise these funds to offset the demand pressures in Adult Social Care in line with the national conditions of the grant.

Section 3 - B: Adults, Health & Commissioning

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
B/R.7.103	Adult Social Care Market Sustainability and Improvement Fund	-1,192	-	-	-	-	- Increase in Adult Social Care Market Sustainability and Improvement Fund
B/R.7.104	Adult Social Care Discharge Fund	-1,418	-	-	-	-	- Increase in Adult Social Care Discharge Fund
B/R.7.105	Reduction in Social Care in Prisons grant	29	-	-	-	-	- Reduction in Social Care in Prisons grant received in 2022-23 and impact on future year assumptions
B/R.7.106	Adjustment to Improved Better Care Fund income	1	-	-	-	-	- Technical adjustment relating to this grant for 2023-24.
B/R.7.107	Change in income reflecting end of Learning Disability pooled budget arrangements	-	33,353	-	-	-	- Change in income reflecting end of Learning Disability pooled budget arrangements
7.99	Subtotal Fees, Charges & Ring-fenced Grants	-143,032	-111,409	-113,272	-114,493	-115,715	
	TOTAL NET EXPENDITURE	230,359	244,384	262,833	285,399	309,748	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
B/R.8.001	Budget Allocation	-230,359	-244,383	-262,832	-285,398	-309,747	Net spend funded from general grants, business rates and Council Tax.
B/R.8.002	Fees & Charges	-92,343	-60,416	-61,626	-62,847	-64,069	Fees and charges for the provision of services
B/R.8.003	Better Care Fund (BCF) Allocation for Social Care	-21,147	-21,781	-22,434	-22,434	-22,434	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.
B/R.8.004	Social Care in Prisons Grant	-330	-330	-330	-330	-330	Care Act New Burdens funding.
B/R.8.005	Improved Better Care Fund	-15,170	-15,170	-15,170	-15,170	-15,170	Improved Better Care Fund grant.
B/R.8.006	Adult Social Care Market Sustainability and Improvement Fund	-10,168	-10,168	-10,168	-10,168	-10,168	Adult Social Care Market Sustainability and Improvement Fund

Section 3 - B: Adults, Health & Commissioning

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
B/R.8.007	Adult Social Care Discharge Fund	-3,545	-3,545	-3,545	-3,545	-3,545	Adult Social Care Discharge Fund
B/R.8.008	Public Health Funding	-329	-	-	-	-	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.
8.99	TOTAL FUNDING OF GROSS EXPENDITURE	-373,391	-355,793	-376,105	-399,892	-425,463	

Section 3 - B: Adults, Health and Commissioning

Table 4: Capital Programme
Budget Period: 2024-25 to 2033-34

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
B/C.1 B/C.1.001	Adult Social Care Disabled Facilities Grant	Funding provided through the Better Care Fund, 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	45,630	-	5,070	5,070	5,070	5,070	5,070	20,280
B/C.1.002	Integrated Community Equipment Service	Funding to continue annual capital investment in community equipment that helps people to sustain their independence. The Council contributes to a pooled budget purchasing community equipment for health and social care needs for people of all ages.		Ongoing	3,600	-	400	400	400	400	400	1,600
B/C.1.003	Independent Living Service : East Cambridgeshire	Independent Living Service accommodation in Ely for 65 people and an additional 15 health beds.	A/R.6.180, C/R.7.119	Committed	22,200	816	10,384	11,000	-	-	-	-
B/C.1.004	Independent Living Services	Independent Living Service accommodation in Fenland, Huntingdonshire and South Cambridgeshire, providing accommodation for 80 people in total across the three schemes.	TBC	2027-28	22,000	-	-	-	-	11,000	11,000	-
B/C.1.005	Specialist Accommodation Schemes	Specialist accommodation service providing accommodation for people with complex or challenging needs who have to be accommodated in single service accommodation or settings with a small number of other people.		2025-26	12,000	-	-	6,000	6,000	-	-	-
Total - Adult Social Care					105,430	816	15,854	22,470	11,470	16,470	16,470	21,880
B/C.2 B/C.7.001	Capital Programme Variation Variation Budget	The Council includes a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-	-	-1,558	-2,550	-900	-1,650	-1,650	8,308

Section 3 - B: Adults, Health and Commissioning

Table 4: Capital Programme
Budget Period: 2024-25 to 2033-34

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
B/C.7.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Ongoing	940	-	185	285	100	185	185	-
	Total - Capital Programme Variation				940	-	-1,373	-2,265	-800	-1,465	-1,465	8,308
	TOTAL BUDGET				106,370	816	14,481	20,205	10,670	15,005	15,005	30,188

Funding	Total Funding £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
Government Approved Funding Specific Grants	45,630	-	5,070	5,070	5,070	5,070	5,070	20,280
Total - Government Approved Funding	45,630	-	5,070	5,070	5,070	5,070	5,070	20,280
Locally Generated Funding Prudential Borrowing	60,740	816	9,411	15,135	5,600	9,935	9,935	9,908
Total - Locally Generated Funding	60,740	816	9,411	15,135	5,600	9,935	9,935	9,908
TOTAL FUNDING	106,370	816	14,481	20,205	10,670	15,005	15,005	30,188

Section 3 - B: Adults, Health and Commissioning

Table 5: Capital Programme - Funding

Budget Period: 2024-25 to 2033-34

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.1	Adult Social Care									
B/C.1.001	Disabled Facilities Grant			Ongoing	45,630	45,630	-	-	-	-
B/C.1.002	Integrated Community Equipment Service			Ongoing	3,600	-	-	-	-	3,600
B/C.1.003	Independent Living Service : East Cambridgeshire	A/R.6.180, C/R.7.119		Committed	22,200	-	-	-	-	22,200
B/C.1.004	Independent Living Services	TBC		2027-28	22,000	-	-	-	-	22,000
B/C.1.005	Specialist Accommodation Schemes			2025-26	12,000	-	-	-	-	12,000
	Total - Adult Social Care				105,430	45,630	-	-	-	59,800
B/C.2	Capital Programme Variation									
B/C.7.001	Variation Budget			Ongoing	-	-	-	-	-	-
B/C.7.002	Capitalisation of Interest Costs			Ongoing	940	-	-	-	-	940
	Total - Capital Programme Variation				940	-	-	-	-	940
	TOTAL BUDGET				106,370	45,630	-	-	-	60,740

Section 3 - C: Place & Sustainability

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

Budget Period: 2024-25 to 2028-29

Net Revised Opening Budget 2023-24 £000	Service	Gross Budget 2024-25 £000	Fees, Charges & Ring-fenced Grants 2024-25 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
-270	Executive Director Executive Director P&S	667	-2,083	-1,416	-1,348	-1,310	-1,323	-1,173
-270	Subtotal Executive Director	667	-2,083	-1,416	-1,348	-1,310	-1,323	-1,173
73	Highways & Transport Director - Highways Maintenance	78	-	78	82	87	91	95
7,232	Highways Maintenance	11,624	-186	11,438	18,514	19,224	19,638	20,118
495	Highways Asset Management	961	-456	505	513	520	527	534
3,075	Winter Maintenance	3,262	-	3,262	3,339	3,450	3,552	3,671
10,874	Subtotal Highways & Transport	15,926	-643	15,284	22,448	23,280	23,807	24,419
2	Project Delivery Director - Project Delivery	1	-	1	1	1	0	0
529	Project Delivery	603	-61	542	552	563	574	585
10,164	Street Lighting	13,064	-3,990	9,075	7,830	7,430	7,533	7,656
10,695	Subtotal Project Delivery	13,669	-4,050	9,619	8,383	7,993	8,107	8,241
780	Transport, Strategy and Policy Director - Transport, Strategy & Development	155	-	155	178	202	227	252
296	Traffic Management	3,558	-3,427	132	26	27	34	47
466	Road Safety	1,034	-536	499	638	663	689	716
105	Transport Strategy and Policy	106	-	106	108	109	110	112
-	- Highways Development Management	1,736	-1,736	-	-	-	-	-
300	Park & Ride	1,249	-949	300	300	300	1,375	1,375
-	- Parking Enforcement	7,003	-7,003	-	-	-	-	-
1,948	Subtotal Transport, Strategy and Policy	14,843	-13,651	1,192	1,250	1,302	2,435	2,502
189	Planning, Growth & Environment Director - Planning, Growth & Environment	198	-	198	204	211	218	225
1,139	Planning and Sustainable Growth	2,003	-710	1,293	1,329	1,372	1,413	1,358
836	Natural and Historic Environment	1,586	-580	1,006	979	1,020	1,060	1,104
44,812	Waste Management	50,352	-4,191	46,161	46,378	46,850	48,102	49,110
46,975	Subtotal Planning, Growth & Environment	54,139	-5,481	48,658	48,889	49,452	50,792	51,797

Section 3 - C: Place & Sustainability

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

Budget Period: 2024-25 to 2028-29

Net Revised Opening Budget 2023-24 £000	Service	Gross Budget 2024-25 £000	Fees, Charges & Ring-fenced Grants 2024-25 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
-719	Community Safety and Regulatory Service							
	Registration & Citizenship Services	1,299	-1,964	-665	-637	-630	-639	-630
2,158	Coroners	3,604	-1,284	2,320	2,383	2,506	2,662	2,782
715	Trading Standards	739	-27	713	770	770	770	770
2,154	Subtotal Community Safety and Regulatory Service	5,641	-3,275	2,367	2,516	2,646	2,792	2,922
	Climate Change & Energy Service							
123	Climate and Energy Services	354	-194	160	187	216	245	275
-3,815	Energy Services	2,214	-5,278	-3,063	-5,337	-4,154	-3,078	-3,166
-3,692	Subtotal Climate Change & Energy Service	2,568	-5,472	-2,904	-5,149	-3,938	-2,834	-2,891
68,684	Place & Sustainability Budget Total	107,453	-34,654	72,799	76,989	79,425	83,778	85,817

Section 3 - C: Place & Sustainability

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2024-25

Service	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Priorities & Investments £000	Savings £000	Income Adjustments £000	Net Budget £000
Executive Director								
Executive Director P&S	-270	-14	-	-	-	-75	-1,057	-1,416
Subtotal Executive Director	-270	-14	-	-	-	-75	-1,057	-1,416
Highways & Transport								
Director - Highways Maintenance	73	5	-	-	-	-	-	78
Highways Maintenance	7,232	1,050	-	396	2,910	-150	-	11,438
Highways Asset Management	495	10	-	-	-	-	-	505
Winter Maintenance	3,075	187	-	-	-	-	-	3,262
Subtotal Highways & Transport	10,874	1,253	-	396	2,910	-150	-	15,284
Project Delivery								
Director - Project Delivery	2	-1	-	-	-	-	-	1
Project Delivery	529	13	-	-	-	-	-	542
Street Lighting	10,164	-160	-	48	-	-977	-	9,075
Subtotal Project Delivery	10,695	-148	-	48	-	-977	-	9,619
Transport, Strategy and Policy								
Director - Transport, Strategy & Development	780	25	-	-650	-	-	-	155
Traffic Management	296	-6	-	-	-	-	-158	132
Road Safety	466	38	-	-	-	-	-5	499
Transport Strategy and Policy	105	1	-	-	-	-	-	106
Highways Development Management	-	-	-	-	-	-	-	-
Park & Ride	300	-	-	-	-	-	-	300
Parking Enforcement	-	-	-	-	-	-	-	-
Subtotal Transport, Strategy and Policy	1,948	57	-	-650	-	-	-163	1,192
Planning, Growth & Environment								
Director - Planning, Growth & Environment	189	9	-	-	-	-	-	198
Planning and Sustainable Growth	1,139	55	-	100	-	-	-	1,293
Natural and Historic Environment	836	46	-	125	-	-	-	1,006
Waste Management	44,812	769	-	580	-	-	-	46,161
Subtotal Planning, Growth & Environment	46,975	878	-	805	-	-	-	48,658
Community Safety and Regulatory Service								
Registration & Citizenship Services	-719	-46	-	-	-	-	100	-665
Coroners	2,158	245	45	-	-60	-	-68	2,320

Section 3 - C: Place & Sustainability

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2024-25

Service	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Priorities & Investments £000	Savings £000	Income Adjustments £000	Net Budget £000
Trading Standards	715	-	-	-	-	-	-3	713
Subtotal Community Safety and Regulatory Service	2,154	199	45	-	-60	-	29	2,367
Climate Change & Energy Service								
Climate and Energy Services	123	37	-	-	-	-	-	160
Energy Services	-3,815	6	-	-278	561	-	462	-3,063
Subtotal Climate Change & Energy Service	-3,692	43	-	-278	561	-	462	-2,904
Place & Sustainability Budget Total	68,684	2,269	45	321	3,411	-1,202	-729	72,799

Section 3 - C: Place & Sustainability

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
1	OPENING GROSS EXPENDITURE	105,757	107,453	114,807	116,219	119,552	
C/R.1.001	Base Adjustments	510	-	-	-	-	- Adjustment for permanent changes to base budget from decisions made in 2023-24.
C/R.1.002	Permanent Virements	-1,126	-	-	-	-	- Virements making permanent changes to budgets during 2023-24
C/R.1.003	Transfer of Function - Domestic Violence Services	-3,357	-	-	-	-	- The movement of services between Directorates during 2023-24.
C/R.1.004	Public Health Grant Uplift	89	-	-	-	-	- The increase in base budget relating to the increase in Public Health grant.
C/R.1.005	Traveller Liaison Post Adjustment	-50	-	-	-	-	- Moving Budget for Traveller Liaison post to S&P
C/R.1.006	Transfer of 2023-24 pay award funding – P&S	735	-	-	-	-	- This allocates funding permanently for the cost for the 2023-24 pay award.
C/R.1.007	Centralisation of Legal Budgets	-214	-	-	-	-	- Centralisation of legal budgets to Strategy & Partnerships.
1.99	REVISED OPENING GROSS EXPENDITURE	102,344	107,453	114,807	116,219	119,552	
2	INFLATION						
C/R.2.001	P&S Inflation - miscellaneous other budgets	929	550	845	1,409	1,170	Inflation calculated for other budgets not separately listed
C/R.2.002	Electricity Inflation	-286	-1,031	-176	-61	-97	Corporate assumption on electricity inflation applied.
C/R.2.003	Highways Contract Inflation	1,050	285	411	379	444	Update to previous estimate for 24/25 based on the latest inflation figures.
C/R.2.004	Staff pay inflation	707	531	549	567	587	Assumed 5% increase for 2024-25 and 3.5% thereafter
C/R.2.005	Additional inflation relating to Coroner contracts for body transportation	126	-	-	-	-	Coroner's transportation contract procured every three years and this reflects a one off adjustment for the new contract.
C/R.2.006	Real Living Wage for Place and Sustainability staff	8	-	-	-	-	- Estimate of the impact of the Real Living Wage.
2.99	Subtotal Inflation	2,534	335	1,629	2,294	2,104	

Section 3 - C: Place & Sustainability

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
3	DEMOGRAPHY AND DEMAND						
C/R.3.001	Coroner Service - Pathologist demand referrals	45	47	51	51	51	Demand for Coroner Services is expected to continue to rise due to the increasing population size, and the number of referrals increasing into the service.
3.99	Subtotal Demography and Demand	45	47	51	51	51	
4	PRESSURES						
C/R.4.012	Additional waste disposal costs due to enhanced environmental requirements	3,311	-2,353	-933	-	-	Additional waste disposal costs due to enhanced environmental requirements. £2.731m of this pressure funding comes from reserves as shown below at C/R.4.050
C/R.4.022	Swaffham Prior Community Heat Scheme - operating costs	-129	-73	11	-	7	The Council has built a community heat scheme using ground source and air source heat pumps to provide renewable heat to homes and buildings in Swaffham Prior and cut carbon emissions. Capital Project reference C/C.5.013. These are the operating costs for the project.
C/R.4.023	Babraham Smart Energy Grid - operating costs	8	19	22	-37	9	The Council is building a Smart Energy Grid at the Babraham Park & Ride site, capital project reference C/C.5.015. These are the expected operating costs.
C/R.4.024	St Ives Smart Energy Grid - operating costs	16	1	13	-13	10	The Council is building a Smart Energy Grid at the St Ives Park & Ride site. These are the expected operating costs.
C/R.4.026	North Angle Solar Farm, Soham - operating costs	-173	10	10	-34	-3	The proposal is to construct a 39MW DC / 29.4MW AC solar farm on an area of approximately 200 acres of Rural Estate property in Soham. Capital project reference C/C.5.019. These are the operating costs for the project.
C/R.4.032	Guided Busway 5 yearly maintenance	-	-	-	1,075	-	Guided Busway 5 yearly maintenance - this includes work on white lining, resurfacing, anti skid and solar studs.
C/R.4.033	Streetlighting - Illuminated bollards and signs	36	-	-	-	-	There has been a requirement to update the street lighting stock since the contract was let. This required some changes to our assets resulting in a new pressure.
C/R.4.034	PFI streetlighting contractual energy adjustment	12	-9	-42	-	-	Following changes to the street lighting stock since the contract was let, it is required to re-adjust the energy calculation linked to the number of assets on the network.

Section 3 - C: Place & Sustainability

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
C/R.4.035	Highways Maintenance Demand Growth due to network extension through development and transport infrastructure	196	65	65	-	-	- Highways - New Road adoptions and active travel support
C/R.4.036	Highways - Safety & reactive Maintenance	200	200	200	-	-	- Increasing safety and reactive maintenance as the asset deteriorates as a result of aging infrastructure and increasing wear.
C/R.4.038	Removal of temporary funding for Busway defects	-650	-	-	-	-	- Guided Busway defects - reversal of temporary funding allocated in 2022-23.
C/R.4.050	Waste disposal costs due to enhanced environmental requirements - Transfer from Reserves	-2,731	2,048	683	-	-	- Funding from earmarked and specific risk reserves to meet the pressure in C/R.4.012
C/R.4.051	Archaeological Service - revision of base budget to reflect net cost of service	125	-	-	-	-	- Addressing underlying pressure due to reduction in income and increase in demand and services.
C/R.4.052	Minerals and Waste Local Plan review	100	-	-	-	-100	-100 Required to produce and review a Minerals and Waste Local Plan.
4.99	Subtotal Pressures	321	-92	29	991	-77	
5	PRIORITIES & INVESTMENTS						
C/R.5.044	Removal of temporary funding for Coroner staff to address the backlog	-60	-	-	-	-	- Planned reversal of temporary funding in the 2022-27 business plan.
C/R.5.115	St Ives Smart Energy Grid - Interest Costs	347	-5	-5	-5	-6	-6 The Council is building a Smart Energy Grid at St Ives Park & Ride site. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.
C/R.5.116	Babraham Smart Energy Grid - Interest Costs	225	-5	-4	-4	-5	-5 The Council is building a Smart Energy Grid at the Babraham Park & Ride site, capital project reference C/C.5.015. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.
C/R.5.119	Swaffham Prior Community Heat Scheme - Interest Costs	149	-5	-4	-5	-4	-4 These are the expected borrowing costs associated with the scheme, to be repaid using income from the sale of renewable energy to homeowners and the sale of carbon credits. Capital project reference C/C.5.013

Section 3 - C: Place & Sustainability

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
C/R.5.121	North Angle Solar Farm, Soham - Interest Costs	-160	1,168	-16	-15	-16	The Council is installing a solar park facility at North Angle Farm, Soham, capital project reference C/C.5.019. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.
C/R.5.130	Removal of one off investment for Weedkilling savings	-40	-	-	-	-	Planned reversal of a temporary investment in 2023-24
C/R.5.131	Removal of one off investment for gritting savings	-50	-	-	-	-	Planned reversal of a temporary investment in 2023-24
C/R.5.133	Climate Change and Net Zero Programme Phase 2	399	57	-456	-	-	The Climate Change and Environment Strategy covers three key themes: mitigation (which includes our Net Zero ambition), adaptation to climate change, and enhancing natural assets. The enabling work for the programme is funded through the Just Transition Fund which has brought together the governance, data, skills and policy development to enable the organisation to deliver the required change across the organisation. The additional funding for Phase 2 of the programme will focus on embedding the required change across the council with a focus on delivery of projects to further reduce carbon emissions, improve natural assets and to support communities and businesses.
C/R.5.134	Climate Change and Net Zero - Just Transition funding	-399	-57	456	-	-	Just Transition Fund funding for Climate Change and Net Zero Programme Phase 2
C/R.5.135	Investment in highways including footpaths, roads, drainage, lighting, signals, signage, lining and structures	3,000	3,000	-	-	-	Our recent Quality of Life survey highlighted the importance of our highways to local residents, but also showed a very low level of satisfaction with the state of roads, pavements and cycleways. We are proposing to invest 3m to target roads, pavements and cycleways in poor repair, making improvements for road users, businesses and communities. This will be focussing on improving safety, the road user experience and supporting active travel. £1m new revenue investment in 24/25 and £2m in 25/26 onwards plus £2m in 24/25 and £4m in 25/26 onwards to fund the capital financing costs of the £40m capital investment in Highways maintenance. Linked to capital proposal C/C.3.025.
5.99	Subtotal Priorities & Investments	3,411	4,153	-29	-29	-31	
6	SAVINGS						
C/R.6.060	Reversal of Capitalisation of highways investment	-	3,500	-	-	-	Planned reversal back to revenue of costs that were capitalised for several years in the 2022-27 business plan
C/R.6.220	Highways recycling of waste to reduce waste disposal costs	-150	-	-	-	-	Develop and implement a materials recycling facility for highways.

Section 3 - C: Place & Sustainability

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
C/R.6.221	Street lighting energy savings	-977	-414	-268	26	41	Capital investment has been made for an LED replacement programme that will save on energy costs
C/R.6.231	Management efficiencies	-75	-175	-	-	-	Review to identify management efficiencies.
6.99	Subtotal Savings	-1,202	2,911	-268	26	41	
TOTAL GROSS EXPENDITURE		107,453	114,807	116,219	119,552	121,640	
7	FEES, CHARGES & RING-FENCED GRANTS						
C/R.7.001	Previous year's fees, charges & ring-fenced grants	-34,431	-34,654	-37,818	-36,794	-35,774	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
C/R.7.002	Fees and charges inflation	-265	-49	-105	-155	-114	Additional income for increases to fees and charges in line with inflation.
C/R.7.006	Changes to fees, charges & ring-fenced grants	816	-	-	-	-	Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2023-24.
C/R.7.102	Review and re-baselining of P&S income	-400	250	-	-	150	Ensuring our income budgets match expected income over the five year medium-term
C/R.7.128	St Ives Smart Energy Grid - Income Generation	14	-76	15	8	7	This is the revenue expected to be generated from the Smart Energy Grid at St Ives Park & Ride site, through the sale of energy to customers.
C/R.7.129	Babraham Smart Energy Grid - Income Generation	-79	-141	45	3	-55	The Council is building a Smart Energy Grid at the Babraham Park & Ride site, capital project reference C/C.5.015. This is the expected revenue generation from selling electricity to customers.
C/R.7.132	Swaffham Prior Community Heat Scheme - Income Generation	-65	74	-138	-45	32	Swaffham Prior Community Heating Scheme will generate income from clean heat sales to customers and income from renewable heat incentive. Capital scheme reference C/C.5.013.

Section 3 - C: Place & Sustainability

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
C/R.7.133	North Angle Solar Farm, Soham - Income Generation	592	-3,245	1,229	1,217	-69	The proposal is to construct a 39MW DC / 29.4MW AC solar farm on an area of approximately 200 acres of Rural Estate property in Soham. This is the revenue expected to be generated from selling electricity to the national grid. Capital scheme reference C/C.5.019.
C/R.7.134	Income from the Light Blue Fibre Ltd	-	-	11	-8	-	Joint venture with the University of Cambridge to produce a commercial income from digital infrastructure assets.
C/R.7.140	Recharge for shared regulatory services with Peterborough City Council	-68	-46	-58	-	-	A recharge is made to Peterborough City Council for the cost of these services, which is increased in line with inflation.
C/R.7.141	Registration - Ceremony Refunds	25	-3	-2	-	-	We expect to need to provide some refunds for ceremony bookings.
C/R.7.143	Increased income from registration services	-125	-	-	-	-	Increased income resulting from higher capacity for ceremonies.
C/R.7.145	Planning Performance income / Pre-application income	-	-10	-	-	-	Increase of pre-application charges and additional service level agreement (SLA) income.
C/R.7.146	Archaeological service income	-	-70	-	-	-	SLAs with district councils to reflect changes following Levelling Up Bill.
C/R.7.147	Connecting Cambridgeshire - additional funding	-16	-11	27	-	-	Funding to cover overhead and staffing costs
C/R.7.148	Review of services at the household Recycling Centres	-	-10	-	-	-	Review of Services at the Household Recycling Centres to include potential trade waste options.
C/R.7.150	Application of Parking Surplus	-512	-	-	-	-	Parking surplus to support effective traffic management.
C/R.7.202	Change in Public Health Grant	-53	173	-	-	-	Change in ring-fenced Public Health grant to reflect change of function and expected treatment as a corporate grant from 2024-25 due to assumed removal of ring-fence.
C/R.7.203	Surplus income other parking fees and permits	-129	-	-	-	-	Additional income from updated parking fees and permit charges.
C/R.7.204	Street works permitting fees	-158	-	-	-	-	Increased number of applications for Temporary Traffic Regulation Orders (TTROs).

Section 3 - C: Place & Sustainability

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
C/R.7.205	Registrars	200	-	-	-	-	Reduction in income due to statutory fees not being uplifted for several years, reduction in customers due to the financial climate and suitability of venues.
7.99	Subtotal Fees, Charges & Ring-fenced Grants	-34,654	-37,818	-36,794	-35,774	-35,823	
	TOTAL NET EXPENDITURE	72,799	76,989	79,425	83,778	85,817	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
C/R.8.001	Budget Allocation	-72,799	-76,989	-79,425	-83,778	-85,817	Net spend funded from general grants, business rates and Council Tax.
C/R.8.002	Fees & Charges	-27,707	-31,044	-30,020	-29,000	-29,049	Fees and charges for the provision of services.
C/R.8.003	PFI Grant - Street Lighting	-3,944	-3,944	-3,944	-3,944	-3,944	PFI Grant from DfT for the life of the project.
C/R.8.004	PFI Grant - Waste	-2,570	-2,570	-2,570	-2,570	-2,570	PFI Grant from DEFRA for the life of the project.
C/R.8.005	Bikeability Grant	-260	-260	-260	-260	-260	DfT funding for the Bikeability cycle training programme.
C/R.8.006	Public Health Grant	-173	-	-	-	-	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.
8.99	TOTAL FUNDING OF GROSS EXPENDITURE	-107,453	-114,807	-116,219	-119,552	-121,640	

Section 3 - C: Place and Sustainability

Table 4: Capital Programme
Budget Period: 2024-25 to 2033-34

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
C/C.1 C/C.1.002	Integrated Transport Air Quality Monitoring	Funding towards supporting air quality monitoring work in relation to the road network with local authority partners across the county.		Ongoing	125	-	25	25	25	25	25	-
C/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	4,475	-	895	895	895	895	895	-
C/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	3,000	-	600	600	600	600	600	-
C/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	2,725	-	545	545	545	545	545	-
C/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	6,750	-	1,350	1,350	1,350	1,350	1,350	-
C/C.1.020	Bar Hill to Northstowe cycle route	Bar Hill to Longstanton cycle route.		Committed	1,279	287	992	-	-	-	-	-
C/C.1.021	A14 - Local Authority contribution	CCC's £26m funding agreement with Department for Transport for the A14 upgrade.		Committed	26,000	2,080	1,040	1,040	1,040	1,040	1,040	18,720
C/C.1.024	Dry Drayton to A1307 link cycle route	Provision of a non-motorised user (NMU) cycle route, linking up the village of Dry Drayton with the NMU routes alongside the new stretch of the A1307.		Committed	300	104	196	-	-	-	-	-
	Total - Integrated Transport				44,654	2,471	5,643	4,455	4,455	4,455	4,455	18,720

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Table 4: Capital Programme
Budget Period: 2024-25 to 2033-34

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
C/C.2	Operating the Network											
C/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	35,250	-	7,050	7,050	7,050	7,050	7,050	-
C/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	1,175	-	235	235	235	235	235	-
C/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	11,735	-	2,347	2,347	2,347	2,347	2,347	-
C/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	3,890	-	778	778	778	778	778	-
C/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	915	-	183	183	183	183	183	-
	Total - Operating the Network				52,965	-	10,593	10,593	10,593	10,593	10,593	-
C/C.3	Highways & Transport											
C/C.3.002	Footpaths and Pavements	Additional funding for surface treatments, such as footway repairs, and deeper treatments, including resurfacing and reconstruction.		Ongoing	20,000	-	4,000	4,000	4,000	4,000	4,000	-
C/C.3.004	Pothole Funding	Additional funding for Potholes.		Ongoing	40,985	15,840	7,829	4,329	4,329	4,329	4,329	-

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Table 4: Capital Programme
Budget Period: 2024-25 to 2033-34

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
C/C.3.006	Guided Busway	Guided Busway construction contract retention payments.		Committed	149,813	147,066	2,747	-	-	-	-	-
C/C.3.009	Wheatsheaf Crossroads	Scheme to deliver traffic signals at the Wheatsheaf Crossroads, Bluntisham.		Committed	6,795	1,775	5,020	-	-	-	-	-
C/C.3.010	St Neots Future High Street Fund	St Neots Future High Street Fund.		Committed	7,905	2,381	5,524	-	-	-	-	-
C/C.3.011	March Future High Street Fund	March Future High Street Fund.		Committed	6,853	4,857	1,996	-	-	-	-	-
C/C.3.012	Cambridge Cycling Infrastructure	Cambridge Cycling Infrastructure.		Committed	4,690	4,487	203	-	-	-	-	-
C/C.3.014	St Ives local improvements	Delivery of St Ives local improvement schemes.		Committed	2,300	1,285	1,015	-	-	-	-	-
C/C.3.015	A141 and St Ives Improvements Scheme	Funding is being provided by the CPCA to CCC for the delivery of the Outline Business Case to further investigate and develop options for improvements to the A141 in the area of St Ives.		Committed	5,805	2,733	3,072	-	-	-	-	-
C/C.3.016	A10 Ely to A14 Improvement Scheme	Funding is being provided by the CPCA to CCC for the delivery of the Outline Business Case to further investigate and develop options for improvements to the A10 between Ely and A14.		Committed	3,803	2,271	1,532	-	-	-	-	-
C/C.3.017	A14 De-trunking	Funding allocated to fund the on-going costs of the former parts of the A14.		Committed	24,750	750	4,000	4,000	4,000	4,000	4,000	4,000
C/C.3.018	Street Lighting LED	Scheme to reduce street lighting energy costs.		Committed	13,283	100	7,099	6,084	-	-	-	-
C/C.3.019	Highways materials recycling	Capital investment to achieve savings on material recycling.		Committed	2,500	300	2,200	-	-	-	-	-
C/C.3.021	March Area Transport Study	Identification and delivery of transport improvement in March.		Committed	3,329	2,952	377	-	-	-	-	-
C/C.3.023	Southern Busway Widening	Improvements to the southern section of the Cambridgeshire Guided Busway.		Committed	2,891	450	2,441	-	-	-	-	-
C/C.3.024	Soham-Wicken travel link	Active travel link between Wicken and Soham for non-motorised users.		Committed	1,230	306	924	-	-	-	-	-

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Table 4: Capital Programme
Budget Period: 2024-25 to 2033-34

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
C/C.3.025	Further Highways Prioritisation	<p>Prioritisation of resources to target assets in poor repair directly affecting road user safety, improving road user experience, and targeting assets that support active travel.</p> <p>Carriageway preventative treatments to reduce need for more costly interventions in future years for the roads treated.</p> <p>Indicative plans for investment: Preventative and planned carriageway maintenance and Improvements Yr 1: £6.6m, Yr 2: £8.8m Improvement to soil affected roads Yr 1: £3m, Yr 2: £2m Preventative and planned footways maintenance and improvement Yr 1: £2m, Yr 2: £1.5m Preventative and planned cycleways maintenance and improvement Yr 1: £2m, Yr 2: £1m Road marking and signage improvements for network safety Yr 1: £1.5m, Yr 2: £0.5m Drainage system capacity improvements to reduce road flooding Yr 1: £2m, Yr 2: £3m Public rights of way improvements to support active travel and leisure access to nature Yr 1: £0.5m, Yr 2: £0.5m Traffic management signal technology improvement Yr 1: £1m, Yr 2: £1.5m Structures maintenance Yr 1: £1m, Yr 2: £1m Enabling resources and intelligence Yr 1: £0.4m, Yr 2: £0.2m</p>	C/R.5.135	2024-25	40,000	-	20,000	20,000	-	-	-	-
C/C.3.026	Additional highways maintenance allocation	Additional highways maintenance work funded by reallocated funds from HS2.		2023-24	4,728	2,364	2,364	-	-	-	-	-
C/C.3.027	Essential works on guided busway	Guided busway works including Infill and CCTV installation plus design work for future drainage and platform survey work.		2024-25	950	-	950	-	-	-	-	-
C/C.3.028	Step survey and works	STEP survey and resultant works		2024-25	1,250	-	250	250	250	250	250	-
Total - Highways & Transport					343,860	189,917	73,543	38,663	12,579	12,579	12,579	4,000

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Table 4: Capital Programme
Budget Period: 2024-25 to 2033-34

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
C/C.4 C/C.4.002	Planning Growth and Environment Waste – Household Recycling Centre (HRC) Improvements	To deliver Household Recycling Centre (HRC) improvements by acquiring appropriate sites, gaining planning permission, designing and building new or upgraded facilities. New facilities are proposed in the Greater Cambridge area and in March where planning permissions for the existing sites are due to expire. Capital works are required to maintain/upgrade other HRCs in the network as population growth places additional pressure on the existing facilities.		Committed	7,424	1,140	5,521	763	-	-	-	-
C/C.4.003	Waterbeach Waste Treatment Facilities	Amendments to the Waterbeach waste treatment facilities following changes to the Industrial Emissions Directive to reduce emissions to levels which are able to meet the sector specific Best Available Technique conclusions (BATc) and comply with new Environmental Permit conditions issued by the Environment Agency.		Committed	20,367	2,029	18,338	-	-	-	-	-
C/C.4.004	Reallocation and funding of cost cap for Northstowe Phase 1	Reallocation and funding of cost cap for Northstowe Phase 1.		2024-25	834	-	834	-	-	-	-	-
	Total - Planning Growth and Environment				28,625	3,169	24,693	763	-	-	-	-
C/C.5 C/C.5.013	Climate Change & Energy Service Swaffham Prior Community Heat Scheme	A ground breaking scheme enabling the residents of Swaffham Prior to decarbonise their heating and hot water. The project comprises an energy centre located at Goodwin Farm supplying heat via a network of underground pipes that runs through the village connecting to homes and businesses.	C/R.7.110	Committed	14,170	11,440	2,730	-	-	-	-	-

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Table 4: Capital Programme
Budget Period: 2024-25 to 2033-34

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
C/C.5.015	Babraham Smart Energy Grid	The project is to develop a high level assessment, then an Investment Grade Proposal for a renewable energy scheme on the Babraham Park and Ride site. This project at Babraham will look to build on the skills developed in the St Ives project to replicate on other Park and Ride sites. A 2.1 MW solar canopy project is proposed at the High Level Assessment stage.	C/R.7.107	Committed	8,596	7,309	1,287	-	-	-	-	-
C/C.5.019	North Angle Solar Farm	40 MW Solar Farm located at North Angle, to sell directly to the grid and provide energy to the local Swaffham Prior Heat Network.		Committed	30,849	27,371	3,478	-	-	-	-	-
C/C.5.021	Decarbonisation Fund	An investment in the decarbonisation of Council owned and occupied buildings (approximately 69 buildings). All Council buildings will be taken off fossil fuels (primarily oil and gas) and will be replaced with low carbon heating solutions such as Air or Ground Source Heat Pumps. This investment is expected to be recouped in full from savings delivered on the Council's energy bills.		Committed	11,664	6,606	495	4,563	-	-	-	-
C/C.5.021a	Decarbonisation Fund - School low carbon heating programme	School low carbon heating element of the decarbonisation fund - see decarbonisation fund for more detailed description.		Committed	3,047	748	1,919	380	-	-	-	-
C/C.5.021b	Decarbonisation Fund - Education Capital	Education capital element of the decarbonisation fund - see main decarbonisation fund project for more details.		Committed	3,499	3,499	-	-	-	-	-	-
C/C.5.023	Oil Dependency Fund	Provision of financial support for oil dependent schools and communities to come off oil and onto renewable sources of energy. The initial investment of £500k will be paid back through business case investments into heat infrastructure.		Committed	500	167	167	166	-	-	-	-
Total - Climate Change & Energy Service					72,325	57,140	10,076	5,109	-	-	-	-

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Table 4: Capital Programme
Budget Period: 2024-25 to 2033-34

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
C/C.6 C/C.6.002	Connecting Cambridgeshire Investment in Connecting Cambridgeshire - Fixed Connectivity	Promoting and facilitating commercial coverage and managing gap funded intervention contract to increase full fibre and Superfast broadband coverage across Cambridgeshire and Peterborough.		Committed	10,875	9,890	985	-	-	-	-	-
C/C.6.003	Investment in Connecting Cambridgeshire - Mobile Connectivity	Working with government and commercial operators to improve 2G, 4G and 5G coverage across the county.		Committed	1,365	1,150	215	-	-	-	-	-
C/C.6.004	Investment in Connecting Cambridgeshire - Public Access WiFi	Increasing the provision of free public access Wi-fi in public buildings, community and village halls and in city and town centres across Cambridgeshire and Peterborough.		Committed	605	480	125	-	-	-	-	-
C/C.6.005	Investment in Connecting Cambridgeshire - Smart Work Streams	Using connectivity, advanced data techniques and emerging technologies across a range of work streams in Cambridgeshire and Peterborough to help meet growth and sustainability challenges and support the local economy.		Committed	1,702	1,647	55	-	-	-	-	-
C/C.6.006	Investment in Connecting Cambridgeshire - Programme Delivery	"Keeping Everyone Connected" Covid-19 response and recovery programme supporting businesses and communities to access connectivity and digital technologies. Staff and support costs (including specialist legal, technical and data services) to deliver all elements of the Connecting Cambridgeshire programme.		Committed	4,728	4,168	560	-	-	-	-	-
C/C.6.007	Investment in Connecting Cambridgeshire - CORE Project	Cambridgeshire Open RAN Ecosystem (CORE) project funded by the Open Networks Ecosystem grant to help the county to be at the forefront of 5G technology, to drive economic prosperity and benefit our communities.		Committed	7,014	3,500	3,514	-	-	-	-	-
	Total - Connecting Cambridgeshire				26,289	20,835	5,454	-	-	-	-	-

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Table 4: Capital Programme
Budget Period: 2024-25 to 2033-34

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
C/C.7 C/C.7.001	Capital Programme Variation Variation Budget	The Council includes a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-76,105	-	-30,810	-13,840	-8,213	-8,213	-8,213	-6,816
C/C.7.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Ongoing	3,162	-	984	284	120	147	170	1,457
	Total - Capital Programme Variation				-72,943	-	-29,826	-13,556	-8,093	-8,066	-8,043	-5,359
	TOTAL BUDGET				495,775	273,532	100,176	46,027	19,534	19,561	19,584	17,361

Funding	Total Funding £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
Government Approved Funding								
Department for Transport Specific Grants	221,334	109,975	28,365	25,837	18,117	18,117	18,117	2,806
	37,120	25,366	10,911	843	-	-	-	-
Total - Government Approved Funding	258,454	135,341	39,276	26,680	18,117	18,117	18,117	2,806
Locally Generated Funding								
Agreed Developer Contributions	20,891	19,489	1,402	-	-	-	-	-
Anticipated Developer Contributions	12,042	3,940	3,131	308	671	671	-	3,321
Prudential Borrowing	170,544	90,598	48,756	18,687	338	365	1,059	10,741
Other Contributions	33,844	24,164	7,611	352	408	408	408	493
Total - Locally Generated Funding	237,321	138,191	60,900	19,347	1,417	1,444	1,467	14,555
TOTAL FUNDING	495,775	273,532	100,176	46,027	19,534	19,561	19,584	17,361

Section 3 - C: Place and Sustainability

Table 5: Capital Programme - Funding

Budget Period: 2024-25 to 2033-34

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.1	Integrated Transport									
C/C.1.002	Air Quality Monitoring			Ongoing	125	125	-	-	-	-
C/C.1.011	Local Infrastructure improvements			Ongoing	4,475	3,475	-	1,000	-	-
C/C.1.012	Safety Schemes			Ongoing	3,000	3,000	-	-	-	-
C/C.1.015	Strategy and Scheme Development work			Ongoing	2,725	2,725	-	-	-	-
C/C.1.019	Delivering the Transport Strategy Aims			Ongoing	6,750	6,750	-	-	-	-
C/C.1.020	Bar Hill to Northstowe cycle route			Committed	1,279	43	1,236	-	-	-
C/C.1.021	A14 - Local Authority contribution			Committed	26,000	-	-	1,000	-	25,000
C/C.1.024	Dry Drayton to A1307 link cycle route			Committed	300	175	-	125	-	-
	Total - Integrated Transport			-	44,654	16,293	1,236	2,125	-	25,000
C/C.2	Operating the Network									
C/C.2.001	Carriageway & Footway Maintenance including Cycle Paths			Ongoing	35,250	33,750	-	-	-	1,500
C/C.2.002	Rights of Way			Ongoing	1,175	1,175	-	-	-	-
C/C.2.004	Bridge strengthening			Ongoing	11,735	11,735	-	-	-	-
C/C.2.005	Traffic Signal Replacement			Ongoing	3,890	3,890	-	-	-	-
C/C.2.006	Smarter Travel Management - Integrated Highways Management Centre			Ongoing	915	915	-	-	-	-
	Total - Operating the Network			-	52,965	51,465	-	-	-	1,500
C/C.3	Highways & Transport									
C/C.3.002	Footpaths and Pavements			Ongoing	20,000	20,000	-	-	-	-
C/C.3.004	Pothole Funding			Ongoing	40,985	33,635	-	-	-	7,350
C/C.3.006	Guided Busway			Committed	149,813	94,667	29,510	9,282	-	16,354
C/C.3.009	Wheatsheaf Crossroads			Committed	6,795	-	500	250	-	6,045
C/C.3.010	St Neots Future High Street Fund			Committed	7,905	-	-	7,905	-	-
C/C.3.011	March Future High Street Fund			Committed	6,853	-	-	6,853	-	-
C/C.3.012	Cambridge Cycling Infrastructure			Committed	4,690	93	4,597	-	-	-
C/C.3.014	St Ives local improvements			Committed	2,300	-	-	2,300	-	-
C/C.3.015	A141 and St Ives Improvements Scheme			Committed	5,805	5,805	-	-	-	-
C/C.3.016	A10 Ely to A14 Improvement Scheme			Committed	3,803	3,803	-	-	-	-
C/C.3.017	A14 De-trunking			Committed	24,750	24,750	-	-	-	-
C/C.3.018	Street Lighting LED			Committed	13,283	-	-	-	-	13,283
C/C.3.019	Highways materials recycling			Committed	2,500	-	-	-	-	2,500
C/C.3.021	March Area Transport Study			Committed	3,329	3,329	-	-	-	-
C/C.3.023	Southern Busway Widening			Committed	2,891	-	-	2,891	-	-
C/C.3.024	Soham-Wicken travel link			Committed	1,230	100	-	1,130	-	-
C/C.3.025	Further Highways Prioritisation	C/R.5.135		2024-25	40,000	-	-	-	-	40,000
C/C.3.026	Additional highways maintenance allocation			2023-24	4,728	4,728	-	-	-	-

Section 3 - C: Place and Sustainability

Table 5: Capital Programme - Funding

Budget Period: 2024-25 to 2033-34

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.3.027	Essential works on guided busway			2024-25	950	-	-	950	-	-
C/C.3.028	Step survey and works			2024-25	1,250	-	-	1,250	-	-
	Total - Highways & Transport				343,860	190,910	34,607	32,811	-	85,532
C/C.4	Planning Growth and Environment									
C/C.4.002	Waste – Household Recycling Centre (HRC) Improvements			Committed	7,424	-	435	-	-	6,989
C/C.4.003	Waterbeach Waste Treatment Facilities			Committed	20,367	-	-	-	-	20,367
C/C.4.004	Reallocation and funding of cost cap for Northstowe Phase 1			2024-25	834	-	-	-	-	834
	Total - Planning Growth and Environment				28,625	-	435	-	-	28,190
C/C.5	Climate Change & Energy Service									
C/C.5.013	Swaffham Prior Community Heat Scheme	C/R.7.110		Committed	14,170	608	-	-	-	13,562
C/C.5.015	Babraham Smart Energy Grid	C/R.7.107		Committed	8,596	193	-	-	-	8,403
C/C.5.019	North Angle Solar Farm			Committed	30,849	-	-	-	-	30,849
C/C.5.021	Decarbonisation Fund			Committed	11,664	4,723	-	-	-	6,941
C/C.5.021a	Decarbonisation Fund - School low carbon heating programme			Committed	3,047	-	-	-	-	3,047
C/C.5.021b	Decarbonisation Fund - Education Capital			Committed	3,499	-	-	-	-	3,499
C/C.5.023	Oil Dependency Fund			Committed	500	-	-	-	-	500
	Total - Climate Change & Energy Service				72,325	5,524	-	-	-	66,801
C/C.6	Connecting Cambridgeshire									
C/C.6.002	Investment in Connecting Cambridgeshire - Fixed Connectivity			Committed	10,875	6,067	-	3,108	-	1,700
C/C.6.003	Investment in Connecting Cambridgeshire - Mobile Connectivity			Committed	1,365	1,365	-	-	-	-
C/C.6.004	Investment in Connecting Cambridgeshire - Public Access WiFi			Committed	605	605	-	-	-	-
C/C.6.005	Investment in Connecting Cambridgeshire - Smart Work Streams			Committed	1,702	1,702	-	-	-	-
C/C.6.006	Investment in Connecting Cambridgeshire - Programme Delivery			Committed	4,728	1,863	-	2,265	-	600
C/C.6.007	Investment in Connecting Cambridgeshire - CORE Project			Committed	7,014	7,014	-	-	-	-
	Total - Connecting Cambridgeshire				26,289	18,616	-	5,373	-	2,300
C/C.7	Capital Programme Variation									
C/C.7.001	Variation Budget			Ongoing	-76,105	-24,354	-3,345	-6,465	-	-41,941
C/C.7.002	Capitalisation of Interest Costs			Ongoing	3,162	-	-	-	-	3,162
	Total - Capital Programme Variation				-72,943	-24,354	-3,345	-6,465	-	-38,779
	TOTAL BUDGET				495,775	258,454	32,933	33,844	-	170,544

Section 3 - D: Finance & Resources

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

Budget Period: 2024-25 to 2028-29

Net Revised Opening Budget 2023-24 £000	Service	Gross Budget 2024-25 £000	Fees, Charges & Ring-fenced Grants 2024-25 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
-98	Executive Director of Finance & Resources							
	Executive Director	-75	-1	-76	-60	-44	-26	-7
173	Finance & Resources Miscellaneous	190	-	190	191	194	198	198
75	Subtotal Executive Director of Finance & Resources	115	-1	114	131	150	172	191
	Customer & Digital Services							
2,416	Customer Services	2,861	-306	2,555	2,562	2,620	2,712	2,810
12,221	IT Services	13,075	-1,085	11,990	12,653	14,136	14,412	14,649
14,637	Subtotal Customer & Digital Services	15,936	-1,391	14,545	15,215	16,756	17,124	17,459
	Finance & Procurement							
329	Service Director of Finance & Procurement	329	-	329	329	329	329	329
2,516	Professional Finance	3,043	-323	2,719	2,810	2,900	2,990	3,086
918	Procurement	1,096	-44	1,052	1,086	1,096	1,131	1,168
76	CCC Finance Operations	187	-107	80	86	92	96	102
2,421	Insurance Fund	2,611	-67	2,544	2,140	2,288	2,736	2,786
2,312	Lead Authority Services	4,658	-2,197	2,461	2,548	2,658	2,773	2,890
202	External Audit	202	-	202	202	202	202	202
8,773	Subtotal Finance & Procurement	12,124	-2,738	9,386	9,201	9,563	10,257	10,562
	Property Services							
7,291	Facilities Management	9,272	-2,599	6,673	4,683	3,858	3,907	3,946
1,066	Property Services	1,112	-	1,112	1,153	1,195	1,239	1,284
373	Property Compliance	406	-14	392	401	411	421	431
-5,034	County Farms	746	-5,509	-4,763	-4,777	-4,843	-4,913	-4,979
908	Strategic Assets	1,066	-18	1,048	1,029	1,060	1,092	1,125
4,604	Subtotal Property Services	12,602	-8,140	4,463	2,490	1,681	1,746	1,806
	Investment Activity							
-4,825	Property Investments	4,515	-9,695	-5,179	-5,406	-5,633	-5,824	-6,019
-574	Company Dividends & Fees	-	-574	-574	-574	-574	-574	-574
-6,133	This Land	2,437	-8,628	-6,191	-6,220	-5,617	-4,305	-1,695
-214	Contract Efficiencies & Other Income	-214	-	-214	-274	-364	-364	-364
-1,078	Collective Investment Funds	-1,078	-100	-1,178	-1,213	-1,248	-1,283	-1,318

Section 3 - D: Finance & Resources

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

Budget Period: 2024-25 to 2028-29

Net Revised Opening Budget 2023-24 £000	Service	Gross Budget 2024-25 £000	Fees, Charges & Ring-fenced Grants 2024-25 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
-239	Renewable Energy Investments	885	-1,310	-425	-370	-346	-346	-346
-13,062	Subtotal Investment Activity	6,546	-20,306	-13,760	-14,056	-13,781	-12,695	-10,315
-	Greater Cambridge Partnership							
-	City Deal with Greater Cambridge Partnership	431	-431	-	-	-	-	-
-	Subtotal Greater Cambridge Partnership	431	-431	-	-	-	-	-
15,027	Finance & Resources Budget Total	47,753	-33,006	14,747	12,980	14,369	16,604	19,703

Section 3 - D: Finance & Resources

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2024-25

Service	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Priorities & Investments £000	Savings £000	Income Adjustments £000	Net Budget £000
Executive Director of Finance & Resources								
Executive Director	-98	22	-	-	-	-	-	-76
Finance & Resources Miscellaneous	173	17	-	-	-	-	-	190
Subtotal Executive Director of Finance & Resources	75	38	-	-	-	-	-	114
Customer & Digital Services								
Customer Services	2,416	121	-	-	96	-138	60	2,555
IT Services	12,221	418	-	-	40	-572	-117	11,990
Subtotal Customer & Digital Services	14,637	539	-	-	136	-710	-57	14,545
Finance & Procurement								
Service Director of Finance & Procurement	329	-	-	-	-	-	-	329
Professional Finance	2,516	105	-	98	-	-	-	2,719
Procurement	918	43	-	-	69	22	-	1,052
CCC Finance Operations	76	4	-	-	-	-	-	80
Insurance Fund	2,421	173	-	-	-	-50	-	2,544
Lead Authority Services	2,312	141	-	38	-	-30	-	2,461
External Audit	202	-	-	-	-	-	-	202
Subtotal Finance & Procurement	8,773	466	-	136	69	-58	-	9,386
Property Services								
Facilities Management	7,291	-12	-	208	-	-514	-300	6,673
Property Services	1,066	47	-	-	-	-	-	1,112
Property Compliance	373	19	-	-	-	-	-	392
County Farms	-5,034	29	-	-	-	-	242	-4,763
Strategic Assets	908	40	-	-	100	-	-	1,048
Subtotal Property Services	4,604	123	-	208	100	-514	-58	4,463
Investment Activity								
Property Investments	-4,825	-	-	-	-35	-	-319	-5,179
Company Dividends & Fees	-574	-	-	-	-	-	-	-574
This Land	-6,133	-	-	-	-	-	-58	-6,191
Contract Efficiencies & Other Income	-214	-	-	-	-	-	-	-214
Collective Investment Funds	-1,078	-	-	-	-	-	-100	-1,178
Renewable Energy Investments	-239	-	-	-	-10	-	-176	-425
Subtotal Investment Activity	-13,062	-	-	-	-45	-	-653	-13,760
Greater Cambridge Partnership								
City Deal with Greater Cambridge Partnership	-	-	-	-	-	-	-	-
Subtotal Greater Cambridge Partnership	-	-	-	-	-	-	-	-
Finance & Resources Budget Total	15,027	1,166	-	344	260	-1,282	-768	14,747

Section 3 - D: Finance & Resources

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
1	OPENING GROSS EXPENDITURE	55,354	47,753	46,213	48,148	49,425	
D/R.1.001	Base Adjustments in 2023-24	-8,128	-	-	-	-	- Adjustments in budget preparation stage for 2023-24.
D/R.1.002	Permanent virements in 2023-24	-955	-	-	-	-	- Permanent virements carried out during 2023-24 since the last business plan exercise.
D/R.1.003	Transfer of 2023-24 pay award funding – F&R	915	-	-	-	-	- This allocates funding permanently for the cost for the 2023-24 pay award.
D/R.1.004	Centralisation of Legal Budgets	-55	-	-	-	-	- Centralisation of legal budgets to Strategy & Partnerships.
1.99	REVISED OPENING GROSS EXPENDITURE	47,131	47,753	46,213	48,148	49,425	
2	INFLATION						
D/R.2.001	General inflation F&R	689	199	231	264	211	The total non staffing expenditure inflation allocation is based on different inflation indicators for each budget type.
D/R.2.002	Staffing inflation	825	620	641	663	685	Staff inflation estimated as 5% in 2024-25 and 3.5% thereafter.
D/R.2.003	Gas & Electricity inflation	-214	-476	-93	-15	-31	Future expectations for gas and electricity inflation: Year1: -5.3%, Year 2: -20%, Year 3: -4.3%, Year 4: -1.6%, Year5: -2.5%
2.99	Subtotal Inflation	1,300	343	779	912	865	
3	DEMOGRAPHY AND DEMAND						
3.99	Subtotal Demography and Demand	-	-	-	-	-	
4	PRESSURES						
D/R.4.001	Insurance - claims management capacity	38	-5	-	-	-	- The claims management capacity needs increasing in order to process the influx of recent claims.
D/R.4.002	Finance staffing - responding to statutory duties	98	-	-	-	-	- Enhanced corporate finance capacity to meet statutory duties and compliance in VAT and statutory accounts (aligned to auditor changeover).
D/R.4.003	New Shire Hall electricity re-basing	208	-	-	-	-	- Higher than budgeted electricity costs are being incurred for New Shire Hall
4.99	Subtotal Pressures	344	-5	-	-	-	

Section 3 - D: Finance & Resources

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
5	PRIORITIES & INVESTMENTS						
D/R.5.001	Procurement Capacity	69	-	-25	-	-	- Continuous development and workforce succession planning opportunities, especially linked to Procurement policy changes nationally.
D/R.5.003	Signal Boost at New Shire Hall	40	-	-	-	-	- The mobile phone signal in New Shire Hall is not sufficient in order to use mobile phone handsets.
D/R.5.004	Increased demand upon the corporate contact centre	96	-30	-32	-	-	- Additional staffing is required for the increasing use of the contact centre.
D/R.5.005	Renewable energy interest costs	-10	-	-	-	-	- This change is required in order to amend the associated borrowing costs to be repaid as per the original investment.
D/R.5.006	Commercial Investments - Interest Costs	-35	-35	-35	-35	-35	- The Council has a portfolio of commercial property investments. This change is required in order to amend the associated borrowing costs to be repaid using rental income generated from the leases of these properties.
D/R.5.007	Property data functions	50	-	-	-	-	- Investment is required for improving data functions
D/R.5.008	Enhancing the new property database	50	-50	-	-	-	- Redesign and develop property systems in Concerto.
D/R.5.009	ITDS Capital to Revenue Funding	-	500	1,300	-	-	- A shift from capital to revenue funding is required for Information Technology & Digital Service (ITDS) programmes over the next 3 financial years, due to the nature of IT services changing to cloud based systems.
5.99	Subtotal Priorities & Investments	260	385	1,208	-35	-35	
6	SAVINGS						
D/R.6.001	Mobile phone re-procurement	-200	-	-	-	-	- Savings due to the recent re-procurement of the mobile phone contract.
D/R.6.002	Systems & Licences efficiencies	-161	-	-	-	-	- Savings are expected from re-procurement and review pf budget for licenses and purchased systems

Section 3 - D: Finance & Resources

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
D/R.6.003	Contact Centre staff working on PCC Children's Social Care	-138	-	-	-	-	- Peterborough City Council children's social care contract ends- 4FTE roles to be deleted.
D/R.6.004	IT & Digital staff reduction	-126	-52	-62	-	-	- A reduction in staffing is expected over the next 3 years.
D/R.6.006	Multi Functional Device re-procurement	-40	-	-	-	-	- Saving from the recent re-procurement of the MFD contract.
D/R.6.008	Insurance provision adjustment	-50	-450	100	400	-	- Temporarily adjusting the Insurance fund to reflect actuarial assessment, with the expectation it will increase in later years.
D/R.6.009	Shared services - automation and system benefits	-	-14	-	-	-	- Savings from increased automation are expected
D/R.6.010	Salary sacrifice	-30	-	-	-	-	- Following review of payroll impact of salary sacrifice schemes.
D/R.6.011	Property rationalisation	-414	-1,787	-	-	-	- We have a number of office buildings around the county which have low levels of use. As part of a property rationalisation programme, we are reviewing the number and types of buildings within our portfolio. This will increase the use of the buildings that we retain and deliver savings through the release of buildings no longer required.
D/R.6.013	Telephony	-45	-	-	-	-	- Savings made from recent re-procurement of the telephone contract.
D/R.6.014	Contract Savings	-	-60	-90	-	-	- The ability to renegotiate or procure to achieve contractual savings is expected over the medium term.
D/R.6.015	Procurement saving delivery	22	-	-	-	-	- Delivery of 2023-24 £22k saving in Procurement budget (saving is F/R.6.003)
D/R.6.016	Property - facilities management	-100	100	-	-	-	- Reduction of maintenance versus plans across our whole estate for one year.
6.99	Subtotal Savings	-1,282	-2,263	-52	400	-	
	TOTAL GROSS EXPENDITURE	47,753	46,213	48,148	49,425	50,255	

Section 3 - D: Finance & Resources

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
7	FEES, CHARGES & RING-FENCED GRANTS						
D/R.7.001	Previous Year's Fees and Charges & Ring-Fenced Grants	-36,029	-33,006	-33,233	-33,779	-32,821	Opening income budget
D/R.7.002	Fees and charges inflation	-134	-48	-139	-86	-71	Uplift in external charges to reflect inflation pressures on the costs of services.
D/R.7.003	Changes to Fees and Charges from previous year	3,925	-	-	-	-	Adjustments during detailed budget build and permanent virements made in 2023-24
D/R.7.004	Treasury financial investments	-100	-	-	-	-	An increase in return in investments is expected to continue, therefore a budget adjustment is required to increase the income.
D/R.7.005	IT & Digital Service - shared service saving	-117	-	-	-	-	Additional income received from PCC as a result of the 2022 restructure to a shared service.
D/R.7.006	Blue Badge scheme	-53	-53	-2	-2	-	Additional income received above the budget for the Blue Badge scheme.
D/R.7.007	This Land	-58	-29	603	1,312	2,610	Between 2018 and 2021 the council advanced loans to its wholly owned housing company This Land Ltd to enable that business to purchase and develop land to benefit the residents of Cambridgeshire. The loans are due to be repaid, in line with the loan agreements. Over the period that the loans have been repaid, the council has received a net income of around £6m per year., without which further savings would have had to have been found from other council services.
D/R.7.008	Castle Court car park income	-300	100	-	-	-	Re-instating the budget for the car park. The car park has continued to be provided since we vacated the site and with the expansion of the underground car park are receiving additional income.
D/R.7.009	Customer Services PCC Children's Social Care	113	-	-	-	-	Income received from Peterborough City Council will end due to the contact ending for Children's Social Care.
D/R.7.105	Renewable Energy Soham - Income Generation	-176	55	24	-	-	Income generation resulting from capital investment in solar farm at Soham.
D/R.7.115	Student Accommodation - Income Generation	-62	-65	-65	-65	-65	Estimated annual rent increase.

Section 3 - D: Finance & Resources

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
D/R.7.116	Leisure Park - Income Generation	-146	-	-	-	-	Estimated change in annual rent.
D/R.7.117	Supermarket Site - Income Generation	-71	-116	-121	-126	-130	Estimated annual change in rent income
D/R.7.118	Business Park - Income Generation	-40	-34	-29	-	-	Estimated annual change in rent income
D/R.7.119	Independent Living Service: East Cambridgeshire	-	-	-730	-	-	Rent received from the lease of the new building.
D/R.7.155	Kingsbridge - Income Generation	-	-12	-12	-	-	Estimated annual change in rent income.
D/R.7.156	Biodiversity Net Gain Offset	242	-25	-75	-75	-75	A temporary income stream was included in 2023-24's budget that is partly reversed here. Alongside this, a smaller, ongoing income stream is expected from biodiversity net gain work on the council's property estate.
7.99	Subtotal Fees, Charges & Ring-fenced Grants	-33,006	-33,233	-33,779	-32,821	-30,552	
	TOTAL NET EXPENDITURE	14,747	12,980	14,369	16,604	19,703	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
D/R.8.001	Budget Allocation	-14,747	-12,980	-14,369	-16,604	-19,703	Net spend funded from general grants, business rates and Council Tax.
D/R.8.002	Fees & Charges	-33,006	-33,233	-33,779	-32,821	-30,552	Fees and charges for the provision of services
8.99	TOTAL FUNDING OF GROSS EXPENDITURE	-47,753	-46,213	-48,148	-49,425	-50,255	

Section 3 - D: Finance and Resources

Table 4: Capital Programme
Budget Period: 2024-25 to 2033-34

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
D/D.1 D/C.1.007	Information Technology IT Strategy	Implementation of the IT Strategy to support sharing of services across Cambridgeshire and Peterborough. To include:- Operations- Business Systems- Digital Engagement		Committed	5,939	4,939	1,000	-	-	-	-	-
D/C.1.008	IT Digital Service	Funding for IT and Digital capital projects. The list of projects include those for Operations, Digital and Business Systems (DBS), and Customer Optimisation and Digital Engagement (CODE). Each project is required to have a business case which outlines what will be delivered, estimated cost, anticipated resource requirements, and timescale. The projects are presented to the ITDS Gating meeting for approval to proceed once SRO approval is gained.		2024-25	2,500	-	1,000	1,500	-	-	-	-
	Total - Information Technology				8,439	4,939	2,000	1,500	-	-	-	-
D/D.3 D/C.3.003	Property Services 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
D/C.3.004	Condition Survey Works	Condition surveys have reviewed the structural, mechanical & electrical and internal finishes of corporate buildings. The surveys are reviewed by the Property Services team to determine priority and criticality. Indicative costs are applied to each element of work. The scheme intends to make the necessary repairs to bring buildings back to a decent standard, taking into account statutory requirements, property health & safety and compliance.		Committed	2,836	1,686	1,150	-	-	-	-	-
D/C.3.013	Wisbech Adventure Playground	Funding received from the Youth Investment Fund Pilot Grant (DCMS) for costs associated with site preparation and construction of a youth & community centre.		Committed	915	150	765	-	-	-	-	-
	Total - Property Services				9,751	1,836	2,515	600	600	600	600	3,000

Section 3 - D: Finance and Resources

Table 4: Capital Programme
Budget Period: 2024-25 to 2033-34

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
D/D.4 D/C.2.001	Strategic Assets Housing schemes	The Council is a major landowner in Cambridgeshire and this provides an asset capable of generating both revenue and capital returns. CCC has moved from being not only a seller of sites, but also a developer of sites, through a Housing Company. CCC is continuing to make the best use of its sites with development potential in a co-ordinated and planned manner, developing them for a range of options, generating capital receipts to support site development and also significant revenue and capital income to support services and communities.		Committed	135,720	135,720	-	-	-	-	-	-
D/C.4.001	Lower Portland Farm	To replenish the rural portfolio with agricultural land that has the opportunity for diversification in renewable energy projects, commercial and residential development whilst receiving regular income from agricultural land let to tenant farmers. Long term (10 years) plan to obtain planning permissions for development leading to a significant increase in value across 68 acres of agricultural land.		Committed	3,741	3,644	-	97	-	-	-	-
D/C.4.006	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.		Ongoing	5,000	-	500	500	500	500	500	2,500
D/C.4.008	Community Hubs - East Barnwell	Provision of a replacement community centre, children's nursery and library on a site owned by Cambridge City Council in the Abbey ward as part of a regeneration project led by the City Council which includes the existing community centre and library.		Committed	1,259	481	778	-	-	-	-	-
D/C.4.013	Local Plans & Development	Promotion of sites through the Local Development Framework process: investigating site options including feasibilities, option appraisals and obtain outline planning permission (where appropriate) as part of maximising the value of a property asset prior to disposal.		Ongoing	3,137	537	450	450	450	450	300	500
D/C.4.014	Confidential Scheme - County Farms	Investment in infrastructure - to erect two grain stores in order to improve the infrastructure on the holdings of two farms.		Committed	450	20	430	-	-	-	-	-
D/C.4.015	Confidential Scheme - County Farms	The proposal is demolition of the existing house that has been deemed structurally beyond economical repair and to replace it with a new dwelling.		Committed	563	7	556	-	-	-	-	-

Section 3 - D: Finance and Resources

Table 4: Capital Programme
Budget Period: 2024-25 to 2033-34

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
D/C.4.016	Confidential Scheme - County Farms	The road is not maintained by CCC Highways, but CCC is required to provide a suitable access to the tenants and the solar farm. The road is in a very poor state of repair in places and an overhaul of the roadway is required.		2024-25	350	-	350	-	-	-	-	-
	Total - Strategic Assets				150,220	140,409	3,064	1,047	950	950	800	3,000
D/D.6 D/C.6.001	Capital Programme Variation Variation Budget	The Council includes a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-5,943	-	-2,122	-881	-434	-434	-392	-1,680
D/C.6.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Ongoing	112	-	90	22	-	-	-	-
	Total - Capital Programme Variation				-5,831	-	-2,032	-859	-434	-434	-392	-1,680
	TOTAL BUDGET				162,579	147,184	5,547	2,288	1,116	1,116	1,008	4,320

Funding	Total Funding £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
Government Approved Funding								
Specific Grants	915	150	765	-	-	-	-	-
Total - Government Approved Funding	915	150	765	-	-	-	-	-
Locally Generated Funding								
Capital Receipts	46,251	5,851	-	400	4,000	4,000	4,000	28,000
Prudential Borrowing	-11,778	13,992	4,782	1,888	-2,884	-2,884	-2,992	-23,680
Prudential Borrowing (Repayable)	-	113,851	-	-	-27,879	-36,846	-49,126	-
Other Contributions	127,191	13,340	-	-	27,879	36,846	49,126	-
Total - Locally Generated Funding	161,664	147,034	4,782	2,288	1,116	1,116	1,008	4,320
TOTAL FUNDING	162,579	147,184	5,547	2,288	1,116	1,116	1,008	4,320

Section 3 - D: Finance and Resources

Table 5: Capital Programme - Funding

Budget Period: 2024-25 to 2033-34

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/D.1	Information Technology									
D/C.1.007	IT Strategy			Committed	5,939	-	-	-	-	5,939
D/C.1.008	IT Digital Service			2024-25	2,500	-	-	-	-	2,500
	Total - Information Technology				8,439	-	-	-	-	8,439
D/D.3	Property Services									
D/C.3.003	Building Maintenance			Ongoing	6,000	-	-	-	-	6,000
D/C.3.004	Condition Survey Works			Committed	2,836	-	-	-	-	2,836
D/C.3.013	Wisbech Adventure Playground			Committed	915	915	-	-	-	-
	Total - Property Services				9,751	915	-	-	-	8,836
D/D.4	Strategic Assets									
D/C.2.001	Housing schemes			Committed	135,720	-	-	127,191	5,851	2,678
D/C.4.001	Lower Portland Farm			Committed	3,741	-	-	-	-	3,741
D/C.4.006	County Farms investment (Viability)			Ongoing	5,000	-	-	-	-	5,000
D/C.4.008	Community Hubs - East Barnwell			Committed	1,259	-	-	-	-	1,259
D/C.4.013	Local Plans & Development			Ongoing	3,137	-	-	-	-	3,137
D/C.4.014	Confidential Scheme			Committed	450	-	-	-	-	450
D/C.4.015	Confidential Scheme			Committed	563	-	-	-	-	563
D/C.4.016	Confidential Scheme			2024-25	350	-	-	-	-	350
	Total - Strategic Assets				150,220	-	-	127,191	5,851	17,178
D/D.6	Capital Programme Variation									
D/C.6.001	Variation Budget			Ongoing	-5,943	-	-	-	-	-5,943
D/C.6.002	Capitalisation of Interest Costs			Ongoing	112	-	-	-	-	112
	Total - Capital Programme Variation				-5,831	-	-	-	-	-5,831
D/C.9.001	Excess Corporate Services capital receipts used to reduce total prudential borrowing			Ongoing	-	-	-	-	40,400	-40,400
	TOTAL BUDGET				162,579	915	-	127,191	46,251	-11,778

Section 3 - E: Strategy & Partnerships

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

Budget Period: 2024-25 to 2028-29

Net Revised Opening Budget 2023-24 £000	Service	Gross Budget 2024-25 £000	Fees, Charges & Ring-fenced Grants 2024-25 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
	Executive Director: Strategy & Partnerships							
152	Executive Director: Strategy & Partnerships	-5	-	-5	-5	-5	-7	-8
247	Chief Executive's Office	262	-4	258	269	277	286	296
840	Communications	949	-87	862	901	941	982	1,026
190	Elections	190	-	190	190	190	190	190
2,080	Human Resources	2,299	-123	2,176	2,249	2,324	2,401	2,481
2,129	Learning & Development	2,388	-159	2,229	2,708	2,788	2,870	2,955
300	Local Assistance Scheme	300	-	300	300	300	300	300
5,939	Subtotal Executive Director: Strategy & Partnerships	6,383	-373	6,011	6,611	6,815	7,023	7,240
	Legal & Governance							
496	Internal Audit	655	-14	641	664	686	707	731
4,090	Legal & Governance Services	4,117	-	4,117	4,150	4,181	4,352	4,527
1,053	Information Management	1,161	-39	1,122	1,185	1,254	1,331	1,415
458	Democratic & Member Services	505	-23	482	534	588	644	701
1,035	Members' Allowances	1,115	-	1,115	1,115	1,115	1,115	1,115
7,132	Subtotal Legal & Governance	7,554	-76	7,478	7,648	7,824	8,149	8,489
	Policy & Communities							
1,834	Policy, Insight & Programmes	2,133	-246	1,887	3,671	3,803	3,938	4,079
162	Emergency Planning	339	-68	272	279	286	294	302
1,995	Subtotal Policy & Communities	2,473	-314	2,159	3,949	4,089	4,232	4,381
	Communities Employment & Skills							
32	Strategic management - Communities and Partnerships	-276	-	-276	-237	-198	194	236
4,141	Public Library Services	5,079	-784	4,295	4,426	4,611	4,741	4,881
-	- Cambridgeshire Skills	2,300	-2,300	-	-	-	-	-
427	Archives	477	-52	425	426	427	442	458
126	Cultural Services	365	-233	131	136	140	145	149
1,267	Communities Service	1,288	-55	1,233	1,233	1,233	1,233	1,233
68	Changing Futures	800	-722	77	84	91	98	106
2,068	Domestic Abuse and Sexual Violence Service	3,296	-1,163	2,133	2,231	2,283	2,337	2,393
8,129	Subtotal Communities Employment & Skills	13,328	-5,309	8,019	8,298	8,587	9,190	9,456
23,196	Strategy & Partnerships Budget Total	29,738	-6,071	23,667	26,506	27,314	28,595	29,566

Section 3 - E: Strategy & Partnerships

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2024-25

Service	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Priorities & Investments £000	Savings £000	Income Adjustments £000	Net Budget £000
Executive Director: Strategy & Partnerships								
Executive Director: Strategy & Partnerships	153	-4	-	-	-	-154	-	-5
Chief Executive's Office	247	12	-	-	-	-	-	259
Communications	840	54	-	-	-	-32	-	862
Elections	190	-	-	-	-	-	-	190
Human Resources	2,080	97	-	-	-	-	-	2,176
Learning & Development	2,129	100	-	-	-	-	-	2,229
Local Assistance Scheme	300	-	-	-	-	-	-	300
Subtotal Executive Director: Strategy & Partnerships	5,940	258	-	-	-	-186	-	6,012
Legal & Governance								
Internal Audit	496	27	-	-	60	-	58	641
Legal & Governance Services	4,090	170	-	-	-	-143	-	4,117
Information Management	1,053	69	-	-	-	-	-	1,122
Democratic & Member Services	458	24	-	-	-	-	-	482
Members' Allowances	1,035	47	-	33	-	-	-	1,115
Subtotal Legal & Governance	7,132	338	-	33	60	-143	58	7,478
Policy & Communities								
Policy, Insight & Programmes	1,834	168	-	-	-	-115	-	1,887
Emergency Planning	162	10	-	-	100	-	-	272
Subtotal Policy & Communities	1,995	178	-	-	100	-115	-	2,159
Communities Employment & Skills								
Strategic management - Communities and Partnerships	32	52	-	-	-	-360	-	-276
Public Library Services	4,141	154	-	-	-	-	-	4,295
Cambridgeshire Skills	-	-	-	-	-	-	-	-
Archives	427	18	-	-	-	-	-20	425
Cultural Services	126	6	-	-	-	-	-	131
Communities Service	1,267	-0	-	-	-	-34	-	1,233
Changing Futures	68	9	-	-	-	-	-	77
Domestic Abuse and Sexual Violence Service	2,068	67	-	-	-	-	-2	2,133
Subtotal Communities Employment & Skills	8,129	306	-	-	-	-394	-22	8,019
Strategy & Partnerships Budget Total	23,196	1,080	-	33	160	-838	36	23,667

Section 3 - E: Strategy & Partnerships

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
1	OPENING GROSS EXPENDITURE	21,521	29,738	32,272	33,107	34,407	
E/R.1.001	Base Adjustments	-590	-	-	-	-	- Adjustments made to budgets to correct the baseline position
E/R.1.002	Transfers of Function - Domestic Violence Services and Local Assistance Scheme	3,657	-	-	-	-	- The movement of services between Directorates, agreed in 2023-24.
E/R.1.003	Permanent Virements - PVs	948	-	-	-	-	- Permanent changes to budgets agreed in 2023-24
E/R.1.004	Base funding for teams funded by capital receipts	-	1,656	-	-	-	- We can currently fund some posts from capital receipts if they are undertaking work that results in transformation of services. The rules that enable this are expected to expire in 2025-26 and so these teams will need base budget.
E/R.1.005	Traveller Liaison Post Adjustment	50	-	-	-	-	- Moving of function between services
E/R.1.006	Transfer of 2023-24 pay award funding – S&P	1,090	-	-	-	-	- This allocates funding permanently for the cost for the 2023-24 pay award.
E/R.1.007	Centralisation of Legal Budgets	2,592	-	-	-	-	- Centralisation of legal budgets to Strategy & Partnerships.
1.99	REVISED OPENING GROSS EXPENDITURE	29,268	31,394	32,272	33,107	34,407	
2	INFLATION						
E/R.2.001	General inflation S&P	147	152	153	172	181	The total non staffing expenditure inflation allocation is based on different inflation indicators for each budget type.
E/R.2.002	Staff pay inflation	968	728	752	778	804	Staff inflation estimated as 5% in 2024-25 and 3.5% thereafter
2.99	Subtotal Inflation	1,115	880	905	950	985	
3	DEMOGRAPHY AND DEMAND						
3.99	Subtotal Demography and Demand	-	-	-	-	-	

Section 3 - E: Strategy & Partnerships

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
4	PRESSURES						
E/R.4.001	Member allowances - additional committee	33	-	-	-	-	- Costs associated with the new Assets and Procurement Committee.
E/R.4.002	Libraries - Impact of new communities	-	-	55	-	-	- Growth reflecting increased demand in South Cambs from new development in Waterbeach where a new library is estimated to open in 2026-27.
4.99	Subtotal Pressures	33	-	55	-	-	
5	PRIORITIES & INVESTMENTS						
E/R.5.001	Internal Audit - establishment	60	-	-	-	-	- Investment is required to fund the internal audit function.
E/R.5.002	Learning & Development - Children's Academy	400	-	-	-	-	- Continuation of the academy in year 2 funded from reserves and in year 3 to continue with base budget. The academy is designed to strengthen our approach to recruitment and retention of social workers and our commitment to establishing excellent practice in our current and future workforce and is considered as part of the improvement programme of work within Children's Services. Links to E/R.5.003
E/R.5.003	Learning & Development - Children's Academy funding from reserves	-400	400	-	-	-	- Funding from reserves to continue the academy in 2024-25. Links to E/R.5.002
E/R.5.004	Communities - Migration post and Communities	150	-	-	-150	-	- Temporary investment in Communities team funded from reserves. Links to E/R.5.005
E/R.5.005	Communities investments funding from reserves.	-150	-	-	150	-	- Communities drawdown from Ukraine grant reserve. Links to E/R.5.004
E/R.5.006	Anti poverty investment	2,191	-2,191	-	-	-	- In the light of the expected ending of the Household Support Fund by Government this investment will be used to develop an Anti-Poverty Strategy and action plan. This will target investment where it can be most effective in helping people out of poverty including ensuring people can take full advantage of the range of support that continues to be available to them, simplifying processes and removing organisational barriers so people can access support more easily

Section 3 - E: Strategy & Partnerships

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
E/R.5.007	Anti poverty draw down from reserves	-2,191	2,191	-	-	-	- Drawdown from reserves for anti-poverty work. Links to E/R.5.006
E/R.5.008	Libraries Plus	1,320	-1,320	-	-	-	- To invest in creating suitable spaces to deliver a broader range of services from our libraries to meet the needs of our communities and employees: making them more accessible; creating trusted spaces that wider services can utilise to further enhance engagement with local communities; improving health, well-being, literacy and access to skills, information and advice.
E/R.5.009	Just Transition Funding - Libraries Plus	-1,320	1,320	-	-	-	- Funding from reserves for investment E/R.5.008
E/R.5.010	Expansion of emergency planning team	100	-	-	-	-	- The council has a need to ensure it is fully prepared for potential emergencies that may impact on our services, which requires further funding allocation to this team.
5.99	Subtotal Priorities & Investments	160	400	-	-	-	
6	SAVINGS						
E/R.6.001	Deletion of vacant posts in Policy, Insight & Programmes	-115	-	-	-	-	- Vacant posts following the restructure of services. It is proposed not to recruit to these posts.
E/R.6.002	Legal Services efficiencies	-125	-125	-125	-	-	- We expect to be able to deliver savings across all legal services spend throughout the council with more active contract management and oversight. This may involve centralising the legal budgets to some degree.
E/R.6.003	Time Credits contract	-34	-	-	-	-	- Completing the ending of the Council's support for this scheme
E/R.6.004	Communication - staff and media system	-32	-	-	-	-	- Deletion of a post and small reduction in media monitoring system
E/R.6.005	Review of service delivery aligned to grant income	-	-277	-	-	-	- Restructuring to account for significant reduction in grant funding
E/R.6.006	Use of grant reserve	-350	-	-	350	-	- Contribution from Ukraine grant reserve to the costs faced by this directorate in managing the Homes for Ukraine scheme locally and providing additional support. Totals £1.05m over three years.

Section 3 - E: Strategy & Partnerships

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
E/R.6.007	S&P Assistant Director budget	-10	-	-	-	-	- Reduction in management costs.
E/R.6.008	Support arrangements review	-18	-	-	-	-	- We have consolidated support for directors into a single service, which has resulted in a small efficiency.
E/R.6.010	Service Director: Policy & Communities post	-154	-	-	-	-	- Remove vacant Service Director of Policy & Communities post.
6.99	Subtotal Savings	-838	-402	-125	350	-	
	TOTAL GROSS EXPENDITURE	29,738	32,272	33,107	34,407	35,392	
7	FEES, CHARGES & RING-FENCED GRANTS						
E/R.7.001	Previous year's fees, charges & ring-fenced grants	-5,251	-6,071	-5,766	-5,793	-5,812	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
E/R.7.002	Fees & Charges inflation (S&P)	-35	-5	-13	-19	-14	Increase in external charges to reflect inflationary increases.
E/R.7.003	Changes to Fees and Charges from previous year PVs	-821	-	-	-	-	Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2023-24.
E/R.7.004	Partnership income	-20	-14	-14	-	-	- New income generation from a partnership with ancestry.com.
E/R.7.005	Internal Audit reduction in income	58	-	-	-	-	- Insecure income from Pathfinder Legal and Lead Authorities audit work.
E/R.7.006	Victim services grant ending	-	277	-	-	-	- Victim Service grant is due to cease.
E/R.7.007	Change in Public Health Grant	-2	47	-	-	-	- Change in ring-fenced Public Health grant to reflect expected contribution from Public Health to budget gap.
7.99	Subtotal Fees, Charges & Ring-fenced Grants	-6,071	-5,766	-5,793	-5,812	-5,826	
	TOTAL NET EXPENDITURE	23,667	26,506	27,314	28,595	29,566	

Section 3 - E: Strategy & Partnerships

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
E/R.8.001	Budget Allocation	-23,667	-26,506	-27,314	-28,595	-29,566	Net spend funded from general grants, business rates and council tax
E/R.8.002	Fees and Charges	-3,944	-3,686	-3,713	-3,732	-3,746	Fees and charges made for the provision of services
E/R.8.003	Adult Learning and Skills SFA Grant	-2,080	-2,080	-2,080	-2,080	-2,080	Ringfenced contribution for the provision of skills services
E/R.8.004	Public Health Grant	-47	-	-	-	-	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.
8.99	TOTAL FUNDING OF GROSS EXPENDITURE	-29,738	-32,272	-33,107	-34,407	-35,392	

Section 3 - E: Strategy and Partnerships

Table 4: Capital Programme
Budget Period: 2024-25 to 2033-34

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
E/C.1	Policy & Communities											
E/C.1.001	Capitalisation of Policy, Design and Delivery Team	Funding the Policy, Design and Delivery Team from capital instead of revenue, by using the flexibility of capital receipts direction.		Ongoing	11,889	10,207	1,682	-	-	-	-	-
E/C.1.009	Library Improvement Fund	Refurbishment of two libraries as a pilot for a new flexible community space as part of the Future Libraries initiative.		Committed	389	209	173	7	-	-	-	-
E/C.1.010	Darwin Green Library	New library provision to meet community needs and provide a welcoming central venue for the community.		Committed	152	52	100	-	-	-	-	-
E/C.1.011	Sackville House Library Expansion	This capital scheme will help to provide an efficient and excellent library service to the people of Cambourne that reflects the growing size of the community and the varied uses libraries play. Enhancing the use of Sackville house and adapting to meet the needs of the current workforce.		Committed	582	61	521	-	-	-	-	-
E/C.1.012	Cherry Hinton Library	Improvements to Cherry Hinton Library.		Committed	55	10	45	-	-	-	-	-
E/C.1.013	Library Minor Works	Minor upgrade works needed to existing libraries across the county.		Committed	85	23	62	-	-	-	-	-
	Total - Policy & Communities				13,152	10,562	2,583	7	-	-	-	-
E/C.6	Capital Programme Variation											
E/C.6.001	Variation Budget	The Council includes a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing	-773	-	-773	-	-	-	-	-

Section 3 - E: Strategy and Partnerships

Table 4: Capital Programme
Budget Period: 2024-25 to 2033-34

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
E/C.6.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.		Ongoing	-	-	-	-	-	-	-	-
	Total - Capital Programme Variation				-773	-	-773	-	-	-	-	-
	TOTAL BUDGET				12,379	10,562	1,810	7	-	-	-	-

Funding	Total Funding £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
Government Approved Funding								
Specific Grants	373	193	173	7	-	-	-	-
Total - Government Approved Funding	373	193	173	7	-	-	-	-
Locally Generated Funding								
Agreed Developer Contributions	292	85	207	-	-	-	-	-
Anticipated Developer Contributions	396	61	335	-	-	-	-	-
Ring-Fenced Capital Receipts	11,302	10,207	1,095	-	-	-	-	-
Other Contributions	16	16	-	-	-	-	-	-
Total - Locally Generated Funding	12,006	10,369	1,637	-	-	-	-	-
TOTAL FUNDING	12,379	10,562	1,810	7	-	-	-	-

Section 3 - E: Strategy and Partnerships

Table 5: Capital Programme - Funding

Budget Period: 2024-25 to 2033-34

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
E/C.1	Policy & Communities									
E/C.1.001	Capitalisation of Policy, Design and Delivery Team			Ongoing	11,889	-	-	-	11,889	-
E/C.1.009	Library Improvement Fund			Committed	389	373	-	16	-	-
E/C.1.010	Darwin Green Library			Committed	152	-	152	-	-	-
E/C.1.011	Sackville House Library Expansion			Committed	582	-	582	-	-	-
E/C.1.012	Cherry Hinton Library			Committed	55	-	55	-	-	-
E/C.1.013	Library Minor Works			Committed	85	-	85	-	-	-
	Total - Policy & Communities				13,152	373	874	16	11,889	-
E/C.6	Capital Programme Variation									
E/C.6.001	Variation Budget			Ongoing	-773	-	-186	-	-587	-
E/C.6.002	Capitalisation of Interest Costs			Ongoing	-	-	-	-	-	-
	Total - Capital Programme Variation				-773	-	-186	-	-587	-
	TOTAL BUDGET				12,379	373	688	16	11,302	-

Section 3 - F: Public Health

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

Budget Period: 2024-25 to 2028-29

Net Revised Opening Budget 2023-24 £000	Service	Gross Budget 2024-25 £000	Fees, Charges & Ring-fenced Grants 2024-25 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
	Children Health							
7,632	Children 0-5 PH Programme	11,161	-3,315	7,846	7,846	7,846	7,846	7,846
1,734	Children 5-19 PH Programme - Non Prescribed	2,511	-778	1,734	1,734	1,734	1,734	1,734
341	Children Mental Health	341	-	341	341	341	341	341
441	Drug & Alcohol Misuse – Young People	460	-	460	460	460	460	460
350	Children's Weight Management	328	-	328	328	328	328	328
169	Childrens Integrated Lifestyles	227	-58	169	169	169	169	169
10,667	Subtotal Children Health	15,028	-4,150	10,878	10,878	10,878	10,878	10,878
	Drugs & Alcohol							
4,939	Drug & Alcohol Misuse	6,118	-1,179	4,939	4,939	4,939	4,939	4,939
4,939	Subtotal Drugs & Alcohol	6,118	-1,179	4,939	4,939	4,939	4,939	4,939
	Sexual Health & Contraception							
3,720	SH STI testing & treatment - Prescribed	5,606	-1,816	3,791	3,791	3,791	3,791	3,791
1,086	SH Contraception - Prescribed	1,086	-	1,086	1,086	1,086	1,086	1,086
392	SH Services Advice Prevention/Promotion - Non-Prescribed	423	-31	392	392	392	392	392
5,198	Subtotal Sexual Health & Contraception	7,115	-1,847	5,268	5,268	5,268	5,268	5,268
	Behaviour Change / Preventing Long Term Conditions							
2,219	Integrated Lifestyle Services	3,087	-867	2,219	2,219	2,219	2,219	2,219
-	Post Covid weight management services	-	-	-	-	-	-	-
664	Smoking Cessation GP & Pharmacy	664	-	664	664	664	664	664
704	NHS Health Checks Programme - Prescribed	704	-	704	704	704	704	704
242	Other Health Improvement	246	-4	242	242	242	242	242
3,830	Subtotal Behaviour Change / Preventing Long Term Conditions	4,701	-871	3,830	3,830	3,830	3,830	3,830
	General Prevention Activities							
1	General Prevention Activities	1	-	1	1	1	1	1
87	Falls Prevention	87	-	87	87	87	87	87
88	Subtotal General Prevention Activities	88	-	88	88	88	88	88

Section 3 - F: Public Health

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

Budget Period: 2024-25 to 2028-29

Net Revised Opening Budget 2023-24 £000	Service	Gross Budget 2024-25 £000	Fees, Charges & Ring-fenced Grants 2024-25 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
214	Adult Mental Health & Community Safety Adult Mental Health & Community Safety	417	-203	214	214	214	214	214
214	Subtotal Adult Mental Health & Community Safety	417	-203	214	214	214	214	214
-25,060	Public Health Directorate Public Health Directorate Staffing and Running Costs	3,302	-28,519	-25,216	2,591	2,591	2,591	2,591
125	Health in All Policies	-	-	-	-	-	-	-
	- Household Health & Wellbeing Survey	-	-	-	-	-	-	-
	- Social Marketing Research and Campaigns	-	-	-	-	-	-	-
	- Enduring Transmission Grant	-	-	-	-	-	-	-
	- Contain Outbreak Management Fund	-	-	-	-	-	-	-
-24,935	Subtotal Public Health Directorate	3,302	-28,519	-25,216	2,591	2,591	2,591	2,591
0	Public Health Budget Total	36,768	-36,768	-0	27,807	27,807	27,807	27,807

Section 3 - F: Public Health

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2024-25

Service	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Priorities & Investments £000	Savings £000	Income Adjustments £000	Net Budget £000
Children Health								
Children 0-5 PH Programme	7,632	214	-	-	-	-	-	7,846
Children 5-19 PH Programme - Non Prescribed	1,734	-	-	-	-	-	-	1,734
Children Mental Health	341	-	-	-	-	-	-	341
Drug & Alcohol Misuse – Young People	441	19	-	-	-	-	-	460
Children's Weight Management	350	-	-	-	-	-22	-	328
Childrens Integrated Lifestyles	169	-	-	-	-	-	-	169
Subtotal Children Health	10,667	233	-	-	-	-22	-	10,878
Drugs & Alcohol								
Drug & Alcohol Misuse	4,939	-	-	-	-	-	-	4,939
Subtotal Drugs & Alcohol	4,939	-	-	-	-	-	-	4,939
Sexual Health & Contraception								
SH STI testing & treatment - Prescribed	3,720	70	-	-	-	-	-	3,791
SH Contraception - Prescribed	1,086	-	-	-	-	-	-	1,086
SH Services Advice Prevention/Promotion - Non-Prescribed	392	-	-	-	-	-	-	392
Subtotal Sexual Health & Contraception	5,198	70	-	-	-	-	-	5,268
Behaviour Change / Preventing Long Term Conditions								
Integrated Lifestyle Services	2,219	-	-	-	-	-	-	2,219
Post Covid weight management services	-	-	-	-	-	-	-	-
Smoking Cessation GP & Pharmacy	664	-	-	-	-	-	-	664
NHS Health Checks Programme - Prescribed	704	-	-	-	-	-	-	704
Other Health Improvement	242	-	-	-	-	-	-	242
Subtotal Behaviour Change / Preventing Long Term Conditions	3,830	-	-	-	-	-	-	3,830
General Prevention Activities								
General Prevention Activities	1	-	-	-	-	-	-	1
Falls Prevention	87	-	-	-	-	-	-	87
Subtotal General Prevention Activities	88	-	-	-	-	-	-	88
Adult Mental Health & Community Safety								
Adult Mental Health & Community Safety	214	-	-	-	-	-	-	214
Subtotal Adult Mental Health & Community Safety	214	-	-	-	-	-	-	214

Section 3 - F: Public Health

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2024-25

Service	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Priorities & Investments £000	Savings £000	Income Adjustments £000	Net Budget £000
Public Health Directorate								
Public Health Directorate Staffing and Running Costs	-25,060	259	-	-	-	-27	-389	-25,216
Health in All Policies	125	-	-	-	-	-125	-	-
Household Health & Wellbeing Survey	-	-	-	-	-	-	-	-
Social Marketing Research and Campaigns	-	-	-	-	-	-	-	-
Enduring Transmission Grant	-	-	-	-	-	-	-	-
Contain Outbreak Management Fund	-	-	-	-	-	-	-	-
Subtotal Public Health Directorate	-24,935	259	-	-	-	-152	-389	-25,216
Public Health Budget Total	0	563	-	-	-	-174	-389	0

Section 3 - F: Public Health

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
1	OPENING GROSS EXPENDITURE	34,488	36,768	36,793	36,818	36,843	
F/R.1.001	Base Adjustments	1,412	-	-	-	-	Adjustment for changes in budget arising through budget preparation for 2023-24, including fully reflecting other grant funded lines in the gross and net budgets
F/R.1.002	Public Health Grant - Base Adjustment	926	-	-	-	-	Increase in Public Health grant in 2023-24 announced after the publication of the 2023-28 Business Plan
F/R.1.003	Public Health Grant - Base Adjustment	-447	-	-	-	-	Base adjustment to Public Health grant increase for 2023-24 to be spent outside of the Public Health Directorate
1.99	REVISED OPENING GROSS EXPENDITURE	36,379	36,768	36,793	36,818	36,843	
2	INFLATION						
F/R.2.001	Staff pay inflation	175	129	133	138	143	Assumed 5% increase for 2024-25 and 3.5% thereafter
F/R.2.002	Provider inflation related to 2023/24 Agenda for Change uplifts	304	-	-	-	-	Inflation to be paid to providers for 2023-24 Agenda for Change uplifts on staff pay but funded through the Integrated Care Board on a one off basis in 2023-24.
F/R.2.003	Provider inflation not related to Agenda for Change uplifts	82	-	-	-	-	Estimated inflation to be paid to providers not related to Agenda for Change uplifts on staff pay.
F/R.2.004	Miscellaneous other inflation	2	2	2	2	2	Forecast pressure for inflation relating to miscellaneous other budgets
2.99	Subtotal Inflation	563	131	135	140	145	
3	DEMOGRAPHY AND DEMAND						
3.99	Subtotal Demography and Demand	-	-	-	-	-	
4	PRESSURES						
4.99	Subtotal Pressures	-	-	-	-	-	
5	PRIORITIES & INVESTMENTS						
5.99	Subtotal Priorities & Investments	-	-	-	-	-	

Section 3 - F: Public Health

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
6	SAVINGS						
F/R.6.001	Health in all Policies	-125	-	-	-	-	The additional budget requirement added in the previous business plan is not needed to deliver on Health in All Policies as it is being addressed through existing capacity
F/R.6.002	Public Health savings	-27	-	-	-	-	Public Health business planning for 2024-25 pulls together outstanding underspends and options for savings across several service areas. These will have minimal disruption as they are largely from services which are already underspending as a result of savings already made.
F/R.6.003	Savings from recommissioning of contracts	-22	-106	-110	-115	-120	Savings from recommissioning of contracts.
6.99	Subtotal Savings	-174	-106	-110	-115	-120	
	TOTAL GROSS EXPENDITURE	36,768	36,793	36,818	36,843	36,868	
7	FEES, CHARGES & RING-FENCED GRANTS						
F/R.7.001	Previous year's fees, charges, other income & ring-fenced grants	-34,488	-36,768	-8,986	-9,011	-9,036	Fees and charges expected to be received for services provided and Public Health ring-fenced grant from Government.
F/R.7.002	Fees, Charges & Ring-fenced Grants base adjustments	-2,338	-	-	-	-	Base adjustments advised through the budget preparation process and increase in Public Health Grant 2023-24
F/R.7.003	Base Adjustments	447	-	-	-	-	Increase in 2023-24 Public Health grant to be spent outside of the Public Health Directorate
F/R.7.200	Increased contribution from PCC	-25	-25	-25	-25	-25	Inflation on shared posts costs with Peterborough City Council
F/R.7.201	Increase in Public Health grant	-386	-	-	-	-	Application of increase in the Public Health grant for 2024-25 to cover Agenda for Change uplifts and other provider inflationary pressures.
F/R.7.202	Change in spend funded by Public Health Grant	22	27,807	-	-	-	Reduction in spend within the Public Health Directorate in 2024-25, and assumption that the Public Health grant ring-fence will remain in place until 2024-25 but be removed thereafter.
7.99	Subtotal Fees, Charges & Ring-fenced Grants	-36,768	-8,986	-9,011	-9,036	-9,061	

Section 3 - F: Public Health

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
	TOTAL NET EXPENDITURE	-	27,807	27,807	27,807	27,807	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
F/R.8.001	Budget Allocation	-	-27,807	-27,807	-27,807	-27,807	Net spend funded from general grants, business rates and Council Tax or reserves.
F/R.8.101	Public Health Grant	-27,807	-	-	-	-	Direct expenditure funded from Public Health grant. As the ring-fence is assumed to be removed in 2025-26, the grant will be treated corporately and replaced with budget allocation for Public Health services.
F/R.8.102	Fees, Charges and Other Income	-8,961	-8,986	-9,011	-9,036	-9,061	Income generation (various sources).
8.99	TOTAL FUNDING OF GROSS EXPENDITURE	-36,768	-36,793	-36,818	-36,843	-36,868	

Section 3 - G: Capital Financing

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

Budget Period: 2024-25 to 2028-29

Net Revised Opening Budget 2023-24 £000	Policy Line	Gross Budget 2024-25 £000	Fees, Charges & Ring-fenced Grants 2024-25 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
38,142	Capital Financing Costs Capital Financing Costs	54,910	-13,838	41,072	45,382	47,557	45,108	42,262
38,142	Subtotal Capital Financing Costs	54,910	-13,838	41,072	45,382	47,557	45,108	42,262
38,142	Capital Financing Budget Total	54,910	-13,838	41,072	45,382	47,557	45,108	42,262

Section 3 - G: Capital Financing

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2024-25

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Priorities & Investments £000	Savings £000	Income Adjustments £000	Net Budget £000
Capital Financing Costs								
Capital Financing Costs	38,142	-	-	2,902	2,346	-	-2,318	41,072
Subtotal Capital Financing Costs	38,142	-	-	2,902	2,346	-	-2,318	41,072
Capital Financing Budget Total	38,142	-	-	2,902	2,346	-	-2,318	41,072

Section 3 - G: Capital Financing

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
1	OPENING GROSS EXPENDITURE	49,783	54,910	58,254	59,311	54,713	
G/R.1.001	Financing base adjustments	-121	-	-	-	-	Adjustments to the base budget to reflect updated position in 2023-24
1.99	REVISED OPENING GROSS EXPENDITURE	49,662	54,910	58,254	59,311	54,713	
2	INFLATION						
2.99	Subtotal Inflation	-	-	-	-	-	
3	DEMOGRAPHY AND DEMAND						
3.99	Subtotal Demography and Demand	-	-	-	-	-	
4	PRESSURES						
G/R.4.001	Recharge of interest receivable	3,522	-3,853	-916	-1,752	-3,816	Interest received on some deposited cash is recharged to other budgets. This decreases over time as those balances are used up by relevant service area.
G/R.4.002	Minimum Revenue Provision	-542	3,681	1,655	-841	-893	The council is required to provide for a portion of the cost of debt-financed capital schemes each year, so that over time we have enough provided to repay the cost of borrowing.
G/R.4.003	Technical and other	-78	-	-	-	-	Other costs relating to financing debt charges, such as brokerage fees.
4.99	Subtotal Pressures	2,902	-172	739	-2,593	-4,709	
5	PRIORITIES & INVESTMENTS						
G/R.5.001	Borrowing costs	3,623	5,226	-3	-2,784	-3,412	Change in borrowing costs as a result of changes to levels of prudential borrowing in the capital programme and the cost of that borrowing.
G/R.5.002	Repayment of interest from invest to save schemes	-1,277	-1,710	321	779	1,063	Capital schemes that generate a revenue return are recharged the cost of their borrowing once the income stream begins
5.99	Subtotal Priorities & Investments	2,346	3,516	318	-2,005	-2,349	

Section 3 - G: Capital Financing

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
6	SAVINGS						
6.99	Subtotal Savings	-	-	-	-	-	
	TOTAL GROSS EXPENDITURE	54,910	58,254	59,311	54,713	47,655	
7	FEES, CHARGES & RING-FENCED GRANTS						
G/R.7.001	Previous year's fees & charges	-11,520	-13,838	-12,872	-11,754	-9,605	Previous year's fees and charges for the provision of services rolled forward.
G/R.7.002	Interest receivable	-2,318	966	1,118	2,149	4,212	We receive interest on cash balances we hold. Over time we expect this to go down due to interest rates reducing and us using up excess cash in place of borrowing.
7.99	Subtotal Fees, Charges & Ring-fenced Grants	-13,838	-12,872	-11,754	-9,605	-5,393	
	TOTAL NET EXPENDITURE	41,072	45,382	47,557	45,108	42,262	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
G/R.8.101	Budget Allocation	-41,072	-45,382	-47,557	-45,108	-42,262	Net spend funded from general grants, business rates and Council Tax.
G/R.8.102	Fees and Charges	-13,838	-12,872	-11,754	-9,605	-5,393	Income from interest receivable
8.99	TOTAL FUNDING OF GROSS EXPENDITURE	-54,910	-58,254	-59,311	-54,713	-47,655	

Section 3 - H: Corporate & Funding Items

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

Budget Period: 2024-25 to 2028-29

Net Revised Opening Budget 2023-24 £000	Service	Gross Budget 2024-25 £000	Fees, Charges & Ring-fenced Grants 2024-25 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
	Corporate Items							
9,879	Cambridgeshire and Peterborough Combined Authority levy	10,077	-	10,077	10,279	10,485	10,695	10,905
442	Environment Agency levy	454	-	454	466	478	490	502
-	Corporate reserves contributions	-2,780	-200	-2,980	-2,381	-2,438	-290	655
1,603	Central holding and miscellaneous accounts	999	-739	260	1,249	1,498	1,497	1,497
11,924	Subtotal Corporate Items	8,750	-939	7,811	9,613	10,023	12,392	13,559
	<i>UNIDENTIFIED SAVINGS REQUIRED TO BALANCE BUDGET</i>				-26,533	-49,105	-75,047	-99,261
11,924	Corporate & Funding Items Budget Total	8,750	-939	7,811	-16,920	-39,082	-62,655	-85,702

Section 3 - H: Corporate & Funding Items

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2024-25

Service	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Priorities & Investments £000	Savings £000	Income Adjustments £000	Net Budget £000
Corporate Items								
Cambridgeshire and Peterborough Combined Authority levy	9,879	198	-	-	-	-	-	10,077
Environment Agency levy	442	12	-	-	-	-	-	454
Corporate reserves contributions	-	-	-	-2,780	-	-	-200	-2,980
Central holding and miscellaneous accounts	1,603	-722	-	-	-92	-500	-29	260
Subtotal Corporate Items	11,924	-512	-	-2,780	-92	-500	-229	7,811
Corporate & Funding Items Budget Total	11,924	-512	-	-2,780	-92	-500	-229	7,811

Section 3 - H: Corporate & Funding Items

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
1	OPENING GROSS EXPENDITURE	11,691	8,750	-16,920	-39,082	-62,655	
H/R.1.001	Corporate items base adjustments	6,732	-	-	-	-	- Adjustments to the base budget from cost centres that previously sat in Finance and Resources,
H/R.1.002	Permanent Virements - PVs	930	-	-	-	-	- Permanent changes to budgets agreed in 2023-24.
H/R.1.003	Reversing previous year's reserves	1,665	2,780	2,381	2,438	290	Adjustments to the base budget, including the unwinding of the previous year's corporate reserves movement in order to transparently show the current year's contribution below
H/R.1.004	Transfer of 2023-24 pay award funding	-8,339	-	-	-	-	- Funding for the 2023-24 pay award was held centrally until the award was agreed - this line now allocates this out to the relevant services
H/R.1005	Support to Care Leavers - Council Tax Exemption Scheme	-45	-	-	-	-	- Transfer permanent funding to support council tax exemption scheme for eligible care leavers to CEF.
1.99	REVISED OPENING GROSS EXPENDITURE	12,634	11,530	-14,539	-36,644	-62,365	
2	INFLATION						
H/R.2.001	Combined Authority levy Inflation	198	202	206	210	210	Assumed 2% inflation per year
H/R.2.002	Environment Agency levy inflation	12	12	12	12	12	Assumed 2% inflation per year on the levy that funds regional flood and coastal committees within the county
H/R.2.003	2023-24 Pay Award Upside	-722	-	-	-	-	- Remaining budget after allocation of the 2023-24 pay award.
2.99	Subtotal Inflation	-512	214	218	222	222	
3	DEMOGRAPHY AND DEMAND						
3.99	Subtotal Demography and Demand	-	-	-	-	-	

Section 3 - H: Corporate & Funding Items

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
4	PRESSURES						
H/R.4.001	Use of corporate reserves	-6,539	-2,381	-2,438	-291	655	Corporate use of reserves towards budget gap. This is the absolute value of reserves used each year as they are reversed out in the base adjustments section above in the following year. Some of this reserves usage is planned, phased draw-down of the covid grant reserve; offsetting that is movement on the taxation volatility reserve, which offsets one off collection fund movements.
H/R.4.002	Impact of collection fund changes on reserves	3,759	-	-	-	-	As a matter of course, the one off impact of changes to council tax or business rates collection funds (the difference between estimate and actual tax collected) is charged to or added to the local taxation volatility reserve. This prevents one-off impacts to our budget; over time, any excess in this reserve may be released. This line is reversed by the base adjustment above.
4.99	Subtotal Pressures	-2,780	-2,381	-2,438	-291	655	
5	PRIORITIES & INVESTMENTS						
H/R.5.001	Legacy transformation funded schemes	-92	-	-	-	-	The final unwinding of funding for schemes that were transformation funded in previous business plans
5.99	Subtotal Priorities & Investments	-92	-	-	-	-	
6	SAVINGS						
H/R.6.001	Reducing the level of bad debt provision	-500	250	250	-	-	Temporarily reducing the level of bad debt provision by investment in debt recovery capacity.
6.99	Subtotal Savings	-500	250	250	-	-	
	IMBALANCE	-	-26,533	-22,573	-25,942	-24,214	
	TOTAL GROSS EXPENDITURE	8,750	-16,920	-39,082	-62,655	-85,702	
7	FEES, CHARGES & RING-FENCED GRANTS						
H/R.7.001	Previous year's fees, charges & ring-fenced grants	-	939	-	-	-	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.

Section 3 - H: Corporate & Funding Items

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
H/R.7.002	Public Health Grant Reserve Drawdown	-200	200	-	-	-	- A contribution from the Public Health grant reserve is made for eligible services
H/R.7.003	Change in Public Health Grant 2023-24	-710	-	-	-	-	- Change in Public Health Grant 2023-24
H/R.7.004	Change in Public Health Grant	-29	739	-	-	-	- Change in ring-fenced Public Health grant to reflect expected contribution from Public Health to budget gap, and thereafter the expected removal of the grant ringfence.
7.99	Subtotal Fees, Charges & Ring-fenced Grants	-939	1,878	-	-	-	
	TOTAL NET EXPENDITURE	7,811	-15,042	-39,082	-62,655	-85,702	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
H/R.8.001	Budget Allocation	-7,811	16,920	39,082	62,655	85,702	Budget allocation for these lines, a positive number indicates a council-wide budget gap which is referenced above.
H/R.8.002	Public Health Funding	-739	-	-	-	-	- 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.
H/R.8.004	Public Health Reserve	-200	-	-	-	-	- A contribution from the Public Health grant reserve is made for eligible services
8.99	TOTAL FUNDING OF GROSS EXPENDITURE	-8,750	16,920	39,082	62,655	85,702	



Business Cases

2024-25

Business Plan Section 4



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Draft Business Cases: Children & Young People

This includes the outline business cases for the following proposed investments and savings within CYP that total over £500k:

Business Case Title	Category	Total Amount £000
Free School Meals holiday voucher scheme	Investment	3,000
Children's Residential Strategy	Invest to save	-£1,296
Social Care & Education Transport	Savings	-£753
Children in Care Placements	Pressures, investment and savings	£1,850

Free school meals – holiday voucher scheme

Proposal Title (Business Plan Description):	Free school meals - Cambridgeshire Holiday Voucher Scheme		
<u>Relevant Ambition(s)</u>	Ambitions 3, 4, 5, 7		
Directorate:	Children, Education and Families		
Service:	Education		
Type:	Investment		
Recurrent or One Off:	One off (across two payments)		
BP Reference No:	A/R.5.003 A/R.5.004		
Date:	1.12.23	Version	1

Proposal Summary

Summary / details of Proposal:

We have successfully operated a direct voucher scheme for any child eligible for free school meals, plus pre-school children who qualify via other specific schemes during the holiday periods from December 2020 and currently have funding in place until February 2024. The majority of the scheme has been funded by the Household Support Fund (and predecessor grants). The Fund is intended to cover a wide range of low-income households in need, including families with children of all ages, pensioners, unpaid carers, care leavers and disabled people.

Around 50% of the fund has been targeted and provides access to a supermarket voucher. We have provided these to eligible pupils over the six school holidays during the academic year. The scheme will continue to support those children aged 2 to 19 who meet our low-income criteria – typically those families accessing universal credit earning less than £7,400. The eligibility criteria we have applied remains the same:

- Funded Childcare and Education for 2-year-olds under the income-based criteria (children aged 2)
- Early Years Pupil Premium under the income-based criteria (children aged 3 and 4)
- Free School Meals (children and young people aged 4 to 16)
- Students in Sixth Forms eligible for Free School meals or for the 16+ bursary (young people aged 16 to 19).






In previous rounds, we funded all children in our schools regardless of where they live. In each round, and in line with the national scheme, we set an upper age limit of up to 19 on the day the vouchers are set. We allow claims from eligible students up to 25 if they have an education, health and care plan and are accessing education.

The scheme will run alongside our Holiday Activity and Food Scheme (operating at Easter, Summer and Christmas) and parents can access both schemes.

At this time, the future of the Household Support Grant is uncertain, so core funding has been identified to continue the scheme across the medium-term financial planning cycle. The £3m will mean that annually 22,000 eligible children will receive up to £135 over the 6 holidays of the academic year. We will provide a supermarket voucher which will allow parents to select one of 11 supermarkets.

In October, we undertook a survey of parents who have accessed the scheme. We had 537 responses, and the key headlines are below:

2. On a scale of 1 – 5 (5 being strongly agree and 1 being strongly disagree), the Cambridgeshire Holiday Voucher Scheme has helped my family with the cost of living crisis.

Answer Choices			Response Percent	Response Total
1	1 - Strongly Disagree		5.40%	29
2	2 - Disagree		0.93%	5
3	3 - Neither Agree or Disagree		7.45%	40
4	4 - Agree		21.04%	113
5	5 - Strong Agree		65.18%	350

Quotes received included -

- The supermarket vouchers have been a life saver!
- It makes such a big difference to know I can feed the children healthy food in holiday time, without this help I don't know how I would manage.
- These vouchers really help put food on the table are much needed thank you.
- By having help with the vouchers so I can buy fresh food and make healthier meals.
- It's massively helped with our grocery bill. One of my sons has coeliacs disease and the cost of gluten free food is extortionate. This has helped with the cost of his food.
- It has helped tremendously!! I cannot express how much the scheme has helped the past few years! It makes sure my kids have healthy and enough to eat during the holidays without giving the bare minimum food then starving myself to feed them.
- We went through being homeless with a new baby so really helped a lot.
- Some parents, including ourselves, have come to have to rely on the voucher schemes since they began, now more than ever families need extra support to ensure their children don't have to suffer in poverty.
- It will be such a shame if it comes to an end.
- FSM (free school meals) is sometimes the first and only meal my child has during the week, and the supermarket voucher is a lifeline to ensure I can get the extra food required for the week when he is at home.
- This is the best thing the government has ever done for families especially during summer holidays.

Has an EqlA been completed?	Yes
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Proposed Start Date:	April 2024
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Summary Business Plan Revenue Financial Information
(Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Investment		3,000				
Investment		-1,500		1,500		
Total						

Capital link

Is there a linked capital proposal?	No
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Proposal benefits and impacts

Benefit < List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.>	<i>Which ambition does it contribute towards? Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4</i>	Measurement & Evaluation <How will you measure the benefits? Will there be internal or external evaluation – by who and when>
Families are supported against the cost-of-living crisis and rising bills.	Ambition 5 - Helping people out of poverty and income inequality	Survey undertaken in October 2024 reflecting the feedback received in October 2023
Children are fed during the school holidays	Ambition 7 - Children and young people have opportunities to thrive.	Take up of vouchers and the increase in free school meal claims.

Type of impact	Details <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	None
Social Impact	Positive - Less deprivation for families and ensuring children are fed whilst not at school.
Health Impact	Positive - Feedback from the October 2023 survey has shown that this funding enables more families to afford healthy eating including vegetables and fruit.

Children's Residential Strategy

Proposal Title (Business Plan Description):	Children's Residential Strategy		
<u>Relevant Ambition(s)</u>	Ambition 7		
Directorate:	Childrens, Education and Families		
Service:	Childrens Commissioning		
Type:	Saving		
Recurrent or One Off:	Recurrent		
BP Reference No:	A/R.5.002 A/R.6.011		
Date:	12/12/2023	Version	1

Proposal Summary

<p>Summary / details of Proposal:</p> <p>Locally and nationally, there is a growing complexity of need, alongside a lack of local capacity to respond to children and young people with complex needs in crisis which is significantly impacting in a number of ways:</p> <ul style="list-style-type: none"> • Use of out of County placements. Often the Council can only find homes for children and young people outside of Cambridgeshire. This means that they are being placed a long way from their local connections and families. There is often limited choice in the homes available and this means that they are not always suitable as long-term arrangements. • Unregistered settings. Due to the lack of available local provision to meet the needs for some of our most complex young people, the Council needs to place a small number of children in homes that are not registered with Ofsted. These are short term arrangements whilst registered homes are found but it is a growing problem. These placements are often extremely expensive. • The Council is experiencing significant budget pressures. Demand is outstripping supply, and the cost of placements is consequently increasing year on year, and this also results in a compromised ability to forecast our budgetary needs accurately. Whilst there are a number of pressures on the placement budget, one of the primary cost drivers is due to the lack of residential placements and increased use of unregistered placements, and the associated steep cost increases. <p>In order to mitigate the above pressures in a long term and sustainable way, we are proposing a phased development of two residential children's homes (providing up to 4 placements), for direct access by Cambridgeshire County Council, for our children and young people in care.</p> <p>This will comprise 2 x solo/dual bed services, which will provide a short-term intervention service to assist young people who are in a period of crisis and to support them to move on effectively to a longer-term setting (e.g., residential children's home, foster care placement or</p>
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reunification back to their family home). The home will focus on providing a nurturing therapeutic environment for children with the most complex needs. Each of the dual bed/solo homes would provide a short-term (26 weeks) residential service, for up to two young people, in a period of crisis.

Progression of this option will enable the Council to deliver:

- Improved outcomes for children and young people and their families.
- To increase sufficiency within County for this identified group of children and young people.
- Ensure Cambridgeshire's children in care remain in their local area accessing local services.
- To reduce the use of unregistered services for young people.
- To have provision that is for the primary use of Cambridgeshire children in care
- Greater control over local market provision and cost, to support delivery of a more sustainable budget position.

Has an EqlA been completed?	Not at this stage. An EqlA will be completed following full options appraisal.
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Proposed Start Date:	Towards the end of 2025
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Summary Business Plan Revenue Financial Information (Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Investment		546	1,365	273		
Saving		-435	-2,175	-870		
Choose an item.						
Choose an item.						
Total		111	-810	-597		

Capital link

Is there a linked capital proposal?	Yes
If so, what is the reference no.?	A/C.11.005
Investment year(s)	2024/25 over 3 years
Investment Amount	£3.6m currently in capital business plan, but this is being re-costed to match revised project scope.
Funding Source	Prudential Borrowing

Proposal benefits and impacts

Benefit <i>< List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.></i>	<i>Which ambition does it contribute towards? Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4</i>	Measurement & Evaluation <i><How will you measure the benefits? Will there be internal or external evaluation – by who and when></i>
Increased sufficiency for residential care within the county for Cambridgeshire's children in care	Ambition 4	Reduced use of unregistered placements Reduced number of out of county placements
Greater market and price control	Ambition 4	More accurate budget forecasting. Reduced budgetary pressures.

Type of impact	Details <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	Positive - Will contribute towards net zero carbon emissions through ensuring properties are selected with good energy efficiency measures. Reduction in the need for social workers to travel outside the county to support children elsewhere in the UK
Social Impact	Positive - Children and young people with complex needs will be supported in a period of crisis with short term targeted therapeutic support to enable the best social outcomes for them.
Health Impact	Positive - Children and young people with complex needs will be supported in a period of crisis with short term targeted therapeutic support to enable the best health outcomes for them.

Social Care & Education Transport

Proposal Title (Business Plan Description):	Social Care & Education Transport - Continuing Transformation Savings		
Relevant Ambition(s)	Ambitions 2, 7		
Directorate:	Children Education and Families (CEF)		
Service:	Home to School Transport		
Type:	Saving		
Recurrent or One Off:	One off		
BP Reference No:	A/R.6.005		
Date:	28.09.2023	Version	1.0

Proposal Summary

Summary / details of Proposal:			
<p>The purpose of the Passenger Transport Transformation (PTT) Programme is to combine and oversee all transport activity to ensure successful delivery of the outcomes set out in the Passenger Transport Transformation Strategy, inclusive of creating savings on existing Home to School Transport spend, which, for reference, were over budget to the following amounts in 22/23:</p>			
Budget Area	22/23 Budget	22/23 Actual	Variance
Transport Mainstream	9,748,842	10,480,053	731,211
Transport Special	17,744,352	19,645,827	1,901,475
Transport Children in Care	1,629,623	2,122,063	492,440
Passenger Transport	29,122,817	32,247,943	3,125,126
<p>The PTT Programme has several workstreams which are attempting to produce savings as well as benefits to users by encouraging independent or active travel solutions where possible, including the following activity:</p> <ul style="list-style-type: none"> • Review of High-Cost Single Routes (SEND) - Children moved to shared travel where possible • Clean Sheet Reviews - Optimisation of high-volume routes to ensure best value • Management of Transport Decision Making Through Policy <p>This proposal reflects the savings profiling for the programme, as agreed by the Rapid Implementation Team (RIT) in November 2022.</p>			

Has an EqIA been completed?	Not at this stage. An EqIA will be completed, where required, on completion of business cases for individual savings projects when the full detail of the proposal has been worked up
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Proposed Start Date:	April 2024
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Summary Business Plan Revenue Financial Information
(Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Saving		-582	-171			
Choose an item.						
Choose an item.						
Choose an item.						
Total		-582	-171			

Capital link

Is there a linked capital proposal?	No
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Proposal benefits and impacts

Benefit <i>< List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.></i>	<i>Which ambition does it contribute towards? Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4</i>	Measurement & Evaluation <i><How will you measure the benefits? Will there be internal or external evaluation – by who and when></i>
Reduction in costs	Ambition 2	Internal evaluation, monthly tracking of savings generated.
Increase in sustainable travel	Ambition 2	Internal evaluation at the end of a project initiative within the strategy. For example, measurement of numbers of children walking to school before and after safer walking route implementation.
Increased independent travel	Ambition 7	Internal evaluation at the end of a project initiative within the strategy. For example, measurement of numbers of children independently traveling before and after implementation of policy changes.

Type of impact	Details <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	Positive - The entire strategy and all activity undertaken as a result aims to improve travel to school for our children and young people, promoting sustainable methods of transport at every opportunity.
Social Impact	Positive - The entire strategy and all activity undertaken as a result aims to improve independent travel to school for our children and young people, promoting independence and improving outcomes into adulthood.
Health Impact	Positive - The entire strategy and all activity undertaken as a result aims to improve independent travel to school for our children and young people which in turn has a positive impact on health outcomes for children and young people.

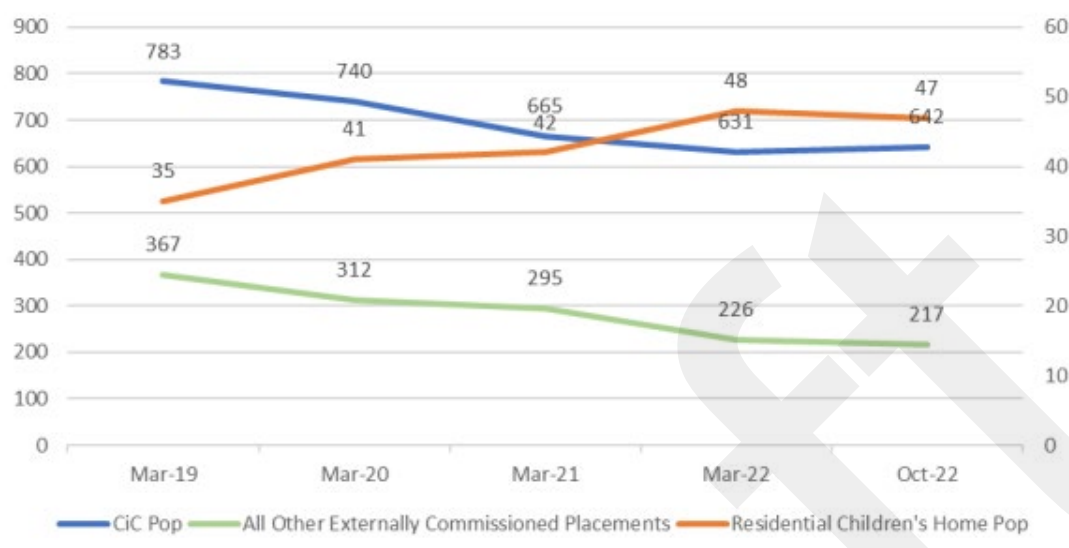
Children in Care Placements

Proposal Title (Business Plan Description):	Children in Care Placements: Budget Pressure and Savings		
Relevant Ambition(s)	Ambition 7		
Directorate:	Children, Education & Families		
Service:	Commissioning (Childrens)		
Type:	Pressure		
Recurrent or One Off:	Recurrent		
BP Reference No:	A/R.4.011, A/R.4.012, A/R.6.007, A/R.6.008		
Date:	27/11/2023	Version	1

Proposal Summary

<p>Summary / details of Proposal:</p> <p>Overview The children in care placement budget covers the cost of providing care for children across a range of settings, including for example residential, independent fostering placements, secure welfare and supported accommodation. This is a statutory service provision to ensure children and young people in care have placements funded to meet their assessed needs.</p> <p>This business case seeks to address the current budget pressures faced by the service in the immediate short-term, alongside the transformation work being undertaken to mitigate these pressures and deliver associated savings on the placement budget.</p> <p>Budget Pressure This proposal addresses the significant immediate pressures faced by the service in securing safe and appropriate placements for our children in care population. In line with national trends, Cambridgeshire is experiencing an increase in the number of Children in Care with complex needs requiring residential and bespoke placements. This is despite an overall decrease in Cambridgeshire's children in care population, indicating increasing complexity of needs amongst our children and young people in care. We have seen steady growth in demand for residential placements and this has continued into 2023/24, as the graph shows:</p>
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Cambridgeshire Children in Care & Residential Children's Home Populations



More recently, we are experiencing challenges in identifying homes that can safely support children with conflicting or varied needs, e.g., mental health, risk of self-harm, child sexual exploitation or criminal exploitation/gang involvement. These needs often require therapeutic crisis placements in small homes where intensive intervention and rehabilitation work can be undertaken over a focused period of time. The lack of this local sufficiency is leading to an increased use of more costly out of area or unregistered placements.

Based on the current placement budget commitments, this equates to a forecast pressure of £3.1m for 2024/25. We have therefore requested an investment of £3.1m in the Children in Care External Placements budget to address this current pressure which will be funded from reserves funding in 2024/25.

Transformation Savings

Following a deep dive review of the Children in Care budget, a number of opportunities have been identified to support delivery of the following savings in 2024/25:

- £1m: reduction in external children in care placement budget spend through a review of high-cost placements, with a focus on step-down provision when appropriate.
- £250k: negotiations with external providers to reduce costs, with a focus on step-down provision.

A number of existing steps have been undertaken to mitigate budget pressure in-year. This includes:

- Establishment of a weekly placement panel to review all high-cost placements.

- Step down of children in secure welfare units: targeted approach to support step down of secure welfare placements to support the young person to move on where ready to do so.
- Targeted review of all children in residential care over 12 years of age to identify appropriate opportunities to return to a foster care home.
- Review opportunities to progress independence where appropriate for 17-year-olds in semi-independent units.
- Placement support – investment in training and practice models to support social workers and foster carers in working with challenging and complex behaviour, alongside developing a programme to recruit emergency foster carers.

In addition to the existing mitigations being undertaken, this business case recognises that there are medium to long term interventions required to shape the market to ensure we have the required capacity to meet demand for local Cambridgeshire children and young people and we are looking to address this through some of our wider strategies, such as the Residential care Strategy and development of in-house fostering services. Savings contained within this business case will be delivered through a targeted approach, focusing on an immediate short-term impact to ensure benefits realisation in 2024/25. To deliver this, we intend to focus on the following areas:

- Improved market management arrangements with providers to provide more cost-effective and quality placements.
- Reviewing current Dynamic Purchasing System (DPS) framework and other provider frameworks to ensure efficiencies and capacity are maximised.
- To review and recommend a small number of formal contractual arrangements with local providers to meet need more effectively. This may for example, include looking at block contract arrangements with some providers to ensure quality capacity to meet demand in line with the Council's constitution.
- Continue to review high costs placements through panel processes to review costs, timings and types of provision recommended to ensure both value for money and effective outcomes for children and young people.
- Review costs that are met between health, social care and education and ensure these are being accurately planned and resourced.

Has an [EqIA](#) been completed?

N/A

Proposed Start Date:

December 2023

Summary Business Plan Revenue Financial Information
(Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Pressure		3,100				
Investment (Reserves funding)		-3,100	3,100			
Saving		-1,000				
Saving		-250				
Total		-1,250	3,100			

Capital link

Is there a linked capital proposal?	No
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Proposal benefits and impacts

Benefit < List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.>	Which ambition does it contribute towards? Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4	Measurement & Evaluation <How will you measure the benefits? Will there be internal or external evaluation – by who and when>
Better use of financial resources.	Ambition 7	We will be monitoring the savings identified in this business plan and sufficiency action plan to ensure savings are monitored, reviewed and implemented.
Providing better quality and local services to children we care for.	Ambition 7	We will be reviewing the stability of placements, feedback from children in care, Social Workers, Placements Officers and Independent Reviewing Officers around quality of provision.
Improved opportunities for local providers to work as part of our local network.	Ambition 7	Ensure that there is a high attendance rate from providers to market events. Positive feedback from

		providers around engagement events.
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Type of impact	Details <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	Positive – reduced travel & carbon emissions The development of more local provision will reduce long distance travel arrangements for children and by professionals visiting them. It will also support children and their carers to use more local transport.
Social Impact	Positive - Providing opportunities for residents to be part of our local offer to children and young people we care for by developing more local provision via expansion in residential provision, as well as increasing local foster carers.
Health Impact	Positive - Providing support for children closer to their local community and network. Being able to access local health and community services in preparation for adulthood.

Draft Business Cases: Adults and Health

This includes the outline business cases for proposed savings and investments within Adults & Health that are over £500k.

Business Case Title	Category	Amount £000
Real living wage	Investment	500
Investment in Adult Social Care to deliver savings	Invest to save	3,234
Mental Health residential and community	Invest to save	-976
Decommissioning of block contracts for car rounds providing home care	Savings	-2,573
Prevent, reduce, delay needs presenting – Reablement	Savings	-945
Adults, Health and Commissioning vacancy factor	Savings	-560
Increased income from reducing financial assessments backlog	Income	-1,021

Investment to support continuing payment of the Real Living Wage.

Proposal Title (Business Plan Description):	Investment to support continuing payment of the Real Living Wage		
<u>Relevant Ambition(s)</u>	Ambitions 4 and 5		
Directorate:	Adults Health and Commissioning		
Service:	Commissioning		
Type:	Investment		
Recurrent or One Off:	Recurrent		
BP Reference No:	B/R.5.008		
Date:	21.12.2023	Version	1

Proposal Summary

<p>Summary / details of Proposal:</p> <p>The Real Living Wage (RLW) is a minimum income standard which is based on what people need to earn to maintain an acceptable standard of living within the UK. It is calculated on an annual basis by an independent body called the Living Wage Foundation which is made up of leading living wage employers, trade unions and academic partners amongst others. Following the announcement on 24 October 2023, the RLW is due to increase in 2024/25 from £10.90 per hour to £12 per hour outside London (a 10.1% increase).</p> <p>The RLW is a key priority for the joint administration within Cambridgeshire, who are seeking to drive up the quality and dignity of care work and services, as well as improve training, career development, pay and conditions for frontline care workers.</p> <p>Included in the Council's 2022/23 and 2023/24 Business Plan was specific funding into the adult social care budget to allow the RLW to be paid. This investment was over and above inflation monies already built in to cover National Living Wage and CPI inflationary increases. The distribution of the RLW investment in 2022/23 was targeted to providers who were known to not be paying the RLW through individual negotiated approach. The 2023/24 RLW investment was incorporated into our provider uplift strategy, alongside the expectation of providers to pay staff the RLW being embedded in uplift negotiations, and it is our intention to continue this approach into 2024/25.</p> <p>To enable providers to continue to pay their staff the RLW in line with the 2024/25 increases, £500k of additional investment is being made in 2024/25. This will be incorporated into the overall inflationary investment proposed for 2024/25, to support fee uplifts to the care market.</p>

Has an EqIA been completed?	Not Applicable
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Proposed Start Date:	1/4/2024
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Summary Business Plan Revenue Financial Information
(Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Investment		500				
Total		500				

Capital link

Is there a linked capital proposal?	No
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Proposal benefits and impacts

Benefit < List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.>	Which ambition does it contribute towards? Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4	Measurement & Evaluation <How will you measure the benefits? Will there be internal or external evaluation – by who and when>
Improved recruitment and retention – enabling the Council to work with providers to create a 'career in care' which is more attractive and creates longevity.	Ambition 4 Ambition 5	Vacancy rates across social care Turnover rates across social care Capacity within the market to respond to demand for services
Quality Improvement – due to improved motivation and morale amongst employees	Ambition 4	Reduction in quality concerns Improvement in local Care Quality Commission (CQC ratings)

Type of impact	Details <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	None
Social Impact	Positive - As a major employer and commissioner of services, the Council can positively impact on in work poverty and social mobility challenged often arising amongst the lowest paid segments of the adult social care workforce. This will not only increase quality of life but will increase spending levels in turn boosting local communities and economies.
Health Impact	Positive - Improved health and wellbeing: low income has been found to have a direct impact on the conditions into which we are born, grow, live, work and age – which result in unfair and unjust inequalities in length and quality of life. Addressing income levels so they reflect the cost-of-living crisis rather than surviving has a positive impact on this.

Investment in Adult Social Care invest to save schemes

Proposal Title (Business Plan Description):	Investment in adults invest to save schemes		
<u>Relevant Ambition(s)</u>	Ambition 4		
Directorate:	Adults Health and Commissioning		
Service:	All		
Type:	Investment		
Recurrent or One Off:	One off		
BP Reference No:	B/R.5.005a through to B/R.5.005i		
Date:	21/12/2023	Version	1

Proposal Summary

<p>Summary / details of Proposal:</p> <p>The level of savings delivery contained within the 2024/25 business plan for Adults, Health and Commissioning represents a significant programme of transformational work, which will require one-off resource and capacity investment to ensure we are able to mobilise delivery in a timely manner, ensuring full year delivery of savings next financial year.</p> <p>The focus of the Directorate is managing demand and increasing independence through the following priorities:</p> <ul style="list-style-type: none"> • Prevention agenda – supporting people to remain independent in their own homes for as long as possible, including the expansion of Care Together to deliver an all-age locality-based prevention and early intervention model. • Learning Disabilities and Mental Health – maximising opportunities for independence, including increasing our local accommodation offer, improved transition pathways and a stronger community and enablement offer. • Discharge pathways – undertaking a diagnosis to understand our current arrangements to ensure effective home first principles are embedded and we are maximising opportunities to support people’s independence. • In house services – efficiencies and effectiveness of operations, including value for money and opportunities for growth / diversification and in-sourcing. <p>It is expected most, if not all, of the above will consider the opportunities for digital developments, including the use of Artificial Intelligence.</p> <p>To deliver on this commitment, £3.234m of investment is required to support delivery of the following savings over the next three years, as outlined in the below table.</p>

Business Planning reference	Saving	Investment £000	Saving £000				
			2024/25	2025/26	2026/27	2027/28	2028/29
B/R.6.009	Mental Health – residential and community	450	-357	-357	-262	-	-
B/R.6.030 B/R.6.031 B/R.6.032	Review in-house	100	-1,000	-	-	-	-
B/R.6.027 B/R.6.028 B/R.6.029	Review discharge pathways	500	-1,200	-	-	-	-
B/R.6.015 B/R.6.024	Prevention agenda – all age locality strategy & digital innovation	421	-477	-	-	-	-
B/R.6.016a – B/R.6.021b & B/R.6.037a/b	Learning Disabilities	648	-1,962	-	-	-	-
B/R.6.038	Learning Disabilities Pool – ending of pooled budget arrangements	1,115	-1,469	-3,717	-2,040	-412	-
	TOTAL	3,324	-6,465	-4,074	-2,302	-412	

This is to be funded from a combination of £2.320m of Just Transition Funding and £914k of Adults reserves.

This supports the Just Transition Funding priority of Sustainable Economy and Public Spending, by producing tangible savings, further income generation or reducing demand for services to ensure sustainability for the Council's finances.

Has an EqIA been completed?	Not Applicable
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Proposed Start Date:	01/04/2024
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Summary Business Plan Revenue Financial Information
(Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Investment	2,830	-2,576	-104	-150		
Breakdown of funding for investment:						
Adults reserves	-510	256	104	150		
Just Transition fund	-2,320	2,320				
Total	0	0	0	0	0	0

Capital link

Is there a linked capital proposal?	No
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Proposal benefits and impacts

Benefit < List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.>	Which ambition does it contribute towards? Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4	Measurement & Evaluation <How will you measure the benefits? Will there be internal or external evaluation – by who and when>
Delivery of the savings contained within the business plan over the next three years	Enabler	Financial tracking
Change programme implemented to ensure we are maximising opportunities to support people to remain independent in their own homes for as long as possible.	Ambition 4	Individual outcomes Number of long-term and short-term care packages and associated financial spend

Type of impact	Details <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	Neutral / None
Social Impact	Positive - Our approach to managing demand, is a continued focus on prevention and early intervention, supporting people to remain independent in their own homes for as long as possible, aiming to improve their health, wellbeing and quality of life.
Health Impact	Positive - Our approach to managing demand, is a continued focus on prevention and early intervention, supporting people to remain independent in their own homes for as long as possible, aiming to improve their health, wellbeing and quality of life.

Mental Health residential and community

Proposal Title (Business Plan Description):	Mental Health Improved Commissioned Services - Residential and Community		
Relevant Ambition(s)	Ambition 4		
Directorate:	Adults, Health and Commissioning		
Service:	Commissioning		
Type:	Multiple		
Recurrent or One Off:	Three-year investment to deliver recurrent savings		
BP Reference No:	B/R.6.009		
Date:	19/09/2023	Version	0.1

Proposal Summary

<p>Summary / details of Proposal:</p> <p>Key Adult Social Care Priority that this business case supports:</p> <ul style="list-style-type: none"> • We will maximise people's opportunities and independence. • We will promote choice and personalised services. <p>The Council commissions the provision of statutory mental health social care services from Cambridgeshire and Peterborough NHS Foundation Trust (CPFT), and these delegated functions are managed through a section 75 agreement. This includes activities covered under the Care Act 2014, such as assessment of need, care and support planning, reviews and section 42 safeguarding adult enquiries. The service enables access to appropriate community-based resources, care and support delivery within the home and registered care provision where required.</p> <p>This proposal has identified three key areas for improvements in current commissioned provision:</p> <ul style="list-style-type: none"> • Residential/Nursing Cost avoidances are generated based on economies of scale. Instead of considering high value packages in isolation in a service, the proposal is to share resources with existing packages in a service with a focus on additional one-to-one (121) care on top of the placement. This is an area that has been clearly identified as a growing pressure on costs. • Home Care Greater focus and management of the Home Care Framework to identify the number of providers who deliver mental health support. This will enable us to have greater oversight of the providers who are able to provide mental health support and maximise
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this capacity when making placements. This will reduce the number of package breakdowns where a provider is unable to support or continue to support and reduce the need to go off framework to spot provision. This will also enable improved management of quality, supporting better outcomes for individuals.

- **Social Care Prevention**

Following learning from other local authorities, the roll-out of the Step-Care model started in 2022/23. The early intervention and strengths-based preventative approaches in this service promote independence and avoid deterioration and escalation in need. This is supported by the social work approach by the mental health social work team, working collaboratively with health partners and the new Step-Care teams. This will support people to better manage their mental health and wellbeing, preventing the need for crisis interventions.

Has an EqIA been completed?	Yes
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Proposed Start Date:	01/04/2024
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Summary Business Plan Revenue Financial Information
(Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Saving		-357	-357	-262		
Total		-357	-357	-262		

Capital link

Is there a linked capital proposal?	No
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Proposal benefits and impacts

Benefit < List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.>	Which ambition does it contribute towards? Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4	Measurement & Evaluation <How will you measure the benefits? Will there be internal or external evaluation – by who and when>
Residential/Nursing Saving on 121 costs reducing care budget for cohort	Ambition 4	Internal evaluation – monthly placement analysis by Brokerage and Commissioning and care cost analysis by Finance.
Residential/Nursing Appropriate placement to ensure high quality care and support is delivered and reduce risk of breakdown of care	Ambition 4	Internal evaluation – monthly placement analysis by Brokerage and Commissioning.
Domiciliary Higher quality homecare placements with the right providers that reduces care costs and exemptions	Ambition 4	Internal evaluation – monthly placement analysis by Brokerage and Commissioning and care cost analysis by Finance.
Social Care Integrated approach that gives wider access to all appropriate services available and manages costs	Ambition 4	Primarily through mental health social work monthly reporting linked to monthly financial reporting.

Type of impact	Details <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	Neutral – minimal impact.
Social Impact	Positive – individual's care packages are more robust, reducing the risk of a care breakdown and that packages can be sustained for longer. This will also support family and carer support.
Health Impact	Positive – stronger support is in place that can maintain and improve individual's health and reduce or delay the risk of a decline in health and reliance on other interventions or hospital admittance.

Decommissioning of block contracts

Proposal Title (Business Plan Description):	Decommissioning of block contracts for car rounds providing homecare		
<u>Relevant Ambition(s)</u>	Ambition 4		
Directorate:	Adults Health and Commissioning		
Service:	Commissioning		
Type:	Saving		
Recurrent or One Off:	Recurrent		
BP Reference No:	B/R.6.003		
Date:	22.09.23	Version	0.1

Proposal Summary

<p>Summary / details of Proposal:</p> <p>Key Adult Social Care Priority that this business case supports:</p> <ul style="list-style-type: none"> • We will maximise people’s opportunities and independence. • We will work with our local communities to build trusting relationships. <p>The “block car” provision delivers homecare to people in the county and allows the Council to meet the needs of service users quickly and effectively. The purchase of block hours allows Brokerage to source care in the following circumstances:</p> <ul style="list-style-type: none"> • To enable people to return home from hospital as soon as possible once a person is medically fit; • To provide care for people who are in hard-to-reach areas or to fulfil hard-to-place packages of care. <p>Improvement in the homecare market is a key priority within the Council’s Care Together Programme, which is focused on transforming the way we commission and deliver community-based care and support to enable more older people to remain living happily at home for longer. As part of this, we are working to develop and shape the homecare market to ensure this service is delivered closer to communities, more focused on individual outcomes and able to offer a diverse range of delivery options. We also recognise that stability and sustainability of the market is key to their ability to support this transformation and have therefore made additional investment through inflationary uplifts and funding to support embedding of the real living wage.</p> <p>Through this programme, a review of ‘block car’ provision has been undertaken and has found that this provision is not always the most efficient use of money, although it can be an effective way of supporting the hospital discharge process and aiding pressures in the system when demand changes quickly and the market cannot meet the increase in demand. This programme also supports the aims of the Care Together programme highlighted above.</p>

Currently we commission 26 block homecare cars. Year on year we have been reducing capacity of these cars as demand for homecare services on discharge from hospital has been met by mainstream homecare providers as this market capacity has improved.

Due to the current low utilisation levels of this capacity, alongside the following mitigation actions, the decommissioning of these cars should have little to no impact on people who require domiciliary care. Mitigations to offset any potential impact of this include the following:

1. The market is currently responding well to demand, with a good response rate to current package requests, which means most people are receiving usual homecare services in a timely manner.
2. We have hospital discharge incentive payments for homecare packages, funded from our local allocation of government discharge funding grant, which has improved the response rate from the market.
3. We plan to reopen the mainstream homecare framework and anticipate that this will result in a significant increase in providers joining the framework, increasing capacity further.

Due to notice periods on contracts, decommissioning of contracts will be phased from January 2024 onwards. The table below provides details of the contract end dates for all cars.

Number of cars	Type	End Date	Location
3	Single	30 January 2024	East Cambridgeshire
3	Single	30 January 2024	City and South
2	Double	30 January 2024	East Cambridgeshire
1	Double	30 January 2024	Huntingdonshire
2	Single	30 January 2024	Huntingdonshire
2	Double	20 February 2024	City and South
3	Single	20 February 2024	East Cambridgeshire
1	Double	3 June 2024	East Cambridgeshire
2	Morning	Already ended	East Cambridgeshire
1	Morning	Already ended	Huntingdonshire
2	Single	2 June 2024	City and South
1	Morning	2 June 2024	City and South
3	Single	2 June 2024	Huntingdonshire
Total Cars: 26			

Has an EqIA been completed?	Yes
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Proposed Start Date:	In stages from January 2024
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Summary Business Plan Revenue Financial Information (Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Saving	0	-2,473	-100	0	0	0
Total	0	-2,473	-100	0	0	0

Capital link

Is there a linked capital proposal?	No
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Proposal benefits and impacts

Benefit <i>< List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.></i>	Which ambition does it contribute towards? <i>Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4</i>	Measurement & Evaluation <i><How will you measure the benefits? Will there be internal or external evaluation – by who and when></i>
Financial Saving	Ambition 4	Direct saving would not require further evaluation
Non-financial benefit – the Council continues to offer people a range of quality homecare to meet their needs	Ambition 4	Service requirements continue to be picked up by homecare dynamic purchasing system (DPS) framework providers without delay. There are no concerns regarding the level of capacity across mainstream homecare providers to respond to demand as outlined previously in this business case and associated mitigations are in place. But market capacity will continue to be monitored on an ongoing basis through our Brokerage, Placement and Commissioning teams.

Type of impact	Details <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	Neutral – Although it will reduce travel on our contract and support CCC’s net zero targets, the travel may be displaced into mainstream providers resulting in no overall net-emissions change regarding the Net zero 2045 target.
Social Impact	None
Health Impact	None

Prevent, reduce and delay needs presenting - reablement

Proposal Title (Business Plan Description):	Prevent, reduce, and delay needs presenting - reablement		
<u>Relevant Ambition(s)</u>	Ambitions 1, 2, 3, 4		
Directorate:	Adults, Health and Commissioning		
Service:	Reablement		
Type:	Saving		
Recurrent or One Off:	Recurrent		
BP Reference No:	B/R.6.013		
Date:	21.11.2023	Version	0.1

Proposal Summary

Summary / details of Proposal:
<p>This business case supports the following key adult social care priorities:</p> <ul style="list-style-type: none"> We will maximise people's opportunities and independence <p>The reablement service provides a short-term support service for up to six weeks to help people regain their independence. By providing goal focused support following a period of illness or a stay in hospital, reablement aims to support people to return to independence, preventing the need for longer term care support.</p> <p>The reablement service has historically delivered significant cost avoidance savings, by avoiding or delaying the need for domiciliary care for people accessing the service. Currently, due to ongoing workforce recruitment and retention challenges, the team has been operating at a vacancy rate of approximately 20%. Through a dedicated approach to recruitment and retention the team aims to recruit to these vacancies, with a focus on improving attractiveness of support worker roles. This will mean that there will be an increase in the number of reablement hours that can be delivered, enabling the opportunity to deliver more cost avoidance savings.</p> <p>We will also review the use of IT systems in reablement to ensure efficiencies are maximised, introducing new ways of working between Mosaic and Total Mobile to ensure that the system aids reablement decision making and information flow.</p> <p>The review of Total Mobile will also release reablement hours as we can manage the service more effectively. Introducing EMAR (electronic recording) for medication administration will reduce travel and contribute towards the carbon footprint corporate outcome (Ambition 1). This will also improve errors in medication administration.</p>

Has an EqIA been completed?	N/A
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Proposed Start Date:	1/4/2024
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Summary Business Plan Revenue Financial Information
(Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Saving	0	-480	-465	0	0	0
Total	0	-480	-465	0	0	0

Capital link

Is there a linked capital proposal?	No
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Section C: Proposal benefits and impacts

Benefit < List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.>	Which ambition does it contribute towards? Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4	Measurement & Evaluation <How will you measure the benefits? Will there be internal or external evaluation – by who and when>
Increase in reablement capacity to enable us to prevent longer term needs.	Ambition 3 Ambition 4	Monitoring of statutory return data (Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement) Numbers of people who are independent at the end of a period of reablement and require no ongoing support Numbers of care packages reduced
Better use of IT systems to ensure that the team is as effective as possible.	Ambition 1 Ambition 2 Ambition 3 Ambition 4	Evaluation through staff surveys Increase in reablement capacity

Type of impact	Details <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	Positive - with potential to reduce travel, having more staff working in a place-based way. Use of system to improve reduction in mileage.
Social Impact	Positive - more people enjoying healthy, safe and independent lives through timely support that is most suited to their needs.
Health Impact	Positive - more people enjoying healthy, safe and independent lives through timely support that is most suited to their needs.

AHC Vacancy Factor

Proposal Title (Business Plan Description):	Adults, Health and Commissioning vacancy factor		
<u>Relevant Ambition(s)</u>	Ambition 4		
Directorate:	Adults, Health and Commissioning		
Service:	Commissioning		
Type:	Saving		
Recurrent or One Off:	Recurrent		
BP Reference No:	B/R.6.036		
Date:	8/12/2023	Version	0.1

Proposal Summary

Summary / details of Proposal:

Like other areas of the Council, there is a level of underspending in staffing budgets across the Adults, Health and Commissioning (AHC) directorate due to a variety of factors, such as a time lag between resignations and appointments, as well as recruitment difficulties and delays.

We have an existing vacancy savings target on the AHC budgets of £1.3m for 2023/24, against an overall staffing budget of £31m (excluding Learning Disability and reablement services which have their own targets). For the past three years we have significantly over-delivered on our vacancy savings target, as shown in the below table, and we are forecast to deliver at a similar rate for 2023/24 also.

Financial year	2020/21	2021/22	2022/23
Vacancy savings target	-1,104,287	-1,104,287	-1,104,287
Vacancy savings achieved	-1,430,442	-2,266,503	-2,838,485
Variance	-326,155	-1,162,216	-1,734,198

An additional vacancy factor of £560k has been put forward for 2023/24. In reality the actual level of underspend from vacant posts is likely to be higher but will be partially offset by the use of higher cost interims for some essential posts.

Has an EqIA been completed?	N/A
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Proposed Start Date:	01/04/2023
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Summary Business Plan Revenue Financial Information
(Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Saving		-560	0	0	0	0
Total		-560	0	0	0	0

Capital link

Is there a linked capital proposal?	No
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Section C: Proposal benefits and impacts

Benefit < List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.>	Which ambition does it contribute towards? Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4	Measurement & Evaluation <How will you measure the benefits? Will there be internal or external evaluation – by who and when>
Financial benefit based on level of underspend in staffing budgets across the Adults, Health and Commissioning (AHC) directorate due to a variety of factors, such as a time lag between resignations and appointments, as well as recruitment difficulties and delays.	Ambition 4	Staffing budget spend through monthly finance monitoring reporting.

Type of impact	Details Summarise any positive or negative impacts anticipated
Environmental Impact	None
Social Impact	None
Health Impact	None

Increased income from reducing Financial Assessments backlog

Proposal Title (Business Plan Description):	Increased income from reducing Financial Assessments backlog		
<u>Relevant Ambition(s)</u>	Ambition 4		
Directorate:	Adults, Health & Commissioning		
Service:	Adults Finance Operations		
Type:	Saving		
Recurrent or One Off:	Recurrent		
BP Reference No:	B/R.7.006		
Date:	18 September 2023	Version	1.0

Proposal Summary

<p>Summary / details of Proposal:</p> <p>This business case supports the following adult social care priorities:</p> <ul style="list-style-type: none"> We will promote choice and personalised services <p>The Financial Assessments service has a backlog of approximately 1,000 cases that have accrued due to staff vacancies and increasing complexity of case management. Delays in Financial Assessments can cause stress, anxiety and frustration for our clients, resulting in complaints, escalations and, in some cases, clients refusing the care they need. The proposal is to invest in outsourcing a proportion of the backlog case work to a third-party provider, who has capacity to perform assessments on the council's behalf. The primary benefit will be to reduce uncertainty and anxiety for clients, and positively address income to the council.</p> <p>The secondary benefit will be to create 'breathing space' for the service, while it undertakes process redesign to improve efficiency and effectiveness to meet demand. The commissioned third-party will undertake and conduct assessments using the same business process tools as used by the council function: Mosaic, and via contact by post, telephone and email. Therefore, there would be no difference from a client perspective in completion of their financial assessment.</p> <p>The proposal is to invest £100k in outsourcing, to secure £931k of client contributions held within backlog casework in year 1 and a further £90k in year 2.</p> <p>The investment element of this business case will be funded through the Market Sustainability and Improvement Workforce Fund, so no investment is being requested through business planning.</p>

Has an EqIA been completed?	Yes
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Proposed Start Date:	Oct/Nov 2023
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Summary Business Plan Revenue Financial Information (Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Saving		-931	-90	0	0	0
Total	0	-931	-90	0	0	0

Capital link

Is there a linked capital proposal?	No
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Section C: Proposal benefits and impacts

Benefit < List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.>	Which ambition does it contribute towards? Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4	Measurement & Evaluation <How will you measure the benefits? Will there be internal or external evaluation – by who and when>
Financial: The Council will correctly invoice for income due under the Adult Charging Policy	Enabler	Measurement will be through Finance, Activity and Performance Board, measuring Client Contributions.
Non-Financial: Clients will experience reduced stress, anxiety and frustration, through earlier understanding of their Client Contribution due.	Ambition 4	Measurement will be through number of Complaints received, where the prime issue is delay in financial assessment.
Non-Financial: Fewer complaints from Clients in respect of delays in their Financial Assessment	Enabler	Measurement will be through number of Complaints received, where the prime issue is delay in financial assessment.

Type of impact	Details <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	N/A
Social Impact	Positive <ul style="list-style-type: none"> • Reduce uncertainty and anxiety for clients in reducing the time taken to complete their Financial Assessment. • Clients less likely to refuse care, where prompter completion of Financial Assessment provides clarity of client contribution.
Health Impact	Positive <ul style="list-style-type: none"> • Reduce uncertainty and anxiety for clients in reducing the time taken to complete their Financial Assessment. • Clients less likely to refuse care, where prompter completion of Financial Assessment provides clarity of client contribution.

Draft Business Cases: Environment and Green Investment

Contents

Business Case Title	Category	Total Amount £000
Climate Change and Net Zero programme – Phase 2	Investment	£912

Climate change and Net Zero Programme

Proposal Title (Business Plan Description):	Climate Change and Net Zero Programme – Phase 2		
Relevant Ambition(s)	Ambition 1 Supports delivery of Ambitions 2, 6 and 7		
Directorate:	Place and Sustainability		
Service:	Climate Change and Energy Service (Lead) Programme includes resources from other functions across the Council including, Planning, Growth and Environment, Procurement, Communications, Learning and Development, Finance, Property Services, Highways and Transport		
Type:	Investment		
Recurrent or One Off:	One Off from Just Transition Fund		
BP Reference No:	C/R.5.133 C/R.5.134		
Date:	7/12/23	Version	V1.0

Proposal Summary

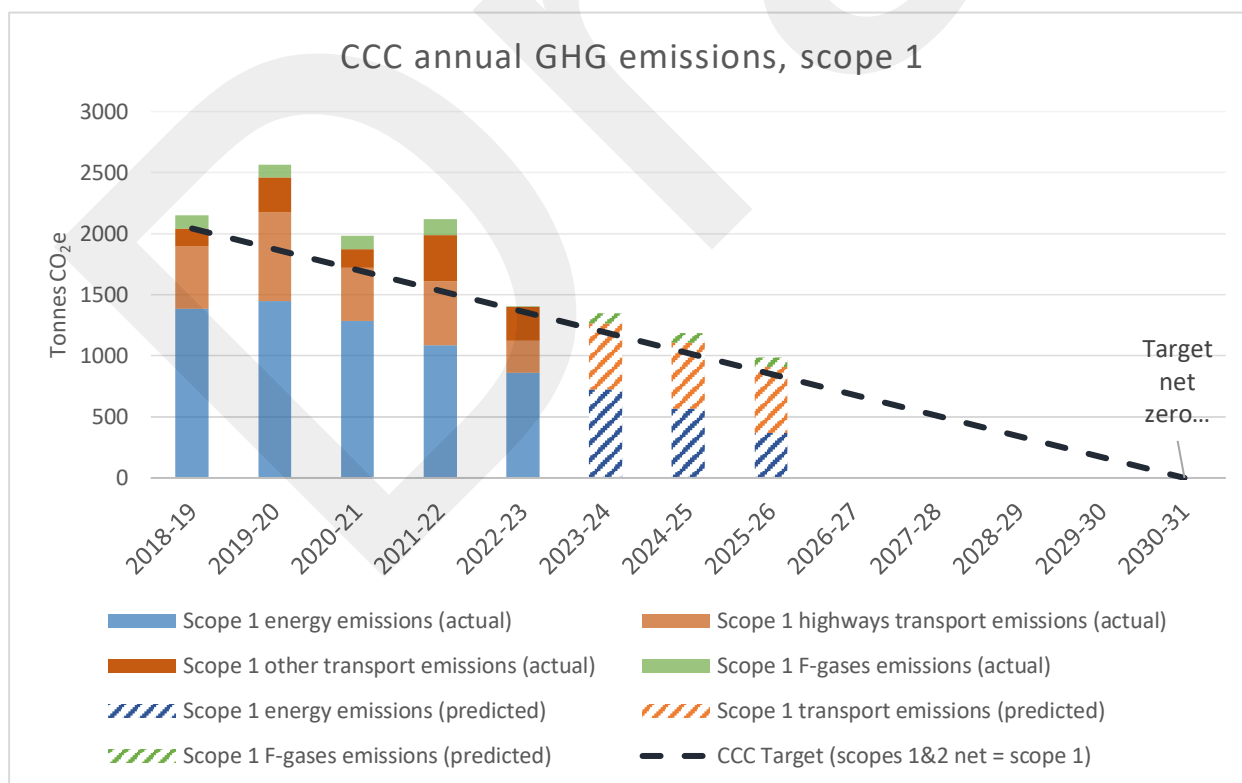
<p>Summary / details of Proposal:</p> <p>Proposal: The Climate Change and Environment Programme (CCEP) covers three key themes – Mitigation (reducing carbon emissions); Adaptation (managing climate impacts on services and communities) and Natural Capital (Increasing Biodiversity). The programme is ready to mobilise the delivery stages and is seeking £855k to increase the scope, pace and depth of delivery across its programme, building on the outputs and outcomes achieved in the first phase which has been successful in enabling and embedding capacity across the whole council to enable delivery of the programme.</p> <p>Background: In June 2022, the Strategy and Resources Committee approved £2.175m of Just Transition Funding for a four-year programme and £1.735m to support communities experiencing flood risk and to grow the County’s biodiversity.</p> <p>During the last 15 months, the governance arrangements have been set up to support the delivery of the Climate Change and Environment Programme. The programme covers nine workstreams and sets in place the enabling mechanisms to collect and analyse data, identify net zero route maps for high carbon emitting services, enables all staff to be climate advocates, generate ideas and innovation for service change, and is growing the skills in the organisation to deliver the Council’s Climate, Net Zero and Biodiversity ambitions.</p> <p>Mobilising delivery of the Climate Change and Environment Strategy was initially set out as a three phase programme covering:</p> <ul style="list-style-type: none"> • Phase One: Enabling Net Zero [approved 2022] • Phase Two: Action Net Zero – implementation of key plans to deliver by 2030.

- Phase Three: Benefitting Locally from Net Zero– realising the wider benefits for Cambridgeshire to 2045

Sitting alongside this, work has been commissioned to establish the baseline data for biodiversity to help plan and grow Cambridgeshire’s natural capital account and to work with communities experiencing flooding.

Why do we need additional investment into the Climate Change and Environment Programme? Phase 2/3 revenue proposal:

- The Quality of Life Survey of 5,000 Cambridgeshire residents undertaken during 2023 highlighted that nature and climate are priorities for our communities.
- To increase the pace, scale and depth of delivery of the Climate Change and Environment Programme, additional capacity and resources are needed to enable delivery of the change programme, and to deliver projects to meet the Council’s strategic ambitions.
- Government policy, such as the Environment Act, is placing increased responsibilities and opportunities onto Local Authorities for delivery of Local Nature Recovery Strategies and biodiversity improvements.
- The Council’s fifth annual carbon footprint report identifies good progress is being made towards the Council’s Net Zero 2030 target, but more is needed to continue reducing carbon emissions and quickly.
- The impacts of climate change on services and infrastructure from droughts, flooding, overheating and volatile weather are now visible on key Council services such as Highways. Planning, costing and preparing services and communities for climate is needed to build resilience and safety.



The graph above shows the Council’s 2022/23 Carbon Footprint (currently in draft at the time of writing) and demonstrates how CCC investments into building decarbonisation is now making a difference towards the Council’s Net Zero by 2030 target.

What happens if we don't get further investment?

The Council will not be able to:

- deliver its ambitions as set out in its Climate Change and Environment Strategy (CCES) and action plan, adopted in February 2022.
- have financial visibility of climate impacts on its assets, services and communities, which could lead to higher longer-term costs.

In more detail:

Managing future demand on public services: Climate change impacts are already with us. If we do nothing more, deterioration of the climate will continue and lead to increased vulnerabilities, reduced health outcomes and increased impacts on communities. These will all increase demand and reliance on the local public sector system and detrimentally impact lives and life expectancy.

Managing future demand on our services: There is increased risk to the cost in service delivery if we don't plan for the impact of climate change on our services.

Managing costs of carbon: the pace and scale of delivery is key. As we get closer to key Council and government targets, the cost of carbon will increase. We need to plan for and manage the cost risk by reducing as much carbon as we can in the system now when it is cheaper to do so.

What will the investment cover and deliver?

The scale of the Programme has substantially increased as it extended from Phase 1, enabling net zero, to include the full extent of the Climate Change and Environment Strategy and action plan. Nature and Adaptation are now fully included in the programme.

Table 1 captures the additional resourcing and capacity requirements to ensure a strong programme and the additional roles to mobilise delivery and new requirements.

Role	Proposal	Total Costs including on-costs
Senior Project Manager	<p>Extend 2-year fixed term post (ending Dec 24) by 1 year at P2.</p> <p>There are currently nine workstreams in the programme, with a broad range of projects and activities in them (approx. 30). The programme will continue to require this fundamental underpinning project management capacity beyond the current term of this role to December 2025 to embed this change programme.</p> <p>This role is not part of the base funded PMO Team and if not extended the Council will risk losing the skills, expertise and knowledge built in the existing post holder.</p>	£58,091
Project Support	Extend 2-year fixed term post (ending Nov 24) by 1 year at S02.	£45,933

	<p>There are currently nine workstreams in the programme, with a broad range of projects and activities in them (approx. 30). The programme will continue to require this fundamental support capacity beyond the current term of this role to at least November 2025.</p> <p>This role is not base funded. The Service is reliant on the income from this programme, or the resource will be redeployed into other council priority work. The programme is not ready / sufficiently embedded for this to happen.</p>	
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Climate Change Officer	<p>Extend 2-year fixed term post (ending April 25) by 1 year at P1.</p> <p>The programme incorporates many projects that require implementation at pace and scale if the ambitions within the CCES are to be delivered. This role brings the capacity and specific skillsets on carbon and climate which are required to underpin and enable delivery of the programme until April 2026.</p>	£53,309
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Table 2 shows the proposed additional new roles to be funded:

Role	Proposal	Total Costs including on-costs
1 x Natural Capital and Ecosystems Service Project Manager	<p>1FTE, P2 role for 2 years.</p> <p>There are currently seven large scale projects that require dedicated project manager capacity and coordination. The role will coordinate across the seven projects and project manage the stage 1 (pilot) of the Community Led Nature Restoration Project. In addition, it will build nature as a theme into projects growing the CCC natural capital account and putting in place the outcomes from the Tree and woodland strategy and the Biodiversity Audit and Strategy.</p>	£118,992
1 x Natural Capital specialist	<p>1FTE, P3 role for 2 years.</p> <p>A specialist in natural capital (NC) is needed to undertake the following:</p> <ul style="list-style-type: none"> • develop the resources and evidence base to deliver statutory requirements set out under the Environment Act 2021, including Biodiversity Net Gain (BNG) and Local Nature Recovery Strategy (LNRS) • assess and review existing natural capital mapping and data, identifying areas missing or out of date. • communicate our natural capital evidence and tools so that evidence has an impact on decision making and outcomes. 	£134,429

	<ul style="list-style-type: none"> develop the mainstreaming evidence about nature into decision-making, to ensure society's prosperity and nature recovery is embedded in decision making. provide analysis (spatial, data, technical and delivery-focused) to inform the council's policy choices and advise on operational and delivery implications. bring together the evidence and resources to support and embed natural capital approaches into our work. 	
Natural & Historic Community Engagement Lead (including Local Heritage Listing)	<p>0.5 FTE S01/S02 role for 2 years</p> <p>The funding ran out for this role in November 2022. CCC had been piloting an enhanced version of the statutory duty on behalf of the government which was very successful. Funding has not been reinstated. To ensure the momentum of new nominations continues, further funding is required. A further two years of funding would give enough time to show the full worth of the project and enable an uplift in the Service Level Agreement with Districts to enable this role to become business as usual.</p> <p>This will give time for Districts to manage their resources to increase capacity to sustain the enhanced version to the statutory duty and actively involve all Districts within Cambridgeshire.</p>	£47,010
2 x Community Energy Technical Project Managers	<p>2 FTE, P2 roles for 2 years.</p> <p>Just under 45% of Cambridgeshire's carbon emissions are linked to energy. The Council is leading Local Area Energy Planning for Cambridgeshire. Central to energy system change is mobilising communities to engage and participate in the energy system whether through retrofit, community energy or place-based investment. A Community Energy Policy was approved in March 2023 and these roles will support communities to mobilise, empower to act, build new skills and attract investment</p>	£237,984
Staffing contingency	To cover any costs associated with recruitment of staff and HR processes.	£10,000

In addition to the resource capacity, funding for technical work is required for:

- i. Climate Risk Evidence Base and Opportunity Mapping (£50k) Procurement of external advice to cost and map the Council's and County's exposure to climate change impacts including flooding, heating, drought, extreme weather and new public health challenges such as diseases. Experts will examine national and local datasets to understand the types of risks facing the county, quantifying the likelihood and severity in financial terms to the Council's statutory functions. A quantified evidence base will be provided to inform adaptation into business continuity planning and invest-to-save business cases.
- ii. Community Energy Development Budget:(£100k) to match fund and support community grant applications/funding bids, various studies and neighbourhood energy planning.

Not included in this proposal, is the outcome from consultancy work expected by June 2024 looking at net zero pathways for the rural estate, highways, waste, buildings and schools. A separate capital funding bid will be developed and fed into the 25/26 business planning process.

It is estimated at this stage that the Phase 2/3 revenue budget proposal will be £855k.

Has an EqIA been completed?

Yes

An EqIA was completed for the Climate Change and Environment Strategy and Action Plan refresh in 2022. This has been reviewed and updated for this proposal and submitted for review.

Proposed Start Date:

April 24. However, preparation works on recruitment can be expediated sooner as soon as funding is secured.

Summary Business Plan Revenue Financial Information (Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Staffing/investment	0	399	57	-456	0	0
Just Transition Fund	0	-399	-57	456	0	0
Total	0	0	0	0	0	0

Is there a linked capital proposal?	By May 24, feasibility work on options to decarbonise rural estates, highways, and schools will be complete. This is likely to result in a capital funding bid to support delivery. The extent of the capital requirement is not yet understood but it will need to be prioritised and managed according to availability and access to funding.
Investment year(s)	Assumed to start in 25/26
Investment Amount	To be confirmed
Funding Source	Government funding and grant schemes; private finance, CCC Capital borrowing.

Proposal benefits and impacts

Benefit < List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.>	<i>Which ambition does it contribute towards? Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4</i>	Measurement & Evaluation <How will you measure the benefits? Will there be internal or external evaluation – by who and when>
Enabling programme resources will support services to deliver projects and embed climate and nature improvements into Council systems and ways of working.	Ambition 1 Also, significant co-benefits for other ambitions and wider determinants of health	Contribution to the seven CC&E targets; specifically: Target 1: Understand and grow our natural capital account to benefit people and nature by 2025. Target 4: Improve our Biodiversity across the Council estate by 2030. Specific contribution from this role is difficult to quantify but

		measures will be quantified for specific projects.
Community Energy projects will reduce our dependence on fossil fuels which reduces carbon emissions and improves air quality, which have wider health benefits.	As above	Specific contribution from this role is difficult to quantify but measures will be quantified when future Community Energy projects are developed.
The Council's and County's exposure to climate change impacts will be understood. The risk will be quantified to enable the Council to put in place future mitigating adaptation actions to protect the Councils statutory functions and support communities to adapt and be prepared for the effects of climate change.	As above	Production of a Climate Risk/Adaptation Strategy and integration into the Council's business continuity planning and future 'invest to save' business cases.
Quality of life – health benefits: Identification of actions to reduce impact of climate change on lives and future lives (through more sustainable transport, less pollution, increased biodiversity, etc.)	As above	Better quality of life and healthier population Reduction in demand from public services

Type of impact	Details <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	Positive: The roles in this proposal will all contribute to improving the Councils carbon footprint and adapting to climate impacts such as flood risk and increasing biodiversity and nature.
Social Impact	Positive: The C&P Independent Commission for Climate Final report (October 2021) highlighted a transition as a key foundation to any climate response. Supporting the most vulnerable in our society to adapt to climate change to help manage costs for heating, food and goods and services. Avoiding additional costs for these essentials is important and the revenue proposal includes a contribution for work on 'Adaptation to Climate' impacts and quantifying the costs of climate risk.

	<p>In terms of localism and enhancing the voice and role of communities in decision making, the Phase 2/3 funding bid includes provision for engaging with communities on clean energy, schools, to share information/signposting best practice and ideas, development of toolkits and guidance for community level action. For example, engagement in specific flood risk projects in March and other parts of the County, community led nature recovery and energy schemes.</p>
<p>Health Impact</p>	<p>Positive:</p> <p>This proposal is for staffing costs to enable the council to do projects that will directly deliver a positive environmental impact. There is a close link between environmental quality and positive secondary health benefits. Positive health impacts include:</p> <ul style="list-style-type: none"> • Improving air and water quality, • Better health, reduces absenteeism, and increases productivity. • Access to green spaces, and healthier work environments positively impact physical and mental health, leading to higher productivity levels and cost savings for businesses. • Managing climate change impacts such as heatwaves or spread of diseases can reduce healthcare costs.

Draft Business Cases: Highways and Transport

Contents

Business Case Title	Category	Total Amount £000
Investment in highways	Investment	£6,000
Application of parking surplus	Income	-£512

Investment in highways

Proposal Title (Business Plan Description):	Investment in Highways Increased investment in all main assets, including cycleways and footpaths, roads, drainage, signals, signage and road markings, PROWs, and structures.		
Relevant Ambition(s)	Ambitions 1,2,6		
Directorate:	Place and Sustainability		
Service:	Highways Maintenance		
Type:	Investment		
Recurrent or One Off:	One off		
BP Reference No:	C/R.5.135		
Date:	07/11/2023	Version	1

Proposal Summary

Summary / details of Proposal:	
<p>This proposal is for an increased investment into the Highways Maintenance Service of £3 million in revenue for 24/25 rising to £6 million in 25/26, Although the funding in 25/26 will be subject to further review as part of the business planning process in 24/25.</p> <p>The current budget for 23/24 for highways maintenance and management activities such as planned maintenance, responsive repairs, winter maintenance, drainage management and storm response is around £41.5 million this year. We generally receive around £20million of Capital Grant Funding from DfT (Department for Transport). This year has seen some significant additional grants for specific purposes.</p> <p>The current £41.5m Budget is split between £10.3 for revenue items and £31.2m for capital as outlined below:</p> <p>Revenue £10.3m Day to day maintenance of all highways assets. This includes pothole and surface defect repairs; all reactive and minor planned maintenance such as line, signs, tree and hedges maintenance; all cyclic maintenance such as grass cutting; winter maintenance and emergency response.</p> <p>General areas of spend:</p>	
Carriageways, Footways and Cycleways	£3.8 million
Drainage and Gully emptying	£1.3 million

Grass	£0.9 million
General minor maintenance	£1.3 million
Winter and Emergencies	£3 million

Capital £31.2m

This funds the structural and preventative maintenance programmes.

DfT* Needs Grant £8.3m	Long term
DfT Incentive Element £2.1m	Not Guaranteed
DfT Pothole fund £8.4m	Not Guaranteed
DfT Additional Pothole fund £3.6m 2023/24 only	One off
Cambridgeshire County Council Borrowing £4m	Will revert to Revenue in 2025/26
DfT A14 drainage £2.5m	One off
DfT HS2 funding for 2023/24 & 2024/25 £2.3m	Only guaranteed for this year & next

*DfT (Department for Transport)

The funding is used across all Highways Assets to maintain long term condition.

General areas of spend:

Carriageways, Footways and Cycleways	£25 million
Public Rights of Way	£0.25 million
Structures and Bridges	£2.4 million
Traffic Signals	£1.1 million
Drainage	£0.8 million
General across all assets	£1.65 million

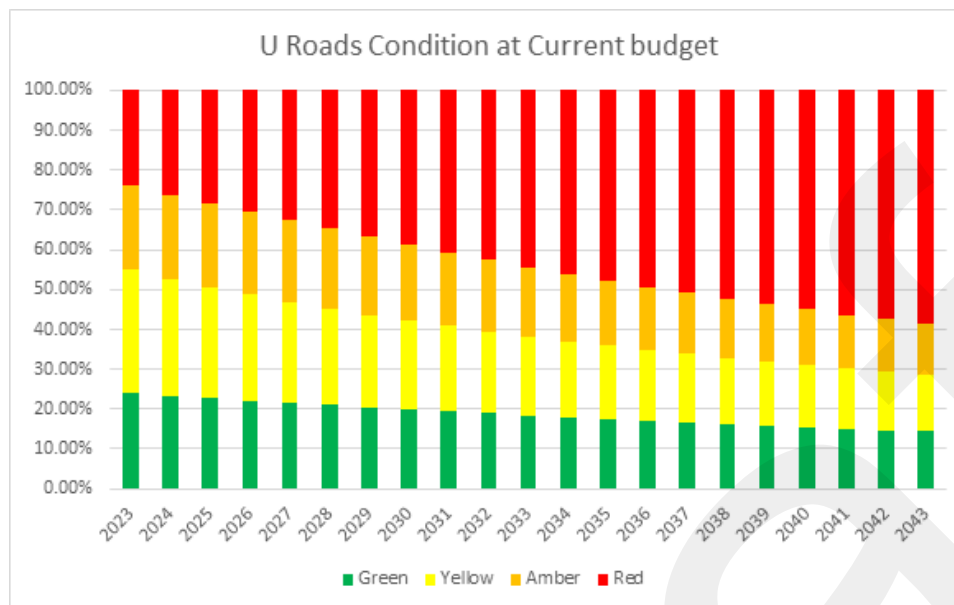
The capital funding varies year on year due to ad hoc funding grants such as the additional Pothole Funding received from DfT early in 23/24 of £3.6m. These additional grants cannot be relied on to continue into any future year. DfT is also reviewing the Incentive fund element of the Highways Maintenance Block Grant which could change the levels received in future years. The table therefore shows what we can reasonably foresee can be relied on.

The County Council's asset management data outlines an additional yearly need of £31.6m to enable the highways assets to be effectively managed. This is outlined by asset type in the table below.

Additional yearly need on top of current 23/24 levels:

Carriageways/Cycleways	£13.0m
Footways	£2m
Drainage	£4.3m
Road markings	£1.4m
Signage	£400k
Traffic signals	£2.6m
Structures & Barriers	£7.2m
Green Infrastructure	£500k
Public Rights of way	£200k
Total	£31.6m

The graph below illustrates the projected deterioration of our unclassified road network. These are the roads that make up the residential areas and minor roads connecting communities and agriculture industry in the rural areas, covering around 50% of our road network.



As the red (top section of the graph) increases with deterioration each year, the need for reactive maintenance increases particularly to repair potholes and surface defects. In addition, there are an increasing number of adverse weather impacts such as flooding on the road network causing disruption and impacting on the condition of the road network.

The priorities for investment are in those assets that have the most day-to-day impact on road user safety. These are:

- improved vegetation maintenance to enable safe use of footways and cycleways as well as improve visibility of signs and at junctions.
- Increased drainage maintenance and cleansing to remove flood risk and avoid accidents.
- Improved road markings to maintain safety at junctions and aid safe travel at night and in bad weather.
- Improved footway and cycleways surfaces, to support sustainable active travel and reduce risks of slips trips and falls particularly for older and vulnerable users. A recent report by Living Streets found that those aged 65 and older are at the highest risk from the poor state of footways. [pedestrian-slips-trips-and-falls.pdf \(livingstreets.org.uk\)](https://www.livingstreets.org.uk/pedestrian-slips-trips-and-falls.pdf)

An investment will provide a significant and immediate benefit for road users and help reduce immediate reactive maintenance pressures. The investment will also protect against increased costs and inflationary pressures affecting the service.

The DfT recently announced an increase in highways maintenance funding for 23/24 and 24/25. Cambridgeshire County Council will receive an additional £2.3million capital funding in each year. Work is underway to identify priorities for delivery for 23/24. The additional Council

investment will be used alongside the DfT funding to deliver a wider ranging asset management led maintenance regime.

Highways Investment

24/25

- £1 million additional revenue to support improvements in the delivery of highways management.
- £2 million additional revenue to support a £20m capital investment to improve Highways Asset Condition. The improvement in asset condition will help reduce future maintenance.

25/26

- £1 million further additional revenue to support enhanced day to day maintenance activities enabling improved response to highway issues affecting communities such as highway flooding and surface defects.
- £2 million further additional revenue to support a £20m capital investment to improve Highways Asset Condition. The improvement in asset condition will help reduce future maintenance.

Our intention is to utilise the investment in the following way:

Priority Maintenance Themes for the two years – Revenue Total £3m

Proactive patching and pothole repairs to carriageways, footpaths, vegetation/ weeds management and cycleways. Inc peat soil affected roads	£500k
Drainage Cleansing/ Maintenance	£600k
Roadside /Footway and Cycleway Vegetation Management	£400k
Junction and Roundabout enhanced maintenance for safety	£500k
Enhanced Cycle Route Maintenance to support active travel	£200k
Road markings and signage	£400k
Enhancing PROWs (public rights of way) to support access, use and active travel	£400k

Priority Maintenance Themes for the two years – Capital Total £40m

Preventative and Planned Carriageway Maintenance and Improvements	£15.4m
Improvements to Peat Soil Affected Roads	£5.0m
Preventative and Planned Footways Maintenance and Improvement	£3.5m
Preventative and Planned Cycleways Maintenance and Improvement	£3.0m
Road Marking and Signage Improvements for network safety	£2.0m
Drainage System Capacity Improvements to reduce road flooding	£5.0m
Public rights of Way Improvements to support active travel and leisure access to nature	£1.0m
Traffic Management Signal Technology Improvement	£2.5m
Structures Maintenance	£2.0m
Enabling Resources and Intelligence	£600k

Spend over the two years on individual themes will need to be determined as programmes of projects and works are developed. Focus can be given to those themes that are swifter to

achieve 'shovel readiness' and provide most immediate impact for road users. All delivery will need to be balanced with the wider activities on the network such as Utility works, the wider programme of Highways and Transportation schemes and Strategic Transport Projects.

Benefits

Highways Infrastructure Assets operate as systems to provide a safe and functional network for all highways users. Investment across the assets will provide an improvement in user experiences regardless of transport mode.

Increased investment now will help manage the decline in the condition of the highways infrastructure reducing risks to users, improve the public realm and reduce future maintenance need.

The themes will provide, within, the two years a marked and noticeable improvement in road user experience and safety. Enhancing the highways as part of the public realm; improving access and in rural areas and improving safety for all users particularly the vulnerable.

This would target assets in poor repair affecting road user safety, improve road user experience, and target assets that support active travel.

Achieving Council Ambitions.

The investment will provide transport and community benefits resulting in reduced ongoing maintenance pressures and liabilities, reduced user risk and support the councils' ambitions of 1,2 and 6.

1. **Ambition 1 - Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes:** Reduced Carbon in highways infrastructure management through lower carbon proactive and preventative maintenance. Asset condition is improved reducing need for reactive maintenance.
2. **Ambition 2 - Travel across the county is safer and more environmentally sustainable:** Reduced user risk from defects resulting in a danger or hazard. Resulting in reduced claims.
6. **Ambition 6 - Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised:** The quality of our public services will be enhanced with proactive investment and maintenance, leading to more public confidence in the resilience of our highways assets.

Delivery

Delivery will include full engagement with communities to identify local priorities within the networkwide asset management needs. Schemes within each theme will be identified using asset management best practice, with local need and benefits to be used to help prioritise delivery. Each individual maintenance theme programme of works will engage with communities to ensure each theme of maintenance is visible, takes into account the community needs and avoids undue disruption whilst works take place.

The delivery of the investment will be through a number of revenue and capital works programmes. All programmes and schemes will be managed using the Highways and Transportation project delivery system to provide assurance of delivery and benefits realisation.

Contract routes will depend on the particular programme. The most commercially appropriate route will be used to ensure Value for Money (VfM) for each programme. Benchmarking will be used to help ensure VfM and quality management.

Specific benefits realisation plans will enable monitoring of benefits throughout delivery. Delivery will be challenging particularly in year one. Where engagement of supply chain and internal design and delivery management resources will be required. Strong project management and governance will aid mitigation of mobilisation risks.

Has an EqIA been completed?	N/A
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Proposed Start Date:	April 24
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Summary Business Plan Revenue Financial Information (Business Plan Format £000)

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Investment		1,000	1,000			
Investment		2,000	2,000			
Total		3,000	3,000			

Capital link

Is there a linked capital proposal?	Yes
If so, what is the reference no.?	C/C.3.025
Investment year(s)	2024/2025 and 2025/2026
Investment Amount	20m and 20m
Funding Source	Borrowing

Proposal benefits and impacts

Benefit <i>< List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.></i>	Which ambition does it contribute towards? <i>Select which ambition this contributes towards or if it is enabling, put 'enabler'</i>	Measurement & Evaluation <i><How will you measure the benefits? Will there be internal or external evaluation – by who and when></i>
Safer travel / reduced user risk from road defects	Ambition 2	Data from accidents, regulatory services
Maintaining the infrastructure in an improved condition reduces the need for reactive maintenance which therefore reduces the overall carbon emissions.	Ambition 1	Service and councils carbon monitoring procedures.
The assets and maintenance targeted through the investment will support easier and safer use by sustainable travel, promoting walking, cycling and wheeling.	Ambitions 2 and 4	In service operational performance indicators and sustainable travel increase monitoring.
The assets and maintenance targeted through the investment will increase asset resilience to weather impacts and increases in traffic.	Ambition 6	Reduced need to respond to weather emergencies, reduced incidences of flooding and network interruptions due to weather. Monitored through service performance monitoring.

Type of impact	Details <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	Positive: Reduced Carbon from maintenance activities, through lower carbon proactive and preventative maintenance. Improved biodiversity from the better management of vegetation. Reduced frequency and impact of flooding.
Social Impact	Positive: Supports active travel and vulnerable users by ensuring assets are managed so that CCC road users are safer and travelling on fit for purpose highways.
Health Impact	Positive: Reduced risk of serious injuries and/or harm on the highways due to improved standard / quality. Supports access to nature through easier use of highways particularly by vulnerable groups.

Proposal Title (Business Plan Description):	Application of Parking Surplus		
Relevant Ambition(s)	Ambition 2		
Directorate:	Place & Sustainability		
Service:	Transport, Strategy and Development		
Type:	Income Generation		
Recurrent or One Off:	Recurrent		
BP Reference No:	C/R.7.150		
Date:	27/9/23	Version	2

Proposal Summary

<p>Summary / details of Proposal:</p> <p>The Traffic Management Act 2004 and the Road Traffic Regulation Act 1984 are specifically Traffic Management tools and will be utilised to set fees and charges purely to address traffic management issues and shape the motorist behaviours to support the County Council strategy for parking in the designated area.</p> <p>The review of parking fees to support effective inducement to alternative options is proposed. A proposed increase of 20p per tariff on street will aim to change behaviours positively. Officers have modelled different charging scenarios, and this business case reflects an assessment that is considered realistic. The modelling has considered demand, location and charging categories. The charging model is focussed on addressing and challenging demand.</p> <p>The principle of parking fee reviews is well established. There is an existing delegation to the executive director of Place & Sustainability in liaison with the chair and vice chair of Highways and Transport committee. If council did not review fees, there is a risk that traffic management would be compromised. The last increase was in February 2023. The increased income will be used to fund the delivery of highways and transport services across the County by the County Council.</p> <p>Wider traffic management fees are under review in parallel – with potential for further revenue as set out in further forms. This will involve a substantive review of the hours and days of operation of restriction and potential expansion of controls to reduce vehicle movement and ownership.</p> <p>With no substantial behavioural changes, the financial impact is expected to be a net +£512k. Officers will continue to promote and support behavioural change as part of our wider traffic management activities.</p> <p>On confirmation of the changes on Tariffs, officers will require 6-8 weeks to implement changes on all systems, the aim being to effect changes by February 2024 to ensure contractor and service resources before the end of the financial year.</p>

Has an EqIA been completed?	Yes
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Proposed Start Date:	January/February 2024
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Summary Business Plan Revenue Financial Information (Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Income Generation		-512				
Total		-512				

Capital link

Is there a linked capital proposal?	No
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Proposal benefits and impacts

Benefit < List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.>	Which ambition does it contribute towards? Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g., Ambition 4	Measurement & Evaluation <How will you measure the benefits? Will there be internal or external evaluation – by who and when>
Change in motorist behaviour to address congestion and pollution.	Ambition 1	Decline in usage and measured reduction of vehicle activity
Increased income to support traffic management strategies for safer travel.	Ambition 2	Realised income

Type of impact	Details <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	Positive - Improved air quality and reduced carbon footprints
Social Impact	Positive - Improving the environment for the public
Health Impact	Positive - Supports alternative travel modes, walking and cycling and contributes to reducing pollution.

Draft Business Cases: Assets and Procurement

Contents

Business Case Title	Category	Amount £000
Property rationalisation	Savings	-£2,201
Independent Living Service – East Cambs	Income generation	-£849

Property rationalisation savings

Proposal Title (Business Plan Description):	Property Rationalisation Savings		
Relevant Ambition(s)	Ambitions 1, 2, 3, 4, 5, 6, 7		
Directorate:	Finance & Resource		
Service:	Property		
Type:	Saving		
Recurrent or One Off:	Recurrent		
Directorate Ref No:	D/R.6.011		
Date:	28.09.2023	Version	0.1

Proposal Summary

Summary / details of Proposal:

The Council is developing a new Corporate Property Strategy alongside embedding a Corporate Landlord model of asset management.

As part of this strategy, it is intended to formulate an asset rationalisation programme resulting in a reduction of the current operational office property portfolio. This does not affect any buildings that are primarily used by our residents such as libraries.

This will benefit the council by reducing the revenue costs of running some buildings and potentially delivering a capital receipt if the property is sold.

Our proposed office portfolio rationalisation programme is under development, and is based on a hub, spoke and satellite model – which allows good countywide coverage of office bases for staff, and, where necessary, residents. This is being driven by both the need for financial savings, to reinvest in service delivery, and the fact that as we continue to operate an agile hybrid way of working, the present occupancy rates in our office buildings is low.

We have running cost data and potential site valuation for all office sites but, as yet, have not finalised which are to be retained and which may be released. Details of each property are attached.

The sums to be achieved will be phased over 2024-2026 so a lower value has been set out in the 24/25 savings. In addition, we include a net investment figure to reflect that investment is also needed in assets / buildings we retain to bring them up to required standards including ensuring they run in the most energy efficient way, including a corporate and possibly wider public sector training facility (potentially at Sunley House in Papworth).

Potential Office Properties for Retention.

New Shire Hall, Alconbury
Amundsen House, St Ives

Vantage House, Huntingdon
 Sackville House, Cambourne
 Sunley House, Papworth
 Cambridge Central Library (third floor)
 Awdry House, Wisbech

Potential Office Properties for Disposal.

Signet Court Cambridge
 Fawcett House Cambridge
 Noble House Ely
 Butts Grove Huntingdon
 Stanton House Huntingdon
 Scott House Huntingdon
 Hereward Hall March
 Speke House St Ives
 BroadLeas St Ives
 Marshland Victoria Road, Wisbech

Has an EqIA been completed?	Not at this this stage. EqIAs will be completed where required for individual workstreams as projects are agreed or progress for various buildings.
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Proposed Start Date:	01/04/2024
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Summary Business Plan Revenue Financial Information
 (Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Saving		-414	-1,787			
Total		-414	-1,787			

Capital link

Is there a linked capital proposal?	<p>Potential capital receipt realisation which could fund capital work and reduce the requirement for the council to borrow to fund capital programme.</p> <p>We also need to assess the ability for funding for investment in remaining sites (outside of Just Transition Fund (JFT Outline Business Case referred</p>
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	to below), as well as investment in a corporate training facility potentially at Sunley House.
If so, what is the reference no.?	N/A
Investment year(s)	There is a separate but joined JFT bid to enable work in Libraries to further the decentralised agenda to support working in local communities and satellite offices.

Section C: Proposal benefits and impacts

Benefit < List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.>	Which ambition does it contribute towards? Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4	Measurement & Evaluation <How will you measure the benefits? Will there be internal or external evaluation – by who and when>
Potential £1.6m Revenue operating cost savings from those assets disposed of.	Ambition 1 Ambition 6	Reduction in required revenue budget for Facilities Management.
Potential £11.4m of Capital receipts from those assets disposed of from the portfolio.	Ambition 1	Capital receipts received over a two-to-four-year period as the assets are marketed and disposed of on the open market in line with policy.
By applying Strategic Asset Management principles, the remaining asset portfolio will be fit for purpose, the right size, highly utilised and of good quality.	Ambition 1,6	Smaller portfolio of assets which complement the agile hybrid way of working and are of a high quality, safe and maintained to a high standard.
Ability to focus on a reduced office portfolio and improve compliance, and maintenance of the assets under a Corporate Landlord model	Ambition 1,2, 3,4, 5, 6,7	Manage a planned and dedicated maintenance budget.
Contribute to net zero targets by reducing our building numbers and investing on the decarbonisation of retained assets.	Ambition 1	Measure carbon reduction for those buildings disposed of. Invest in assets retained to decarbonise them. Work with carbon programme to facilitate investment opportunities.
Better quality office buildings to facilitate both agile working	Ambition 1,6	Measure use and staff feedback.

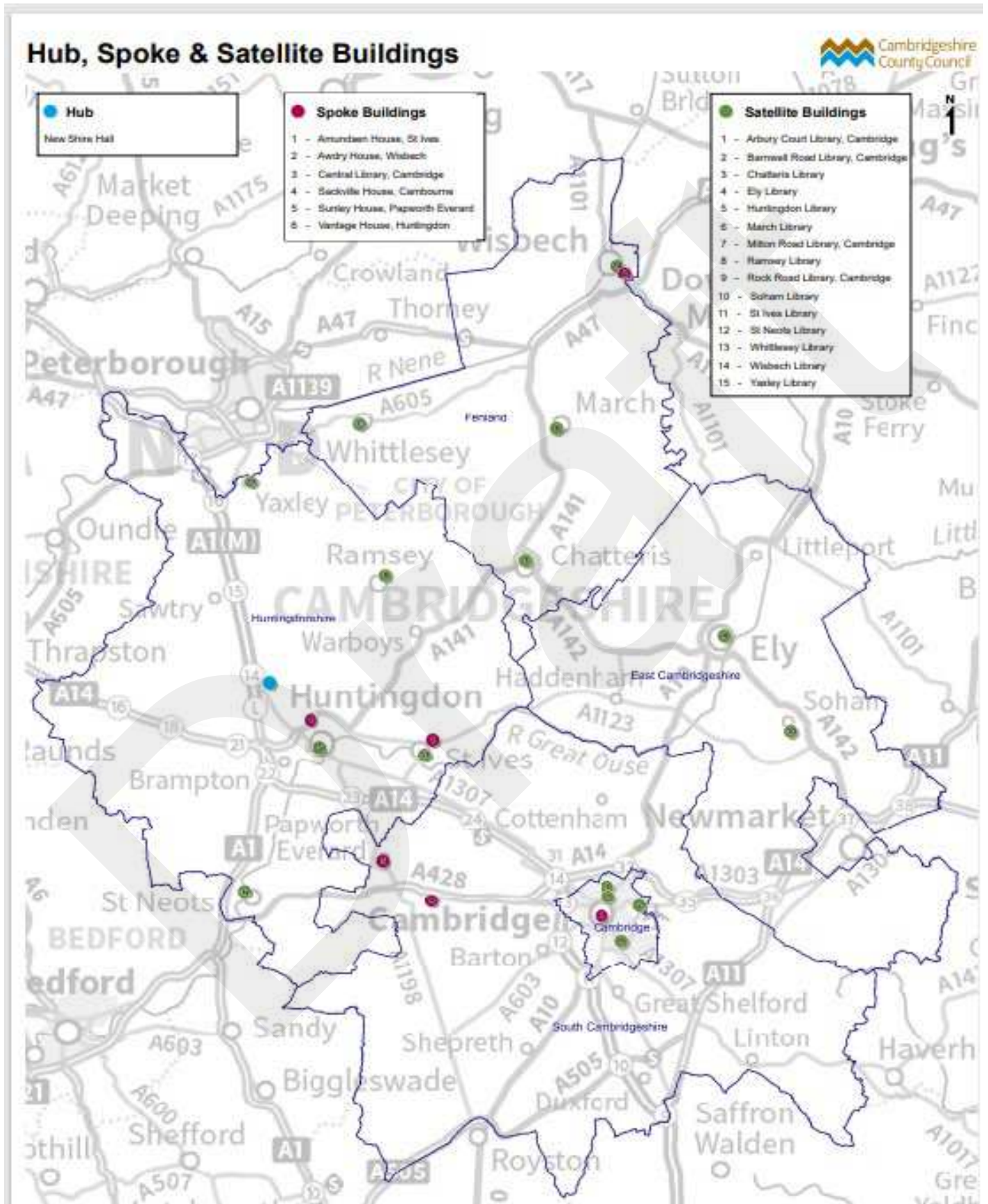
and connectivity of individuals and teams in an excellent environment.		
This will deliver Hub and Spokes, we will expand into utilisation of satellites via library buildings and potential of shared space with OPE (One Public Estate) partners.	Ambition 1,3,4,6	Further flexibility for staff to work in a truly hybrid agile way with options to suit their own work needs to enable better outcomes.
Opportunity to reframe where other services are currently operating from and include within the new portfolio which will reduce need to lease buildings from third parties.		Potential £45k revenue saving by bringing two council functions currently leasing third party buildings back into CCC owned facilities.

Type of impact	Details <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	<p>Positive:</p> <p>Reduction in buildings will reduce our Carbon footprint and contribute to our net carbon zero targets. (The footprint of those disposed of is reduced from current council total.)</p> <p>Investment in the buildings we retain to decarbonise them to become net zero assets.</p> <p>Greater flexibility and more options in how and where staff can work across the county will enable better decision making, planning and reduction in unnecessary travel.</p> <p>All buildings being a consistent standard and offer regarding IT provision, meeting room availability for connecting teams etc will enable better choices in regard to travel.</p>
Social Impact	<p>Positive:</p> <p>Reduction in number but more options and flexibility of office buildings will mean those buildings retained will be used more, with a higher occupancy rate which gives the working environment vibrancy and energy, enabling staff to connect, and feel part of a council team, which is a benefit to staff wellbeing and mental health.</p> <p>More flexibility for staff to work from a Hub, spoke or satellite office means staff are given control to plan how they work more productively from bases which best fit their work pattern, giving them a better work life balance.</p>

Health Impact	Positive: We will have a reduced number of office assets and can concentrate on making sure those retained are kept to a very high level of quality in terms of maintenance, cleaning and compliance work which will ensure a healthy and safe environment to work from.
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Draft

Illustrative Hub and Spoke Map for Office Rationalisation



Name of Proposed Office Properties for Disposal	Planned Property Maintenance (£)	Reactive Help Desk Works (£)	Utilities (water, gas, electricity, oil) (£)	Business Rates (£)	Cleaning & Waste (£)	Security (£)	Rents & Leases (£)	Grounds Maintenance (£)	Total Revenue saving from disposal	Market Rent (£) pa if investment rather than sale	Market Valuation (£) Potential Capital Receipt	initial Recommendation
Signet Court (units 18-20) Cambridge	£1,743.00	£8,500.00	£45,201.00	£47,821.00	£18,453.00	£8,313.00	£12,700.00	£0.00	£142,731.00	£82,000.00	£900,000.00	Release unless alternative Cambridge base, re-provision is not found. Market in 24/25
Fawcett House (CPDC) Cambridge	£5,355.00	£5,000.00	£55,328.00	0	26,641.00	9,896.00	0	17,559.00	£119,779.00	n/a	£5,000,000.00	Release. Market in 24/25 Identified for sale to This Land.
Noble House (Part Ground Floor and 1st Floor) Ely	£3,220.00	£1,300.00	£34,578.00	£46,728.00	£15,499.00	£10,629.00	£92,700.00	£0.00	£204,654.00	£88,500.00	n/a	Release. Do not renew lease expires Oct 24.
Butts Grove Huntingdon	£3,809.00	£8,000.00	£55,812.00	£53,013.00	£30,446.00	£10,556.00	£1,700.00	£5,252.00	£168,588.00	£35,000.00	£575,000.00	Release depending on what will need to be re-provided and the required location for service delivery. Market 24/25.
Stanton House (Part of wider site including Depot, Villas, Fedex Building) Huntingdon	£3,200.00	£6,000.00	£85,935.00	£51,109.00	£26,014.00	£10,167.00	£0.00	£4,569.00	£186,994.00	£30,000.00	£425,000.00	Disposal and release as part of redevelopment of the wider site master plan (Stanton Highways Depot/ Stanton Villas/Stanton House & Fedex Building). Linked to Swavesey Highways Depot. Market 25/26
Scott House Huntingdon	£30,990.00	£30,000.00	£171,581.00	£115,864.00	£67,672.00	£14,292.00	£7,000.00	£0.00	£437,399.00	£190,000.00	£2,100,000.00	Release. Leasehold title issues to work through market 26/27
Hereward Hall March	£6,007.00	£15,000.00	£78,141.00	£54,106.00	£31,194.00	£12,583.00	£0.00	£5,252.00	£202,283.00	£112,500.00	£1,075,000.00	Fenland DC have shown interest following OPE conversation. Market 24/25
Speke House St Ives	£22,336.00	£15,000.00	£89,606.00	£39,077.00	£15,070.00	£11,071.00	-£68,100.00	£1,576.00	£125,636.00	£50,000.00	£575,000.00	Potential disposal or Investment Property for CCC if not required for operational purposes. Market 24/25
Broad Leas St Ives	£1,744.00	£5,500.00	£15,346.00	£4,848.00	£14,794.00	£726.00	£0.00	£4,202.00	£47,160.00	£12,500.00	£400,000.00	Redevelop/rebuild. Market 24/25
Victoria Road (Marshland) Wisbech	£3,387.00	£1,000.00	£12,268.00	0	16,715.00	8,996.00	0	4,178.00	£46,544.00	n/a	£350,000.00	Release but will need specialist contact elsewhere. Market 24/25
£1,681,768.00											£11.4m	

ILS East Cambs

Proposal Title (Business Plan Description):	Independent Living Service - East Cambridgeshire		
<u>Relevant Ambition(s)</u>	Ambition 4 & 6		
Directorate:	Adults, Health & Commissioning Place & Sustainability		
Service:	Independent Living Service East Cambridgeshire (proposed)		
Type:	Saving		
Recurrent or One Off:	One off capital investment to deliver recurrent savings		
BP Reference No:	B/R.6.026 D/R.7.119		
Date:	08/12/2023	Version	0.1

Proposal Summary

<p>Summary / details of Proposal:</p> <p>This business case supports the following Adult Social Care Priority:</p> <ul style="list-style-type: none"> We will maximise people’s opportunities and independence <p>We are proposing to develop a new tenancy-based model of care and support which will give tenants access to a service where the level of care and support can be adjusted to meet their needs in a home for life, supporting them to remain independent. This will provide additional choice, in addition to traditional based care home services.</p> <p>Specifically, this supports people being able to stay in their own tenancy for longer, given care can be stepped up as needs increase, unlike care homes where they may need to move to get increased care needs met. Stimulating development of new services in this way will generate the much-needed provision to meet population growth forecasts and do so at a cost affordable to the local authority.</p> <p>We will receive income from renting the ILS (Independent Living Service) building to a registered social landlord, plus income from the NHS for their use of part of the building. In addition to the income, there should be a saving in care placement costs to the Council due to a change in model. The savings have been calculated as the difference between the anticipated net cost of care for people living in an Independent Living Service compared to standard residential or nursing care. An Independent Living Service is a tenancy-based model, so the care costs do not include the “hotel costs” of a residential or nursing placement.</p> <p>It is assumed that the service will open at the beginning of April 2026.</p>
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Has an EqIA been completed?	Yes
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Proposed Start Date:	November 2025
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Summary Business Plan Revenue Financial Information (Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Saving – Adults & Commissioning				-119		
Income Generation – Assets & Procurement				-730		
Total for A&P				-849		

Capital link

Is there a linked capital proposal?	Yes
If so, what is the reference no.?	A/C.12.007
Investment year(s)	4 years
Investment Amount	£22.2m
Funding Source	Prudential borrowing

Proposal benefits and impacts

Benefit < List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.>	Which ambition does it contribute towards? Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4	Measurement & Evaluation <How will you measure the benefits? Will there be internal or external evaluation – by who and when>
Reduced average expenditure on care placement costs for tenants moving to an independent living service.	Ambition 4	The reduction in care budget. Income generated from rent.
Greater choice and control for tenants, who will have greater independence over	Ambition 4	Individual outcomes for people. Feedback from people using services.

their care options in an independent living service.		Compliments and complaints. Contract and performance monitoring of providers.
Secure employment for local care workers	Ambition 6	Number of jobs created.

Type of impact	Details <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	Positive - Reduction of carbon footprint, contributing to the net-zero ambition of the Council through the designing and implementation of reduced carbon emitting features in building.
Social Impact	Positive - Provides more choice and control for older people over their care options, enabling more older people to be supported to remain living independently in a tenancy-based model of care as an alternative to a traditional residential or nursing home. Specifically, this enables people to remain in their own tenancy and local community longer as care can be stepped up as needs increased, unlike residential care where they may need to move to get increased care needs.
Health Impact	Positive - This model supports people to remain in their own tenancy for longer and have their care stepped up as their needs increase, rather than having to move into a residential or nursing care setting for instance.

Draft Business Cases: Communities, Social Mobility and Inclusion Committee

This includes the outline business cases for the two proposed investments within COSMIC that are over £500k.

Business Case Title	Category	Amount £000
Anti-poverty Plan	Investment	£2,191
Libraries Plus	Investment	£1,320

Anti-poverty plan

Proposal Title (Business Plan Description):	Anti-poverty plan		
<u>Relevant Ambition(s)</u>	Ambitions 3, 5		
Directorate:	Strategy and Partnerships		
Service:	Policy and Communities		
Type:	Investment		
Recurrent or One Off:	One off		
BP Reference No:	E/R.5.006 E/R.5.007		
Date:	05/09/2023	Version	1

Proposal Summary

<p>Summary / details of Proposal:</p> <p>The Household Support Fund is a £7million time-limited government fund that has been used to</p> <ul style="list-style-type: none"> a) support households eligible for free school meals (approx. £4m), so that they can access food vouchers during the school holidays and, b) support wider communities via direct payments of £110 up to twice a year, alongside offering support to ensure recipients are able to maximise their income through drawing down all available benefits (financial and non-financial). <p>This income maximisation work is delivered by the county council's Household Advice and Support Team working with a network of over 100 public, voluntary and community sector partners.</p> <p>It is assumed that the Household Support Fund will end on 31 March 2024.</p> <p>This budget proposal is to request investment of £2.19 million, to be taken from reserves, to support the development of an anti-poverty strategy. What we will retain from the wider Household Support Fund process is the way we have worked with partners to ensure residents understand all the on-going sources of support they are able to access. This income maximisation work will link across to the work in the Adults, Health and Commissioning Directorate who have a particular focus, through their welfare benefits team, on those who may need to contribute something towards their social care but who fall into the group that are 'just about managing' with the pressures of the cost of living.</p> <p>The council's Strategic Framework has an Ambition to help people out of poverty and income inequality. Therefore, we need to develop a clear strategy for our role in tackling poverty, defining the county council's role alongside the offer from our partners in city and district councils and the Voluntary and Community Sector organisations.</p>

Has an EqlA been completed?	This will be completed as part of the strategy development and against the suggested proposals.
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Proposed Start Date:	Commenced October 2023
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Summary Business Plan Revenue Financial Information (Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Investment		2,191	-2,191			
Total		2,191	-2,191			

Capital link

Is there a linked capital proposal?	No
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Proposal benefits and impacts

Benefit <i>< List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.></i>	<i>Which ambition does it contribute towards? Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4</i>	Measurement & Evaluation <i><How will you measure the benefits? Will there be internal or external evaluation – by who and when></i>
An exit strategy is developed, linked to the anti-poverty work, that mitigates the risks associated with Household Support Fund ending.	Ambitions 3, 5	Evaluation with partners on the consequences of the Household Support Fund ending with the management of impact via the anti-poverty work.
A partnership strategy is developed that coordinates the countywide efforts to respond to the growing challenges of poverty.	Ambitions 3, 5	Performance measures will be agreed in the development of the Strategy to monitor progress on recommendations made.

Type of impact	Details <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	Positive - It is recognised that people experiencing poverty are more susceptible to the impacts of climate change, but also less likely to have the resources to adapt their lifestyles e.g., home improvements, transport. The strategy can also ensure opportunities to link residents into existing environmental schemes are identified e.g., Action on Energy Cambridgeshire. Therefore, the strategy development will have an indirect positive impact on the net zero agenda.
Social Impact	Positive - An agreed set of costed policies, actions and interventions for implementation are developed to address the causes and consequences of poverty. The current response is based on crisis and immediate need for those in financial help. Therefore, this proposal will shift to more sustainable and long-term change.
Health Impact	Positive - An estimated 40-50% of socio-economic factors impact on the health and wellbeing of an individual. Therefore, an agreed set of costed policies, actions and interventions to address the causes and consequences of poverty will impact on the overall health of the county.

Libraries Plus

Proposal Title (Business Plan Description):	Libraries Plus		
<u>Relevant Ambition(s)</u>	Ambitions 1, 2, 3, 4, 5, 6, 7		
Directorate:	Strategy and Partnerships		
Service:	Libraries		
Type:	Investment		
Recurrent or One Off:	One off		
BP Reference No:	E/R.5.008		
Date:	22 November 2023	Version	1

Proposal Summary

<p>Summary / details of Proposal:</p> <p>One of the budget proposals being considered by the Assets and Procurement committee is to look across the council's properties to see how and where our office estate can be rationalised. As part of this work, we propose to review what more our library service can offer to communities in the county, as well as how libraries can become touch down places for our staff to work from, or places where they can meet with partners and residents.</p> <p>This request for investment is to help improve our libraries' facilities and equipment, to create greater flexibility and more opportunities for these spaces to be used by a wider range of council and partner services. Work may include cosmetic improvements such as painting and redecoration, building adaptations, new furniture or equipment.</p> <p>We are proposing to use the £1.32million, to be taken from reserves, to invest in Libraries 'Plus' to help us to redesign what we deliver through our libraries. This investment replaces any previous capital funding commitment for libraries. This will help to relieve the pressure on the council's capital programme. The proposed investment will enable the library service to deliver against the council's commitment to be closer to our communities in how we deliver all the 7 Ambitions set out in council's Strategic Framework.</p> <p>Investing in our libraries, brings both financial and non-financial benefits, including:</p> <ul style="list-style-type: none"> • Services being closer to communities, making them more accessible to our residents, reducing travel time and potentially reducing carbon emissions. • Welcoming spaces that help to increase the uptake of services offered through our libraries, this in turn improving health, well-being, literacy and access to skills, information and advice. • Providing trusted spaces that other council and partner services can use to further enhance engagement with local communities.
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Has an EqIA been completed?	Not at this stage.
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Proposed Start Date:	01/04/2024
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Summary Business Plan Revenue Financial Information (Business Plan Format £000):

Type	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Investment		1320	-1320			
Total		1320	-1320			

Capital link

Is there a linked capital proposal?	No
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Proposal benefits and impacts

Benefit <i>< List the benefits that will be realised as a result of this Business Case. Include financial, non-financial and dis-benefits.></i>	<i>Which ambition does it contribute towards? Select which ambition this contributes towards or if it is enabling, put 'enabler' e.g Ambition 4</i>	Measurement & Evaluation <i><How will you measure the benefits? Will there be internal or external evaluation – by who and when></i>
The work done should deliver cashable savings in property services as part of the rationalisation of the office estate.		Costs of the Cambridgeshire County Council office estate reduced.
The work done should deliver non cashable savings in other teams as they are enabled to work closer to communities.	All Strategic Framework Ambitions.	Increased delivery from libraries. Increased use of libraries as touch down working spaces.

Type of impact	Details <i>Summarise any positive or negative impacts anticipated</i>
Environmental Impact	Positive – investment may allow improvements to be made that help us to achieve net zero. We anticipate that travel will also reduce as communities are able to access more services locally.
Social Impact	Positive – investment allows delivery of more services closer to the communities they support.
Health Impact	Positive – investment and improved library facilities may result in more services being delivered from libraries that have a positive impact upon health.



Analysis of Public Consultation

2024-25

Business Plan Section 5



Analysis of Public Consultation: 2024-25

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Respondent Profile

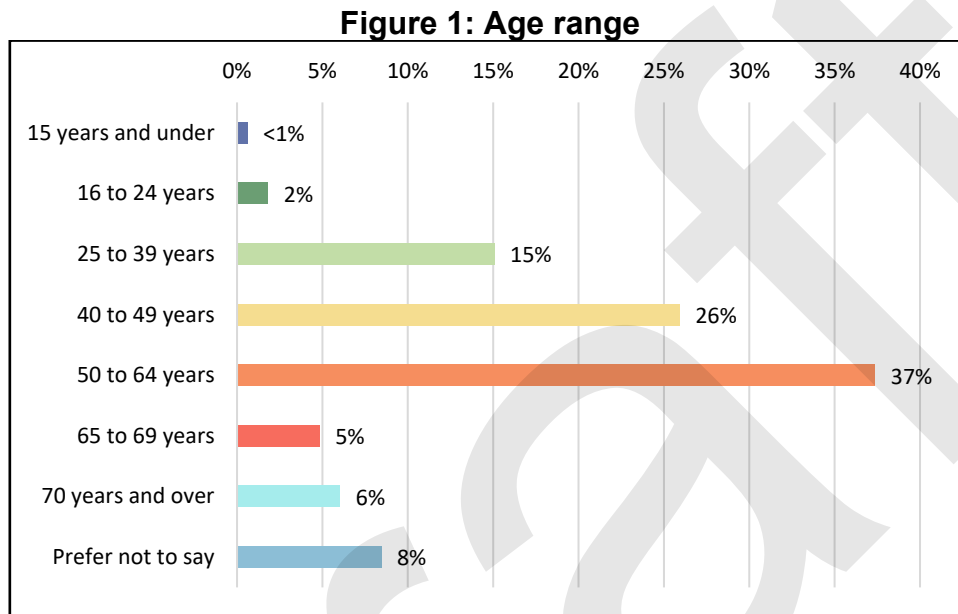
In total, 172 respondents responded to the survey as part of the consultation on Cambridgeshire budget proposals which launched on 19 December 2023 and closed on 16 January 2024. A profile of respondent demographics is below, however due to the low number of responses comparisons of survey questions and demographics will not be included.

Draft

Age range

166 respondents answered the question on their age range.

Those aged from 40 to 64 were well represented when compared to the general Cambridgeshire population, however, those under 40 and those 65 and over were under-represented compared to the general Cambridgeshire population.

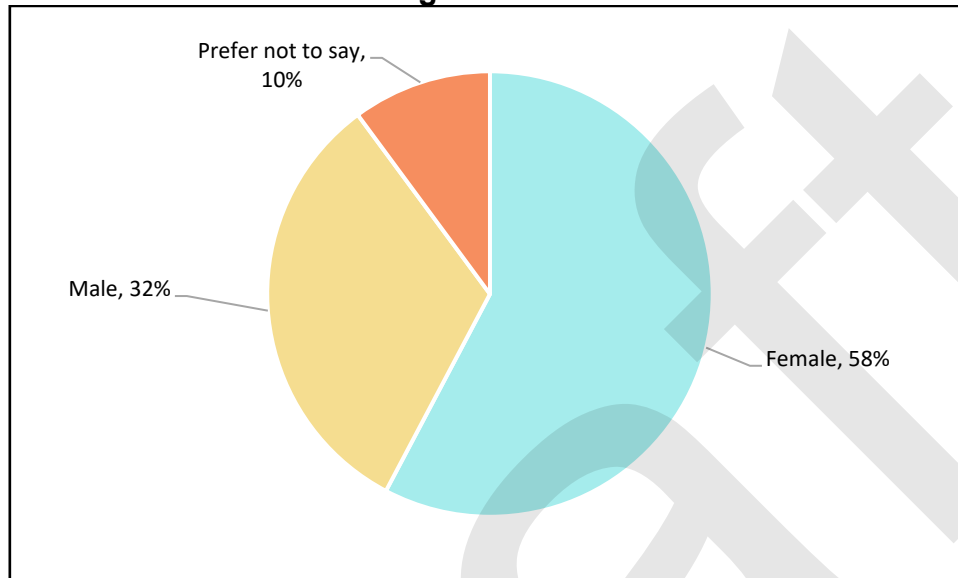


Sex

168 respondents answered the question on what their sex was.

- **The majority of respondents indicated they were 'Female' (58%).**

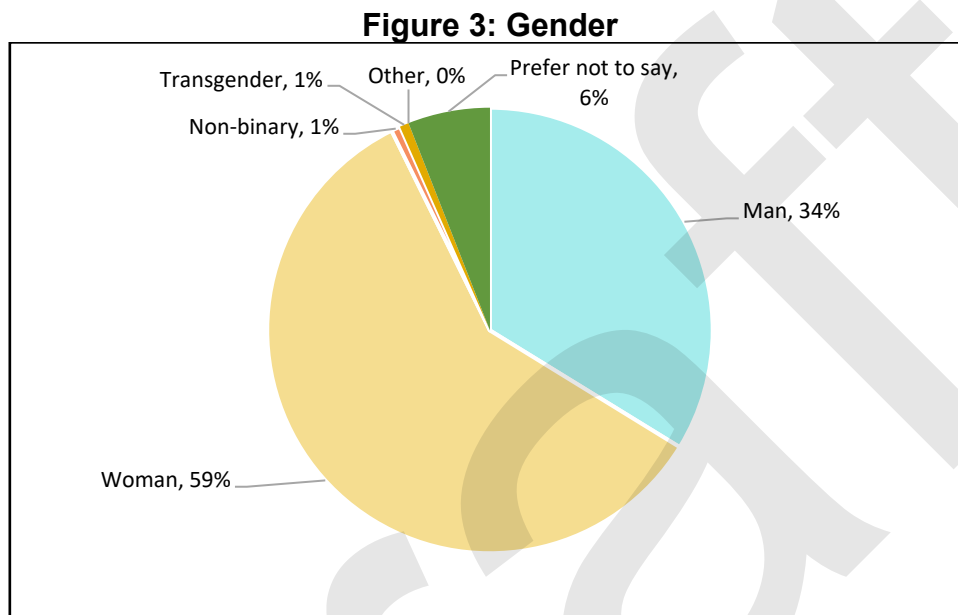
Figure 2: Sex



Gender

151 respondents answered the question on what their gender identity was.

- **The majority of respondents indicated their gender was 'woman' (59%).**
 - 4 respondents selected 'My gender is not listed. Please self-describe using the text box.', however they left unrelated comments. These have been recategorised as 'prefer not to say'.

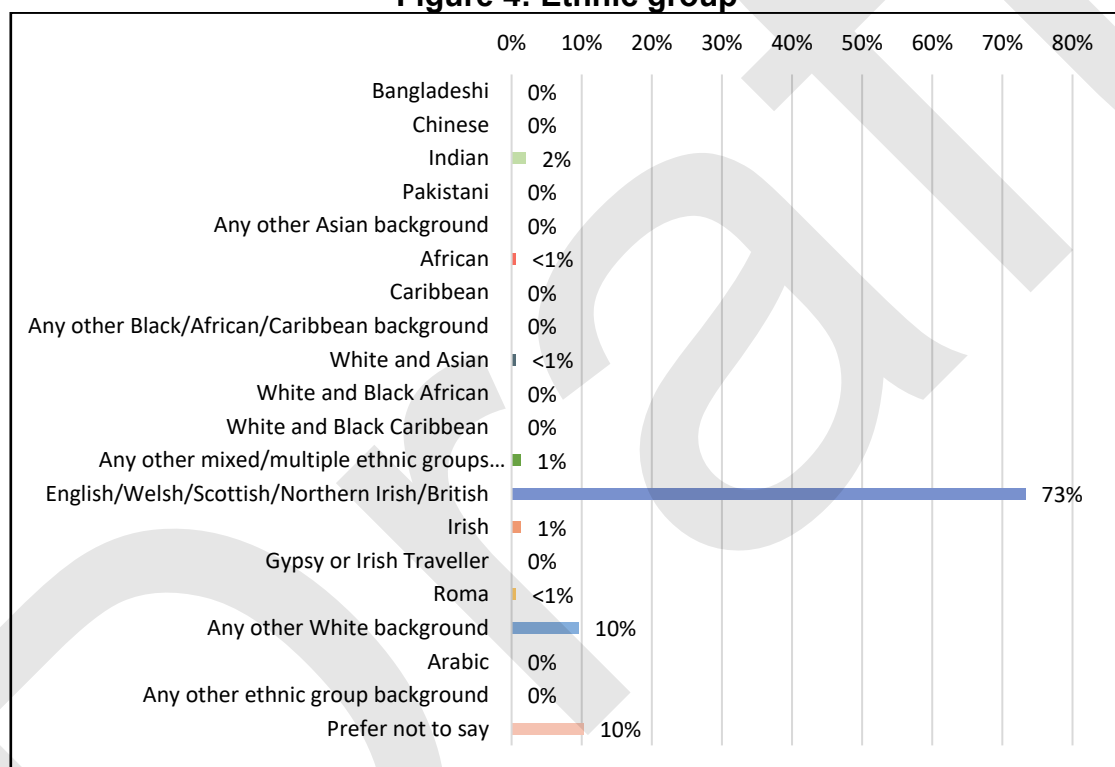


Ethnic group

146 respondents answered the question on their ethnicity.

- **The majority of respondents were 'White – English/Welsh/Scottish/Northern Irish/British' (73%), similar to the general Cambridgeshire population.**
 - There was an under representation of:
 - Asian or Asian British
 - Black, Black British, Caribbean or African
 - Mixed or Multiple ethnic groups
 - Other ethnic group

Figure 4: Ethnic group

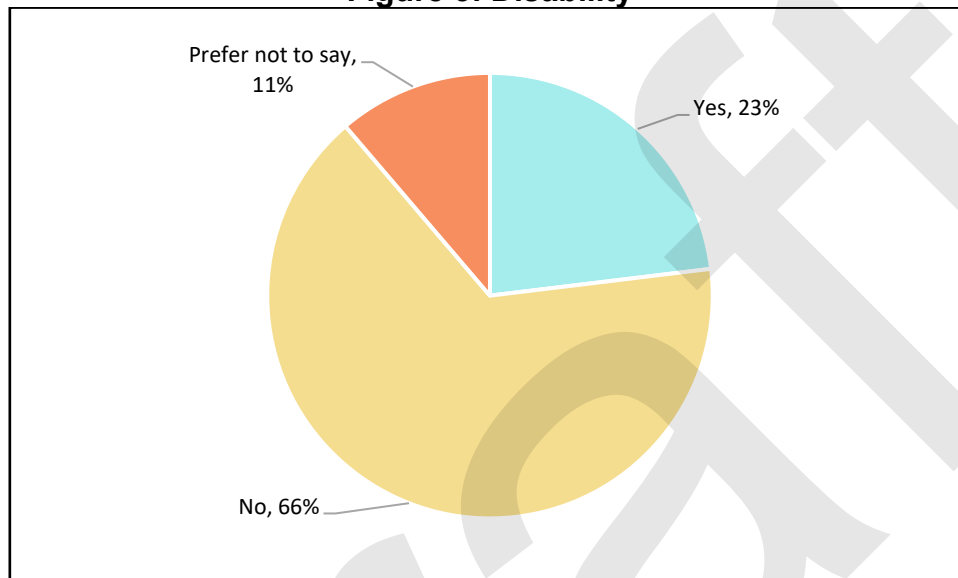


Disability

169 respondents answered the question on whether they considered themselves to be a disabled person and/or have a long-term health condition.

- **Under a quarter of respondents indicated they considered themselves to be a disabled person and/or have a long-term health condition (23%).**

Figure 5: Disability

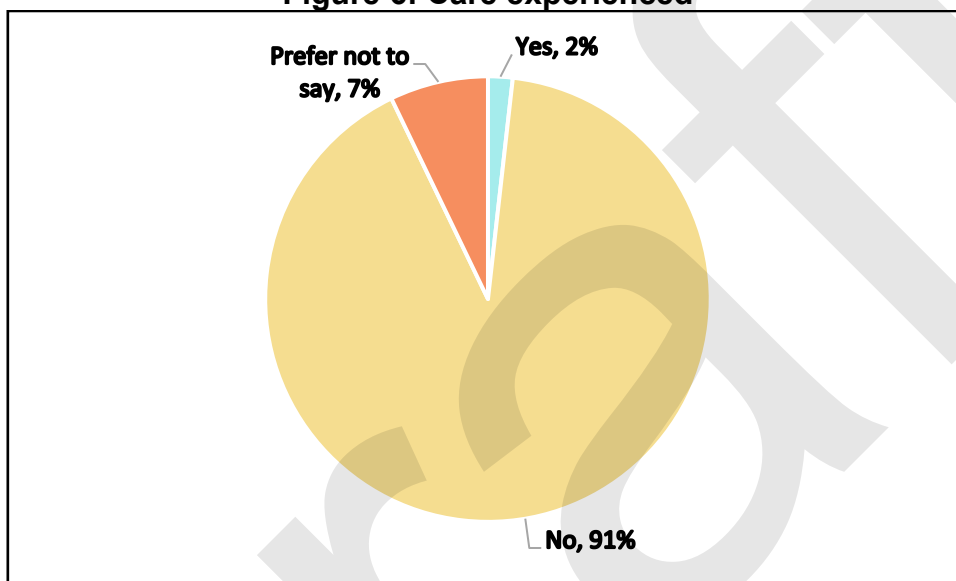


Care experienced

168 respondents answered the question on whether they considered themselves to be care experienced ('Care experience' refers to the experiences of people who spent part of their childhood in the care system due to situations beyond their control. It is anyone with any experience of care, no matter how short and no matter what age they are).

- **Few respondents indicated they considered themselves to be care experienced (2%).**

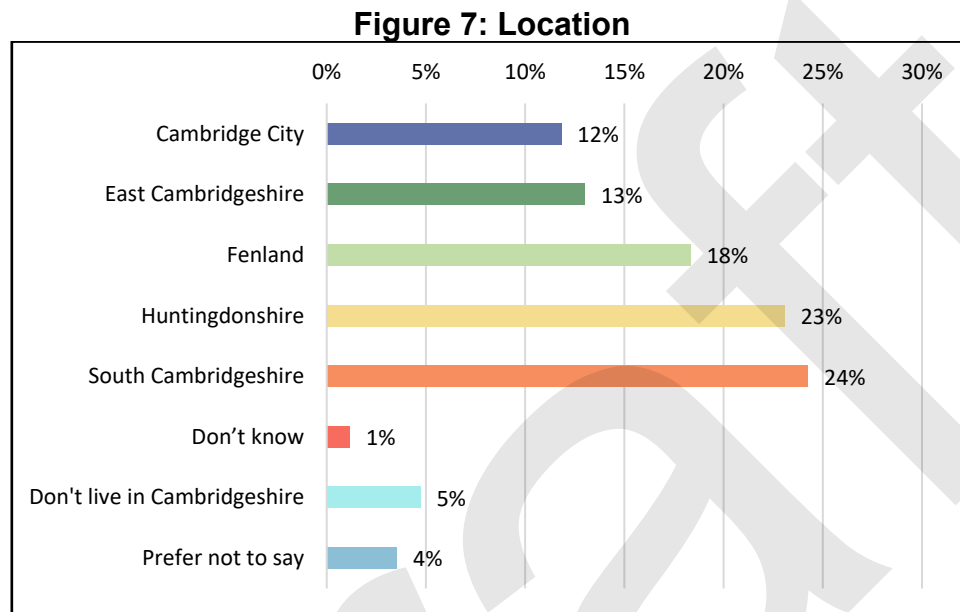
Figure 6: Care experienced



Location

169 respondents answered the question on which part of Cambridgeshire they lived.

- **Just under a quarter of respondents indicated they lived in South Cambridgeshire (24%) and under a quarter indicated they lived in Huntingdonshire (23%).**



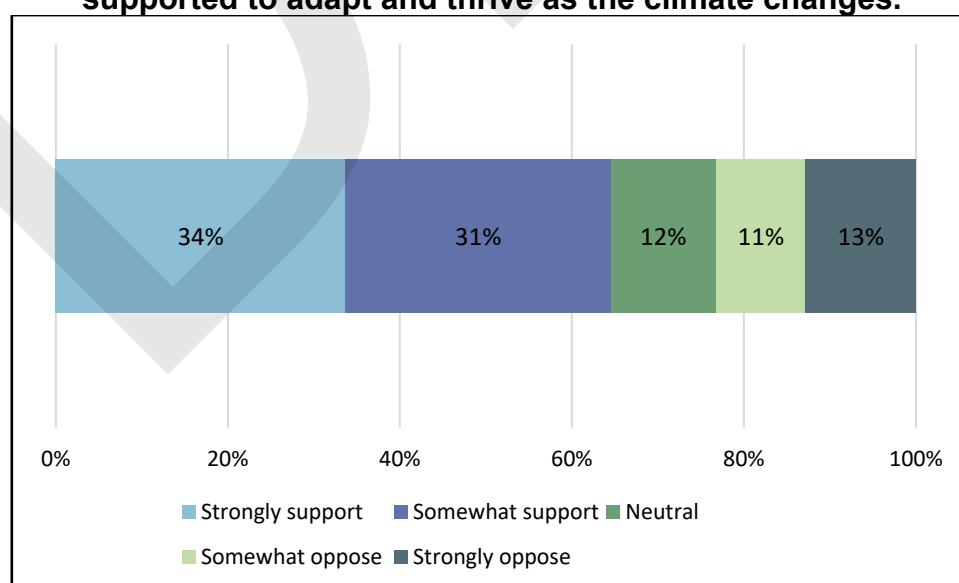
Question 1: Ambition 1 - Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes.

We aim to reduce the County Council's direct carbon emissions to net zero by 2030 and to support residents, communities and our partner organisations to live and work more sustainably, to help the whole county reach net zero carbon emissions by 2045. The Council is proposing to commit £15.9 million to deliver progress against this ambition over 2024-29 including £10.5 million in 2024-25. We aim to support this by reducing our costs or increasing our income by – among other things – changing our streetlighting to LED, which is both cheaper and more environmentally friendly, and ensuring we deliver income from our energy scheme investments such as the North Angle Solar Farm, and reviewing options for waste recycling which may involve working more closely with other public sector partners. To what extent do you support or oppose this approach?

172 respondents answered the question to what extent they supported or opposed the proposed approach to achieve Ambition 1 - Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes.

- **The majority of respondents supported Ambition 1 - net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes (65%).**

Figure 8: Response to question - Ambition 1 - Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes.



**N.B. Figures in the graph may not exactly match the text in the report due to rounding*

Question 2: Ambition 2 - Travel across the county is safer and more environmentally sustainable.

In 2023-24 £40 million investment in the Council's roads and transport has seen activities including £5 million invested in surface dressing in 80 locations, £3.6 million to proactively manage the increase in potholes due to extremes of weather, £8 million on carriageway maintenance and 54 drainage maintenance schemes delivered.

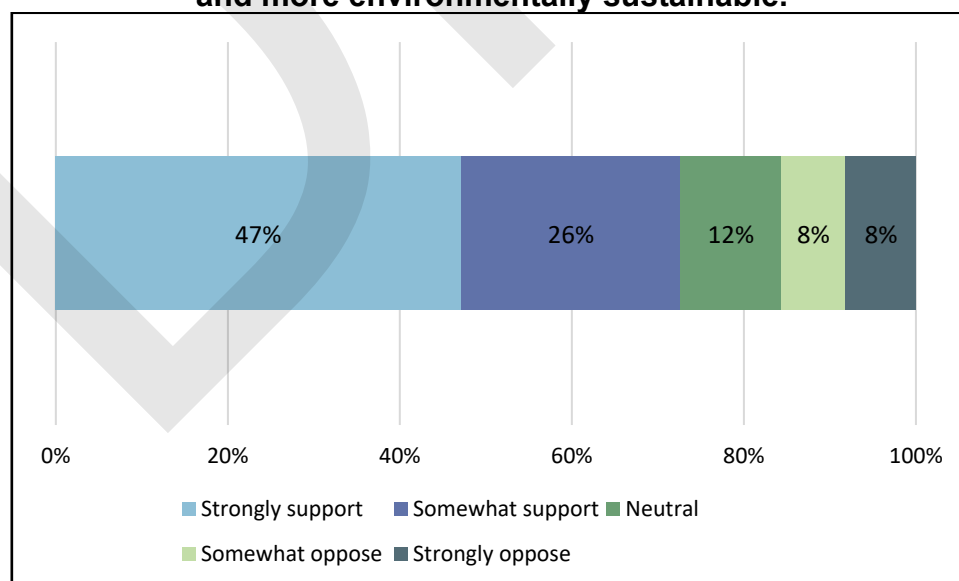
It is recognised that there is more to do. Therefore, in addition to the planned highways budget, we are proposing to invest an extra £6 million over the next two years. This specific additional investment will enable more resources to be directed towards the management of potholes, preventative works, maintenance and improvements to public rights of way.

We aim to support this by developing proposals to deliver additional income from increased demand for street works permitting fees and a review of parking and permit charges. If the latter is taken forward it will be subject to further detailed consultation on where and by how much. To what extent do you support or oppose this approach?

172 respondents answered the question on to what extent they supported or opposed the proposed approach to achieve Ambition 2 - Travel across the county is safer and more environmentally sustainable.

- **The majority of respondents supported Ambition 2 - Travel across the county is safer and more environmentally sustainable (73%).**

Figure 9: Response to question - Ambition 2 - Travel across the county is safer and more environmentally sustainable.



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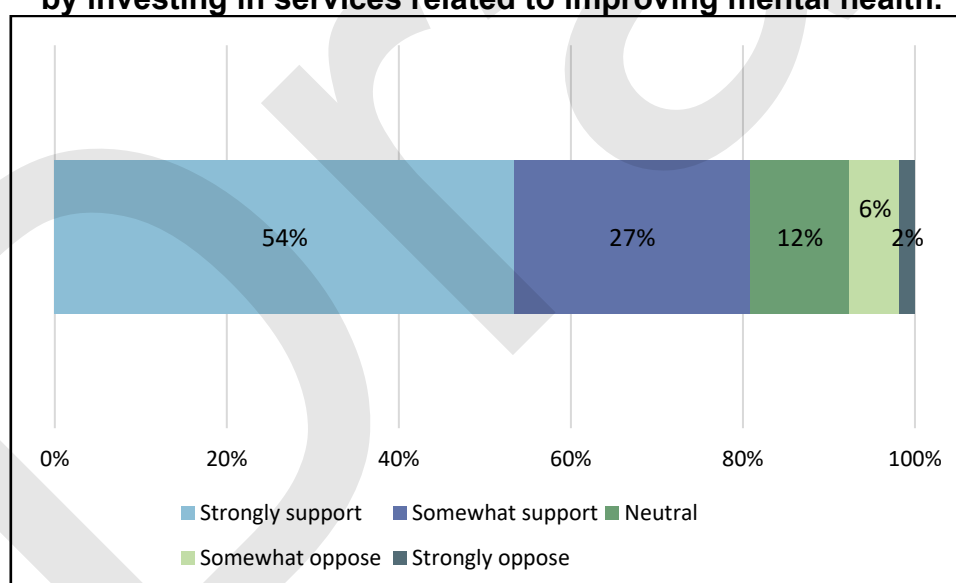
Question 3: Ambition 3 - Health inequalities are reduced (part 1).

Through our Public Health grants, we propose to invest in services related to improving mental health – particularly for children and young adults – such as community initiatives to support families where individuals are self-harming or have eating disorders, or children experiencing post-pandemic anxiety that affects their education. To do this we will work with our partners across the public, independent and voluntary sector to change the way we work, such as bringing care closer to communities, and providing services at an earlier stage, before a crisis is reached. To what extent do you support or oppose this approach?

172 respondents answered the question on to what extent they supported or opposed the proposed approach to achieve Ambition 3 - Health inequalities are reduced by investing in services related to improving mental health.

- **The majority of respondents supported Ambition 3 - Health inequalities are reduced by investing in services related to improving mental health (81%).**

Figure 10: Response to question - Ambition 3 - Health inequalities are reduced by investing in services related to improving mental health.



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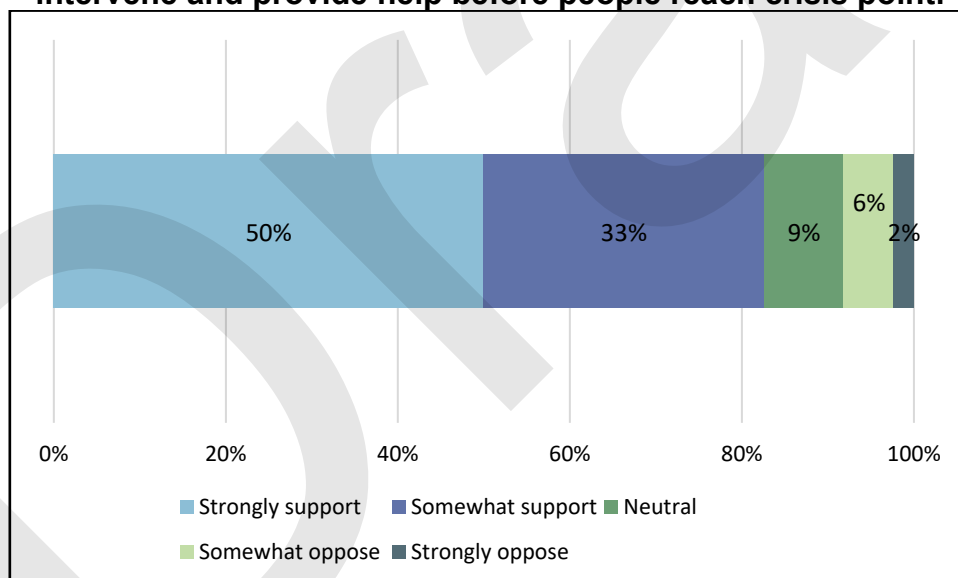
Question 4: Ambition 3 - Health inequalities are reduced (part 2).

In addition, we aim to make more specialist homecare available to people who might otherwise only have the option of mental health support in residential care. We will also prioritise measures to intervene and provide help at an earlier stage before people reach crisis point and need more extensive and expensive help. To what extent do you support or oppose this approach?

172 respondents answered the question on to what extent they supported or opposed the proposed approach to achieve Ambition 3 - Health inequalities are reduced by making more specialist homecare available and prioritising measures to intervene and provide help before people reach crisis point.

- **The majority of respondents supported Ambition 3 - Health inequalities are reduced by making more specialist homecare available and prioritising measures to intervene and provide help before people reach crisis point (83%).**

Figure 11: Response to question - Ambition 3 - Health inequalities are reduced by making more specialist homecare available and prioritising measures to intervene and provide help before people reach crisis point.



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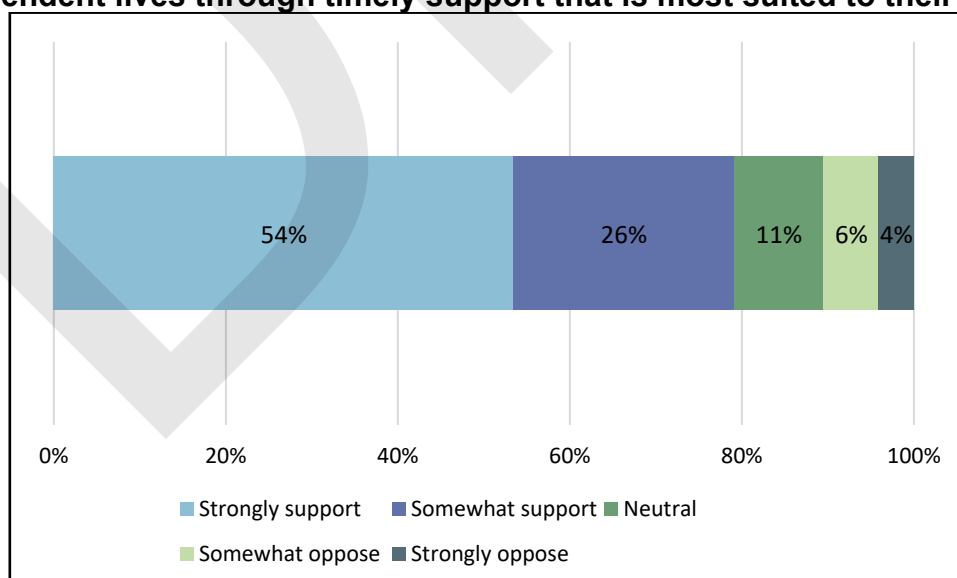
Question 5: Ambition 4 - People enjoy healthy, safe and independent lives through timely support that is most suited to their needs.

We propose to invest £145 million into children’s social services and £228 million into adult social services to make sure they are sustained and keep pace with growing levels of demand, including investing to fulfil our commitment to support adult social care providers to pay the real living wage to staff delivering care in our county. We will also invest in the training of care staff, whether or not they are employed directly by the council. To achieve this, we will reduce costs by, among other things, seeking full cost contributions from partner organisations where we have joint responsibilities for people’s care. We will support more people to leave hospital sooner by working more closely with our partners and by offering a fully resourced reablement service, to help people to regain their independence in their own homes. As we move to an improved way of delivering care, we will seek further savings through buying services which are more focused on individual outcomes. To what extent do you support or oppose this approach?

172 respondents answered the question on to what extent they supported or opposed the proposed approach to achieve Ambition 4 - People enjoy healthy, safe and independent lives through timely support that is most suited to their needs.

- **The majority of respondents supported Ambition 4 - People enjoy healthy, safe and independent lives through timely support that is most suited to their needs (79%).**

Figure 12: Response to question - Ambition 4 - People enjoy healthy, safe and independent lives through timely support that is most suited to their needs.



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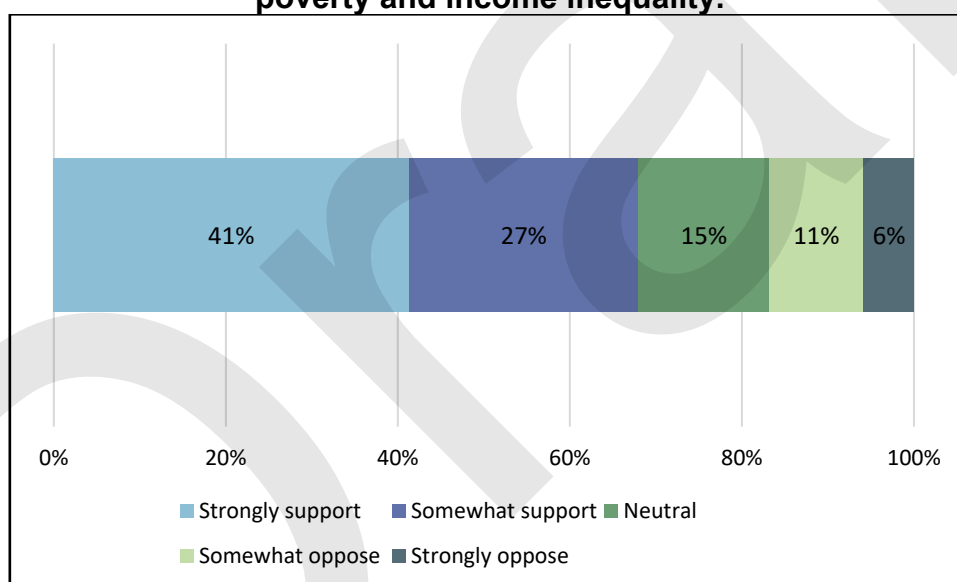
Question 6: Ambition 5 - People are helped out of poverty and income inequality.

We propose to invest £2.2 million to support those experiencing the impact of poverty across the county in anticipation that some of the Government funded support schemes may end. In doing this we will work with our partners and those affected by poverty to understand how we best use this investment developing a countywide Anti-Poverty Strategy. To what extent do you support or oppose this approach?

172 respondents answered the question on to what extent they supported or opposed the proposed approach to achieve Ambition 5 - People are helped out of poverty and income inequality.

- **The majority of respondents supported Ambition 5 - People are helped out of poverty and income inequality (68%).**

Figure 13: Response to question - Ambition 5 - People are helped out of poverty and income inequality.



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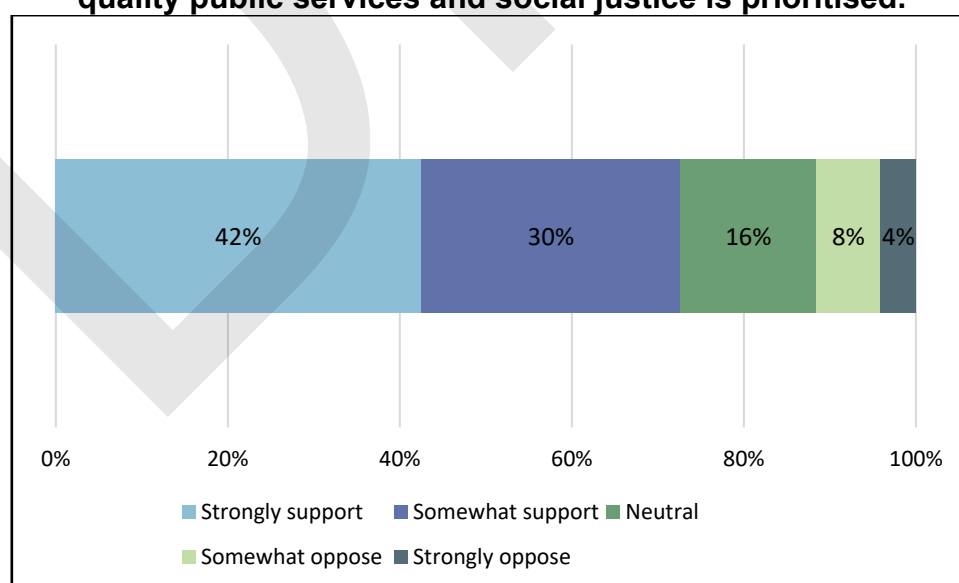
Question 7: Ambition 6 - Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised.

We aim to reposition our libraries as the front door to wider council and partner services which are closer to our communities, investing £1.3 million to help us redesign what is delivered in these buildings. In addition, in 2024-25 we aim to invest £2.1 million to support the local economy through the next phase of our Care Together programme. This programme supports the growth of voluntary, community and social enterprises to help people live independently for longer in their communities. We will also invest in infrastructure to support the delivery of housing and employment sites. We aim to support this work through £1.5 million savings from more efficient management and the more effective use of the County Council's buildings and estate. To what extent do you support or oppose this approach?

172 respondents answered the question on to what extent they supported or opposed the proposed approach to achieve Ambition 6 - Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised.

- **The majority of respondents supported Ambition 6 - Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised (73%).**

Figure 14: Response to question - Ambition 6 - Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised.



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Question 8: Ambition 7 - Children and young people have opportunities to thrive.

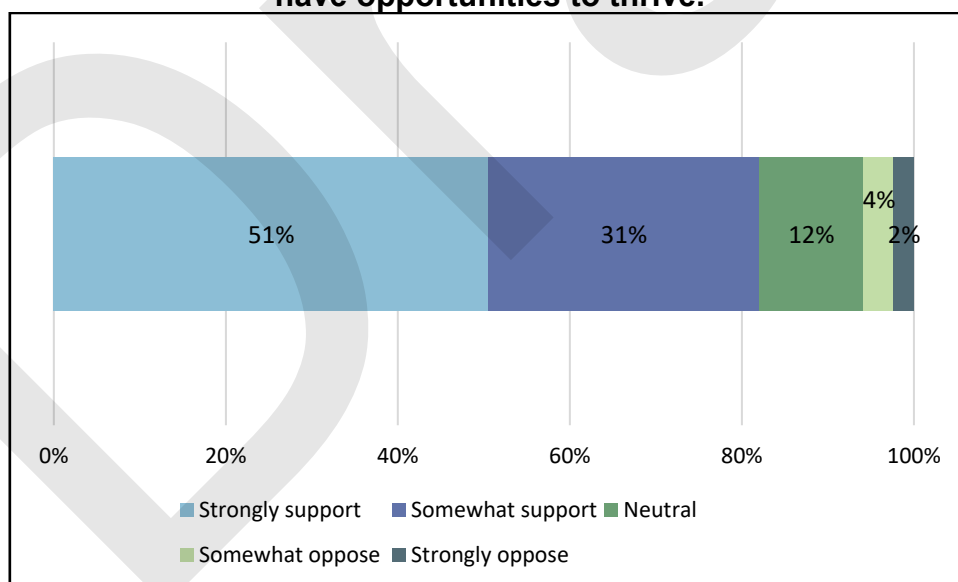
We propose to increase support to children in our schools using dedicated public health grants, growing our in-house fostering service and focusing on improving social care to help families to make and sustain positive changes that enable children to remain at home, in a safe environment.

We plan to support this approach by ensuring more of our mainstream schools are equipped and supported to deliver good quality provision for children and young people with special education needs and disabilities. We aim to offer more provision within the county to avoid more expensive out of county placements for children in care or costly one-off specialised transport to help them access the necessary support. To what extent do you support or oppose this approach?

172 respondents answered the question on to what extent they supported or opposed the proposed approach to achieve Ambition 7 - Children and young people have opportunities to thrive.

- **The majority of respondents supported Ambition 7 - Children and young people have opportunities to thrive (82%).**

Figure 15: Response to question - Ambition 7 - Children and young people have opportunities to thrive.



**N.B. Figures in the graph may not exactly match the text in the report due to rounding*

Question 9: Council Tax

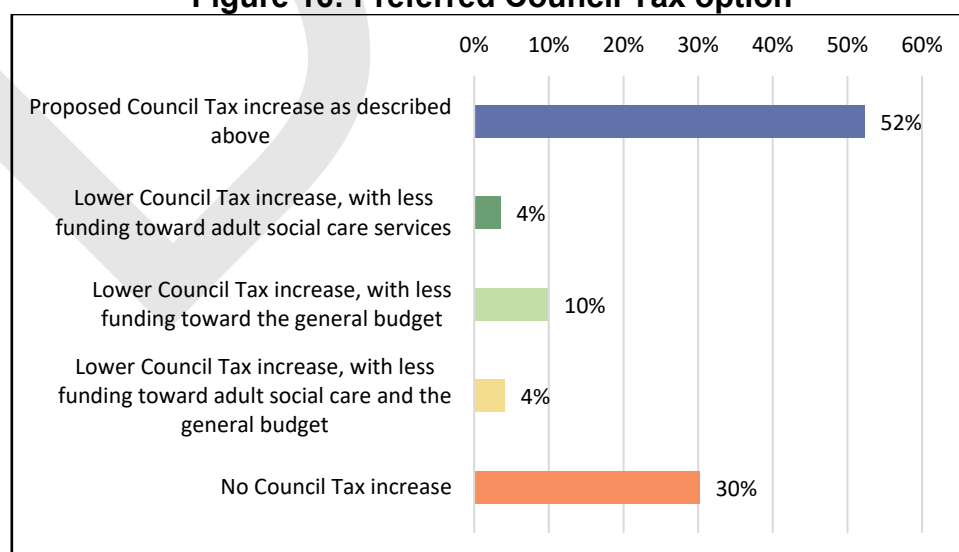
The County Council's projected budget gap for 2024/25 is over £23 million, largely due to increases in demand for our services and a range of inflationary pressures. We had already estimated that without action this budget gap would grow and based upon our financial forecasts, the County Council needs to save more than £63 million over the next 3 financial years.

Given these pressures, we are proposing to increase Council Tax by 4.99%, which includes 2% for the Adult Social Care Precept (ASCP). This proposal would result in an increase in payment of £76.95 for the year, or an average of £1.48 a week, for a band D property. The ASCP gives us the option to increase the County Council's share of Council Tax so that all the income generated from this increase is ring-fenced, which means that it can only be used for adult social care services. This would leave 2.99% of the proposed Council Tax increase for our general budget that funds all our other services. If the proposed increase goes ahead, we want to align our use of this additional funding with residents' priorities and ensure that valued services such as libraries, street lighting, waste disposal and recycling and trading standards are sustained and not cut. As our most vulnerable residents will continue to receive Council Tax discounts and exemptions, which option do you prefer?

172 respondents answered the question on to which option they preferred for Council Tax.

- **Over half of respondents preferred 'Proposed Council Tax increase as described above' (52%).**

Figure 16: Preferred Council Tax option



**N.B. Figures in the graph may not exactly match the text in the report due to rounding*



Capital Strategy

2024-25

Business Plan Section 6



Contents

- 1: Executive summary
 - 2: Strategic Context
 - 3: Capital Investment Mapping
 - 4: Future Years' Strategy Development
 - 5: Detailed Strategy
- Appendix 1: Non-Financial Investment Portfolio
- Appendix 2: Sources of Capital Funding

1. Executive Summary

The Council's strategic financial plan is comprised of three distinct, but interdependent, strategies set out within this Business Plan:

- Medium-Term Financial Strategy (MTFS) (section 2)
- Capital Strategy (section 6)
- Treasury Management Strategy (section 7)

This strategy, the Capital Strategy, describes how the Council's investment of capital resources over the next ten years will optimise the ability of the Council to achieve its strategic vision and ambitions outlined within the Council's strategic framework. The Strategy is concerned with all aspects of the Council's capital expenditure programme: planning; prioritisation; management; and funding, and is updated each year as part of the business planning process.

The Council achieves its vision to "Create a greener, fairer and more caring Cambridgeshire" through delivery of its Business Plan, which targets seven ambitions. To enable delivery of the plan, the Council needs to undertake capital investment. This includes investment in new schools and in modernising school buildings, regeneration and improvement of the county's transport infrastructure, and tackling the Council's ambitious net-zero target towards 2045.

“ Create a **greener, fairer** and more **caring** Cambridgeshire ”

It is crucial that when long-term investment decisions are undertaken, decision-makers can rely on clear and informed information. This includes:

- A long-term view of capital expenditure plans and any financial risks to which the Council is exposed.
- Ensuring due regard to the long-term financing affordability implications and potential risks.
- A clear overview of the Council's asset management planning arrangements and any maintenance requirements that have resource and business planning implications.

The Council's 2024-25 ten-year capital programme is summarised by service as follows:

	Prev Years £m	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	2028-29 £m	Later Yrs £m	Total £m
Children, Education and Families	147,088	76,611	91,643	42,854	13,182	4,836	26,487	402,701
Adults, Health and Commissioning	816	14,481	20,205	10,670	15,005	15,005	30,188	106,370
Place and Sustainability	273,532	100,176	46,027	19,534	19,561	19,584	17,361	495,775
Finance and Resources	147,184	5,547	2,288	1,116	1,116	1,008	4,320	162,579
Strategy and Partnerships	10,562	1,810	7	-	-	-	-	12,379
Total spend	579,182	198,625	160,170	74,174	48,864	40,433	78,356	1,179,804

This is due to be funded as follows:

	Prev Years £m	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	2028-29 £m	Later Yrs £m	Total £m
Grants	174,799	71,305	49,179	26,680	27,407	26,467	37,362	413,199
Contributions	108,061	33,040	28,635	42,908	42,453	49,943	12,213	317,253
Capital Receipts	16,058	1,095	400	4,000	4,000	4,000	28,000	57,553
Prudential Borrowing	166,413	93,185	81,956	28,465	11,850	9,149	781	391,799
Prudential Borrowing (repayable)	113,851	-	-	-27,879	-36,846	-49,126	-	-
Total funding	579,182	198,625	160,170	74,174	48,864	40,433	78,356	1,179,804

Please see the following sections for further detail.

2. Strategic context

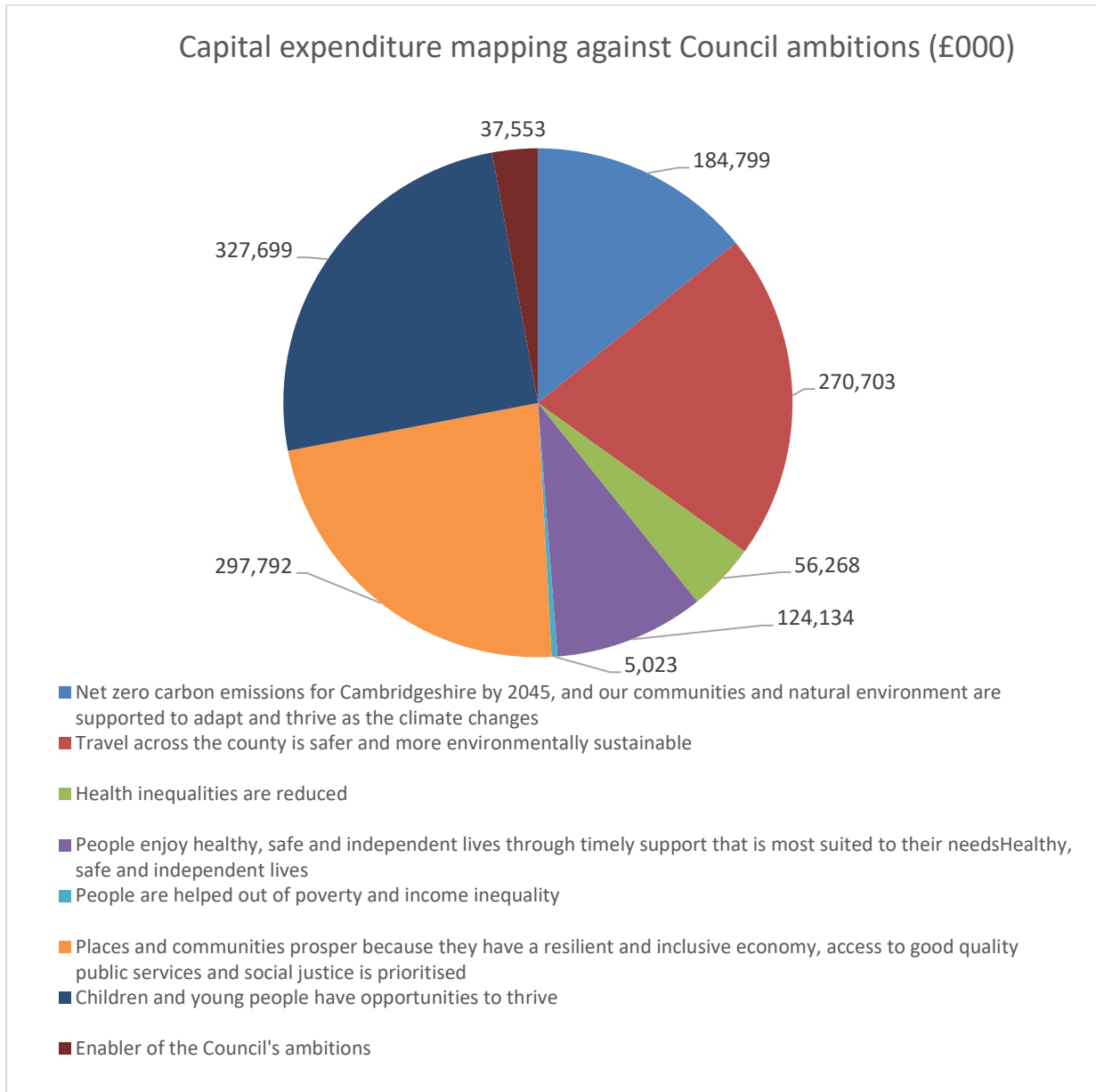
The development of this Strategy, along with the Council's other core strategies and plans, is informed by the current and longer-term strategic context, as set out in the strategic framework.

Cambridgeshire is a fast-growing place. In 2021, approximately 679,000 people lived in Cambridgeshire, one of the fastest growing populations over the last decade. Cambridge City was the second highest growing local authority in the East of England, mainly concentrated in younger adults, while our rural districts are seeing higher growth in over 65s. We expect population growth to continue through the next decade, particularly for our older age groups. Cambridgeshire also has areas of deprivation, including 16 neighbourhoods in the 20% most relatively deprived nationally. Around 7,700 adults receive long-term social care, either partially or fully funded by the Council, and there has been a 103% increase since January 2017 in the number of children supported with Education, Health and Care Plans, taking the number to 7,400 children.

The Climate Change and Environment Strategy sets out the Council's ambition for tackling the climate and biodiversity emergencies. The carbon footprint for Cambridgeshire in 2020 was 6.89m tonnes of carbon dioxide equivalent (CO₂e) emissions; for this Council in 2021-22 it was 131,610 tonnes, including indirect ("scope 3") emissions. We must work over the coming years to reduce the carbon footprint of both the Council and the county, with targets for these to be net zero by 2030 (for the council's scopes 1 and 2 emissions) and by 2045 (for the county).

3. Capital Prioritisation Mapping

The Council’s prioritisation of its capital programme can be mapped to the Council’s key ambitions as follows:



A more detailed review of the capital programme is provided in part 5d.

4. Future Years Strategy Development

The Capital Strategy undergoes continuous development as part of a process of continuous improvement to support members in their decision making.

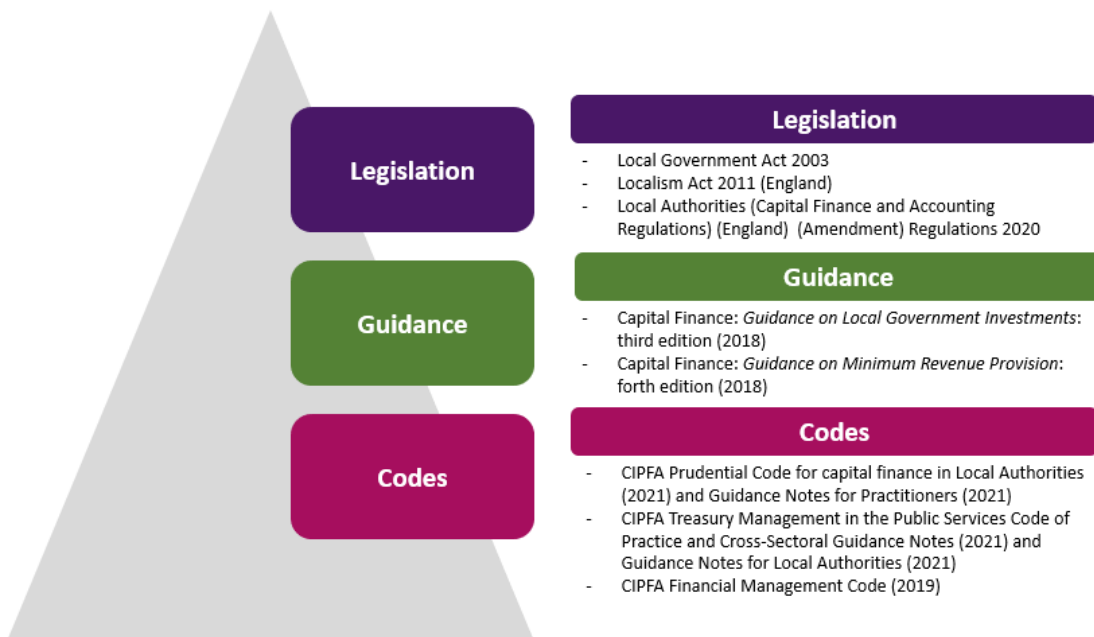
Future identified activity includes:

- Further development of the long-term (20-to-30-years) approach to the Capital Strategy, aligned to our longer-term corporate strategies.
- Assessment of asset management planning to inform decision making and risk, in particular to climate change impacts, as part of the development of the new Land and Property Strategy.
- Any upcoming changes to statutory guidance.
- Continuing development of the use of carbon emissions modelling and assessment within investment decisions across all schemes.

5. Detailed Strategy

5a. Statutory Framework

Local government capital finance is governed and operates under the Prudential Framework in England, Wales, and Scotland. The Prudential Framework is an umbrella term for several statutory provisions and professional requirements that allow authorities largely to determine their own plans for capital investment, subject to an authority following due process in agreeing these plans and being able to provide assurance that they are prudent and affordable. The relevant legislation, guidance and codes are set out as follows:



5b. Working with partners

The Council is committed to developing strong and positive partnerships that not only enhance the investment potential of the Council through opportunities for support and contributions from third parties but enable delivery of the Council's Corporate Priorities. Partnership working enables the Council to leverage a larger package of investment that extends beyond our investment potential as an individual organisation.

There are a range of capital schemes currently being delivered in conjunction with partners and our commitment to social and environmental values further demonstrate our aspiration to work with the public and private sector to deliver better outcomes for people, the environment, and communities. The following summarises some of the Council's key partnerships.

Cambridgeshire and Peterborough Combined Authority (CPCA)

The CPCA, led by the Mayor and representatives from the seven constituent councils,

was created in 2017 to deliver the region's devolution deal. The CPCA works with the Business Board and other local partners to deliver strategic projects. Key ambitions for the Combined Authority include:

- doubling the size of the local economy
- delivering outstanding and much needed connectivity in terms of transport and digital links
- providing the UK's most technically skilled workforce
- growing international recognition for our knowledge-based economy
- improving the quality of life by tackling areas suffering from deprivation.

The Mayor and Combined Authority has a role to play in enabling carbon reduction and adaptation to climate change; therefore, the CPCAs activities and policies are informed by an ambition to tackle climate change.

As the Strategic Transport Authority for the region, the CPCA receives funding and powers from central government, which the Mayor and the Combined Authority Board oversee, and it sets out strategies and plans for delivering its ambitions. As the Local Highway Authority, it is expected that CCC will deliver much of the capital work commissioned by the CPCA within Cambridgeshire, and several schemes form part of our capital programme.

Greater Cambridge Partnership

The Greater Cambridge Partnership is the local delivery body for a City Deal with central government, bringing powers and investment, worth up to £500 million over 15 years, to vital improvements in infrastructure, supporting and accelerating the creation of 44,000 new jobs, 33,500 new homes and 420 additional apprenticeships.

It is the largest of several City Deal programmes agreed by central government in 2013 and brings key partners together to work with communities, businesses, and industry leaders to support the continued growth of one of the world's leading tourism and business destinations. The four partners are:

- Cambridge City Council
- Cambridgeshire County Council
- South Cambridgeshire District Council
- University of Cambridge

The Executive Board is made up of members from the four partners, plus one member nominated by the CPCA Business Board.

In 2013, £100m of government funding was made available for transport improvements until 2020. Following successful completion of the Gateway Review in May 2020, an extra £200 million funding was made available up to 2025.

It is expected that Cambridgeshire County Council will undertake most of this work on behalf of the GCP. It is important to ensure that the strategic infrastructure scoped and delivered through the City Deal reduces carbon emissions through designing out

carbon emissions where it can from the construction and operation of any new assets as well as a strategic goal of the infrastructure itself.

Connecting Cambridgeshire

The Connecting Cambridgeshire programme is improving Cambridgeshire and Peterborough's digital infrastructure – including broadband, mobile and public access Wi-fi coverage – to drive economic growth, help our businesses and communities to thrive and make it easier to access public services. The project is hosted by Cambridgeshire County Council and led by the CPCA, working with Peterborough City Council (PCC), government bodies, local councils, and external organisations, including telecoms suppliers and mobile operators.

Together with £3m from PCC and £8.75m government funding, the Council's initial outlay of £20m in 2011 has since been used to leverage over £42m of direct funding, from external public and private sector sources, including £7.5m from the CPCA to extend the programme to improve mobile and public access Wi-fi, as well as fibre broadband. The broadband rollout has now brought superfast access to over 98.5% of premises, above the national average, which means the programme is on track to reach the 99% target. As a result of Project Gigabit, 80% of premises can now access gigabit capable broadband coverage with download speeds of at least 1000Mbps. Coverage is increasing at pace through direct intervention and commercial deployment towards exceeding the government target of 85% by 2025.

The Connecting Cambridgeshire Digital Connectivity Strategy 2021-2025 gives an overview of work underway to significantly improve broadband, mobile and public access Wi-fi coverage across the region by 2025. The strategy for the period 2021-2025 builds on the foundations of the existing programme, incorporating multiple workstreams, targeting the different aspects of digital connectivity from broadband, mobile, 'Smart' technology, and public access Wi-Fi to ensure that Cambridgeshire and Peterborough are well positioned to take full advantage of current and emerging technological advances.

This Land

This Land Limited was established as a wholly owned company of the Council in 2016 in order to enable development of land for housing. The company aims to develop the land it has acquired, predominantly from the Council, to provide individual, high-quality homes and new communities that are in much demand across Cambridgeshire and the surrounding counties in the East of England. As of November 2023, the Council had issued long-term loans of £113.851m to This Land, for which it receives an annual revenue return by way of interest payments, and equity of £5.851m. During 2021, the Council undertook a shareholder review of This Land, assessing its commercial operation and future exposure to risk. Several key areas for action were identified, including governance, resourcing, and personnel, improving the commercial and financial position of the company, and taking opportunities to deliver on broader objectives through the company's work. Both the Council and the company have been addressing these actions, monitored through shareholder liaison meetings and formally at Assets and Procurement Committee. During 2023-24, the Council has continued to enhance its governance oversight of This Land and the assurance

mechanisms it has in place for assessing the deliverability of the company's business plan.

Light Blue Fibre

Light Blue Fibre Limited, one of the first of its kind in the UK, is a joint venture between the University of Cambridge and Cambridgeshire County Council, making both organisations' existing extensive duct and fibre networks commercially available. It aims to attract telecoms companies, infrastructure providers and technology businesses who understand the importance of full fibre connectivity and are looking to save time and money by reducing the need for expensive and time-consuming infrastructure developments.

One Public Estate (OPE)

OPE is an established national programme delivered in partnership by the Office of Government Property (OGP) within the Cabinet Office and the Local Government Association (LGA). It provides practical and technical support and funding to councils to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners.

Cambridgeshire's OPE group allows partners, including the district councils, health partners and the emergency services, to effectively collaborate on strategic asset management and rationalise the combined operational property estate within the county. The programme has secured up to £3.3m in funding so far to bring forward major projects for joint asset rationalisation and land release. OPE projects that are being delivered in conjunction with OPE partners include:

- Huntingdonshire District Council - North Huntingdon Strategic Growth Partnership – Wyton redevelopment
- Cambridgeshire Community Services (CCS) - Ely Princess of Wales Hospital redevelopment
- CCS - Wisbech North Cambridge Hospital redevelopment
- Cambridgeshire County Council (CCC) - Joint Highways Depot move (from Whittlesford to Swavesey A14)
- CCS / CCC - Ely Care Home (at Ely Princess of Wales)
- Peterborough City Council - Peterborough Middleholme (BLRF)
- Fenland District Council (FDC) - Fenland Nene Waterfront (BLRF)
- CCS / Cambridge City Council (City) - Brookfields / Seymour St
- FDC – Cambridgeshire and Peterborough NHS Foundation Trust (CPFT) - Cambridgeshire Public Sector Accommodation review including NHS ICS and NHS Neighbourhood Hubs Alconbury
- City - Aylesborough Close Ph2, Cambridge

Community Infrastructure Levy (CIL)

The Council also works closely with the city and district councils on the creation of new infrastructure needed as a result of development. CIL is at the discretion of the Local Planning Authority i.e., the city and district councils, who are responsible for setting the levy and have the final decision on how the funds are spent. However, as the County Council has responsibility for the provision of much of the infrastructure resulting from development, it is imperative that it is involved in the CIL governance arrangements of

Capital Strategy

Cambridgeshire County Council Business Plan 2024-29

the city and district councils, and that it works closely with these authorities to ensure that it is able to influence investment decisions that affect the Council's services.

Local Area Energy Planning

Approximately 45% of Cambridgeshire's carbon emissions are associated with energy. Clean energy is essential for powering buildings, warm homes, transport, digital connectivity, distribution of water and supporting businesses. To achieve net zero by 2045, the energy system across Cambridgeshire must change. Communities will need to be actively participating in the energy system to gain benefits managing their bills. Businesses will also need to actively engage in the energy system changes to grow and thrive. Local Area Energy Planning is a whole system approach, led by local government, with key stakeholders. It identifies the most cost-effective masterplan and pathways for the local area to achieve local and national net zero targets. Importantly, it identifies the capital programmes and scale of investment that needs to be delivered. There are three strands:

- Place making – to achieve low carbon, oil and gas infrastructure must shift to greater levels of 'electricity infrastructure'. Clean electricity generation and distribution will be the dominant infrastructure for heating and lighting buildings and transport for cars and light vans – or hydrogen for heavy transport. The Council therefore has a role in infrastructure planning and delivery.
- Green Investment – the Council can use its land and buildings assets, in line with our land & property strategy, to facilitate green projects that support the implementation of the Local Area Energy Masterplan e.g., buildings and land can generate electricity or clean heat, battery storage can support the local grid; highways can support electric vehicle charging and the Council can participate in other green projects as an anchor tenant to support green project business cases. The Council can invest in energy projects for carbon reductions and carbon removals and potentially benefit financially from this too.
- Economic development - investing in local energy projects provides jobs and services locally and benefits our local economy. Without secure and resilient energy supplies our economy cannot compete and thrive. Investing in our local energy economy through skills development, supporting local business to build their capabilities, attracting inward investment and actively supporting market demand.

The Council is working with other Cambridgeshire local authorities and the CPCA to deliver Local Area Energy Planning and to have a masterplan and pathways in place during 2025. The Local Area Energy Plan will inform business plans for distribution and transmission network operators and their business plan submissions to the regulator.

Large Energy Projects

To support Cambridgeshire to get to net zero by 2045, the Council has invested in building its capabilities and learning through developing and constructing energy projects. This investment has built organisational skills and knowledge of the energy system and the changes needed to achieve this. A number of large energy projects

are under construction, built as local demonstrator projects; visible assets, that everyone can identify with and learn from. As the Council's Land and Property Strategy and the Local Area Energy Plan come forward, a new programme of energy projects will be scoped to support their delivery, building on the learning to date and the ambitions to achieve net zero, whilst also benefiting from the energy system changes.

Energy Performance Services Framework Contract

Early in 2021, the Council entered into contract with Equans (formerly Bouygues Energies and Services Ltd) and SSE Energy Solutions for design and delivery of clean energy projects to benefit the Council financially, cut energy consumption and reduce carbon emissions. The Framework, led by Equans, includes strategic partners such as UK Power Networks consulting, Envision Digital, Element Energy, Cambridge Cleantech and Cambridge University Leadership in Sustainability, providing insight on the market and technological innovations. This procurement brings the engineering design skills, capabilities and capacities required for a wide range of energy projects including heat networks, building retrofits, electric vehicle charging, smart energy grids and solar farms. The Framework is available to other public bodies via Access Agreements, with the potential to generate revenue in access fees for the Council and its Local Authority partners, if projects progress to completion.

Solar Farms - North Angle Solar Farm

The Council has developed and constructed a new 37MW solar farm which will be generating renewable energy from summer 2024. It will generate sufficient renewable electricity for the equivalent of powering 10,000 homes. Not only will this investment generate local energy, building greater energy security for Cambridgeshire, but it will directly power the heat pumps at the Swaffham Prior Community Heat Network Energy Centre to reach a 98% decarbonisation of heating and hot water for homes connecting to the scheme. This is the second solar farm constructed by the Council – the 12MW Triangle Solar Farm has been operating since 2017 and has generated over £6m in income to date.

Smart Energy Grids – Babraham Road and St Ives Park and Rides

These two projects are currently under construction and will add solar PV canopies over the car parking, electric vehicle charging for cars, battery storage, and supply local customers with renewable electricity. Both projects will complete during 2024-25 and are establishing the case for new business and investment models. The innovation is integrating a number of low carbon technologies together with control systems to direct energy flows to where it is needed and is facilitating electricity sales directly to customers on or next to the sites, generating a revenue stream for the Council.

Supporting communities to benefit from energy system transformation

The Council's first annual Quality of Life Survey with residents in 2023 identified that 86% of residents are concerned about cost-of-living increases, and as a result 48% have cut back on heating use, 27% have cut back on nutritious food, 8% have used a foodbank and 9% have stopped using prescription medicines.

The Council is building up its support for communities to engage in energy projects, improve energy efficiency, generate local renewables and benefit from bill savings.

In 2018, the Swaffham Prior Community Land Trust approached the Council to collaborate on their energy ambitions for the community. The government joined this collaboration to find solutions for rural communities where business cases and investment are more challenging to decarbonise homes. This collaboration resulted in the following project.

Swaffham Prior Community Heat Network

The project is operational and supplying clean heat to customers. It is one of the first villages in the UK to install a heating network into an existing community and generate renewable heat from heat pumps. The lessons learned on this project are shared widely across government, partners and communities.

Currently just over 21% of homes are connected to the heat network and the plan is to connect up to 90% of the village to the heat network over 5 years. The drivers for this project include:

- Support communities to come off oil and cut carbon emissions.
- Prevent future fuel poverty in rural off-gas communities by removing the financial barriers to connect to the system for all homes.
- Provide more cost effective, local energy solutions to help manage future costs for energy.

The Heat Network distributes energy generated at the Energy Centre which, comprises ground source and air source heat pumps to provide thermal energy for heating and hot water. Positive feedback has been received on the heating and hot water services provided to connected homes. The Council's ongoing role is to connect homes as they sign up to the scheme, and as the Energy Supplier. The Council's technical partner, Equans, operates the scheme and connects homes over times.

School Retrofit and Low Carbon Heating Programmes

Working with schools is a key strand of our communities' programme. Schools sit in the heart of our communities and engage strongly with a wide range of residents and organisations. Through developing retrofits and low carbon heating projects with schools, there is an opportunity to build awareness and understanding of low carbon technologies and climate change; and demonstrate practical and visible projects on the ground for everyone to learn from.

The Council has supported 69 Cambridgeshire schools to make energy savings and generate local renewable energy. Total investment to date is £17.3m, funded by government grants, prudential borrowing, and some local contributions. Together this is saving £2m on school energy bills and 1,867 tonnes of CO₂ emissions per annum. Altogether, 10 schools have had low carbon heating solutions installed and a further 13 are in the pipeline.

Decarbonisation of the Council's office and library buildings

Twenty-two Council buildings have had old fossil fuel heating systems replaced with air source heat pumps. These projects have saved around 357 tonnes of carbon emissions per year and reduced the Council's gas use by one third. Funding for these projects has been through a combination of grants (approximately £3m) and Council borrowing (£2.2m). Under the Council's Climate Change and Environment Programme, heat decarbonisation plans have been prepared for a further forty Council buildings. These plans will facilitate applications to the Government's Public Sector Decarbonisation Scheme to help provide funding towards the costs of energy efficiency, low carbon heating and micro renewables.

5c. Internal Influences

As well as the Council's Corporate Strategy, the Capital Strategy has clear links to many other strategies, policies, and plans. The most significant of those strategies and their influence are detailed below.

Strategy	Influence
Strategic Framework	Ensures the Council's plans are driven by the shared vision to create a greener, fairer, and more caring Cambridgeshire and focuses on achieving a number of outcomes for the people of Cambridgeshire.
Medium Term Financial Strategy	Sets out the financial picture facing the Council over the next five years, the resources available to the Council, and the Council's strategy for managing its resources effectively.
Flexible Use of Capital Receipts Strategy	Sets out how the Council will use the Flexible Use of Capital Receipts direction on transformational activity that reduces costs or demand for services.
Service Financial Plans	Set out the level of financial resources available for each service area, across both revenue and capital.
Treasury Management Strategy	Establishes the framework for the effective and efficient management of the Council's treasury management activity, including the Council's borrowing and investment portfolio, within legislative, regulatory, and best practice regimes. The Strategy balances risk against reward in the best interests of stewardship of the public purse.

Strategy	Influence
Investment Strategy	In addition to a high-level, long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services, it provides an overview of how the associated risk of financial and non-financial investments is managed and the implications for future financial sustainability.
Adult Social Care accommodation needs across all care types	Sets out Cambridgeshire's long term commissioning intentions for accommodation for all care types across adult social care to ensure sufficient, affordable, and quality accommodation is available to meet demand up to 2036.
Education Organisation Plan	Sets out the strategic direction on education based on the Council's statutory duties regarding the sufficiency, diversity, and planning of places for early years, school- aged children (including special schools) and post-16 education and training provision.
SEND Transformation Programme	The programme seeks to review all aspects of services funded from the High Needs Block (HNB) of the dedicated schools grant, the element of funding allocated to support special needs, ensuring we deliver the same or better outcomes using the resources we have available. Capital investment in alternative provision is a key component of this programme.
Transport Project Proposals Database	Sets out the transport infrastructure, services and initiatives that are required to support the growth of Cambridgeshire.
Transport Delivery Plan	Provides forward visibility of all the planned highway and transport capital schemes on the local network that are in all probability going to be delivered within the 3-year timeframe.

Strategy	Influence
Planning Obligations Strategy	Sets out the Council’s approach to securing developer contributions. Forms the principles for the advice which officers provide, including details about the service areas for which we may seek planning obligations. This will need to be reviewed against the impending regulations introducing the Infrastructure Levey following the Levelling Up Act in relation to the use of securing developer contributions and the possible limitations on the use of s106 agreements to fund infrastructure.
Climate Change and Environment Strategy 2022	Sets out the Council’s ambitious plans to reduce our own and the county’s carbon footprint, and to support others in their efforts, to adapt to the changing climate and support and enhance nature.
Land and Property Strategy	Provides detail on the framework for operational asset management. A revised strategy is due to be reviewed by Assets and Procurement Committee in March 2024.
County Farms Estate Strategy	Outlines how the estate will be managed to optimise income and development returns to produce a target revenue return to the Council of 4%, as well as how the estate will be managed to promote rural businesses, healthy living, support nature and protect the environment.
Sustainable Procurement Strategy	Sets out how procurement activity will support the delivery of the Council’s priorities and the national priority outcomes in a way which is sustainable – our actions today will only have positive effects for those generations living in the Cambridgeshire of the future. Category Strategies, the Social Value Policy and other procurement related plans and policies take their lead from this Strategy.
IT Strategy	Articulates how staff in can work effectively with colleagues across the Council to deliver more effective services to our citizens. Staff need access to IT that supports this vision and enables secure, easy, and robust sharing with collaboration tools delivered on a cost-effective basis, with the minimum level of duplicate costs for equipment and licences.

Sustainable Procurement Strategy

Procurement activity at the Council will be sustainable and recognise the risk that inaction on climate and biodiversity will create to our economy and social fabric; it will have the most positive environmental, social, and economic impacts on a whole life basis.

The Council's procurement activity will be based on the following fundamentals:

- **Managing Risks:** identification, prioritisation, and management of risks to the Council and its communities through procurement.
- **Due Diligence:** always trying to find a way to address adverse sustainability impacts connected with procurement activity.
- **Setting Priorities:** focusing efforts on managing risks and maximising sustainability.
- **Avoiding Complicity:** avoiding being complicit in wrongful activity.
- **Exercising Influence:** trying to influence the behaviour of suppliers and other stakeholders.

There is a golden thread that runs through procurement activity at the Council. The thread links together:

- Regulation
- Contract Procedure Rules
- Procurement Guidance and standard documentation
- Delivery of operational procurement activity

The key priorities of the Strategy are:

- The Council will support the growth of local businesses and the third sector by making procurement spend more accessible.
- The Council will increase the levels of social value delivered by our suppliers.
- The Council will contribute to the Council's net zero targets.
- The Council will deliver best value outcomes through procurement activity.
- The Council will ensure that our procurement processes are robust, transparent, non-discriminatory, and compliant.

Land and Property Strategy

The Council's Capital Strategy inevitably has strong links to the Council's Land and Property Strategy, which provides detail on the framework for operational asset management; this includes defining the principles which guide asset management, its role in supporting service delivery and carbon reduction, why property is retained, together with the policies, procedures and working arrangements relating to property assets. The Council's Land and Property Strategy is currently under development and is due to be reviewed by Assets and Procurement Committee in March 2024.

The Strategy will focus on the key objectives of:

- Improving service delivery to communities
- Reducing costs
- Co-locating services and enabling services
- Reducing carbon emissions and improving climate resilience of assets
- Adapting assets to build resilience to a changing climate
- Increasing returns on capital
- Opening up investment opportunities

There will also be a detailed review of existing policy and strategy, and in particular a strengthening of the Corporate Landlord model and its links into corporate strategies such as the Sustainable Procurement Strategy, Think Communities and Older People's Accommodation.

Investment Strategy (Non-financial)

Part of the Council's approach of dealing with the twinned pressures of reduced central government funding and growing demand for services has been to deliver better financial returns from property and asset holdings.

CIPFA's Prudential and Treasury Management Codes 2021 require all local authorities to prepare an investment strategy, covering both financial and non-financial assets. The Investment Strategy for financial assets is included within the Treasury Management Strategy; for non-financial assets, it is included here and should provide (in addition to a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services):

- An overview of how the associated risk of non-financial investments is managed.
- The implications for future financial sustainability.

Any commercial acquisition carries with it a degree of risk and as this involves the investment of public funds, the rationale for engaging in such activity should be clear. As with the rest of the Capital Strategy, all investment activity has been undertaken in line with the Council's vision of 'creating a greener, fairer and more caring Cambridgeshire'.

However, changes to the Public Works Loan Board (PWLB) rules and CIPFA's Prudential Code mean that the Council is not looking to invest further in new commercial property acquisitions beyond the current portfolio over the medium-term. The Council complies with paragraph 51 of the Prudential Code in relation to investments for commercial purposes, in particular the requirement to not borrow to invest primarily for financial return.

Whilst no further investment is anticipated, the Council does now hold a commercial property portfolio, and as such, still needs to consider the long-term sustainability risk implicit in becoming too dependent on commercial income, or in taking out too much debt relative to net service expenditure. There are inherent risks associated with commercial activity (for further detail see part 5h) and as such the Council has taken a measured risk approach towards supporting a proportion of its core activity with commercial income.

The table below shows the forecast levels of commercial and service income as a percentage of net service expenditure, demonstrating that the Council could manage to absorb any plausible losses within budget or reserves, without unmanageable detriment to local services.

	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	2028-29 Estimate
Net Income from commercial and services investments to net service expenditure*	5.5%	5.7%	5.3%	4.7%	4.0%

* Income here includes both financial and non-financial income, but excludes income from investments held for Treasury Management purposes

As part of this Capital Strategy, the Council sets a debt charges limit during the business planning process as a mechanism to ensure that the Council does not overcommit its revenue resources to servicing debt. This can also be reviewed in terms of debt as a proportion of net service expenditure; for details on this see part 5f. However, it should be noted that the majority of these financing costs do not relate to borrowing incurred for commercial investment, but rather to necessary borrowing required to support the Council’s service capital programme.

There may be a need in the future to dispose of property investments. This could occur because of the need to return the investment to cash for other purposes, poor financial performance of a particular property, or poor environmental and energy performance, for example. Whilst it is expected that the majority of investments will be held for the medium to long-term in order to achieve the required return and to justify the cost of the acquisition, it is important to understand the opportunities to dispose of any investment.

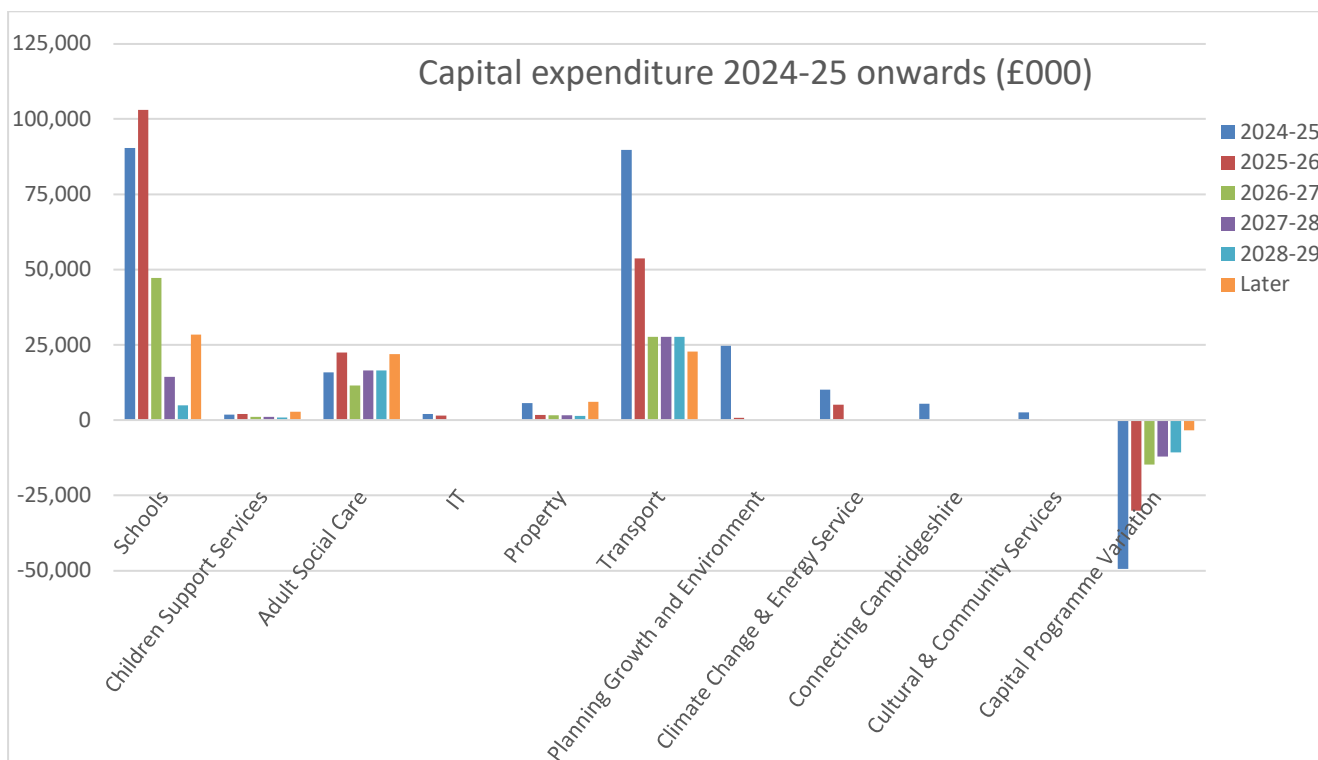
Therefore, as part of the investment decision and ongoing management of the portfolio, consideration has been given to the potential ways in which the Council could “exit” from the investment, such as sale to another investor, sale for redevelopment, etc. These exit strategies are detailed in the current investment portfolio summary in Appendix 1 of this Strategy.

Active monitoring of the performance of individual properties within the portfolio is undertaken jointly across the property and finance teams. If any underperformance is identified, the teams develop action plans to determine how to mitigate any increase in risk or threat to ongoing security, liquidity, and yield.

Whilst all capital schemes are expected to contribute to delivery of the Council’s ambitions, there are some schemes that are also expected to reliably demonstrate revenue income / savings at least equal to the debt charges generated by the scheme’s borrowing requirement. These schemes are called Invest to Save or Invest to Earn schemes and will be self-funded in the medium-term.

5d. Capital Investment Plan

Including an estimated previous spend of £579.2m on active schemes, the total value of the 2024-25 capital programme is £1.2bn. The following chart and tables provide the areas of spend from 2024-25 onwards; the categories of most significant capital expenditure for the Council are schools and transport.



Schools

Capital Scheme Category	£m	Description
Basic Need	215.9	The population of Cambridgeshire is growing; therefore, additional school places are required. This covers early years, primary and secondary education for both maintained and academy schools, as the Council retains the statutory duty to provide school places.
Adaptions	2.5	Covers rebuilds after major incidents such as fire or flooding, adaptions to bring older buildings up to date in line with the Department of Education Building Bulletin guidance, and work to address long-standing suitability and condition issues.

Capital Scheme Category	£m	Description
Condition & Maintenance	24.0	Addresses significant condition and statutory compliance issues identified in maintained schools' asset management plans, ensuring places are sustainable and safe. This funding is used alongside government grants and loans to fund low-carbon heating solutions in some schools where oil or gas boilers require replacement.
Schools' Managed Capital	7.0	This funding is allocated directly to maintained schools to enable them to undertake low-level refurbishments, minor condition and maintenance works, and purchase equipment such as IT.
Specialist Provision	32.4	Covers both basic need provision for Special Educational Need and Disability (SEND) places, as well as adaptations to facilitate placement of children with SEND in mainstream schools in line with decisions taken by the County Resourcing Panel.
Temporary Accommodation	0.8	<p>Enables the Council to increase the number of school places provided using mobile accommodation. This could be related to temporary increases in pupil numbers that do not require long-term resolution or could be a short-term solution whilst a longer-term resolution is identified and developed.</p> <p>There may also be a need to provide mobiles for shorter periods to cover loss of accommodation in the event of an emergency e.g., flooding incidents, storm damage, etc.</p>

Transport

Capital Scheme Category	£m	Description
Integrated Transport	42.2	Covers local infrastructure improvements regarding accessibility, road safety engineering work, new cycle route provision and the Council's contribution to the Highways Agency A14 upgrade scheme.
Operating the Network	53.0	Carriageway and footway maintenance, improvements to the Rights of Way network, bridge strengthening and traffic signal replacement. It also supports provision of the Integrated Highways Management Centre and Real Time Bus Information system, which provide real-time travel information.
Highways & Transport	153.9	One-off schemes to provide resolutions to specific highways and transport issues. Examples include delivery of traffic signals at Wheatsheaf crossroads in Bluntisham and replacement of the streetlighting bulbs with LEDs. Also includes additional funding for footpaths and pavements (£20.0m) and potholes (£25.1m).

Capital Programme Variation

The nature of capital planning is such that it can be difficult to accurately forecast timing of capital expenditure for each individual scheme, as it is difficult to pinpoint exactly which schemes will experience unforeseen delays. In order to ensure that this does not unduly impact on the revenue position (see part 5f below for further detail on the impact capital has on revenue), the Council employs the use of centrally calculated and allocated Capital Programme Variation budgets in order to reduce the overall level of anticipated borrowing each year to a more accurate level. These budgets are calculated by applying a percentage reduction at service level to the programme, based on several factors such as historical slippage, the nature of the current schemes in the programme, etc. This explains why the expenditure for this area in the chart above is negative. As slippage forecasts are reported throughout the year, they are offset against the variation budgets for each service, leading to a balanced outturn overall up until the point when rephasing exceeds this budget.

Further detail on all schemes can be found within the individual service finance tables (section 3 of the Business Plan).

5e. Funding the Strategy

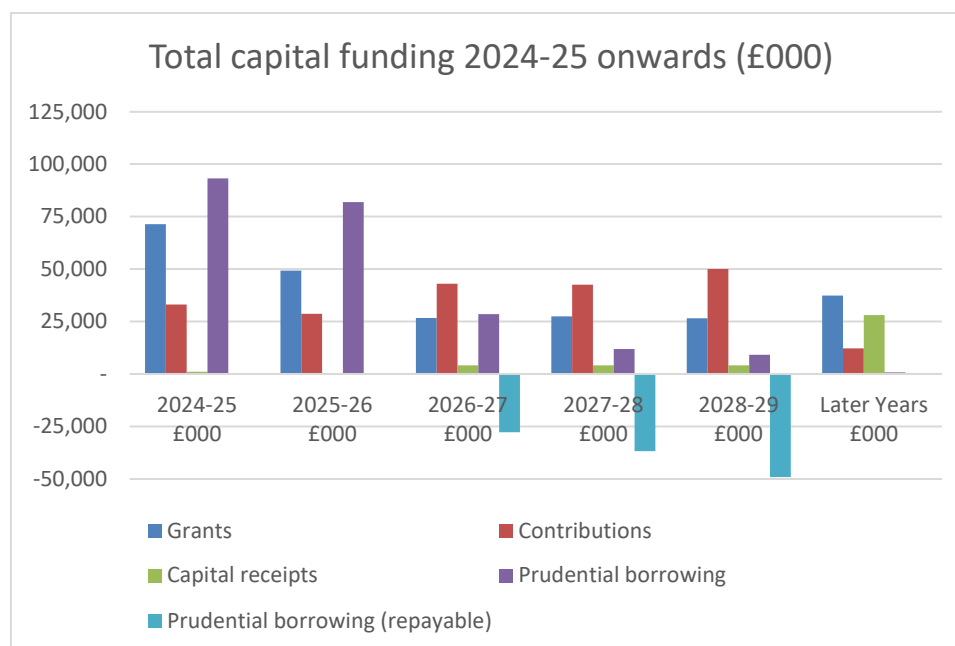
Capital expenditure is financed using a combination of the following funding sources:

Earmarked Funding	Central government and external grants
	Developer contributions (Section 106), Community Infrastructure Levy (CIL) and external contributions
	Private Finance Initiative (PFI) / Public Private Partnerships (PPP) ¹
Discretionary Funding	Central government and external grants
	Prudential Borrowing
	Capital Receipts
	Revenue funding

¹ This source of funding is no longer available for new schemes.

A more detailed explanation of these funding sources is provided in Appendix 2 of this Strategy.

The 2024-25 ten-year programme, worth £600.6m, is budgeted to be funded through £447.6m of external grants and contributions, £41.5m of capital receipts and £111.5m of borrowing.



Prudential borrowing (repayable) normally arises through timing differences between expenditure and receipt of income. This is common in relation to schemes funded, or part-funded, by developer contributions where the timing of the contribution is determined by the pace of development and meeting certain triggers, whereas the infrastructure may be required at an earlier point. For example, a new school may be required early on in a development, even though it will not reach capacity (and therefore will not trigger all the funding milestones usually linked to the number of housing completions) for several years. Prudential borrowing (repayable) will also be used to fund capital loans to other organisations; these loans will eventually be repaid, therefore over the life of the programme the borrowing required is zero. This explains the negative prudential borrowing (repayable) in later years in the above chart.

Government Grants

Councils have received one-year funding envelopes in recent years which has hampered the Council's ability to make efficient and effective decisions over long-term financial planning. The lack of certainty has been further exacerbated by the number of financial reforms which have been put on hold, particularly during the pandemic as well as during various changes in political leadership. The Government's Comprehensive Spending Review (CSR) 2021 covered the period 2022-23 to 2024-25; however, despite this, the Local Government Finance Settlements for this period were each only for one year. This is not conducive to robust financial planning, particularly in relation to capital. However, the Local Government Finance Settlement for 2023-24 did provide an attempt at certainty by clearly setting out the government's intentions and proposals for the 2024-25 settlement. In addition, the Highways grants have been announced on a multi-year, flat basis up to 2025-26.

Government Grants - Highways

In addition to the Integrated Transport Block funding and Highways Maintenance formula allocation, the Department for Transport (DfT) provide a Highways Maintenance Incentive Fund. This fund is to help reward local highway authorities who can demonstrate they are delivering value for money in carrying out asset management to deliver cost effective improvements. Each authority self-assesses themselves against set criteria that determines which of three bands they are allocated to (Band 3 is the highest performing). The Council continues to be successful in maintaining Band 3 status and for 2023-24 has secured the maximum funding available of £10.3m. However, this represents a 29% reduction in needs and incentive-based funding as compared to 2020-21 when the Council received £14.6m. This is reflective of a £250m reduction in the overall national allocations. The DfT have confirmed that these allocations will remain at the same level until 2024-25.

The 2019 Conservative Manifesto committed to an additional £2bn of additional funding for pothole repair: £500m per annum from 2020-21. For 2020-21, the funding provided by DfT came via the new Pothole Fund, which resulted in a funding allocation for the Council of £10.2m. As with the Highways Maintenance allocations, the DfT have confirmed that these allocations will remain at the same level until 2024-25.

In the Spending Review 2021, the government announced:

- £2.7bn over the next 3 years for local roads maintenance (as detailed above).

- £3bn of bus investment, including £1.2bn for bus transformation deals in England to deliver London-style services, fare, and infrastructure improvements, and a further £355m new funding for zero emission buses.
- £2bn of investment in cycling and walking to build hundreds of miles of high-quality, segregated bike lanes and other facilities to improve cyclists' safety. This includes £710m of new investment in active travel funding over the next 3 years.

In the Autumn Statement 2023, the government announced that there will be an additional £2.3m provided for highway maintenance for both the current year 2023-24 and 2024-25. Further funding is being provided beyond that, but it is not clear how much at this time. In addition, the DfT have not advised of the base grant levels for highway maintenance beyond 2024-25. Any further allocations of these grants to Cambridgeshire will be factored into the business planning process as they are announced.

As the CPCA is now the local transport authority, it therefore receives the above DfT local transport authority designated funding on behalf of the County; however, the CPCA continues to commission the Council to carry out the required works on the transport network.

Government Grants – Levelling Up

The Levelling Up White Paper was published in February 2022, setting out in detail the framework and next steps for spreading opportunity more equally across the United Kingdom. The government aim is to support local economic growth in order to regenerate town centres and high streets, support individuals into employment, improve local transport links and invest in local culture, while giving communities a stronger voice to take over cherished local assets that might otherwise be lost.

The White Paper promises a series of next steps:

- consultation on missions and metrics and the new devolution framework
- the establishment of a new independent body focusing on local government data
- rolling out Levelling Up Directors across the UK, alongside a new Levelling Up Advisory Council
- simplifying growth funding
- creating three sub-groups to support the levelling up advisory council
- introducing future legislation to create an obligation on the UK government to publish an annual report on progress and to strengthen devolution legislation in England.

To support these objectives, the government has launched four new investment programmes to support communities right across the country. All share common challenges and opportunities, which the government is anticipating to address in collaboration with local partners. These investment programmes are:

- The UK Community Renewal Fund: £220m of funding to help local areas

prepare for the launch of the UK Shared Prosperity Fund. 1,073 bids were submitted by the deadline of June 2021; 477 bids have been accepted totalling £203m. The CPCA submitted 7 bids, of which 2 totalling £3.4m were successful.

- The Levelling Up Fund: £4.8bn of funding to invest in infrastructure that improves everyday life across the UK, including regenerating town centres and high streets, upgrading local transport, and investing in culture and heritage assets. The first round allocated £1.7bn to fund 105 projects; none of the local authorities in Cambridgeshire received any funding under this round. The second round allocated £2.1bn to 111 areas; the CPCA was successful in a £47.9m bid for improvements to Peterborough station. The third round has allocated a further £1.1bn across 55 projects; none of these relate to Cambridgeshire.
- The Community Ownership Fund: £150m of funding over 4 years to help ensure communities can support and continue benefiting from the local facilities, community assets and amenities most important to them. The fund has allocated £71.4m to 257 projects to date; none of these relate to Cambridgeshire.
- The UK Shared Prosperity Fund: £2.6bn of funding for investment by March 2025, with all areas of the UK receiving an allocation via a funding formula, rather than a competition, recognising that even the most affluent parts of the UK contain pockets of deprivation and need support. Investment plans were required to be submitted by August 2022; the CPCA was awarded £13.9m for Cambridgeshire and Peterborough.

Government Grants – Environment

A new discounted interest rate was introduced in 2018, accessible to authorities for 3 years to support up to £1bn of infrastructure projects that are 'high value for money'. The Council submitted two bids to access this discounted interest rate; in November 2019 it was notified that the bids had been successful, and the Council can now secure eligible borrowing at a discount of 0.4% below standard PWLB borrowing rates. This will support a variety of energy investment and community energy schemes to be delivered by 2023-24. The first tranche was accessed in March 2020 when the Council applied for £8m at the discounted rate, followed by a second tranche of £6m in August 2021 and a third tranche of £9m in December 2021.

Following on from this, the UK Infrastructure Bank (UKIB) opened for business in June 2021 and was initially expected to unlock more than £40bn of infrastructure investment. The Autumn Statement 2022 announced that the government is placing the Bank on a statutory footing, cementing its status as a key institution that will facilitate long-term investment in infrastructure to tackle climate change and support regional and local growth. The Council is evaluating whether any of our schemes should apply for this investment.

The government has set up several grant schemes to support the retrofit of existing buildings across public and private assets, including the Public Sector Decarbonisation Scheme, Community Heat Fund, Home Upgrade Grants, a 'Prospering from the Energy revolution' fund and a whole stream of other pump prime funding. It has also

brought forward the Environment Bill and Agriculture Act; these will bring inward investment to change the way we do things and value public goods.

The Council has secured over £8m of funding from the Public Sector Decarbonisation Scheme to help decarbonise heating and improve energy efficiency in Council buildings and schools. The Council is part of the Cambridgeshire Energy Retrofit Partnership (CERP); this covers all Cambridgeshire local authorities as well as the CPCA and together submits funding bids to the Sustainable Warmth, Home Upgrade Grants, and local authority decarbonisation schemes. To date, just over £20m has been secured for domestic retrofits across the different funding schemes.

Government Grants - Education

The government allocates capital funding over a two-to-three-year time frame to enable authorities to provide sufficient school places for every child who needs one and to aid the forward planning of school places. Unfortunately, the current methodology used to distribute funding for additional school places does not always reflect the Council's need, requiring additional borrowing on top of grants received. Almost all of this need relates to infrastructure that the Council has a statutory responsibility to provide, therefore, there is limited flexibility for the Council in deciding whether to proceed with these schemes and allowing for their costs within the capital programme.

The Council seeks to maximise its Basic Need funding by establishing how the funding allocation model works and providing the School Capacity (SCAP) data to the Department of Education (DfE) in such a way as to maximise the Council's allocation. The Council has been allocated £2.3m of Basic Need funding for 2023-24 and £12.5m for 2024-25, based on the Council's SCAP return submitted for May 2021.

The DfE has also revised the methodology used to distribute condition allocations to target areas of highest condition need. The funding now consists of a weighted pupil element, banded condition scores, and a location factor to represent increased costs as determined by the Building Cost Information Service. The DfE have also increased the funding rate from £146 in 2021-22 to £148.50 per pupil for 2022-23, before other factors are applied. Transitional arrangements were put in place for the 2022-23 allocation round so that protected responsible bodies received no less than 75% of the allocation they received in 2020-21. In the 2023-24 round, responsible bodies that previously received a protection will continue to receive it if their calculated SCA falls below 50% of the amount they received in 2020-21. The protection will be equal to the difference between their calculated amount and 50% of the amount they received in 2020-21. If their calculated amount is equal to or greater than 50% of the amount they received in 2020-21, they will receive their calculated amount.

Cambridgeshire does not fall into this category of protection as our SCA has remained quite stable over the past few years (similar amounts of grant each year).

The DfE intends to further reduce the level of protection offered by 25% points per annum until 2025-26, when no protection will remain. However, the exact methodology for calculating SCA in future years is yet to be confirmed, therefore this approach will

be kept under review. The Council anticipates funding for 2024-25 will be announced in Spring 2024.

To date, there are currently 9 Free Schools open in Cambridgeshire, the most recent being Cambridge Maths School, a 16-19 provision which opened on 1 September 2023. There are an additional 9 Free Schools currently approved to pre-opening stage in Cambridgeshire. This includes 3 primary schools, 5 secondaries and 1 all through special school. The majority of these schools in pre-opening are in areas where the Council has identified a basic need requirement for places. It is not known when, or if, Wave 16 will open.

The Spending Review 2021 reaffirmed the government's commitment to rebuilding 500 schools in the worst condition over the next decade across the country as part of the Priority Schools Building Programme (PSBP), alongside an announcement of £2.6bn to be spent on creating 30,000 new school places for children with special educational needs and disabilities.

The Council responded to a DfE consultation on the criteria for the prioritisation and selection of schools for inclusion within the PSBP, also identifying those schools in Cambridgeshire that are in most urgent need of investment. Although no bids from Cambridgeshire were approved in the most recent DfE announcement, neither were they rejected. They have been rolled forward for consideration in a future round of the PSBP.

Following invitation from the DfE, the Council made an application to participate in the 2022-23 Safety Valve Programme. The programme is designed to assist local authorities in reducing overspends in their High Needs Block expenditure for Special Educational Needs and Disabilities (SEND). As part of its DfE safety valve application, the Council requested capital funding for a number of additional SEND capital schemes. This forms part of the overall strategy to increase capacity and reduce the reliance on more costly external placements. The Council entered into a Safety Valve Agreement in March 2023. The Agreement is based on the following arrangements:

- Revenue contribution of £49m from the DfE to support the repayment of the deficit, supported by a contribution of £9m from the Council's reserves.
- A further £11.3m for capital funding to support new SEND provision on mainstream school sites.
- Two new special free schools for Cambridgeshire to be established in March (opening September 2026) and Gamlingay (opening September 2025). Significantly, there are also new free schools being established in Bedfordshire and Norfolk which will potentially reduce the number of children accessing our specialist provision from outside of the county.

The Safety Valve agreement commits Cambridgeshire to report to the DfE's Funding Policy Unit (FPU) in writing on the progress towards the savings targets and conditions set in the agreement. The Department will use this tri-annual reporting to monitor the progress of the agreement conditions. We have an established SEND Transformation Programme Board which is monitoring performance of the programme in line with the Safety Valve Agreement. The schemes included in the capital programme are:

- A 50-place expansion of Highfield Littleport Academy has started on site

- The 63-place expansion of Samuel Pepys has started on site.
- The 60-place expansion of Martin Bacon Academy through satellite provision at Swavesey Village College (40 places) and an extension post 16 block co-located with Northstowe Secondary College (20 places) are being progressed.

There are also proposals to establish Enhanced Resource Base (ERB) provisions in primary schools. Two schools are currently consulting on this proposal with a view to an Easter 2024 start date for these provisions. A further 4 primary schools have been shortlisted for consideration.

Developer Contributions and Capital Receipts

2023 has been a challenging year for real estate due to persistent inflation and a 15-year high interest rates, both of which negatively impacted economic growth. However, the property market is looking more optimistic as we head into 2024 with inflation falling significantly towards the end of 2023 and anticipated to continue falling, and with a real prospect of rate reductions in the latter half of 2024. This, combined with the shortage of building land for housing caused by the pandemic cutback in purchases by developers suggests that the Council's ability to fund capital investment through the sale of surplus land and buildings, or from contributions by developers will not be severely impacted moving forward.

However, delivering the changes required for the net-zero target will require investment into energy infrastructure, building retrofits, circular economy, active travel, and mobility that changes our dependency on fossil fuels for heating and powering homes and businesses, moving around and waste. The changes will be significant and will include regulatory improvements to building standards, land use, transport planning, and waste management to ensure clean and sustainable growth. Whilst the development industry reacts to these changes, some impact may be felt on developer contributions as our national and local systems shift focus to tackle climate and biodiversity emergencies.

The Council will re-invest 100% of all capital receipts received (after funding costs of disposal up to the allowable limit of 4% of receipt) back into the capital programme, focusing these on schemes that either generate an ongoing revenue return, remove carbon emissions or are short-life assets.

Community Infrastructure Levy (CIL)

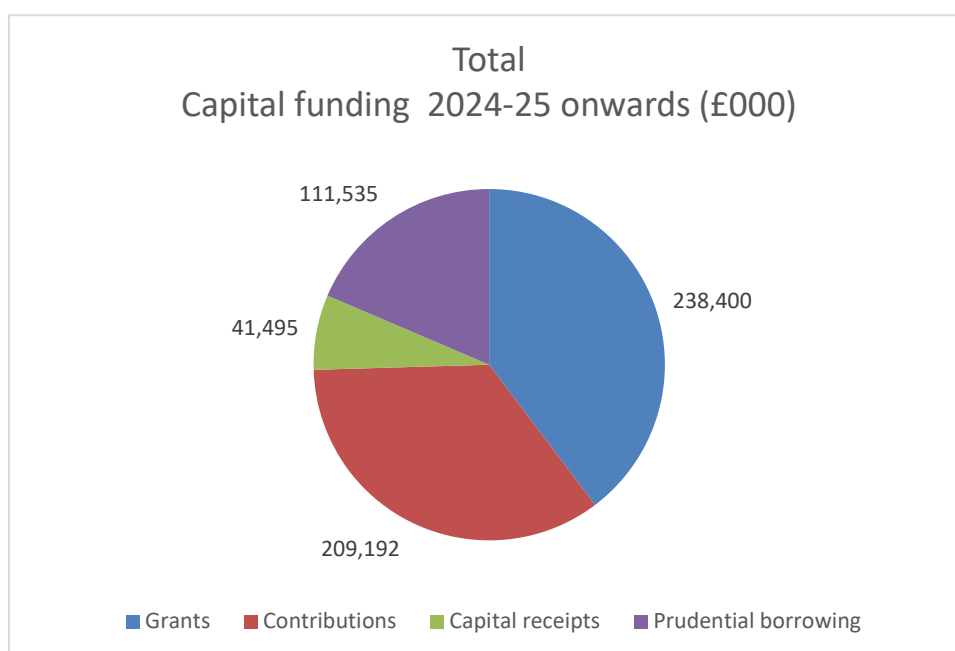
CIL works by levying a charge per net additional floor space created on all small-scale developments, instead of requiring developers to pay specific contributions towards individual projects as per the current developer contribution process (Section 106, which is still in place for large developments). Although this is designed to create a more consistent charging mechanism, it also complicates the ability of the Council to fund the necessary infrastructure requirements created by new development due to the changes in process and the involvement of the city and district councils who have exclusive legal responsibility for determining expenditure. The Council therefore generally receives a much lower proportion of the cost of infrastructure requirements through CIL contributions.

Huntingdonshire and East Cambridgeshire District Councils are currently the only

districts within Cambridgeshire to have adopted CIL. Cambridge City Council, South Cambridgeshire District Council and Fenland District Council currently have no plans to implement.

Borrowing

The Council will only look to borrow money to fund a scheme either to allow for schemes that will generate payback and/or reduce future carbon liabilities (via either financial/carbon savings or through income generation), or if all other sources of funding have been exhausted but a scheme is required. Despite this, the Council has an affordability gap of £111.5m over the ten-year programme, which is due to be funded by borrowing:



5fi. Revenue Implications and Affordability

All capital schemes have a potential two-fold impact on the revenue position, due to:

- the cost of borrowing through interest payments and repayment of principal (called Minimum Revenue Provision), or through the loss of investment income; and
- the ongoing revenue impact of the scheme (such as staff salaries, utility bills, maintenance, administrative costs etc.), or revenue benefits (such as savings or additional income).

To ensure that available resources are allocated optimally, capital programme planning is determined in parallel with the revenue budget planning process.

Both the borrowing costs and ongoing revenue costs/savings of a scheme are

considered as part of a scheme’s appraisal, and therefore, the process for prioritising schemes against their ability to deliver outcomes.

In addition, the Council is required by CIPFA’s Prudential Code for Capital Finance in Local Authorities 2021 to ensure that it undertakes borrowing in an affordable and sustainable manner. In order to guide this process, the Council sets an advisory limit on the value of the revenue budget that can be spent on capital financing costs over the coming business planning period. This is based on an assessment of affordability of financing borrowing costs over the medium-term.

In order to afford a degree of flexibility from year to year, changes to the phasing of the debt charges is allowed within any three-year block, so long as the advisory aggregate limit remains unchanged. Blocks refer to specific three- year periods, starting from 2015-16, rather than rolling three-year periods. The advisory limit on capital financing costs is reviewed annually by the Section 151 Officer and considered by Committee.

Due to the Council’s strategic role in stimulating economic growth across the county through infrastructure investment, any capital proposals that can reliably demonstrate revenue income / savings at least equal to the debt charges generated by the scheme’s borrowing requirement are excluded from contributing towards the advisory borrowing limit. These schemes are called Invest to Save or Invest to Earn schemes and will be self-funded in the medium-term. Whilst the financing costs for commercial activity schemes have already been removed from the budget and recharged to the Investment Activity budget within Finance and Resources, there are several other Invest to Save / Earn schemes that have not been recharged e.g., third party loans. The following table therefore compares revised net financing costs excluding these costs. Following the change in the Minimum Revenue Provision policy, agreed by Full Council in February 2016, the limits in recent years have been increased by 2% each year:

Financing Costs	2024-25 £m	2025-26 £m	2026-27 £m	2024-25 £m	2025-26 £m	2026-27 £m
2024-25 draft BP (net figures excluding Invest to Save / Earn schemes)	41.0	45.3	47.5	45.0	42.2	39.6
Recommend limit	42.2	43.0	43.9	44.7	45.6	46.5
HEADROOM (-)	-1.2	2.3	3.6	0.3	-3.4	-6.9

Recommend limit (3 years)	129.1	136.8
HEADROOM (-) (3 years)	4.7	-10.0

Once the service programmes have been refined, if the amalgamated level of borrowing and thus debt charges breach the advisory limit as they currently appear to, schemes will either be re-prioritised in order to reduce borrowing levels, or the number

of schemes included will be limited.

Invest to Save and Invest to Earn schemes for all services are expected to fund any revenue pressures, including borrowing costs, over the life of the asset. However, any additional savings or income generated in addition to this repayment will be retained by the respective Service and will contribute towards their revenue savings targets.

However, there will still be a short-term revenue cost for these schemes, as with all other schemes funded by borrowing. Therefore, SR&P Committee still needs to review the timing of the repayments, in conjunction with the overall total level of debt charges to determine affordability of the capital programme, before recommending the Business Plan to Full Council. The debt charges budget required to fund capital borrowing for the ten-year programme is forecast to spend £41.1m in 2024-25, increasing to £42.3m by 2028-29. The following table shows the proportion of net budget (excluding schools) that is forecast to be spent on debt charges, resulting from the estimated increase in borrowing levels over the period of the 2024-25 plan. Maintaining the proportion of budget spent on debt charges at 2024-25's level (10.8%) would reduce the revenue cost of capital schemes, but would require a reduction or rephrasing of the capital programme.

	2024-25	2025-26	2026-27	2027-28	2028-29
Debt charges (including Invest to Save / Earn schemes) as a percentage of Net Service Expenditure	10.8%	11.0%	10.8%	9.8%	8.3%
Debt charges (excluding Invest to Save / Earn schemes) as a percentage of Net Service Expenditure	7.7%	7.9%	8.1%	7.4%	6.8%

The Council also includes the capitalisation of the cost of borrowing within all schemes; this has helped the Council to better reflect the cost of assets when they actually become operational. Although the capitalised interest cost budgets are initially held on an overall service basis within the capital programme, the funding is ultimately moved to the appropriate schemes each year once exact figures have been calculated.

5fii. Flexible Use of Capital Receipts Policy & Strategy

In the Spending Review 2015, the Chancellor of the Exchequer announced that to support local authorities to deliver more efficient and sustainable services, the government will allow local authorities to spend up to 100% of their fixed asset receipts on the revenue costs of reform projects. The flexibility was extended to the end of 2024-25.

This flexibility applies as long as the Council complies with the following:

- The expenditure is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years; and
- The expenditure is properly incurred for the financial years that begin on 1 April 2016 to 1 April 2024 (anticipated to be extended beyond) and can only be met from capital receipts which have been received in the years to which this direction applies.

It is important to note that avoiding/reducing costs and demand in later years is an increasingly large part of our transformation plan in respect of capital receipts funded costs.

We will use this direction to fund those members of staff, primarily in the Policy & Insights team, who are working on designing and delivering service change. This will be used to fund up to £1.682m for 2024-25. The Council funded £2.9m of expenditure in 2017-18 using this direction, £3.9m in 2018-19, £2.6m in 2019-20, £1.5m in 2020-21, £1.7m in 2021-22, £1.0m in 2022-23 and is forecasting to spend £1.2m in 2023-24.

We expect this funding to be applied in 2024-25 to the following work:

Scheme	Total Actual Cost £000	Total Budgeted Saving £000	Total Actual Saving £000	2024-25 Budgeted Cost £000	2024-25 Budgeted Saving £000
Adult Social Care Transformation	3,535	-23,323	-16,990	0	0
Learning Disability Transformation	300	-1,133	-843	0	0
Commissioning	526	-8,247	-7,275	96	-125
Children's transformation	1,576	-3,978	-3,612	722	-935
Children's Centres & Children's Health Services Transformation	207	-1,022	-1,022	0	0
Learning Transformation	1,054	-819	-719	0	0
Communities	140	-310	-310	0	0
Public Health Transformation	0	-189	-189	0	0
Transport Transformation	501	-3,459	-3,389	516	-669
Assets / Facilities work stream / Property projects	1,689	-2,235	-1,765	319	-414
Automation	339	-397	-191	0	0
Organisational Structure Review	1,192	-1,893	-2,312	0	0
Commercialisation	2,415	-7,985	-3,648	0	0
Waste Transformation	75	-1,085	-310	0	0

Scheme	Total Actual Cost £000	Total Budgeted Saving £000	Total Actual Saving £000	2024-25 Budgeted Cost £000	2024-25 Budgeted Saving £000
Libraries Transformation	222	-230	-230	0	0
Shared Services	445	-1,615	-537	0	0
IT Strategy	113	0	0	0	0
Contract management	321	-310	-628	0	0
Streetlighting transformation – saving in later years	113	0	0	0	0
Other, including savings in later years	796	0	-297	0	0
Total	15,559	-58,230	-44,267	1,656	-2,143

As a result of using capital receipts in this way rather than applying all capital receipts to the capital programme, prudential borrowing undertaken by the Council for the years 2017-18 to 2024-25 has been, or is budgeted to be, between £1.0m and £3.9m higher in each respective year. This affects the Council's Prudential Indicators as follows:

Prudential Indicator	2017-18 £m	2018-19 £m	2019-20 £m	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m
Capital Financing Requirement	+2.9	+6.9	+9.5	+11.1	+12.7	+13.7	+14.9	+16.6
Operational Boundary (Total Borrowing)	899	985	1,058	1,063	1,044	1,060	1,250	1,240
Authorised Limit (Total Borrowing)	929	1,015	1,088	1,093	1,074	1,090	1,290	1,280

This is expected to create additional financing costs in the revenue budget of up to £430k once all expenditure has been incurred.

Through the provisional local government finance settlement announced in December 2023, government is consulting on additional capital flexibilities for the sector to alleviate financial pressures and incentivise efficiency. These include extending the purposes for which flexible use of capital receipts could be applied. The government has not committed to any of these proposals.

5g. Managing the Borrowing Requirement

The Council's Treasury Management Strategy (section 7 of the Business Plan) considers how the cash requirements arising from the Council's Capital Strategy and detailed investment programme are managed by external borrowing, and the timing of any such borrowing. Where capital expenditure has been incurred without a resource to pay for it, i.e., when it is proposed to be funded by borrowing, this will increase the

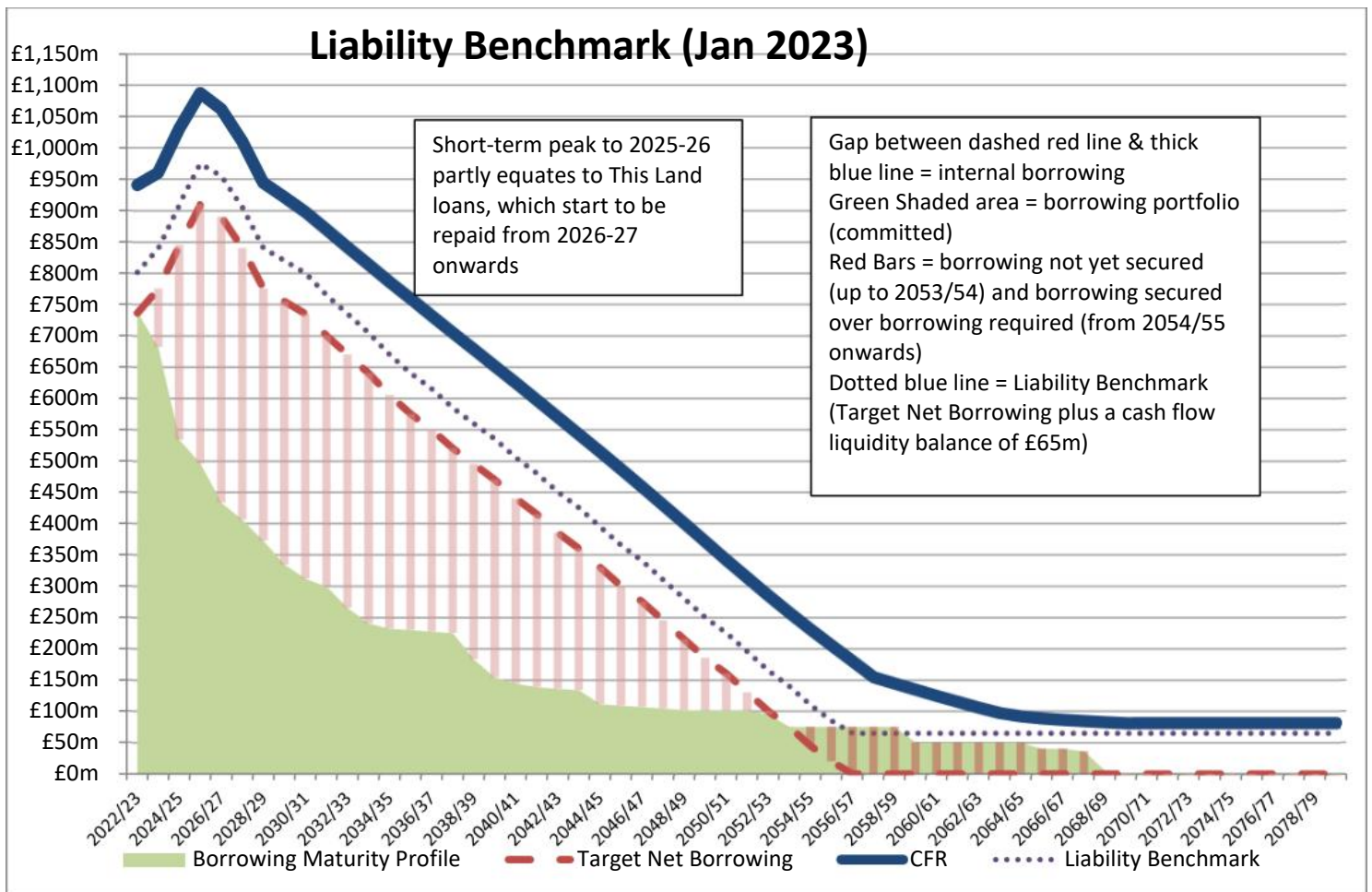
Council's Capital Financing Requirement (CFR). The CFR therefore effectively represents the Council's underlying need to borrow. The Council reduces the CFR by making a prudent provision for the repayment of historic capital expenditure from its revenue budget in line with its agreed policy – this is called Minimum Revenue Provision (MRP). Calculation of the CFR is summarised in the table below and results in the need to borrow money.

	Opening Capital Financing Requirement
+	Capital expenditure incurred in year
-	Grants, contributions, capital receipts and revenue funding used to fund capital expenditure
-	Prudent Minimum Revenue Provision (MRP)
=	Closing Capital Financing Requirement

Future projections of the CFR based on the capital programme and resources deemed available to fund it are shown in the table below. Forecasts are subject to the timing of capital expenditure and receipt of funding sources.

	2024-25	2025-26	2026-27	2027-28	2028-29
	£m	£m	£m	£m	£m
Total CFR	1,030.6	1,087.8	1,062.1	1,010.3	944.4

The following chart shows the Council's projected CFR (underlying borrowing need) against the maturity profile of all active loans. The shaded red bars therefore represent the amount of borrowing required to be secured in future in order to meet the Council's projected borrowing requirement, based on the forecast capital programme.



The Council's main objective when borrowing is to achieve a low but certain cost of finance, while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short-term loans and long-term fixed rate loans where the future cost is known but higher. In the current higher-interest rate environment, the balance is more skewed towards taking out short-term loans; however, this has been made possible due to the Council taking advantage of historically low interest rates during 2021 to extend the maturity profile of the Council's debt by taking out longer-term loans at cheaper rates. For further detail regarding the Council's long-term borrowing strategy, please see the Treasury Management Strategy (section 7 of the Business Plan).

5h. Risk

There are a range of future risks beyond the control of the Council that have the potential to impact upon the Council's ability to deliver its capital ambition. The Covid-19 pandemic has brought into stark focus the potential disruption that health crises, for example, can cause to life as we know it. Retaining a focus on future risk through a risk management approach that identifies, assesses, and manages (as far as is possible) risk is a critical part of the Capital Strategy, approach, and programme. The Council does not have the resources to mitigate all risks faced, so instead manages risk proportionately, utilising the expertise of senior officers.

The Council's planning and governance processes have been developed in such a way as to mitigate these risks. All capital Business Cases are required to complete a section on risk to identify the main drivers and potential mitigations. The following table sets out some of these:

Risk	Mitigation
Legislative	Changes in statute and regulation will impact upon capital projects, as they must comply with current legislation. The Council ensures that it keeps abreast of these developments, responding to consultations where appropriate and taking any required adjustments to strategies or processes through the appropriate governance channels.
Property Markets	Various aspects of the programme, such as rental income, income generated by capital receipts and funding through developer contributions are affected by the health of property markets. The Council ensures it has a sound property asset strategy, suitable diversification, adequate resourcing (including use of external experts where required), and a long-term approach.
Environmental	The impacts of a changing climate are being felt globally. Cambridgeshire is low lying and has a long record of water related challenges, making it vulnerable to sea level rise, increasing flood risk, drought, and overheating, as well as future resource constraints resulting from loss of nature and global competition for resources.
Interest Rate	A considerable proportion of the Council's programme is funded by borrowing and is therefore exposed to fluctuations in interest rates. The Council uses prudent forecasts for future interest rates and constantly reviews its long-term borrowing strategy to mitigate against any interest rate rise risk. Further detail can be found in the Treasury Management Strategy.
Inflation	Given the size of the portfolio, a small rise in inflation can have a significant impact upon project costs. The Council builds in inflation estimates where appropriate to mitigate against this risk, plus schemes include contingency budgets in order to further mitigate against unanticipated rises. Contracts are also negotiated using fixed terms where possible. In a high-inflation environment where tender quotes are only held for a short period, appropriate short-term delegations are put in place to enable rapid response in a short timeframe. Close monitoring of the programme supports early identification and therefore

Risk	Mitigation
	appropriate response.
Capacity	A significant challenge in the current environment is the capacity within the supply chain to deliver projects on time and to budget. In addition, the Council needs to ensure it has sufficient project delivery expertise in order to deliver schemes efficiently and effectively. For significant programmes, dedicated project delivery resource is allocated to ensure capacity and expertise. Supply chain capacity is managed at the project and programme level, with residual risks escalated through the Council's governance process as necessary.

It is important to integrate climate risk into financial risk management to enable decision-makers to understand the climate related issues facing both the Council in how it runs its budget, investments, and services, as well as enabling Cambridgeshire's residents and businesses to thrive. Identifying and diagnosing the challenges and impacts will help us to develop strategies to inform and solve them. For example, the hot summer of 2022 has increased the maintenance costs for highways as a result of roads overheating, and the ground under the highway contracting and then expanding. This type of cost could become more prevalent and needs proactive management.

The Council is still developing its climate risk approach. It will look to ensure climate change is addressed through the Council's governance process; how it impacts on strategy; how climate-related risks and opportunities are assessed and managed; and look to apply performance measures and targets to manage these issues.

Investment Strategy Risk

The structure of the property portfolio has a significant bearing on the portfolio's inherent risk and return profile. Therefore, a key objective of the non-financial investment strategy was to create diversification within the portfolio in order to manage exposure to the risks of concentrating too much activity in any particular sector. Key risks in the portfolio can be categorised in as follows:

Risk	Mitigation
Income	<p>The main risk in a commercial portfolio is tenant vacancies and the resultant loss of income. The costs of holding a vacant property include non-domestic rates, insurance, utilities, security, inspections, and management. In addition, there are costs of marketing the property, the agent's disposal fees and legal fees for completing the lease documentation for re-letting the premises. The Council holds a sinking fund reserve, which is topped up each year in order to provide cover for both ad hoc additional expenditure, as well as both expected and unexpected loss of income through vacant property and/or lease breaks.</p>
Yield	<p>The main aim of the majority of investments is to provide a secure return on income. The Council manages its commercial property as a single portfolio, ensuring that the collective returns achieved on the investments meet the overall financial target that is set.</p>
Concentration	<p>Sector Concentration – the main property sectors are retail, office, industrial and leisure/healthcare. The Council has spread its portfolio of investment across the different sectors in order to limit exposure to any volatility in a particular area. Like geographic diversification, industry diversification is sensitive to the diversification requirements of the overall portfolio.</p> <p>Geographical Concentration – it is important for the Council to understand the future economic viability of localities, which will be influenced by a number of local and national economic factors. For example, future major transport infrastructure investment could significantly influence the economic viability of an area and therefore the future value of investments in that locality.</p>

Risk	Mitigation
	<p>Property Concentration – diversifying a real estate portfolio by property type is similar to diversifying a securities portfolio by industry. Different property types cater to different sectors of the economy. For example, office property generally responds to the needs of the financial and services-producing sectors; industrial property to the goods-producing sectors; retail property to the retail sector; and hotels to the travel and tourism sectors, employment growth, and the business cycle. Understanding the return and risk factors attendant to different property types requires understanding the factors affecting each property type’s user groups.</p> <p>Tenure Concentration – the portfolio is managed to ensure that it contains a broad spread of tenants. This analysis can be driven by credit ratings, nature of business, lease length, and the value of the leaseholds. It is important to evaluate tenant credit ratings according to the senior corporate debt of the lessees. Leases are compared regarding their length (including renewal options), which may vary considerably, typically from ten to twenty years.</p>

The Investment Strategy requires continual evaluation of the investment portfolio against the Council’s ambitions to ensure that it is fit for purpose. A larger and more balanced portfolio would have helped to achieve the Council’s aim of increasing income to support the delivery of services throughout the county, however, balancing this with risk means that a core portfolio of property assets has been sought, diversified by sector (industrial, offices and retail), location and risk.

5i. Capital Planning and Governance

This Capital Strategy supports, and is aligned to, the decision-making framework which has been developed by the Council. When making long-term investment decisions, clear and informed information is vital to understanding the short- and long-term impact on key social, financial, and environmental indicators. Any investment proposal will therefore be considered in line with the impact it has on supporting the Council’s seven ambitions.

The Council operates a five-year rolling revenue budget, and a ten-year rolling capital programme. The very nature of capital planning necessitates alteration and refinement to proposals and funding during the planning period; therefore, whilst the early years of the Business Plan provide robust, detailed estimates of schemes, the later years only provide indicative forecasts of the likely infrastructure needs and funding streams for the Council.

New schemes for inclusion in the programme are developed by services in conjunction with the finance team in line with the Council ambitions outlined in the Strategic Framework. Any new capital scheme costing more than £250,000 is appraised as to its financial, human resources, property, carbon, environment, and economic consequences. The justification and impacts, as well as the expenditure and funding details of these schemes are initially specified in an outline capital Business Case, which becomes more detailed as the proposal develops. At the same time, all schemes from previous planning periods are reviewed and updated as required. All schemes, whether existing or new, are scrutinised and challenged where appropriate by officers to verify the underlying costs and/or establish whether alternative methods of delivery have been investigated in order to meet the relevant needs and outcomes of the Council.

An investment appraisal of each capital scheme is undertaken as part of the business case development, which allows the scheme to be assessed against social, financial, and environmental factors. This allows schemes within and across all services to be prioritised, considering the finite resources available to fund the overall programme and in order to ensure the schemes included within the programme are aligned to assist the Council with achieving its ambitions.

Capital Programme Board (CPB) is an officer board and provides support and challenge with respect to both the creation of an initial budget for a capital scheme, as well as the deliverability and ongoing monitoring of a scheme. The terms of reference require CPB to ensure that the following outcomes are delivered:

- Appropriate estimates for cost and time of capital projects
- Robust project and programme management and governance
- Post project evaluation and monitoring of key carbon reductions and environmental benefits
- Prioritisation across the whole programme.

Service committees review the draft service programmes, and the overarching capital programme is approved by Full Council each year as part of the business plan.

The capital programme is monitored in year through quarterly reporting to service committees via Finance Monitoring Reports.

These feed into the Integrated Finance Monitoring Report, which is scrutinised by CPB and also reviewed by SR&P Committee. The report identifies changes required to the capital programme and seeks approval for:

- new / updated resource allocations
- slippage or brought forward programme delivery
- increase / reduction in overall scheme costs
- virements between schemes to maximise delivery against the ambitions of the Council.

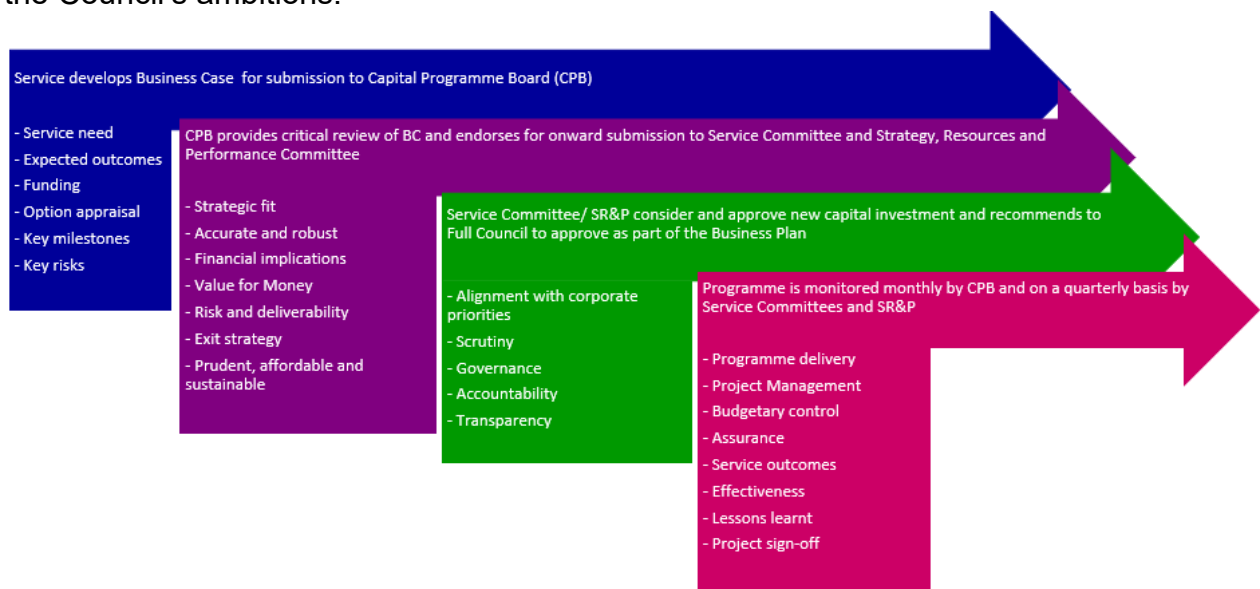
It is inevitable that new demands and pressures will be identified by the Council on an ongoing basis, however, as far as possible, addressing these requirements is undertaken as part of the next business planning process, in line with Regulation 6.4

of the Scheme of Financial Management. Therefore, all new capital schemes should be approved via the Business Plan unless there is an urgent need to seek approval that cannot wait until the next planning process. In these situations, any supplementary capital request will be prepared in consultation with, and with the agreement of, the Section 151 Officer. Where possible, the report will be reviewed by CPB before being taken to the Corporate Leadership Team by the relevant Executive Director and the Section 151 Officer, before any request for a supplementary estimate is put to SR&P Committee.

New demands and pressures and changes to estimated costs and funding for ongoing schemes will also potentially result in the need for virements between schemes. All virements should be carried out in line with the limits set out in Appendix I of the Scheme of Financial Management, up to the upper limit of £250,000 by the Section 151 Officer. Anything above this limit will be dealt with in line with the process for new schemes and will be taken to SR&P Committee for approval as part of the monthly Integrated Finance Monitoring Report. Any overspends, whether in year or in relation to the whole scheme, once approved will be funded using applicable external sources and internal, non-borrowing sources first, before using borrowing as a last resort.

Once a project is complete, CPB follows a post-implementation review process for any significant schemes (schemes over £1m, or for schemes between £0.5m and £1m where the variance is more than 20%) in order to ensure that the Council learns from any issues encountered, and highlights and follows best practice where possible. In addition, the board can request for a review to be completed on any scheme where it is thought helpful to have one.

The following diagram summarises the relevant responsibilities regarding the Capital Strategy to ensure decisions are made legitimately, transparently and deliver against the Council’s ambitions:



In order to support prioritisation and to avoid slippage and potentially unanticipated additional costs, the Council needs to ensure it has access to sufficient skills and capacity both within the Council and externally in order to deliver the capital

programme. Such capacity could be project management and development skills, technical and design skills, knowledge, availability of contractors as well as wider market factors.

Appendix 1: Non-Financial Investment Portfolio

The Capital Strategy is required by local authority investment guidance issued by central government to report on non-financial investments. This should include quantitative indicators that allow total risk exposure to be assessed and scrutinised – the specific indicators are not set nationally, and so those used have been determined locally to be the most useful in making that assessment and the consistency in use between business plans shows how these have changed over time. We are also required to set out what any exit strategy from these investments might be. Overall, our non-financial investments deliver a good financial return to the council.

The tables below set out our non-financial investments, describes what they are, and provides the referenced indicators to allow for an assessment of risk.

Acquisition:	Brunswick House	Date of Acquisition:	26/07/18
Service Objectives	<p>Diversify and increase income streams to the Council, protecting frontline services, notwithstanding reducing government grant and rising demand.</p> <p>Supporting sustainable and well managed student accommodation, held in local ownership in Cambridge, one of the world’s leading student cities. There is significant undersupply of purpose-built student accommodation in the city with 44% of students unable to access purpose-built accommodation at the time of purchase.</p> <p>Inward economic investment: directly and indirectly supportive to jobs in the education sector, a key industry in the county’s economy.</p>		
Assessment of Risks	<p>Constructed in 2012, the property was acquired in good condition, marketed to students at the higher/premium end of the market.</p> <p>The principal financial risk relates to occupancy levels (demand for student housing). Demand for student accommodation in Cambridge is expected to remain strong, despite the short-term impact that Covid-19 had. The nature of the student property market in Cambridge is that quality of student experience is a key aspect of the offer alongside, and indeed in many cases ahead of, pricing.</p> <p>A successful planning application has been made since purchase to relax planning conditions to allow more flexible use of the building outside of university term time, for example for conference use.</p>		

Acquisition:	Brunswick House	Date of Acquisition:	26/07/18		
Advisors / Market Research	<p>Property Consultants, Carter Jonas, were engaged to appraise the investment opportunity – conducting market research and valuing the property in view of demand, planning conditions, future prospects and condition. Legal advisors, Birketts LLP, dealt with the conveyancing and transaction, providing advice on legal issues arising from Property, Construction, Tax, Commercial, Planning and Employment.</p> <p>Derwent Students manage, staff and market the property after a retender exercise in 2022. Derwent Students operates five student accommodation sites across the country, with a strong reputation for student experience, welfare, and security.</p>				
Liquidity / Exit Strategy	<p>There are no plans to sell currently. The acquisition was not funded by borrowing; however, if required, the property could be sold. There was an active market for the property when it was acquired.</p> <p>Should student accommodation become less viable the Council would investigate alternatives such as residential apartments or accommodation for elderly people.</p>				
If funded by borrowing, why was this required?	N/A	Why has Statutory Guidance not been adhered to?	N/A		
Cost (£m)	Funded by Borrowing (£m)	Total Interest Costs (£m)	Annual Income (£m)	Annual Costs (£m)	Annual Net Return (£m)
39.5	-	-	-2.6	0.8	-1.7
Taken from the original Business Case:					
Payback Period (Yrs)	Net Income Yield (%)	Return on Investment (%)	Total Return over 25 Years (£m)	Internal Rate of Return (%)	Net Present Value (£m)
16.4	4.8 increasing to 6.1	69.6	66.9	4.4	8.3

Acquisition:	Brunswick House		Date of Acquisition:	26/07/18
Additional Investment (£m)	Current Value 31/03/23 (£m)	Gain (+) / Loss (-) (£m)	Revenue implications of reported loss / Mitigating action	
223.9	31.3	-8.2	<p>The reported loss arises partly from the temporary impact of new competition opening in the immediate area, plus the impact of Covid-19 (albeit this is also expected to be relatively short-term). Whilst occupancy fell during the various lockdowns as students returned home, occupancy is back to 100%, albeit at slightly lower rates than originally envisaged in the Business Plan, therefore providing a lower return. It is envisaged this will improve over time, as further investment is incurred and rates can be increased further.</p>	

Acquisition:	Cromwell Leisure Park	Date of Acquisition:	24/05/2019
Service Objectives	<p>Diversify and increase income streams to the Council, protecting frontline services, notwithstanding reducing government grant and rising demand.</p> <p>Inward economic investment: directly supportive to jobs in the leisure sector, supporting the local economy.</p> <p>This is the only large cinema in Wisbech, creating both a significant draw into the town and leisure provision opportunity across the Fenland/west Norfolk/south Lincolnshire sub region.</p> <p>Provides geographic diversity to the portfolio by investment into the most deprived district in the county.</p>		
Assessment of Risks	<p>Risks include the reliance on rent from the leisure market which has been put under pressure during the pandemic, and the cost-of-living crisis. The investment market for leisure is also quiet at present so there may be a liquidity risk if the Council needed to sell the property.</p> <p>The cinema anchors the Leisure Park investment; however, the cinema industry was hit very hard during the pandemic due to social distancing issues. This position has since improved, however it has not yet reached post-pandemic levels of trading.</p>		
Advisors / Market Research	<p>The Council commissioned Carter Jonas to produce a purchase report which examined the local area, cinema brands, food and beverage markets, the property itself and the relevant surveys and the current leases and service charges.</p> <p>Legal advice on the lease was also obtained from Mills and Reeve LLP.</p>		
Liquidity / Exit Strategy	<p>There are no plans to sell currently.</p>		

Acquisition:	Cromwell Leisure Park	Date of Acquisition:	24/05/2019		
	<p>There are four units, with two of the smaller units now vacant. The existing tenants are the Light Cinema and Prezzo Plc, who both have a tenancy running to 2039 with a break in 2029. In the event of any tenants vacating, new tenants are sought; one of the vacant units is currently under negotiation.</p> <p>It is most likely that the cinema would remain a cinema given that it's fitted out for this purpose and based on the lack of local competition. Other leisure uses would be the most likely alternatives to a cinema but would require fitting out. Similarly, the small units are likely to remain as restaurants given the lack of local competition, the proximity of a cinema attraction and the Tesco supermarket nearby. However, the Council has been approached regarding potential other uses; consideration of the mix of use will need to be carefully balanced with any new lettings.</p> <p>The Council also has the option to sell the property, though this may be difficult in the current climate for the leisure sector.</p>				
If funded by borrowing, why was this required?	The level of income generation being targeted by the Council was unlikely to be supported by capital receipt funded investment alone. The strong yield of this asset is likely to underpin a funding approach which relies on borrowing.	Why has Statutory Guidance not been adhered to?	N/A This is an in-county acquisition, supporting the leisure sector in Fenland.		
Cost (£m)	Funded by Borrowing (£m)	Total Interest Costs (£m)	Annual Income (£m)	Annual Costs (£m)	Annual Net Return (£m)
7.0	-	-	0.5	0.0	0.5

Acquisition:	Cromwell Leisure Park	Date of Acquisition:	24/05/2019		
Taken from the original Business Case:					
Payback Period (Yrs)	Net Income Yield (%)	Return on Investment (%)	Total Return over asset life (50 Years) (£m)	Internal Rate of Return (%)	Net Present Value (£m)
17	10.1 falling to 7.8	206.0	29.1	6.0	5.3
Additional Investment (£m)	Current Value 31/03/23 (£m)	Gain (+) / Loss (-) (£m)	Revenue implications of reported loss / Mitigating action		
0.0	6.7	-0.3	N/A		

Acquisition:	Superstore Site, Newmarket Road	Date of Acquisition:	15/08/2019
Service Objectives	<p>Diversify and increase income streams to the Council, protecting frontline services, notwithstanding reducing government grant and rising demand.</p> <p>Inward economic investment: directly supportive to jobs in the retail sector, supporting the local economy.</p> <p>Site provides the largest supermarket within 2 miles of the city centre and benefits from both considerable scale (e.g., extensive car parking) and diversification opportunities. It is a key selling point for both local residents and also college and university inhabitants and the prospering tourist market.</p> <p>Site is let on a number of continuous leases; the Council believes there is strong residual value in the event the tenant leaves and a replacement is needed, or there is opportunity to completely redevelop the site for housing.</p>		
Assessment of Risks	<p>Risks are reduced by having a single tenant who is financially sound and trading in a prime area of Cambridge. The BNP Paribas Acquisition Report identified a potential risk in the lease where Tesco have a “Substitution Clause”. Tesco could serve notice to replace the Newmarket Road property with another, subject to the replacement complying with terms outlined in the BNP Paribas report (i.e., an investment of equivalent standing). BNP Paribas were of the view that due to the strong levels of trade enjoyed by Tesco at the property, the chances of a trigger event occurring are very low and accordingly did not feel the clause presented a risk to the long leasehold owner.</p>		
Advisors / Market Research	<p>BNP Paribas Real Estate provided an acquisition report which included information about the location and accommodation, a lease and income overview and a market commentary and value assessment. The Council also commissioned Birketts LLP as legal advisors for this transaction and to consider in detail the terms of the leases.</p>		
Liquidity / Exit Strategy	<p>There are no plans to sell currently.</p>		

Acquisition:	Superstore Site, Newmarket Road	Date of Acquisition:	15/08/2019			
	<p>Tesco's current lease is due to expire in December 2029, however they do have the option to renew for further periods. There is a risk that Tesco may decide to not renew their lease in the future and stop trading from the Newmarket Road site. Whilst it is perceived unlikely in the short to medium-term, if this decision was taken by Tesco in 2029, we would explore re-letting the property to another retailer who would be interested in leasing the whole site. Alternatively, we could explore reconfiguring the existing unit and site to create smaller individual units which could be rented out on a long-term basis. A third option would be to consider a residential led re-development of the site, given the option to purchase the freehold interest for a nominal amount.</p> <p>The Council also has the option to sell its interest in the property, particularly given the location and tenure on this site.</p>					
If funded by borrowing, why was this required?	The level of income generation being targeted by the Council was unlikely to be supported by capital receipt funded investment alone. The strong yield of this asset is likely to underpin a funding approach which relies on borrowing.	Why has Statutory Guidance not been adhered to?	N/A			
Cost (£m)	Funded by Borrowing (£m)	Total Interest Costs (£m)	Annual Income (£m)	Annual Costs (£m)	Annual Net Return (£m)	
54.5	54.5	25.0	2.8	0.0	2.8	

Acquisition:	Superstore Site, Newmarket Road	Date of Acquisition:	15/08/2019		
Taken from the original Business Case:					
Payback Period (Yrs)	Net Income Yield (%)	Return on Investment (%)	Total Return over asset life (50 Years) (£m)	Internal Rate of Return (%)	Net Present Value (£m)
20	4.6 rising to 5.6	167.9	150.8	4.8	35.4
Additional Investment (£m)	Current Value 23/03/23 (£m)	Gain (+) / Loss (-) (£m)	Revenue implications of reported loss / Mitigating action		
0.0	55.2	+0.7	N/A		

Acquisition:	Kingsbridge Centre, Peterborough	Date of Acquisition:	21/08/2019
Service Objectives	<p>Diversify and increase income streams to the Council, protecting frontline services, notwithstanding reducing government grant and rising demand.</p> <p>Inward economic investment: directly supportive to jobs in the industrial sector, supporting the local economy. Whilst this investment is slightly out of county, it is very much located in an area that is intrinsically linked to the Cambridgeshire local economy.</p> <p>Investment also provides opportunity to diversify the portfolio into the industrial / manufacturing sector.</p>		
Assessment of Risks	<p>Well specified, freehold, self-contained distribution warehouse; originally designed as 5 industrial units, enabling split up and flexibility upon re-letting.</p> <p>The building is extensively fitted out by both occupiers to suit operational needs. One of the tenants is wedded to the building, with significant sunken costs and upgraded power supply, making it difficult for the business to relocate operation. Both tenants had long income to strong covenant ratings, with no arrears at time of purchase.</p> <p>At the time of purchase, there was an acute shortage of available 'oven ready' supply, with the All Industrial void rate the lowest it's been in over a decade and no new speculative development of large warehouses on the horizon.</p> <p>Watts Environmental Phase 1 report concluded a low to medium environmental risk. This is satisfactory for a building in its current industrial use.</p>		
Advisors / Market Research	<p>DTRE provided an acquisition report which included information about the location and accommodation, a lease and income overview and a market commentary and value assessment. Legal advice was obtained from Birketts LLP.</p>		

Acquisition:	Kingsbridge Centre, Peterborough	Date of Acquisition:	21/08/2019			
Liquidity / Exit Strategy	There are no plans to sell currently, however if required, the property could be sold. There was an active market for the property when it was acquired, and the industrial sector is currently very tight due to lack of supply, particularly in Peterborough which benefits from good road links.					
If funded by borrowing, why was this required?	The level of income generation being targeted by the Council was unlikely to be supported by capital receipt funded investment alone. The strong yield of this asset is likely to underpin a funding approach which relies on borrowing.	Why has Statutory Guidance not been adhered to?	This is an out of county acquisition, supporting the industrial sector in Peterborough. Whilst it is out of county, it is very close geographically to the county border and is therefore inextricably linked with the local Cambridgeshire economy.			
Cost (£m)	Funded by Borrowing (£m)	Total Interest Costs (£m)	Annual Income (£m)	Annual Costs (£m)	Annual Net Return (£m)	
12.3	1.6	0.7	0.5	0.0	0.4	
Taken from the original Business Case:						
Payback Period (Yrs)	Net Income Yield (%)	Return on Investment (%)	Total Return over asset life (50 Years) (£m)	Internal Rate of Return (%)	Net Present Value (£m)	
20	5.9 rising to 7.5	213.5	45.5	5.4	10.8	
Additional Investment (£m)	Current Value 23/03/23 (£m)	Gain (+) / Loss (-) (£m)	Revenue implications of reported loss / Mitigating action			
0.0	11.3	-1.0	The loss mainly relates to acquisition costs of purchase (Stamp Duty Land Tax, legal fees etc), totalling £0.7m. It is			

Acquisition:	Kingsbridge Centre, Peterborough	Date of Acquisition:	21/08/2019
			anticipated that the value of the property will increase sufficiently over and above these costs in time, therefore no mitigation required.

Acquisition:	Evolution Business Park, Impington	Date of Acquisition:	31/01/2020			
Service Objectives	Diversify and increase income streams to the Council, protecting frontline services, notwithstanding reducing government grant and rising demand. Investing in a site that provide jobs in Cambridgeshire and promotes a thriving local economy.					
Assessment of Risks	A key risk is the funding arrangements for one tenant, a young but successful company, which at the time of purchase underpinned more than half of the income from the site. The Council had the option to pursue a further unit, which was purchased in January 2023, and this has helped to mitigate some of the tenant risk.					
Advisors / Market Research	The Council commissioned a pre-purchase report by Carter Jonas which included review of the locations and site accommodation, lease and tenant reviews and market commentary. Legal advice was obtained from Birketts LLP.					
Liquidity	There are no plans to sell currently. Investor appetite has been very strong in the area which suggests the site could be sold if required.					
If funded by borrowing, why was this required?	The level of income generation being targeted by the Council was unlikely to be supported by capital receipt funded investment alone. The strong yield of this asset is likely to underpin a funding approach which relies on borrowing.		Why has Statutory Guidance not been adhered to?	N/A		
Cost (£m)	Funded by Borrowing (£m)	Total Interest Costs (£m)	Annual Income (£m)	Annual Costs (£m)	Annual Net Return (£m)	
45.8*	29.7	17.5	2.5*	0.0	2.5	

Acquisition:	Evolution Business Park, Impington	Date of Acquisition:	31/01/2020		
Taken from the original Business Case:					
Payback Period (Yrs)	Net Income Yield (%)	Return on Investment (%)	Total Return over 25 Years (£m)	Internal Rate of Return (%)	Net Present Value (£m)
16	5.7 rising to 6.6	230.5	45.6	6.6	34.8
Additional Investment (£m)	Current Value 31/03/23 (£m)	Gain (+) / Loss (-) (£m)	Revenue implications of reported loss / Mitigating action		
0.0	46.5	+0.7	N/A		

* This now includes the purchase (and related rental income) of an additional unit in January 2023.

Appendix 2: Sources of capital funding

Central government and external grants

Grant funding is one of the largest sources of financing for the capital programme. The majority of grants are awarded by central government departments including the Department for Education (DfE) and the Department for Transport (DfT). In addition, the Council receives grants from various external bodies, including lottery funded organisations. Grants can be specific to a scheme or have conditions attached, including time and criteria restrictions.

Capital receipts

The sale of surplus or poor-quality capital assets as determined by the Land & Property Strategy generates capital receipts, which are reinvested in full in order to assist with financing the capital programme.

Section 106 (S106), Community Infrastructure Levy (CIL) and external contributions

S106 contributions are provided by developers towards the provision of public infrastructure (mainly highways and education) required as a result of development. Capital schemes undertaken in new development areas are currently either completely or mostly funded by the S106 agreement negotiated with developers. The Community Infrastructure Levy (CIL) is a levy that local authorities can choose to charge on new developments in their area and replaces a substantial proportion of S106 agreements. Other external contributions are made by a variety of organisations such as district councils, often contributing towards jointly funded schemes.

Private Finance Initiative (PFI) / Public Private Partnerships (PPP)

The Council has previously made use of additional government support through PFI and PPP and has dedicated resource to manage schemes that are funded via this source. Previous schemes that have been funded this way include Waste, Street Lighting and Schools. However, due to increasing criticism around some high-profile, large-scale PFI projects failing to deliver Value for Money, the government announced the abolishment of this form of capital finance in October 2018.

Borrowing (known as prudential borrowing)

The Council can determine the level of its borrowing for capital financing purposes, based upon its own views regarding the affordability, prudence, and sustainability of that borrowing, in line with the CIPFA Prudential Code for Capital Finance in Local Authorities 2021. Borrowing levels for the capital programme are therefore constrained by this assessment and by the availability of the revenue budget to meet the cost of this borrowing, considered in the context of the overall revenue budget deliberations. Further information is contained within the Treasury Management Strategy (section 7 of the Business Plan).

Revenue Funding

The Council can use revenue resources to fund capital projects on a direct basis. However, given the existing pressures on the revenue budget, it is unlikely that the Council will often choose to undertake this method of funding.



Treasury Management Strategy

2024-25

Business Plan Section 7



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1: Introduction

Background

The Council is required to operate a balanced budget, which broadly means that the cash raised or received during the year will meet Council expenditure. The treasury management operation must ensure that this cash flow is adequately planned, as well as managed, with cash being available when it is needed. Surplus cash should be invested in low-risk counterparties or instruments in line with the Council's risk appetite, providing adequate liquidity initially before considering investment return.

Another main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.

The treasury management function is critical to the Council, as the balance of debt and investment operations ensure liquidity or the ability to meet Council spending obligations as they fall due, either for day-to-day revenue expenditure, or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the general fund balance.

CIPFA defines treasury management as:

“The management of the organisation's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure), and are separate from the day-to-day treasury management activities.

Statutory Guidance and Key Reports

CIPFA Treasury Management in the Public Services: Code of Practice and Cross Sectoral Guidance Notes

The Council has adopted CIPFA's Treasury Management in the Public Services: Code of Practice and Cross Sectoral Guidance Notes (the Treasury Code). The adoption is included in the Council's Constitution.

CIPFA Prudential Code for Capital Finance in Local Authorities

The CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code) is a professional code of practice. Local authorities have a statutory requirement to comply with the Prudential Code when making capital investment decisions and carrying out their duties under Part 1 of the Local Government Act 2003 (Capital Finance etc. and Accounts).

The CIPFA Prudential Code sets out the manner in which capital spending plans should be considered and approved, and in conjunction with this, the requirement for an integrated treasury management strategy.

Councils are required to set and monitor a range of prudential indicators for capital finance, covering affordability, prudence, and a range of treasury indicators.

Treasury Management Policy Statement

The Council's Treasury Management Policy Statement is included in Appendix 2. The policy statement follows the wording recommended by the latest edition of the CIPFA Treasury Code.

Treasury Management Practices

The Council's Treasury Management Practices (TMPs) set out the manner in which the Council will seek to achieve its treasury management objectives, and how it will manage and control those activities through its policies.

The Council's TMPs Schedules cover the detail of how the Council will apply the TMP Main Principles in carrying out its operational treasury activities.

Investment Management Practices

Like TMPs, Investment Management Practices (IMPs) are required to manage risks associated with non-treasury investments.

The Treasury Management Strategy

It is a requirement under the Treasury Management Code to produce an annual strategy report on proposed treasury management activities for the year. The Council's Treasury Management Strategy is drafted in the context of the key principles of the Treasury Code, as follows:

- Public service organisations should put in place formal and comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities.
- Their policies and practices should make clear that the effective management and control of risk are prime objectives of their treasury management activities and that responsibility for these lies clearly within their organisations. Their appetite for risk should form part of their annual strategy, including any use of financial instruments for the prudent management of those risks, and should ensure that priority is given to security and liquidity when investing funds.
- They should acknowledge that the pursuit of value for money in treasury management, and the use of suitable performance measures, are valid and important tools for responsible organisations to employ in support of their business and service objectives; and that within the context of effective risk management, their treasury management policies and practices should reflect this.

The purpose of the Treasury Management Strategy is to establish the framework for the effective and efficient management of the Council's treasury management activity, including the Council's investment portfolio, within legislative, regulatory, and best practice regimes. The Strategy needs to balance risk against reward in the best interests of stewardship of the public purse.

The Treasury Management Strategy considers the impact of the Council's Medium Term Financial Strategy (MTFS), its revenue budget and capital programme, the balance sheet position, and the outlook for interest rates. It incorporates:

- The Council's investment and borrowing strategy for the coming year
- The Council's policy on the making of the Minimum Revenue Provision (MRP) for the repayment of debt, as required by the Local Authorities (Capital Finance & Accounting) (Amendments) (England) Regulations 2008
- The Affordable Borrowing Limit as required by the Local Government Act 2003
- The Annual Investment Strategy for the coming year
- The prospects for interest rates
- Policy on borrowing in advance of need
- Policy on debt rescheduling
- Counterparty creditworthiness policies
- Policy on use of external service providers
- Treasury Indicators, which limit the treasury risk and activities of the Council.

The Council regards the successful identification, monitoring, and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. The Treasury Management Scheme of Delegation is shown in Appendix 1.

Key Considerations

CIPFA issued revised Treasury Management and Prudential Codes in December 2021 which were to be adopted for the 2023-24 financial year; therefore, the Council

has had regard to the changes in these Codes within this document, as well as the related reports during the 2023-24 financial year.

The changes arising from the Treasury management Code were as follows:

- All investments and investment income have to be attributed to one of the following three purposes:
 - Treasury management
Arising from the organisation's cash flows or treasury risk management activity, this type of investment represents balances which are only held until the cash is required for use. Treasury investments may also arise from other treasury risk management activity which seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.
 - Service delivery
Investments held primarily and directly for the delivery of public services including housing, regeneration, and local infrastructure. Returns on this category of investment which are funded by borrowing are permitted only in cases where the income is "either related to the financial viability of the project in question or otherwise incidental to the primary purpose".
 - Commercial return
Investments held primarily for financial return with no treasury management or direct service provision purpose. Risks on such investments should be proportionate to an authority's financial capacity – i.e., 'plausible losses' could be absorbed in budgets or reserves without unmanageable detriment to local services. An authority must not borrow to invest primarily for financial return.
- The Council has adopted a Liability Benchmark treasury indicator to support the financing risk management of the Capital Financing Requirement; this is shown in chart form for a recommended minimum of ten years, with material differences between the Liability Benchmark and actual loans to be explained.
- Long-term treasury investments (including pooled funds) are classed as commercial investments unless justified by a cash flow business case.
- Pooled funds are included in the indicator for principal sums maturing in years beyond the initial budget year.
- There have been amendments to the knowledge and skills register for officers and members involved in the treasury management function.
- Reporting to Members is undertaken quarterly. The Section 151 Officer has established a measurement and reporting process that highlights significant actual or forecast deviations from the approved indicators. The monitoring of prudential indicators, including forecast debt and investments, is not required to be taken to Full Council and is therefore reported as part of the Council's

integrated revenue, capital, and balance sheet monitoring in the Integrated Finance Monitoring Report.

- Environmental, Social and Governance (ESG) issues are addressed within an authority's Treasury Management Policies and practices.

The changes arising from the Prudential Code mainly relate to service and commercial investments:

- The risks associated with service and commercial investments should be proportionate to their financial capacity – i.e., plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services.
- An authority must not borrow to invest for the primary purpose of commercial return.
- It is not prudent for local authorities to make any investment or spending decision that will increase the Capital Financing Requirement and so may lead to new borrowing, unless directly and primarily related to the functions of the authority, and where any commercial returns are either related to the financial viability of the project in question or otherwise incidental to the primary purpose.
- An annual review is conducted to evaluate whether commercial investments should be sold to release funds to finance new capital expenditure or refinance maturing debt.
- A prudential indicator is required for the net income from commercial and service investments as a proportion of the net revenue stream.
- New Investment Management Practices have been created to manage risks associated with non-treasury investments, (similar to the current Treasury Management Practices).

In addition to these changes, the following has been updated since the Treasury Management Strategy was adopted by Council in February 2023:

- Updates to interest rate forecasts
- Updates to debt financing budget forecasts

2: Current Treasury Management position

The Council's projected treasury portfolio position at 31 March 2024, with forward estimates, is summarised below. The table shows the actual external borrowing (the treasury management operations), against the capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing. The CFR is simply the historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need.

Any capital expenditure which has not immediately been paid for, will increase the CFR. The CFR does not increase indefinitely, as the Minimum Revenue Provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each asset's life and so charges the economic consumption of capital assets as they are used. This is shown in graphical form in Appendix 3. The CFR and borrowing figures shown in Table 1 below include borrowing undertaken or planned for third party loans, but excludes PFI schemes and finance lease liabilities for which a separate borrowing facility forms part of the contract, as the Council does not need to borrow itself for these.

The Council's projected borrowing need, alongside forecast external borrowing and investment balances, is shown in Tables 1 and 2 below:

Table 1: Forecast Borrowing and Investment Balances

	2023-24 £m	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	2028-29 £m
External borrowing						
Borrowing at 1 April brought forward	736.6	775.0	845.0	910.0	890.0	840.0
Net Borrowing Requirement to fund capital programme (see Table 2 below)	19.7	70.6	57.3	-25.8	-51.8	-65.9
Internal borrowing (increase (-) / reduction) *	18.7	-0.6	7.7	5.8	1.8	0.9
(1) Actual borrowing at 31 March carried forward	775.0	845.0	910.0	890.0	840.0	775.0
(2) CFR (ex. PFI) – the borrowing need	960.0	1,030.6	1,087.8	1,062.1	1,010.3	944.4
(3) [2 – 1] Internal borrowing*	185.0	185.6	177.8	172.1	170.3	169.4
Investments						
Investments at 1 April	106.7	100.0	100.0	100.0	100.0	100.0
In Year Movements	-6.7	0.0	0.0	0.0	0.0	0.0
(4) Investments at 31 March	100.0	100.0	100.0	100.0	100.0	100.0
(5) [1 – 4] Net borrowing	675.0	745.0	810.0	790.0	740.0	675.0

**Internal borrowing, also referred to as under / over borrowing, is temporarily funding capital spending from cash-backed resources (reserves and cash flow timing surpluses) to hand. This avoids interest payments by deferring the need to borrow externally, reduces investment balances that would otherwise earn a rate of return lower than the cost of additional borrowing therefore minimising net interest expenses, and consequently less investment reduces the Council's exposure to credit risk. Internal borrowing is discussed further in section 4: Borrowing Strategy.*

Table 2: Capital Borrowing Requirement

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
	£m	£m	£m	£m	£m	£m
Unsupported Borrowing – General Fund	41.7	93.2	82.0	28.5	11.9	9.1
Unsupported Borrowing – Housing*	0.0	0.0	0.0	0.0	0.0	0.0
Less: MRP and other financing movements	-22.0	-22.6	-24.7	-54.2	-63.6	-75.0
Net Borrowing Requirement to fund Capital Programme	19.7	70.6	57.3	-25.8	-51.8	-65.9

** Loans raised by the Council for the purposes of on-lending to its wholly owned housing development company, This Land, will be classified as capital expenditure and therefore increase the Capital Financing Requirement. However, as these loans will be repaid in full in later years, no MRP will be charged on this borrowing.*

Several key indicators within the set of prudential indicators ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross borrowing stays within the total of the CFR in the preceding year, plus the estimates of any additional CFR for the current and next two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes except to cover short-term cash flows.

The Section 151 Officer reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties over the life of the current MTFS. This view considers current commitments, existing plans, and the proposals in this budget report.

3: Prospects for interest rates

The Council has appointed Link Group as its treasury advisor. Part of their service is to assist the Council in formulating a view on interest rates, as summarised in the following table:

Link Group Rate View January 2024

	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26
Bank Rate	5.25%	5.25%	4.75%	4.25%	3.75%	3.25%	3.00%	3.00%	3.00%
3 month average earnings	5.30%	5.30%	4.80%	4.30%	3.80%	3.30%	3.00%	3.00%	3.00%
5yr PWLB	4.50%	4.40%	4.30%	4.20%	4.10%	4.00%	3.80%	3.70%	3.60%
10yr PWLB	4.70%	4.50%	4.40%	4.30%	4.20%	4.10%	4.00%	3.90%	3.80%
25yr PWLB	5.20%	5.10%	4.90%	4.80%	4.60%	4.40%	4.30%	4.20%	4.10%
50yr PWLB	5.00%	4.90%	4.70%	4.60%	4.40%	4.10%	4.00%	3.90%	3.90%

These are forecasts for Public Works Loan Board (PWLB) certainty rates; gilt yields plus 80 basis points. The interest rate forecast for Bank Rate is in steps of 25 basis points, whereas PWLB forecasts have been rounded to the nearest 10 basis points and are central forecasts within bands of + / - 25 basis points.

Investment and borrowing rates

Investment returns are favourable, and the Council have seen a rapid increase in investment return over the last year which has not been seen for the previous 20 years. The Council has taken advantage of these higher returns by 'laddering' its investment, creating a regular stream of maturing investments when cash flow allows. This provides opportunities to consistently improve underlying yield, whilst still allowing flexibility to adjust if market circumstances alter.

At the same time, borrowing rates have increased substantially. Yield curve movements have become less volatile, with PWLB 5 to 50 years certainty rates generally in the range of 4.5% to 5.0%. The short part of the yield curve has not moved far, but the longer-end continues to reflect inflation concerns. Link Group's view is that the Monetary Policy Committee will keep the Bank Rate at 5.25% for the first half of 2024 to combat on-going inflationary and wage pressures.

The long-term forecast (beyond 10 years) for the Bank Rate is 3%, reflecting research that suggests AI and general improvements in productivity will be supportive of a higher neutral interest rate. As all PWLB certainty rates are currently significantly above this level, there is little value in considering long-term borrowing in this present economic climate, other than to spread the maturity profile. Better value can generally be obtained at the shorter end of the curve, with short-dated fixed local authority to local authority monies whilst the market waits for inflation, and therefore gilt yields, to drop back later in 2024.

As there are so many variables at this time, caution must be exercised in respect of all interest rate forecasts.

4: Borrowing strategy

The overarching objectives for the borrowing strategy are as follows:

- To manage the Council's debt maturity profile.
- To maintain a view on current and possible future interest rate movements, and to plan borrowing accordingly.
- To monitor and review the balance between fixed and variable rate loans against the background of interest rates and the prudential indicators.
- To reduce reliance on one source of funding and review all alternative options available, including forward loan agreements.
- To engage with a UK Municipal Bonds Agency (MBA) bond issuance programme, should this advance
- To provide value for money and savings where possible to meet budgetary pressures.

The Council is currently maintaining an internally borrowed cash position. This means that the capital borrowing need (the Capital Financing Requirement) has not been fully funded with loan debt. Instead, cash supporting the Council's reserves, balances, and positive cash flow has been used as an alternative, temporary measure. This strategy is prudent as medium and longer dated borrowing rates are expected to fall from their current levels once prevailing inflation concerns are addressed by tighter near-term monetary policy and an elevated Bank Rate through to the second half of 2024. In addition, counterparty risk is still a factor that needs to be considered.

Against this background and the risks within the economic forecast, caution will be adopted with the 2024-25 treasury operations. The Section 151 Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances.

- If a significant risk of a sharp fall in borrowing rates materialises (e.g., due to a marked increase of risks around relapse into recession or of risks of deflation), then long-term borrowings will be postponed.
- If a significant risk of a much sharper rise in long and short-term rates materialises than that currently forecast, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

The Council's strategy to tackle the current high cost of interest rates is to borrow on a shorter-term basis until inflationary pressures reduce and interest rates start to fall back towards the long-term average rate. The Council has in recent years taken the opportunity to extend the maturity profile of its debt whilst rates were historically low, helping to facilitate this short-term strategy. In the longer-term, the Council will continue to assess its risk appetite in conjunction with budgetary pressures to reduce total interest costs whilst also looking to balance out the debt portfolio.

Any decisions will be reported to Full Council at the next available opportunity as part of the regular Treasury Management update reports.

Capital Prudential & Treasury Indicators

There is a requirement under the Local Government Act 2003 for local authorities to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the "CIPFA Prudential Code") when setting and reviewing their prudential indicators.

A full set of prudential indicators and borrowing limits are shown in Appendix 3.

Policy on borrowing in advance of need

The Council will not borrow more than, or in advance of, its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance of need will be within the forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds. Borrowing in advance will be considered within the following constraints:

Year	Max. Borrowing in advance
2024-25	100%
2025-26	50%
2026-27	25%

Borrowing in advance will be limited to no more than the expected increase in borrowing need (CFR) over the period of the approved Medium Term Capital Programme; a maximum of 3 years in advance.

The risks associated with any borrowing in advance activity will be subject to prior appraisal. Any advance borrowing undertaken will be reported in the Treasury Management update reports.

Debt rescheduling

Rescheduling of current borrowing may be considered whilst premature redemption rates remain elevated, but only if there is surplus cash available to facilitate any repayment, or rebalancing of the portfolio to provide more certainty is considered appropriate.

The reasons for any rescheduling to take place will include:

- The generation of cash savings and / or discounted cash flow savings.
- Helping to fulfil the treasury strategy.
- Enhancing the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Any rescheduling activity undertaken will be reported to Full Council, in the next Treasury Management update report following its action.

New financial institutions as a source of borrowing

Currently the PWLB Certainty Rate is set at gilts + 80 basis points. However, consideration may still need to be given to obtaining funding from other sources for the following reasons:

- Local authorities, primarily shorter dated maturities of up to around 3 years. These are generally expected to be lower rates than the Certainty Rate, albeit more recently they have been less competitive.
- Financial institutions, primarily insurance companies and pension funds but also some banks, out of forward dates where the objective is to avoid a “cost of carry”, or to achieve refinancing certainty over the next few years.
- UK Municipal Bonds Agency
- UK Infrastructure Bank, in relation to eligible capital schemes where interest rates are preferable to PWLB

Approved sources of long and short-term external borrowing are as follows:

Lenders	Maximum Amount
Local Authorities	No maximum
PWLB	
UK Municipal Bonds Agency	
UK Infrastructure Bank	
Market (LOBOs)	£10m per individual / group in total
Market (temporary)	£50m per individual / group in total
Market (long-term)	
Banks	£400m per individual / group in total
Pension Funds	
Other third-party arrangements	

The Council’s treasury advisor keeps the Council informed as to the relative merits of each of these alternative funding sources.

5: Minimum Revenue Provision

Under Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, where the Council has financed capital expenditure by borrowing, it is required to repay an element of the accumulated general fund capital spend each year (the CFR) through a revenue charge (the MRP). It is also allowed to undertake additional voluntary payments if desired (Voluntary Revenue Provision - VRP).

Full Council is required to approve an MRP Policy Statement in advance of each financial year. A variety of options are provided to councils, so long as there is a prudent provision. The MRP Policy is located in Appendix 4.

The Council, in conjunction with its treasury advisor, considers the MRP policy to be prudent.

6: Investment strategy

Government Guidance on Local Government Investments in England requires that an Annual Investment Strategy (AIS) be set. The Guidance permits the Treasury Management Strategy Statement (TMSS) and the AIS to be combined into one document.

The Council's general policy objective is to invest its surplus funds prudently. As such the Council's investment priorities in priority order are:

- the security of the invested capital
- the liquidity of the invested capital
- the yield received from the investment.

The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and within the Council's risk appetite. In the current economic climate, it is considered appropriate to maintain a degree of liquidity to cover cash flow needs, but to also consider laddering investments for periods of up to 12 months with high credit rated financial institutions, whilst investment rates remain elevated.

Policy on existing commercial investments

Whilst the revised Prudential Code is clear that the Council must not undertake commercial investment primarily for financial return, authorities with existing commercial investments (including property) are not required to sell these investments. The Council can, however, carry out prudent active management and rebalancing of its portfolio.

Authorities that have commercial investments and an expected need to borrow, however, are required to review options for exiting financial investments for commercial purposes and summarise this review in their annual treasury management or investment strategies.

This review will evaluate whether expected borrowing needs should be met, in part, by repaying investments, based on a financial appraisal that takes account of financial implications and risk reduction benefits.

The Council's Annual Investment Strategy (AIS) is shown in Appendix 5.

7: Risk Analysis and Forecast Sensitivity

Risk Management

The Council regards the successful identification, monitoring, and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Treasury and investment management risks are identified in the Council's approved Treasury Management Practices and Investment Management Practices. The main risks to the treasury activities are:

- Credit and counterparty risk (security of investments)
- Liquidity risk (adequacy of cash resources)
- Interest rate risk (fluctuations in interest rate levels)
- Exchange rate risk (fluctuations in exchange rates)
- Refinancing risks (impact of debt maturing in future years)
- Legal and regulatory risk (non-compliance with statutory and regulatory requirements)
- Fraud, error and corruption, and contingency management (in normal and business continuity situations)
- Market risk (fluctuations in the value of principal sums)

The TMP and IMP Schedules set out the ways in which the Council seeks to mitigate these risks. Examples are the segregation of duties (to counter fraud, error, and corruption), and the use of creditworthiness criteria and counterparty limits (to minimise credit and counterparty risk). Council officers, in conjunction with treasury advisers, will monitor these risks closely.

Sensitivity of the Forecast

The sensitivity of the forecast is linked primarily to movements in interest rates and in cash balances, both of which can be volatile. Interest rates in particular are subject to global external influences over which the Council has no control.

Both interest rates and cash balances will be monitored closely throughout the year and potential impacts on the Council's debt financing budget will be assessed. Action will be taken as appropriate, within the limits of the TMP and IMP Schedules and the treasury strategy, and in line with the Council's risk appetite, to keep negative variations to a minimum. Any significant variations will be reported to Strategy, Resources & Performance (SR&P) Committee as part of the Council's regular budget monitoring arrangements.

8: Reporting arrangements

Capital Strategy

The CIPFA revised 2021 Prudential and Treasury Management Codes require all local authorities to prepare an annual Capital Strategy report which provides the following:

- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services.
- an overview of how the associated risk is managed.
- the implications for future financial sustainability.

The aim of the Capital Strategy is to ensure that all elected members fully understand the overall long-term policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite.

The Council's Capital Strategy is reported separately from the Treasury Management Strategy within the Business Plan and reports on non-treasury investments. This ensures the separation of the core treasury function under security, liquidity and yield principles, and the policy on commercial investments usually driven by expenditure on an asset.

Treasury Management Reporting

The Council is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals:

- a) Prudential and treasury indicators and treasury strategy (this document) -**
The first, and most important report is forward looking and covers:
 - capital plans (including prudential indicators)
 - a Minimum Revenue Provision (MRP) policy (how residual capital expenditure is charged to revenue over time)
 - the Treasury Management Strategy (how the investments and borrowings are to be organised), including treasury indicators
 - an Annual Investment Strategy (the parameters on how investments are to be managed)
- b) A mid-year treasury management report –** This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision.
- c) An annual treasury report –** This is a backward-looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

The above reports are required to be adequately scrutinised before being recommended to Council. This role is undertaken by the Section 151 Officer and SR&P Committee.

In addition to the three major reports detailed above, from 2023-24 quarterly reporting is also required. However, these additional reports for June and December do not have to be reported to Full Council but do require to be adequately scrutinised. This role is undertaken by SR&P Committee through the budget monitoring reporting process, which includes a report on the prudential and treasury indicators.

9: Treasury Management Budget

The table below provides a breakdown of the treasury management budget at January 2024. Key assumptions behind the 2024-25 budget estimates are:

- Average rates achievable on short-term investments will be 4.5%.
- New and replacement borrowing to fund the capital programme will be financed by a mixture of short to medium-term borrowing, at rates equating to between 4.5% and 5.25% over the medium-term.
- The MRP charge is in line with the Council's MRP policy.

	2023-24 Estimate £m	2024-25 Estimate £m	2025-26 Estimate £m	2026-27 Estimate £m	2027-28 Estimate £m	2028-29 Estimate £m
Interest payable	21.3	28.5	34.0	34.0	31.0	27.6
Interest payable recharges	-8.0	-10.5	-12.2	-11.9	-11.1	-10.0
MRP	22.0	22.4	25.8	27.4	26.8	25.9
Interest receivable	-14.3	-13.8	-12.9	-11.8	-9.6	-5.4
Interest receivable recharges	15.8	14.3	10.4	9.5	7.8	4.0
Debt Management Expenses	0.1	0.1	0.1	0.1	0.1	0.1
Technical adjustments	0.1	0.1	0.1	0.1	0.1	0.1
Total	37.0	41.1	45.4	47.6	45.1	42.3

10: Policy on the use of external service providers / consultant

The Council's external treasury advisor is Link Group, Link Treasury Services Limited. A one-year contract was implemented during 2023-24 and a further procurement exercise to re-let the contract will be completed during 2024-25.

The Council recognises that responsibility for treasury management decisions always remains with the organisation and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely based on, information provided by the Council's treasury advisers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

11: Future developments

Local Authorities are having to consider innovative strategies towards improving service provision to their communities. This approach to innovation also applies to councils' treasury management activities. The Government is introducing new statutory powers and policy change which will have an impact on treasury management approaches in the future. Examples of such changes are:

a) Loans to Third Parties

The Council may borrow to make grants or loans to third parties for the purpose of capital expenditure, as allowable under paragraph 25 (1) (b) of the Local Authorities (Capital Financing and Accounting) (England) Regulations 2003 (Statutory Instrument No. 3146). This will usually be to support local economic development and may be funded by external borrowing.

A framework within which the Council may consider advancing loans to third party, not for profit, organisations is documented in the capital strategy and overseen by the corporate finance team.

The most significant organisation that the Council has issued a third-party loan to is This Land Limited, the Council's wholly owned housing development company. Loans have been issued to This Land at commercial rates to facilitate development of land for residential housing in Cambridgeshire and the vicinity.

b) DLUHC consultation on changes to MRP statutory guidance and regulations

The Department of Levelling Up, Housing and Communities (DLUHC) are currently consulting on a range of changes with regard to MRP; the consultation is due to close 16 February 2024. The main intent of these proposals is as follows:

- MRP is required for all capital expenditure financed by debt in the Capital Financing Requirement (CFR), with the exception of specified loans.
- MRP is required for all loans that are made for a commercial purpose. However, where loan repayments are received in year then those capital receipts may be used to reduce the MRP charge in that year. This flexibility will not apply in years where no capital receipt is received, or where future capital receipts are anticipated.
- Where the capital loan is not a commercial loan, authorities can opt not to provide MRP.
- Where an actual or expected credit loss has been recognised on any capital loan during the year then MRP must be provided. The MRP charge in the year must not be less than the credit loss amount, however it can be reduced by the value of previous amounts provided to write down the CFR on that loan.
- Capital receipts from the principal repayments received in the year from loans and leases can be used to reduce the associated MRP charge.
- Allow increased challenge and input by both DLUHC and external audit.
- Remove the ability to change the method for calculating MRP if it does not result in a more prudent charge.
- Remove the appropriateness of the use of option 3 or 4 for supported borrowing.

These changes if implemented as proposed would require an update to the Council's MRP policy in some areas; any changes would need to be implemented from 1 April 2024.

c) UK Municipal Bonds Agency (MBA)

The County Council remains committed to participating in a multi-authority pooled bond, facilitated by the MBA, as complementary to PWLB borrowing. The purpose of the MBA is to issue bonds in the capital markets at lower rates than the PWLB.

To date the MBA has issued a small number of single Council bonds and a pooled bond issue is awaited.

d) Impact of IFRS 9

An important consideration when assessing current and future investment policy is the implementation of accounting standard IFRS 9 in the Local Authority Code of Practice. A key element of this standard is the move away from assessing risk based on incurred losses on financial assets (i.e., an event that has happened) to expected loss (i.e., the likelihood of loss across the asset lifetime). Whilst this will not materially impact upon traditional treasury investments, the standard also

encompasses other investment areas including loans to third parties, subsidiaries, or longer dated service investments. The expected credit loss model requires local authorities to make provision for these potential losses having assessed the asset with regard to the due diligence undertaken prior to investment, the nature of any guarantees, and subsequent regular updates.

The Council has made the following material loan agreement with third parties:

- This Land – loans at commercial rates to facilitate the construction of residential housing in Cambridgeshire.

A revenue provision may be required to be set aside in future depending on the risk assessment of the investment.

In addition to the above, the standard requires changes to the recognition and subsequent valuation treatment of certain investment products. These instruments include property and equity, but also service investments that give rise to cash flows that are not solely payments of principal and interest (SPPI) on the principal outstanding. DLUHC introduced a five-year statutory override, initially ending 31 March 2023, allowing Councils to reverse any revenue impact of pooled fund valuation gains and losses. This has since been extended for a further two years in order to allow authorities to initiate an orderly withdrawal of funds if required.

e) Impact of IFRS 16

IFRS 16 provides a single lessee accounting model that requires assets and liabilities arising from almost all major lease arrangements to be recognised on balance sheet. The CIPFA LAASAC Local Authority Accounting Code Board has deferred implementation of this reporting standard until 2024-25. This strategy does not currently include any alterations to reflect bringing currently off-balance sheet leased assets onto the balance sheet as a result of this change; however, this will be a requirement for closing the 2024-25 accounts.

The impact on the strategy will be to adjust the figures with respect to the Capital Financing Requirement, external borrowing (other long-term liabilities), and the authorised limit and operational boundary. The Council is currently undertaking detailed data gathering exercises, which will inform the required changes. Once these are complete and the detailed impact is known, a revised strategy will be presented to Full Council for review and approval.

12: Training

The Treasury Management Code requires the Section 151 Officer to ensure that members with responsibility for treasury management receive adequate training. This especially applies to members responsible for scrutiny. The Code also states that all organisations are expected to have a formal and comprehensive knowledge and skills or training policy for the effective acquisition and retention of treasury

management knowledge and skills for those responsible for management, delivery, governance, and decision making.

In order to monitor and review knowledge and skills, the Council is required as a minimum to:

- Record attendance at training and ensure action is taken where poor attendance is identified.
- Prepare tailored learning plans for treasury management officers and Council members.
- Require treasury management officers and Council members to undertake self-assessment against the required competencies.
- Have regular communication with officers and Council members, encouraging them to highlight training needs on an ongoing basis.

In further support of the revised training requirements, CIPFA's Better Governance Forum and Treasury Management Network have produced a 'self-assessment by members responsible for the scrutiny of treasury management'.

The training needs of treasury management officers are periodically reviewed. Link Group run training events regularly which are attended by the Treasury team. In addition, members of the team attend national forums and practitioner user groups.

Treasury Management training for committee members will be delivered as required to facilitate informed decision making and challenge processes. The most recent training undertaken was a session delivered by Link Group in January 2024, aimed at all Councillors. Further training will be arranged as required.

A formal record of the training received by officers central to the Treasury function will be maintained by the Finance team. Similarly, a formal record of the treasury management / capital finance training received by members will also be maintained by Democratic & Member Services.

13: List of appendices

- Appendix 1: Treasury Management Scheme of Delegation and Role of Section 151 Officer
- Appendix 2: Treasury Management Policy Statement
- Appendix 3: Prudential and Treasury Indicators
- Appendix 4: Minimum Revenue Provision (MRP) Policy Statement
- Appendix 5: Annual Investment Strategy

Appendix 1: Treasury Management Scheme of Delegation and role of the Section 151 Officer

The Scheme of Delegation

Full Council:

- Approval of annual strategy, including the adopted clauses, treasury management policy statement
- Approval of the mid-year update and annual Treasury Management report.
- Approval of the Treasury Management budget.
- Approval of the division of responsibilities.

Strategy, Resources & Performance Committee:

- Scrutiny of the Treasury Management quarterly prudential indicator reports.
- Scrutiny of the Treasury Management mid-year and annual reports
- Management of the Council's non-financial Investment Strategy, included within the Capital Strategy
- Approving the selection of external service providers and agreeing terms of appointment.

The treasury management role of the Section 151 Officer

The Council's Executive Director of Finance and Resources is the officer designated for the purposes of Section 151 of the Local Government Act 1972 as the Responsible Officer for treasury management at the Council.

The Council's Financial Regulations delegates responsibility for the execution and administration of treasury management decisions to the Section 151 Officer, who will act in accordance with the Council's policy statement and TMPs and CIPFA's Standard of Professional Practice on Treasury Management.

The Section 151 Officer has delegated powers through this policy to take the most appropriate form of borrowing from the approved sources, and to make the most appropriate form of investments in approved instruments.

Prior to entering into any capital financing, lending, or investment transaction, it is the responsibility of the responsible officer to be satisfied, by reference to the Council's legal department and external advisors as appropriate, that the proposed transaction does not breach any statute, external regulation, or the Council's Financial Regulations.

The Section 151 Officer may delegate his power to borrow and invest to members of his staff.

The Section 151 Officer is responsible for:

- Recommending clauses, treasury management policy and practices for approval; reviewing these regularly, and monitoring compliance.
- Submitting regular treasury management reports to SR&P Committee and Full Council.
- Submitting capital financing revenue budgets and budget variations in line with the Council's budgetary policies.
- Receiving and reviewing treasury management information reports.
- Reviewing the performance of the treasury management function and promoting value for money.
- Ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function.
- Ensuring the adequacy of internal audit, and liaising with external audit.
- Recommending the appointment of external service providers (e.g., treasury management advisors) in line with the approval limits set out in the Council's procurement rules.
- Preparation of a Capital Strategy to include capital expenditure, capital financing, non-financial investments, and treasury management, with a long-term timeframe.
- Ensuring that the Capital Strategy is prudent, sustainable, affordable, and prudent in the long-term, and provides value for money.
- Ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the Council.
- Ensuring that the Council has appropriate legal powers to undertake expenditure on non-financial assets and their financing.
- Ensuring the proportionality of all investments so that the Council does not undertake a level of investing which exposes the Council to an excessive level of risk compared to its financial resources.
- Ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long-term liabilities.
- Provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans, and financial guarantees.
- Ensuring that members are adequately informed and understand the risk exposures taken on by the Council.
- Ensuring that the Council has adequate expertise, either in house or externally provided, to carry out the above.
- Creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed.

Appendix 2: Treasury Management Policy Statement

We define treasury management activities as:

“The management of the local authority’s borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

We regard the successful identification, monitoring, and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.

We acknowledge that effective treasury management will provide support towards the achievement of the Council’s business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

Appendix 3: Prudential and Treasury Indicators

1: The capital prudential indicators

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans are prudent, affordable, and sustainable. Where actuals are used for a comparator, these are taken from the Council's unaudited draft accounts for 2022-23, as the accounts have not yet been audited.

Capital expenditure

The first prudential indicator shows a summary of the Council's capital expenditure plans; both those agreed previously, and those forming part of this budget cycle. Capital expenditure excludes spend on Private Finance Initiatives (PFI) and leasing arrangements that already include borrowing instruments, which are shown on the balance sheet.

The table below summarises the capital expenditure plans which give rise to a net financing need (borrowing). Detailed capital expenditure plans are set out in the Capital Strategy (section 6 of the Business Plan).

	2022-23 Actual £m	2023-24 Estimate £m	2024-25 Estimate £m	2025-26 Estimate £m	2026-27 Estimate £m	2027-28 Estimate £m	2028-29 Estimate £m
Total Capital Expenditure	140.2	174.6	198.6	160.2	74.2	48.9	40.4
Capital Financing	-101.9	-132.9	-105.4	-78.2	-45.7	-37.0	-31.3
Net Capital Financing Need	38.3	41.7	93.2	82.0	28.5	11.9	9.1
MRP and other financing adjustments	-20.2	-22.0	-22.6	-24.7	-54.2	-63.6	-75.0
Capital Financing Requirement	18.1	19.7	70.6	57.3	-25.8	-51.8	-65.9

The Council's borrowing need (the Capital Financing Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is the total historical outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is therefore a measure of the Council's indebtedness and so its underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR. This table excludes spend on Private Finance Initiatives (PFI) and leasing arrangements that already include borrowing instruments.

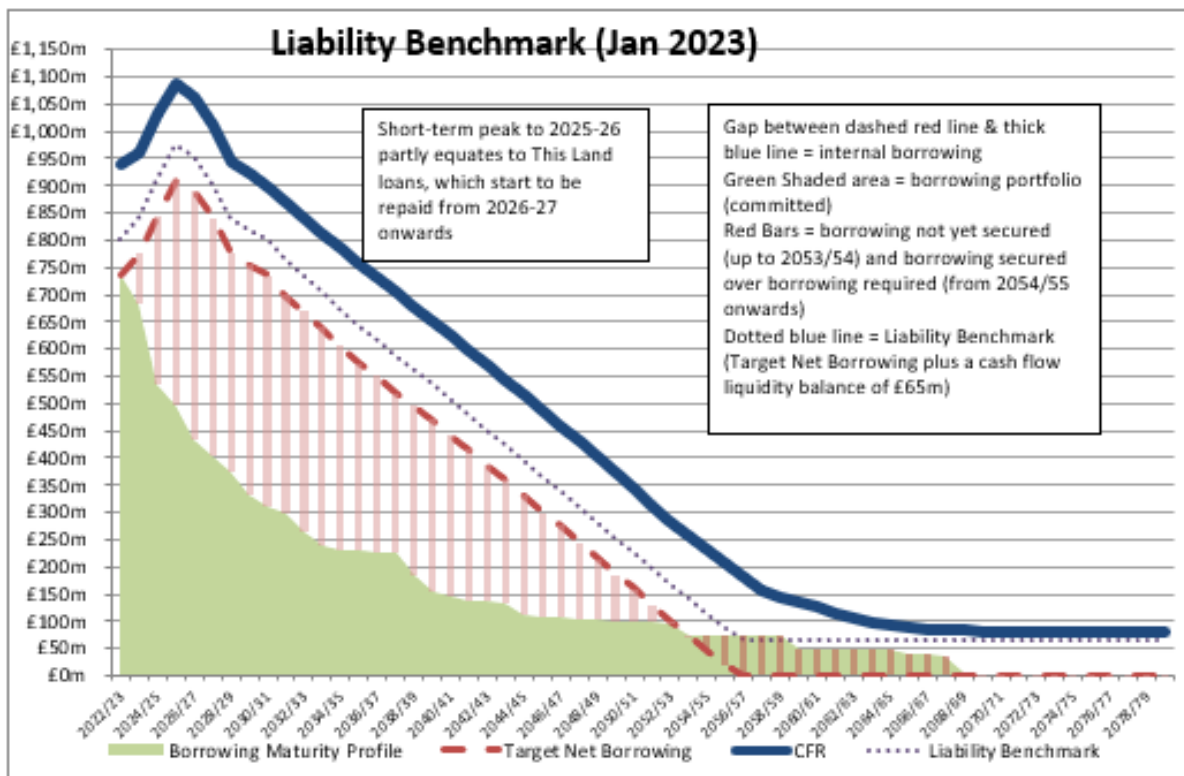
	2022-23 Actual £m	2023-24 Estimate £m	2024-25 Estimate £m	2025-26 Estimate £m	2026-27 Estimate £m	2027-28 Estimate £m	2028-29 Estimate £m
Capital Financing Requirement (CFR)							
Total CFR	940.3	960.0	1030.6	1087.8	1062.1	1010.3	944.4
Movement in CFR	18.1	19.7	70.6	57.3	-25.8	-51.8	-65.9
Movement in CFR represented by:							
Unsupported capital expenditure in capital programme	38.3	41.7	93.2	82.0	28.5	11.9	9.1
Less: MRP and other financing movements	-20.2	-22.0	-22.6	-24.7	-54.2	-63.6	-75.0
Movement in CFR	18.1	19.7	70.6	57.3	-25.8	-51.8	-65.9

Liability benchmark

A third and new prudential indicator in 2023-24 is the liability benchmark (LB). The Council is required to estimate and measure the LB for the forthcoming financial year and the following two financial years, as a minimum.

There are four components to the LB:

1. **Existing loan debt outstanding:** existing loans that are still outstanding in future years.
2. **Loans CFR:** calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP. Only approved borrowing should be included, which is why the target net borrowing figure tails off.
3. **Net loans requirement:** the Council's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on approved prudential borrowing, planned MRP and any other major cash flows forecast.
4. **Liability benchmark (or gross loans requirement):** this equals net loans requirement plus short-term liquidity allowance.



The gap between the bottom, dashed line and the top, thick line relates to internal borrowing. The gap between the bottom, dashed line and the middle, dotted line is equal to the £65m short-term liquidity allowance that the Council maintains in order to support peaks and troughs in daily cash balances.

Up to 2053-54, the target net borrowing (the bottom, dashed line) is higher than the level of actual loans (the shaded area). The shaded bars therefore indicate a future borrowing requirement over that period. However, from 2054-55 onwards, loans are higher than the target net borrowing, with the shaded bars indicating that the Council is in an overborrowed position, resulting in excess cash requiring investment. However, the LB calculations do not allow the Council to include an estimate of future capital expenditure – in reality, based on historic levels of annual capital expenditure, the CFR is likely to increase significantly in future years compared to the projections included here. This is therefore very likely to create an under borrowed position from 2054-55, rather than the over borrowed position shown here.

The authorised limit for external borrowing

A key prudential indicator, this represents a control on the maximum level of borrowing and the legal limit beyond which external borrowing is prohibited. This limit is set, and can only be amended, by Full Council. It reflects the level of external borrowing which, while not desired, could be afforded in the short-term, but is not sustainable in the longer-term. The limit represents the total CFR (assumed fully funded by borrowing) - including any other long-term liabilities (e.g., PFI schemes, finance leases) though these types of schemes include a borrowing facility and so the Council is not required to separately borrow for them - plus a margin to accommodate any unplanned adverse cash flow movements.

This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all local authorities' plans, or those of a specific authority, although this power has not yet been exercised.

	2023-24 Approved £m	2024-25 Limit £m	2025-26 Limit £m	2026-27 Limit £m	2027-28 Limit £m	2028-9 Limit £m
Borrowing	1,170	1,160	1,220	1,190	1,140	1,080
Other Long-Term Liabilities	120	120	120	120	125	125
Total Authorised Limit	1,290	1,280	1,340	1,310	1,265	1,205

The operational boundary

This is the operational limit, set deliberately lower than the authorised limit, beyond which external debt is not normally expected to exceed. The limit represents the total CFR (assumed fully funded by borrowing) - including any other long-term liabilities (e.g., PFI schemes, finance leases), though these types of schemes include a borrowing facility and so the Council is not required to separately borrow for them - plus a margin to accommodate any unplanned adverse cash flow movements. This limit acts as an early warning indicator, should borrowing be approaching the authorised limit. This limit may be breached on occasion under normal circumstances, but sustained or regular breaches should trigger a review of borrowing levels.

	2022-23 Actual £m	2023-24 Approved £m	2024-25 Limit £m	2025-26 Limit £m	2026-27 Limit £m	2027-28 Limit £m	2028-29 Limit £m
Borrowing	738	1,140	1,130	1,190	1,160	1,110	1,050
Other Long-Term Liabilities	106	110	110	110	110	115	115
Total Operational Boundary	843	1,250	1,240	1,300	1,270	1,225	1,165

2: Treasury Management limits on activity

There are four debt and investment-related treasury activity limits. The purpose of these is to contain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive, they will impair the opportunities to reduce costs or improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments.
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates.

- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large, fixed rate sums falling due for refinancing, and are required for upper and lower limits.
- Total principal funds invested for periods longer than 365 days.

Interest Rate Exposure

The interest rate exposure is calculated as a percentage of net debt. Due to the mathematical calculation, exposures could be greater than 100% or below zero (i.e., negative) depending on the component parts of the formula. The formulas are shown below.

Fixed rate calculation:

$$\frac{\text{Fixed rate borrowing} - \text{fixed rate investments}}{\text{Total borrowing} - \text{total investments}}$$

Variable rate calculation:

$$\frac{\text{Variable rate borrowing}^{**} - \text{fixed rate investments}}{\text{Total borrowing} - \text{total investments}}$$

***defined as less than 1 year remaining to maturity, or in the case of LOBO borrowing, the next call date falling within 12 months.*

Limits on Interest Rate Exposure	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2029-30
	Actual	Estimate	Upper	Upper	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	80%	67%	150%	150%	150%	150%	150%
Limits on variable interest rates based on net debt	20%	33%	65%	65%	65%	65%	65%

Maturity Structure of Borrowing

The maturity structure of borrowing indicator represents the borrowing falling due in each period, expressed as a percentage of total borrowing. These gross limits are set to manage the Council's exposure to large, fixed-rate sums falling due for refinancing or repayment. The limits are broad to provide flexibility to the council in its treasury management activities, but it is generally the Council's strategy to move gradually in any changes to maturity structure of our debt.

Maturity Structure of Borrowing	Lower	Upper	2022-23 Actual	31-12-2023 Actual
	Under 12 months	0%	80%	23%
12 months to 2 years	0%	50%	11%	7%
2 years to 5 years	0%	50%	7%	15%
5 years to 10 years	0%	50%	15%	13%
10 years and above	0%	100%	44%	37%

Total principal funds invested for periods longer than 365 days

These limits are set with regard to the Council's liquidity requirements, and to reduce the risk of need for early liquidation of an investment and are based on the medium / long-term availability of resources after each year-end.

Maximum principal sums invested for periods longer than 365 days							
	2022-23 Actual £m	2023-24 Estimate £m	2024-25 Limit £m	2025-26 Limit £m	2026-27 Limit £m	2027-28 Limit £m	2028-29 Estimate £m
Limit	34	33	50	50	50	50	50

3: Affordability Prudential Indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework are indicators required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances.

Actual and estimates of financing costs to net revenue stream

This indicator identifies the trend in the cost of capital (borrowing and other long-term obligation costs, net of investment income) against the net revenue stream. The estimates of financing costs include current commitments and the proposals within this budget report.

This is calculated as the estimated net financing costs for the year divided by the amounts to be met from government grants and local taxpayers.

	2022-23 Actual	2023-24 Estimate	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	2028-29 Estimate
Financing costs to net revenue stream	8.2%	8.7%	9.6%	10.5%	10.5%	9.6%	8.6%

Actual and estimates of net income from commercial and service investments to net revenue stream

The intention of this indicator is to show the net financial impact on the Council of its non-treasury investment income. Net income from commercial and service investments includes interest and investment income (other than from investments held for treasury management purposes), together with net income from other assets held primarily for financial return, such as commercial property.

This is calculated as the proportion of net income from commercial and service investments compared to the net revenue stream. Only costs directly attributable to the investments should be netted off; the costs of borrowing (interest and MRP) may not be deducted for the purposes of this indicator, because they are not directly attributable to managing the investments and will continue regardless of the existence or performance of the investments.

	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Net income from commercial and service investments to net service expenditure	5.0%	4.9%	5.5%	5.7%	5.3%	4.7%	4.0%

Appendix 4: Minimum Revenue Provision Policy Statement

Policy statement

The Council is required to repay an element of the accumulated general fund capital spend each year (Capital Financing Requirement - CFR) through a revenue charge (Minimum Revenue Provision - MRP), although it is also allowed to undertake additional voluntary payments if required.

DLUHC have issued regulations that require Full Council to approve an MRP Policy Statement in advance of each year. A variety of options are provided to Councils in the guidance with the underlying principle that a prudent provision is made. A formal review of this Policy is to be undertaken every five years with the next review due in January 2021. Due to capacity issues, this review has been delayed but is currently ongoing, in conjunction with the Council's treasury advisor.

Historic debt liability accumulated up to 31 March 2010

Up until 2014-15, the proportion of provision that related to historic debt liability accumulated up to 31 March 2010 was calculated using Option 1 of DLUHC Guidance (the 'Regulatory Method'). This method is based upon 4% of the CFR adjusted for 'Adjustment A' (the difference between the old credit ceiling system and the introduction of the Capital Financing Requirement). A reducing balance calculation means that debt liability is never entirely repaid, and the amount of debt equal to 'Adjustment A' (for this Council £2.133m) is not provided for at all. In January and February 2016, General Purposes Committee (GPC) considered a number of potential alternative methodologies. These covered both annuity and straight-line options, calculated over an average life of up to 50 years.

After considering the range of options available, a change in policy was introduced from 2015-16. The method chosen to replace the "Regulatory Method" for historic debt liability accumulated up to 31 March 2010 and that remained outstanding at 31 March 2015 was an annuity calculation, but one directly linked to the remaining life of the assets the debt liability had funded (held on the Council's balance sheet). This directly relates the cost of financing those assets with their expected useful life, thereby aligning costs with benefits and is allowable under the DLUHC Guidance. This approach will continue to be applied.

Debt liability accumulated from 1 April 2010

Prudent provision for any subsequent borrowing from 1 April 2010 onwards will be calculated using Option 3 of DLUHC Guidance (the asset life method) on a straight-line basis, in line with estimates for the expected useful life of the asset financed by debt. Estimated life periods will be determined under delegated powers. In view of the variety of types of capital expenditure incurred by the Council, which is not in all cases capable of being related to an individual asset, asset lives will be assessed on

a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. MRP will be charged from the financial year after the asset becomes operational.

The determination as to which schemes shall be deemed to be financed from available capital resources and those which will remain as an outstanding debt liability to be financed by borrowing or other means will be assessed under delegated powers.

Third Party Loans

The only exception to these rules is loans classified as capital expenditure and raised by the Council for the purposes of funding third party loans. No MRP will be charged on this debt liability as the loans will be repaid in full in later years. Instead of an MRP charge, the capital receipts arising from the principal loan repayments will be used to reduce the CFR once received. This approach will be reviewed on a loan-by-loan basis annually to ensure this remains a prudent approach, otherwise a MRP charge may be introduced.

Share / Equity Capital

The Council may invest in share and equity investments, either directly or through collective pooled funds. These investments will usually be treated as capital expenditure and in such cases, where these investments are funded by unsupported borrowing, MRP charges will be considered on a case-by-case, prudent basis.

Private Finance Initiatives (PFI)

For assets acquired by leases, contracts or Private Finance Initiatives, the element of the annual charge that goes to write down the balance sheet liability (the principal element) will be applied as MRP.

Capitalisation Direction

The Council will apply the asset life method for any expenditure capitalised under a capitalisation direction.

MRP Overpayments

Under the MRP guidance, any charges made in excess of the statutory MRP can be made and are known as voluntary revenue provision (VRP). VRP can be reclaimed in later years if deemed necessary or prudent. In order for these amounts to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year.

Cumulative VRP overpayments made to date are £3.528m.

Appendix 5: Annual Investment Strategy

1: Investment policy

DLUHC (formerly the Ministry of Housing, Communities and Local Government) and CIPFA have extended the meaning of ‘investments’ to include both financial and non-financial investments. Most of this strategy deals solely with financial investments managed by the treasury management team. Non-financial investments, essentially the purchase of income yielding assets and service investments, are covered in the Capital Strategy (section 6 of the Business Plan).

The Council’s investment policy has regard to the following:

- DLUHC’s Guidance on Local Government Investments (“the Guidance”)
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 (“the Code”)
- CIPFA Treasury Management Guidance Notes 2021

The Council’s investment policies are underpinned by a strategy of prudent investment of funds held on behalf of the local community. The objectives of the investment policy are firstly the security of funds (protecting the capital sum from loss) and then liquidity (keeping money readily available for expenditure when needed). Once approved levels of security and liquidity are met, the Council will seek to maximise yield from its investments, consistent with application of the agreed parameters and with regard to the Council’s risk appetite. These principles are carried out by strict adherence to the risk management and control strategies set out in the TMP Schedules and the Treasury Management Strategy.

Responsibility for risk management and control lies within the Council and cannot be delegated to an outside organisation.

Investment instruments identified for use in the financial year are listed in section 6 and 7 of this strategy, under the ‘Specified’ and ‘Non-Specified’ Investment categories.

Council’s in-house funds

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.).

Investments will be made with reference to core balance and cash flow requirements and the outlook for short-term interest rates (i.e., rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods, however with rates having forecast to have peaked, the yield curve is starting to flatten.

Accordingly, while most cash balances are required in order to manage the peaks and troughs of cash flow, where cash sums can be identified that could be invested for

longer periods, the value to be obtained from longer-term investments will be carefully assessed. In the current economic climate, it is considered appropriate to maintain a degree of liquidity to cover cash flow needs but to also consider “laddering” investments for periods up to 12 months with high credit rated financial institutions, whilst investment rates remain elevated, as well as wider range fund options.

For cash flow generated balances, the Council will seek to utilise its business banking reserve instant access account and notice accounts, money market funds and short-dated deposits in order to benefit from the compounding of interest.

Investment returns expectations

The suggested budgeted earnings rates estimated by the Council for investments placed for periods up to about three months’ duration in each financial year are as follows:

Average earnings in each year	
2023-24	5.0%
2024-25	4.5%
2025-26	3.3%
2026-27	3.0%
2027-28	2.5%
Long term later years	1.5%

This reflects Link Group’s suggested earnings rates for returns on investments, based on a forecast for the Bank rate to have peaked at 5.25%. However, as there are so many variables at this time, caution must be exercised in respect of all interest rate forecasts.

2: Creditworthiness policy

The Council’s counterparty and credit risk management policies and its approved instruments for investments are set out below. These, taken together, form the fundamental parameters of the Council’s financial Investment Strategy.

The Council defines high credit quality in terms of investment counterparties as those organisations that:

- Meet the requirements of the creditworthiness service provided by the Council’s external treasury advisors.
- Are UK banking or other financial institutions.
- Are UK national or local government bodies.
- Are Countries with a sovereign rating of -AA or above.
- Are Triple-A-rated Money Market funds.

The creditworthiness service provided by the Council’s external treasury advisor applies a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody’s, and Standard & Poor’s. The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies.
- Credit Default Swaps (CDS – a traded insurance policy market against default risk) spreads that may give early warning of changes in credit ratings.
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system that is then combined with an overlay of CDS spreads to determine the suggested duration for investment. The Council will apply these proposed duration limits to its investments unless otherwise approved by the Section 151 Officer. This creditworthiness service uses a wider array of information than just primary ratings. Furthermore, by using a weighted scoring system, it does not give undue preponderance to just one agency's ratings.

Investments in a multi-class credit fund are diversified across investment grade and high-yielding credit per the Council's treasury management objectives and risk appetite. The Council monitors the more 'liquid' non-specified investments through professional advice, including from an independent investment advisor, from time to time. These arrangements are overseen by SR&P Committee.

All credit ratings will be monitored regularly. The Council receives credit rating information including changes, rating watches and rating outlooks from Link Group; if ratings change, counterparties are checked promptly. On occasion a rate can be downgraded after an investment has been made; however, the criteria used are such that a affect minor downgrading should not affect the full receipt of the Council's principal and interest.

- If a downgrade results in the counterparty or investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately. However, if funds are invested for a specific period, the Council will have to wait until the maturity date for the principal and interest.
- In addition to the use of credit ratings, the Council will be advised of information in movements in Credit Default Swap spreads against the iTraxx European Senior Financials benchmark and other market data on a daily basis, provided exclusively by Link Group. Extreme market movements may result in a downgrade of an institution or removal from the Council's lending list.

Sole reliance will not be placed on the use of this external creditworthiness service. In addition, the Council will also use market data and information, financial press, and information on any external support for banks to help support its decision-making process.

The Council recognises that responsibility for treasury management decisions always remains with the organisation, and as such the Section 151 officer shall have the discretion during the year to lift or increase the restrictions on the counterparty list and or to adjust the associated lending limits on values and durations should it become necessary, to enable the effective management of risk in relation to its investments.

3: Sovereign Limits

Significant levels of downgrades to short and long-term credit ratings have not materialised since the crisis in March 2020. In the main, where they did change, any alterations were limited to outlooks. Nevertheless, when setting minimum sovereign debt ratings, the Council will not set a minimum rating for the UK.

The Council has determined that it will only use approved counterparties from overseas countries with a sovereign credit rating from the three main ratings agencies that is equal to or above AA-.

The list of countries that qualify using these credit criteria as at November 2023 is shown below. This list will be amended by officers should ratings change in accordance with this policy.

AAA	AA+	AA	AA-
Australia	Canada	Abu Dhabi (UAE)	Belgium
Denmark	Finland		France
Germany	USA		Qatar
Netherlands			UK
Norway			
Singapore			
Sweden			
Switzerland			

4: Banking services

The Council's main banking provider since October 2020 is NatWest. The Council also has a number of bank accounts with Barclays for treasury management purposes and deputyship clients.

The Council may continue to use its own bankers for transactional purposes if the credit rating of the institution falls below the above minimum criteria, however, balances will be minimised in both monetary size and time invested.

5: Review of existing commercial investments

The Council has reviewed its existing commercial portfolio, including both financial and non-financial assets. Based on that appraisal, taking into account the options available for exiting such investments, and the financial implications and risk reduction benefits of doing so, the Council is not planning on exiting any existing commercial investment over the next year. However, this position will be kept closely under review throughout the year, and any change in position will be reported to SR&P Committee.

6: Specified investments

The Council assesses that an investment is a specified investment if all of the following criteria apply:

- The investment is denominated in sterling and any payments or repayments in respect of the investment are payable only in sterling.
- The investment is not a long-term investment (i.e., up to 1 year).
- The making of the investment is not defined as capital expenditure by virtue of regulation 25(1)(d) of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [SI 3146 as amended].
- The investment is made with a body or in an investment scheme of high credit quality (see below) or with one of the following public-sector bodies:
 - The UK Government.
 - A local authority in England or Wales (as defined under section 23 of the 2003 Act) or a similar body in Scotland or Northern Ireland.
 - High credit quality is defined as a minimum credit rating as outlined in this strategy.

Specified investment instruments approved for use are:

Instrument	Minimum 'High' Credit Criteria	Maximum Amount
Debt Management Agency Deposit Facility (DMADF) CNAV	UK sovereign rating	No maximum
UK Government Gilts / Treasury Bills	UK sovereign rating	
Certificate of Deposits & Notice Accounts	Per treasury advisor's creditworthiness service	£20m per individual / group in total
Term Deposits - Banks and Building Societies	Per treasury advisor's creditworthiness service	
Term Deposits - Local Authorities and Housing Associations	Considered on an individual basis	
Bank Call / Instant Access Accounts	Per treasury advisor's creditworthiness service	£25m per individual / group in total
Collateralised Deposit / Covered Bonds	AAA	
Bonds issued by multilateral development banks	AAA / UK sovereign rating	
Bond issuance issued by a financial institution which is explicitly guaranteed by UK Government (e.g., National Rail)	UK sovereign rating	
Sovereign bond issues (other than the UK Govt)	AAA / UK sovereign rating	
Money Market Funds CNAV	AAA / UK sovereign rating	

Collective Investment Schemes structured as Open-Ended Investment Companies (OEICs):		
Instrument	Minimum 'High' Credit Criteria	Maximum Amount
Money Market Funds (LVNAV)	AAA MMF rating	£30m per individual / group in total
CCLA (PSDF) Money Market Fund	Considered on an individual basis	
Bond Funds	Considered on an individual basis	
Gilt Funds	Considered on an individual basis	

The Council may enter into forward agreements up to 3 months in advance of the investment commencing. If forward agreements are made, the forward period plus the deal period should not exceed the 1 year to be classified as a specified investment.

Maximum counterparty limits may be temporarily exceeded by small amounts and for very short periods where interest is compounded by the counterparty to the principal investment amount. In such instances the interest amounts will be withdrawn as soon as reasonably practicable.

The counterparty limit with the Council's corporate bank may be utilised over and above the set counterparty limit on an overnight basis if cash surpluses are identified because of unexpected receipts of income after the day's dealing position is closed. This occurs when the timing for receipt of funds is uncertain, for example the sale of a property. In such instances, funds will be withdrawn to bring the Council's exposure back in line with the approved counterparty limit as soon as reasonably practicable and invested elsewhere in line with this strategy. If this happens, the Section 151 Officer will be notified.

7: Non-specified investments

Non-specified investments are defined as those with less high credit quality, potentially for periods over one year, or for more complex instruments which require greater consideration and need to be passed by members and officers before authorisation.

Given the additional risk profile associated with non-specified investment, the Council may consult with its external treasury advisor before undertaking such investments where appropriate.

Non-specified investment instruments approved for use are:

Instrument	Minimum 'High' Credit Criteria	Maximum Amount
UK Government	Government backed	No maximum
Certificate of Deposits & Notice Accounts	Per treasury advisor's creditworthiness service	£15m per individual / group in total
Term Deposits - Banks and Building Societies	Per treasury advisor's creditworthiness service	
Term Deposits - Local Authorities and Housing Associations	Considered on an individual basis	
Collateralised Deposit / Covered Bonds	AAA	£20m per individual / group in total
Bonds issued by multilateral development banks	AAA / UK sovereign rating	
Bond issuance issued by a financial institution which is explicitly guaranteed by UK Government (e.g., National Rail)	UK sovereign rating	
Sovereign bond issues (other than the UK Govt)	AAA / UK sovereign rating	
Corporate Bond / Equity Holdings	Considered on an individual basis	£10m per individual / group in total
Collective Investment Schemes structured as Open-Ended Investment Companies (OEICs):		
Property Funds	Considered on an individual basis	£20m per individual / group in total
Infrastructure Funds	Considered on an individual basis	
Diversified Income / Multi Asset Funds	Considered on an individual basis	
Enhanced Money Market Funds	AAA VNAV MMF rating	
Corporate Bond / Equity Funds / Share Capital / Pooled Multi Class Credit	Considered on an individual basis	
Asset Backed Securities / Green Energy Bonds	Considered on an individual basis	£10m per individual / group in total
Ultra-short dated bond Funds	Considered on an individual basis	£10m per individual / group in total
Other Fund: to include other multi asset income, other property and equity variants not mentioned above.	Considered on an individual basis	£10m - £15m Individual / group in total

Maximum counterparty limits may be temporarily exceeded by small amounts and for very short periods where interest is compounded by the counterparty to the principal

investment amount. In such instances the interest amounts will be withdrawn as soon as reasonably practicable.

8: Third Party Loans

The Council has the power to lend monies to third parties subject to a number of criteria:

- Any loans to, or investments in, third parties will be made under the Well Being powers of the Council conferred by section 2 of the Local Government Act 2000 or permitted under any other act.
- The Well Being power can be exercised for the benefit of some or all the residents or visitors to a local authority's area. The power may also be used to benefit organisations and even an individual.

The primary aims of any investment - in order of priority - are the security of its capital, liquidity of its capital and to obtain a return on its capital commensurate with levels of security and liquidity. These aims are crucial in determining whether to proceed with a potential loan.

9: Investments defined as capital expenditure

The acquisition of share capital or loan capital in any corporate body is defined as capital expenditure under Regulation 25(1) (d) of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003. Such investments will have to be funded from capital or revenue resources and will be classified as 'non-specified investments'.

Investments in "money market funds" which are collective investment schemes and bonds issued by "multilateral development banks" – both defined in SI 2004 No 534 – will not be treated as capital expenditure.

A loan, grant or financial assistance provided by this Council to another body will be treated as capital expenditure if the Council would define the other body's use of those funds as capital had it undertaken the expenditure itself.

10: Provisions for credit related losses

If any of the Council's investments appear at risk of loss due to default (i.e., this is a credit related loss and not one resulting from a fall in price due to movements in interest rates) the Council will make revenue provision of an appropriate amount.

11: End of year investment report

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report. This will include detail of the review undertaken by the Council on its commercial investment portfolio.

12: External fund managers

Up to £60m of the Council's funds may be externally managed on a discretionary / pooled basis, currently by CCLA, Allianz Global Investors and ValuTrac Gravis. The Council's external fund managers will comply with the Annual Investment Strategy. The agreements between the Council and the fund managers additionally stipulate guidelines on duration and other limits in order to contain and control risk.

The Council fully appreciates the importance of monitoring the activity and resultant performance of its appointed external fund manager. In order to aid this assessment, the Council has appointed Link Group to monitor the performance of some of these funds and is provided with a suite of regular reporting. This includes:

- Measuring the external manager's performance on a periodic and ongoing basis.
- Monitoring and impact assessment (where appropriate) of investment decisions made by the manager, considering the portfolio positioning as well as general economic and specific market background.
- Comparing fund manager performance against fund guidelines, benchmark, and target return (where applicable).
- Comparing fund manager performance against the Council's threshold for market risk and the degree of volatility in returns it is willing to accept in its risk-reward relationship.

In addition to formal reports, representatives of Link Group meet with representatives of the fund manager semi-annually. These meetings allow for additional scrutiny of the manager's activity as well as discussions on the outlook for the fund as well as wider markets.

13: Investment performance / risk benchmarking

The Council uses an investment benchmark to assess the investment performance of its investment portfolio (excluding Collective Investment Funds); the 30-day backward looking rate on a SONIA (Sterling Overnight Index Average) basis, as this most accurately reflects the type and length of investments that the Council holds. SONIA is based on actual transactions and reflects the average of the interest rates that banks pay to borrow sterling overnight from other financial institutions and other institutional investors. The Council uses backward looking because this reflects the rates at the time of decision-making, rather than forward looking rates at the time of reporting.

With respect to liquidity, the Council seeks to maintain as a minimum:

- Liquid short-term deposits with instant access - £30m

These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the mid-year or annual reports.

14: Pension fund cash

The Council will comply with the requirements of The Local Government Pension Scheme (Management and Investment of Funds) Regulations 2009, which were implemented on 1 January 2010. The Council will not pool pension fund cash with its own cash balances for investment purposes. Any investments made by the pension fund directly with the Council will comply with the requirements of SI 2009 No 393.

Appendix 3

Earmarked Reserves

		Closing	Forecast opening balances				
	Reserve category	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
1	General Reserve	25,110	25,999	26,753	27,485	28,167	28,167
2	Strategic Framework Priorities Reserves						
2a	Improvement programme reserves						
	<i>Just Transition Fund</i>	9,992	9,992	3,561	923	394	-
	<i>Change & Digital Reserve</i>	3,722	3,259	1,416	416	-	-
	<i>Ukraine grant reserve</i>	4,200	4,200	2,200	350	-	-
	<i>Other service change reserves</i>	700	700	-	-	-	-
	Improvement programme subtotal	18,614	18,151	7,177	1,689	394	-
2b	Investment reserves	2,018	2,018	944	390	115	80
2c	Invest to save reserves	298	298	91	-	-	-
2d	MTFS support	16,803	7,395	1,500	-	-	-
	Strategic Framework Priorities Reserves Total	37,733	27,862	9,712	2,079	509	80
3	Risk Reserves						
3a	Risk contingencies						
	<i>This Land Credit Loss & Equity Offset</i>	5,850	8,600	8,600	8,600	8,600	8,600
	<i>This Land minimum revenue provision risk</i>	802	1,456	2,267	3,075	3,846	4,501
	<i>Revaluation & Repair (Buildings)</i>	2,940	2,940	2,940	2,940	2,940	2,940
	<i>Local taxation volatility & appeals account</i>	8,514	2,014	5,773	5,773	5,773	5,773
	<i>High Needs Block Offset</i>	8,185	8,185	6,435	4,685	2,935	2,935
	<i>Adults Risk Reserve</i>	4,664	4,664	4,154	3,900	3,750	3,750
	<i>Children's risk reserve</i>	-	3,100	-	-	-	-
	<i>Major infrastructure cost reserve</i>	18,391	15,500	20,890	19,830	19,830	19,830
	Risk contingencies subtotal	49,346	46,459	51,059	48,803	47,674	48,329
3b	Specific legal/contractual risks reserves	19,032	19,323	15,761	15,739	15,717	15,691
3c	Funding Review Shortfall Reserve	4,076	7,415	6,927	4,666	4,666	4,666
3d	Risk - Smoothing	1,453	3,853	3,639	1,921	177	177
3e	Insurance Reserve	5,018	5,018	5,018	5,018	5,018	5,018
	Risk Reserves Total	78,925	82,068	82,404	76,147	73,252	73,882
4	Ringfenced Reserves						
4a	Ringfenced contribution	5,274	5,074	2,020	1,389	1,222	1,056
4b	Ringfenced - Unusable	-	-	-	-	-	-
4c	Ringfenced account	2,181	2,181	1,454	858	271	29
4d	Ringfenced - Developer Fund / Commuted Sum	3,573	3,573	3,573	3,573	3,573	476
	Ringfenced Reserves Total	11,027	10,827	7,048	5,820	5,067	1,561
5	Sinking Fund	3,443	3,443	2,333	2,473	2,614	2,754
6	Unallocated	500	-	-	-	-	-
7	Unusable	264	264	198	132	66	-
	Total Revenue Reserves	157,001	150,462	128,448	114,137	109,674	106,443
8	Capital Reserves						
	Children, Education and Families	28,290	18,290	8,290	-	-	-
	Adults, Health and Commissioning	33	-	-	-	-	-
	Place & Sustainability	35,138	23,138	11,138	5,138	-	-
	Finance and Resources	1,238	350	-	-	-	-
	Corporate	46,342	35,000	25,000	15,000	5,000	-
	Total Capital Reserves	111,041	76,778	44,428	20,138	5,000	-
	Reserves Grand Total	268,042	227,241	172,876	134,274	114,674	106,443

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Finance & Resources	Strategy, Resources & Performance	Customer Services	Blue Badges Parking Permits	Cost of new badge	Statutory	£10	£10	Statutory limit	No change
Finance & Resources	Strategy, Resources & Performance	Customer Services	Blue Badges Parking Permits	Cost of replacement badge	Statutory	£10	£10	Statutory limit	No change
Adults, Health & Commissioning	Adults & Health	Adults, Health & Commissioning	Adults, Health & Commissioning	Deferred payment set up / administration charge	Non-Statutory	£219 for setting up the agreement £81 for a change in the agreement £133 for closing	£238 for setting up the agreement £88 for a change in the agreement £144 for closing	Full Cost Recovery	Uplift to cover increase in operating costs.
Adults, Health & Commissioning	Adults & Health	Adults, Health & Commissioning	Adults, Health & Commissioning	Self funder arrangement fee	Non-Statutory	£490 Annually recurring charge.	£521.51 annually recurring charge	Full Cost Recovery	For those that have capital above the LA funding threshold (£23k) but would like their care arranged by CCC
Adults, Health & Commissioning	Adults & Health	Adults, Health & Commissioning	Adults, Health & Commissioning	Transport to and from day care centres / day activities	Non-Statutory	£2.25 return journey per day	Minimum £3.00 return journey per day	Full Cost Recovery	2024-25 price increase reflects that prices have not been uplifted for some time.
Adults, Health & Commissioning	Adults & Health	Adults, Health & Commissioning	Adults, Health & Commissioning	Learning Disability Training provision	Non-Statutory	£80 per person per day	£85 per person per day	Full Cost Recovery	Covers training fees for training external providers. New Members of staff require 2 days training, then annual 1 day refresher
Adults, Health & Commissioning	Adults & Health	Adult Social Care Client Funds	Adult Social Care Client Funds	Appointeeship fees	Non-Statutory	Currently no set up fee £11 per week residential, £14 per week community Currently no "wind up" fee	Set Up resi £106 Set Up community £152 £12 per week residential £15 per week community Wind Up fee £359	Full Cost Recovery	

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Adults, Health & Commissioning	Adults & Health	Adult Social Care Client Funds	Adult Social Care Client Funds	Appointeeship fees	Non-Statutory	Currently where we are awaiting a Deputyship order to be granted, we are managing the client under an appointeeship at no charge. However, where the client is deceased and we were waiting for the order, we charge out of the client's estate.	£12 per week residential £15 per week community	Full Cost Recovery	
Adults, Health & Commissioning	Adults & Health	Adult Social Care Client Funds	Adult Social Care Client Funds	Deputyship fees	Non-Statutory	Set up fee £745 (set by the Court of Protection) Currently no "wind up" fee Property management £300	Set up fee £745 (set by the Court of Protection) Wind Up fee £359 Property management £300	Full Cost Recovery	
Adults, Health & Commissioning	Adults & Health	Across Care policy lines	Adult Social Care	Client contributions	The Care Act 2014 provides the legal framework for charging for care and support.	Charges are based on assessed ability to pay	Charges are based on assessed ability to pay	Charges are based on assessed ability to pay	Client contributions towards the cost of care are covered by a separate charging policy which is available here: https://www.cambridgeshire.gov.uk/asset-library/Adult-Social-Care-charging-policy-April-2020-updated-July-2023.pdf
Adults, Health & Commissioning	Adults & Health	Across Care policy lines	Adult Social Care	Peace of Mind charge	Non-Statutory	£16.90	£16.90	N/A	No change for 24/25. Charge to remain at £16.90
Children, Education & Families	Children & Young People	Cambridgeshire Music	Cambridgeshire Music Tuition						
Children, Education & Families	Children & Young People	School Organisation and Planning	Cambridgeshire Music	Arts therapies	Non-Statutory	£56.70	£60.10	Full cost recovery	Subsidised by Grants New prices start from 1 April

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Children, Education & Families	Children & Young People	School Organisation and Planning	Cambridgeshire Music	Curriculum Music Lessons	Non-Statutory	£50.90	£54	Full cost recovery	Subsidised by Music Education Hub grant New charges start from 1 April
Children, Education & Families	Children & Young People	School Organisation and Planning	Cambridgeshire Music	Instrumental and Vocal Studies	Non-Statutory	£40.60	£43	Full cost recovery	Subsidised by Music Education Hub grant New charges start from 1 April
Children, Education & Families	Children & Young People	School Organisation and Planning	Cambridgeshire Music	Instrumental Loan	Non-Statutory	£38.00	£40	Full cost recovery	Subsidised by Music Education Hub grant New charges start from 1 April
Children, Education & Families	Children & Young People	School Organisation and Planning	Cambridgeshire Music	Stage and Screen	Non-Statutory	£40.60	£43	Full cost recovery	Subsidised by Music Education Hub grant New prices start from 1 April
Children, Education & Families	Children & Young People	School Organisation and Planning	Cambridgeshire Music	Whole class ensemble tuition (Overture, Octave, Trio)	Non-Statutory	£40.60	£43	Full cost recovery	Subsidised by Music Education Hub grant New prices start from 1 April
Children, Education & Families	Children & Young People	School Organisation and Planning	Cambridgeshire Music	Music Academy	Non-Statutory	£62.00	£65	Full cost recovery	Subsidised by Music Education Hub grant New prices start from 1 April
Children, Education & Families	Children & Young People	School Organisation and Planning	Cambridgeshire Music	Room Hire	Non-Statutory	£94.00	£99	Full cost recovery	New prices start from 1 April
Children, Education & Families	Children & Young People	0-19 Organisation & Planning	0-19 Place and Planning						
Children, Education & Families	Children & Young People	0-19 Organisation & Planning	0-19 Place and Planning organisation service	School Admissions Academy Service Level Agreement (SLA)	Non-Statutory	Service Package 1a Transitions Validation: £395.00 net/Academic Year (Primary) £1995.00 net/Academic Year (Secondary) Service Package 2a and 2b Appeals: no charge	Under review - proposed charges would start with September 2024 term		Package 1a Academic year prices - start from September Service Packages 2a and 2b- there is no longer a charge for this service

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Children, Education & Families	Children & Young People	0-19 Organisation & Planning	0-19 Place and Planning organisation service	School Admissions Voluntary Aided & Foundation School Service Level Agreement (SLA)	Non-Statutory	Service Package 1a Transitions Validation: £395.00 net/Academic Year (Primary) £1995.00 net/Academic Year (Secondary) Service Package 2a and 2b Appeals: no charge	Under review - proposed charges would start with September 2024 term		Package 1a Academic term prices - from September Service Packages 2a and 2b- there is no longer a charge for this service
Children, Education & Families	Children & Young People	Home to School Transport							
Children, Education & Families	Children & Young People	Home to School Transport - Mainstream	Home to School Transport - Mainstream	Mainstream Transport	Statutory	Free	Free		Providing the student meets the Home to School/College Travel Assistance Policy criteria there is no charge to the family for their transport. For students not meeting the criteria please see Spare Seats
Children, Education & Families	Children & Young People	Home to School Transport - Mainstream	Home to School Transport - Mainstream	Mainstream Spare seats	Non-Statutory	£278.25 per term	£295 per term		Prices per academic year
Children, Education & Families	Children & Young People	Home to School Transport - Mainstream	Home to School Transport - Mainstream	Post 16 Transport - low income households	Non-Statutory	£141.75 per term	£150 per term		Prices per academic year
Children, Education & Families	Children & Young People	Home to School Transport - Special	Home to School Transport - Special	SEND Post 16 payers	Non-Statutory	£231 per term	£245 per term		Prices per academic year
Children, Education & Families	Children & Young People	0-19 Organisation & Planning	Education Welfare Benefits	Free Schools Meals for Primary and Secondary Academy schools	Non-Statutory	£9 per eligible pupil	TBC		Prices cover academic year
Children, Education & Families	Children & Young People	Schools Improvement service	Primary Schools Adviser Support						
Children, Education & Families	Children & Young People	Schools Improvement service	Adviser Support	Primary Adviser	Non-Statutory	100	£105	Slightly reduced increase, taking into account that school budgets only increased by 2%	Per hour
Children, Education & Families	Children & Young People	Schools Improvement service	Adviser Support	Primary Adviser	Non-Statutory	480	£500	Slightly reduced increase, taking into account that school budgets only increased by 2%	Per day

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Children, Education & Families	Children & Young People	Schools Improvement service	Adviser Support	Primary School Improvement Offer Service Level Agreement (SLA) Subscription LA Schools	Non-Statutory	£2350 - £3150	2465 - 3310	Slightly reduced increase, taking into account that school budgets only increased by 2%	Per Annum The charge also includes the safeguarding team's training package
Children, Education & Families	Children & Young People	Schools Improvement service	Adviser Support	Primary School Improvement Offer Service Level Agreement (SLA) Subscription Academies	Non-Statutory	£2550 - £3490	2680 - 3665	Slightly reduced increase, taking into account that school budgets only increased by 2%	Per Annum The charge also includes the safeguarding team's training package
Children, Education & Families	Children & Young People	Schools Improvement service	Adviser Support	Primary School Improvement Courses, conferences and Briefings	Non-Statutory	Multiple charging structure	Multiple charging structure		Per course/conference/briefing - will increase by 5% Prices from 1 September 2024
Children, Education & Families	Children & Young People	The ICT Service	The ICT Service						
Children, Education & Families	Children & Young People	The ICT Service	The ICT Service	School ICT Consultancy and Training support	Non-Statutory	£522 - Full Day £382 - Half Day £129 - One Hour (remote) £273 - min 2 hours onsite £39 - short training session £69 - bite size training £100 - standard training £121 - half day training £205 - half day training	£554 - Full Day £405 - Half Day £132 - One Hour (remote) £318 - min 2 hours onsite £42 - short training session £73 - bite size training £106 - standard training £128 - half day training £217 - half day training	Full Cost recovery	Full Day Consultancy Half Day Consultancy One Hour Consultancy - remote Minimum 2 hours Consultancy onsite Short Session Bite Size Session Standard Session Half Day Session Full Day Session
Children, Education & Families	Children & Young People	The ICT Service	The ICT Service	ICT equipment installation support	Non-Statutory	£138 £100 £67 £76 £210 £421 £285 £512	£146 £106 £35 £81 £223 £446 £302 £543	Full Cost recovery	Installations: Gold Installations: Silver Installations: Bronze 1st/2nd Line Remote Support per hour 1st/2nd Line Onsite Half Day 1st/2nd Line Onsite Full Day Senior Technician Fixed Fee Half Day Senior Technician Fixed Fee Full Day
Strategy & Partnerships	Communities, Social Mobility & Inclusion, Social	Public Library Services	Libraries	Borrowing Charges					
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Books	Statutory	Free	Free	N/A	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	eBooks	Non-statutory	Free	Free	N/A	

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Magazines	Non-statutory	Free	Free	N/A		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	eMagazines/eNewspapers	Non-statutory	Free	Free	N/A		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Audio book or language course- junior/ young adult	Non-statutory	Free	Free	N/A		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Audio book or language course - adult	Non-statutory	£1.10	£1.10		Maintained as reduced expense purchasing items	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	eAudio book	Non-statutory	Free	Free	N/A		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	DVD	Non-statutory	£1.00	£1		Collection being phased out, no expenditure and simply getting what we can off dying collection.	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Music CD	Non-statutory	£1.00	£1		Collection being phased out, no expenditure and simply getting what we can off dying collection.	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Overdue Charges						
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Books and magazines- Junior	Non-statutory	Free	Free	N/A		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Books and magazines- Adult	Non-statutory	25p per day (maximum charge £5)	25p per day (max charge £5)		Higher than nearest neighbours	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	eBooks/eMagazines/eNews papers	Non-statutory	Free	Free	N/A		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Audio book or language course- Junior	Non-statutory	Free	Free	N/A		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Audio book or language course- Adult	Non-statutory	25p per day (maximum charge £13)	25p per day (max charge £13)		Higher than nearest neighbours	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	eAudio book	Non-statutory	Free	Free	N/A		

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	DVD	Non-statutory	25p per day (maximum fine £5)	25p per day (maximum fine £5)		Collection being phased out, no expenditure and simply getting what we can off dying collection.	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Music CD	Non-statutory	25p per day (maximum charge £5)	25p per day (maximum charge £5)		Collection being phased out, no expenditure and simply getting what we can off dying collection.	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Membership						
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Memership Card	Statutory	Free	Free			
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Replacement card-adult/junior	Non-statutory	£2.50 / £1.50	£2.50 / £1.50	Full cost recovery	Current contract prices have maintained full cost recovery plus some extra already built in.	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Lost/damaged loan items	Non-statutory	Variable dependent on item value.	Variable dependent on item value.	Full cost recovery	Includes £194 for lost British Library Item which is fee charged to the service.	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Reading Groups	Non-statutory	£35	£35		Work due to roll out and promote this offer to increase income.	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Requests						
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Vocal scores	Non-statutory	Under 25 copies £15 internal, £30 external	Under 25 copies £15 internal, £30 external	Full cost recovery for externally borrowed material	Updated last year after extensive work not looking to increase this year.	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Vocal scores	Non-statutory	25-50 copies £25 internal, £55 external	25-50 copies £25 internal, £55 external	Full cost recovery for externally borrowed material	Updated last year after extensive work not looking to increase this year.	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Vocal scores	Non-statutory	51 - 99 copies £35 internal, £80 external	51 - 99 copies £35 internal, £80 external	Full cost recovery for externally borrowed material	Updated last year after extensive work not looking to increase this year.	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Vocal scores	Non-statutory	Over 100 copies, £50 Internal £100 external	Over 100 copies, £50 Internal £100 external	Full cost recovery for externally borrowed material	Updated last year after extensive work not looking to increase this year.	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Items not in Cambridgeshire stock	Non-statutory	£8.50	£8.50			
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	British Library Loan	Non-statutory	£18.70	£20.60	Full cost recovery	Including University lending where the same fees are levelled against us i.e. full cost recovery	

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	British Library Renewal	Non-Statutory	£6.00	£6.25	Full cost recovery	Full cost recovery fee set by BL		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Reservation of Cambridgeshire adult stock	Non-statutory	50p	50p		Evidence of increased use since we reduced fee to help ensure similar income is achieved		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Reservation of SPINE stock	Non-statutory	£2.00	£2.00		SPINE regional agreement across service. Next due for renegotiation in 2025 when contract up for discussion.		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Printing and Copying							
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	A4 black and white	Non-statutory	20p	30p		To Implement change when new MFD and payment solution in place if after April 2024. Cost recovery to cover contactless payment costs and cloudbased print from any device		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	A4 colour	Non-statutory	75p	80p		To Implement change when new MFD and payment solution in place if after April 2024. Cost recovery to cover contactless payment costs and cloudbased print from any device		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	A3 black and white (copying only)	Non-statutory	40p	60p		To Implement change when new MFD and payment solution in place if after April 2024. Cost recovery to cover contactless payment costs and cloudbased print from any device		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	A3 colour (copying only)	Non-statutory	£1.25	£1.50		To Implement change when new MFD and payment solution in place if after April 2024. Cost recovery to cover contactless payment costs and cloudbased print from any device		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	A4/A3 microfilm	Non-statutory	£1/£1.50	£1/£1.50		To Implement change when new MFD and payment solution in place if after April 2024. Cost recovery to cover contactless payment costs and cloudbased print from any device		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Fax							
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	UK first page/ extra page	Non-statutory	£1.30 / 70p	Not Applicable		Last devices to be phased out by April 2024 as phone lines come to an end.		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Europe first page/ extra page	Non-statutory	£2.40/£1/10	Not Applicable		Last devices to be phased out by April 2024 as phone lines come to an end.		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	World first page/ extra page	Non-statutory	£3/£1.20	Not Applicable		Last devices to be phased out by April 2024 as phone lines come to an end.		

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Receiving first page/ extra page	Non-statutory	70p/30p	Not Applicable		Last devices to be phased out by April 2024 as phone lines come to an end.
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Internet and Email					
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Online reference resources	Statutory	Free	Free		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Internet and email access	Non-statutory	Free	Free		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Wi-Fi access	Non-statutory	Free	Free		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Events					
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Adult	Non-statutory	£0-£30	£0-£30		Dependant on event type greater emphasis on events over last year to generate more income
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Children	Non-statutory	£0-£10	£0-£10		Dependant on event type greater emphasis on events over last year to generate more income
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Central Library - Cambridge Room Hire Charges					
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price Range between £12.25-£30 ph	Price Range between £13-£32 ph		We have introduced a range of hire prices related to the local market and the flexibility reflects local conditions and varied types of spaces available.
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Meeting room 2	Non-statutory	Price Range between £12.25-£30 ph	Price Range between £13-£32ph		As above
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Meeting room 3	Non-statutory	Price Range between £21.00 - £50 ph	Price Range between £22-£53 ph		As above
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Conference room	Non-statutory	Price Range between £24-£55 ph	Price Range between £26-£60ph		As above

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Foyer Space	Non-statutory	Price range between £58.70 - £150 per day Price range between £173 - £380 per week	Price Range between £62-£160 per day Price range between £183-£400 per week		As above	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Exhibition space	Non-statutory	Price Range between £96 - £220 pw	Price range between £100-£230 pw		As above	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Chatteris Library Room Hire Charges						
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price Range between £7-£50ph	Price range between £7.50-£53 ph		as above	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Cherry Hinton Library Room Hire Charges						
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Community Space	Non-statutory	Price Range between £7-£50 ph	N/A Community will be running venue offer when new library reopens		as above	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Ely Library Room Hire Charges						
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price Range between £7-£50 ph	Price Range between £7.50-£53 ph		as above	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Interview room 1	Non-statutory	Price Range between £6-£20ph	Price range between £6.50-£21.50 ph		as above	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Huntingdon Library Room Hire Charges						
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price Range between £7-£50 ph	Price range between £7.50-£53 ph		as above	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Meeting room 2	Non-statutory	Price Range between £7-£50 ph	Price range between £7.50-£53 ph		as above	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Meeting room 1 and 2	Non-statutory	Price Range between £7-£50 ph	Price range between £7.50-£53 ph		as above	

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Interview Rooms & Pods	Non-statutory	Price Range between £6-£20 ph	Price range between £6.50-£21.50 ph		as above	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Exhibition space	Non-statutory	Price Range between £25-£75 pw	Price range between £26.50-£79.50 pw		as above	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	March Library Room Hire Charges						
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price Range between £7-£50ph	Price range between £7.50-£53 ph		as above	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Interview room	Non-statutory	Price Range Between £6-£20 ph	Price range between £6.50-£21.50 ph		as above	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Milton Road Library Room Hire Charges						
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Meeting Room 1&2	Non-statutory	Price Range between £7-£50 ph	Price range between £7.50-£53 ph		as above	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Meeting Room 3	Non-statutory	Price Range between £7-£50ph	Price range between £7.50-£53 ph		as above	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Kitchen	Non-statutory	£10 ph (commercial) £5 ph (Council Partner) Free (Community)	£10.50 ph (commercial) £5.25 ph (Council Partner) Free (Community)			
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Whole Lib	Non-statutory	Price Range between £7-£50 ph	Price range between £7.50-£53 ph			
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Ramsey Library Room Hire Charges						
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price Range between £7-£50 ph	Price range between £7.50-£53 ph		As above	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Interview room	Non-statutory	Price range between £6-£20 ph	Price range between £6.50-£21.50 ph		As above	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Rock Road Library Room Hire Charges						
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Community Space	Non-statutory	Price Range between £7-£50 ph	Price range between £7.50-£53 ph		As above	

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Soham Library Room Hire Charges					
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price range between £7-£50 ph	Price Range between £7.50-£53 ph		as above
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	St Ives Library Room Hire Charges					
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price range between £7-£50 ph	Price range between £7.50-£53 ph		as above
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Meeting room 2	Non-statutory	Price range between £7-£50 ph	Price range between £7.50-£53 ph		as above
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Foyer Space	Non-statutory	Price range between £25-£75 pw	price range between £26.50-£79.50 pw		as above
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	St Neots Library Room Hire Charges					
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price range between £7-£50 ph	Price range between £7.50-£53 ph		as above
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Meeting room 2	Non-statutory	Price range between £7-£50 ph	Price range between £7.50-£53 ph		as above
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Community space 1	Non-statutory	Price range between £7-£50 ph	Price range between £7.50-£53 ph		as above
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Community space 2	Non-statutory	Price range between £7-£50 ph	Price range between £7.50-£53 ph		as above
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Exhibition space	Non-statutory	Price range between £25-£75 pw	Price range between £26.50-£79.50 pw		as above
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Foyer space	Non-statutory	Price range between £25-£75 pw	Price range between £26.50-£79.50 pw		as above
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Whittlesey Library Room Hire Charges					

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price Range between £7 to £50 ph	Price range between £7.50-£53 ph		as above	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Wisbech Library Room Hire Charges						
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Meeting room 1	non-statutory	Price Range between £7 to £50 ph	Price range between £7.50-£53 ph		as above	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Meeting room 2	non-statutory	Price range between £7 to £50 ph	Price range between £7.50-£53 ph		as above	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Meeting room 1 and 2	non-statutory	Price Range between £7 to £50 ph	Price range between £7.50-£53 ph		as above	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Interview room	non-statutory	Price Range between £6 to £20 ph	Price range between £6.50 - £21.50 ph		as above	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Yaxley Library Room hire charges						
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Meeting room 1	non-statutory	Price Range between £7 to £20 ph	Price range between £7.50-£21.50 ph		as above	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Commercial Poster Display	Non-statutory	A3 poster £10 per month A4 poster £6 per month A5 poster £4 per month	A3 poster £10.50 A4 poster £6.50 A5 poster £4.25		Fees are per month	
	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Commercial Poster Display	Non-statutory	A5 leaflets £5 per 50 leaflets Multiple Leaflets / fliers 10% discount	A5 leaflets £5.25 per 50 leaflets Multiple Leaflets / fliers 10% discount			
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Local Studies Research Services charges						
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	30 mins	Non-statutory	Free	Free			
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	1 hour	Non-statutory	£38	£40	Full cost recovery	Match Archives	

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	1.5 hours	Non-statutory	£56	£60	Full cost recovery	Match Archives
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	2 hours	Non-statutory	£76	£80	Full cost recovery	Match Archives
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Each Additional 30 min	Non-statutory	£18	£20	Full cost recovery	Match Archives
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Advertising on Mobile Library Vans	Non-statutory	From £200 per month	From £200 per month	Full cost recovery	New drive to increase use planned
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Public Library Services	Libraries	Adopt a Book Scheme	Non-statutory	£25 per annum	£25 per annum	Full cost recovery	Donation towards material
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Archives Services charges					
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	1 hour	Non-statutory	£38	£40	Full cost recovery	Inflation rise
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	2 hours	Non-statutory	£76	£80	Full cost recovery	Inflation rise
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Specialist research for business or professional clients	Non-statutory	£90	£95	Full cost recovery	Inflation rise
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Other checks of records or indexes up to 15 minutes	Non-statutory	£16	£17	Full cost recovery	Inflation rise
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Vehicle registration, electoral register and magistrates' court register	Non-statutory	£22	£23	Full cost recovery	Inflation rise
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Replacement of lost CARN ticket	Non-statutory	£5	£5.50	Full cost recovery	Inflation rise
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Reproduction Fees					
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Local, limited distribution publications (1-10 pictures)	Non-statutory	£10 per image	£10.50	Full cost recovery	Reproduction online: £20 for 1-5 images, £30 for 6-10 images. Negotiable over 10 images.

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Other commercial publications	Non-statutory	£25 per image	£26.50	Full cost recovery	Negotiable
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	TV, film: world wide use 5 year licence	Non-statutory	£260	£275	Inflation rise	Negotiable
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Outreach fees					
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Group Visits to Archives	Non-statutory	£70	£74	Inflation rise	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Talks to groups outside the office	Non-statutory	£85	£90	Inflation rise	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Archives and Local Studies: Digitisation					
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Document up to A3	Non-statutory	£8.40	£8.90	Full cost recovery	Inflation rise
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Document between A3 and A1	Non-statutory	£13.50	£15.00	Full cost recovery	Inflation rise
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Document larger than A1	Non-statutory	£32.50	£35.00	Full cost recovery	Requires two scans
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	35mm transparency	Non-statutory	£8.40	£8.90	Full cost recovery	At a specific DPI
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	C19 lantern slide	Non-statutory	£8.40	£8.90	Full cost recovery	At a specific DPI
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	C19 glass plate	Non-statutory	£8.40	£8.90	Full cost recovery	At a specific DPI
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Pre-digitised A4-A2	Non-statutory	£5.80	£6.15	Full cost recovery	Inflation rise
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Pre-digitised A1-A0	Non-statutory	£11.50	£12.20	Full cost recovery	Inflation rise
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Inclosure / tithe / estate maps	Non-statutory	£26.00	£28.00	Full cost recovery	Inflation rise

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Bulk scanning / large projects	Non-statutory	£26.50	£28.10	Full cost recovery	Hourly rate
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Image retouching	Non-statutory	£50.00	£53.00	Full cost recovery	Per image
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Libraries	Local Studies: Non-digitised images (from negatives)					
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Libraries	6 x 4 BW	non-statutory	£5.00	£5.00	Full cost recovery	service under review
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Libraries	7 x 5 BW	non-statutory	£6.00	£6.00	Full cost recovery	service under review
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Libraries	8 x 6 BW	non-statutory	£7.00	£7.00	Full cost recovery	service under review
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Libraries	10 x 8 BW	non-statutory	£8.00	£8.00	Full cost recovery	service under review
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Libraries	12 x 9 BW	non-statutory	£10.00	£10.00	Full cost recovery	service under review
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Libraries	35 mm slides	non-statutory	£2	£9	Full cost recovery	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Libraries	Negatives of privately owned images	non-statutory	£7	£9	Full cost recovery	
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Libraries	Conservation work	non-statutory	£35 per hour, plus materials	£40	Full cost recovery	Plus materials
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Photocopies and print outs in the search room					
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	A4 photocopy archive	Non-statutory	£1.50	£1.60	Full cost recovery	Inflation rise
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	A3 photocopy archive	Non-statutory	£2.00	£2.10	Full cost recovery	Inflation rise
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	A4 photocopy library item	Non-statutory	£0.50	£0.55	Full cost recovery	Inflation rise
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	A3 photocopy library item	Non-statutory	£0.75	£0.80	Full cost recovery	Inflation rise

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	A4 Microform print self service	Non-statutory	£1.00	£1.10	Full cost recovery	Inflation rise		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	A3 Microform print self service	Non-statutory	£1.50	£1.60	Full cost recovery	Inflation rise		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	IT printout black and white	Non-statutory	£0.20	£0.25	Full cost recovery	Matched with Libraries		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	IT printout colour	Non-statutory	£0.50	£0.55	Full cost recovery	Matched with Libraries		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Photocopies and print outs by post							
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Photocopies or printouts	non-statutory	Minimum Charge of £10 (including postage) for up to 5 pages then £1 for each additional page	Minimum Charge of £10.50 (including postage) for up to 5 pages then £1 for each additional page	Inflation rise			
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Certified Copies	non-statutory	£25 including cost of copy and postage	£26	Full cost recovery	Inflation rise		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Photo permit - use of own camera in the search room	non-statutory	£10	£10.50	Inflation rise			
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Digital Photography by post							
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	A4 Colour print	non-statutory	£6.50	£7.00	Full cost recovery	Inflation rise		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	A3 Colour print	non-statutory	£10.50	£11.50	Full cost recovery	Inflation rise		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Plus Handling Charge	non-statutory	UK: £4.00 Rest of the world: £10.00 or actual postage if in excess	UK: £4.50 Rest of the world: £11.00 or actual postage if in excess	Full cost recovery	Inflation rise		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Digital Photography by email							
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Per Photograph	non-statutory	£6.50	£7.00	Full cost recovery	Inflation rise		
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Per email (max. 5jpegs per email)	non-statutory	£3.00	£3.50	Full cost recovery	Inflation rise		

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy & Partnerships	Communities, Social Mobility & Inclusion	Cultural & Community Services	Archives	Specialist photography by FSB Scanning Bureau	non-statutory	Prices available on application	Prices available on application	Full cost recovery	Prints larger than A3 have to be done by an external company and are quoted for on spec.
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Ceremonies - Marriage, Civil Partnership, Naming, Celebration of Life and Renewal of Vows					
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Venue marriage or CP Mon-Sat	non-statutory	£650	£715	Full cost recovery	
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Venue marriage or CP Sun & current B/H	non-statutory	£755	£815	Full cost recovery	
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Council Ceremony room Mon to Thurs all day	non-statutory	£275	£315	Full cost recovery	
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Council Ceremony room Friday to Sun all day	non-statutory	£410	£450	Full cost recovery	
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Non statutory, non-approved venues Mon-Thu	non-statutory	£345	£365	Full cost recovery	
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Non statutory, non-approved venues Fri- Sun	non-statutory	£475	£500	Full cost recovery	
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Two Stage Bespoke Ceremony (includes Statutory ceremony and celebration ceremony)	non-statutory	£725	£765	Full cost recovery	
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Ceremonies - Private Citizenship					
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Council Ceremony room Mon to Fri all day	non-statutory	£120	£130	Full cost recovery	
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Council Ceremony room Sat all day	non-statutory	£205	£220	Full cost recovery	
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Approved Premise Approvals					
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Approval fee	non-statutory	£1,900	£2,015	Full cost recovery	for a three year approval initially, but all thereafter (if Terms & Conditions are met) are 5 years.
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	General Search					

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	A general search in indexes in his/her office not exceeding 6 successive hours	Statutory	£18	£18	Statutory limit	Search in registration index books (free search available on-line via CAMDEX)
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Certificates - Superintendent Registrar/ Registrar					
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Production of certificate of birth, death or marriage issued at time of registration, or if requested later then processed within 15 working days	Statutory	£11	£11	Statutory limit	Certificate
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Priority issue of certificate of birth, death or marriage, on or before next working day (orders up to 3pm).	Statutory	£35	£35	Statutory limit	Certificate
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Marriages and Civil Partnerships					
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Attending outside his/her office to be given notice of marriage of a house-bound or detained person	Statutory	£47 (housebound) £68 (detained)	£47 (housebound) £68 (detained)	Statutory limit	Attending to take notice away from office
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Entering a notice of marriage/ CP where both parties exempt within meaning of Section 49 of the Immigration Act 2014	Statutory	£35	£35	Statutory limit	Giving legal notice. Additional £12 per person if not exempt
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Entering a notice of marriage by Registrar General's Licence	Statutory	£3	£3	Statutory limit	Giving legal notice.
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Attending a marriage/ CP at the residence of a house-bound or detained person	Statutory	£84 (housebound), £94 (detained)	£84 (housebound), £94 (detained)	Statutory limit	Attending to take notice away from office
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Registrar attending a marriage/ CP by Registrar General's licence	Statutory	£2	£2	Statutory limit	Exceptional circumstances marriage (one person with very limited life expectancy)

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Attending a marriage/ civil partnership at the register office	Statutory	£46	£46	Statutory limit	Marriage registration - statutory ceremony
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Attending a marriage/ civil partnership at a registered building or the residence of a housebound or detained person	Statutory	£88 (Detained person) £81 Housebound £86 (Registered building)	£88 (Detained person) £81 Housebound £86 (Registered building)	Statutory limit	Marriage registration - church / chapel / housebound / detained (prison / secure health unit)
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Certification of a place of meeting for religious worship	Statutory	£29	£29	Statutory limit	Legal notification of a church / chapel being registered for worship.
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Registration of a building for the solemnization of marriages/ CPs	Statutory	£123	£123	Statutory limit	Legal notification of a church / chapel being registered for such ceremonies.
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Registration of a building for the solemnization of marriages/ CPs. Building previously registered.	Statutory	£64	£64	Statutory limit	Legal notification of a church / chapel being registered for such ceremonies.
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Joint application for the registration of a building for the marriage of a man and woman and same sex couples	Statutory	£123	£123	Statutory limit	Legal notification of a church / chapel being registered for such ceremonies
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Application to shorten the waiting period for a marriage/ CP	Statutory	£60	£60	Statutory limit	Application to reduce the normal 28 day period - exceptional reasons only.
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Issue of Registrar-General's licence for marriage to be solemnized on the authority of that licence.	Statutory	£15	£15	Statutory limit	Exceptional circumstances marriage (one person with very limited life expectancy).
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Consideration by a Superintendent Registrar of a divorce/ dissolution obtained outside of the British Isles	Statutory	£50	£50	Statutory limit	All decree absolutes in this category require checking process.
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Consideration by the Registrar General of a divorce/ dissolution obtained outside of the British Isles	Statutory	£75	£75	Statutory limit	All decree absolutes is this category require checking process.

Schedule of Fees & Charges: Proposed rates for 2024-25

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Change of forename added within 12 months of birth registration (Space 17)	Statutory	£40	£40	Statutory limit	Where a child's name is changed by 'Space 17' amendment.
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Consideration by Registrar / Superintendent Registrar of a correction application	Statutory	£75	£75	Statutory limit	All formal corrections in this category require additional process.
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Consideration by the Registrar General of a correction application	Statutory	£90	£90	Statutory limit	All formal corrections in this category require additional process.
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Letter provided by the Registrar General confirming that, on the basis of information provided, no record of a marriage or civil partnership in England and Wales has been found within a 10 year search period (for example: if required when getting married or forming a civil partnership outside England or Wales)	Statutory	£50	£50	Statutory limit	Fees set by national legislation.
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Conversion of CP in accordance with the special procedure	Statutory	£15	£15	Statutory limit	Fees set by national legislation.
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	The first stage of the procedure for conversion of CP, for conversion on secular premises	Statutory	£27	£27	Statutory limit	Fees set by national legislation.
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Conversion of CP in accordance with the two stage procedure for conversion on religious premises: a) for the first stage of the procedure b) for the second stage of the procedure	Statutory	a) £27 b) £91.00	a) £27 b) £91.00	Statutory limit	Fees set by national legislation.

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Other Fees (inc. VAT where applicable)					
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Post & handling (standard, UK)	non-statutory	£5.50	£5.85	Full cost recovery	
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Signed for post & handling (UK)	non-statutory	£6.50	£6.90	Full cost recovery	
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Signed for post & handling (Non-UK)	non-statutory	£13.50	£14.35	Full cost recovery	
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Media use of ceremony room	non-statutory	£145	£155	Full cost recovery	
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Ceremony amendment fee	non-statutory	£50	£50	Full cost recovery	Suggest we do not add additional cost. benchmarking indicates we are already charging at the upper limit of acceptability.
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Ceremony cancellation fee - More than six months before the ceremony date	non-statutory	You will receive a full refund of the fees paid (subject to the inclusion of an administration fee).	You will receive a full refund of the fees paid (subject to the inclusion of an administration fee).	N/A	
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Ceremony cancellation fee - Between six months and 3 months before the ceremony date	non-statutory	You will receive a 75% refund of the fees paid (subject to the inclusion of an administration fee).	You will receive a 75% refund of the fees paid (subject to the inclusion of an administration fee).	N/A	
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Ceremony cancellation fee - Between three months and 30 day before the ceremony date	non-statutory	You will receive a 50% refund of the fees paid (subject to the inclusion of an administration fee).	You will receive a 50% refund of the fees paid (subject to the inclusion of an administration fee).	N/A	
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Ceremony cancellation fee - Less than 30 days before the ceremony or failure to cancel in writing before the ceremony date	non-statutory	no refund will be made on any fees paid.	no refund will be made on any fees paid. The fee for a statutory ceremony will be retained as an administrative fee.	N/A	
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Request from Approved Premise to review / amend numbers / rooms (inc VAT)	non-statutory	£155	£165	Full cost recovery	

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information	
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Request from Approved Premise to issue duplicate documentation (inc VAT)	non-statutory	£50	£55	Full cost recovery	Plus postage & handling if by post instead of e-mail	
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Passport PD2 form	non-statutory	£50	£55	Full cost recovery		
Place & Sustainability	Communities, Social Mobility & Inclusion	Registration & Citizenship Services	Registrations	Duplicate schedule per schedule	non-statutory	£45	£50	Full cost recovery	Plus postage & handling	
Place & Sustainability	Communities, Social Mobility & Inclusion	Coroners	Coroners	Recording of Inquest provided to PIP on CD	Statutory	£5	£5	Statutory limit	Fees set by national legislation. 2023-24 rates are under review so may be subject to increase	
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Primary Authority Fees						
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee of 4 hours; to include 3 hours of bespoke business advice, with the balance contributing to the overall management of the scheme.	Non - Statutory	£320.00	£380	Full cost recovery		
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Work undertaken under the formal Primary Authority Agreement	Non - Statutory	£80.00	£95/hr charged at 15 minutes intervals	Full cost recovery		
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Out of county mileage to be charged on Primary Authority-related journeys	Non - Statutory	45p per mile	48 pence per mile	Full cost recovery		
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Business Advice Fees						
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Business advice provided outside of a Primary Authority agreement	Non - Statutory	£80 p/h plus VAT charged at 15 minute intervals	£95/hr plus VAT charged at 15 minutes intervals	Full cost recovery		
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Testing & Verification Fees						
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	All equipment and other weights and measures services, including Public Weighbridge Operators	Statutory	£80 per hour (minimum charge £40)	£95/hr (minimum charge £45)	Full cost recovery		
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	If site visit required	Statutory	Additional charge of £80	Additional charge of £95	Full cost recovery		

Schedule of Fees & Charges: Proposed rates for 2024-25

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Certificate of accuracy when requested following routine testing	Statutory	£40.00	£47	Full cost recovery	
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Licensing Fees - Explosives					
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	New application where a minimum separation distance is prescribed (1 year duration)	Statutory	£193	£193	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	New application where a minimum separation distance is prescribed (2 year duration)	Statutory	£253	£253	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	New application where a minimum separation distance is prescribed (3 year duration)	Statutory	£317	£317	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	New application where a minimum separation distance is prescribed (4 year duration)	Statutory	£390	£390	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	New application where a minimum separation distance is prescribed (5 year duration)	Statutory	£441	£441	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	New application where NO minimum separation distance is prescribed (1 year duration)	Statutory	£113	£113	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	New application where NO minimum separation distance is prescribed (2 year duration)	Statutory	£147	£147	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	New application where NO minimum separation distance is prescribed (3 year duration)	Statutory	£181	£181	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	New application where NO minimum separation distance is prescribed (4 year duration)	Statutory	£215	£215	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	New application where NO minimum separation distance is prescribed (5 year duration)	Statutory	£248	£248	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Renewal of licence where a minimum separation distance is prescribed (1 year duration)	Statutory	£90	£90	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Renewal of licence where a minimum separation distance is prescribed (2 year duration)	Statutory	£153	£153	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Renewal of licence where a minimum separation distance is prescribed (3 year duration)	Statutory	£215	£215	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Renewal of licence where a minimum separation distance is prescribed (4 year duration)	Statutory	£277	£277	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Renewal of licence where a minimum separation distance is prescribed (5 year duration)	Statutory	£340	£340	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Renewal of licence where NO minimum separation distance is prescribed (1 year duration)	Statutory	£56	£56	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Renewal of licence where NO minimum separation distance is prescribed (2 year duration)	Statutory	£90	£90	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Renewal of licence where NO minimum separation distance is prescribed (3 year duration)	Statutory	£125	£125	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Renewal of licence where NO minimum separation distance is prescribed (4 year duration)	Statutory	£158	£158	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021

Schedule of Fees & Charges: Proposed rates for 2024-25

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Renewal of licence where NO minimum separation distance is prescribed (5 year duration)	Statutory	£193	£193	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Varying name of licensee or address of site	Statutory	£38	£38	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Any other kind of variation	Statutory	Charged at a reasonable cost to the authority of having the work carried out	£95/hr min 30min	Full cost recovery	
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Transfer of licence or registration	Statutory	£38	£38	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Replacement of licence or registration referred to above if lost	Statutory	£38	£38	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Extended Fireworks Licence - Annual licence to sell fireworks outside the permitted periods as stated	Statutory	£500	£500	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual Fee - Certificate to store Petroleum					
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding 2,500 litres (1 year duration)	Statutory	£45	£45	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding 2,500 litres (2 year duration)	Statutory	£90	£90	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding 2,500 litres (3 year duration)	Statutory	£135	£135	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding 2,500 litres (4 year duration)	Statutory	£180	£180	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding 2,500 litres (5 year duration)	Statutory	£225	£225	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding 2,500 litres (6 year duration)	Statutory	£270	£270	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding 2,500 litres (7 year duration)	Statutory	£315	£315	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding 2,500 litres (8 year duration)	Statutory	£360	£360	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding 2,500 litres (9 year duration)	Statutory	£405	£405	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding 2,500 litres (10 year duration)	Statutory	£450	£450	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but not exceeding 50,000 litres (1 year duration)	Statutory	£61	£61	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but not exceeding 50,000 litres (2 year duration)	Statutory	£122	£122	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but not exceeding 50,000 litres (3 year duration)	Statutory	£183	£183	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but not exceeding 50,000 litres (4 year duration)	Statutory	£244	£244	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but not exceeding 50,000 litres (5 year duration)	Statutory	£305	£305	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but not exceeding 50,000 litres (6 year duration)	Statutory	£366	£366	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but not exceeding 50,000 litres (7 year duration)	Statutory	£427	£427	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but not exceeding 50,000 litres (8 year duration)	Statutory	£488	£488	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but not exceeding 50,000 litres (9 year duration)	Statutory	£549	£549	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but not exceeding 50,000 litres (10 year duration)	Statutory	£610	£610	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (1 year duration)	Statutory	£128	£128	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information	
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (2 year duration)	Statutory	£256	£256	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021	
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (3 year duration)	Statutory	£384	£384	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021	
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (4 year duration)	Statutory	£512	£512	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021	
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (5 year duration)	Statutory	£640	£640	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021	
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (6 year duration)	Statutory	£768	£768	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021	
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (7 year duration)	Statutory	£896	£896	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021	
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (8 year duration)	Statutory	£1,024	£1,024	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021	
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (9 year duration)	Statutory	£1,152	£1,152	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021	
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (10 year duration)	Statutory	£1,280	£1,280	Set in statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021	
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Environmental Searches						
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Fees charged in respect of environmental searches carried out on request will include for up to two hours officer time	Statutory	£80 p/h (minimum charge £40)	£95 p/h (minimum charge £47)	Full cost recovery		

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Where environmental search requests are made that incur officer's time in excess of two hours, an additional charge of £33 per hour per officer, or part there of will be charged	Statutory	£40p/h	£47	Full cost recovery	
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Fees Payable for Approval					
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Manufacture only, or manufacture and placing on the market, of feed additives referred to in Article 10(1)(a) of Regulation 183/2005 other than those specified in Regulation 2(3), or of premixtures of such additives (Approvals)	Statutory	£451 one off	£451 one off	Set in statute	Fee set in Animal Feed (Hygiene, Sampling etc and Enforcement)(England) Regulations 2015
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Placing on the market of feed additives referred to in Article 10(1)(a) of Regulation 183/2005 other than those specified in Regulation 2(3), or of premixtures of such (Approvals).	Statutory	£226 one off	£226 one off	Set in statute	Fee set in Animal Feed (Hygiene, Sampling etc and Enforcement)(England) Regulations 2015
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Investigation fees					
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Hourly rate chargeable for Trading Standards Officer	Statutory	£80 p/h, rounded to the nearest hour	£95 p/h, rounded to the nearest hour	Full cost recovery	
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Hourly rate chargeable for Administrative Officer	Statutory	£48 p/h, rounded to the nearest hour	£57 p/h rounded to the nearest hour	Full cost recovery	
Place & Sustainability	Communities, Social Mobility & Inclusion	Trading Standards	Trading Standards	Hourly rate chargeable for Accredited Financial Investigator	Statutory	£80 per officer per hour, rounded to the nearest hour	£95 per officer per hour, rounded to the nearest hour	Full cost recovery	
Burwell House									
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Burwell House	Primary School 2 night residential - seasonal zone A	non-statutory	£159-£195	£169-207	Full cost recovery	Prices in a range dependent on size of group. Seasonal Zone A

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Burwell House	Primary School 2 night residential - seasonal zone B	non-statutory	£139-£174	£147-184	Full cost recovery	Prices in a range dependent on size of group. Seasonal Zone B
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Burwell House	Primary School 2 night residential- seasonal zone C	non-statutory	£121-£145	£128-153	Full cost recovery	Prices in a range dependent on size of group. Seasonal Zone C
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Burwell House	Youth group catered weekend residential visit	non-statutory	£100-133	£104-138	Full cost recovery	Prices in a range dependent on size of group (Pricing in academic years)
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Burwell House	Adult group catered weekend residential visit	non-statutory	£148-159	£153-165	Full cost recovery	Prices in a range dependent on size of group (Pricing in academic years)
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Burwell House	Self-catered course Youth groups and charities	Statutory	£1,800	£1,940	Full cost recovery	pricing in academic years
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Burwell House	Self-catered course families and commercial	non-statutory	£2500 inc VAT	£2650 inc VAT	Full cost recovery	pricing in academic years
Grafham Water									
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£238	£252	Full cost recovery	April
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£253	£268	Full cost recovery	May
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£235	£268	Full cost recovery	June
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£253	£268	Full cost recovery	July
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£237	£252	Full cost recovery	Aug
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£207	£226	Full cost recovery	Sept
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£213	£226	Full cost recovery	October
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£170	£190	Full cost recovery	November
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£118	£130	Full cost recovery	December

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£118	£130	Full cost recovery	January
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£180	£190	Full cost recovery	February
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£215	£226	Full cost recovery	March
Grafham Water Residential: 5									
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£411	£436	Full cost recovery	April
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£428	£454	Full cost recovery	May
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£428	£454	Full cost recovery	June
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£428	£454	Full cost recovery	July
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£408	£436	Full cost recovery	August
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£335	£355	Full cost recovery	September
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£328	£355	Full cost recovery	October
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£289	£306	Full cost recovery	November
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£239	£253	Full cost recovery	December
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£239	£253	Full cost recovery	January
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£276	£306	Full cost recovery	February
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£330	£355	Full cost recovery	March

Schedule of Fees & Charges: Proposed rates for 2024-25

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Grafham Water Residential: 2 days / 1 night									
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£147	£155	Full cost recovery	April
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£159	£169	Full cost recovery	May
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£159	£169	Full cost recovery	June
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£159	£169	Full cost recovery	July
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£147	£155	Full cost recovery	August
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£130	£141	Full cost recovery	September
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£133	£141	Full cost recovery	October
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£105	£118	Full cost recovery	November
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£73	£78	Full cost recovery	December
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£73	£78	Full cost recovery	January
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£111	£118	Full cost recovery	February
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£134	£141	Full cost recovery	March
Grafham Water Day visits									
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Day visit - full day High Season (March to October)	non-statutory	£55	£60	Full cost recovery	6 hours
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Day visit - half day High Season (March to October)	non-statutory	£35	£40	Full cost recovery	3 hours

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Day visit - school day High Season (March to October)	non-statutory	£45	£50	Full cost recovery	4.5 hours
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Day visit - full day Low Season (November to February)	non-statutory	N/A	£40	Full cost recovery	6 hours
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Day visit - half day Low Season (November to February)	non-statutory	N/A	£24	Full cost recovery	3 hours
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Day visit - school day Low Season (November to February)	non-statutory	N/A	£35	Full cost recovery	4.5 hours
Grafham Water Conferences									
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Conference room hire (day)	non-statutory		£20	Full cost recovery	Charge is per person - Minimum of 20
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Conference room hire and lunch	non-statutory		£33	Full cost recovery	Charge is per person - Minimum of 20
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Conference room hire and activity (3 hr)	non-statutory		£68	Full cost recovery	Charge is per person - Minimum of 20
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Conference room hire lunch and activity (3hr)	non-statutory		£80	Full cost recovery	Charge is per person - Minimum of 20
Children, Education & Families	Children & Young People	Cambridgeshire Outdoors	Grafham Water Centre	Offsite delivery	non-statutory		£45	Full cost recovery	Charge is per person - Minimum of 20
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals & Waste	County Planning, Minerals and Waste					
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals & Waste	Written advice in response to a written enquiry	Non statutory	£200 (excl VAT)	£350	Partial	Although this increase is more than the 6% it is still very low for the service received, especially compared with other Councils and it is not set so high as to discourage applicants seeking advice which will ensure better quality planning applications. The fee increases are based on an average officer hourly rate of £50 with no on costs.

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information	
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals & Waste	One meeting with Planning Officer at Shire Hall followed by written advice at Shire Hall followed by written advice	Non statutory	£342 (excl VAT)	£500	Partial	Although this increase is more than the 6% it is still very low for the service received, especially compared with other Councils and it is not set so high as to discourage applicants seeking advice which will ensure better quality planning applications. The fee increases are based on an average officer hourly rate of £50 with no on costs.	
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals & Waste	One follow up meeting at Shire Hall with Planning Officer	Non statutory	£272 (excl VAT)	£315	Partial	Although this increase is more than the 6% it is still very low for the service received, especially compared with other Councils and it is not set so high as to discourage applicants seeking advice which will ensure better quality planning applications. The fee increases are based on an average officer hourly rate of £50 with no on costs.	
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals & Waste	One meeting on site by Planning Officer followed by written advice	Non statutory	£476 (excl VAT)	£650	Partial	Although this increase is more than the 6% it is still very low for the service received, especially compared with other Councils and it is not set so high as to discourage applicants seeking advice which will ensure better quality planning applications. The fee increases are based on an average officer hourly rate of £50 with no on costs.	
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Waste Management	Provision of Abestos Disposal Bag suitable for disposing of up to two sheets of cement bonded asbestos.	Non statutory	£13	£14	Full cost recovery		
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Flood Risk	Flood and Water - Ordinary Watercourse Consenting Pre-application charging schedule						
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Flood Risk	Written advice in response to a written enquiry	Non statutory	n/a (Access Culverts ≤ 6M), £50 (All other Structures)	n/a (Access Culverts ≤ 6M), £53 (All other Structures)			
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Flood Risk	Meeting and written advice with Officer at the Council Office	Non statutory	n/a (Access Culverts ≤ 6M), £75 (All other Structures)	n/a (Access Culverts ≤ 6M), £80 (All other Structures)			
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Flood Risk	Meeting on site with an officer followed by written advice.	Non statutory	£50 (Access Culverts ≤ 6M), £100 (All other Structures)	£53 (Access Culverts ≤ 6M), £106 (All other Structures)			

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Flood Risk	Additional work	Non statutory	£57/hr plus expenses (£0.45 mileage)	£61/hr plus expenses (£0.45 mileage)		
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Growth and Economy	Flood and Water - Surface Water Flood Risk Planning Pre-application Advice					
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Flood Risk	Written advice in response to a written enquiry	Non statutory	£120 (Minor), £183 (Major - Medium), £303 (Major - Large), £425 (Major - Strategic) £241 (condition discharge advice) excl VAT	£128 (Minor), £330 (Major development) exc. VAT	Full Cost Recovery	The charging has been simplified to make it easier for service users to determine which level of pre-application they seek. The costs have been calculated based on average of the last 12 months
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Flood Risk	Meeting and written advice including review of drainage strategy	Non statutory	£234 (Minor), £323 (Major - Medium), £529 (Major - Large), £645 (Major - Strategic) £467(condition discharge advice) excl VAT (plus expenses if meeting requested on site)	£248 (Minor development), £550 (Major development) exc. VAT	Full Cost Recovery	The charging has been simplified to make it easier for service users to determine which level of pre-application they seek. The costs have been calculated based on average of the last 12 months
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Flood Risk	Additional work	Non statutory	£57./hr plus expenses (£0.45 mileage)	£61./hr plus expenses (£0.45 mileage)	Full Cost Recovery	
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Historic Environment Team	Historic Environment Team					
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Historic Environment Team	Pre-Application Enquiry	Non statutory	£85 per hour	£96 per hour	Full Cost Recovery	
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Historic Environment Team	Stage 1 Evaluation	Non statutory	£535 (Small), £700 (Medium), £1225 (Large) £1840 (Major), negotiation or PPA (Strategic)	£545 (Small), £700 (Medium), £1225 (Large) £1865 (Major), negotiation or PPA (Strategic)	Full Cost Recovery	Negotiation rates based on day rate, travel and HER search fees
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Historic Environment Team	Stage 2 Investigation	Non statutory	£645 (Small), £1525 (Medium), £2100 (Large) £2425 (Major), negotiation or PPA (Strategic)	£695 (Small), £1545 (Medium), £2400 (Large) £2770 (Major), negotiation or PPA (Strategic)	Full Cost Recovery	Negotiation rates based on day rate, travel and HER search fees

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Historic Environment Team	Additional work	Non statutory	£85 p/h or £550 p/d plus expenses	£96 p/h or £560 p/d plus expenses	Full Cost Recovery	
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Historic Environment Team	Historical Building Recording Pre-Application Enquiry	Non statutory	£85 p/h £550 p/d	£96 p/h £560 p/d	Full Cost Recovery	
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Historic Environment Team	Historical Building Recording Project	Non statutory	By Negotiation	By Negotiation	Full Cost Recovery	Negotiation rates based on day rate, travel and HER search fees
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Historic Environment Team	Historic Environment Record Searches Up to 1KM Radius (approximately 300 hectares)	Non statutory	£105	£110	Full Cost Recovery	
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Historic Environment Team	Historic Environment Record Searches Up to 2KM Radius (approximately 1250 hectares)	Non statutory	£170	£160	Full Cost Recovery	
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Historic Environment Team	Historic Environment Record Searches Up to 4KM Radius (approximately 5000 hectares)	Non statutory	£210	£220	Full Cost Recovery	
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Historic Environment Team	Historic Environment Record Searches larger than 4KM Radius (above approximately 5000 hectares)	Non statutory	By agreement	By agreement	Full Cost Recovery	
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Historic Environment Team	Historic Environment Record Searches Priority - response within 48 Hrs additional charge	Non statutory	£85	£96	Full Cost Recovery	
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Historic Environment Team	Archive Storage Deposit	Non statutory	£25	£30	Full Cost Recovery	
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Historic Environment Team	Archive Storage Charge	Non statutory	£80	£90	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Highways					

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Highway boundary/extent/status enquiries (Advice including site surveys, documentation and written advice provided as applicable)	Non statutory	£86.40 (inc VAT) for single initial site plan and 1 hour of officer time. Travelling expenses @45p per mile (+ VAT) Additional officer time at £76.80 per officer hour (inc VAT)	£93.60 (inc VAT) for single initial site plan and 1 hour of officer time investigating boundary. Travelling expenses @45p per mile (+ VAT). Additional officer time at £91.20 per officer hour (inc VAT) Copies of additional plans to cover wider areas, where needed: £18.00 (inc VAT)	Full Cost Recovery	Enhanced service For further information and to apply, please see http://www.cambridgeshire.gov.uk/info/20092/business_with_the_council/573/highway_searches
Place & Sustainability	Highways & Transport	Highways	Highway Assets	CON29R - Full search	Non statutory	Enhanced service fee (guaranteed; 3 days): £54.00 inc VAT	Enhanced service fee (guaranteed; 3 days): £60.00 inc VAT EIR fee (supply only; within 20 days): £45.00	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	CON29R - Qu3.4 (a,b,c,d,e,f) Nearby road schemes	Non statutory	Enhanced service fee (guaranteed; 3 days): £14.40 inc VAT EIR fee (supply only; within 20 days): £8.00	Enhanced service fee (guaranteed; 3 days): £16.20 inc VAT EIR fee (supply only; within 20 days): £9.00	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	CON29R - Qu3.6 (a,b,c,d,e,f,g,h,i,j,k,l) Traffic Schemes	Non statutory	Enhanced service fee (guaranteed; 3 days): £14.40 inc VAT EIR fee (supply only; within 20 days): £10.00	Enhanced service fee (guaranteed; 3 days): £18.00 inc VAT EIR fee (supply only; within 20 days): £11.00	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Service requested which is not listed below	Non statutory	Quotation will be provided. Enhanced service: £76.80 per officer hour (inc VAT) EIR: £63 per officer hour	Quotation will be provided. Enhanced service: £91.20 per officer hour (inc VAT) EIR: £75 per officer hour	Full Cost Recovery	Enquire online at http://www.cambridgeshire.gov.uk/info/20092/business_with_the_council/573/highway_searches

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Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Certified copy of Definitive Map/highway record/ Common or Village Green	Non statutory	£57.60 (inc VAT), by post or by email (pdf)	£62.00 (inc VAT), by post or by email (pdf)	Full Cost Recovery	Non-statutory charge made under relevant legislative provisions Enhanced service Copy of relevant document certified that it is a true copy of the actual legal record
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Amendment of the legal highway record and records management after completion of adoption agreement under s38 HA1980 or s278 HA1980 (charged at sealing of Agreement)	Non statutory	£150	£160	Full Cost Recovery	Amendment of the legal highway record and records management (charged at sealing of Agreement)
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Copy of s38/278 HA80 road adoption agreement or s106 TCPA90 affecting highway	Non statutory	Enhanced service: Document only; will be checked as being correct. Supplied within 3 working days: £12.60 by email (pdf) or post (inc VAT). EIR: Document only, no check. Supplied within 20 working days: £8 by email (pdf) or post.	Enhanced service: Document only; will be checked as being correct. Supplied within 3 working days: £14.40 by email (pdf) or post (inc VAT). EIR: Document only, no check. Supplied within 20 working days: £9 by email (pdf) or post.	Full Cost Recovery	Document only, no advice. Non-statutory charge made under relevant legislative provisions
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Section 25/118/119 Highways Act 1980 Public Path Order applications (no certification)	Non statutory	£4744 admin fee (inc VAT), travelling expenses @ 45p/mile (+ VAT), & cost of newspaper notices. Includes LEMO fee. If order is contested and has been sent to the Secretary of State for the determination, officer time will be charged @ £63/hr to that point in the process.	£5050 admin fee (inc VAT), travelling expenses @ 45p/mile (+ VAT), & cost of newspaper notices. Includes LEMO fee. If order is contested and has been sent to the Secretary of State for the determination, officer time will be charged @ £75/hr to that point in the process.	Full Cost Recovery	These orders are used to create, stop up or divert a public right of way where no certification for works is required.

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Section 25/118/119 Highways Act 1980 Public Path Order applications (with certification)	Non statutory	£5,009 admin fee (inc VAT), travelling expenses @ 45p/mile (+ VAT), & cost of newspaper notices. Includes LEMO fee. If order is contested and has been sent to the Secretary of State for the determination, officer time will be charged @ £63/hr to that point in the process	£5,350 admin fee (inc VAT), travelling expenses @ 45p/mile (+ VAT), & cost of newspaper notices. Includes LEMO fee. If order is contested and has been sent to the Secretary of State for the determination, officer time will be charged @ £75/hr to that point in the process	Full Cost Recovery	Web guidance available. Non-statutory charge made under relevant legislative provisions
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Section 257 Town & Country Planning Act 1990 Public Path Order applications	Non statutory	£5,557 admin fee (inc VAT), travelling expenses @ 45p/mile (+ VAT), & cost of newspaper notices. Includes LEMO fee. If order is contested and has been sent to the Secretary of State for the determination, officer time will be charged @ £63/hr to that point in the process	£5,900 admin fee (inc VAT), travelling expenses @ 45p/mile (+ VAT), & cost of newspaper notices. Includes LEMO fee. If order is contested and has been sent to the Secretary of State for the determination, officer time will be charged @ £76/hr to that point in the process	Full Cost Recovery	Web guidance available. Non-statutory charge made under relevant legislative provisions. Cambridgeshire County Council undertakes these applications on behalf of most district councils. Please contact us for advice.
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Section 261 Town & Country Planning Act 1990 Temporary stopping up for mineral workings	Non statutory	£5,557 (inc VAT)	£5,900 (inc VAT)	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Legal Event Modifications Orders (LEMO)	Non statutory	£305 (No VAT)	£325(No VAT)	Full Cost Recovery	

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Section 116 Highways Act 1980 stopping up/diversion of highway applications (Used to stop up or divert any class of highway)	Non statutory	<p>Stage 1: Pre-application consultations: £307.20 (inc VAT) for County Council internal consultations on proposal.</p> <p>Stage 2: Enhanced service fee of £768 (inc VAT) for advice, site visit and drafting of Order plan, consideration of draft order by Assistant Director, plus travelling expenses at 45p/mile (+VAT)</p> <p>Stage 3: Legal fee of c.£4,000 to £6,000, plus officer time of at least 1 hour for attendance at Magistrates' Court and supporting resolution of related issues @ £76.80/hr (inc VAT), plus disbursements</p> <p>Stage 4: Registration of the made Order on the County Council's legal record, including archiving of file, £150 (no VAT). Charged together with Stage 3 costs upon conclusion of case.</p>	<p>Stage 1: Pre-application consultations: £330 (inc VAT) for County Council internal consultations on proposal.</p> <p>Stage 2: Enhanced service fee of £815 (inc VAT) for advice, site visit and drafting of Order plan, consideration of draft order by Assistant Director, plus travelling expenses at 45p/mile (+VAT)</p> <p>Stage 3: Legal fee of c.£4,000 to £6,000, plus officer time of at least 1 hour for attendance at Magistrates' Court and supporting resolution of related issues @ £91.20/hr (inc VAT), plus disbursements</p> <p>Stage 4: Registration of the made Order on the County Council's legal record, including archiving of file, £160 (no VAT). Charged together with Stage 3 costs upon conclusion of case.</p>	Full Cost Recovery	Hyperlink for enhanced service: http://www.cambridgeshire.gov.uk/info/20092/business_with_the_council/573/highway_searches
Place & Sustainability	Highways & Transport	Highways	Highway Assets	<p>Section 247 Town & Country Planning Act 1990 Stopping up/diversion of highway applications; (Used to stop up or divert highway affected by development)</p> <p>For guidance and information on how to apply please see below:</p> <p>http://www.cambridgeshire.gov.uk/info/20081/roads_and_pathways/116/highway_records</p>	Non statutory	<p>Stage 1: Initial scoping enquiry - free.</p> <p>Stage 2: Enhanced service Charged at rate of £76.80 per officer hour; travelling expenses at 45p/mile (+VAT).</p> <p>Stage 3: undertaken by Secretary of State. If further officer advice is required this will be charged at £76.80/hr (inc VAT).</p>	<p>Stage 1: Initial scoping enquiry - free.</p> <p>Stage 2: Enhanced service Charged at rate of £91.20 per officer hour; travelling expenses at 45p/mile (+VAT).</p> <p>Stage 3: undertaken by Secretary of State. If further officer advice is required this will be charged at £91.20/hr (inc VAT).</p>	Full Cost Recovery	

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Highway Assets	CON29R - Qu2.1 (a,b,c,d) Roads adopted	Non statutory	Enhanced service fee (guaranteed; 3 days): £12.60 EIR fee (supply only; within 20 days): £8	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT) EIR fee (supply only; within 20 days): £9	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	CON29R - Qu2.2 Public Rights of Way crossing/abutting land	Non statutory	Enhanced service fee (guaranteed; 3 days): £12.60 EIR fee (supply only; within 20 days): £8	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT) EIR fee (supply only; within 20 days): £9	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	CON29R - Qu2.5 Plan showing Public Rights of Way	Non statutory	Enhanced service fee (guaranteed; 3 days): £15.60 EIR fee (supply only; within 20 days): £10	Enhanced service fee (guaranteed; 3 days): £18 (inc VAT) EIR fee (supply only; within 20 days): £11	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	CON29R - Qu2.4 Pending applications to record PROW	Non statutory	Enhanced service fee (guaranteed; 3 days): £12.60 EIR fee (supply only; within 20 days): £8	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT) EIR fee (supply only; within 20 days): £9	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	CON29R - Qu2.3 Pending orders to stop-up, divert, create, extinguish PROW	Non statutory	Enhanced service fee (guaranteed; 3 days): £12.60 EIR fee (supply only; within 20 days): £8	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT) EIR fee (supply only; within 20 days): £9	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	CON29R - Qu3.2 Land required for road works	Non statutory	Enhanced service fee (guaranteed; 3 days): £12.60 EIR fee (supply only; within 20 days): £8	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT) EIR fee (supply only; within 20 days): £9	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	CON29R - Qu3.5 Nearby railway schemes	Non statutory	Enhanced service fee (guaranteed; 3 days): £12.60 EIR fee (supply only; within 20 days): £8	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT) EIR fee (supply only; within 20 days): £9	Full Cost Recovery	

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Highway Assets	CON29R - Qu3.7e Outstanding notices - highways	Non statutory	Enhanced service fee (guaranteed; 3 days): £12.60 EIR fee (supply only; within 20 days): £8	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT) EIR fee (supply only; within 20 days): £9	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	CON29R - Qu3.7g Outstanding notices - flooding	Non statutory	Enhanced service fee (guaranteed; 3 days): £12.60 EIR fee (supply only; within 20 days): £8	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT) EIR fee (supply only; within 20 days): £9	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	CON29R - additional questions	Non statutory	Enhanced service fee (guaranteed; 3 days): £12.60 EIR fee (supply only; within 20 days): £8	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT) EIR fee (supply only; within 20 days): £9	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	CON29O - Qu16 Mineral consultation areas	Non statutory	Enhanced service fee (guaranteed; 3 days): £12.60 EIR fee (supply only; within 20 days): £8	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT) EIR fee (supply only; within 20 days): £9	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	CON29O - Qu22.1 Common ground + town/village green	Non statutory	Enhanced service fee (guaranteed; 3 days): £12.60 EIR fee (supply only; within 20 days): £8	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT) EIR fee (supply only; within 20 days): £9	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	CON29O - Qu21 Flood defense and land drainage consents	Non statutory	Enhanced service fee (guaranteed; 3 days): £12.60 EIR fee (supply only; within 20 days): £8	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT) EIR fee (supply only; within 20 days): £9	Full Cost Recovery	

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Highway Assets	CON290 - Qu22.2 Registration of landowner deposits under S15A Commons Act 2006 or 31A HA80	Non statutory	Enhanced service fee (guaranteed; 3 days): £12.60 EIR fee (supply only; within 20 days): £8	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT) EIR fee (supply only; within 20 days): £9	Full Cost Recovery	Including VAT
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Pre-Application Planning Advice - Category 1 (Consideration of proposed development; discussion of specific PROW issues with site; provision of written advice including legal mechanisms required for any changes to PROW network, map from legal record.)	Non statutory	Charged at £76.80 (incl. VAT) per officer hour, starting at £340 (incl. VAT). Work required will be assessed and a quotation provided.	Charged at £91.20 (incl. VAT) per officer hour, starting at £375 (incl. VAT). Work required will be assessed and a quotation provided.	Full Cost Recovery	See initial Guidance and checklist for public path order applicants on website under 'Highways Act 1980' at http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Pre-Application Planning Advice - Category 2	Non statutory	Charged at £76.80 (incl. VAT) per officer hour, starting at £340 (incl. VAT). Work required will be assessed and a quotation provided.	Charged at £91.20 (incl. VAT) per officer hour, starting at £375 (incl. VAT). Work required will be assessed and a quotation provided.	Full Cost Recovery	See initial Guidance and checklist for public path order applicants on website under 'Highways Act 1980' at http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Pre-Application Planning Advice - Category 3	Non statutory	Charged at £76.80 (incl. VAT) per officer hour, starting at £340 (incl. VAT). Work required will be assessed and a quotation provided.	Charged at £91.20 (incl. VAT) per officer hour, starting at £375 (incl. VAT). Work required will be assessed and a quotation provided.	Full Cost Recovery	See initial Guidance and checklist for public path order applicants on website under 'Highways Act 1980' at http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Pre-Application Planning Advice - Category 4	Non statutory	Charged at £76.80 (incl. VAT) per officer hour, starting at £340 (incl. VAT). Work required will be assessed and a quotation provided.	Charged at £91.20 (incl. VAT) per officer hour, starting at £375 (incl. VAT). Work required will be assessed and a quotation provided.	Full Cost Recovery	See initial Guidance and checklist for public path order applicants on website under 'Highways Act 1980' at http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Pre-Application Planning Advice - Category 5	Non statutory	Charged at £76.80 (incl. VAT) per officer hour, starting at £340 (incl. VAT). Work required will be assessed and a quotation provided.	Charged at £91.20 (incl. VAT) per officer hour, starting at £375 (incl. VAT). Work required will be assessed and a quotation provided.	Full Cost Recovery	See initial Guidance and checklist for public path order applicants on website under 'Highways Act 1980' at http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Pre-Application Planning Advice - Category 6	Non statutory	Charged at £76.80 (incl. VAT) per officer hour, starting at £340 (incl. VAT). Work required will be assessed and a quotation provided.	Charged at £91.20 (incl. VAT) per officer hour, starting at £375 (incl. VAT). Work required will be assessed and a quotation provided.	Full Cost Recovery	See initial Guidance and checklist for public path order applicants on website under 'Highways Act 1980' at http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Highway boundary/extent extracts: Enhanced Service Document only; will be checked as being correct. Supplied within 3 working days	Non statutory	Answer from database by email (pdf): £27.60 (inc VAT) Answer requiring physical retrieval from archives by email (pdf): £81.60 (inc VAT) Please note any answers requested via post will incur an additional charge to be calculated on application	Answer from database by email (pdf): £31.20 (inc VAT) Answer requiring physical retrieval from archives by email (pdf): £91.20 (inc VAT) Please note any answers requested via post will incur an additional charge to be calculated on application	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	EIR - Highway boundary/extent extracts: Enhanced Service Document only; no check. Supplied within 20 working days	Non statutory	Answer from database by email (pdf): £19 Answer requiring physical retrieval from archives by email (pdf): £63 Please note any answers requested via post will incur an additional charge to be calculated on application	Answer from database by email (pdf): £22 Answer requiring physical retrieval from archives by email (pdf): £75 Please note any answers requested via post will incur an additional charge to be calculated on application	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Certified copy of extract of List of Streets/highway records	Non statutory	Enhanced service: copy of relevant documentation certified that it is a true copy of the actual legal record: £57.60 (inc VAT) by email (pdf) or post.	Enhanced service: copy of relevant documentation certified that it is a true copy of the actual legal record: £62.00 (inc VAT) by email (pdf) or post.	Full Cost Recovery	

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Public Rights of Way on the Definitive Map & Statement and orders relating to the same	Non statutory	Free	Free	Statutory Limit	Viewable at Shire Hall upon appointment during normal office hours Digital version and guidance available here: http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Copy of extract of the Definitive Map & Statement (including Public Path Orders and other deeds relating to the same)	Non statutory	Enhanced service: Document only; will be checked as being correct. Supplied within 3 working days. £12.60 (inc VAT) by email (pdf) or post EIR: Document only, no check. Supplied within 20 working days. £8 by email (pdf) or post	Enhanced service: Document only; will be checked as being correct. Supplied within 3 working days. £16.20 (inc VAT) by email (pdf) or post EIR: Document only, no check. Supplied within 20 working days. £10 by email (pdf) or post	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Copies of Landowner Deposits under Section 31(6) Highways Act 1980 and s15A Commons Act 2006, and any subsequent declarations	Non statutory	Enhanced service- £12.60 (incl. VAT) EIR – £8 (incl. VAT)	Enhanced service- £14.40 (incl. VAT) EIR – £8 (incl. VAT)	Full Cost Recovery	Enhanced service: Documents only; will be checked as being correct. Supplied within 3 working days, or as advised where documents require extraction from archive EIR: Document only, no check. Supplied within 20 working days
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Landowner deposits under s31(6) Highways Act 1980 only	Non statutory		£360	Full Cost Recovery	Landowner deposits which, if correctly made, can help protect land against public rights accruing. Please note that the County Council reserves the right to increase the stated fees for extensive land holdings or deposits consisting of multiple plans, in order to recover actual costs involved.
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Landowner deposits under s31(6) Highways Act 1980 only: Additional Declarations	Non statutory		Additional declarations £250	Full Cost Recovery	Landowner deposits which, if correctly made, can help protect land against public rights accruing. Please note that the County Council reserves the right to increase the stated fees for extensive land holdings or deposits consisting of multiple plans, in order to recover actual costs involved.

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Public Rights of Way enquiries - advice (Written advice and documentation provided as applicable)	Non statutory	£86.40 (inc VAT) for single initial site plan and 1 hour of officer time. Travelling expenses @45p per mile (+ VAT) and additional officer time at £76.80 per officer hour (inc VAT)	£93.60 (inc VAT) for single initial site plan and 1 hour of officer time. Travelling expenses @45p per mile (+ VAT) and additional officer time at £91.20 per officer hour (inc VAT)	Full Cost Recovery	For further information and to apply please see http://www.cambridgeshire.gov.uk/info/20092/business_with_the_council/573/highway_searches
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Corrective applications for Commons & Town/Village Greens under Commons Act 2006	Non statutory	Unopposed applications: £4,196 (inc VAT), plus disbursements (legal advice if required; travelling expenses @ 45p/mile (+ VAT); legal Notices). Opposed applications: £4,196 (inc VAT), plus officer time charged at £76.80/hr (inc VAT) and legal fees including barrister if public inquiry required, plus disbursements (travel, legal Notices, hire of hall)	Unopposed applications: £4,450 (inc VAT), plus disbursements (legal advice if required; travelling expenses @ 45p/mile (+ VAT); legal Notices). Opposed applications: £4,450 (inc VAT), plus officer time charged at £91.20/hr (inc VAT) and legal fees including barrister if public inquiry required, plus disbursements (travel, legal Notices, hire of hall)	Full Cost Recovery	Applications to amend the Register of Commons or Village Greens
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Copy or extract of the Commons Register or Town & Village Greens Register	Non statutory	Enhanced service: Document only; will be checked as being correct. Supplied within 3 working days: £12.60 by email (pdf) or post EIR: Document only, no check. Supplied within 20 working days: £8 by email (pdf) or post	Enhanced service: Document only; will be checked as being correct. Supplied within 3 working days: £16.20 by email (pdf) or post EIR: Document only, no check. Supplied within 20 working days: £10 by email (pdf) or post	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Certified copy of extract of Commons Register or Town & Village Greens Register	Non statutory	Enhanced service: Copy of relevant document certified that it is a true copy of the actual legal record: £57.60 (inc VAT) by post or email (pdf)	Enhanced service: Copy of relevant document certified that it is a true copy of the actual legal record: £62.00 (inc VAT) by post or email (pdf)	Full Cost Recovery	

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Public Rights of Way or Common Land and Town/Village Green Digital Datasets	Non statutory	Free	Free	Statutory Limit	(free since 1 June 2017)	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Requests for other related highway or Public Right of Way Digital datasets Service dependent upon availability and format of dataset	Non statutory	<u>Discretionary Service - Recovery of Costs only</u> Licensed with conditions as detailed above. Format dependent upon dataset. Provided by email or other format as agreed. Please contact Asset Information using the inquiry form via the link above before requesting data, as availability differs across datasets	<u>Discretionary Service - Recovery of Costs only</u> Licensed with conditions as detailed above. Format dependent upon dataset. Provided by email or other format as agreed. Please contact Asset Information using the inquiry form via the link above before requesting data, as availability differs across datasets	Full Cost Recovery	Work undertaken to provide datasets will be quoted on the basis of Enhanced and EIR hourly service rates detailed above.	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Section 25/118/119 Highways Act 1980 Public Path Order applications (no certification)	Non statutory	£4744 admin fee (inc VAT), travelling expenses @ 45p/mile (+ VAT), & cost of newspaper notices. Includes LEMO fee. If order is contested and has been sent to the Secretary of State for the determination, officer time will be charged @ £63/hr to that point in the process.	£5050 admin fee (inc VAT), travelling expenses @ 45p/mile (+ VAT), & cost of newspaper notices. Includes LEMO fee. If order is contested and has been sent to the Secretary of State for the determination, officer time will be charged @ £75/hr to that point in the process.	Full Cost Recovery		
Place & Sustainability	Highways & Transport	Highways	Highways	Other Charges						
Place & Sustainability	Highways & Transport	Highways	Highways	Private works, including clearance of debris following accident	Non statutory	Actual cost of work + 20% administration / supervision fee (with a minimum charge of £126)	Actual cost of work + 20% administration / supervision fee (with a minimum charge of £134)		6% inflation increase for 2024-25	

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information	
Place & Sustainability	Highways & Transport	Highways	Highways	Private works - Third Party Requests	Non statutory	Actual cost of work + officer fees. £525 non-refundable application fee for feasibility assessment applies at point of application.	Actual cost of work + officer fees. £557 non-refundable application fee for feasibility assessment applies at point of application.	Depending on size of scheme, 20% does not cover costs on low value schemes, but may over recover on higher value schemes to compensate.	6% inflation increase for 2024-25	
Place & Sustainability	Highways & Transport	Highways	Highways	Dropped crossings	Non statutory	£210 If application is unsuccessful then £115 refunded	£223 If application is unsuccessful then £122 refunded	Full Cost Recovery	6% inflation increase for 2024-25	
Place & Sustainability	Highways & Transport	Highways	Highways	Access Protection Markings	Non statutory	£216	£229	Full Cost Recovery	6% inflation increase for 2024-25	
Place & Sustainability	Highways & Transport	Highways	Highways	Collection from Local Highways depot of unauthorised signs removed from the Highway	Non statutory	£32	£34		6% inflation increase for 2024-25	
Place & Sustainability	Highways & Transport	Highways	Highways	Section 142 Licence to Cultivate	Non statutory	£131	£139	Full Cost Recovery	6% inflation increase for 2024-25	
Place & Sustainability	Highways & Transport	Highways	Highways	Removal of obstructions/Reinstatement of ploughed/cropped paths	Non statutory	£184	£195	Full Cost Recovery	6% inflation increase for 2024-25	
Place & Sustainability	Highways & Transport	Highways	Highways	Asset Planning Fee	Non statutory	£150	£160		Amendment of the asset register record and records management (charged at sealing of Agreement)	
Place & Sustainability	Highways & Transport	Highways	Highways and Traffic Orders	Highways and Traffic Orders						
Place & Sustainability	Highways & Transport	Highways	Highways and Traffic Orders	Implementation of TRO's	Non statutory	Actual cost of work +20% admin fee (min charge £360)	Actual cost of work +20% admin fee (min charge £360)	Full Cost Recovery		
Place & Sustainability	Highways & Transport	Highways	Highways and Traffic Orders	Temporary road closures	Non statutory	£1190 + £500 for a standalone Order	£1262 + £530 for a standalone Order	Full Cost Recovery		
Place & Sustainability	Highways & Transport	Highways	Highways and Traffic Orders	Emergency road closures	Non statutory	£835	£885.10	Full Cost Recovery		

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Highways and Traffic Orders	TRO advertisement for Private / Third Party / LHI Funded Works, Businesses and other Private Bodies	Non statutory	£1,185	£1,256	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Highways and Traffic Orders	Temporary road closures (Special Events)	Non statutory	£1,190	£1,262	Full Cost Recovery	In line with Street Works TTRO increase
Place & Sustainability	Highways & Transport	Highways	Licenses and Permits	Licenses and Permits					
Place & Sustainability	Highways & Transport	Highways	Licenses and Permits	Permission to deposit a skip on the highway	Non statutory	£55 for 14 days	£58.30 for 14 days	Full Cost Recovery	£58.30 renewal for every 14 days or part of thereafter
Place & Sustainability	Highways & Transport	Highways	Licenses and Permits	Charge for unauthorised skip on the highway	Non statutory	£350	£371		
Place & Sustainability	Highways & Transport	Highways	Licenses and Permits	Store Materials on the Highway	Non statutory	£55 for 14 days	£58.30 for 14 days	Full Cost Recovery	£58.30 renewal for every 14 days or part of thereafter
Place & Sustainability	Highways & Transport	Highways	Licenses and Permits	Permission to erect scaffolding/hoarding over the highway	Non statutory	£145 for 28 days	£153.70 for 28 days	Full Cost Recovery	£153.70 renewal for every 28 days or part of thereafter
Place & Sustainability	Highways & Transport	Highways	Licenses and Permits	Obligation to dispense with consent for erection of hoarding/fence	Non statutory	£145 for 28 days	£153.70 for 28 days	Full Cost Recovery	£153.70 renewal for every 28 days or part of thereafter
Place & Sustainability	Highways & Transport	Highways	Licenses and Permits	Oversailing licence	Non statutory	£145 for 28 days	£153.70 for 28 days	Full Cost Recovery	£153.70 renewal for every 28 days or part of thereafter
Place & Sustainability	Highways & Transport	Highways	Licenses and Permits	Banner licence	Non statutory	£55 for 14 days	£58.30 for 14 days	Full Cost Recovery	£58.30 renewal for every 14 days or part of thereafter
Place & Sustainability	Highways & Transport	Highways	Licenses and Permits	Traffic counter licence	Non statutory	£55 for 14 days	£58.30 for 14 days	Full Cost Recovery	£58.30 renewal for every 14 days or part of thereafter
Place & Sustainability	Highways & Transport	Highways	Licenses and Permits	Street licences (chairs and tables)	Non statutory	110 per sqm within Cambridge historic core area. £60 per sqm outside historic core and county wide. £250 minimum payment upfront to cover admin cost (to be deducted from the cost of the licence if application successful)	£115 per sqm within Cambridge historic core area. £65 per sqm outside historic core and county wide. £265 minimum payment upfront to cover admin cost (to be deducted from the cost of the licence if application successful)	Full Cost Recovery	This fee will remain in place until legislation conferred by The Levelling-up and Regeneration Act 2023, (Removal of section 115E of the Highways Act 1980), is enacted by the Secretary of State. This unlikely to happen until the current temporary arrangements expire in September 2024.
Place & Sustainability	Highways & Transport	Highways	Licenses and Permits	Streetworks Section 50 licences- apparatus on public highway	Non statutory	£570 for upto 200m Additional £175 / 200m over and above initial 200m. Bond is also required, details on application.	£604.20 for upto 200m Additional £185.50 / 200m over and above initial 200m. Non refundable deposit may be required, details on application.	Full Cost Recovery	

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Licenses and Permits	Licence to Excavate Highway (Road Opening)	Non statutory	£255 upto 200m length. Additional £175 / 200m over and above initial 200m.	£270.30 upto 200m length. Additional £185.50 / 200m over and above initial 200m.	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Licenses and Permits	Third Party Roadspace Booking	Non statutory	£55	£58.30	Full Cost Recovery	£58.30 for an extension
Place & Sustainability	Highways & Transport	Highways	Park & Ride and Busway Operations						
Place & Sustainability	Highways & Transport	Highways	Park & Ride and Busway Operations	Park and ride departure charge	Non statutory	£2 per departure	£2 per departure	Full cost recovery	No change for 2024-25 fees
Place & Sustainability	Highways & Transport	Highways	Park & Ride and Busway Operations	Other concessions	Non statutory	£10 cycle lockers £10 coach booking Car boot sale £19k per annum.	£15 cycle lockers £15 coach booking	Full cost recovery	No increase for many years. We have a waiting list of 100 people for lockers. Anyone using a locker benefits from free parking and does not use the bus service.
Place & Sustainability	Highways & Transport	Highways	Park & Ride and Busway Operations	Waterbeach railway station car park charges	Non statutory	Daily peak £3.30 Off-peak £2.20 Weekly £21.10	Daily peak £3.30 Off-peak £2.20 Weekly £21.10	Full cost recovery	No change for 2024-25 fees
Place & Sustainability	Highways & Transport	Highways	Park & Ride and Busway Operations	Park and ride car parking charges	Non statutory	Free for up to 18 hours. 18 - 24 hours: £10 24 - 48 hours £20 48 - 72 hours £30	Free for up to 18 hours. 18 - 24 hours: £10 24 - 48 hours £20 48 - 72 hours £30	Full cost recovery	No change for 2024-25 fees
Place & Sustainability	Highways & Transport	Highways	Park & Ride and Busway Operations	Young driver event Babraham Motorcycle Training at Milton	Non statutory	£500 per event £250 per week	£500 per event £250 per week	Full cost recovery	No change for 2024-25 fees
Place & Sustainability	Highways & Transport	Highways	Park & Ride and Busway Operations	Park and ride advertising	Non statutory	£2,000 to £5000 per annum	£2,000 to £5000 per annum	Full cost recovery	No change for 2024-25 fees
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Park & Ride - EV chargers	Use of Electric Vehicle chargers	non-statutory	50p/kwh	50p/kwh	Full cost recovery	Estimated start date of charge is October 2023 / or when the EV chargers are operational at the Park and Ride site.
Place & Sustainability	Highways & Transport	Highways	Parking						
Place & Sustainability	Highways & Transport	Highways	Parking	Parking fees	Non statutory	20p for 15 minutes Max stay - 1 hour	30p for 15 mins max stay 1 hour	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Parking	Parking Excess charge notices applicable to "paid for bays".	Non statutory	£60 (Reduced to £40 if paid within 14 days)	£60 (Reduced to £40 if paid within 14 days)	Full Cost Recovery	No change - charge defined by HDC
Place & Sustainability	Highways & Transport	Highways	Parking	Excess Charge Notices	Non statutory	£60 (Reduced to £40 if paid within 14 days)	£60 (Reduced to £40 if paid within 14 days)	Full Cost Recovery	No change - charge defined by HDC

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Parking	Cambridge					
Place & Sustainability	Highways & Transport	Highways	Parking	Band 1: Monday to Saturday 8.30am to 6.30pm maximum stay 1 hour Free School Lane, King Street, Manor Street	Non statutory	£1.00 for each 10 minutes	£1.20 for each 10 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place & Sustainability	Highways & Transport	Highways	Parking	Band 2: Monday to Saturday 8.30am to 6.30pm maximum stay 2 hours Jesus Lane, Park Terrace Sun St	Non statutory	£1.00 for each 15 minutes	£1.20 for each 15 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place & Sustainability	Highways & Transport	Highways	Parking	Band 3: Sunday 9.00am to 5.00pm maximum stay 2 hours Free School Lane, King Street, Manor Street	Non statutory	£1.00 for each 15 minutes	£1.20 for each 15 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place & Sustainability	Highways & Transport	Highways	Parking	Band 4: Sunday 9.00am to 5.00pm maximum stay 4 hours Brookside, Lensfield Road, Regent Street, Tennis Court Road, Trumpington Street (south of Silver Street), Park Terrace	Non statutory	£1.00 for each 15 minutes	£1.20 for each 15 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place & Sustainability	Highways & Transport	Highways	Parking	Band 5: Monday to Saturday 8.30am to 6.30pm maximum stay 2 hours Brookside, Lensfield Road, Regent Street, Tennis Court Road, Trumpington Street (south of Silver Street)	Non statutory	£1.00 for each 10 minutes	£1.20 for each 10 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place & Sustainability	Highways & Transport	Highways	Parking	Band 6: Monday to Sunday 9.00am to 5.00pm maximum stay 4 hours Gresham Road, Norwich Street, Russell Court, West Road	Non statutory	£1.00 for each 30 minutes	£1.20 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Parking	Band 7: Sunday 9.00am to 5.00pm maximum stay 4 hours Bateman Street, Castle Street, Chesterton Road (West of Victoria Avenue), Jesus Lane, Newnham Road, (north of Fen Causeway, west side near Maltings Lane), Northampton Street) Panton Street, Pound Hill, Queens Road, Russell Street, Sun Street	Non statutory	£1.00 for each 30 minutes	£1.20 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place & Sustainability	Highways & Transport	Highways	Parking	Band 8: Monday to Friday 9.30am to 5.00pm Saturday 9.00am to 5.00pm (No stopping Monday to Friday 7.00am to 9.30am) maximum stay 4 hours Newnham Road (north of The Fen Causeway, westside near Maltings Lane), Queen's Road	Non statutory	£1.00 for each 15 minutes	£1.20 for each 15 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place & Sustainability	Highways & Transport	Highways	Parking	Band 9: Monday to Saturday 9.00am to 5.00pm maximum stay 2 hours Bateman Street, Canterbury Street, Castle Street, Chesterton Road (west of Victoria Avenue), Chesterton Road (east of DeFreville Avenue, opposite numbers 168A to 170), DeFreville Avenue, Devonshire Road (east of Tenison Road), Emery Street, Ferry Path (Hamilton Road), Glisson Road, Gwydir Street (Mill Rd), Hamilton Road, Linden Close, Humberstone Road, Mawson Road, Mill Road Council Depot Access Road, Mill Street, Montague Road, Norfolk Street, Northampton Street	Non statutory	£1.00 for each 30 minutes	£1.20 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Parking	Band 10: Monday to Saturday 9.00am to 5.00pm maximum stay 4 hours Abbey Road, Arthur Street, Aylestone Road, Beche Road, Devonshire Road (Mill Road), Fisher Street, Gwydir Street (Cambridge Blue), Harvey Road, Histon Road (South of Canterbury St), Holland Street, Kingston Street, Newnham Road (south of the Fen Causeway, adjacent to Lammas Land), Ravensworth Gardens, St Paul's Road, St Peter's Street, Shelly Row	Non statutory	£1.00 for each 30 minutes	£1.20 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place & Sustainability	Highways & Transport	Highways	Parking	Band 11: Monday to Sunday 9.00am to 5.00pm maximum stay 8 hours Broad Street, Cutter Ferry Close, Lady Margaret Road, Mount Pleasant, Newnham Walk, Ridley Hall Road, Sidgewick Avenue, Station Road, Trumpington Road, Union Road, Wordsworth Grove	Non statutory	£1.00 for each 30 minutes	£1.20 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place & Sustainability	Highways & Transport	Highways	Parking	Band 12: Monday to Saturday Maximum stay 1 hour 9.00am to 5.00pm Milton Road (Mitcham's Corner, layby adjacent to Springfield Road), Chesterton Road (east of Victoria Avenue, outside numbers 34 to 46	Non statutory	50p for each 15 minutes	70p for each 15 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Parking	Band 13: Monday to Saturday 9.00am to 5.00pm maximum stay 8 hour - Clarendon Road, Great Northern Road, Huntingdon Road, Priory Road, River Lane, Saxon Road, St Matthew's Street, Shaftesbury Road, Sturton Street, Tenison Avenue, Tenison Road (south of George Pateman Court), Walnut Tree Avenue	Non statutory	£1.00 for each 30 minutes	£1.20 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place & Sustainability	Highways & Transport	Highways	Parking	Band 14: Monday to Saturday 7.00am to 5.00pm maximum stay 30 minutes Newtown Road	Non statutory	60p for each 15 minutes	80p for each 15 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place & Sustainability	Highways & Transport	Highways	Parking	Band 15: Monday to Saturday 9.00am to 5.00pm maximum stay 20 minutes Parkside (o/s nos. 37 - 38)	Non statutory	70p for each 20 minutes	90p for each 20 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place & Sustainability	Highways & Transport	Highways	Parking	Band 16 Monday to Friday 9.30am to 3pm, maximum stay 4 hours - Courtney Way, Gurney Way	Non statutory	£1.00 for each 30 minutes	£1.20 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place & Sustainability	Highways & Transport	Highways	Parking	Band 17: Monday to Friday 10am to 5pm maximum stay 4 hours	Non statutory	£1.00 for each 30 minutes	£1.20 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place & Sustainability	Highways & Transport	Highways	Parking	Band 18: Monday to Friday 10am to 6pm maximum stay 4 hours Hope St, Rustat Road	Non statutory	£1.00 for each 30 minutes	£1.20 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place & Sustainability	Highways & Transport	Highways	Parking	Band 19: Monday to Friday 10am to 6pm maximum stay 8 hours Clifton Road	Non statutory	£1.00 for each 30 minutes	£1.20 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place & Sustainability	Highways & Transport	Highways	Parking	Band 20: All days 9am to 5pm maximum stay 4 hours Barton Road	Non statutory	£1.00 for each 30 minutes	£1.20 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p

Schedule of Fees & Charges: Proposed rates for 2024-25

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information		
Place & Sustainability	Highways & Transport	Highways	Parking	Band 21: Monday to Friday 9.00am to 12 noon maximum stay 2 hours Richmond Road, Windsor Road	Non statutory	£1.00 for each 30 minutes	£1.20 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p		
Place & Sustainability	Highways & Transport	Highways	Parking	Band 22: Monday to Saturday 9am to 5pm maximum stay 8 hours Riverside	Non statutory	£1.00 for each 30 minutes	£1.20 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p		
Place & Sustainability	Highways & Transport	Highways	Parking	Band 23: Monday to Saturday 9.00am to 7.00pm Shire Hall Car Park and Castle Court Car Park	Non statutory	£1.40 per hour	£1.60 per hour	Full Cost	Traffic Management Purposes - tariff increase of 20p		
Place & Sustainability	Highways & Transport	Highways	Parking	Band 24: Sunday 9.00am to 5.00pm Shire Hall Car Park and Castle Court Car Park no maximum stay	Non statutory	£1.00 per hour	£1.20 per hour	Full Cost	Traffic Management Purposes - tariff increase of 20p		
Place & Sustainability	Highways & Transport	Highways	Parking	Band 25: Monday to Friday 9.00am to 12.00 noon maximum stay 3 hours Wentworth Road	Non statutory	£1.00 for each 30 minutes	£1.20 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p		
Place & Sustainability	Highways & Transport	Highways	Parking	Permits - Resident							
Place & Sustainability	Highways & Transport	Highways	Parking	Accordia	Non statutory	£64	£75	Full Cost	16% increase to cover costs/inflation costs since 2021		
Place & Sustainability	Highways & Transport	Highways	Parking	Ascham	Non statutory	£54	£63	Full Cost	16% increase to cover costs/inflation costs since 2021		
Place & Sustainability	Highways & Transport	Highways	Parking	Benson	Non statutory	£64	£75	Full Cost	16% increase to cover costs/inflation costs since 2021		
Place & Sustainability	Highways & Transport	Highways	Parking	Benson North	Non statutory	£54	£63	Full Cost	16% increase to cover costs/inflation costs since 2021		
Place & Sustainability	Highways & Transport	Highways	Parking	Coleridge West	Non statutory	£54	£63	Full Cost	16% increase to cover costs/inflation costs since 2021		
Place & Sustainability	Highways & Transport	Highways	Parking	Kite	Non statutory	£102.00	£119.00	Full Cost	16% increase to cover costs/inflation costs since 2021		
Place & Sustainability	Highways & Transport	Highways	Parking	Brunswick	Non statutory	£102.00	£119.00	Full Cost	16% increase to cover costs/inflation costs since 2021		

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Parking	Castle Hill	Non statutory	£64	£75	Full Cost	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	De Freville	Non statutory	£64	£75	Full Cost	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Guest	Non statutory	£95	£111	Full Cost	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Morley	Non statutory	£58.00	£68.00	Full Cost	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Newnham	Non statutory	£54.00	£63.00	Full Cost	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Newtown	Non statutory	£102.00	£119.00	Full Cost	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Park Street	Non statutory	£102.00	£119.00	Full Cost	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Petersfield	Non statutory	£64	£75	Full Cost	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Regent Terrace	Non statutory	£102.00	£119.00	Full Cost	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Riverside	Non statutory	£64	£75	Full Cost	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Shaftesbury	Non statutory	£64	£75	Full Cost	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Silverwood	Non statutory	£75	£87	Full Cost	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Staffordshire	Non statutory	£102.00	£119.00	Full Cost	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Tenison	Non statutory	£88.00	£103.00	Full Cost	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Victoria	Non statutory	£64.00	£75.00	Full Cost	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	West Cambridge	Non statutory	£75	£87	Full Cost	16% increase to cover costs/inflation costs since 2021

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Parking	Staff Permit					
Place & Sustainability	Highways & Transport	Highways	Parking	Newnham	Non statutory	£81	£94	Full Cost Recovery	16% increase to cover costs
Place & Sustainability	Highways & Transport	Highways	Parking	Permits - Business					
Place & Sustainability	Highways & Transport	Highways	Parking	Accordia	Non statutory	£96.00	£112.00	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Ascham	Non statutory	£81.00	£94.00	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Benson	Non statutory	£96.00	£112.00	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Benson North	Non statutory	£81.00	£94.00	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Coleridge West	Non statutory	£81.00	£94.00	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Kite	Non statutory	£0.00	£0.00	No business permits permitted in this zone	
Place & Sustainability	Highways & Transport	Highways	Parking	Brunswick	Non statutory	£0.00	£0.00	No business permits permitted in this zone	
Place & Sustainability	Highways & Transport	Highways	Parking	Castle Hill	Non statutory	£96.00	£112.00	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	De Freville	Non statutory	£96.00	£112.00	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Guest	Non statutory	£142.50	£166.00	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Morley	Non statutory	£87.00	£101.00	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Newnham	Non statutory	£81.00	£94.00	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Newtown	Non statutory	£153.00	£178.00	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information	
Place & Sustainability	Highways & Transport	Highways	Parking	Park Street	Non statutory	£153.00	£178.00	Full cost recovery	Permit is issued to the Head of Park Street school - this is an historical agreement ,16% increase to cover costs/inflation costs since 2021	
Place & Sustainability	Highways & Transport	Highways	Parking	Petersfield	Non statutory	£96.00	£112.00	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021	
Place & Sustainability	Highways & Transport	Highways	Parking	Regent Terrace	Non statutory	£0.00	£0.00	No business permits permitted in this zone		
Place & Sustainability	Highways & Transport	Highways	Parking	Riverside	Non statutory	£96.00	£112.00	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021	
Place & Sustainability	Highways & Transport	Highways	Parking	Shaftesbury	Non statutory	£96.00	£112.00	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021	
Place & Sustainability	Highways & Transport	Highways	Parking	Silverwood	Non statutory	£112.50	£131.00	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021	
Place & Sustainability	Highways & Transport	Highways	Parking	Staffordshire	Non statutory	£153.00	£178.00	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021	
Place & Sustainability	Highways & Transport	Highways	Parking	Tenison	Non statutory	£132.00	£154.00	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021	
Place & Sustainability	Highways & Transport	Highways	Parking	Victoria	Non statutory	£96.00	£112.00	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021	
Place & Sustainability	Highways & Transport	Highways	Parking	West Cambridge	Non statutory	£112.50	£131.00	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021	
Place & Sustainability	Highways & Transport	Highways	Parking	Permits						
Place & Sustainability	Highways & Transport	Highways	Parking	Visitors	Non statutory	£13	£16	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021	
Place & Sustainability	Highways & Transport	Highways	Parking	Ely - Chapel Street	Non statutory	£30.00	£35	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021	
Place & Sustainability	Highways & Transport	Highways	Parking	Whittlesford Resident Permit	Non statutory	£30.00	£35	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021	
Place & Sustainability	Highways & Transport	Highways	Parking	Huntingdonshire Resident Permits	Non statutory	£30.00	£35	Full cost recovery	16% increase to cover costs/inflation costs since 2021	
Place & Sustainability	Highways & Transport	Highways	Parking	Medical _ Dr's bays	Non statutory	£72.00	£84	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021	

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Parking	Visitor medical permits	Non statutory	£0.00	£0.00		
Place & Sustainability	Highways & Transport	Highways	Parking	Dispensations - manual (health care workers)	Non statutory	£35.00	£41	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Car Club	Non statutory	£60.00	£70	Full Cost Recovery	16% increase to cover costs/inflation costs since 2021
Place & Sustainability	Highways & Transport	Highways	Parking	Tradesperson permits	Non statutory	Flat rate of £10.00 per day plus admin fee of £7.00	Flat rate £14 per day plus £9 admin fee	Full Cost Recovery	Induce focus/reduction on time needed in locations.
Place & Sustainability	Highways & Transport	Highways	Parking	Waiver	Non statutory	£25.00 per day	£29	Full Cost Recovery	Induce focus/reduction on time needed in locations.
Place & Sustainability	Highways & Transport	Highways	Parking	Adhoc bollard/gates manning and opening/closing of Kings	Non statutory	£45 per hour	£53	Full cost recovery	To cover costs
Place & Sustainability	Highways & Transport	Highways	Parking	Penalty charge notices - CPE	Non statutory	£50.00 - Lower contravention, discounted to £25.00 if paid within 14 days .	£50.00 - Lower contravention, discounted to £25.00 if paid within 14 days .	Full cost recovery	
Place & Sustainability	Highways & Transport	Highways	Parking	Penalty charge notices - Moving Traffic /bus lane	Non statutory	£70.00 - higher contravention, discounted to £35.00 if paid within 14 days.	£70.00 - higher contravention, discounted to £35.00 if paid within 21 days .	Full cost recovery	
Place & Sustainability	Highways & Transport	Highways	Parking	Parking Suspensions	Non statutory	£45.00 for each 5 metres per calender day. Charge of £20 for each suspension sign required to be put up and £18.50 for each cone which is set up in addition to the signs	£53.00 to suspend 5 metres per bay for each calender day. Charge of £21 for each suspension sign and £19 for each cone that is not returned by a contractor to the Authority following a large suspension	Full cost recovery	Induce focus/reduction on time needed in locations.
Place & Sustainability	Highways & Transport	Highways	Parking	Parking Suspensions	Non statutory	£30.00 amendment/cancellation fee	£35	Full cost recovery	Induce focus/reduction on time needed in locations.
Place & Sustainability	Highways & Transport	Highways	Road Safety	Road Safety					

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Road Safety	Driver Training – including minibus training, defensive driver training, driver workshops and other bespoke packages for businesses.	Non statutory	Driver Training - including minibus training, defensive driver training driver workshops and other bespoke packages for businesses: Price on application	Driver Training - including minibus training, defensive driver training driver workshops and other bespoke packages for businesses: Price on application	Price on application	Actual cost of service including officer time. Price will vary as each group is tendered off a framework by mini competition.
Place & Sustainability	Highways	Road Safety	Road Safety	Standard small schemes	Non statutory	£311 for standard small schemes. Pre-audit discussions no charge for under £100k Max 1 hr for £100k - £1m	£329.66 for standard small schemes. Pre-audit discussions no charge for under £100k Max 1 hr	Full Cost Recovery	
Place & Sustainability	Highways	Road Safety	Road Safety	Road Safety Audit Stage 1	Non statutory	Concept £863 for under £100k £1,638 for £100k - 1m Schemes over £1 million start at £1,638	Concept £914.78 for under £100k £1,736.28 for £100k - 1m Schemes over £1 million start at £1,736.28	Full Cost Recovery	
Place & Sustainability	Highways	Road Safety	Road Safety	Road Safety Audit Stage 2	Non statutory	Detailed design £863 for under £100k £1,638 for £100k - 1m From £1,638 for over £1m	Detailed design £914.78 for under £100k £1,736.28 for £100k - 1m From £1,736.28 for over £1m	Full Cost Recovery	
Place & Sustainability	Highways	Road Safety	Road Safety	Road Safety Audit Stage 3	Non statutory	Post construction £1,638 for under £100k £2,211 for £100k - 1m From £2,211 for over 1m	Post construction £1,736.28 for under £100k £2,343.66 for £100k - 1m From £2,343.66 for over 1m	Full Cost Recovery	
Place & Sustainability	Highways	Road Safety	Road Safety	Road Safety Engineer (Investigations, road safety advice or participation in 3rd party audit)	Non statutory	Hourly rate £81/hr	Hourly rate £85.86/hr	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Street lighting	Street lighting					

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Street lighting	Charge for the vetting service we provide to check lighting designs and lighting installations for all new street lighting asset installations.	Non statutory	Initial vetting - £970.01 Subsequent vetting - £514.34 per vetting.	Initial vetting - £ 921.97 Subsequent vetting - £573.64 per vetting.	Full Cost Recovery	To cover costs
Place & Sustainability	Highways & Transport	Highways	Street lighting	These charges are linked to technical approval checks and street lighting inventory records updates as detailed/required within the County Councils street lighting attachments policy. Fees apply to commercial organisations only.	Non statutory	Cambridgeshire County Council Checks - £50.50. 1-5 standard attachments in a single application Technical Approval Check fee £15.19 to review application. Street Lighting Inventory records Update fee £10.14 for system administration for units covered by application. 6-10 standard attachments in a single application Technical Approval Check fee £30.39 to review application. Street Lighting Inventory records Update fee £20.30 for system administration for units covered by application. 10+ attachments in a single application Technical Approval Check fee £30.39 + £1.99per additional attachment to review Street Lighting Inventory records Update fee £20.30+ £1.40 per additional attachment for administration Banners Technical Approval Check fee £15.20 to review for the first banner in a single application. Plus £5.14 for each additional banner per application. Street Lighting Inventory records Update fee £1.99 per unit for administration for banners covered by application.	Cambridgeshire County Council Checks - £123.82 1-5 standard attachments in a single application £159.12 6-10 standard attachments in a single application £187.61 10+ attachments in a single application £194.84. Banners Technical Approval Check fee £141.48 Street Lighting Inventory records Update fee £2.11 per unit for administration for banners covered by application.		Fees apply to commercial organisations only. 2024-25 fees more accurately cover the staff time spent on the checks required for street lighting license applications.
Place & Sustainability	Highways & Transport	Highways	Traffic Signals	Traffic Signals					
Place & Sustainability	Highways & Transport	Highways	Traffic Signals	Charge for switching off or on traffic lights for roadworks, between 06:00hrs to 22:00hrs weekdays	Non statutory	£180.51 per off or on +/- % yearly adjustment , determined in Jan'23	£195.64 per off or on +/- % yearly adjustment , determined in Jan'24	Full Cost Recovery	Rate fixed by Cambridgeshire County Council but work arranged with and paid directly to supplier
Place & Sustainability	Highways & Transport	Highways	Traffic Signals	Charge for switching off or on traffic lights for roadworks, between 22:00hrs to 06:00hrs weekdays and at all times during the weekend	Non statutory	£216.62 per off or on +/- % yearly adjustment , determined in Jan'23	£234.77 per off or on +/- % yearly adjustment , determined in Jan'24	Full Cost Recovery	Rate fixed by Cambridgeshire County Council but work arranged with and paid directly to supplier

Schedule of Fees & Charges: Proposed rates for 2024-25

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Traffic Signals	Charges for traffic signal data	Non statutory	£140.60	£149.06	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Traffic Signals	Commuted sums for traffic signals and ITS systems	Non statutory	Price on application, dependent on size and type of asset. Based on 20 years of maintenance costs plus one full refurbishment	Price on application, dependent on size and type of asset. Based on 20 years of maintenance costs plus one full refurbishment	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Traffic Signals	Vetting of Traffic Signal Designs	Non statutory	5% of traffic signal, associated equipment and system costs	5% of traffic signal, associated equipment and system costs	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Traffic Signals	Traffic Signal Factory Acceptance Test (FAT), Site Acceptance Test	Non statutory	2.5% of traffic signal and associated equipment and systems cost.	2.5% of traffic signal and associated equipment and systems cost.	Full Cost Recovery	
Place & Sustainability	Highways & Transport	Highways	Traffic Signals	Traffic signal pre-application input	Non statutory	£59.21/hour + VAT	£61.42/hour + VAT	Full Cost Recovery	
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Growth & Development	Planning Advice					
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Growth & Development	Pre-application planning advise on County Council	Non statutory	£341 (Excluding VAT) Price applicable for	£362 (Excluding VAT) Price applicable for	Full Cost Recovery	
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Growth & Development	Tailored advice / Additional work	Non statutory	£76/Hr plus expenses (Excluding VAT)	£81/Hr plus expenses (Excluding VAT)	Full Cost Recovery	
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Growth & Development	Growth and Development-Transport Assessment and Highways					
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Growth & Development	1. Pre-Application Meeting and written advice: CCC meet with the developer	Non statutory	Excluding VAT Category 1 (small, 5 units or less) £890	Excluding VAT Category 1 (small, 5 units or less) £943	Full Cost Recovery	The Transport Assessment Team advice to include cycling and travel plan expertise alongside TA scoping
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Growth & Development	2. Pre Application Written Advice: CCC provide written advice on the scope	Non statutory	Excluding VAT Category 1 (small, 5 units or less) £650	Excluding VAT Category 1 (small, 5 units or less) £689	Full Cost Recovery	The Transport Assessment Team advice to include cycling and travel plan expertise alongside TA scoping
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Growth & Development	3. Pre Application Transport Assessment / Transport Statement	Non statutory	Excluding VAT Category 1 (small, 5 units or less) N/A	Excluding VAT Category 1 (small, 5 units or less) N/A	Full Cost Recovery	The Transport Assessment Team advice to include cycling and travel plan expertise alongside TA scoping
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Growth & Development	Tailored advice / Additional work	Non statutory	£87/Hr plus expenses (Excluding VAT)	£93/Hr plus expenses (Excluding VAT)	Full Cost Recovery	6% inflation increase
Place & Sustainability	Highways & Transport	Highways	Highways Development Management	Highways Development Management					

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Highways Development Management	Highways Act Section 38 road adoption agreement	Non statutory	8.5% of linear metre rate determined by Milestone Term Contractor up to £1.5 million; above £1.5million, reduction to 6%.	8.5% of linear metre rate determined by Milestone Term Contractor up to £1.5 million; above £1.5million, reduction to 6%.	Full Cost Recovery	No change to base fee rate
Place & Sustainability	Highways & Transport	Highways	Highways Development Management	Section 106 & Section 278 agreements	Non statutory	Fees 8.5% of approved Tender value of works costs	Fees 8.5% of approved Tender value of works costs	Full Cost Recovery	No change to base fee rate
Place & Sustainability	Highways & Transport	Highways	Highways Development Management	Commutated sums including soakaways/ trees/ hydrobrakes/ petrol interceptors and other 'non standard' infrastructure.	Non statutory	Commutated sums are now calculated and collected in accordance with Highways Commuted Sum Policy adopted by Highways & Transport Committee 1st April 2023.	Commutated sums are calculated and collected in accordance with Highways Commuted Sum Policy adopted by Highways & Transport Committee 1st April 2023.	Full cost recovery in accordance with adopted policy.	Highways development - Cambridgeshire County Council
Place & Sustainability	Highways & Transport	Highways	Transport Strategy & Funding	Transport Modelling					
Place & Sustainability	Highways & Transport	Highways	Transport Strategy & Funding	Under 1000 dwellings/70,000 sqm B1 commercial	Non statutory	£1,650	£1,750	Partial	In addition Developers will be expected to cover the cost of actually undertaking the work requested, this fee is designed to help fund the on-going maintenance of the Model. The use of the model will depend on the level of work that is being undertaken for CCC/GCP/CPCA and the resulting resources available.
Place & Sustainability	Highways & Transport	Highways	Transport Strategy & Funding	1000 – 3000 dwelling/170,000 sqm B1 commercial	Non statutory	£3,300	£3,500	Partial	In addition Developers will be expected to cover the cost of actually undertaking the work requested, this fee is designed to help fund the on-going maintenance of the Model. The use of the model will depend on the level of work that is being undertaken for CCC/GCP/CPCA and the resulting resources available.
Place & Sustainability	Highways & Transport	Highways	Transport Strategy & Funding	Over 3000 dwellings/200,000 sqm B1 commercial	Non statutory	£5,500	£5,850	Partial	In addition Developers will be expected to cover the cost of actually undertaking the work requested, this fee is designed to help fund the on-going maintenance of the Model. The use of the model will depend on the level of work that is being undertaken for CCC/GCP/CPCA and the resulting resources available.
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Flood Risk and Biodiversity	Flood and Water - Ordinary watercourse consenting					
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Flood Risk and Biodiversity	Ordinary water Consenting Charge	Statutory	£50	£50	Statutory Limit	Set by Defra
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Streetworks (NRWSA)					

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information		
Place & Sustainability	Highways & Transport	Highways	Traffic Management	NRSWA road opening sample inspection charges	Statutory	Now performance based inspections £50 between 20% and 100% based on previous year's and ongoing performance	Now performance based inspections £50 between 20% and 100% based on previous year's and ongoing performance	Statutory limit	Set by National Legislation.		
Place & Sustainability	Highways & Transport	Highways	Traffic Management	NRSWA defect charge	Statutory	£120 X 2	£120 x 2	Statutory limit	Set by National Legislation.		
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Section 74- charge for overstays	Statutory	Set by legislation as per September 2020 Code of Practice for the Co-ordination of Street Works and Works for Road Purposes and Related Matters (fifth edition)	Set by legislation as per September 2020 Code of Practice for the Co-ordination of Street Works and Works for Road Purposes and Related Matters (fifth edition)	Statutory limit	Set by legislation as per September 2020 Code of Practice for the Co-ordination of Street Works and Works for Road Purposes and Related Matters (fifth edition)		
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Charges in relation to works occupying the carriageway during period of overrun							
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Traffic -sensitive or protected street not in road categories 2, 3 or 4.	Statutory	£5,000	£5,000	Statutory limit	Set by National Legislation.		
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Other streets not in road categories 2, 3 or 4.	Statutory	£2,500	£2,500	Statutory limit	Set by National Legislation.		
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Traffic-sensitive or protected street in road category 2.	Statutory	£3,000	£3,000	Statutory limit	Set by National Legislation.		
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Other street in road category 2.	Statutory	£2,000	£2,000	Statutory limit	Set by National Legislation.		
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Traffic -sensitive or protected street in road category 3 or 4.	Statutory	£750	£750	Statutory limit	Set by National Legislation.		
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Other street in road category 3 or 4.	Statutory	£250	£250	Statutory limit	Set by National Legislation.		
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Traffic -sensitive or protected street not in road categories 2, 3 or 4.	Statutory	£10,000	£10,000	Statutory limit	Set by National Legislation.		
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Other streets not in road categories 2, 3 or 4.	Statutory	£2,500	£2,500	Statutory limit	Set by National Legislation.		
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Traffic-sensitive or protected street in road category 2.	Statutory	£8,000	£8,000	Statutory limit	Set by National Legislation.		
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Other street in road category 2.	Statutory	£2,000	£2,000	Statutory limit	Set by National Legislation.		
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Traffic -sensitive or protected street in road category 3 or 4.	Statutory	£750	£750	Statutory limit	Set by National Legislation.		

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Other street in road category 3 or 4.	Statutory	£250	£250	Statutory limit	Set by National Legislation.
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Charges in relation to works outside the carriageway during period of overrun					
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Street not in road category 2, 3 or 4.	Statutory	£2,500	£2,500	Statutory limit	Set by National Legislation
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Street in road category 2.	Statutory	£2,000	£2,000	Statutory limit	Set by National Legislation
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Street in road category 3 or 4.	Statutory	£250	£250	Statutory limit	Set by National Legislation
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Charges in relation to Offences against Part 3 and 4 of the Traffic Management Act (2004)					
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Fixed Penalty Notices	Statutory	£120 unless paid within 29 days then £80	£120 unless paid within 29 days then £80	Statutory limit	Set by National Legislation
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Fixed Penalty Notices	Statutory	£500 unless paid within 29 days then £300	£500 unless paid within 29 days then £300	Statutory limit	Set by National Legislation
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Permit Fees in relation to Part 3 of the Traffic Management Act (2004)					
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Provisional Advanced Application	Statutory	Road Category 0-2 or Traffic Sensitive £105	Road Category 0-2 or Traffic Sensitive £105	Statutory limit	Set by Legal Order
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Provisional Advanced Application	Statutory	Road Category 3-4 and non Traffic Sensitive £75	Road Category 3-4 and non Traffic Sensitive £75	Statutory limit	Set by Legal Order
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Major Activity or requiring a TTRO	Statutory	Road Category 0-2 or Traffic Sensitive £240	Road Category 0-2 or Traffic Sensitive £240	Statutory limit	Set by Legal Order
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Major Activity or requiring a TTRO	Statutory	Road Category 3-4 and non Traffic Sensitive £150	Road Category 3-4 and non Traffic Sensitive £150	Statutory limit	Set by Legal Order
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Standard Activity	Statutory	Road Category 0-2 or Traffic Sensitive £130	Road Category 0-2 or Traffic Sensitive £130	Statutory limit	Set by Legal Order
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Standard Activity	Statutory	Road Category 3-4 and non Traffic Sensitive £75	Road Category 3-4 and non Traffic Sensitive £75	Statutory limit	Set by Legal Order
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Minor Activity	Statutory	Road Category 0-2 or Traffic Sensitive £65	Road Category 0-2 or Traffic Sensitive £65	Statutory limit	Set by Legal Order
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Minor Activity	Statutory	Road Category 3-4 and non Traffic Sensitive £45	Road Category 3-4 and non Traffic Sensitive £45	Statutory limit	Set by Legal Order

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information	
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Immediate Activity	Statutory	Road Category 0-2 or Traffic Sensitive £60	Road Category 0-2 or Traffic Sensitive £60	Statutory limit	Set by Legal Order	
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Immediate Activity	Statutory	Road Category 3-4 and non Traffic Sensitive £40	Road Category 3-4 and non Traffic Sensitive £40	Statutory limit	Set by Legal Order	
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Permit Variation	Statutory	Road Category 0-2 or Traffic Sensitive £45	Road Category 0-2 or Traffic Sensitive £45	Statutory limit	Set by Legal Order	
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Permit Variation	Statutory	Road Category 3-4 and non Traffic Sensitive £35	Road Category 3-4 and non Traffic Sensitive £35	Statutory limit	Set by Legal Order	
Place & Sustainability	Highways & Transport	Highways	Traffic Management	Works on Traffic Sensitive Streets carried out wholly outside Traffic Sensitive Times	Statutory	30% discount on relevant permit fee as above	30% discount on relevant permit fee as above	Statutory limit	Set by Legal Order	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Highway Assets						
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Landowner deposits under s15A Commons Act 2006 with or without S31(6) Highways Act 1980	Statutory	£405 deposit + placing notices at £63 per hour + travel expenses @ 45p per mile + £3.91 per notice.	£430 deposit + placing notices at £75 per hour + travel expenses @ 45p per mile + £5.60 per notice.	Full Cost Recovery	Landowner deposits which, if correctly made, can help protect land against public rights accruing. Please note that the County Council reserves the right to increase the stated fees for extensive land holdings or deposits consisting of multiple plans, in order to recover actual costs involved.	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Landowner deposits under s15A Commons Act 2006 with or without S31(6) Highways Act 1980: Additional Declarations	Statutory	Additional declarations £290	Additional declarations £250	Full Cost Recovery	Landowner deposits which, if correctly made, can help protect land against public rights accruing Please note that the County Council reserves the right to increase the stated fees for extensive land holdings or deposits consisting of multiple plans, in order to recover actual costs involved.	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Highway record (List of Streets (s36(6) Highways Act 1980) and pending	Statutory	Free	Free	Statutory Limit	Viewable at Shire Hall upon appointment during normal office hours	
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Highway boundary/extent records	Statutory	Free	Free	Statutory Limit	Maps viewable at Shire Hall upon appointment during normal office hours	

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Highways & Transport	Highways	Highway Assets	Commons and Village Greens	Statutory	Free	Free	Statutory Limit	Registers viewable at Shire Hall upon appointment during normal office hours. Digital version and guidance available here: http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/344/protecting_and_providing_green_space/2
Strategy & Partnerships	Highways & Transport	Policy, Insight and Programmes	Policy, Insight and Programmes	Road traffic collision (accident) data	non-statutory	£350+VAT standing charge for all data queries. Extra fee for larger requests exceeding 1,000 collisions (£100+VAT per additional 500 collisions). Extra fee for alternative data export formats (£400+VAT). Extra fee for PDF map of collisions: -Up to 25 collisions: £350+VAT - 26-50 collisions: £375+VAT - 51-75 collisions: £400+VAT - 76-100 collisions: £425+VAT - 101-150 collisions: £450+VAT - 151-200 collisions: £475+VAT - 201-250 collisions: £500+VAT - 251+ collisions: CCC not able to produce labelled PDF. Data can be downloaded for free at: https://cambridgeshireinsight.org.uk/roads-transport-and-active-travel/cambridgeshire-collision-data/	£370+VAT standing charge for all data queries. Extra fee for larger requests exceeding 1,000 collisions (£106+VAT per additional 500 collisions). Extra fee for alternative data export formats (£425+VAT). Extra fee for PDF map of collisions: -Up to 25 collisions: £370+VAT - 26-50 collisions: £400+VAT - 51-75 collisions: £425+VAT - 76-100 collisions: £450+VAT - 101-150 collisions: £475+VAT - 151-200 collisions: £500+VAT - 201-250 collisions: £530+VAT - 251+ collisions: Not available. Data can be downloaded for free at: https://cambridgeshireinsight.org.uk/roads-transport-and-active-travel/cambridgeshire-collision-data/	Full cost recovery	
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	County Planning, Minerals and Waste					
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	Statutory fees external applicants	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	Statutory fees CCC applicants	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information		
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	Full Applications (and First Submissions of Reserved Matters) Erection of buildings (not dwellings, agricultural, glasshouses, plant nor machinery)	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.		
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	As above	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.		
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	As above	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.		
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	As above	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.		
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	Erection/alterations/replace ment of plant and machinery	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.		
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	As above	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.		
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	County Planning, Minerals and Waste- Applications other than Building Works							
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	Car parks, service roads or other accesses	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.		

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	Waste (Use of land for disposal of refuse or waste materials or deposit of material remaining after extraction or storage of minerals)	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	As above	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	Operations connected with exploratory drilling for oil or natural gas	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	As above	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	Operations (other than exploratory drilling) for the winning and working of oil or natural gas	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	As above	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	Other operations (winning and working of minerals) excluding oil and natural gas	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	As above	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	Other operations (not coming within any of the above categories)	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	As above	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	Other operations (winning and working of minerals) excluding oil and natural gas	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	As above	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	Other operations (not coming within any of the above categories)	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	County Planning, Minerals and Waste-Lawful Development Certificate					
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	LDC – Existing Use - in breach of a planning condition	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information		
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	LDC – Existing Use LDC - lawful not to comply with a particular condition	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.		
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	LDC – Proposed Use	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.		
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	County Planning, Minerals and Waste-Prior Approval							
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	Proposed Change of Use to State Funded School or Registered Nursery	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.		
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	Proposed Change of Use of Agricultural Building to a State-Funded School or Registered Nursery	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.		
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	County Planning, Minerals and Waste-Approval/Variation/Discharge of Condition							
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	Application for removal or variation of a condition following grant of planning permission	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.		
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	Request for confirmation that one or more planning conditions have been complied with	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.		
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	Other Changes of Use of a building or land	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.		

Schedule of Fees & Charges: Proposed rates for 2024-25

Unless otherwise specified, or term time, prices for 2024-25 start from 1st April 2024

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2023-24	Proposed Charge for 2024-25 6% increase recommended for non-stat rates	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	County Planning, Minerals and Waste-Application for a New Planning Permission to Replace an Extant Planning Permission					
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	Applications in respect of major developments	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	Applications in respect of other developments	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	County Planning, Minerals and Waste-Application for a Non-material Amendment Following a Grant of Planning Permission					
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	Applications in respect of other developments	Statutory	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	See fees for planning applications found here https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	County Planning, Minerals and Waste-Other Charges					
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	County Planning, Minerals and Waste	Site Monitoring fees	Statutory	See fees for site monitoring visits available at https://www.legislation.gov.uk/uksi/2012/2920/contents/made	See fees for site monitoring visits available at https://www.legislation.gov.uk/uksi/2012/2920/contents/made	Fees set by legislation	Fees changed in 2018 and set nationally so no amendments to note in this sheet.
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Heat Network						
Place & Sustainability	Environment & Green Investment	Planning, Growth & Environment	Heat Network - Swaffham Prior	Unit charge for heat at Swaffham Prior	Non-statutory	9.3p/kwh including VAT	10.29p/kwh including VAT	Agreed discount	2024/25 proposed charge is an estimate, to be updated once October index is provided at the end of November. Price provided is the best estimate to date (7th November).

Town and Parish Council feedback on Business and Financial Plan 2024-29

Meeting held 11 January 2024 at 6.15pm

The Leader of the Council introduced the purpose of the meeting, that being to engage openly with local councils on the Council's proposed 2024/25 budget and medium-term financial plan. The Executive Director, Finance and Resources then took attendees through a series of slides that looked at how the Council was funded, the pressures faced and how the budget was proposed to be balanced through savings, income and reserves. The presentation also covered the capital programme and next steps in terms of setting the budget.

The attendees were invited to ask questions of the papers provided to Strategy, Resources and Performance Committee on 19 December 2024 and on the presentation. Questions covered the Councils 2023/24 financial position, the confidence in meeting the savings proposed, what was being done to support mental health across the County, how demand for special educational need was being managed, the position relating to waste and potential changes to collection, plans to improve highways and to prevent flooding and manage gullies.

All questions were for clarification and were responded to by officers of the Council. No issues were identified for Strategy, Resources and Performance Committee to consider when they meet on 30 January 2024.

The Independent Group Leader thanked everyone for attending and closed the session at 7.10pm.

Communities, Social Mobility and Inclusion (COSMIC) Committee feedback on Business and Financial Plan 2024-29

Meeting held 11 January 2024

The COSMIC Business and Financial Plan was discussed in full by the committee.

The following two items were raised for further consideration by SR&P (Strategy Resources & Procurement) Committee on 30 January 2024:

- To be assured that the Libraries Plus work will look at the library service county-wide, including the mobile libraries, and not just focus on the core group of libraries that may be identified as drop-down spaces for staff to work from as part of the office rationalisation work being considered through the Asset & Procurement committee.
- To recognise the community impact of the recent floods and in the light of this to acknowledge the pressure on the small Emergency Planning team, which is shared with Peterborough City Council. Whilst the work of Emergency Planning is relevant to a number of committees the COSMIC committee requests that SR&P consider increasing the investment to this team through this budget process.

Assets & Procurement (A&P) Committee feedback on Business and Financial Plan 2024-29

Meeting held 16 January 2024

There were no recommendations arising from the Asset and Procurement Committee debate of the Business and Financial Plan item.

However, one point of clarity was sought around those items identified in the paper and other papers relating to 'confidential scheme' and how these would be shared with local members. It was noted that the reason for phrasing some schemes as confidential was due to ongoing bids for work being, or due to be, submitted, and not wishing to highlight the assumed budget. Members will receive more information as part of the 30 January Strategy, Resources and Performance Committee to help identify schemes for local members.

No other comments were passed for clarity or for raising to the Strategy, Resources and Performance Committee.

Children and Young People (CYP) Committee feedback on Business and Financial Plan 2024-29

Meeting held 16 January 2024

1. Clarity was sought and provided on a number of proposals and how they had been calculated:
 - i. The Residential Strategy
 - ii. The Children in Care placements saving
 - iii. Inflation
 - iv. The home to school transport budget
 - v. The 3.1m funding for children in care placements from Reserves. It was confirmed that one year of Reserves would be used to support this due to the view that future years costs could be managed by the savings set out in the report and future actions
 - vi. Whether the residential care homes decision would be brought back to CYP. It was confirmed that it would.
 - vii. Home to school transport savings and in particular the policy. It was noted that there would not be any changes, but that there would be a continuing review both nationally and locally. Any proposed changes would be brought to CYP.

2. The level of detail that is able to be provided on 'confidential schemes' needs to be shared with local members to ensure that they are aware of any changes. Officers confirmed this had been done and was limited to a few areas that schools and local members were aware of, but more details will be provided at Strategy, Resources and Performance Committee and to local members.

Environment & Green Investment (E&GI) Committee feedback on Business and Financial Plan 2024-29

Meeting held 18 January 2024

The Committee noted the excellent work to date on delivering the Council's Net Zero carbon ambitions. Clarity was sought on ensuring that the CCC (Cambridgeshire County Council) proposals around office rationalisation and investment will account for this ambition. It was confirmed that it does and officers will update via the Asset and Procurement Committee but ask they note any issues and forward to this Committee.

Clarity was also sought on the position of Household Recycling Centre (HRC) fees and charges. Officers clarified it is a 2025/26 proposal and they will be looking at potential fees and charges for trade waste but confirmed the first step is to review and if there were any firm proposals then these would be taken forward including consultation as part of that process.

It was also recommended that Strategy, Resources and Performance Committee on 30 January look further at the investment in Emergency planning and the need for more prioritisation of funds for continued improvements in forward planning and response capacity. Officers did note that there was other investment in other proposals within the remit of the Highways and Transport Committee, including drainage and gullies within the £3 million Highways and footways investment as well as the Just Transition Fund (JFT) proposal for developing the evidence base for climate risk and impacts on our services. This will include flood risk, drought, overheating for example and will complement and inform service planning and emergency planning support.

It was noted in clarity the progress with the delivery of our energy projects, including the development of a Local Area Energy Planning, this will be brought back to this Committee.

Tributes were made towards Connecting Cambridgeshire and the Energy Projects foresight, and members welcomed the continued prioritised investment.

Glossary of terms

SFA	Settlement Funding Assessment	The Settlement Funding Assessment consists of the local share of business rates, and Revenue Support Grant and is part of the Council's funding.
RSG	Revenue Support Grant	Revenue Support Grant is a central government grant given to local authorities which can be used to finance revenue expenditure on any service. For Cambridgeshire County Council this grant was reduced to zero from 2021/22.
DSG	Dedicated Schools Grant	<p>The grant is paid in support of the local authority's schools budget. It is the main source of income for the schools budget.</p> <p>Local authorities are responsible for determining the split of the grant between central expenditure and the individual schools budget (ISB) in conjunction with local schools forums. Local authorities are responsible for allocating the ISB to individual schools in accordance with the local schools' funding formula.</p>
NNDR	National Non-Domestic Rates	Also referred to as business rates. In Cambridgeshire, NNDR is collected by District Councils and 50% of this money is retained by the County Council, District Councils and the Hereford and Worcester Fire and Rescue Authority as part of their funding. The remaining 50% is returned to Central Government for redistribution elsewhere across local government.
MTFS	Medium Term Financial Strategy	The Strategy that sets out the future ways in which the Council will manage its finances, considering pressures, funding and available resources.
MTFP	Medium Term Financial Plan	The Financial Model covering the next three years based on assumptions within the MTFS

Glossary of terms, continued

GFR	General Fund Reserve	Reserves held for non-specific purposes, to manage risks as / if they arise during the year.
EMR	Earmarked Reserve	Reserves held for specific purposes.
CPI	Consumer Price Index	Measures changes in the price level of market basket of consumer goods and services purchased by households.
RPI	Retail Price Index	A measure of inflation published monthly by the Office for National Statistics. It measures the changes in the cost of a representative sample of retail goods and services.
SEND	Special Educational Needs & Disabilities	A focused service on helping a child or young person in learning where that individual has a disability or special educational needs, for example dyslexia or physical ability, that requires additional support.
ILS	Independent Living Support	A focus to help young adults with learning disabilities and autism to live independently in their own homes / accommodation.
AHC	Directorate of Adult, Health and Commissioning Services	Directorate of the Council providing services such as care for the elderly, adults with disabilities, mental health and integration with health partners
CEF	Children, Education & Families Directorate	Directorate of the Council providing services such as care placements, education, SEND, libraries and arts.
P&S	Place & Sustainability Directorate	Directorate of the Council providing services such as highways, waste and transport.
S&P	Strategy & Partnerships Directorate	Directorate of the Council providing services such as human resources, legal and communications.

F&R	Finance & Resources Directorate	Directorate of the Council responsible for Finance (Insurance, Accounting, Procurement & Financial Transactions); IT and Customer Services and Property.
BCF and iBCF	Better Care Fund and Improved Better Care Fund	A programme spanning both the NHS and local government which seeks to join up health and care services, so that people can manage their own health and well-being and live independently in their communities for as long as possible and avoid delayed transfers of care (DTCOs).
HSF	Household Support Fund	Independent living is a service designed to help people with a wide range of support needs retain their independence by being supported in their own home. People in independent living have their own tenancy and are responsible for their own bills and cost of living.
PFI	Private Finance Initiative	A way of creating 'public – private partnerships where private firms are contracted to fund, complete and manage public projects, predominantly building related.
DLUHC	Department for Levelling Up, Housing & Communities	Government Funding Departments
DfE	Department for Education	Government Funding Departments
DfT	Department for Transport	Government Funding Departments
DWP	Department for Work & Pensions	Government Funding Departments
HO	Home Office	Government Funding Departments

Strategy, Resources and Performance Committee Agenda Plan

Notes

The definition of a key decision is set out in the Council's Constitution in Part 2, Article 12.

* indicates items expected to be recommended for determination by full Council.

+ indicates items expected to be confidential, which would exclude the press and public.

The following are standing agenda items which are considered at every Committee meeting:

- Minutes of previous meeting and Action Log
- Agenda Plan, Training Plan and Appointments to Outside Bodies and Internal Advisory Groups and Panels

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
26/03/24	Integrated Finance Management Report for the Period Ending 31st January 2024	S Howarth	2024/002	13/03/24	18/03/24
	Corporate Services Performance Report Quarter 3	R Springbett	Not applicable		
07/05/24 Reserve date				24/04/24	26/04/24
09/07/24	Integrated Finance Management Report for the Period Ending 31st May 2024	S Howarth	2024/024	26/06/24	01/07/24
	Outturn 2023-24 Integrated Finance Management Report	S Howarth	2024/025		
	Corporate Services Performance Report Quarter 4	R Springbett	Not applicable		
	Treasury Management Report – Quarter 4*	E Tod	Not applicable		
	Annual Risk Report	M Claydon	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
24/09/24 Reserve date				11/09/24	16/09/24
24/10/24	Integrated Finance Management Report for the Period Ending 31st August 2024	S Howarth	2024/026	11/10/24	16/10/24
	Business Planning Update for 2025-30	T Kelly	Not applicable		
	Corporate Services Performance Report Quarter 1	R Springbett	Not applicable		
	Corporate Risk Register	M Claydon	Not applicable		
17/12/24	Integrated Finance Management Report for the Period Ending 31st October 2024	S Howarth	2024/027	04/12/24	09/12/24
	Business Planning Proposals for 2025-30	T Kelly	Not applicable		
	Corporate Services Performance Report Quarter 2	R Springbett	Not applicable		
	Treasury Management Report – Quarter 2*	E Tod	Not applicable		
28/01/25	Integrated Finance Management Report for the Period Ending 30th November 2024	S Howarth	2025/001	15/01/25	20/01/25
	Corporate Business Planning Strategies – Strategic Framework	S Grace	Not applicable		
	Business Plan*	T Kelly	Not applicable		
11/03/25	Integrated Finance Management Report for the Period Ending 31st January 2025	S Howarth	2025/002	26/02/25	03/03/25
	Corporate Services Performance Report Quarter 3	R Springbett	Not applicable		
24/06/25	Integrated Finance Management Report for the Period Ending 31st March 2025	S Howarth	2025/003	11/06/25	16/06/25
	Corporate Services Performance Report Quarter 4	R Springbett	Not applicable		

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STRATEGY, RESOURCES AND PERFORMANCE COMMITTEE TRAINING PLAN

The Training Plan below includes topic areas for S,R&P approval. Following sign-off by the details for training and development sessions will be worked up.

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
1.	Link Treasury Management	Local Government Finance – Third session as part of Members’ Induction Programme		November 2021	Tom Kelly	Virtual	Cllrs Bulat, Corney, Coutts, Kindersley, S King, McDonald, Milnes, Murphy, Shailer, Sharp, Taylor, Thompson, van de Ven & Whelan	14	Not applicable
2.	Performance Management training and case study research	In response to recommendations from the Peer Review and an internal audit. Members will be involved in reviewing and revising Key Performance Indicators that will be reported to Policy and Service Committees.		3 February 2022	Tom Barden	One hour session with PowerPoint presentation and live polls	All Members	18	Not applicable

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
3.	Procurement Training for Members	To understand how procurement works		7 October 2022	T Kelly C Ellis	An hour on Teams	Cllrs Bulat, Costello, Cox-Condron, Dupré, Goodliffe, M King, McDonald, Rae, Shailer, Taylor and Whelan	11	Not applicable
4.	Strategic Framework Workshop	This will inform the business planning process		8 November 2022	S Grace T Kelly	Just over an hour on Teams	Cllrs Beckett, Costello, Count, Criswell, Dupré Gough, Howitt Murphy, Nethsingha, Rae, Sanderson Shailer, Sharp and Wilson	14	Not applicable

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
5.	The complaints process and how this can help Members manage their own in-boxes, including letters from MPs	To understand how the Council manages complaints.		21 February 2023	S Grace D Snowdon	Just over an hour on Teams	Batchelor, Bradnam, Cox Condron, Costello, Coutts, Daunton, Dew, Goodliffe, Gough, Hathorn, Hay, Kindersley, Meschini, Prentice, Sharp, Slatter, Taylor, Thompson, Wilson	19	Not applicable
6.	Digital Strategy is being prepared by the IT & Digital Service to support the vision and the ambitions of the Council over the next three years.	To input into the draft Digital Strategy		12 June 2023	S Smith J Patmore	An hour on Teams	Beckett Bulat, Costello, Hathorn, S King, Taylor, Thompson, Whelan, Wilson	9	Not applicable

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
7.	Risk Management Training	Overview of risk management		14 September 2023	M Hudson T Kelly M Claydon	An hour and a half on Teams	D Ambrose-Smith A Bradnam A Bulat P Coutts C Daunton L Dupré B Goodliffe R Hathorn A Hay S King E Murphy N Shailer A Sharp P Slatter S Taylor F Thompson A Whelan G Wilson	18	Not applicable

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
8.	Briefing on the impact of a cyber attack on Council services as part of its emergency planning arrangements.			7 November 2023	M Hudson S Grace K Foley C Stromberg S Thomas	An hour on Teams	A Beckett G Bird A Bradnam S Count L Dupré C Daunton B Goodliffe J Gowing R Hathorn S Kindersley G Seeff A Sharp A Whelan G Wilson	14	Not applicable
9.	Procurement Training for Members	Essentials on procurement governance, but also the legislative change coming forward and some of the specifics for the Council.		29 November 2023	M Hudson T Kelly C Ellis	An hour on Teams	D Ambrose Smith A Beckett M Black A Bradnam A Costello P Coutts L Dupré B Hunt S King C Rae P Slatter S van de Ven G Wilson	13	Not applicable

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
10.	Programme Management and measuring performance			17 January 2024	S Grace J Lacey-Holland J Roberts	An hour on Teams	A Bradman A Costello L Dupré C Daunton R Hathorn G Seeff F Thompson A Whelan	8	Not applicable
11.	Treasury Management Training			24 January 2024	M Hudson S Howarth	One hour 45 minutes on Teams			
12.	Cambridgeshire Skills Briefing			27 February 2024	S Grace L Riddle T Malloy	An hour on Teams			